

Draft Revenue and Capital Budget 2018/19



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Foreword from Peter Nutting, Leader of Shropshire Council

Welcome to Shropshire Council's budget book for the 2018/19 financial year.

Since taking over as Leader of the Council in May 2017, my priority has been to put the plans in place for a sustainable future for Shropshire, focussing on economic regeneration, raising income, becoming more commercial and efficient and ensuring Shropshire gets its fair share of funding. This is not a short term aim, but a long term strategy, although I am pleased to say that we are already reaping some of the benefits of this approach in time for the 2018/19 Budget.

2018/19 is the first year of our five year plan, as set out in our Financial Strategy. We know that the years ahead provide many challenges for the Council. We have an ageing population with needs and demands that grow more complex as time goes on, and we have a duty to provide the best care that we can afford for the people of Shropshire. We are also seeing increased demand in Children's Services and this has proved difficult to manage financially in 2017/18. We look forward to 2018/19 with significant financial pressures, but in the knowledge that we provide some of the lowest cost services in the country while maintaining high standards of delivery. Achieving a coveted 'Good' standard in our recent Ofsted inspection of Children's Services 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.

Our focus on economic regeneration and place shaping has already borne fruit financially, with the acquisition of Shrewsbury Shopping Centres expected to deliver income of over £2.7m per year to help fund our critical and valued services. This income is equivalent to a 2% increase in Council Tax, and I plan to see more of this commercial thinking being demonstrated across the Council in the coming years.

Our five year plan does not, as yet, provide a balanced and sustainable budget for the long-term future, but it does meet our immediate challenges over the next two years. 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 £13m in 2018/19 and is just over 6% of the £209m we now have to spend. This leaves us in the position where we are having to raise more money locally through Council Tax, yet have less money to spend than ever before with greater demand on our services as each year goes by. For these reasons, we have agreed a 5.99% headline increase in Council Tax for 2018/19. The government is planning a complete review of local government finance (called the Fair Funding Review) built around the concept that local councils will retain the benefits of locally generated sources of finance (predominantly Council Tax and Business Rates) alongside some national redistribution, and at the same time removing all central government support.

In Shropshire we have 30% more older people 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 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 vast 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 we charge below average Council Tax. (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 whatsoever 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. 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 that do not, and which have needs-driven demand pressures on their costs. The impact of the review will be felt from 2020/21 onwards and we are working hard to ensure the deal for Shropshire is a fair and equitable one and reflects our needs and the demands of our communities.

The 2018/19 Financial Year marks the start of a new approach for the Council. We are building our plans, our Financial Strategy and our emerging Corporate Plan around four key financial pillars:

Innovate

Raise Income

Cut Services, and

Use Reserves (wisely).

Through innovation, we will focus on the highest priority areas and those most likely to provide greatest reward including Children's Services, Digital Transformation and Health and Adult Services. We will aim to improve efficiency and think more commercially in our approaches. At the same time, a greater commercial awareness across the Council will help to raise income, focussing on investment and seeking out commercial opportunities. 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 if we hope to balance our books. We are in the process of reconsidering the core services we will continue to provide, focussing resources on a core offer. The final pillar of our strategy is to use Reserves In a strategic manner to enable and smooth the delivery of the above. The 2018/19 budget will see the beginnings of this plan, putting the building blocks in place for a more

sustainable future. As we are at the start of this journey and need time to finalise and implement our plans, we need to use £7m of reserves to help balance the 2018/19 budget, but could see the budget in balance as soon as 2019/20.

During the last two years we have developed a number of key documents that will influence the way we deliver services in readiness for our new approach. We are reviewing all these documents to ensure they are fit for purpose in our ever changing world, and meet the expectations of myself and my Cabinet.

- Our Corporate Plan was approved by Council, containing measurable targets to ensure that the Council can sustain as many front line services as possible. We will produce a revised and refreshed Corporate Plan, reflecting our priorities and setting the context for our Financial Strategy later this year.
- Our Economic Growth Strategy was developed to focus on growth creation in jobs and businesses, attracting and retaining young people in the County and strengthening our already thriving business base.
- Our Commercial Strategy was agreed in March 2017, with the aim to maximise income generation, reduce costs and avoid placing the financial burden of service delivery on the council tax payer wherever possible.

We are working hard to turn all these strategies from words on a page into actions and tangible differences the people of Shropshire can see and appreciate. The purchase of Shrewsbury Shopping Centres in January 2018 is one such demonstration of the progress made by the Council in recent months.

We will continue to lobby Central Government hard for a fair deal for Shropshire. 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 2018/19 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 £53million into local projects in 2018/19. The capital programme remains priority led, reflecting the need for growth in the Shropshire economy, investment in infrastructure and roads, and significant funding to deliver superfast broadband across much of Shropshire in the coming years. We 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 will begin to see the outcomes of this investment over the coming months, 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.

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

The Broadband Project is ongoing and continues to deliver improved connectivity to Shropshire. Development of The Tannery site commenced with demolition of the original structures.

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 programme will be developed 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 are reviewing our Treasury and Investment Strategies to place a framework around this approach.

In the meantime, we have a plan for 2018/19 and this is reflected in this budget book, and the financial analysis that follows. 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

2017/18 Revised		Budget 2018/19									Net Budget Requirement
		Budget	Service Area	Gross Expenditure				Gross Income			
				Staff	Contracts & Transfer Payments	Other Controllable expenditure	Internal Recharges	Non Controllable costs	Total Expenditure	Government Grants	
£		£	£	£	£	£	£	£	£	£	£
92,186,160	Adult Services	19,535,020	100,624,380	11,115,580	4,601,620	1,019,700	136,896,300	-5,986,780	-33,063,180	-39,049,960	97,846,340
46,690,390	Childrens Services	19,201,110	142,416,210	17,527,610	5,058,970	6,476,150	190,680,050	-133,896,670	-7,155,200	-141,051,870	49,628,180
82,948,210	Place & Enterprise	32,476,650	48,830,770	24,349,830	9,160,780	26,843,860	141,661,890	-3,347,140	-55,609,000	-58,956,140	82,705,750
5,553,040	Public Health	7,093,520	9,264,020	2,718,870	1,506,150	245,900	20,828,460	-12,276,000	-3,664,840	-15,940,840	4,887,620
-21,304,790	Resources & Support	21,002,020	63,079,230	41,501,760	9,996,310	-33,372,130	102,207,190	-93,995,690	-34,510,940	-128,506,630	-26,299,440
206,073,010	Sub Total	99,308,320	364,214,610	97,213,650	30,323,830	1,213,480	592,273,890	-249,502,280	-134,003,160	-383,505,440	208,768,450
	0 Less recharges*				-30,323,830		-30,323,830		30,323,830	30,323,830	0
206,073,010	Net Budget	99,308,320	364,214,610	97,213,650	0	1,213,480	561,950,060	-249,502,280	-103,679,330	-353,181,610	208,768,450
	-20,447,511 Revenue Support Grant										-13,301,166
	-9,481,429 Top Up Grant										-9,649,310
	-37,761,088 Business Rates										-40,309,824
	-4,162,170 Collection Fund Surplus										130,111
134,220,812	Council Tax Requirement										145,638,261
1,259.51	Council Tax (Band D)										1,334.96
	14,697,980 General Fund Balances (Opening)										14,886,203
	63,859,414 Earmarked Reserves (Opening) ^										62,740,330
78,557,394	Total Balances Held										77,626,533

