



Shropshire Council
Legal and Democratic Services
Shirehall
Abbey Foregate
Shrewsbury
SY2 6ND

Date: Tuesday, 27 June 2017

**Committee:
Performance Management Scrutiny Committee**

Date: Wednesday, 5 July 2017

Time: 2.00 pm

Venue: Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

You are requested to attend the above meeting.
The Agenda is attached

Claire Porter
Head of Legal and Democratic Services (Monitoring Officer)

Members of Performance Management Scrutiny Committee

Karen Calder

Gwilym Butler (Vice-Chair)

Roger Evans

Hannah Fraser

Alan Mosley

Cecilia Motley

Peggy Mullock

Dave Tremellen

Claire Wild (Chair)

Leslie Winwood

Your Committee Officer is:

Julie Fildes

Tel: 01743 257723

Email: julie.fildes@shropshire.gov.uk

AGENDA

1 Apologies for Absence and Substitutions

2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

3 Minutes of the meeting held on 15th February 2017 and 18th May 2017 (Pages 1 - 4)

To consider the Minutes of the Performance Management Scrutiny Committee meetings held on 15th February 2017 and 18th May 2017.

4 Public Question Time

To receive any questions, statements or petitions from the public of which members of the public have given notice. Deadline for notification for this meeting is Friday 30th June 2017.

5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is Friday 30th June.

6 Digital Transformation Programme (Pages 5 - 36)

To receive information on the Digital Transformation Programme and consider the value for money for the Council.

Contact: Michele Leith, Head of Human Resources and Development, tel 01743 254402

7 Financial Outturn 2016/17 (Revised) (Pages 37 - 84)

To consider the Financial Outturn Report 2016/17 (Revised), attached marked:
7

Contact: James Walton, Head of Finance, Governance and Assurance (Section 151 Officer), tel 01743 255011

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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 15 February 2017

**2.00 - 3.16 pm in the Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate,
Shrewsbury, Shropshire, SY2 6ND**

Responsible Officer: Amanda Holyoak
Email: amanda.holyoak@shropshire.gov.uk Tel: 01743 257714

Present

Councillor Claire Wild (Chairman)
Councillors Steve Davenport (Vice Chairman), Joyce Barrow, Roger Evans and
David Lloyd

42 Apologies for Absence and Substitutions

Apologies for absence were received from Councillors Gerald Dakin, Vince Hunt, Miles Kenny, Alan Mosley and Dave Tremellen.

43 Disclosable Pecuniary Interests

Members were reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

44 Minutes of the meeting held on 16 November 2016

The minutes of the meeting held on 16 November 2016 were confirmed as a correct record.

45 Public Question Time

There were no public questions.

46 Member Question Time

There were no questions from Members.

47 Financial Strategy 2017/18 to 2019/20

The Head of Financial Management and Reporting presented the report on the Financial Strategy 2017/18 to 2019/20.

A Member expressed concern that Cabinet had agreed that the Head of Finance, Governance and Assurance (Section 151 Officer), in consultation with the Leader of the Council, make amendments to the Financial Strategy following receipt of the Final Local Government Financial Settlement. This was because the settlement was not expected before 22 February 2017 when Council was scheduled for 23 February. It was noted that other authorities had set their budgets on this basis.

Members noted that the Council General Fund Balance and/or Financial Strategy Reserve would be used to enable any reduction in resources or increase in costs to be managed through this process. If timing was sufficient, the final position could be approved by Council on 23 February 2017. The Member suggested that the other Group Leaders be included in this discussion and the Chief Executive said he would recommend this approach to the Leader of the Council. It was hoped that the settlement might improve the position of the Council.

A member asked about the robustness of estimates and adequacy of reserves and whether this would be provided with paper to Council as it would be useful to have an explanation of what had happened with the reserves. It was confirmed that this would be provided as an appendix. He also asked for information on the reduction of income in Public Health, this had been raised in responses to the budget consultation. The Portfolio Holder for Health confirmed she was happy to provide briefing information on that outside of the meeting.

In response to a question from the Chair, the Portfolio Holder for Adults reported on work on admission avoidance and the domestic care brokerage system. The Portfolio Holder for Health also drew attention to the Neighbourhood work of the Sustainable Transformation Plan.

The report was noted.

48 Quarter 2 Performance Report 2016/17

The Performance Manager presented a report on the Council's Performance against its Key Outcomes for Quarter 2 2016/17 (copy attached to the signed minutes). He explained that this was the first time that the new online performance portal had been used in conjunction with the report and reminded members it could be accessed from <https://shropshireperformance.inphase.com/>. The portal would enable them to identify any performance areas they would like to consider in greater detail or refer to the appropriate Scrutiny Committee.

Attention was drawn to performance trending above that expected in the areas of delayed discharge from hospital, the number of people killed or seriously injured on the roads and residential placements in adult social care. In response to questions, the Performance Manager confirmed that it was possible to see how often information was accessed from the portal. It was also confirmed that the Health and Adult Social Care Scrutiny Committee had asked for a report on delayed discharge.

The report was noted.

49 Financial Monitoring Report - Quarter 3

The Head of Financial Management and Reporting explained that the report (copy attached to signed minutes) consolidated the previous separate Revenue and Capital Monitoring reports into one Financial Monitoring report as capital and revenue decisions had always had a close interdependency and impact on each other.

She outlined the contents of the report and responded to questions from members in relation to overall position, vacancy management, development management, slippage in the capital programme and money owed to the Council by the CCG.

The report was noted.

50 Task and Finish Group on Community Infrastructure Levy, New Homes Bonus and Section 106

The Committee considered and discussed proposed terms of reference for a Task and Finish Group on Section 106, Community Infrastructure Levy (CIL) and New Homes Bonus (NHB).

A Member passed on a request from Parish Councils for a clear, open and transparent process for making an application for CIL. He said the process had changed and it was felt that this had not been communicated well. He asked that the Task and Finish Group review the material available to ensure it could be easily understood by a small Parish Council.

The Committee agreed the Terms of Reference and asked that the Task of Finish Group be set up as soon as possible, with a view to work being completed and reported in September 2017. Councillors Davenport, Evans and Wild expressed an interest in membership of the Group.

51 Work Programme

Members noted that the following had been suggested for future scrutiny attention: residential placements; people killed and seriously injured on the roads; and learning from the University of Chester.

Signed (Chairman)

Date:

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SHOPSHIRE COUNCIL

PERFORMANCE MANAGEMENT SCRUTINY COMMITTEE

Minutes of the meeting held on 18 May 2017

12.00 - 12.15 pm in the Council Chamber, Shirehall, Abbey Foregate, Shrewsbury,
SY2 6ND

Responsible Officer: Julie Fildes

Email: amanda.holyoak@shropshire.gov.uk Tel: 01743 257714

Present

Councillor Claire Wild (Chair)

Councillors Karen Calder, Gwilym Butler (Vice-Chair), Roger Evans, Hannah Fraser,
Alan Mosley, Cecilia Motley, Peggy Mullock, Dave Tremellen, Stuart West and Dan Morris

1 Election of Chair

It was proposed, seconded and duly

RESOLVED: That Councillor Claire Wild be elected Chairman for the ensuing
municipal year

2 Apologies for Absence and Substitutions

Apologies for absence were received from Councillor S West (Substitute: Councillor
Dan Morris).

3 Appointment of Vice Chairman

It was proposed, seconded and duly

RESOLVED: That Councillor Gwilym Butler be appointed Vice-Chairman for the
ensuing municipal year.

Signed (Chairman)

Date:

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Committee and Date

Council

18th May 2017

ICT DIGITAL TRANSFORMATION PROGRAMME BUSINESS CASE

Responsible Officer Michele Leith

e-mail: Michele.leith@shropshire.gov.uk Tel: 01743 254402

1. Background

- 1.1 The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything that it does. The latest Corporate Plan and Financial Strategy have identified that alongside a redesign of the Government funding model for local authorities, significant work needs to be undertaken by the Council itself to enable it to achieve the current Government's stated aim that Councils should become financially self-sufficient. This cannot be delivered overnight and an approach has been set out to make significant progress by 2019/20 along the following lines:
- Economic Growth – the Council has adopted an Economic Growth Strategy with the aim to generate growth in jobs and businesses and also directly generate resources for the Council on a number of fronts including through increased business rate generation
 - Commerciality – the Council has adopted a Commerciality Strategy to improve efficiency and income generation across the Council, placing more and more services on a commercial footing and creating new income streams to supplement service delivery across the authority.
 - Digital Transformation – the Council has adopted an ICT Digital Transformation Strategy that will transform IT systems, reshape services and 'back-office' functions, reducing costs, removing duplication, improving efficiency and enabling more effective service delivery across a rural geography.
- 1.2 All of these areas require significant investment to deliver the obvious financial gains on offer and the Council has been reviewing its investment approach to ensure funding is made available to deliver the greatest opportunities available. The final two bullet points above are closely linked, as more commercial service delivery cannot be achieved without fast, effective and efficient infrastructure unpinning everything the Council does. The Council has not invested in its IT infrastructure since the rationalisation programme undertaken when Shropshire became a unitary authority in 2009. Since then the Council has faced funding cuts which have impacted on service delivery; sometimes through cuts in service, often by redesign of the service in the light of changing customer needs. The Council's property infrastructure has been rationalised and the Corporate Plan adopted in 2016 has set a new direction for this work focussing on a much smaller public estate with

improved functionality throughout. This improved functionality cannot be delivered using the Council's aging ICT infrastructure and needs to be overhauled.

- 1.3 All councils with their wide range of services are facing the challenge of keeping pace with the advancement of technology and communication methods. New digital technologies such as mobile devices and apps together with scalable computing power are transforming the way organisations work, the way staff undertake their jobs and the way people interact/do business with the council. At the same time as this technological and communication shift is taking place, the harsh financial climate means that there is increasing pressure to provide essential services at reduced cost.
- 1.4 Recognising these competing pressures, Shropshire Council initiated the ICT Digital Strategy Programme ("the Programme") with the objective to improve efficiencies and reduce costs by implementing modern technologies and process improvements. The aim of the Programme is to examine how IT systems and software that support or transact these services could be digitised, modernised and automated, introducing end to end processes where possible, thereby making them more cost effective and efficient.
- 1.5 The challenge for Shropshire Council, and in particular the provision of IT, is to
 - Achieve significant financial savings, these savings will be in a variety of areas, reduced overhead costs, reduced software licence costs, process redesign, reduced infrastructure and accommodation costs, increased productivity and staff reduction.
 - Transform the business operating models enabling a more commercial approach to service design and delivery
 - Redesign and streamline the business processes across the organisation making them more efficient and increasing productivity on the front line
 - Build a more flexible, agile and integrated technology solution(s)
 - Improve customer engagement and encourage Customers to interact directly with the Council via digital media and self-service.
- 1.6 Failure to modernise systems and processes and failure to invest in technologies that will enhance customer/resident experience will result in:
 - Increasing inefficiency within all systems and processes across the council, particularly when compared to other organisations who have embraced digital transformation
 - Inability to reduce operating costs because of duplications in manual processing and procedures that are constrained by outdated systems
 - Limit the Council's ability to operate more commercially
 - Minimise the opportunity to provide more cost effective online services
 - Restrict the availability of customer insight information and performance data resulting in reduced capacity to improve commissioning or delivery of services.

- 1.7 In January 2016 the Programme was streamlined to focus on 3 main areas Social Care, Business Transformation and Technology. The Programme was renamed the ICT Digital Transformation Programme.
- 1.8 The outline proposals were approved by Full Council on 21st July 2016 and financial provision was incorporated into the financial strategy approved at the same time. The case for change and the recommended approach were set out in the report and approved by, but it was agreed at the time that a full business case would be developed presented to Full Council for final approval.
- 1.9 After the outline business case and funding were approved by Full Council, and in order to inform a full business case the three projects in the programme began the procurement process.
- 1.10 The timescale for Social Care Replacement System Project was dictated by the need to have a replacement system in place by 1st April 2018. The reasons for this were the expiry of the contact with the existing system supplier and the fact that the system was reaching obsolescence and would cease to be supported by the supplier.
- 1.11 In February 2017 Cabinet gave approval to agree a contract with preferred supplier. The programme is now in design phase and is on schedule for April 2018 implementation.
- 1.12 In the Technology Project procurement of a new Customer Relationship Management System and Telephony system have reached preferred supplier stage. The timescale on this project has now become more urgent because the existing supplier has gone into administration and whilst there is no immediate threat to the service a replacement system is a priority.
- 1.13 The Business Transformation Programme represents by far the largest investment and on full implementation will have the highest return on investment. The procurement process so far has informed the costs and benefits and further detail is being worked through at present.
- 1.14 The Financial implications for the full Digital Transformation Programme will be regularly updated and reported in the Financial Strategy, and brought to Cabinet and/or Council for approval as appropriate. The existing financial envelope for the programme, agreed by Council in July 2016, remains adequate. Further details about the case for change not replicated in the full business case can be found in the report to Full Council on approved 21st July 2016.

2. Recommendations

- 2.1 It is recommended that Council
 - Approve the full business case that has been developed to support the ICT Digital Transformation Programme and which details the operational and financial benefits and implications including risks.

- Delegate authority to the Head of Finance, Governance and Assurance (section 151) in consultation with the Portfolio Holder for Corporate Support to negotiate and agree a contract with the preferred supplier identified within the Business Transformation Programme.
- Delegate authority to the Head of Human Resources and Development in consultation with the Portfolio Holder for Corporate Support to negotiate and agree a contract with the preferred supplier for the Customer Relationship Manager Software and the associated telephony requirement.
- That Council note that future updates to the costs and savings of the IT Digital Transformation Programme will be reflected in the Council's budget and updated and monitored through the Council's regular processes (e.g. the Financial Strategy, Capital Programme and Monitoring Reports).

Financial Implications

- 3.1 In July 2016 Council approved the Digital Transformation Programme which included an overall financial envelope of £23.037m. This was inclusive of three main projects within the Programme:
- Social Care – replacement of the existing system (Required Funding £5.115m)
 - Business Transformation – replacement of key Financial, HR, Payroll and CRM systems (Required Funding £17.923m)
 - Technology – review of legacy systems and working methods across the Council (Required Funding included above)
- 3.2 At the present time the Social Care system has progressed sufficiently within the procurement process to provide updated financial information on investment and implementation costs. These are currently commercially sensitive. Furthermore, a full review of cashable and non-cashable savings is currently being undertaken, based up on the selected solution. At the present time the financial envelope associated with this element of the programme appears to be sufficient.
- 3.3 The Business Transformation project is currently in the process of being procured and further detailed work on the financial implications will be necessary to update the investment and implementation costs and both cashable and non-cashable savings. At the present time the financial envelope associated with this element of the programme appears to be sufficient.
- 3.4 The technology workstream has been reviewed and a new governance structure is being put in place on the back of the current finding. Some of this project will be taken forward as separate workstream working alongside Business Transformation and Social Care. A separate element is being considered as unpinning to all three of the projects described above and much of this can be delivered within existing resources. Consequently, this will not have an adverse impact on the financial envelope associated with this project. In the meantime, as much of the revised financial information is still a work in progress and/or commercially sensitive, the DTP Business Case has retained the existing financial analysis.

3.5 As summary of the total programme costs from the business case is shown in table one below.

Table one

<i>FUNDING POSITION</i>	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One off Costs	16,223	7,891	1,499	460	160	26,233
On-going Costs	5,230	6,202	5,287	4,680	4,537	25,936
Total Costs	21,453	14,093	6,786	5,140	4,697	52,169
Base Budget	5,217	5,217	5,217	5,217	5,217	26,085
Cashable Benefits (excl. systems savings as included within base budget)	80	441	708	848	970	3,047
Required Funding*	296	8,435	861	-925	-1,490	23,037

*Funding approval secured 21st July 2016

Conclusion

The hybrid option although in different form to the one originally envisaged still gives us the option to take forward a number of key elements within this – Finance, HR and Procurement on one platform. There is sufficient evidence that this alone would justify the investment. At the current stage of procurement there is evidence that at least one of the remaining suppliers in the process could deliver improvements on the current systems and with some development deliver a more joined up solution.

The fact that all systems cannot at this time be on one unified platform is not a barrier to taking out significant duplication in administrative processes, create greater productivity across the organisation, and achieve improved Business Information and Management Information. All of which equates to better use of resources. From a system perspective this should be achievable either directly within the new system, or through robust interfaces and sharing of data. The original business case estimates that we will make £11 million cashable and non-cashable savings. This will not be possible if we retained the existing systems. We are planning to build in to the contractual requirement with the new provider the requirement to develop these within the first contractual term.

At the time of this report we believe this is achievable. If this position is maintained and we continue to believe this is achievable we will continue. If we encounter problems, we reserve the right to pause and look at alternatives, such as investing in our existing systems to deliver a different outcome.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Cabinet Member (Portfolio Holder)

Local Member

Appendices

ICT Digital Transformation Programme			
Senior Responsible Officers	Clive Wright / Michele Leith	Date Updated	03/05/2017
Version	1.3	Project ID	
Projects	Social Care / Business Transformation / Technology		
Programme Description	The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything it does. This approach will require investment, redesign and cultural change throughout the authority. The ICT Digital Transformation Programme will support this transition by the Council through the provision of modern digitalised ways of working that are fit for purpose, use best practices, and enable the Council to have 'one version of the truth'.		
Reviewers	Chief Executive, Directors and Council Members		
Document Owner	ICT Digital Transformation Programme		
Author(s)	ICT Digital Transformation Team		
Distribution	Directors and Senior Stakeholders		
Authorisation	Clive Wright; Michele Leith, Directors and Council Members		

1. Purpose

- 1.1 The purpose of the earlier Outline Business Case, which set out options for investment in technology and process redesign to achieve significant later benefits for Shropshire Council, was approved by the resolution of ICT Digital Transformation Programme Council paper on 21st of July. Agreement was reached to proceed with option 4, a hybrid solution and the funding to deliver this. This paper is the full Business Case which confirms the approach and benefits are still valid.
- 1.2 The ICT Digital Transformation Programme consist of a portfolio of projects which includes – Social Care, Business Transformation and Technology.
- 1.3 The aim is to build stakeholder confidence and commitment to this Programme. This will be achieved by demonstrating that the Programme offers the best approach to:
 - Alignment to the Council's vision of a digital solution
 - The ambition of becoming a more commercial organisation
 - Supporting the Customers of Shropshire
 - Partnership working

2 Introduction

- 2.1 The Council's stated desire is to deliver services at the highest quality and lowest cost compared to other authorities in everything that it does. The latest Corporate Plan and Financial Strategy have identified that alongside a redesign of the Government funding model for local authorities, significant work needs to be undertaken by the Council itself to enable it to achieve the current Government's stated aim that Councils should become financially self-sufficient. This cannot be delivered overnight and an approach has been set out to make significant progress by 2019/20 along the following lines:
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- 2.2 All of these areas require significant investment to deliver the obvious financial gains on offer and the Council has been reviewing its investment approach to ensure funding is made available to deliver the greatest opportunities available. The final two bullet points above are closely linked, as more commercial service delivery cannot be achieved without fast, effective and efficient infrastructure unpinning everything the Council does.
- 2.3 The Council has not invested in its IT infrastructure since the rationalisation programme undertaken when Shropshire became a unitary authority in 2009. Since then the Council has faced funding cuts which have impacted on service delivery; sometimes through cuts in service, often by redesign of the service in the light of changing customer needs. The Council's property infrastructure has been rationalised and the Corporate Plan adopted in 2016 has set a new direction for this work focussing on a much smaller public estate with improved functionality throughout. This improved functionality cannot be delivered using the Council's aging ICT infrastructure and needs to be overhauled.
- 2.4 All councils with their wide range of services are facing the challenge of keeping pace with the advancement of technology and communication methods. New digital technologies such as mobile devices and apps together with scalable computing power are transforming the way organisations such as Shropshire Council interacts with its customers. At the same time as this technological and communication shift is taking place, the harsh financial climate and austerity measures, mean that there is increasing pressure to provide essential services at reduced cost.
- 2.5 Recognising these competing pressures, Shropshire Council initiated the ICT Digital Strategy Programme with an objective to improve efficiencies and reduce costs by implementing modern technologies and process improvements. The aim of this Programme is to examine how IT systems and software that support or transact these services could be

digitised, modernised and automated, introducing end to end processes where possible, thereby making them more cost effective and efficient.