* 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 (£6.280m in 2016/17)

Portfolio Holder Summary

2017/18 Revised Budget £	Portfolios	Staff £	Gross Expenditure				Budget 2018/19			Gross Income		Net Budget Requirement £
			Contracts & Transfer Payments £	Other Controllable expenditure £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Service Income £	Total Income £		
46,690,390	Children and Young People	19,201,110	142,416,210	17,527,610	5,058,970	6,476,150	190,680,050	-133,896,670	-7,155,200	-141,051,870	49,628,180	
1,258,750	Communities	684,930	234,950	180,840	128,650	24,380	1,253,750	0	-50,000	-50,000	1,203,750	
5,626,520	Corporate Support	27,829,090	869,050	15,376,410	7,394,010	3,385,830	54,854,390	0	-53,151,170	-53,151,170	1,703,220	
1,124,650	Economic Growth	1,365,780	0	31,740	294,450	35,010	1,726,980	-71,340	-434,890	-506,230	1,220,750	
-23,218,370	Finance	8,935,340	63,024,860	38,497,450	6,111,430	-33,592,340	82,976,740	-93,995,690	-15,471,320	-109,467,010	-26,490,270	
93,669,170	Health and Adult Social Care	22,797,170	109,888,400	13,416,830	5,424,570	1,146,000	152,672,970	-18,262,780	-35,254,930	-53,517,710	99,155,260	
31,312,790	Highways and Transport	5,649,540	14,150,580	8,553,740	1,923,910	15,112,300	45,390,070	-57,380	-14,215,310	-14,272,690	31,117,380	
11,095,560	Culture and Leisure	4,475,460	1,604,840	2,696,990	1,794,720	3,079,020	13,651,030	-32,810	-2,397,320	-2,430,130	11,220,900	
38,513,550	Planning and Regulatory Services	8,369,900	32,025,720	932,040	2,193,120	5,547,130	49,067,910	-3,185,610	-5,873,020	-9,058,630	40,009,280	
206,073,010	Sub Total	99,308,320	364,214,610	97,213,650	30,323,830	1,213,480	592,273,890	-249,502,280	-134,003,160	-383,505,440	208,768,450	
	0 Less recharges				-30,323,830		-30,323,830		30,323,830	30,323,830	0	
206,073,010	Total Portfolio Budgets	99,308,320	364,214,610	97,213,650	0	1,213,480	561,950,060	-249,502,280	-103,679,330	-353,181,610	208,768,450	

Portfolio

Children and Young People
Communities
Corporate Support
Economic Growth
Finance
Health and Adult Social Care
Highways and Transport
Culture and Leisure
Planning and Regulatory Services
Strategy

Portfolio Holder

Cllr Nicholas Bardsley
Cllr Joyce Barrow
Cllr Steve Charmley
Cllr Nic Laurens
Cllr David Minnery
Cllr Lee Chapman
Cllr Steve Davenport
Cllr Lezley Picton
Cllr Robert Macey
Cllr Peter Nutting

Subjective Analysis

Service Area	Budget 2018/19														
	Employees £	Premises £	Transport £	Supplies & Services £	Third Party Payments £	Transfer Payments £	Internal Recharges £	Non Controllable costs £	Total Expenditure £	Government Grants £	Other Grants and Contributions £	Other Income incl Fees & Charges £	Internal Recharges £	Total Income £	Net Budget Requirement £
Adult Services	19,535,020	1,613,270	1,944,620	7,557,690	92,996,570	7,627,810	4,601,620	1,019,700	136,896,300	-5,986,780	-12,230,260	-20,832,920	0	-39,049,960	97,846,340
Children's Services	19,201,110	832,060	11,167,070	103,996,090	43,793,790	154,810	5,058,970	6,476,150	190,680,050	-133,896,670	-3,736,580	-3,418,620	0	-141,051,870	49,628,180
Place & Enterprise	32,476,650	9,290,100	4,578,630	15,534,030	43,777,840	0	9,160,780	26,843,860	141,661,890	-3,347,140	-2,909,620	-44,464,000	-8,235,380	-58,956,140	82,705,750
Public Health	7,093,520	334,650	237,570	2,269,950	9,140,720	0	1,506,150	245,900	20,828,460	-12,276,000	-682,100	-2,982,740	0	-15,940,840	4,887,620
Resources & Support	21,002,020	68,660	169,330	19,143,230	24,325,280	60,874,490	9,996,310	-33,372,130	102,207,190	-93,995,690	-3,502,990	-8,919,500	-22,088,450	-128,506,630	-26,299,440
Sub Total	99,308,320	12,138,740	18,097,220	148,500,990	214,034,200	68,657,110	30,323,830	1,213,480	592,273,890	-249,502,280	-23,061,550	-80,617,780	-30,323,830	-383,505,440	208,768,450
Less recharges							-30,323,830		-30,323,830				30,323,830	30,323,830	0
Net Budget	99,308,320	12,138,740	18,097,220	148,500,990	214,034,200	68,657,110	0	1,213,480	561,950,060	-249,502,280	-23,061,550	-80,617,780	0	-353,181,610	208,768,450

Financial Strategy Summary

The Final Council Financial Strategy presented to Council 22 February 2018 provides the latest projections on the Council's Resource and Expenditure projections for the period 2018-19 and the initial projections for 2019/20 to 2022/23. The following table provides a summary.

Table 1: Resource and Expenditure Projections 2017-2020

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Resources	561,950	563,016	554,714	564,770	574,572
Expenditure	582,151	576,934	575,362	589,225	601,800
Funding Gap	-20,201	-13,918	-20,648	-24,455	-27,228
Year on Year Saving		-6,283	-6,730	-3,807	-2,773

The Resource Projections are based on the Finance Local Government Finance Settlement received on 06 February 2018 and estimates of Local Business Rates retained locally. Council Tax will increase in 2018/19 by 2.99% and a further 3.00% relating to an Adults Services Precept.

The expenditure projections reflect the latest assumptions for inflationary growth including pay and prices. These also include demand and demographic growth and budgetary pressures for Adult Services and Children's Safeguarding. Adult Services in particular is experiencing significant increases in growth and this 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 2018/19 and 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 £20.201m will be funded in 2018/19.

Table 2: Funding Gap and Savings for 2018/19

	£'000	£'000
Funding Gap:		
2018/19 Funding Gap	20,201	
Total Funding Gap		20,201
One off Funding:		
Rural Services Delivery grant - Ongoing	-6,614	
New Homes Bonus - One Off	-1,254	
Adult Social Care Support Grant - One Off	-871	
Improved Better Care Funding	-4,329	
One off Monitoring underspends and savings BF - Reserves	-4,847	
Earmarked Reserves - Freed up	-2,286	
Total Savings/Funding		-20,201

Detailed Budgets by Service Area

Adult Services

2017/18 Revised Budget £	Service Area	Budget 2018/19						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 £	
2,770,290	Adult Services Management	810,940	0	136,910	1,843,340	21,860	2,813,050	0	-23,000	-23,000	2,790,050
3,098,420	Adult Business Support & Development	3,466,730	0	1,505,170	569,770	153,420	5,695,090	-3,959,450	1,696,710	-2,262,740	3,432,350
	Contracts & Provider										
2,090,820	- External Contracts & Provider	160,000	1,604,070	415,770	7,120	0	2,186,960	0	-495,930	-495,930	1,691,030
3,921,290	- Internal Contracts & Provider	3,575,140	0	1,162,980	457,870	319,180	5,515,170	0	-1,900,310	-1,900,310	3,614,860
6,012,110	Total Contracts & Provider	3,735,140	1,604,070	1,578,750	464,990	319,180	7,702,130	0	-2,396,240	-2,396,240	5,305,890
4,577,940	Housing Health & Wellbeing	1,618,080	293,500	3,705,100	345,120	125,670	6,087,470	-398,740	-1,143,130	-1,541,870	4,545,600
	Social Care Operations										
69,307,650	- Care Management	5,334,100	92,330,690	3,068,530	1,089,190	283,560	102,106,070	-1,628,590	-26,954,530	-28,583,120	73,522,950
2,905,270	- Health	2,412,850	2,612,340	956,170	124,170	44,490	6,150,020	0	-3,447,710	-3,447,710	2,702,310
3,514,480	- Mental Health	2,157,180	3,783,780	164,950	165,040	71,520	6,342,470	0	-795,280	-795,280	5,547,190
75,727,400	Total Social Care Operations	9,904,130	98,726,810	4,189,650	1,378,400	399,570	114,598,560	-1,628,590	-31,197,520	-32,826,110	81,772,450
92,186,160	Net Budget for Adult Services	19,535,020	100,624,380	11,115,580	4,601,620	1,019,700	136,896,300	-5,986,780	-33,063,180	-39,049,960	97,846,340

Detailed Budgets by Service Area

Children's Services

2017/18 Revised Budget	Service Area	Budget 2018/19						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	
£		£	£	£	£	£	£	£	£	£	£
412,130	Children's Services Management	139,430	0	-52,930	307,700	30,690	424,890	0	0	0	424,890
	Childrens Safeguarding										
941,540	- Child Social Care & Safe Management	604,810	0	37,470	436,430	44,080	1,122,790	0	0	0	1,122,790
6,242,390	- Case Management & Childrens' Social Work	3,202,880	1,629,450	670,360	1,008,490	115,650	6,626,830	-91,370	-24,000	-115,370	6,511,460
1,660,820	- Compass & Assessments	1,448,880	420	96,570	143,140	53,210	1,742,220	0	-15,000	-15,000	1,727,220
2,497,610	- Early Help & Front Door Services	2,338,200	805,280	-660,790	444,180	375,100	3,301,970	-603,750	-158,630	-762,380	2,539,590
14,079,550	- Placements	2,924,730	14,904,790	1,286,590	361,080	103,530	19,580,720	-710,240	-2,564,260	-3,274,500	16,306,220
1,169,900	- Quality & Assurance	1,057,620	13,080	128,330	124,450	37,680	1,361,160	-10,000	-92,380	-102,380	1,258,780
26,591,810	Total Childrens Safeguarding	11,577,120	17,353,020	1,558,530	2,517,770	729,250	33,735,690	-1,415,360	-2,854,270	-4,269,630	29,466,060
	Learning & Skills										
406,110	- LETS	34,460	0	77,510	94,290	72,330	278,590	0	-123,220	-123,220	155,370
127,810	- Education Improvement	1,056,920	112,830	-42,600	190,590	59,500	1,377,240	-235,550	-642,230	-877,780	499,460
-37,410	- Inspire to Learn	2,134,770	42,940	-51,160	296,080	46,170	2,468,800	0	-2,278,330	-2,278,330	190,470
163,260	- LAC Education	158,350	0	441,230	47,290	4,310	651,180	-452,200	0	-452,200	198,980
18,278,280	- Business Support	1,342,360	0	10,096,310	1,501,940	5,320,530	18,261,140	-161,700	-141,030	-302,730	17,958,410
748,400	- SEN	970,540	0	66,860	103,310	203,430	1,344,140	-223,920	-385,680	-609,600	734,540
19,686,450	Total Learning & Skills	5,697,400	155,770	10,588,150	2,233,500	5,706,270	24,381,090	-1,073,370	-3,570,490	-4,643,860	19,737,230
	Central DSG										
0	- Education Improvement	432,270	9,568,130	1,886,510	0	480	11,887,390	-11,887,390	0	-11,887,390	0
0	- School Business Support	279,710	0	1,948,770	0	1,220	2,229,700	-2,213,670	-16,030	-2,229,700	0
0	- SEN	1,075,180	16,624,000	1,598,580	0	8,240	19,306,000	-18,591,590	-714,410	-19,306,000	0
0	Total Central DSG	1,787,160	26,192,130	5,433,860	0	9,940	33,423,090	-32,692,650	-730,440	-33,423,090	0
0	Schools	0	98,715,290	0	0	0	98,715,290	-98,715,290	0	-98,715,290	0
46,690,390	Net Budget for Children's Services	19,201,110	142,416,210	17,527,610	5,058,970	6,476,150	190,680,050	-133,896,670	-7,155,200	-141,051,870	49,628,180