2.6 The challenge for Shropshire Council, and in particular the provision of IT, is to:

- Achieve significant financial savings
- Transform the business operating models
- Redesign and streamline the operational processes across the business
- Build a more flexible, agile and integrated technology solution
- Improve customer engagement and encourage Customers to interact directly with the Council via digital media and self-service.

2.7 Failure to modernise systems and processes and failure to invest in technologies that will enhance customer/resident experience will result in:

- Increasing inefficiency within all systems and processes across the council, particularly when compared to other organisations who have embraced digital transformation
- Inability to reduce operating costs because of duplications in manual processing and procedures that are constrained by outdated systems
- Limit the Council's ability to operate more commercially
- Minimise the opportunity to provide more cost effective online services

3 Approved recommendation

3.1 Council approved subject to approval of full business case the recommended hybrid option (Option 4) as the preferred solution for delivering a digital state to meet the business and IT needs of the Council and to support front-line services. In so doing, it meets the Council's requirements to

- Deliver the greatest level of financial benefits of all the options;
- Ensure business continuity in key services;
- Achieve the greatest benefit to the Council for a reasonable level of risk.

3.2 The hybrid approach will allow the Council to maximise the potential of its current internal ICT provision coupled with 'best of breed' solutions for Social Care and back-office processing. Further information about the hybrid approach are outlined in appendix 2. Details of other options considered are contained in the Council Paper -, Digital Transformation Programme – 21st July 2016

Strategic Business Case

4 Vision

- 4.1 The vision of the ICT Digital Transformation Programme is to enable the provision of excellent and efficient services at the highest quality and the lowest cost to the public, providing clear and simple access to services through resilient and convenient routes. It will do this by driving business change and enabling the Council to procure or deliver its services on a digital platform that will transform the way it interacts with its customers.
- 4.2 The ICT Digital Transformation Programme is designed to provide the necessary tools, systems and processes to support the Council's business vision. The key requirements of this strategy are to deliver or enhance: -
- Significant financial savings
 - Digital services for all customers
 - Efficient back office systems
 - Core operational services – Social Services
 - Mobile, flexible, agile workforce
 - Data Centres & Infrastructure
 - Resilient Business Continuity and Disaster Recovery capacity
 - Staff empowerment to better use existing and new IT equipment and software including self-service
 - Better position the Council to realise commercial opportunities

5 Drivers

5.1 Business Need

The implementation of an ICT Digital Transformation Programme for Shropshire Council is necessary to modernise the Council's offer to the public, to increase cost effectiveness and improve customer satisfaction. To ensure highest quality – lowest cost through greater productivity, better accessibility, improved responsiveness.

5.2 Necessity to Reduce Costs

This Programme exists to enable the Council to meet its requirement for reduced spend over the coming years. The Programme will achieve this through eliminating fragmentation in the way the Council interacts with its customers. It will create new and improved channels for customers to access services, implementing more efficient business

processes, and ensuring that specialist resources are targeted towards the most vulnerable.

- 5.2.1 The Council has put in place a short-term budget plan involving the use of achievable savings programmes and the use of one-off funding sources, over the financial years 2017/18 and 2018/19 to ensure that services can continue to be delivered without wholesale disruption over this period. This financial position is not sustainable and the Digital Transformation Programme is a significant element of the Council's approach to becoming a self-sufficient and financially sustainable authority from 2019/20 and onwards.

5.3 Budget Restrictions

- 5.3.1 Since 2009, £146m has been removed from this Council's budget due in the main to significant cuts Government grants including Revenue Support Grant.
- 5.3.2 At present by April 2019 Local Authorities are expected to be financially self-sustaining following the implementation of a fair funding review and the local retention of 100% of locally raised business rates. Many of the grants the Council currently receives will continue to be removed and additional burdens will be placed on the Council, potentially increasing the number of services we currently provide locally. The Council needs to ensure it is in the best position possible to manage the impact of these as yet un-quantified changes.

5.4 Improvement in Social Care Performance

- 5.4.1 Currently the provision of Adult Social Care in the County accounts for the greatest proportion of Shropshire Council spending. This creates a number of business drivers that support a wholesale review of current Social Care processes and the ICT systems that underpin them. Key amongst these are:
- To replace existing 12-year-old application which is on the limit of viability because it will no longer be supported by the supplier
 - To implement integrated systems to support current and strategic Social Care objectives
 - To link operational activities and associated financial transactions to the provision of assessed social care and thereby remove redundant and duplicated processes
 - To reduce the travel time of front-line staff by removing the need to continually return to an office base to complete manual tasks, through the implementation of enhanced business processes.
- 5.4.2 Without implementing such an efficiency based improvement solution, it is anticipated that Adult Social Care and Children's Services would require annual increases in staff numbers of both adult and children's social workers and support staff, to meet the increased demand, and this is not sustainable in the medium to long term.

5.5 Outdated IT systems

Many of the existing IT systems work entirely independently. This is a more expensive way to run the variety of systems needed across the organisation as they have different maintenance requirements, individual license needs and most problematically, the different systems do not naturally work together.

5.5.1 Since the formation of the Unitary authority there has not been a business drive to review the various systems and applications, which has resulted in the current situation where the majority of software solutions do not integrate effectively.

5.5.2 As the systems work independently, clunky and inefficient solutions have been found to transfer data or information between the various applications. This works in many different ways, some solutions include the downloading and uploading of Excel spreadsheets; some pieces of software even have other pieces of software linking them together. All of these solutions have data protection and integrity issues alongside the complexity of ensuring they function. There is significant duplication of effort and risk of inaccurate data transfer.

5.6 Poor Connectivity

5.6.1 The council is currently served by a BT wide area network however this has had a problematic implementation, and for certain sites this has proven to be unreliable or not cost effective to maintain. As a rural county Shropshire has connectivity issues with 43% of properties in Shropshire having no 4G access. Where possible solutions must be able to be delivered over poor connectivity.

5.6.2 Not all council sites are connected for Wi-Fi purposes, and this will be addressed taking into account site and service rationalisation plans along with future user and usage projections. Similarly, many of the existing 150 school sites have limited connectivity with ADSL and limited reliability of Airband connections.

5.7 Improved Customer Experience

5.7.1 The customer view is that the Council does not work as a coherent, joined-up organisation and this often makes it complicated for customers to deal with the Council. It is not possible, for example, to provide information to the Council in respect of council tax, other than the traditional methods such as phone, letter, or email. Even the latter is not an efficient methodology, as it requires the information to be re-typed into the Council databases that can lead to errors. This hampers the quality of contact with the Customer and makes debt collection more problematic. It also leads to confusion from a customer perspective.

5.7.2 There is also no single-view of the Customer. An individual, who contacts Shropshire Council for different services, is treated as a different individual, rather than one Customer. The Council needs to foster an aggregated and comprehensive set of known data which forms a single view of the customer and their service usage.

6. ICT Digital Transformation Benefits

6.1 Digital Customer Services

- Electronic Customer Relationship Management, including Self-Service and online forms
- Digital Communications platform(s) including, Telephony, Social Media management, email newsletter/marketing management, SMS, and Web Chat (text and/or video)
- To have a single view of the customer and link to back office systems it will be important to put data protocols in place for data governance.

6.2 Single View of the Customer

- A full review of the all system will be carried out as part of a phase two implementation. The Council objective of a single view of the customer can be advanced by incorporating, integrating or interfacing many of the councils other systems on or with the Enterprise Resource Platform (ERP). This will be further advanced through re-engineering of business processes.

6.3 Mobile, Agile Working

- Agile working - The ability to provide working environments that give staff the flexibility of location and facilities best suited to their roles and where they need to be in the County. This requires adaptive approaches to physical locations – many of which will not take the form of conventional offices. Indeed, true agile working means that more work can be conducted closer to the Customer.

True adoption of agile and mobile working will require a fundamental rethink and redesign on how current services operate, along with active and ongoing engagement with staff to ensure that they feel supported in working agilely (when appropriate for their role). The technology programme will support this, but the business as a whole will have to understand and want the change, something that is being addresses corporately as part of work to change the culture of the organisation.

6.4 Productivity

- The removal of current delays in accessing data from key systems would increase productivity; end users would be able to access that essential data from any location that suits their working environment. The removal of the requirements to manually update systems, record data in separately in multiple places and manually manipulate data, combined with great availability of accurate/real time data will significantly increase productivity both in front line and support services.

6.5 Mobile Device Management

- Mobile devices will be updated and secured on a regular basis. The preferred option will need to provide tools for the use of the ICT team to manage end user devices to enforce security and access policies without degrading the services provided by those devices. The current Mobile Device Management provision will be reviewed and enhanced to ensure it is continually meeting these requirements.

6.6 Data Centre & Infrastructure

- The council has recently made investment in the main and backup data centre, as such this investment should be taken into consideration when making decisions. It is worth noting that Shropshire Council has always been forward thinking in terms of IT (3rd Council to adopt cloud based Office 365) and will identify the most appropriate and cost effective for our data management needs.
- To support the Council to be more commercial, the council infrastructure requires further investment to enhance and support commercial multi-customer service environments, allowing all council departments to provide cost effective services, which are delivered quickly and accurately.
- The preferred option will need to provide for all core and non-core applications to be hosted on a multi-tenancy platform.

6.7 Cloud-based solutions

- Cloud based solutions – (Cloud storage is a service model in which data is maintained, managed, backed up remotely and made available to users over a network (typically the internet) this should be considered and used where it provides additional functionality or value to the business. The modern approach to cloud based solutions is to leverage them to support existing IT facilities in a hybrid approach. Cloud solutions should be used to complement existing technology allowing the councils IT systems to flex as demand either increases or decreases. In each situation whichever solution is implemented will have robust Disaster Recovery and Business Continuity measures in place.

6.8 Document Management / Electronic Document Records Management System (EDRMS)

- EDRMS technologies allow the efficient storage and use of the council's electronic documents. EDRMS improves document handling and information retrieval, while also supporting the improvement of business processes and customer interaction. EDRMS can provide the tools to manage the automation of business processes to establish a central, secure repository for key business information which can then be simply and securely shared with partner organisations.
- ICT is developing and training staff in the use of SharePoint, which exists as part of the Councils Office365 subscription. This will support staff to work in a more mobile and flexible way. The decision on the application which will be corporately adopted will be informed by the data and reporting strategies (these are currently being developed).

6.9 End user facilities

- Ensuring that end users are provided with appropriate technical solutions to improve productivity and customer outcomes. These may include combinations of:
 - Laptops/Tablets with access to mobile applications
 - Mobile phones with access to a variety of applications
 - Appropriate telephony equipment to allow hot desking
 - The ability to access e-mails from various mobile devices
 - Access to Unified Communications from various Council managed devices
 - Training for staff to make the best use of the hardware available to them

6.10 Identity Access Management

- IAM technology can be used to initiate, capture, record and manage user identities and their related access permissions in an automated fashion. This ensures that access privileges are granted according to a single interpretation of policy; all individuals and services are properly authenticated, authorized and audited.

6.11 Business Continuity and Disaster Recovery (BC/DR)

- The preferred option will include robust IT Crisis Management and Business Continuity Management measures for the Council. BC and DR capabilities will be embedded into new solutions to ensure council systems are robust and reduce the risk exposure of the council.

The new solutions must be designed to:

- Ensure that end user capabilities can be delivered to meet business continuity requirements

- Provide appropriate DR type questions that the business should consider when engaging external suppliers of non-in-house IT delivered services (across the internet)
- Develop the Business IT lifecycle for DR, for those applications that are not in-house delivered services (across the internet)
- Develop IT Business Continuity people & process capabilities to support the resumption of the day to day IT function
- Review the IT Crisis Management capability to support the decision making processes required to instigate DR recovery in a timely manner
- Define and implement appropriate toolsets to support DR activities, IT Crisis Management and BC requirements

6.12 Security

The council adheres to the Public Services Network (PSN) Security restrictions to ensure continued connectivity to central government systems and information. Shropshire Council must comply with these restrictions, however with investment in new technologies and process redesign it will be possible to both enhance our Security stand point and allow greater freedom to support mobile and agile working. Security of the new systems is not an optional extra and must be designed into all new solutions at the beginning, as retrofitting later will not be an option.

Possible areas of exploration are;

- Adopt multi factor across the councils' estate to provide a unified single experience to the end user.
- Explore internet based connection and authentication tools
- Work with other councils to adopt or adapt best practice
- Explore and if appropriate implement additional security technologies

6.13 Management information and reporting

- 6.13.1 To achieve the stated goals a standardised approach to managing information and reporting should be adopted. Each potential solution has its own reporting capability but to derive the maximum benefit from the current investment a holistic and overarching reporting methodology / technology should be adopted. Consistency of reporting from consistent and reliable information is a key deliverable of this programme. Final decisions on the best format for reporting within solution will be made on a case by case basis.
- 6.13.2 Retrofitting an agreed strategy is possible post implementation but it will be more efficient to agree a standard and identify any require technology or processes before significant design work is undertaken.
- 6.13.3 It is worth noting that we have already invested in a Microsoft product called Power BI (this is a market leading application for business reporting) that will provide comprehensive and timely management and performance reports.

6.14 Ongoing Support and Maintenance/System Administration

- 6.14.1 Beyond the life of the first phase of the Digital Transformation Programme the internal ICT department will continue to develop Shropshire Council's use of Digital services. This programme is the first step of what can only be a digital future, one in which departments are fully supported by a highly skilled ICT department.
- 6.14.2 Current plans that form part of the Technology stream will deliver some of the tools needed to support the ICT department to enable the rest of the organisation to be more sustainable, through commerciality, economic growth and efficiencies.
- 6.14.3 Over the past several years, most departments at Shropshire Council have reduced in size to achieve necessary efficiencies. Post Digital Transformation programme new systems, hardware and software, will require different skillsets and training is being developed to assist all departments to use the tools being developed.
- 6.14.4 Another issue that has occurred during the time of departmental retraction has been the emergence of small technical teams across the organisation. These teams, or often individuals, have been a necessity to keep various pieces of software or equipment functioning. During and post Digital Transformation, the roles and functions of these teams will be reviewed and where appropriate closer working with the central ICT department will be forged.
- 6.14.5 One of the areas of work to collaborate with the small technical teams across the Council is around Change management. The ICT department have been undergoing ITIL based training which supports the implementation of ITIL based change management.

6.15 BluPrint (Printing Services)

- 6.15.1 Consolidated solutions to manage paper based communication, digital mailroom and printing comprising: -
- Scanning – leading to a reduction in staff reliance on currently slow practices using existing machinery and equipment. This not only frees up staff time, but also the quarterly costs incurred on machinery leases and maintenance agreements
 - Rationalisation of Multi-Functional Devices - generating the output and emailing electronic documents from Shropshire Council to its customers and in turn reduces the need to print
 - Post - renegotiating postage contracts, streamlining processes and considering downstream access in order to further reduce postage costs. This will have a greater impact on Shropshire Council's annual spend if all output is from one single site
 - Acquisition of Equitrac (pull print solution) to allow staff to print from any Council device across the County.

6.16 Staff empowerment/self-service software

- 6.16.1 There is very limited training available to staff on their current IT setup (this is a result of the reduction in IT staff resources over the past 7 years). IT will develop the resources needed to adequately support and train staff – by doing this it is expected that staff satisfaction levels will be increased as they are able to feel more confident in their work.

6.16.2 There are a number of interactions with IT which could be replaced by procuring relevant “self-service” software solutions (e.g. self-password reset software and software ordering/installation software). Procuring this type of solution would have multiple benefits, including a decrease in the demand on IT support, more rapid completion of requests and (depending on the solution) a limited ability for work to be completed out of normal operating hours.

6.17 Staff training

6.17.1 Equipping staff with excellent equipment and making changes to appropriate operating methods across the organisation will be one of many steps needed towards a digital transformation. The ICT department will work to support staff to better use their existing and future equipment in particular:

- ICT consultations with managers and teams to define the most appropriate uses of technology to support their service needs
- An improved change management process to identify when new software is needed and support the business to either acquire something new or look at existing options
- Weekly “drop-in” sessions with presentations on new topics
- Improved “How-to” sections on the intranet
- Videos demonstrating how to perform specific tasks
- E-learning, both existing from suppliers and new developed in-house

6.18 Commercial enablement

6.18.1 The council has a stated commercial enablement strategy and this programme must support this agenda. The programme should assess the commercial opportunities of each element against its own commercial possibilities or ability to support business area activity. An “invest to earn” approach should be adopted and the programme should engage with the wider Council to identify technologies or solutions that would directly and indirectly enable income generation for the authority.

- £10m to £15m of new revenue income over a period of five to ten years
- A minimum of £5m of new revenue income by the 31st March 2020
- £50m of capital receipts by 31st March 2020
- Reduce back office costs by 25% by 31st March 2019
- Deliver commercial skills development for all staff by 2021
- Reduce building running costs by 30% by 31st March 2020

6.19 Economic Growth Strategy and Enablement

6.19.1 Shropshire Council is also working to enable the Counties business community to grow. The Digital Transformation programme will enable the rest of the Council to support the aims of the Economic Growth strategy as more people move to the County.

By 2021:

- 12% growth
- 3,700 new jobs
- £300 million private sector investment
- 1,375 new homes per year

7 Finance

7.1 **Costs, Benefits and Funding**

7.1.1 On 21st July 2016 Council approved the financial implications of the preferred ICT Digital Transformation Programme approach including approving the use of Capital Receipts and other funding sources identified to fund the budgetary increase required.

7.1.2 Since the initial report the various elements of the project have been progressing through tender processes. During this time the scope of the project has been refined and the resource requirement has developed in a greater level of detail. Whilst we now have a better picture of the financial impact of some key elements of the project there are still areas which are subject to development and change. On this basis the original costings have not been changed and it is prudent at this stage to maintain the financial envelope as originally planned. There is therefore no overall change to report.

7.1.3 The financial position as previously reported is shown in the tables below. All indications at this stage are that the project will be satisfactorily contained within the financial envelope already identified and approved.