Detailed Budgets by Service Area

Place & Enterprise

2017/18 Revised Budget		Gross Expenditure					Gross Income			Net Budget Requirement		
		Service Area	Staff	Contracts	Other	Internal	Non	Total	Government		Service	Total
				& Transfer	Controllable							
£	£	£	£	£	£	£	£	£	£	£		
665,410	Director of Place & Enterprise	139,430	0	128,100	339,710	4,710	611,950	0	0	0	611,950	
	Business Enterprise & Commercial Services											
185,530	- Head of Business Enterprise & Commercial Services	122,040	0	-498,050	50,400	4,130	-321,480	0	0	0	-321,480	
487,130	- Strategic Asset Management	1,114,380	0	-2,551,850	935,720	86,340	-415,410	0	-1,786,560	-1,786,560	-2,201,970	
1,968,930	- Corporate Landlord	0	736,550	5,096,610	1,691,370	2,300,670	9,825,200	0	-6,542,590	-6,542,590	3,282,610	
-7,390	- Enterprise Initiatives	0	0	0	590	0	590	0	-10,000	-10,000	-9,410	
530	- One Public Estate	0	0	0	3,420	0	3,420	0	0	0	3,420	
97,720	- Premises Services	2,209,460	0	163,720	413,850	9,920	2,796,950	0	-2,791,510	-2,791,510	5,440	
262,550	- Theatre	1,217,150	5,710	3,162,990	197,650	471,010	5,054,510	0	-4,747,830	-4,747,830	306,680	
537,210	- Shire Services	9,482,940	72,420	6,921,170	3,110	279,840	16,759,480	0	-16,497,030	-16,497,030	262,450	
3,532,210	Total Business Enterprise & Commercial Services	14,145,970	814,680	12,294,590	3,296,110	3,151,910	33,703,260	0	-32,375,520	-32,375,520	1,327,740	
50	Commissioning Support	1,024,630	0	59,390	111,240	5,600	1,200,860	0	-1,200,730	-1,200,730	130	
	Economic Development											
122,400	- Head of Economic Development	122,040	0	1,950	14,650	4,130	142,770	0	0	0	142,770	
905,070	- Development Management	3,805,380	0	295,020	857,970	128,250	5,086,620	0	-3,851,780	-3,851,780	1,234,840	
839,870	- Economic Growth	1,107,190	0	43,800	173,530	26,310	1,350,830	-71,340	-434,890	-506,230	844,600	
162,380	- Broadband Project	136,550	0	-14,010	106,270	4,570	233,380	0	0	0	233,380	
498,150	- Planning Policy	547,110	126,980	-19,750	173,080	24,420	851,840	0	-371,570	-371,570	480,270	
2,527,870	Total Economic Development	5,718,270	126,980	307,010	1,325,500	187,680	7,665,440	-71,340	-4,658,240	-4,729,580	2,935,860	
	Infrastructure & Communities											
183,210	- Head of Infrastructure & Communities	129,290	0	3,220	49,290	4,370	186,170	0	0	0	186,170	
90,430	- Arts	38,590	0	36,100	5,140	1,340	81,170	0	0	0	81,170	
787,420	- Community Working	680,300	0	138,270	123,340	21,760	963,670	0	-50,000	-50,000	913,670	
27,769,970	- Environmental Maintenance	2,218,300	12,511,670	-2,587,750	705,010	12,730,110	25,577,340	0	-416,000	-416,000	25,161,340	
2,841,260	- Highways & Transport	2,114,620	1,638,910	7,434,510	941,900	2,334,940	14,464,880	-57,380	-9,146,870	-9,204,250	5,260,630	
53,670	- AONB	402,440	150	96,850	43,570	13,660	556,670	0	-499,430	-499,430	57,240	
3,446,980	- Leisure Development	344,650	1,358,190	385,200	232,500	1,384,630	3,705,170	0	-385,770	-385,770	3,319,400	
3,827,900	- Libraries	1,573,840	236,130	1,075,680	573,950	737,570	4,197,170	0	-257,530	-257,530	3,939,640	
471,330	- Locality Commissioning	4,630	234,950	42,570	5,310	2,620	290,080	0	0	0	290,080	
1,286,560	- Outdoor Partnerships	992,290	70	364,760	164,970	327,280	1,849,370	-32,810	-487,330	-520,140	1,329,230	
518,350	- Passenger Transport Services	1,187,330	0	3,703,760	227,710	42,880	5,161,680	0	-4,652,440	-4,652,440	509,240	
1,655,060	- Visitor Economy	912,280	10,300	608,300	384,710	607,370	2,522,960	0	-767,260	-767,260	1,755,700	
33,040,300	- Waste	186,040	31,898,740	239,150	478,870	5,274,860	38,077,660	-3,185,610	-176,580	-3,362,190	34,715,470	
69,550	- Cultural & Heritage Manager	71,940	0	2,000	50,170	2,460	126,570	0	0	0	126,570	
76,041,990	Total Infrastructure & Communities	10,856,540	47,889,110	11,542,620	3,986,440	23,485,850	97,760,560	-3,275,800	-16,839,210	-20,115,010	77,645,550	
180,680	Procurement	591,810	0	18,120	101,780	8,110	719,820	0	-535,300	-535,300	184,520	
82,948,210	Net Budget for Place & Enterprise	32,476,650	48,830,770	24,349,830	9,160,780	26,843,860	141,661,890	-3,347,140	-55,609,000	-58,956,140	82,705,750	

Detailed Budgets by Service Area

Public Health

2017/18 Revised Budget		Budget 2018/19							Gross Income			Net Budget Requirement
		Service Area	Staff	Gross Expenditure			Non Controllable costs	Total Expenditure	Government Grants	Service Income	Total Income	
Contracts & Transfer Payments	Other Controllable expenditure			Internal Recharges	£	£						£
Public Health												
213,680	- Coroners & Bereavement	255,490	227,380	285,840	71,550	35,650	875,910	0	-696,570	-696,570	179,340	
971,680	- Multi Agency	619,180	236,000	198,110	111,360	46,670	1,211,320	-222,000	-107,300	-329,300	882,020	
842,340	- Health CYP	14,510	3,888,170	147,660	10,770	0	4,061,110	-3,423,170	-60,000	-3,483,170	577,940	
-8,125,220	- Public Health GM	148,480	59,000	459,610	271,390	750	939,230	-8,576,830	-27,710	-8,604,540	-7,665,310	
2,464,370	- Help to Change	1,038,530	382,210	924,080	47,340	21,500	2,413,660	0	-259,640	-259,640	2,154,020	
1,368,400	- Health Inequalities	88,130	1,141,650	162,110	13,110	140	1,405,140	0	0	0	1,405,140	
147,830	- Health Intelligence	112,380	5,000	1,300	18,310	980	137,970	0	0	0	137,970	
3,394,980	- Substance Misuse	248,120	3,324,610	18,050	22,470	4,460	3,617,710	-54,000	-150,000	-204,000	3,413,710	
4,070,030	- Public Protection	3,831,370	0	417,620	683,200	119,600	5,051,790	0	-1,473,090	-1,473,090	3,578,700	
204,950	- Registrars	737,330	0	104,490	256,650	16,150	1,114,620	0	-890,530	-890,530	224,090	
5,553,040	Net Budget for Public Health	7,093,520	9,264,020	2,718,870	1,506,150	245,900	20,828,460	-12,276,000	-3,664,840	-15,940,840	4,887,620	

Detailed Budgets by Service Area

Resources & Support

		Gross Expenditure					Gross Income				
2017/18 Revised Budget	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
£		£	£	£	£	£	£	£	£	£	£
-24,887,840	Corporate Budgets	1,564,620	2,150,370	28,277,540	3,619,910	-33,757,070	1,855,370	-26,498,310	-3,579,800	-30,078,110	-28,222,740
497,750	Customer Involvement	6,648,320	49,370	229,530	2,216,730	182,700	9,326,650	0	-9,726,540	-9,726,540	-399,890
1,614,720	Finance, Governance & Assurance	6,770,820	60,874,490	9,973,510	2,355,790	162,580	80,137,190	-67,497,380	-10,907,560	-78,404,940	1,732,250
140,170	Human Resources	3,508,810	0	714,490	1,033,860	15,340	5,272,500	0	-5,261,200	-5,261,200	11,300
1,275,660	Legal, Strategy & Democratic	1,909,550	5,000	2,060,290	634,290	22,170	4,631,300	0	-4,051,880	-4,051,880	579,420
54,750	Senior Management Board	599,900	0	246,400	135,730	2,150	984,180	0	-983,960	-983,960	220
-21,304,790	Net Budget for Resources & Support	21,002,020	63,079,230	41,501,760	9,996,310	-33,372,130	102,207,190	-93,995,690	-34,510,940	-128,506,630	-26,299,440