7.2 **Programme Management, Business Transformation and Technology**

All financial figures are in £000s						
COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
One off Costs						
Staffing Resources:						£ -
Project Resources plan	3,104	1,919	689	0	0	£ 5,713
New System Costs:						£ -
Hardware	404	70	160	160	160	£ 954
Software	1,894	2,288				£ 4,182
Implementation	5,606	1,824	650	300	-	£ 8,380
Interfaces	250	50	-	-	-	£ 300
Contracts	1,320					£ 1,320
Other Costs:						£ -
Training	125	50	-	-	-	£ 175
Decommissioning	201	99	-	-	-	£ 300
Contingency (10%)						£ -
Total One-off Costs	£ 12,905	£ 6,300	£ 1,499	£ 460	£ 160	£ 21,324

All financial figures are in £000s						
COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
On-going Costs						
New System Costs:						
Software			2,288	2,288	2,290	£ 6,866
Contracts		1,684	1,861	1,681	1,529	£ 6,755
Dual Running of Old System						£ -
Software	2,851	2,851	487	487	487	£ 7,162
Contracts	2,123	1,199	350	-		£ 3,672
Hosting/DR						£ -
Total On-going Costs	£ 4,974	£ 5,734	£ 4,986	£ 4,455	£ 4,305	£ 24,455

COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Benefits						
Cashable Benefits	80	441	688	828	950	2,987
Non-cashable Benefits	352	3,583	5,720	6,843	8,859	25,357
Total Cashable Benefits	432	4,024	6,408	7,671	9,809	28,344

All financial figures are in £000s						
FUNDING POSITION	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One Off Costs	12,905	6,300	1,499	460	160	21,324
On-going Costs	4,974	5,734	4,986	4,455	4,305	24,455
Total Costs	17,879	12,034	6,486	4,915	4,465	45,779
Base Budget	4,974	4,974	4,974	4,974	4,974	24,869
Cashable Benefits (excl. systems savings as included within base budget)	80	441	688	828	950	2,986
Required Funding	12,825	6,620	824	-886	-1,459	17,923

Social Care

All financial figures are in £000s						
COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
One off Costs						
Staffing Resources:						
Project Resources plan	1,084	1,446				£ 2,530
New System Costs:						
Software	691					£ 691
Contracts	1,434					£ 1,434
Other Costs:						£ -
Training						£ -
Decommissioning						£ -
Contingency (10% or Resources only)	108	145	-	-	-	£ 253
Total One-off Costs	£ 3,318	£ 1,591	£ -	£ -	£ -	£ 4,909
On-going Costs						
New System Costs:						
Software						£ -
Contracts		212	219	225	232	£ 888
Dual Running of Old System						£ -
Software	174	174				£ 348
Other Licences, Support & Maintenance	6	6	6			£ 17
Hosting/DR	76	76	76			£ 229
Total On-going Costs	£ 256	£ 468	£ 301	£ 225	£ 232	£ 1,481
Total Costs	£ 3,574	£ 2,059	£ 301	£ 225	£ 232	£ 6,390

COST & BENEFIT CATEGORIES	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Benefits						
Cashable Benefits			21	51	44	116
Non-cashable Benefits			2,149	2,149	2,149	6,447
Total Cashable Benefits	-	-	2,170	2,200	2,193	6,563

All financial figures are in £000s						
FUNDING POSITION	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One off Costs	3,318	1,591				£ 4,909
On-going Costs	256	468	301	225	232	£ 1,481
Total Costs	3,574	2,059	301	225	232	£ 6,390
Base Budget	243	243	243	243	243	£ 1,215
Cashable Benefits (excl. system savings as included in base budget)			20	20	20	£ 60
Required Funding	£ 3,331	£ 1,816	£ 38	-£ 38	-£ 31	£ 5,115

Total Programme Costs

<i>FUNDING POSITION</i>	Year 0	Year 1	Year 2	Year 3	Year 4	Totals
	2016/17	2017/18	2018/19	2019/20	2020/2021	
Costs:						
One off Costs	16,223	7,891	1,499	460	160	26,233
On-going Costs	5,230	6,202	5,287	4,680	4,537	25,936
Total Costs	21,453	14,093	6,786	5,140	4,697	52,169
Base Budget	5,217	5,217	5,217	5,217	5,217	26,085
Cashable Benefits (excl. systems savings as included within base budget)	80	441	708	848	970	3,047
Required Funding*	296	8,435	861	-925	-1,490	23,037

*Funding approval secured 21st July 2016

- 7.2.1 Going forward it is recommended that future updates to the costs and savings of the IT Digital Transformation Programme will be reflected in the Council's budget and updated and monitored through the Council's regular processes (e.g. the Financial Strategy, Capital Programme and Monitoring Reports).

8 Procurement

- 8.1 The agreed procurement process is to use Crown Commercial Services framework RM1042, RM1059 and RM1054.

9 Programme Plan

9.1 Data Cleansing and Classification

- 9.1.1 As part of a wider stream of work within the ICT Digital Transformation Programme, it would be prudent to undertake a data cleansing exercise. Carrying out this piece of work would ensure that the data held in the various applications within Shropshire Council is both current and relevant to the efficient operation of the organisation.
- 9.1.2 The piece of work would ensure that the quality and integrity of the data meets the needs of the Council. Strategically the work should commence in the initial phases of the Programme, and would be an ongoing piece of work throughout the life cycle of the implementation.
- 9.1.3 As the Programme progresses the work should be incorporated as a separate work stream. Post 'go live', regular data cleansing should be an ongoing process, in line with the council-wide governance and data cleansing policy.

- 9.1.4 During the initial phase the level of data cleansing that needs to be undertaken should be decided, again in line with council policy and procedures. If no policy exists, then it should be formulated and enforced.
- 9.1.5 Data classification should be undertaken to ensure new systems are developed with appropriate security and accuracy. Data ownership and classification is vital to the provision of fit for purpose solutions that support business transformation. Data classification will also allow more flexible security principles to be applied.

9.2 Data Governance

- 9.2.1 The aspiration of the Council is to achieve a single view of the Customer. This aspiration cannot be achieved simply by reducing the number of systems. It will require systematic processes, which are well managed through a data governance regime. It should be noted that data governance should not be confused with information governance, they are two separate disciplines.
- 9.2.2 A clear definition is required of the term 'single view of the Customer'. The obvious definition is that a Customer is a person in receipt of one or more of our services. However, there is also likely to be a need for a single view of groups including our partners, suppliers, assets, places and other data groupings.
- 9.2.3 Common standards will be set across the organisation, which will be systematically monitored to ensure all data is of the required quality. Data quality tools will be utilised to identify data gaps, errors and duplication in order that standards are maintained and a single view can be achieved.
- 9.2.4...The proposed IT solution is to be based on multiple platforms. The common data standards will need to be applied across all platforms and applications. It is likely that certain data concepts will only be applied to certain applications within those platforms. There will be some data concepts which are likely to be common across all of the systems. Where common data is in place it is important that this data is consistently managed and shared. In essence this will become the core dataset.
- 9.2.5 The core dataset will need a high degree of data management. If a Customer reports a change in address this change will need to be validated and then applied across all applications where that data concept applies. This centralised data management will form an essential part of future reporting and business intelligence by ensuring data is accurate, complete and free from duplication.

9.3 Design Phase

- 9.3.1 In line with best practice a more accurate analysis of actual costs and deliverable benefits will be undertaken during the Programme design phase.
- 9.3.2 As part of the design process a detailed analysis of IT system and operational processes will facilitate a revised cost and benefits forecast that will be used to update the business case.

- 9.3.3 As part of the design process, a review of the current business processes will be undertaken. The design should seek to establish robust governance and protocols that reflect current best practice within the Council. Where procedures, policy and protocols do not reflect government guidelines of best practice, there is an opportunity to establish best practice in line with those guidelines. As part of the design phase stakeholders will be able to make informed decisions and agree to budget reductions and cashable benefits.
- 9.3.4 This approach should be adopted at all phases of the Programme from the design solution to delivery of the Programme. All phases of the design including robust business processes, will reflect a more efficient way of working, this will support the delivery of benefits and cost savings expected from the Programme. System configuration will be less expensive if established during the design phase of the Programme. This approach which will form part of the cost effective future proofing of the Council's applications.

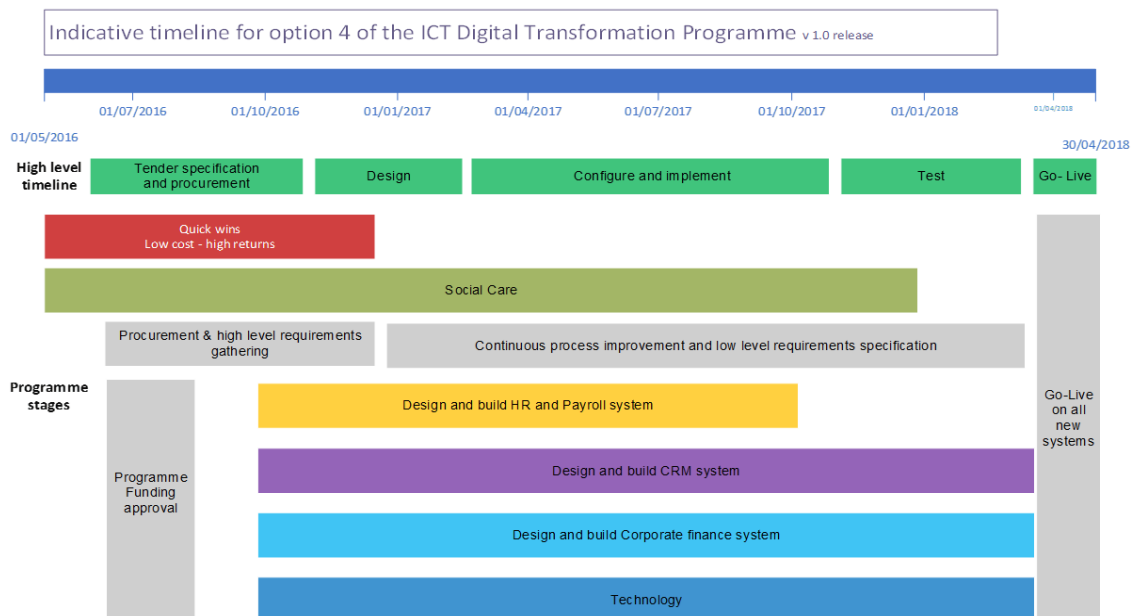
9.4 Implementation Phase

- 9.4.1 Once the design phase has been completed The Programme Board can then approve the Programme which can then progress to the implementation phase.
- 9.4.2 During this phase of the Programme the business case will be regularly reviewed, and necessary refining of the operational processes will ensure that the potential benefits are delivered according to the Programme mandate.
- 9.4.3 Upon completion of the implementation phase and following rigorous testing to ensure the system is fit for purpose, the organisation will 'go live' and delivery of the operational time saving benefits will be delivered.

9.5 Post-Programme Phase

- 9.5.1 As part of the post 'go live' review, specific decisions will be made on how to realise the benefits.
- 9.5.2 The diagram below sets out the high-level timescales for delivering Option 4 - the Hybrid Option which is the approved approach

9.5.3 Budget holders will be able to make fully informed decisions and agreement to budget reductions and benefits realisation.



10. Programme Approach

10.1 Governance

10.1.1 Programme governance will adhere to local and central government guidelines and will follow recognised programme and project methodologies. Each project within the Programme will have individual project documentation to control and record progress and other items such as risks and issues register, highlight reports, project plans etc.

10.1.2 These documents will be consolidated into the Programme documentation and reported to the Programme Board, where each Project Manager will be accountable for individual projects to the Programme Manager and the Senior Responsible Officer (SRO), of the Programme Board. Regular contact and consultation with Internal Audit staff, and Council officers responsible for managing the corporate risk register as 'critical friends', will ensure the Programme remains governed within Council guidelines.

10.2 Programme Board

10.2.1 The ICT Digital Transformation Programme Board will manage delivery of the Programme and the projects within it.

10.2.2 The Terms of Reference for the Board set out the governance arrangements the Terms of Reference includes:

- This Board will provide updates on progress to key project stakeholders when required

- This Board will work in partnership with senior representatives for council services to ensure that their business transformation objectives are achieved.
- This Board will work in partnership with Corporate Directors to ensure that corporate transformation objectives are achieved

10.3 Local Government Digital Standards

10.3.1 The Local Government Digital Service Standard suggests a common approach for local authorities to deliver good quality, user centred, and value for money digital services. These standards were set out in a paper published in April 2016, and will be adhered to in delivery of this Programme.

10.3.2 These are:

- Understand user needs. Research to develop deep knowledge of who the service users are and what that means for the design of the service.
- Ensure a suitably skilled, sustainable multidisciplinary team, led by a senior service manager with decision making responsibility, can design, build and improve the service.
- Create a service using the agile, iterative and user-centred methods set out in the Government Service Design Manual.
- Build a service that can be iterated and improved in response to user need and make sure you have the capacity, resources and technical flexibility to do so.
- Evaluate what tools and systems will be used to build, host, operate and measure the service, and how to procure them, looking to reuse existing technologies where possible.
- Evaluate what user data and information the digital service will be providing or storing and address the security level, legal responsibilities, privacy issues and risks associated with the service.
- Use open standards, existing authoritative data and registers, and where possible make source code and service data open and reusable under appropriate licenses.
- Be able to test the end-to-end service in an environment similar to that of the live version, including all common browsers and devices.
- Make a plan for the event of the digital service being taken temporarily offline, and regularly test.
- Make sure that the service is simple enough that users succeed first time unaided.
- Build a service consistent with the user experience of government digital services, including using common government platforms and the Government Service Manual design patterns.
- Encourage maximum usage of the digital service (with assisted digital support if required).
- Identify performance indicators for the service, incorporating existing indicators and publishing to a performance platform, if appropriate.

- Put a process in place for ongoing user research, usability testing to continuously seek feedback from users, and collection of performance data to inform future improvement to the service.
- Test the service from beginning to end with appropriate council member or senior manager responsible for it.

10.4 Gateway Reviews

10.4.1 Short focused reviews will be carried out at key decision points within the Programme by independent experienced practitioners on behalf of the Senior Responsible Officer (SRO). These reviews are a snap-shot of the project at that stage and recommendations are based on the interviews undertaken and evidence presented. Such reviews are intended to be supportive and forward looking and will take future plans into account but only as future intentions, rather than actualities

10.4.2 The Gateway reviews will be carried out after the following phases have been completed:

- Business Justification
 - Delivery Strategy
 - Investment Decision
 - Readiness for Service
- Operations Review and Benefits Realisation

11 Risk

11.1.1 Risks will be managed at both a Programme and Project level.

11.1.2 The prime risk regarding this option is in respect of business change. Implementing this solution will require the business to change its approach to technology and delivery of front-line services, and it will be incumbent on all stakeholders and staff to work together during the transition phase of the Programme.

11.1.3 Programme risks will be limited to those that threaten the Programme as a whole or cover more than one project. Project Managers will manage the threats to their work streams and maintain their own risk and issues logs, and will only escalate those risks and issues that cannot be managed at a project level.

12 Key Programme Objectives

12.1 The key objectives for this Programme that will be used to measure its success following implementation are:

- Enable the business to meet savings targets by enabling business transformation
- Redesign services to increase efficiency through streamlining systems and improving business processes
- Enable innovation and new ways of working with a significant increase in channel shift to digital by default technologies whilst retaining face-to-face contact where needed
- Work towards providing an improved single view of the customer
- Reshape the relationship between Customers, communities and local government
- Improve communications and partnership working across public services

- Improve Management Information and contract performance reporting through establishment of a secure, single data source
- Support a commercial business model
- Support the overall economic growth strategy with effective delivery of IT services to staff, and where relevant residents and businesses
- Provide clients with self-service options to support the digital by default strategy
- Improve end-user empowerment through the further adoption of self-service practices
- Provide more flexible working conditions
- Empower staff by training them to make best use of the hardware and software which is available to them
- Create a Multi-Functional Device service for printing, scanning and visual reproduction
- Newly provided services will be have resilient Disaster Recovery and Business Continuity capability
- Provide flexible computer and storage capacity

13 Glossary and References

Glossary

ADSL	Asymmetric Digital Subscriber Line
AWS	Amazon Web Services
BC/DR	Business Continuity / Disaster Recovery
BI	Business Intelligence
BT NGCC	British Telecom Next Generation Contact Centre
CRM	Customer Relationship Management
DOLS	Deprivation of Liberty Safeguards
EDI	Electronic Data Interchange
EDRMS	Electronic Document and Records Management System
ERP	Enterprise Resource Planning
ESB	Enterprise Service Bus
ETMS	Education and Training Management System
EU	European Union
EUC	End user computing
IaaS	Infrastructure as a Service
IAM	Identity and Access Management
KPIs	Key Performance Indicators
LAN	Local Area Network
MASH	Multi-Agency Safeguarding Hub
MDM	Master Data Management
MDM	Mobil Device Management
MFD	Multi-Functional Devices
MI	Management Information
OBC	Outline Business Case
OJEU	Official Journal of the European Union
OLA	Operating Level Agreements
PaaS	Platform as a Service
SaaS	Software as a Service
SAMIS	Shropshire Accounting and Management Information System
SIMS	Schools Information Management System
SLA	Service Level Agreements
SOCITM	The Society of Information Technology Management
UCaaS	Unified Communication as a Service
WAN	Wide Area Network
WiFi	See WAN (WiFi is a technology that powers wireless LANs)
WLAN	Wireless Local Area Network

48 References

- 48.1 In preparing this Business Case material and information was gathered from the following documents:-
- ABC Costings

- Digital Customer Mandate v0.6 (February 2016)
- ERP Project Mandate v1.0 (February 2016)
- Revenue and Benefits Online Services Project Mandate (October 2015)
- Social Care project Outline Business Case v1.0 (March 2016)
- The Big Conversation Survey results (January 2016)
- Storage Snapshot (2015)
- Virtual Centre Extracts (December 2015)

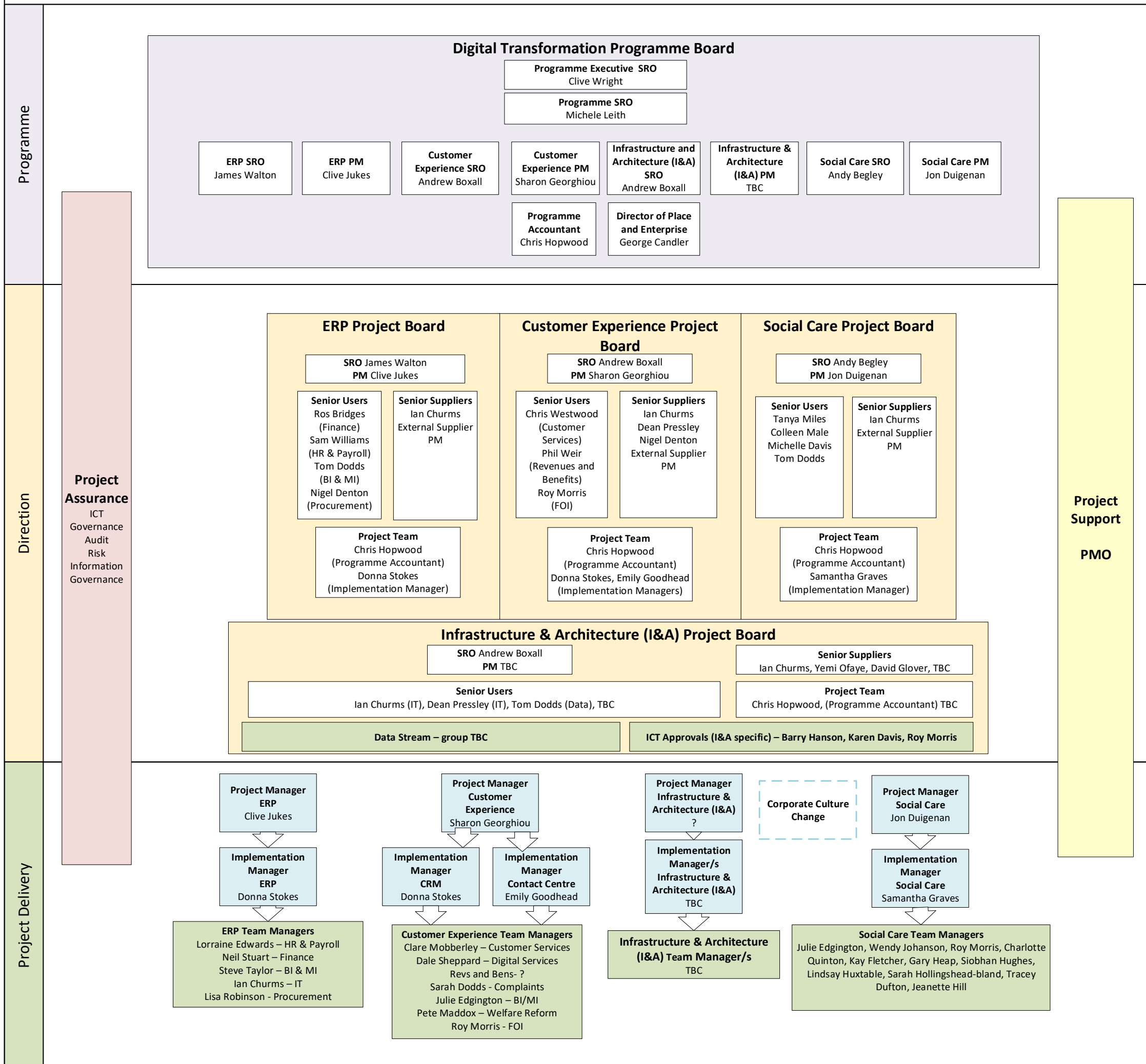
49 Other Inputs

49.1 A number of suppliers were contacted, initially to assist with the preparation of the Cost and Benefits Analysis, and thereafter with the preparation of this Full Business Case. These were:

- Amazon
- Anana
- Arcus Global
- Avaya
- British Telecom
- Cloud Technology Solutions
- Google
- Methods Consulting
- Microsoft
- Oracle
- Proact
- Redcentric
- Salesforce
- SoftwareAG
- TechnologyOne
- Unit4



DTP – Proposed To Be Programme Management Structure



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Committee and date
Performance Management
Scrutiny Committee

5 July 2017

Item

FINANCIAL OUTTURN 2016/17 (REVISED)

Responsible Officer James Walton

Email: james.walton@shropshire.gov.uk

Tel: (01743) 258915

1. Summary

- 1.1 Following work to produce the draft Statement of Accounts for the Council as at 31 March 2017, an error was identified in the matching of Housing Benefit Subsidy Grant and expenditure. A decision was taken to amend the Council's accounts to correct this error, which resulted in a minor net variation to the final Financial Outturn position of £0.129m. This report reflects all necessary changes as a result of this amendment, which are minor and have no material impact. It was decided, however, to resubmit the entire corrected report to Cabinet so that a final and unambiguous copy of this important report is approved by Cabinet for future reference.
- 1.2 This report provides details of the revenue and capital outturn position for Shropshire Council for 2016/17 and provides a summary of:
 - The revenue outturn for each service area with a commentary of the main variations and an outline of how the position has changed since Quarter 3.
 - The movements in the Council's General Fund balance.
 - The Council's reserves and provisions.
 - The capital outturn for each service area with a commentary of the main variations and the budget slipped for 2017/18.
- 1.3 The Council's revenue position for 2016/17 has improved by £0.670m when compared to projections made at Quarter 3 resulting in a net underspend of £0.894m, a variance of 0.16% on the gross budget. This improvement has been delivered as a result of variances across a number of Council services although the majority of these are not within the base budget and therefore will not be available to reduce the funding gap in future years. Funds to deliver the Digital Transformation Programme, other developments and Invest to Save initiatives are now confirmed or increased for 2017/18 and beyond, although the final £0.894m underspend for 2016/17 is currently assumed to be added to General Fund Balance.
- 1.4 The outturn capital expenditure for 2016/17 is £44.986m, representing 83% of the re-profiled budget of £54.432m. £9.288m of the underspend has been slipped to the 2017/18 programme, the balance has been removed from the programme.

2. Recommendations

It is recommended that Members:

- A. Note that the Outturn for the Revenue Budget for 2016/17 is an underspend of £0.894m, this represents 0.16% of the original gross budget of £568.8m.
- B. Note that the level of general balance stands at £14.698m, which is above the anticipated level.
- C. Note that the Outturn for the Housing Revenue Account for 2016/17 is an underspend of £1.417m and the level of the Housing Revenue Account reserve stands at £9.031m (2015/16 £5.824m).
- D. Note the increase in the level of Earmarked Reserves and Provisions (excluding delegated school balances) of £2.508m in 2016/17.
- E. Note that the level of school balances stand at £6.280m (2015/16 £7.173m).
- F. Approve net budget variations of £0.481m to the 2016/17 capital programme, detailed in Appendix 5/Table 6 and the re-profiled 2016/17 capital budget of £54.432m.
- G. Approve the re-profiled capital budgets of £80.529m for 2017/18, including slippage of £9.288m from 2016/17, £26.081m for 2018/19 and £2.320m for 2019/20 as detailed in Appendix 5 /Table 9.
- H. Accept the outturn expenditure set out in Appendix 5 of £44.986m, representing 83% of the revised capital budget for 2016/17.
- I. Approve retaining a balance of capital receipts set aside of £18.370m as at 31st March 2017 to generate a one-off Minimum Revenue Provision saving of £0.418m in 2017/18.

REPORT

3. Risk Assessment and Opportunities Appraisal

- 3.1 Details of the potential risks affecting the balances and financial health of the Council are detailed within the report. Each variation from budget is also RAG rated to confirm the level of risk to the Council's balances.

4. Financial Implications

- 4.1 This report is based on the financial outturn of the Council's revenue and capital budget for 2016/17 and therefore considers the effect that the underspend has on the Council's balances.

5. Background

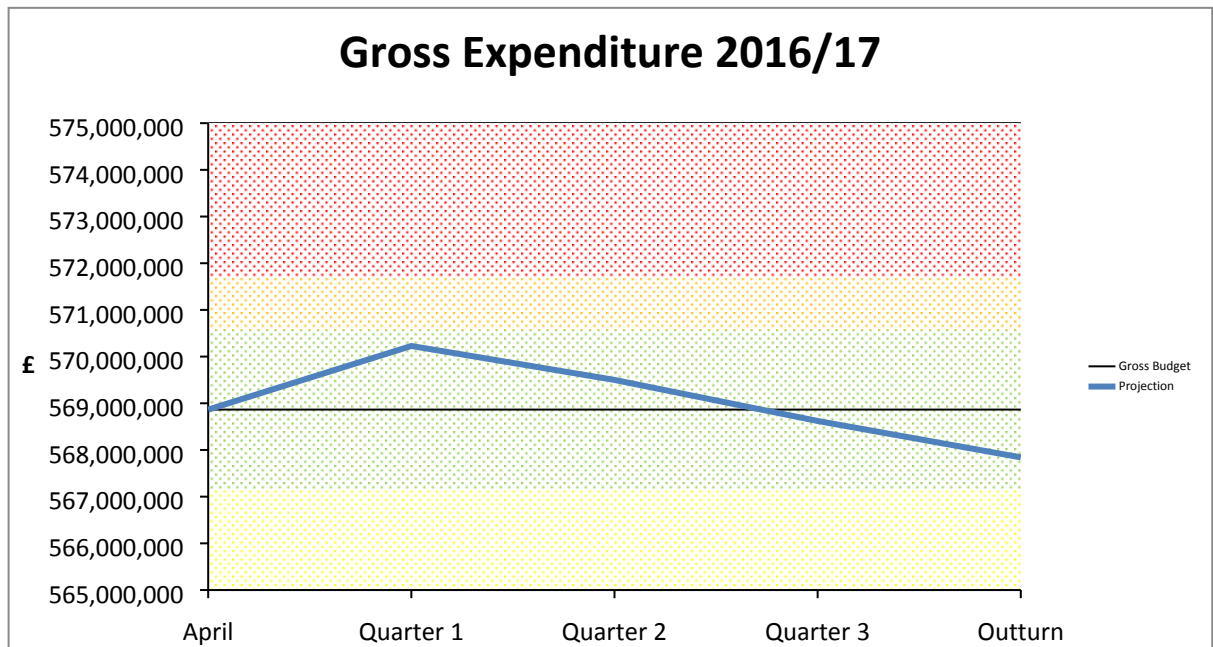
- 5.1 Cabinet has received quarterly monitoring reports on the revenue and capital budget during the course of the year. This has meant that Service Areas have identified problem areas as they have arisen and management have been able to take the action necessary to deal with the issues arising.

6. Revenue Outturn Position

- 6.1 The final outturn for 2016/17 shows overall net revenue expenditure of

£203.633m and an underspend of £0.894m. The overall position for Service areas and Schools' balances is detailed below.

	£000
Original Budget	204,527
Outturn for 2016/17	203,633
Underspend for 2016/17	(894)



6.2 The underspend of £0.894m for 2016/17 is presented below by Service Area. End of year entries include items of non-controllable spend (e.g. depreciation) that are not included within service projections throughout the year. To enable comparison with previous monitoring reports, the non-controllable element of spend has been excluded from the figures presented below to enable a direct comparison to be made between controllable spend at year end, and projections made throughout the year

Table 1: 2016/17 Budget Variations Analysed by Service Area (£'000)

Service Area	Revised Budget £'000	Controllable Outturn £'000	Controllable (Under) / Overspend £'000	RAGY Classification
Adult Services	86,439	86,052	(387)	Y
Children's Services	50,814	52,316	1,502	R
Place & Enterprise	79,411	78,932	(479)	Y
Public Health	6,963	6,550	(413)	Y
Resources & Support	2,924	2,128	(796)	Y
Corporate	(22,024)	(22,345)	(321)	Y
TOTAL	204,527	203,633	(894)	Y

6.3 The outturn position has improved by £0.670m since Quarter 3 as a result of further underspends achieved across all service areas within the Council. The most significant changes were in the following areas:

- (£0.680m) Waste - increased income as a result of the successful introduction of the incinerator
- (£1.020m) Corporate – Release of corporate contingency budgets identified as not required at year end.

Offset by:

- £0.740m Environmental Maintenance – significant additional expenditure on vehicle maintenance, reactive safety works, settlement of commercial claims and other areas.

Further analysis of the variations to budgets for all service areas is provided within Appendix 1.

7. General Fund Balance

7.1. The effect on the Council's Reserves of the outturn position is detailed below. The Council's policy on balances is to have a general fund balance (excluding schools balances) of between 0.5% and 2% of the gross revenue budget. For 2016/17 the minimum balance required is £2.844m. The General Fund Balance as at 31st March 2017 is shown in Table 2 below:

Table 2: General Fund Balance as at 31 March 2017

	(£'000)
General Fund Balances as at 1 April 2016	18,370
Transfer to Financial Strategy Reserve	(5,000)
Transfer from Major Planning Inquiries Reserve	504
Under recovery of insurance costs	(70)
2016/17 Revenue Outturn	894
General Fund Balance at 31 March 2017	14,698

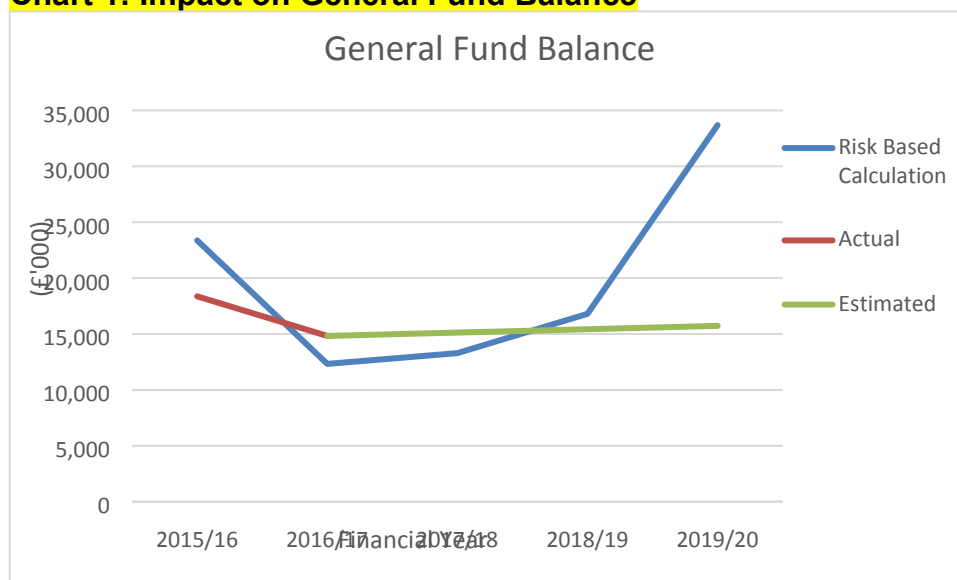
7.2. The General Fund Balance at 31 March is above the level anticipated and lies above the risk based target for 2016/17 which stands at £12.325m.

7.3. The council's historic policy is to hold general fund balances of between 0.5% and 2% of the gross revenue budget, however this can only be considered to be a guide in the current financial environment. The General Fund Balance of £14.698m now falls above this policy level. This is considered appropriate given the risk based general fund calculation for 2017/18 of £13.29m, which

then increases significantly to £16.801m in 2018/19 and £33.68m in 2019/20 (as agreed by Council in February 2017) and the significant level of savings required in the budget strategy for 2017/18 and in future years. At this time, there is insufficient available funding to provide additional contributions into the General Fund Balance to ensure the Council achieves the risk based target in 2017/18 and in the following 2 years. Therefore the risk arising from this will need to be tolerated with mitigating actions and the potential gap between the Risk Based target and projected General Fund Balance will be closely monitored and reported through to Cabinet if it becomes apparent that the projected balance is insufficient.

- 7.4. Chart 1 below identifies how the current and estimated General Fund Balance compares to the risk assessed requirements approved by Council in February 2017. There is an assumption (based on historic outturns over the last 4 years) that a small underspend (£0.3m) can be achieved each year as a contribution. The large rise in the risk based calculation for General Fund Balance in 2019/20 is primarily due to the known funding gap in that year which is not yet addressed, as described within the Financial Strategy.

Chart 1: Impact on General Fund Balance



8. Housing Revenue Account (Appendix 2)

- 8.1 The Housing Revenue Account (HRA) outturn for 2016/17 shows an underspend of £1.417m against gross turnover (7.9%) which has mainly arisen due to increased rent income from faster turnaround on voids and collection rate exceeding target, and a reduced depreciation charge from a change of accounting policy to component based depreciation on the Council dwellings, with a corresponding reduction in the contribution to the Major Repairs Reserve.
- 8.2 The underspend, together with the budgeted surplus, takes the closing balance on the HRA Reserve to £9.032m which represents a contingency of £2,204 per dwelling. Part of this funding, will however be use as part of the HRA New Build Programme to provide further new affordable housing.

8.3 The HRA also holds the Major Repairs Reserve which is an earmarked reserve required to meet the costs of major repairs on the Council's housing stock. The reserve has reduced in 2016/17 to £2.369m which reflects the lower level of depreciation charge during the year, from the revised component based calculation.

9. Reserves and Provisions (Appendix 4)

9.1 The Council has created a number of specific reserves and provisions to provide for known or anticipated future liabilities and to assist in protecting essential services. Earmarked reserves are balances held for specific items that will occur in the future. Provisions are held to meet expenses that will occur as a result of past events and where a reliable estimate can be made of the obligation.

9.2 The overall position for reserves and provisions is set out in the Statement of Accounts 2016/17, however a detailed breakdown of the balances is contained at Appendix 4, with an explanation of each reserve and provision. These figures may be subject to change before the Council's final Statement of Accounts is produced. The change in revenue reserves and provisions are detailed in table 3 below.

Table 3: Movement in Reserves and Provisions 2016/17

Balance Held	Reserves	Provisions	Bad Debt Provisions	Total Reserves & Provisions
	£000	£000	£000	£000
As at 31 March 2016	60,841	11,675	10,461	82,977
As at 31 March 2017	63,859	9,815	11,811	85,485
Increase/(Decrease)	3,018	(1,860)	1,350	2,508
Delegated School Balances Movement	(893)	0	0	(893)
Increase/(Decrease) (excluding Delegated School Balances)	2,125	(1,860)	1,350	1,615

9.3 In accordance with the financial strategy the Council will be using one off funding to close the funding gap between 2017/18 and 2019/20. This will result in the Financial Strategy Reserve reducing to £0.500m by 2019/20. Other Earmarked Reserves are expected to fall over the coming years for a number of reasons. It is difficult to project use with any accuracy but balances would not be expected to fall to below £18m in the long term. The estimated future

balances on earmarked reserves are as shown in table 4 below:

Table 4: Estimated Future Balances on Earmarked Reserves

£'000	Balance c/f	Estimated Closing Balance		
	2016/17	2017/18	2018/19	2019/20
Financial Strategy Reserve	28,601	22,717	10,283	500
Other Earmarked Reserves	35,258	29,277	23,296	17,315
Provisions	21,626	21,626	21,626	21,626
Total	85,485	73,620	55,205	39,441

Delegated School Balances

9.4 The movement in delegated schools' balances are detailed in table 5 below.

Table 5: Movement in delegated schools' balances 2016/17

	2015/16	2016/17	Increase/ (Decrease)
	£000	£000	£000
Schools:			
- Revenue Balances	5,511	4,801	(710)
- Invested Balances	1,136	996	(140)
- Extended Schools Grant Balance	749	699	(50)
Sub Total within Schools	7,396	6,496	(900)
Purchasing IT equipment	(155)	(185)	(30)
Carbon efficiency measures	(68)	(31)	37
Total Delegated School Balances	7,173	6,280	(893)

9.5 Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion. Of the 125 schools, 116 schools have surplus balances and 9 have deficit balances.

9.6 The Extended Schools Grant allocations for schools are paid over during 2016/17, however as the balance will not be fully committed until the end of the school academic year, these balances have been ringfenced to each individual school within School Balances.

9.7 Following consultation with the school's forum and head teachers, the school balances have been used to purchase IT equipment for schools, the cost of this equipment is then recharged to schools over the life of that equipment, effectively operating as an internal leasing arrangement. At the end of 2016/17 £0.185m of the £6.496m was being used in this way.

9.8 School balances have also been used to fund carbon efficiency measures within schools. At the end of 2016/17, £0.031m of the £6.496m was used for this purpose.

10. Original and final Capital Programme for 2016/17

- 10.1 The capital budget for 2016/17 is subject to change, the largest element being slippage from 2015/16 and re-profiling into future years. In Quarter 4 there has been a net budget decrease of £0.481m, compared to the position reported at Quarter 3. Table 6 summarises the overall movement, between that already approved, and changes for Quarter 4 that require approval.

Table 6: Revised Capital Programme Quarter 4 2016/17

Service Area	Agreed Capital Programme - Council 25/02/16	Slippage and budget changes approved to Quarter 3 2016/17	Quarter 4 budget changes to be approved	Revised 2016/17 Capital Programme Quarter 4
General Fund				
Place & Enterprise	36,978,211	(1,900,156)	390,020	35,468,075
Adult Services	2,019,000	1,205,725	-	3,224,725
Public Health	-	675,942	-	675,942
Children's Services	9,303,765	(1,189,251)	56,045	8,170,559
Resources & Support	220,000	222,770	-	442,770
Total General Fund	48,520,976	(984,970)	446,065	47,982,071
Housing Revenue Account	7,347,311	(932,526)	35,310	6,450,095
Total Approved Budget	55,868,287	(1,917,496)	481,375	54,432,166

- 10.2 Full details of all budget changes are provided in Appendix 5 to this report. A summary of the significant changes for 2016/17 and future years are detailed below:

Budget Increases

- New allocation of funding of £3.214m across 2017/18 and 2018/19 for HRA New Build Phase 4 programme. Financed from £0.370m in Homes & Communities Agency grant and the balance from HRA Revenue and Capital Receipts. Further HRA revenue contributions of £0.380m have been added for the acquisition of properties.
- Confirmation of funding for 2017/18 of £2.736m for the Integration and Better Care Fund, the service has allocated £1.8m to DFG's and £0.936m to Adult Social Care.
- Further Environment Agency funding of £0.090m in 2016/17, £0.128m in 2017/18 and £0.135m in 2018/19 towards the Much Wenlock Flood Alleviation Scheme.
- Revenue contributions of £0.229m have been added to the capital programme. The major areas are Highways contribution to Parking Machine Replacement Programme (£0.125m), Libraries Contribution to Much Wenlock Library refurbishment (£0.025m) and Outdoor Partnerships contribution to Severn Valley Country Park Visitor Centre (£0.060m).

Budget Decreases

- £1.509m reductions in revenue contribution to Digital Transformation to finance revenue costs occurred in 2016/17.