Appendices

Appendix 1: Savings

Appendix 2: Recharges

Appendix 3: Government Grant Schedule

Appendix 4: Reports Schedule

Appendix 5: Glossary

Appendix 1 - Savings

Summary

Saving 2018/19
£000

Adult Services	902
Children's Services	1,643
Place & Enterprise	9,137
Public Health	557
Resources & Support	1,602
Corporate	1,600

Total 15,441

Appendix 1 - Savings

Adult Services Savings

Proposal	2018/19 £000
Use of capital funding to reduce the cost of high cost placements	50
Review of contracts within Housing	44
Review of vacant properties and housing benefit	25
Review of grants	22
Review of Housing services	51
Review of Minimum Income Guarantee	200
Reduce the cost of care packages by investing in technology	10
ASC Reduction in Preventative Spend - Permanent Saving that may be reversible from 2019/20	500
Total	902

Appendix 1 - Savings

Children's Services Savings

Proposal	2018/19 £000
Budget re-alignment of All-in Short Break Contracts	40
Efficiencies in Nursery Education Support	32
Efficiencies in Home to School Transport	556
Further promotion of independent travel training and SEN personal budgets	165
Reductions to external placement costs within Children's safeguarding	430
Expand the use of Troubled Families grant income for two years	200
Review of specialist youth provision	39
Review of business support functions within Learning & Skills	116
A restructure of Education Improvement Service to deliver core statutory duties only	65
Total	1,643

Appendix 1 - Savings

Place & Enterprise Savings

Proposal	2018/19 £000
Review of community leisure facilities	129
Review of local environmental maintenance services	110
Efficiencies within administrative buildings	500
Generate income from investment in assets	2,700
Increased income generation within Highways & Transport	500
Innovation and efficiencies within Shire Services	171
Highways Maintenance - Permanent saving that may be reversible from 2020/21	5,000
Review of Public Conveniences	25
Review of community centres	2
Total	9,137

Appendix 1 - Savings

Public Health Savings

Proposal	2018/19 £000
Review of the Links and Healthwatch services	68
Review of maintenance of closed churchyards	47
Additional income generation within Regulatory Services	40
Operating efficiencies within Regulatory Services	30
Review of the Stop Smoking service	46
Additional income generation within Help2Change	80
Innovation within Help2Change	63
Review of Nicotine Replacement Therapy service	50
Redesign within Regulatory Services	94
Review of child health programmes	39
Total	557

Appendix 1 - Savings

Resources & Support Savings

Proposal	2018/19 £000
Review of Democratic Services budgets	27
Income generation within Legal & Democratic Services	10
Development of a communications offer to other organisations	50
Provision of telecoms support to other organisations	100
Provision of web and printing services to other organisations	50
Creation of an apprenticeship levy framework offer to other organisations	20
Service reconfiguration within Finance, Governance & Assurance	100
Review of elected councillor costs	45
Redesign within Legal & Democratic Services	100
Redesign of the Council's single front door	500
Review of Council Tax collection costs and approaches	100
Limited Voluntary Redundancy Programme	500
Total	1,602

Appendix 1 - Savings

Corporate Savings

Proposal	2018/19 £000
Review of council tax support scheme	600
Review of empty property relief	500
Review of Treasury Management approach and investment income	500
Total	1,600

Appendix 2 - Recharges

Support Service	Recharge Base
Corporate Management	
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
Customer Involvement	
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
Human Resources	
Health & Safety	Based on headcount
Human Resources	Based on headcount
Occupational Health	Based on headcount
Business Design	Based on estimate of time spent on each service
Communications	Based on estimate of time spent on each service
Legal, Strategy & Democratic	
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
Finance, Governance & Assurance	
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
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
Corporate	
External Audit Fees	Recharged wholly to Corporate & Democratic Core/HRA based on audited working papers

Appendix 2 - Recharges

Support Service	Recharge Base
Place & Enterprise	
Commissioning Support Unit	Based on estimate of time spent on each service
Procurement	Based on estimate of time spent on each service
Business Enterprise and Commercial Services	
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
Infrastructure & Communities	
Records Management	Based on number of boxes held in archive

Appendix 3 – Government Grants

2017/18 Revised Budget £	Government Grants	2018/19 Budget £
Adults Services		
28,550	Local Reform & Community Voices Grant	28,550
40,730	Social Care in Prisons	40,730
1,610,160	Independent Living Fund Grant	1,559,310
5,976,760	Additional Better Care Fund	3,959,450
307,320	Flexible Homelessness Grant	336,860
0	Homelessness Reduction New Burdens Grant	61,880
7,963,520	Total Adult Services Government Grants	5,986,780
Children's Services		
128,958,230	Dedicated Schools Grant	124,348,000
161,700	Local Services Support Grant	161,700
6,453,650	Pupil Premium Grant	5,483,190
2,028,950	EFA – School Sixth Forms	2,028,950
569,000	Tackling Troubled Families	603,750
8,510	Youth Justice Board – Children On Remand	8,510
223,920	SEN Reform Grant	223,920
172,310	Unaccompanied Asylum Seeking Children	338,420
212,940	School Improvement Monitoring and Brokering Grant	235,550
120,000	Adoption Support Fund	360,000
94,680	Staying Put Grant	94,680
0	Assessed and Supported Year in Employment	10,000
139,003,890	Total Children's Services Government Grants	133,896,670
Place and Enterprise		
3,185,610	Waste – Private Finance Initiative	3,185,610
63,160	Southern Shropshire LEADER Programme - DEFRA	32,810
0	Bikeability	32,990
0	Technical Assistance	71,340
0	Local Services Support Grant	24,390
3,248,770	Total Place and Enterprise Government Grants	3,347,140

Appendix 3 – Government Grants

2017/18 Revised Budget £	Government Grants	2018/19 Budget £
Public Health		
162,000	Local Reform & Community Voices Grant	162,000
8,802,450	Public Health Grant	8,576,830
114,000	Police & Crime Commissioner	114,000
3,514,550	Public Health Children's 0-5 Allocation	3,423,170
12,593,000	Total Public Health Government Grants	12,276,000
Resources & Support		
642,570	Education Services Grant	0
1,522,650	Quality in Community Services – Private Finance Initiative	1,522,650
7,792,450	New Homes Bonus	7,121,970
789,500	Housing Benefit Administration Subsidy	631,340
290,420	Localised Council Tax Support Administration Subsidy	290,290
55,971,370	Mandatory Rent Allowances: Subsidy	55,971,370
10,496,880	Rent Rebates: Subsidy	10,496,880
1,960	Magistrates Courts Loan Charges	1,420
250,000	Local Enterprise Partnerships Core Funding Grant	250,000
4,530,800	Business Rate Retention Scheme – Section 31 Grants	5,788,200
5,307,640	Rural Services Delivery Grant	6,614,130
585,690	Transitional Grant	0
5,060	Real Time Information New Burdens Grant	17,640
4,110	Family Premium Removal	4,110
4,850	Single Fraud Investigation Service Grant	5,420
41,090	Fraud & Error Reduction Incentive Scheme	28,390
37,430	Welfare Reform New Burdens	51,940
216,820	Improved Better Care Fund	4,328,800
1,400,050	Adult Social Care Support Grant	871,140
89,891,340	Total Resources & Support Government Grants	93,995,690
252,700,520	Total Shropshire Council Government Grants	249,502,280

Appendix 4 – Reports Schedule

Date	Committee	Financial Strategy Reports	Other Relevant Reports
18 October 2017	Cabinet	Financial Strategy – 2018/19 – 2022/23	
08 November 2017	Performance Management Scrutiny Committee	Financial Strategy – 2018/19 – 2022/23	
13 December 2017	Cabinet		Setting the Council Tax Taxbase for 2018/19
14 December 2017	Council		Setting the Council Tax Taxbase for 2018/19
10 January 2018	Cabinet	Financial Strategy – 2018/19 – 2022/23	
31 January 2018	Performance Management Scrutiny Committee	Report of the Financial Strategy Task and Finish Group	
14 February 2018	Cabinet	Financial Strategy – 2018/19 – 2022/23	Statement of Chief Financial Officer on Robustness of Estimates and Adequacy of Reserves 2017-23 Estimated Collection Fund Outturn 2017/18 Fees and Charges for 2018/19
22 February 2018	Council	Financial Strategy – 2018/19 – 2022/23	Council Tax Resolution 2018/19 Fees and Charges for 2018/19

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

Expenditure on the day to day running costs of the Council, such as salaries, wages, utility costs, repairs and maintenance.

Appendix 5 – Glossary

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

2017/18 Budget £	Shropshire Council Housing Revenue Account	2018/19 Budget £
	Income	
(17,467,840)	Dwellings Rent	(17,194,090)
(146,070)	Garage Rent	(116,640)
(17,000)	Other Rent	(17,000)
(427,240)	Charges for Services	(608,720)
(18,058,150)	Total Income	(17,936,450)
	Expenditure	
7,703,650	ALMO Management Fee	8,004,090
359,870	Supplies & Services	534,030
3,656,310	Capital Charges – Dwelling Depreciation	3,780,110
155,710	Capital Charges – Depreciation Other	173,700
2,993,940	Interest Paid	2,993,360
500,000	Repairs charged to revenue	500,000
100,000	New Development Feasibility	100,000
3,237,610	Revenue Financing Capital Expenditure	3,963,040
0	Capital Charges – Cost of Capital	0
50,000	Increase in Bad Debt Provision	50,000
137,780	Corporate & Democratic Core/Support Services	131,000
18,894,870	Total Expenditure	20,229,300
836,720	Net Cost of Services	2,292,850
0	PWLB Premium amortised	0
(23,000)	Interest Received	(23,000)
813,720	Net Operating Expenditure	2,269,850
813,720	Net Cost of Service/(Surplus) for Year	2,269,850
	HRA Reserve	
9,031,220	B/fwd 1 April (Estimated)	8,217,500
(813,720)	Surplus/(Deficit) for year	(2,269,850)
8,217,500	Carried Forward 31 March	5,947,650

Capital Programme 2018/19 - 2020/21

Capital Programme Summary

The Capital Programme for the period 2018/19 to 2020/21, based on current confirmed funding and delivery schedule for schemes. This was not based on a full review and revision of the Capital Strategy, as the Council's focus has been on the delivery of revenue savings, however the introduction of schemes assisting this work will be considered within the year based on scheme appraisals. These schemes will be prioritised based on the schemes fit with the business plans of the service and the revenue savings the schemes will generate. The capital cost of the schemes will also need to be affordable within the projected available capital receipts.

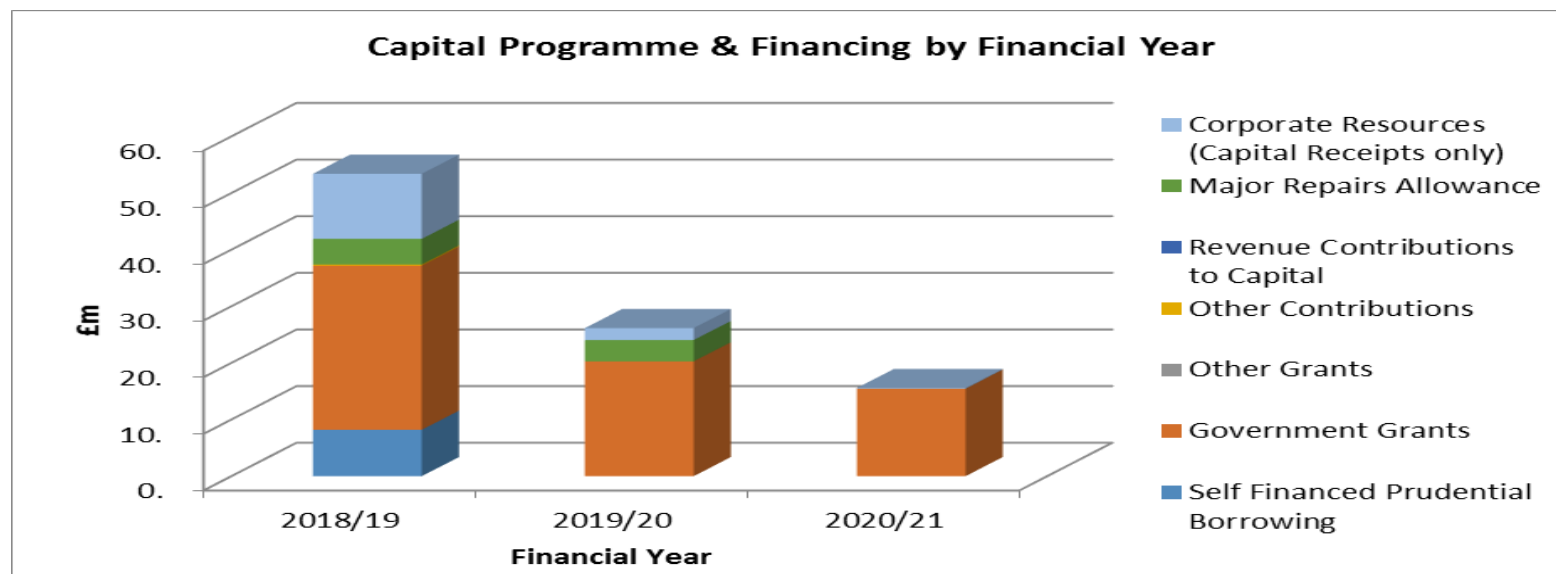
Capital Budgets 2018/19 to 2020/21

Service Area	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
General Fund			
Adult Services	1,509,968	0	0
Children's Services	9,210,167	166,667	166,667
Place & Enterprise	31,151,398	17,221,323	15,401,000
Resources & Support	6,060,200	5,000,000	0
Public Health	300,000	0	0
Total General Fund	48,231,733	22,387,990	15,567,667
Housing Revenue Account	5,166,075	3,760,950	0
Total Approved Budget	53,397,808	26,148,940	15,567,667