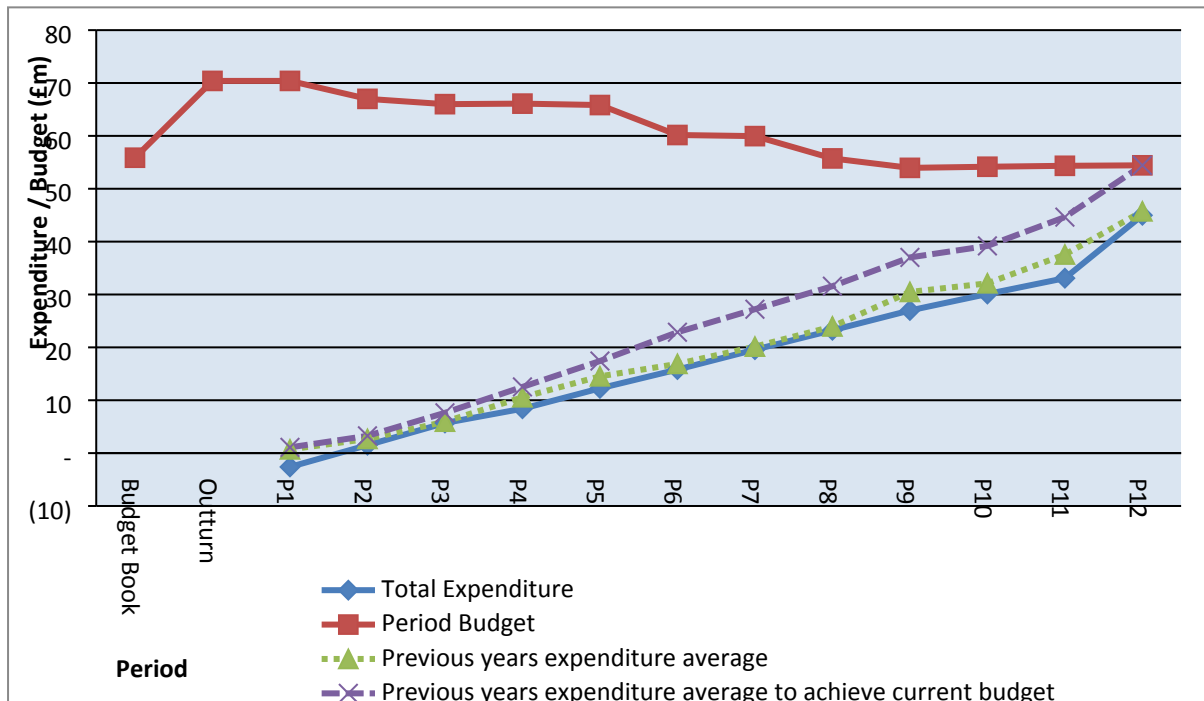
11. Capital Outturn Position

11.1 The capital programme is reviewed on a regular basis to re-profile the budget to reflect the multi-year nature of capital schemes, whereby spend may slip into later years. However, it is possible that a level of underspend or overspend may be experienced against the revised capital budget at outturn. Outturn projections are incorporated into the capital monitor to enhance the monitoring information provided and allow the early identification where schemes are deviating from budget. Table 7 summarises the outturn position for 2016/17.

Table 7: Capital Programme Outturn Position by Service area 2016/17

Service Area	Revised Capital Programme – Outturn 2016/17	Actual Expenditure 31/03/17	Variance	Spend to Budget %
General Fund				
Place & Enterprise	35,468,075	30,258,730	5,209,345	85%
Adult Services	3,224,725	2,136,614	1,088,111	66%
Public Health	675,942	558,910	117,032	83%
Children's Services	8,170,559	6,408,413	1,762,146	78%
Resources & Support	442,770	384,885	57,885	87%
Total General Fund	47,982,071	39,747,552	8,234,519	83%
Housing Revenue Account	6,450,095	5,238,348	1,211,747	81%
Total Approved Budget	54,432,166	44,985,900	9,446,266	83%

11.2 Total capital expenditure for 2016/17 was £44.896m, which equated to 83% of the re-profiled capital programme of £54.432m. The graph below shows actual expenditure by period and also tracks the period by period changes to the budget.



- 11.3 There was a total variance of £9.446m between the revised Outturn Budget and the Outturn Expenditure. £9.288m of this underspend will be slipped to 2017/18, but a small balance of £0.158m will be removed from the programme, in relation to the underspend on Highways. Full details of expenditure variances at scheme level are in Appendix 5. A summary of significant variances by service area are provided below.
- 11.4 **Place & Enterprise** – Total underspend against the Place & Enterprise capital programme was £5.209m. The most significant areas was £1.977m against the Broadband programme due to a lower than profiled claims from BT in the final quarter. Other significant areas were £0.641m on the LEP schemes following delays on the schemes, £0.854 from lower than profiled expenditure on Flood & Water Management schemes, £0.425m on Corporate Landlord mainly in relation to the delay to the works on the Tannery site and £0.368m on Affordable Housing schemes from delays in grants being drawn down by developers.
- 11.5 **Adult Services** – Total underspend against Adult Services was £1.088m. This was £0.535 on Social Care schemes despite significant re-profiling and funding cuts earlier in the year and £0.553m on Housing Health & Wellbeing, mainly due to no expenditure on the Home Ownership for Clients with Long Term Disabilities' (HOLD) project.
- 11.6 **Children's Services** – The total underspend against the Children's Services capital programme was £1.762m. This was spread through-out the different areas of the programme and despite significant re-profiling and funding changes earlier in the year.
- 11.7 **Housing Revenue Account** – Total underspend against the HRA programme of £1.212m, of which £0.679m was on the Major Repairs Programme and £0.533 on the New Build Programmes.

12. Financing of the capital programme

12.1 Appendix 5 provides a full summary of the financing of the 2016/17 capital programme. Table 8 summarises the financing sources and changes made to Quarter 3 and to be approved to Quarter 4.

Table 8: Revised Capital Programme Financing

Financing	Agreed Capital Programme - Council 25/02/16	Slippage and budget changes approved to Quarter 3	Quarter 4 budget changes to be approved	Revised 2016/17 Capital Programme Quarter 4
Self-Financed Prudential Borrowing*	-	-	-	-
Government Grants	26,879,829	7,814,115	84,430	34,778,374
Other Grants	-	111,780	3,188	114,968
Other Contributions	426,381	355,685	164,646	946,712
Revenue Contributions to Capital	1,269,659	10,330,809	229,111	11,829,579
Major Repairs Allowance	5,441,865	(990,376)	-	4,451,489
Corporate Resources (expectation - Capital Receipts only)	21,850,553	(19,539,509)	-	2,311,044
Total Confirmed Funding	55,868,287	(1,917,496)	481,375	54,432,166

* Borrowing for which on-going revenue costs are financed by the Service, usually from revenue savings generated from the schemes.

13. Projected Longer Term Capital Programme to aid Medium Term Financial Plan

13.1 The updated capital programme is summarised by year and financing in Table 9 below:

Table 9: Capital Programme 2017/18 to 2019/20

Service Area	2017/18	2018/19	2019/20
General Fund			
Place & Enterprise	43,479,730	25,919,041	2,320,000
Adult Services	6,194,123	-	-
Public Health	617,032	-	-
Children's Services	11,750,747	-	-
Resources & Support	7,804,938	-	-
Total General Fund	69,846,570	25,919,041	2,320,000
Housing Revenue Account	10,682,051	162,219	-
Total Approved Budget	80,528,621	26,081,260	2,320,000
Financing			
Self-Financed Prudential Borrowing*	300,000	-	-
Government Grants	44,214,089	25,109,962	1,636,372
Other Grants	52,401	-	-
Other Contributions	539,899	-	-
Revenue Contributions to Capital	8,481,755	75,900	-
Major Repairs Allowance	5,408,793	-	-
Corporate Resources (expectation - Capital Receipts only)	21,531,684	895,398	683,628

Total Confirmed Funding	80,528,621	26,081,260	2,320,000
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* Borrowing for which on-going revenue costs are financed by the Service, usually from revenue savings generated from the schemes.

13.2 The Corporate Resources financing line above is the element of internal resources through capital receipts and corporately financed prudential borrowing required to finance the programme. Current expectation is these will all be through capital receipts, see section 14 for the current projected position. Proposals are currently been considered through the Capital Investment Board for new schemes for the Council to invest in, with an emphasis on invest to save schemes or schemes that create revenue generation.

14. Capital Receipts Position

14.1 The current capital programme is heavily reliant on the Council generating capital receipts to finance the capital programme. There is a high level of risk in these projections as they are subject to changes in property and land values, the actions of potential buyers and being granted planning permission on sites. Table 10 below, summarises the current allocated and projected capital receipt position across 2016/17 to 2019/20. A RAG analysis has been included for capital receipts projected, based on the current likelihood of generating them by the end of each financial year. Those marked as green are where they are highly likely to be completed by the end of the financial year, amber are where they are achievable, but challenging and thus there is a risk of slippage and red are highly unlikely to complete in year and thus there is a high risk of slippage. However, no receipts are guaranteed to complete in this financial year as there may be delays between exchanging contracts and completing.

Table 10: Projected capital receipts position

Detail	2016/17 £	2017/18 £	2018/19 £	2019/20 £
Corporate Resources Allocated in Capital Programme	934,103	21,531,684	895,398	683,628
Capital Receipts used to finance redundancy costs	2,426,856			
To be allocated from Ring Fenced Receipts	442,277	16,012,649	-	-
Total Commitments	3,803,236	37,544,333	895,398	683,628
Capital Receipts in hand/projected:				
Brought Forward in hand	16,989,451	18,370,400	-	-
Generated 2016/17 YTD	5,184,185		-	-
Projected - 'Green'	-	3,978,570	-	-
Total in hand/projected	22,173,637	22,348,970	-	-
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	(18,370,400)	15,195,363	895,398	683,628
Further Assets Being Considered for Disposal	-	20,603,890	2,555,400	-

- 14.2 Capital receipts of £16.989m were brought forward from 2015/16 and £5.184m was generated in 2016/17. As previously reported, following the re-profiling in the capital programme and mid-year review of the programme, sufficient receipts had been generated to finance this year's capital programme without any corporate prudential borrowing. Of the receipts generated in year, £2.427m has been used to finance redundancy costs under the new flexibilities around the use of Capital Receipts for transformational revenue purposes over the 3 year period 2016/17 to 2018/19.
- 14.3 Following the underspend position for the capital programme for 2016/17 and the Council policy of applying un-ringfenced capital grants in place of capital receipts where they are not required in full due to scheme underspends, the Council has £18.370m in capital receipts in hand at 31/03/17. These will be set-aside, enabling the Council to achieve an additional MRP saving of £0.418m in 2017/18. These capital receipts are required to finance schemes they are allocated to in the future years capital programme.
- 14.4 Based on the current approved position, across the life of the programme there is headroom in capital receipts in-hand/projected above the current expenditure commitments. There is, however, still the requirement to progress the disposals programmed for future years, to ensure they are realised, together with realising the revenue running cost savings from some of the properties. Considerable work is required to realise these receipts, with generally a lead in time of at least 12 to 18 months on larger disposals. In addition to the current expenditure commitments, the programme will also grow as new schemes are approved through the Capital Investment Board or as the Council utilises the new flexibilities around the use of Capital Receipts for transformational revenue purposes over the 3 year period 2016/17 to 2018/19.
- 14.5 It is important that work progresses, to avoid a funding shortfall in future years. Failure to generate the required level of capital receipts will result in the need to further reduce or re-profile the capital programme, some of which will occur naturally as part of the review of the delivery of schemes; or undertake prudential borrowing, which will incur future year's revenue costs that are not budgeted in the revenue financial strategy.

15. Unsupported borrowing and the revenue consequences

- 15.1. The Council can choose what level of unsupported (prudential) borrowing to undertake to fund the capital programme, based on affordability under the prudential code. There is an associated revenue cost to fund the cost of the unsupported borrowing. This consists of the Minimum Revenue Provision (MRP) charge for the repayment of the principal amount, based on the asset life method and the interest charge associated with the borrowing. The current PWLB borrowing rate over 25 years is around 2.9% and currently only projected to rise by 0.3% across the next two years. As covered in section 13 above there are sufficient receipts in hand/projected to finance the existing approved programme. If there were to be a requirement for new schemes financed from borrowing, this could be accommodated from within existing

borrowing and current cash balances in the short term, without the requirement to undertake new borrowing. This would, however, create an additional MRP cost, which would need to be met from the revenue budget.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)

Revenue & Capital Budget 2016/17

Financial Rules

Revenue Monitoring Report/Capital Monitoring Report Quarter 1 2016/17

Revenue Monitoring Report/Capital Monitoring Report Quarter 2 2016/17

Financial Monitoring Report – Quarter 3 2016/17

Cabinet Member (Portfolio Holder)

Councillor David Minnery, Portfolio Holder for Finance

Local Member

All

Appendices

1 – Service Area Outturn and Actions 2016/17

2 – Housing Revenue Account 2016/17

3 – Amendments to Original Revenue Budget 2016/17

4 – Reserves and Provisions 2016/17

5 – Capital Budget and Expenditure 2016/17

Appendix 1

Service Area Outturn and Actions 2016/17

Summary

	Full year			RAGBY	FOR INFO ONLY		
	Budget	Controllable Outturn	Controllable Variation		Outturn (incl. Non Controllable items*)	Non Controllable Variation	Total Variation
	£	£	£		£		£
Adult Services	86,438,690	86,051,701	(386,989)	Y	85,799,201	(252,499)	(639,489)
Children Services	50,813,880	52,316,247	1,502,367	R	51,312,752	(1,003,495)	498,872
Place & Enterprise	79,411,150	78,931,920	(479,230)	Y	92,334,818	13,402,898	12,923,668
Public Health	6,963,120	6,549,802	(413,318)	Y	6,698,120	148,318	(265,000)
Resources & Support	2,924,030	2,128,058	(795,972)	Y	2,140,654	12,596	(783,376)
Corporate	(22,023,750)	(22,344,614)	(320,864)	Y	(34,582,446)	(12,237,833)	(12,558,696)
Total	204,527,120	203,633,114	(894,006)	Y	203,703,099	69,985	(824,021)

*The non controllable items included in the table above include items such as depreciation, impairment of assets, other capital charges and IAS19 (pension costs) that are not included within service projections throughout the year. These charges are produced at the year-end as they are calculated as part of the closedown procedures. The budgets for the year are set in the February of the preceding financial year, and rather than reallocate these budgets at the year end to match where the accounting entries are processed, we allow variations from budget to be reported instead. The net effect of these variations across the Council will always be zero, as any overspends within non controllable budgets for service areas will be offset by a Corporate underspend which reflects the statutory requirement that any variations in these budgets should impact on the Council Tax Payer and ultimately the Council Tax that we charge.

Detail on Controllable Outturn and Variations

ADULT SERVICES	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	86,438,690	86,051,701	(386,989)	Y

Adult Business Support & Development	Portfolio Holder Adult Services	2,591,610	2,126,158	(465,452)	Y
£0.175m underspend on salaries due to delays in recruitment, £0.322m underspend on training due to a revision of planned training courses in the year and a number of external contracts being won in Enable. £0.030m cost pressure on CM2000 electronic homecare monitoring system, contract renegotiated for 2017-18.					
Contracts & Provider	Portfolio Holder Adult Services	6,047,460	5,802,592	(244,868)	Y
£0.051m underspend on external contracts and grants, £0.151m relating to purchasing overspends, £0.471m underspend on Day Services, majority relating to vacancy management and difficulties in recruitment. £0.112m overspend on assistive technology.					

ADULT SERVICES		Full year			RAGY
		Budget	Controllable Outturn	Controllable Variance	
		£	£	£	
Social Care Operations	Portfolio Holder Adult Services	71,054,600	71,787,944	733,344	A
<p>In 2016-17 we have seen in the region of 1532 new clients since the beginning of the year costing in the region of £10.861m. Some of this new cost will be offset by people leaving the system. We continue to see a pressure on the Deprivation of Liberty Safeguards (DoLS) function as the current establishment is underfunded in 2016-17 and demand continues to outstrip resources. Growth funding has been applied to the budget in 2017-18 to rectify this. The DoLS funding position was the subject of a Judicial Review case which was recently brought to court. The judgement went against Local Government on the basis that as long as discretionary services are being provided council's have the ability to meet the cost of statutory functions. We continued to see a rise in requests for funded support throughout the winter pressures period. To some degree this growth was expected and allowed for in the purchasing model core casting. No money was made available this year to reduce the Delayed Transfer of Care (DTC) so all increased costs were met by the service. There are serious concerns about the disinvestment intentions and actions of the CCG particularly around the removal of Discharge to Assess beds from the market. Separately, there are further material cost implications which are also now coming to light as we assess how sleeping and waking nights are delivered.</p>					
Adult Services Management	Portfolio Holder Adult Services	2,233,780	2,182,632	(51,148)	Y
Salaries underspend due to time taken to recruit and fill vacant posts.					
Housing Health	Portfolio Holder Planning, Housing, Regulatory Services and Environment	4,511,240	4,152,375	(358,865)	Y
<p>£0.108m slippage on salaries due to delays in filling vacant posts £0.112m delayed spending on ICT developments which will now have to be paid from 17-18 budget, £0.102m underspend on grants and contract payments, £0.088m reduction in bad debt provision, £0.75m overspend on Bed & Breakfast provision and Temporary Accommodation.</p>					

CHILDRENS SERVICES		Full year			RAGY
		Budget	Controllable Outturn	Controllable Variance	
		£	£	£	
Total		50,813,880	52,316,247	1,502,367	R

Learning & Skills	Portfolio Holder Children and Young People	22,997,330	23,386,116	388,786	A
<p>The final outturn position reflects unachieved savings in year totalling £0.284m. These unachieved savings relate to delays in implementing staffing reductions in Education Support Services and redesigning back office functions. Of this £0.284m, £0.159m of unachieved savings relates to Services that have transferred back into the Council from ip&e Ltd and the original proposal had been to reduce commissioning from ip&e Ltd.</p> <p>In addition to the £0.284m of unachieved savings, £0.334m of ongoing budget monitoring pressures were identified in year. £0.178m relates to Home to School Transport and specifically to the reported increase in the number of SEN Students requiring transport for the 2016/17 academic year. An overspend of £0.066m was identified in relation to reduced buyback of Education Improvement Services by Schools. Other ongoing</p>					

CHILDRENS SERVICES		Full year			RAGY
		Budget	Controllable Outturn	Controllable Variance	
		£	£	£	
Total		50,813,880	52,316,247	1,502,367	R
<p>monitoring pressures included reduced buyback from Schools for Governor Support (£0.016m), a shortfall in Education Welfare Service statutory income (£0.017m) and an overspend of £0.056m across other supplies and services budgets within Business Support where there will be ongoing costs and insufficient budget.</p> <p>An overspend of £0.301m is reported as one-off budget monitoring pressures. £0.100m of this is within Home to School Transport where the overall overspend was £0.278m, the £0.100m is an estimate based on the additional number of "Academic Days" within 2016/17 compared to the 2015/16 financial year. This is a one-off monitoring pressure since the number of academic days reduces by 4 in 2017/18. The remaining one-off pressures totalling £0.201m were identified across a large number of areas and include both one-off shortfalls in income and one-off overspends.</p> <p>These forecast overspends are partially offset by future year's savings being partially achieved early totalling £0.111m. A staffing saving has occurred in part this year, earlier than proposed resulting in an ongoing saving of £0.024m while the Educational Psychology Service is reporting an ongoing saving of £0.069m towards their 2017/18 savings target. The Forest Schools budget has underspent by £0.017m resulting in the early achievement of their savings target through additional course income.</p> <p>There are some in-year one-off savings on supplies and services and vacancy management totalling £0.418m. The largest single underspend categorised as a one-off is the £0.190m underspend on teacher's redundancy payments where expenditure can fluctuate year to year depending on a variety of factors.</p>					
Children's Safeguarding	Portfolio Holder Children and Young People	26,903,110	28,013,850	1,110,740	R
<p>The final monitoring position reflects unachieved savings in year totalling £0.582m. £0.325m of this value is due to a shortfall in increased contributions towards the Council's Early Help provision from other sources where only £0.600m of the targeted £1.000m alternative funding was secured. The gap of £0.075m has been found from a reduction in two Early Help contracts as well as some secondment savings. Furthermore, monitoring of the Council's external residential placements estimates that £0.250m of the targeted £1.100m Savings target is unachieved. The Service has managed to reduce costs in this area through ongoing careful management of placements and efficiencies have been realised through joining the Birmingham and Worcestershire Fostering Frameworks. A further saving target of £0.060m against the Commissioned Early Help budget has only been partially achieved with £0.007m slipping to 2017/18.</p> <p>An ongoing budget pressure of £0.525m caused by Agency Staffing costs in the social work teams has been identified. This pressure has reduced since 2015/16. The majority of Social Worker vacancies have now been recruited to, however some agency workers stayed in post for longer than expected due to the high number of newly qualified Social Workers now in post and as maternity/sickness cover. Additional temporary capacity was put into place to address high caseloads of social workers and to ensure that case records are complete and up to date which has resulted in an additional pressure of £0.041m. This in line with actions agreed in the Peer Review action plan. There is also an ongoing pressure relating to Leaving Care Allowances of £0.267m partly as a result of increased (national) policy emphasis on extended support for care leavers, this has reduced significantly following a team restructure which has in turn shifted some pressure into residential services, overall this should help realise efficiencies in 2017/2018.</p> <p>This is partially offset by bringing forward 2017/18 proposed savings of £0.293m that has been achieved by a restructure of Children's Centres staffing, and £0.050m relating to the All in Community non-assessed short breaks contracts. There are some smaller in year one-off savings on contracts and vacancy management offset by one-off in year monitoring pressure which net to an overspend of £0.038m.</p>					
Children's Services Management	Portfolio Holder Children and Young People	913,440	916,282	2,842	G
Minor variation from budget at Outturn.					

CHILDRENS SERVICES	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	50,813,880	52,316,247	1,502,367	R

PLACE & ENTERPRISE	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	79,411,150	78,931,920	(479,230)	Y

Director of Place & Enterprise	Portfolio Holder Leisure and Culture	729,510	727,781	(1,729)	Y
Minor variation from budget at Outturn.					
Director of Place & Enterprise Total		729,510	727,781	(1,729)	

Head of Business Enterprise & Commercial Services	Portfolio Holder Corporate Support	135,260	133,966	(1,294)	Y
Minor variation from budget at Outturn.					
Corporate Landlord	Portfolio Holder Corporate Support	925,890	2,084,011	1,158,121	R
Significant overspends in Corporate Landlord include unbudgeted rents, rent and service charge review pressures, increased costs of WAN across all properties and one-off repairs and maintenance costs. The majority of the overspend in this area is offset by Strategic Asset Management underspends as below.					
Strategic Asset Management	Portfolio Holder Corporate Support	1,636,090	1,053,007	(583,083)	Y
Underspends include staffing efficiencies, one-off income, solar photovoltaic income and in-year supplies and services savings made in order to offset pressures within Corporate Landlord.					
Premises Services	Portfolio Holder Corporate Support	(16,380)	(282,412)	(266,032)	Y
Significantly more income has been achieved than was budgeted for. This has partly been offset by overspends on staffing and supplies and services, as some staff are funded through income generation.					
Theatre Services	Portfolio Holder Leisure, Libraries and Culture	530,420	172,277	(358,143)	Y
Net income significantly exceeded the budgeted level for a further successive year.					
Shire Services	Portfolio Holder Corporate Support	881,940	881,940	0	G
Minor variation from budget at Outturn.					
Business Enterprise & Commercial Services Total		4,093,220	4,042,789	(50,431)	Y

Commissioning Support	Portfolio Holder Corporate Support	(6,290)	(68,175)	(61,885)	Y
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PLACE & ENTERPRISE	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Underspends in the service area have been achieved due to a vacancy within the team and maternity leave, plus minor expenditure savings on supplies and services budgets.				
Commissioning Support Total	(6,290)	(68,175)	(61,885)	

Procurement & Contracts	Portfolio Holder Corporate Support	167,190	166,035	(1,155)	Y
Minor variation from budget at Outturn.					
Procurement & Contracts Total		167,190	166,035	(1,155)	

Head of Economic Development	Portfolio Holder for Business and Economy	211,980	197,373	(14,607)	Y
Minor variation from budget at Outturn.					
Development Management	Portfolio Holder Planning, Housing, Regulatory Services and Environment	105,960	(77,844)	(183,804)	Y
Income within Development Management, mainly relating to planning applications, land charges (searches) and the natural and historic team, exceeded the budgeted level, more than offsetting the additional costs incurred during the year to process the number of planning applications received.					
Economic Growth	Portfolio Holder for Business and Economy	826,210	811,896	(14,314)	Y
Minor variation from budget at Outturn.					
Broadband	Portfolio Holder for Business and Economy	153,360	156,331	2,971	G
Minor variation from budget at Outturn.					
Planning Policy	Portfolio Holder Planning, Housing, Regulatory Services and Environment	518,390	469,125	(49,265)	Y
The budgeted level of expenditure for the Strategic Plan review was not required within 2016/17.					
Economic Development Total		1,815,900	1,556,881	(259,019)	Y

Head of Infrastructure & Communities	Portfolio Holder Highways and Transportation	185,610	185,801	191	G
Minor variation from budget at Outturn.					
Arts	Portfolio Holder Leisure and Culture	95,230	79,085	(16,145)	Y
Minor variation from budget at Outturn.					
Community Working	Portfolio Holder for Rural Services and Communities	822,660	814,621	(8,039)	Y
Minor variation from budget at Outturn.					
Environmental Maintenance	Portfolio Holder Highways and Transportation	26,881,500	27,670,821	789,321	R

PLACE & ENTERPRISE		Full year			RAGY
		Budget	Controllable Outturn	Controllable Variance	
		£	£	£	
Significant unbudgeted costs were incurred for vehicle maintenance and procurement of the new highways tender, dealing with severe weather conditions, increased demand on reactive highways repairs and drainage, replacing safety barriers/ fencing being required as a result of road traffic accidents, and settlement of commercial claims on permit costs with the term maintenance contractor.					
Highways & Transport	Portfolio Holder Highways and Transportation	3,976,630	3,500,159	(476,471)	Y
There are a number of variations within H&T, the largest being additional income within the Streetworks team. This income has more than offset the budget pressure within Public Transport, which has become particularly significant following the collapse of GHA coaches.					
Outdoor Partnerships	Portfolio Holder Leisure and Culture	1,350,380	1,452,131	101,751	R
There are a number of variations, but mainly, additional staff costs were incurred whilst the restructure was finalised, increased income targets were not achieved in full, and a contribution of £60k was made to capital resources to deliver improvements at Severn Valley Country Park aimed at increasing revenue income in future years.					
Leisure	Portfolio Holder Leisure and Culture	3,386,210	3,400,784	14,574	G
Minor variation from budget at Outturn.					
Libraries	Portfolio Holder Leisure and Culture	3,662,450	3,938,596	276,146	R
One-off overspends have been incurred in 2016/17 due to the delay in the achievement of the savings resulting from the management and administration staff restructure and the reduction in library opening hours. The restructure and reduction to opening hours have now been implemented, with full year savings being achieved from 2017/18.					
Locality Commissioning	Portfolio Holder for Rural Services and Communities	490,230	455,780	(34,450)	Y
The cost of room hire for the locally commissioned youth activities was less than the budget available.					
Passenger Transport	Portfolio Holder Highways and Transportation	643,540	747,832	104,292	R
The variance relates to service reorganisation redundancy costs that were funded by the service area rather than by corporate resources.					
Visitor Economy	Portfolio Holder Leisure and Culture	1,653,620	1,695,476	41,856	G
One-off overspends have been incurred due to the delay in the achievement of savings within the service. A staff restructure has taken place within the year, resulting in full year savings being achieved from 2017/18.					
Waste	Portfolio Holder Planning, Housing, Regulatory Services and Environment	29,463,560	28,565,525	(898,035)	Y
Examination of the 2015/16 annual reconciliation has identified several areas of expenditure where the rebate due to the council is greater than originally forecast. The final value of the reconciliation is yet to be resolved. Added to this is the significant underspend on NNDR compared with the available budget, following the recent rates assessment for the Energy Recovery Facility. Thirdly, draft details of the 2016/17 annual reconciliation have been received, reporting that 2016/17 has been an exceptional year of low landfill tonnage and higher than forecast third party use of the Energy Recovery Facility, both of which result in a greater rebate due to the council than anticipated.					
Infrastructure & Communities Total		72,611,620	72,506,610	(105,010)	Y

PUBLIC HEALTH	Full year			RAGY
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	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	6,963,120	6,549,802	(413,318)	Y

Coroners & Bereavement	Portfolio Holder Health & Wellbeing	187,600	188,365	765	G
Minor variations					
Multi Agency	Portfolio Holder Health & Wellbeing	1,004,210	1,094,626	90,416	A
£0.020m historic pressure on Drugs and alcohol, £0.022m underspend on Emergency planning, £0.040m overspend on Links as lower than expected Specific Grant received, £47k overspend on Community Safety which is resolved on an ongoing basis through voluntary redundancy.					
Public Health	Portfolio Holder Health & Wellbeing	385,330	385,331	1	G
This includes the ring-fenced public health services funded by DoH grant. Because this grant is ring-fenced overspend and underspend positions are being dealt with through the use of the Public Health reserve to ensure a balanced budget. There are still ongoing issues with the CCG regarding FP10 (Prescribing form) and Falls Prevention costs.					
Public Protection	Portfolio Holder Health & Wellbeing	5,156,560	4,721,478	(435,082)	Y
Underspend mainly due to increased enforcement and grant income of £0.201m, staffing efficiencies of £0.276m and a contribution to Reserves of £0.050m.					
Registrars	Portfolio Holder Health & Wellbeing	229,420	160,002	(69,418)	Y
£0.110m income achieved over budget offset by additional salary costs required to deliver services of £0.065m and an underspend on working budgets of £0.024m.					

RESOURCES & SUPPORT	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	2,924,030	2,128,058	(795,972)	Y

Customer Involvement	Portfolio Holder Corporate Support	180,700	532,780	352,080	R
<p>The delayed savings within Customer Access of £0.228m and income shortfall of £0.099m were mostly resolved from planned savings of £0.267m within Benefits, SLA Performance and Customer Services. The outstanding savings of £0.060m will be achieved in the next financial year. Savings in relation to the Credit Union Contract of £0.061m have been delayed and alternatives are being investigated. Additional savings of £0.168m have been identified in relation to staffing and general expenditure across Marketing & Engagement and Service Management, which were offset against pressures within IT Services.</p> <p>Budget pressures within IT Services continued to be experienced, these relate to the delayed savings expected from the Lync rollout of £0.120m, licensing pressures resulting in an overspend £0.573m. These pressures were partly offset by in-year savings of £0.205m from reduced system costs and £0.094m from vacancy management and traded income. The forecast shortfall relating to Schools IT SLA buy back has been resolved in year from one off income of £0.192m.</p> <p>Pressures within the costs of the MFD Fleet of £0.053m and Print Unit of £0.048m. Additional spending of £0.492m was approved within IT services to fund key upgrades to the current ICT Infrastructure and to enhance Disaster Recovery/Business Continuity services; that is required until the Digital Transformation Project identifies and delivers the long term solution, of this spend £0.373m were agreed to be funded via the Capital programme.</p>					

RESOURCES & SUPPORT	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	2,924,030	2,128,058	(795,972)	Y

Finance, Governance & Assurance	Portfolio Holder Strategy, Financial Strategy, Budget and Business Plan	1,698,400	1,265,117	(433,283)	Y
<p>Pressures within Revenues & Benefits of £0.231m were offset against additional one-off grant income not budgeted for £0.108m, staffing efficiencies £0.179m and further savings on expenditure of £0.055m. Year end transactions around Housing Benefits recovery of costs and bad debt identified a further £0.265m which was offset by a late adjustment to Housing Benefit Expenditure of £0.129m There were reported overspends on general expenditure of £0.047m and further underspends from staffing efficiencies of £0.150m across variance teams within Finance. Budgets of (£0.091m) were identified as surplus to requirements in year.</p>					
Human Resources & Development	Portfolio Holder Corporate Support	202,250	(111,016)	(313,266)	Y
<p>Savings across H&S and Occupational Health were due to vacancy management £0.036m were realised alongside small supplies and services underspends.</p> <p>HR&D Service overspends in relation to Learning Management System £0.011m and unachieved savings targets of £0.102m were offset by one-off in year monitoring savings, additional income from a secured external contract and vacancy management efficiencies totalling £0.095m. Additional income was secured at year end from external contracts of £0.037m.</p> <p>One off savings within the Communication and Business Design Team of £0.165m were achieved through additional work secured on an existing contract generating an additional income of £0.027m. Vacancy management efficiencies of £0.062m through not back filling maternity leave and vacancies not being filled throughout the year with the remainder from budgets identified as surplus to requirements.</p>					
Legal, Democratic & Strategy	Portfolio Holder Corporate Support	527,330	345,443	(181,887)	Y
<p>Underspends of £0.018m within Committee Services arose from vacancy management efficiencies and underspends on supplies and services costs. A further £0.059m was identified within Members Services as budgets surplus to requirements.</p> <p>Elections Services was showing a pressure of £0.051 on Supplies and Services, mainly due to increased postage costs of £0.074m offset by small underspends within the Team and surplus budgets totalling (£0.023m). Additional grant was received of £0.081m regarding IER at year end which offset the overspends within supplies and services.</p> <p>Overspend within Legal services resulted from increased disbursement costs of £0.020m were offset by vacancy management efficiencies of £0.048m and some additional income and small underspends across the service of £0.037m. Child Care underspent by £0.060m.</p>					
Strategic Management Board	Portfolio Holder Strategy, Financial Strategy, Budget and Business Plan	315,350	95,733	(219,617)	Y
<p>Vacancy management savings were identified across the service to the total of £0.203m. Other small expenditure budget savings were identified also.</p>					

CORPORATE	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	
Total	(22,023,750)	(22,344,614)	(320,864)	Y

CORPORATE	Full year			RAGY
	Budget	Controllable Outturn	Controllable Variance	
	£	£	£	

Corporate Budgets	Portfolio Holder Strategy, Financial Strategy, Budget and Business Plan	(22,023,750)	(22,344,614)	(320,864)	Y
<p>Within corporate budgets, there was a £0.377m reduction in MRP identified as well as a combination of an increase of interest receivable and decrease of interest payable resulting in a further £0.122m saving. Budgets of £0.508m in relation to both MRP and Treasury Management were identified as surplus to requirement in year. There were staffing efficiencies of £0.091m and unused budget for Audit Fees of £0.205m. Overspends on various expenditure lines amounted to £0.164m which included an increase in the bad debt provision.</p> <p>At year end budgets relating to inflation and expected corporate expenditure were confirmed as surplus to requirements, totalling £0.854m, and additional grant income was confirmed of £0.327m. The Council's Invest to Save Reserve has been utilised over the year and resultant savings are expected to flow through into the revenue budget. An allocation of £2m to the Invest to Save Reserve in 2016/17 has been made within the corporate budget to enable the continuation of this work, linking to the Council's newly adopted Commerciality Strategy.</p>					

Appendix 2

Housing Revenue Account 2016/17

Outturn (pre Audit)	Budget £	Outturn £	Variance Adverse/ (Favourable) £
Income			
Dwellings Rent	(17,460,000)	(17,771,888)	(311,888)
Garage Rent	(152,530)	(154,262)	(1,732)
Other Rent	(20,600)	(19,486)	1,114
Charges for Services	(386,660)	(449,821)	(63,161)
Total Income	(18,019,790)	(18,395,457)	(375,667)
Expenditure			
ALMO Management Fee	7,511,030	7,511,027	(3)
Supplies and Services	337,470	331,171	(6,299)
Capital Charges - Dwelling Depreciation	4,542,470	3,377,320	(1,165,150)
Capital Charges - Depreciation Other	43,030	171,460	128,430
Interest Paid	2,994,860	2,993,361	(1,499)
Repairs charged to revenue	500,000	501,919	1,919
New development feasibility	100,000	105,463	5,463
Increase in Bad Debt Provision	50,000	50,000	0
Corporate & Democratic Core	173,030	204,310	31,280
Total Expenditure	16,251,890	15,246,032	(1,005,858)
Net Cost of Services	(1,767,900)	(3,149,425)	(1,381,525)
Interest on Balances	(23,000)	(58,572)	(35,572)
Net Operating Expenditure	(1,790,900)	(3,207,997)	(1,417,097)
Net Cost of Service	(1,790,900)	(3,207,997)	(1,417,097)
HRA Reserve			
B/fwd 1 April	5,823,223	5,823,223	
Surplus/(Deficit) for year	1,790,900	3,207,997	
Carried Forward 31 March	7,614,924	9,031,220	

Earmarked Reserves for the HRA

	Purpose of Balance	Balance Brought Forward (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Balance Carried Forward (£'000)

	Purpose of Balance	Balance Brought Forward (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Balance Carried Forward (£'000)
HRA Earmarked Reserves					
Major Repairs Reserve	Required to meet the costs of major repairs to be undertaken on the Council's housing stock.	2,803	(3,982)	3,548	2,369
Total		2,803	(3,982)	3,548	2,369

Appendix 3

Amendments to Original Budget 2016/17

	Total £'000	Adult Services £'000	Children's Services £'000	Place & Enterprise* £'000	Public Health £'000	Resources & Support £'000	Corporate £'000
Original Budget as agreed by Council	204,527	86,330	50,535	81,082	1,807	6,294	(21,521)
<u>Quarter 1</u>							
Inflation for LETS	0	0	76	0	0	0	(76)
Realignment of Commercial Services budget	0	0	0	0	0	47	(47)
Other minor changes	0	0	27	(13)	0	(18)	4
<u>Quarter 2</u>							
Transfer of Commercial Services and Public Protection, as part of realignment of services under renaming Commissioning to Place & Enterprise	0	0	0	(1,775)	5,175	(3,400)	0
Transfer of Occupational Therapist posts	0	87	(87)	0	0	0	0
<u>Quarter 3</u>							
Transfer of SPARC grant budget from Corporate to Leisure				30			(30)
Transfer of post from Planning Policy to Housing		22		(22)			
Realignment of budget for Commercial Services following transfer to Place & Enterprise				91			(91)
<u>Quarter 4</u>							
Transfer of two posts from Public Protection into Planning . Removal of unachievable County Training saving following their externalisation.			263	18	(18)		(263)
Revised Budget	204,527	86,439	50,814	79,411	6,964	2,923	(22,024)

* Commissioning renamed Place & Enterprise from Quarter 2.