Capital Programme 2018/19 - 2020/21

Capital Financing 2018/19 to 2020/21

Service Area	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Self Financed Prudential Borrowing	8,197,000	0	0
Government Grants	28,969,300	20,272,359	15,453,379
Other Grants	2,541	0	0
Other Contributions	207,699	0	0
Revenue Contributions to Capital	0	0	0
Major Repairs Allowance	4,526,210	3,760,950	0
Corporate Resources (Capital Receipts)	11,495,058	2,115,631	114,288
Total Financing	53,397,808	26,148,940	15,567,667



Capital Programme 2018/19 - 2020/21

Capital Programme Detail by Scheme

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Adult Services					
<u>Adult Social Care</u>					
Community Capacity Grant	KA000	A Begley	0	0	0
Four Rivers Bed Replacement & Fire Safety	KA034	A Begley	9,968	0	0
Total Adult Social Care			9,968	0	0
<u>Housing Health & Wellbeing</u>					
Disabled Facilities Grants	K5P03	L Fisher	0	0	0
HOLD Project	K5P04	L Fisher	1,500,000	0	0
Total Housing Health & Wellbeing			1,500,000	0	0
Total Adult Services			1,509,968	0	0
Children's Services					
<u>Learning & Skills</u>					
Early Years					
Early Years Unallocated	KLE00	N Ward	59,042	0	0
Total			59,042	0	0

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Basic Need					
Basic Need Unallocated	KLB00	P Wilson	3,999,353	0	0
Market Drayton Infant/Junior - Ste TBC	KLB05	P Wilson	350,000	0	0
Sundorne Infants/Harlescott Junior - Site TBC	KLB07	P Wilson	350,000	0	0
Market Drayton Primary	KLB08	P Wilson	350,000	0	0
	Total		5,049,353	0	0
School Amalgamations					
School Amalgamations - Unallocated	KLA00	P Wilson	100,000	0	0
	Total		100,000	0	0
Condition					
Condition Unallocated	KL000	P Wilson	312,670	0	0
Trinity,Ford - Junior Toilet refurbishment	KL344	P Wilson	43,600	0	0
Lighting Projects Phase 1	KL400	P Wilson	32,700	0	0
BCCC - Window Replacement Phase 2	KL401	P Wilson	49,050	0	0
BCCC - Reroof Demountable	KL402	P Wilson	27,250	0	0
Church Preen - Replace Sewage Pump	KL403	P Wilson	16,350	0	0
Church Preen - Rewire Phase 3	KL404	P Wilson	10,900	0	0
Clive Primary - Rewire Phase 1	KL405	P Wilson	21,800	0	0
BCCC - Rewire Phase 3	KL406	P Wilson	54,500	0	0
Crowmoor - Reroof Block 3	KL407	P Wilson	32,700	0	0
Crowmoor - Flooring Final Phase	KL408	P Wilson	32,700	0	0

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19	2019/20	2020/21
			Budget £	Budget £	Budget £
Greenacres - Refenestration	KL409	P Wilson	27,250	0	0
Grove - Fenestration	KL410	P Wilson	130,800	0	0
Highley - Windows Phase 3	KL411	P Wilson	19,620	0	0
Hinstock - Kitchen Refurbishment	KL412	P Wilson	49,050	0	0
Kinnerley - Window Replacement Phase 1	KL413	P Wilson	65,400	0	0
Belvidere Secondary - Kitchen Ventilation and ASB	KL414	P Wilson	76,300	0	0
Longnor - Floor Replacement	KL415	P Wilson	26,160	0	0
Mary Webb - Phase 2 Toilet Refurbishment	KL416	P Wilson	87,200	0	0
Market Drayton Infant - Toilet Reconfiguration	KL417	P Wilson	65,400	0	0
Meole Brace Secondary - Replace Hall Windows	KL418	P Wilson	27,250	0	0
Market Drayton Junior - Year 6 Toilet Refurbishment	KL419	P Wilson	41,420	0	0
Martin Wilson - Replace Floor	KL420	P Wilson	21,800	0	0
Oswestry Meadows - Rewire Phase 2	KL421	P Wilson	32,700	0	0
Meole Brace - Replace Ramp Demount	KL422	P Wilson	10,900	0	0
Meole Brace - Re-roof Lower KS2	KL423	P Wilson	32,700	0	0
Minsterley - Replace Windows Final	KL424	P Wilson	32,700	0	0
Minsterley - Playground Alterations	KL425	P Wilson	38,150	0	0
Minsterley - Phase 2 re-wire	KL426	P Wilson	32,700	0	0
Much Wenlock Primary - Fan Convectors	KL427	P Wilson	38,150	0	0
Nesscliffe - Fenestration	KL428	P Wilson	81,750	0	0
Norton in Hales - Kitchen Refurbishment	KL429	P Wilson	27,250	0	0
Norton in Hales - Replace Demountable Windows	KL430	P Wilson	23,980	0	0

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19	2019/20	2020/21
			Budget £	Budget £	Budget £
Oxon Primary - Refenestration	KL431	P Wilson	32,700	0	0
Pontesbury Primary - Window Replacement Phase 3	KL432	P Wilson	32,700	0	0
Selattyn - Stone Wall	KL433	P Wilson	38,150	0	0
St Giles - Re-roof Phase 1	KL434	P Wilson	130,800	0	0
Meole Brace Secondary - Window Replacement Drama Block	KL435	P Wilson	49,050	0	0
St Peters Wem - Replace Roof Phase 4	KL437	P Wilson	65,400	0	0
St Thomas & St Annes - Re-roof	KL439	P Wilson	87,200	0	0
Trinity Ford - Re-roof Phase 2	KL440	P Wilson	65,400	0	0
Welshampton - Re-wire Phase 1	KL441	P Wilson	21,800	0	0
Whitchurch Junior - Window Replacement	KL443	P Wilson	87,200	0	0
Woore - Electrical Re-wire Phase 2	KL444	P Wilson	27,250	0	0
	Total		2,260,500	0	0
Fire Safety Schemes					
Bomere Heath - New Fire Alarm	KLF31	P Wilson	27,250	0	0
	Total		27,250	0	0
Energy Efficiency					
Bomere Heath - Boiler Replacement	KLG09	P Wilson	98,100	0	0
Greenacres - Boiler & Controls	KLG10	P Wilson	70,850	0	0
Lower Heath - Boiler & Controls	KLG11	P Wilson	21,800	0	0
Meole Primary - Boiler & Controls	KLG12	P Wilson	32,700	0	0
Bicton - Replace Boiler	KLG13	P Wilson	109,000	0	0

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
St Laurence Ludlow - Boiler & Controls	KLG14	P Wilson	81,750	0	0
Woodfield - Repipe Heating Phase 1	KLG15	P Wilson	54,500	0	0
Woodlands Boiler & Controls	KLG16	P Wilson	98,100	0	0
Total			566,800	0	0
Suitability					
Norbury Primary- PPA Space	KLS12	P Wilson	76,300	0	0
Hodnet - Secure Access	KLS14	P Wilson	155,205	0	0
Total			231,505	0	0
Special Education Needs					
Schools Access Initiative Unallocated	KLD00	P Wilson	49,050	0	0
Special Provision Funds Allocation	KLD06	P Wilson	166,667	166,667	166,667
Total			215,717	166,667	166,667
Devolved Formula Capital					
Devolved Formula Capital	Various	P Wilson	700,000	0	0
Total Learning & Skills			9,210,167	166,667	166,667
Total Children's Services			9,210,167	166,667	166,667