Appendix 4**Reserves and Provisions 2016/17**

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Confirmed Release (£'000)	Conditional Release (£'000)	Balance Carried Forward (£'000)
Reserves								
Sums set aside for major schemes, such as capital developments, or to fund major reorganisation								
Redundancy	Required to meet one-off costs arising from approved staffing reductions, allowing the full approved savings in salaries or wages to reach the revenue account.	6,973	0	(2)	2	0	(6,973)	0
Revenue Commitments for Future Capital Expenditure	Comprises of underspends against budgeted revenue contributions available for capital schemes. The underspends have arisen due to slippage in capital schemes or because other funding streams were utilised during the year so as to maximise time limited grants.	646	0	(269)	3,513	0	0	3,889
Development Reserve	Required to fund development projects or training that will deliver efficiency savings.	6,175	(1,490)	0	556	0	(3,500)	1,740
Invest to save Reserve	Required to fund invest to save projects in order to deliver the service transformation programme.	0	1,490	0	2,352	0	(500)	3,342
University	Required to meet the revenue costs arising from the setup of the university project and student accommodation development.	244	0	(48)	0	0	0	197
		14,037	0	(319)	6,422	0	(10,973)	9,168
Insurance Reserves								
Fire Liability	Required to meet the cost of excesses on all council properties.	2,434	0	0	352	0	0	2,786
Motor Insurance	An internally operated self-insurance reserve to meet costs not covered by the Council's Motor Insurance Policy.	977	0	0	88	0	0	1,064
		3,411	0	0	439	0	0	3,850

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Confirmed Release (£'000)	Conditional Release (£'000)	Balance Carried Forward (£'000)
Reserves of trading and business units								
Shire Catering and Cleaning Efficiency	Built up from trading surpluses to invest in new initiatives, to meet exceptional unbudgeted costs or cover any trading deficits.	607	0	(103)	130	0	0	635
		607	0	(103)	130	0	0	635
Reserves retained for service departmental use								
Building Control	Required to manage the position regarding building control charges.	0	0	0	76	0	0	76
Care Act Reserve	Required to fund the costs of implementing the Care Act requirements within the Council. This will be committed to the costs of one off posts required to implement the changes and training costs for staff within Adult Services.	500	0	0	0	(216)	0	284
Economic Development Workshops Major Maintenance	Established to meet the costs of major maintenance of Economic Development Workshops.	380	0	0	20	(240)	0	160
External Fund Reserve	Reserves held where the Council is the administering body for trust funds or partnership working.	0	466	(44)	67	0	0	489
Financial Strategy Reserve	Established specifically to provide one off funding for savings proposals in the Financial Strategy	9,805	9,146	(23,951)	14,850	5,409	13,342	28,601
Highways Development & Innovation Fund	Set aside funds for pump priming the Development and Innovation programme agreed within the Ringway Contract.	492	0	(65)	90	0	0	517
Major Planning Inquiries	This reserve has now been closed by transferring the balance to the General Fund. Any future requirements to fund major planning inquiries will be managed with reference to the general fund provision.	504	(504)	0	0	0	0	0
New Homes Bonus	Established from unapplied New Homes Bonus Grant balances.	5,547	(9,146)	(832)	9,219	0	0	4,788
Planning Reserve	This reserve as been closed as it is no longer required.	1,147	0	0	0	(1,147)	0	0

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Confirmed Release (£'000)	Conditional Release (£'000)	Balance Carried Forward (£'000)
Public Health Reserve	This reserve includes balances committed to specific public health projects.	2,152	0	(149)	70	(1,000)	0	1,073
Repairs & Maintenance Reserve	Set aside for known repairs and maintenance required to Council owned properties.	1,421	0	0	40	0	0	1,461
Resources Efficiency	Established for investment in new developments, particularly information technology, that service area would not be expected to meet from their internal service level agreements for support services.	3,662	(356)	(1,654)	1,837	(379)	(2,369)	740
Revenue Commitments from Unringfenced Revenue Grants	Established from unapplied unringfenced Grant balances. Commitments have been made against these balances in 2017/18.	3,763	(110)	(1,416)	782	(1,672)	0	1,348
Severe Weather	Required to meet unbudgeted costs arising from the damage caused by severe weather. The policy of the Council is to budget for an average year's expenditure in the revenue accounts and transfer any underspend to the reserve or fund any overspend from the reserve.	3,151	0	(996)	0	0	0	2,155
Shropshire Waste Partnership (Smoothing)	The PFI smoothing reserve has now been closed. Step changes in the unitary charge will be managed in year.	389	0	0	0	(389)	0	0
Theatre Severn R&M	The Theatre Severn R&M reserve has now been closed with future R&M requirements to be managed in year.	29	0	0	0	(29)	0	0
TMO Vehicle Replacement	Set up to meet the costs of replacement vehicles by the Integrated Transport Unit.	638	0	0	0	(338)	0	300
		33,579	(504)	(29,107)	27,052	0	10,973	41,993
School Balances								
Balances held by schools under a scheme of delegation	Schools' balances have to be ringfenced for use by schools and schools have the right to spend those balances at their discretion.	7,173	0	(7,271)	6,378	0	0	6,280
Education – Staff Sickness Insurance	Schools' self-help insurance for staff sickness with premiums met from delegated budgets.	187	0	(187)	0	0	0	0

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Confirmed Release (£'000)	Conditional Release (£'000)	Balance Carried Forward (£'000)
Education – Theft Insurance	Schools' self-help insurance scheme to cover equipment damage and losses.	98	0	(34)	4	0	0	68
Schools Building Maintenance Insurance	The schools building maintenance insurance scheme is a service provided by Property Services for schools. In return for an annual sum all structural repairs and maintenance responsibilities previously identified as the "authority's responsibility" are carried out at no additional charge to the school.	1,749	0	(25)	142	0	0	1,866
		9,206	0	(7,516)	6,523	0	0	8,213

Total Reserves		60,841	(504)	(37,044)	40,566	0	0	63,859
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Provisions								
Provisions - Short Term								
Accumulated Absences Account	Provision to cover potential future payments of employee benefits not taken as at the end of the year. This is required under IFRS accounting regulations.	2,165	0	(2,165)	2,488			2,488
Redundancy Provision	Provides for redundancy costs that the Council is committed to from issuing redundancy notices prior to 31 st March 2017.	143	0	(143)	0			0
Other Provisions - Short Term	Includes a number of small provisions including NNDR liability on car parks and a liability within Planning Services.	401	0	(401)	0	0	0	0
Provisions - Long Term								
Other Provisions - Long Term	Includes a number of small provisions including S106 Accrued Interest and Profit share agreements.	343	0	(46)	0	0	0	297
Liability Insurance	Provision to meet the estimated actuarial valuation of claims for public liability and employers' liability	3,928		(364)	0			3,564

	Purpose of Balance	Balance Brought Forward (£'000)	Transfer Balance Between Reserves (£'000)	Expenditure in 2016/17 (£'000)	Income in 2016/17 (£'000)	Confirmed Release (£'000)	Conditional Release (£'000)	Balance Carried Forward (£'000)
NDR Appeals	Represents the Council's share of the provision held for successful appeals against business rates.	4,571	0	(2,543)	1,297			3,324
Council Tax Bad Debt	Held for potential write offs of Council tax debtor balances.	3,610	0	(208)	711			4,113
NNDR Bad Debt	Held for potential write offs of NNDR debtor balances.	837	0	(290)	340			887
Tenancy Deposit Clawbacks	This represents deposits held for the economic development workshops that may be repaid at some point in the future.	125		(10)	26			142
General Fund Bad Debts	Held for potential write offs of debtor balances for General Fund Services including Housing Benefits.	5,660	0	(847)	1,607	0	0	6,420
HRA Bad Debts	Held for potential write offs of debtor balances for Housing Revenue Account rents and other debtor balances.	354		(13)	50			391
Total Provisions		22,137	0	(7,030)	6,519	0	0	21,626

Total Reserves & Provisions	82,977	(504)	(44,073)	47,085	0	0	85,485
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HRA Earmarked Reserves								
Major Repairs Reserve	Required to meet the costs of major repairs to be undertaken on the Council's housing stock.	2,803		(3,982)	3,548			2,369
		2,803	0	(3,982)	3,548			2,369

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Shropshire Council - Capital Programme 2016/17 - 2019/20**Capital Programme Summary - Outturn 2016/17**

Scheme Description	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 16/17 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	% Budget Spend	Slipped to 2017/18 £	No longer required/ available £	2017/18 Revised Budget £	2018/19 Revised Budget £
General Fund												
Place & Enterprise	35,078,055	-	390,020	-	35,468,075	30,258,730	5,209,345	85%	5,050,730	158,616	43,479,730	25,919,041
Adult Services	3,224,725	-	-	-	3,224,725	2,136,614	1,088,111	66%	1,088,111	0	6,194,123	-
Public Health	675,942	-	-	-	675,942	558,910	117,032	83%	117,032	0	617,032	-
Children's Services	8,114,514	-	56,045	-	8,170,559	6,408,413	1,762,146	78%	1,762,146	-	11,750,747	-
Resources & Support*	442,770	-	-	-	442,770	384,885	57,885	87%	57,885	(0)	7,804,938	-
Total General Fund	47,536,006	-	446,065	-	47,982,071	39,747,552	8,234,519	83%	8,075,904	158,616	69,846,570	25,919,041
Housing Revenue Account	6,414,785	-	35,310	-	6,450,095	5,238,348	1,211,747	81%	1,211,747	(0)	10,682,051	162,219
Total Approved Budget	53,950,791	-	481,375	-	54,432,166	44,985,900	9,446,266	83%	9,287,651	158,615	80,528,621	26,081,260