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Place & Enterprise					
<u>Infrastructure & Communities</u>					
Waste Services					
In Vessel Composting Facility	K6WM0	P Beard	325,000	0	0
Total			325,000	0	0
<u>Highways & Transport – LTP</u>					
Structural Maintenance of Bridges & Structures	KBG%	T Sneddon	1,500,000	0	0
Total			1,500,000	0	0
Structural Maintenance of Roads		S Brown	5,601,000	8,275,000	13,275,000
Total			5,601,000	8,275,000	13,275,000
Street Lighting		J Hughes	800,000	0	0
Total			800,000	0	0
Local Transport Plan - Integrated Transport Plan		V Merrill	1,000,000	1,126,000	1,442,761
Total			1,000,000	1,126,000	1,442,761
Total Highways & Transport - LTP			8,901,000	9,401,000	14,717,761

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
LEP Schemes					
LEP Oxon Relief Road Project	KOX01	M Johnson	690,000	2,742,323	0
LEP Shrewsbury Integrated Transport Package	KIT01	M Johnson	1,679,079	500,000	183,239
	Total		2,369,079	3,242,323	183,239
Flood Defences & Water Management					
Much Wenlock - Flood & Water Management	K6FW1	T Sneddon	135,000	0	0
Shifnal – Flood & Water Management	K6FW4	T Sneddon	422,000	0	0
Shropshire Slow the Flow Project	KEF01	T Sneddon	70,000	70,000	0
	Total		627,000	70,000	0
Environmental Maintenance - Depots					
Depot Redevelopment - Unallocated	K6H03	S Brown	234,000	0	0
	Total		234,000	0	0
Environmental Maintenance - Car Parks					
Parking Strategy - Car Park Machines	KEC03	z Mortimer	1,197,000	0	0
	Total		1,197,000	0	0

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Visitor Economy					
Music Hall Refurbishment	K5HA9	S Law	25,650	0	0
	Total		25,650	0	0
Outdoor Partnerships					
Shelton Recreation Ground Pavilion (S106)	KBR07	M Blount	2,541	0	0
	Total		2,541	0	0
	Total Infrastructure & Communities		13,681,270	12,713,323	14,901,000
<u>Economic Development</u>					
Physical Regeneration					
Food Enterprise Centre	KER38	G Davies	28,489	0	0
Flaxmill Project - Implementation	K6FM1	G Davies	0	1,000,000	0
	Total		28,489	1,000,000	0
Natural & Historical Environment					
Historic Environment Grants	K6HE1	A Cooper	33,682	0	0
Old Rectory, Whitchurch Section 106	KBN01	A Cooper	207,699	0	0
	Total		241,381	0	0
Planning Policy - Affordable Housing					
Affordable Housing - Rolling Fund	K6AHG	N Wood	200,346	0	0
Shrewsbury Self Build Scheme	K6AHT	N Wood	266,898	0	0
	Total		467,244	0	0

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Broadband					
Broadband Project - Milestone 1	KB001	C Taylor	1,800,000	0	0
Broadband Project - Phase 2 - Milestone 2	KB006	C Taylor	1,142,104	0	0
Broadband Project - Phase 2 - Milestone 3	KB007	C Taylor	236,261	0	0
Broadband Project - Phase 2b - Lot 1	KB008	C Taylor	4,367,000	3,508,000	500,000
Broadband Project - Phase 2b - Lot 2	KB009	C Taylor	1,856,791	0	0
	Total		9,402,156	3,508,000	500,000
		Total Economic Development	10,139,270	4,508,000	500,000
Business Enterprise & Commercial Services					
Corporate Landlord					
The Tannery Development	KRP06	S Law	7,000,000	0	0
	Total		7,000,000	0	0
Small holdings					
The Clamp - Smallholding refurbishment	KCS03	S Law	130,000	0	0
	Total		130,000	0	0
Gypsy Sites					
Travellers Sites Unallocated Grant (Phase 1&2 HCA)	K6T00	J Taylor	55,858	0	0
Boars Den Gypsy Transit Site	K6T06	J Taylor	145,000	0	0
	Total		200,858	0	0
		Total Business Enterprise & Commercial Services	7,330,858	0	0
Total Place & Enterprise			31,151,398	17,221,323	15,401,000

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Public Health					
Private Sector Housing					
Shropshire County Empty Property Incentive Grant	KPS01	K Collier	300,000	0	0
	Total		300,000	0	0
Total Public Health			300,000	0	0
Resources & Support					
Customer Involvement					
ICT Digital Transformation - Unallocated	KIC00	M Leith	4,400,000	5,000,000	0
ICT Digital Transformation - Social Care Project	KIC04	M Leith	500,000	0	0
ICT Digital Transformation - Contact Centre Unified Comms	KIC05	M Leith	150,000	0	0
ICT Digital Transformation - ERP	KIC06	M Leith	1,010,200	0	0
	Total		6,060,200	5,000,000	0
Total Resources & Support			6,060,200	5,000,000	0
Total General Fund Capital Programme			48,231,733	22,387,990	15,567,667

Capital Programme 2018/19 - 2020/21

Scheme Description	Code	Project Manager	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Housing Revenue Account					
Major Repairs Programme - SC Contracts					
Housing Major Repairs Programme - Unallocated	K5P01	A Begley	4,888,800	3,760,950	0
STaR Roofing	K5R05	A Begley	120,000	0	0
			5,008,800	3,760,950	0
New Build Programme					
Housing New Build Programme - Phase 3	KSNB3	A Begley	11,375	0	0
Housing New Build Programme - Phase 4	KSNB4	A Begley	145,900	0	0
			157,275	0	0
Total Housing Revenue Account			5,166,075	3,760,950	0
Total Capital Programme			53,397,808	26,148,940	15,567,667

Capital Funding of Programme

Financing	2018/19 Budget £	2019/20 Budget £	2020/21 Budget £
Financing			
Self Financed Prudential Borrowing	8,197,000	0	0
Government Grants			
Department for Transport	14,901,000	14,901,000	14,901,000
Department of Health			
- HOLD Grant	1,500,000	0	0
Department for Education			
- Condition Capital Grant	2,500,000	0	0
- Basic Need Capital Grant	1,354,815	0	0
- Devolved Formula Capital	700,000	0	0
- Special Provision Funds	166,667	166,667	166,667
HCA – New Build	70,000	0	0
HCA - Travellers	55,858	0	0
Environment Agency	627,000	70,000	0
BDUK - Broadband	5,091,201	1,892,605	269,756
Local Enterprise Partnership (LEP) Fund	2,002,759	3,242,087	115,956
	28,969,300	20,272,359	15,453,379
Other Grants	2,541	0	0
Other Contributions			
Section 106	382,750	0	0
	382,750	0	0
Revenue Contributions to Capital	0	0	0
Major Repairs Allowance	4,526,210	3,760,950	0
Corporate Resources (expectation - Capital Receipts only)	11,495,058	2,115,631	114,288
Total Confirmed Funding	53,397,808	26,148,940	15,567,667



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