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Place & Enterprise																
Infrastructure & Communities																
Leisure																
Sports Equipment Phase 2	KCL01	P Davis	300,000	-	-	-	-	-	-	-	-	-	-	300,000	-	-
Total														300,000		
Libraries																
Much Wenlock Library Refurbishment	KCR02	R Parslow	50,000	-	-	25,000	-	-	25,000	-	25,000	25,000	-	25,000	-	-
Total						25,000			25,000		25,000	25,000		25,000		
Local Commissioning																
Whitchurch Civic Centre	K5T48	N Willcox	887,763	826,831	30,466	-	-	-	30,466	-	30,466	30,466	-	30,466	-	-
Total					30,466				30,466		30,466	30,466		30,466		
Waste Management																
In Vessel Composting Facility	K6WM0	P Beard	325,000	-	-	-	-	-	-	-	-	-	-	325,000	-	-
Total														325,000		
Bereavement Services																
Mytton Oak Remembrance Park - Shrewsbury	K6BS1	T Sneddon	1,012,905	1,008,823	4,082	-	-	-	4,082	4,082	-	-	-	-	-	-
Total					4,082				4,082	4,082						
Highways & Transport - LTP																
Structural Maintenance of Bridges & Structures																
Bridgeguard - Unallocated	KBG01	T Sneddon	Ongoing	-	334,580	177,487	-	-	512,067	-	512,067	-	512,067	1,500,000	1,500,000	-
Bridgeguard - Miscellaneous Expenditure	KBG02	T Sneddon	124,279	113,313	(9,664)	20,630	-	-	10,966	10,964	2	2	-	-	-	-
Bridgeguard - Consultancy Fees	KBG03	T Sneddon	892,924	408,698	484,226	-	-	-	484,226	319,822	164,404	164,404	-	-	-	-
Bridgeguard - Hadnall Culvert	KBG05	T Sneddon	653,854	87,204	600,000	(33,350)	-	-	566,650	583,399	(16,749)	(16,749)	-	-	-	-
Bridgeguard - Snailbeach Retaining Wall	KBG07	T Sneddon	65,427	2,385	71,000	(7,958)	-	-	63,042	63,042	(0)	(0)	-	-	-	-
Bridgeguard - Outrack Bridge	KBG14	T Sneddon	27,209	28,055	(846)	-	-	-	(846)	(846)	(0)	(0)	-	-	-	-
Bridgeguard - Mytton Bridge	KBG16	T Sneddon	142,177	135,853	6,324	-	-	-	6,324	6,324	(0)	(0)	-	-	-	-
Bridgeguard - Bridgnorth Endowed Footbridge	KBG17	T Sneddon	107,134	101,771	6,017	(654)	-	-	5,363	5,363	(0)	(0)	-	-	-	-
Bridgeguard - Ticklerton Bridge	KBG18	T Sneddon	105,775	100,938	4,612	225	-	-	4,837	4,837	(0)	(0)	-	-	-	-
Bridgeguard - High House Lane Bridge	KBG20	T Sneddon	35,334	1,052	37,192	(2,910)	-	-	34,282	34,282	(0)	(0)	-	-	-	-
Bridgeguard - Corve Footbridge	KBG21	T Sneddon	5,727	7,266	(1,539)	-	-	-	(1,539)	(1,539)	(0)	(0)	-	-	-	-
Bridgeguard - Borlemall Bridge	KBG24	T Sneddon	72,220	70,439	1,781	-	-	-	1,781	1,781	-	-	-	-	-	-
Bridgeguard - Count Arbour Bridge	KBG26	T Sneddon	30,056	29,956	100	-	-	-	100	100	-	-	-	-	-	-
Bridgeguard - Boreton Road Bridge	KBG28	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Twmpath Bridge	KBG29	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Wheelbarrow	KBG30	T Sneddon	1,502	1,502	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Eaton No.3	KBG32	T Sneddon	120,061	8,719	117,500	(6,158)	-	-	111,342	111,342	(0)	(0)	-	-	-	-
Bridgeguard - Sandlyford Bridge	KBG33	T Sneddon	345	345	443	(443)	-	-	-	-	-	-	-	-	-	-
RoW - Blue Bridge	KBG34	T Sneddon	34,371	9,678	33,153	(8,480)	-	-	24,693	24,693	-	-	-	-	-	-
Bridgeguard - Catherton Gate Cattle Grid Replacement	KBG38	T Sneddon	12,090	4,193	7,897	-	-	-	7,897	7,897	(0)	(0)	-	-	-	-
RoW - Morville No 1 Footbridge	KBG39	T Sneddon	5,410	5,410	-	-	-	-	-	446	(446)	(446)	-	-	-	-
RoW - Eaton Brook Footbridge	KBG41	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Bridgnorth Bypass	KBG45	T Sneddon	2,202,092	18,897	183,195	-	-	-	183,195	157,827	25,368	25,368	-	2,000,000	-	-
Bridgeguard - Dark Lane Broseley Reservoir Tank	KBG46	T Sneddon	60,075	2,517	171,252	(113,064)	-	-	58,188	69,657	(11,469)	(11,469)	-	-	-	-
Bridgeguard - Dudlestone School West Bridge	KBG47	T Sneddon	26,048	-	32,500	(6,452)	-	-	26,048	26,048	-	-	-	-	-	-
Bridgeguard - Henley Ledwyche Bridge	KBG48	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Winterburn Bridge	KBG49	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Dean Culvert Bridge	KBG50	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Harpswood No 2 Culvert	KBG51	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Castlewalk Footbridge Shrewsbury	KBG52	T Sneddon	30,000	-	30,000	-	-	-	30,000	22,308	7,692	7,692	-	-	-	-
Bridgeguard - Ludford Bridge, Ludlow	KBG58	T Sneddon	83,831	14,831	69,000	-	-	-	69,000	59,091	9,909	9,909	-	-	-	-
Bridgeguard - Smithy Bridge	KBG59	T Sneddon	13,078	-	15,000	(1,922)	-	-	13,078	13,078	(0)	(0)	-	-	-	-
Bridgeguard - Swan Bach (Boundary) Bridge	KBG60	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Windmill Lane Canal Bridge	KBG61	T Sneddon	75,000	-	75,000	-	-	-	75,000	24,620	50,380	50,380	-	-	-	-
Bridgeguard - Plowden Cattle Grid	KBG62	T Sneddon	10,984	-	10,984	-	-	-	10,984	10,984	-	-	-	-	-	-
Bridgeguard - Gasworks Bridge	KBG63	T Sneddon	-	-	15,000	(15,000)	-	-	4,050	(4,050)	(4,050)	(4,050)	-	-	-	-
Bridgeguard - Ledwyche Bridge	KBG67	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bridgeguard - Condover Bridge	KBG68	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Row - Ford Footbridge	KBG53	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Row - Mill Meadow Footbridge	KBG54	T Sneddon	50	-	50	-	-	-	50	50	-	-	-	-	-	-
Row - Hogstow Hall Footbridge	KBG55	T Sneddon	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Row - Broadway Close Footbridge	KBG56	T Sneddon	4,733	-	4,733	-	-	-	4,733	4,733	(0)	(0)	-	-	-	-
Row - Rindleford Mill Footbridge	KBG57	T Sneddon	10,656	-	12,627	(1,971)	-	-	10,656	10,656	-	-	-	-	-	-
Total					2,312,117				2,312,117	1,575,010	737,107		737,107	3,500,000	1,500,000	
Structural Maintenance of Roads																
Structural Maintenance of Principal Roads		T Sneddon	Ongoing	-	5,564,451	-	-	-	5,564,451	5,693,334	(128,883)	-	(128,883)	-	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance (£)	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Structural Maintenance of Secondary Roads		T Sneddon	Ongoing		10,350,887	-	(4,110)	-	10,346,777	10,648,746	(301,969)		(301,969)	-	-	-
Structural Maintenance of all Roads		T Sneddon	Ongoing		1,539,102	-	-	-	1,539,102	2,129,451	(590,349)		(590,349)	15,891,000	10,601,000	-
Total					17,454,440	-	(4,110)	-	17,450,330	18,471,531	(1,021,201)	-	(1,021,201)	15,891,000	10,601,000	-
Street Lighting																
Programme of structural replacement of lighting columns	K6SL1	J Hughes	Ongoing		875,171	-	-	-	875,171	620,108	255,063		255,063	690,000	690,000	-
Street Lighting LED Conversions	K6SL2	J Hughes	Ongoing		181,665	-	-	-	181,665	81,096	100,569		100,569	100,000	100,000	-
Part Night Lighting	K6SL3	J Hughes	Ongoing		-	-	-	-	-	144	(144)		(144)	10,000	10,000	-
Programme of replacement signs and bollards	K6SL4	J Hughes	Ongoing		10,455	-	-	-	10,455	10,576	(121)		(121)	-	-	-
Total					1,067,291	-	-	-	1,067,291	711,925	355,366	-	355,366	800,000	800,000	-
Local Transport Plan - Integrated Transport Plan																
Pedestrian & Cycle Facilities																
Central																
ITP Central - A488 Pontesbury to Minsterley Cycle Route	KST03	V Merrill	192,105	191,693	412	-	-	-	412	2,966	(2,554)		(2,554)	-	-	-
ITP Central - Spring Gardens Cyclepath / St Michaels Street	KST09	V Merrill	37,109	3,023	34,086	-	-	-	34,086	14,224	19,862		19,862	-	-	-
ITP Central - A488 Radbrook Rd Shrewsbury New Footway	KTC21	V Merrill	24,657	2,657	22,000	-	-	-	22,000	-	22,000		22,000	-	-	-
ITP Central - Bicton Footway Improvements	KTC27	V Merrill	15,000	-	15,000	-	-	-	15,000	9,868	5,132		5,132	-	-	-
ITP Central - Installation of new cycle counters	KTC30	V Merrill	15,000	8,287	6,713	-	-	-	6,713	-	6,713		6,713	-	-	-
ITP Central - Mytton Oak Road Pedestrian Improvements	KTC33	V Merrill	10,000	-	10,000	-	-	-	10,000	7,966	2,034		2,034	-	-	-
ITP Central - Bank Farm Road Six Acres Road Footway Realig	KTC34	V Merrill	8,138	-	8,138	-	-	-	8,138	8,138	-		-	-	-	-
North																
ITP North - Wem Mill St/Drawell Lane Pedestrian Crossing, W	KTC03	V Merrill	40,430	23,360	17,070	-	-	-	17,070	5,042	12,028		12,028	-	-	-
ITP North - Rhyn Park St Martins Crossing	KTC05	V Merrill	-	-	-	-	-	-	-	385	(385)		(385)	-	-	-
ITP North - B5067 Baschurch Pedestrian Crossing	KTC06	V Merrill	30,623	30,623	-	-	-	-	-	867	(867)		(867)	-	-	-
ITP North - Colliery Lane, St Martins Footway	KTC26	V Merrill	5,000	-	5,000	-	-	-	5,000	4,383	617		617	-	-	-
ITP North - Poynton Road Shawbury Pedestrian Crossing	KTC32	V Merrill	1,675	-	1,675	-	-	-	1,675	8,088	(6,413)		(6,413)	-	-	-
ITP North - Oswestry branch line cycle route (aka Cambrian R	KST11	V Merrill	238,478	155,478	83,000	-	-	-	83,000	78,102	4,898		4,898	-	-	-
ITP North - Gobowen Footway Improvements	KST14	V Merrill	40,461	39,877	584	-	-	-	584	7,899	(7,315)		(7,315)	-	-	-
South																
ITP South - Station Road, Albrighton Pedestrian Facilities	KTC14	V Merrill	79,443	13,872	65,571	-	-	-	65,571	4,642	60,929		60,929	-	-	-
ITP South - B4379 Sherrifhales Pedestrian Improvements	KTC15	V Merrill	26,385	9,961	16,424	-	-	-	16,424	9,340	7,084		7,084	-	-	-
ITP South - A464 Park Street Shifnal Pedestrian Crossing	KTC16	V Merrill	64,086	14,978	49,108	-	-	-	49,108	57,290	(8,182)		(8,182)	-	-	-
ITP South - B4373 Cross Lane, Cantreyn, Footway	KTC23	V Merrill	2,405	-	2,405	-	-	-	2,405	6,855	410		410	-	-	-
ITP South - Salop Road Bridgnorth Pedestrian Crossing (S106	KTC29	V Merrill	106,452	102,955	3,497	-	-	-	3,497	(19,859)	23,356		23,356	-	-	-
ITP South - Bromfield Road Ludlow, Pedestrian Crossing	KTC31	V Merrill	40,000	2,621	37,379	-	-	-	37,379	93,684	(56,305)		(56,305)	-	-	-
Total					382,922	-	-	-	382,922	299,876	83,044	-	83,044	-	-	-
Signal Enhancements																
Countywide																
ITP Countywide - Future years Signal Scheme Designs	KTS14	V Merrill	31,400	-	31,400	-	-	-	31,400	39,858	(8,458)		(8,458)	-	-	-
Central																
ITP Central - Ditherington UTC Upgrade Contribution	KTS13	V Merrill	28,315	-	28,315	-	-	-	28,315	28,315	-		-	-	-	-
North																
ITP North - A53 Shrewsbury road/Wem road signal Refurbishm	KTS05	V Merrill	24,465	24,465	-	-	-	-	-	3,150	(3,150)		(3,150)	-	-	-
ITP North - B5395 Whitchurch 5 ways junction improvement	KTS06	V Merrill	428,368	409,918	18,450	-	-	-	18,450	18,450	(0)		(0)	-	-	-
ITP North - A495 Scotland Street Ellesmere	KTS09	V Merrill	116,906	11,906	105,000	-	-	-	105,000	89,862	15,138		15,138	-	-	-
ITP North - A495 Willow Street Ellesmere Pedestrian Crossing	KTS10	V Merrill	3,636	3,636	-	-	-	-	-	1,071	(1,071)		(1,071)	-	-	-
ITP North - A495 Mereside Ellesmere Pedestrian Crossing	KTS12	V Merrill	35,793	6,793	29,000	-	-	-	29,000	35,731	(6,731)		(6,731)	-	-	-
South																
ITP South - A41 Cosford junction signal Refurbishment	KTS07	V Merrill	472,960	472,055	905	-	-	-	905	905	(0)		(0)	-	-	-
ITP South - Bull Ring Jctn Refurb Ludlow	KTS08	V Merrill	87,482	6,241	81,241	-	-	-	81,241	3,071	78,170		78,170	-	-	-
ITP South - A442 Hospital Steet, Bridgnorth - Pedestrian Cros	KTS11	V Merrill	14,975	2,550	12,425	-	-	-	12,425	38,551	(26,126)		(26,126)	-	-	-
Total					306,736	-	-	-	306,736	258,965	47,771	-	47,771	-	-	-
Safety/Speed Reductions																
Countywide																
ITP Countywide - VAS Replacement Programme	KTR46	V Merrill	60,625	4,500	56,125	-	-	-	56,125	52,418	3,707		3,707	-	-	-
Central																
ITP Central - Mousecroft Lane Shrews, Speed Reduction	KTR28	V Merrill	2,220	2,220	-	-	-	-	-	113	(113)		(113)	-	-	-
ITP Central - Featherbed Lane Shres, Traffic Management	KTR32	V Merrill	76,752	11,298	65,454	-	-	-	65,454	114,664	(49,210)		(49,210)	-	-	-
ITP Central - Coleham School Safety Scheme	KTR33	V Merrill	44,871	14,338	30,533	-	-	-	30,533	66,343	(35,810)		(35,810)	-	-	-
ITP Central - B4380 Leighton Speed Management	KTR34	V Merrill	10,292	5,512	4,780	-	-	-	4,780	4,780	(0)		(0)	-	-	-
ITP Central - Priory & Meole Brace Schools Safety Scheme	KTR35	V Merrill	65,170	13,197	51,973	-	-	-	51,973	99,000	(47,027)		(47,027)	-	-	-
ITP Central - Acton Burnell Crossroads	KTR36	V Merrill	31,696	3,872	27,824	-	-	-	27,824	5,824	22,000		22,000	-	-	-
ITP Central - A488 Hanwood Speed Management	KTR37	V Merrill	30,238	658	29,580	-	-	-	29,580	10,380	19,200		19,200	-	-	-
ITP Central - Meadow Farm Drive Speed Management	KTR39	V Merrill	20,652	4,608	16,044	-	-	-	16,044	16,044	(0)		(0)	-	-	-
ITP Central - B4380 Buildwas Speed Management	KTR41	V Merrill	8,000	-	8,000	-	-	-	8,000	5,340	2,660		2,660	-	-	-
ITP Central - Uffington Speed Management	KTR42	V Merrill	5,500	-	5,500	-	-	-	5,500	3,528	1,972		1,972	-	-	-
ITP Central - B5062 Sundorne Road Medical Centre Junction	KTR43	V Merrill	10,000	-	10,000	-	-	-	10,000	6,177	3,823		3,823	-	-	-
ITP Central - Hubert Way Shrewsbury Speed Management	KTR44	V Merrill	8,000	-	8,000	-	-	-	8,000	2,311	5,689		5,689	-	-	-
ITP Central - Main Road Pontesbury Speed & Safety Measur	KTR55	V Merrill	16,100	-	16,100	-	-	-	16,100	11,160	4,940		4,940	-	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
North																
ITP North - A525 Broughall crossroads widening	KTR05	V Merrill	18,037	4,138	13,899	-	-	-	13,899	9,975	3,924	-	3,924	-	-	-
ITP North - B5069 Moors Bank St Martins speed reduction	KTR06	V Merrill	5,142	-	5,142	-	-	-	5,142	5,741	(599)	-	(599)	-	-	-
ITP North - Prees Lower Heath speed reduction	KTR07	V Merrill	4,035	672	3,363	-	-	-	3,363	229	3,134	-	3,134	-	-	-
ITP North - B4397 Baschurch speed reduction	KTR08	V Merrill	10,578	1,047	9,531	-	-	-	9,531	11,584	(2,053)	-	(2,053)	-	-	-
ITP North - B4396 Knockin Village speed reduction	KTR09	V Merrill	4,713	672	4,041	-	-	-	4,041	-	4,041	-	4,041	-	-	-
ITP North - A49 Hadnall to Preston Brock safety	KTR10	V Merrill	51,306	15,959	35,347	-	-	-	35,347	21,501	13,846	-	13,846	-	-	-
ITP North - Chirk Road Gobowen speed reduction	KTR11	V Merrill	3,931	672	3,259	-	-	-	3,259	3,260	(1)	-	(1)	-	-	-
ITP North - B5065 Souton road speed reduction	KTR12	V Merrill	4,177	-	4,177	-	-	-	4,177	4,013	164	-	164	-	-	-
ITP North - A49 Prees Higher Heath speed reduction	KTR13	V Merrill	47,016	7,833	39,183	-	-	-	39,183	17,936	21,247	-	21,247	-	-	-
ITP North - B5063 The Blamer speed reduction	KTR14	V Merrill	34,437	1,400	33,037	-	-	-	33,037	19,344	13,693	-	13,693	-	-	-
ITP North - A528 Speed Reduction Cockshutt	KTR27	V Merrill	13,962	2,400	11,562	-	-	-	11,562	11,562	-	-	-	-	-	-
ITP North - A529 Hinstock Safety Measures	KTR45	V Merrill	8,000	-	8,000	-	-	-	8,000	2,650	5,350	-	5,350	-	-	-
ITP North - Ternhill Safety Improvements	KTR49	V Merrill	5,680	1,300	4,380	-	-	-	4,380	4,380	(0)	-	(0)	-	-	-
ITP North - A51 Pipegate To Woore Speed Reduction	KTR54	V Merrill	2,000	-	2,000	-	-	-	2,000	996	1,004	-	1,004	-	-	-
ITP North - Ellesmere Town Centre 20Mph Zone	KTR56	V Merrill	9,000	-	9,000	-	-	-	9,000	6,750	2,250	-	2,250	-	-	-
ITP North - A41 Sandford Speed Reduction	KTR57	V Merrill	6,000	-	6,000	-	-	-	6,000	7,730	(1,730)	-	(1,730)	-	-	-
South																
ITP South - A442 Norton	KTR15	V Merrill	16,860	1,727	15,133	-	-	-	15,133	56,201	(41,068)	-	(41,068)	-	-	-
ITP South - A456 Burford Speed Reduction	KTR16	V Merrill	86,719	63,249	23,470	-	-	-	23,470	7,566	15,904	-	15,904	-	-	-
ITP South - B4555 Severn Centre Highley traffic calming	KTR20	V Merrill	21,820	9,105	12,715	-	-	-	12,715	8,121	4,594	-	4,594	-	-	-
ITP South - A458 Morville Road Safety Improvements	KTR21	V Merrill	7,973	2,973	5,000	-	-	-	5,000	-	5,000	-	5,000	-	-	-
ITP South - Hope Valley Speed Reduction	KTR22	V Merrill	20,511	5,511	15,000	-	-	-	15,000	8,200	6,800	-	6,800	-	-	-
ITP South - Chorley speed limit	KTR23	V Merrill	5,000	-	5,000	-	-	-	5,000	-	5,000	-	5,000	-	-	-
ITP South - B4378 Shipton speed limit	KTR24	V Merrill	2,101	102	1,999	-	-	-	1,999	1,853	146	-	146	-	-	-
ITP South - Ironbridge Road Broseley Speed Reduction	KTR25	V Merrill	17,155	943	16,212	-	-	-	16,212	10,867	5,345	-	5,345	-	-	-
ITP South - A4169 Sheinton Street Much Wenlock	KTR26	V Merrill	134,862	8,278	126,584	-	-	-	126,584	137,284	(10,680)	-	(10,680)	-	-	-
ITP South - A454 Spoonleygate Crossroads Improvement	KTR29	V Merrill	3,300	-	3,300	-	-	-	3,300	-	3,300	-	3,300	-	-	-
ITP South - A41 Stanton Road Junction Improvement Tong	KTR30	V Merrill	22,288	2,906	19,382	-	-	-	19,382	14,228	5,154	-	5,154	-	-	-
ITP South - Coalport Road Traffic Management, Broseley	KTR31	V Merrill	50,467	8,755	41,712	-	-	-	41,712	91,657	(49,945)	-	(49,945)	-	-	-
ITP South - B4373 Bridgnorth Rd Speed Reduction, Broseley	KTR38	V Merrill	22,132	758	21,374	-	-	-	21,374	7,919	13,455	-	13,455	-	-	-
ITP South - Dark Lane Broseley Road Safety	KTR40	V Merrill	13,766	6,539	7,227	-	-	-	7,227	8,472	(1,245)	-	(1,245)	-	-	-
ITP South - B4194 Button Oak - Spdd Limit Alterations	KTR48	V Merrill	3,272	1,627	1,645	-	-	-	1,645	62,246	(60,601)	-	(60,601)	-	-	-
ITP South - A442 VAS	KTR50	V Merrill	6,663	-	6,663	-	-	-	6,663	5,391	1,272	-	1,272	-	-	-
ITP South - Redstone Drive Highley Road Safety Review	KTR51	V Merrill	26,000	-	26,000	-	-	-	26,000	10,101	15,899	-	15,899	-	-	-
ITP South - Lackstone Farm Cattle Warning System	KTR52	V Merrill	10,000	-	10,000	-	-	-	10,000	4,580	5,420	-	5,420	-	-	-
ITP South - Much Wenlock, Barrow & Broseley Hgv Mgmt	KTR53	V Merrill	30,000	-	30,000	-	-	-	30,000	16,184	13,816	-	13,816	-	-	-
ITP South - Henley Road, Ludlow sign scheme	KST15	V Merrill	14,412	4,412	10,000	-	-	-	10,000	3,337	6,663	-	6,663	-	-	-
Total					920,250	-	-	-	920,250	979,921	(59,671)	-	(59,671)	-	-	-
Traffic Management																
Central																
ITP Central - Racecourse Lane, Shrewsbury	KTM03	V Merrill	46,550	13,266	33,284	-	-	-	33,284	16,259	17,025	-	17,025	-	-	-
ITP Central - Eaton Constantine traffic management	KTM05	V Merrill	40,332	39,902	430	-	-	-	430	(8,191)	8,621	-	8,621	-	-	-
ITP Central - Cross Street Bridge, Shrewsbury, Warning Sign	KTM12	V Merrill	3,531	-	3,531	-	-	-	3,531	3,531	-	-	-	-	-	-
South																
ITP South - A464 Upton Crossroads Shifnal signs	KTM09	V Merrill	26,259	7,870	18,389	-	-	-	18,389	26,317	(7,928)	-	(7,928)	-	-	-
ITP South - Albrighton cross road	KTM10	V Merrill	3,500	-	3,500	-	-	-	3,500	-	3,500	-	3,500	-	-	-
Total					59,134	-	-	-	59,134	37,915	21,219	-	21,219	-	-	-
Parking Infrastructure																
South																
ITP South - The Innage Shifnal Parking	KTP01	V Merrill	19,171	-	19,171	-	-	-	19,171	19,880	(709)	-	(709)	-	-	-
ITP Countywide - Parking Machine Replacement Programme	KTP02	Z Morimer	250,000	-	-	-	125,000	-	125,000	-	125,000	125,000	-	125,000	-	-
Total					19,171	-	125,000	-	144,171	19,880	124,291	125,000	(709)	125,000	-	-
Accident Clusters																
A5 Crckley Bank - Marsh Lane Jctn	KTA01	V Merrill	9,332	-	-	9,332	-	-	9,332	9,332	-	-	-	-	-	-
Heathgates Rbout	KTA02	V Merrill	-	-	-	-	-	-	-	3,000	(3,000)	-	(3,000)	-	-	-
A529 40mph end to Mount Pleasant Crossroads	KTA05	V Merrill	9,964	-	-	9,964	-	-	9,964	14,310	(4,346)	-	(4,346)	-	-	-
Column Roundabout	KTA06	V Merrill	8,686	-	8,686	-	-	-	8,686	8,686	-	-	-	-	-	-
Smithfield Road	KTA07	V Merrill	6,500	-	6,500	-	-	-	6,500	8,306	(1,806)	-	(1,806)	-	-	-
Total						34,482	-	-	34,482	43,634	(9,152)	-	(9,152)	-	-	-
Network Improvements																
Countywide																
ITP Countywide - Bus Shelters	KTN02	V Merrill	49,183	39,183	10,000	-	-	-	10,000	1,300	8,700	-	8,700	-	-	-
South																
ITP South - Shifnal Network Improvement (S106)	KTN03	V Merrill	142,517	142,517	-	-	-	-	-	5,787	(5,787)	-	(5,787)	-	-	-
Total					10,000	-	-	-	10,000	7,087	2,913	-	(5,787)	-	-	-
Integrated Transport Unallocated																
Countywide																
ITP Countywide - Unallocated	KT000	V Merrill	Ongoing	-	34,482	(34,482)	-	-	-	-	-	-	-	1,000,000	1,000,000	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Area Small Works - Central	KT001	V Merrill	Ongoing		-	-	-	-	-	-	-	-	-	-	-	-
Area Small Works - North	KT002	V Merrill	Ongoing		-	-	-	-	-	-	-	-	-	-	-	-
Area Small Works - South	KT003	V Merrill	Ongoing		-	-	-	-	-	-	-	-	-	-	-	-
Total					34,482	(34,482)								1,000,000	1,000,000	
Total Integrated Transport Plan					1,732,695		125,000		1,857,695	1,647,280	210,415	125,000	85,415	1,125,000	1,000,000	
Total Highways & Transport - LTP					22,566,543		120,890		22,687,433	22,405,746	281,687	125,000	156,687	21,316,000	13,901,000	
LEP Schemes																
LEP Oxon Relief Road Project	KOX01	A Stirling	5,010,323	217,525	750,475	-	-	-	750,475	308,152	442,323	442,323	()	1,742,323	1,900,000	400,000
LEPSITP - Unallocated Contingency	KIT00	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Project Management/Design	KIT01	A Stirling	8,144,109	651,434	2,064,472	-	-	-	2,064,472	1,865,348	199,124	199,124	-	3,749,124	1,679,079	-
LEPSITP - Reabrook Roundabout	KIT02	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Meole Brace Roundabout	KIT03	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - English Bridge Gyrotory	KIT04	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Coleham Head	KIT05	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - SCOOT English Bridge/Abbey Foregate	KIT06	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - SCOOT Meole Brace Corridor	KIT07	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - VMS	KIT08	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Traffic Management Existing 20mph Zone	KIT09	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Traffic Management Commercial Areas/Town Walls	KIT10	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Pride Hill Enhancement	KIT11	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Pedestrian & Cycle Imp - Northern Corridor	KIT12	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Pedestrian & Cycle Imp - Southern Corridor	KIT13	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Pedestrian & Cycle Imp - Western Corridor	KIT14	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
LEPSITP - Pedestrian Wayfinding	KIT15	A Stirling	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total LEP Shrewsbury Integrated Transport Package					2,064,472				2,064,472	1,865,348	199,124	199,124		3,749,124	1,679,079	
Total					2,814,947				2,814,947	2,173,500	641,447	641,447		5,491,447	3,579,079	400,000
Flood Defences & Water Management																
Much Wenlock - Flood & Water Management	K6FW1	D Edwards	2,858,783	366,828	1,612,744	-	90,000	-	1,702,744	1,176,533	526,211	526,211	()	654,211	135,000	-
Craven Arms - Flood & Water Management	K6FW2	D Edwards	96,049	43,951	26,049	-	-	-	26,049	-	26,049	26,049	-	26,049	-	-
Church Stretton - Flood & Water Management	K6FW3	D Edwards	35,000	-	-	-	-	-	-	-	-	-	-	35,000	-	-
Shifnal - Flood & Water Management	K6FW4	D Edwards	745,748	37,835	172,165	-	-	-	172,165	8,417	163,748	163,748	-	313,748	222,000	-
Oswestry - Flood & Water Management	K6FW5	D Edwards	97,632	85,648	5,992	-	-	-	5,992	-	5,992	5,992	-	5,992	-	-
Shrewsbury - Flood & Water Management	K6FW6	D Edwards	191,124	125,400	32,862	-	-	-	32,862	-	32,862	32,862	-	32,862	-	-
The Grove, Minsterley IPP Scheme	K6FW8	D Edwards	70,992	61,008	4,992	-	-	-	4,992	-	4,992	4,992	-	4,992	-	-
Shropshire IPP Scheme Phase 1	K6FWA	D Edwards	246,392	57,323	94,262	-	-	-	94,262	35,455	58,807	58,807	-	94,807	-	-
Shropshire Slow the Flow Project	KEF01	D Edwards	385,179	50,552	89,448	-	-	-	89,448	54,269	35,179	35,179	()	105,179	70,000	70,000
Total					2,038,514		90,000		2,128,514	1,274,674	853,840	853,840	()	1,272,840	427,000	70,000
Environmental Maintenance - Depots																
Depot Redevelopment - Unallocated	K6H03	S Brown	203,699	100,457	6,621	-	-	-	6,621	-	6,621	6,621	-	96,621	-	-
Depot Redevelopment - Park Hall	K6H02	S Brown	-	-	-	-	-	-	-	14,388	(14,388)	(14,388)	-	(14,388)	-	-
Depot Redevelopment - Hodnet	K6H06	S Brown	114,918	115,907	6,000	-	-	-	6,000	12,989	(6,989)	(6,989)	()	(6,989)	-	-
Depot Redevelopment - Craven Arms	K6H08	S Brown	1,038,045	907,690	128,413	-	-	-	128,413	126,471	1,942	1,942	()	1,942	-	-
Depot Redevelopment - Stourbridge Road, Bridgnorth	K6H09	S Brown	280,427	105,612	116,185	-	-	-	116,185	57,555	58,630	58,630	()	58,630	-	-
Depot Redevelopment - Stourbridge Road Bridgnorth - Salt Dome	K6H10	S Brown	200,000	-	100,000	-	-	-	100,000	-	100,000	100,000	-	100,000	-	-
Depot Redevelopment - Manor House Lane Store	K6H11	S Brown	100,000	-	50,000	-	-	-	50,000	-	50,000	50,000	-	50,000	-	-
Depot Redevelopment - Ice Station Replacement	K6H12	S Brown	135,885	-	100,000	-	-	-	100,000	64,115	35,885	35,885	()	35,885	-	-
Total					507,219				507,219	275,520	231,699	231,701	(2)	321,701		
Visitor Economy																
Museums																
Music Hall Refurbishment	K5HA9	L Cross	10,132,444	10,027,794	79,000	-	-	-	79,000	53,350	25,650	25,650	-	25,650	-	-
Heritage Assets Acquisition	K5HAA	E-K Lanyon	11,110	-	11,110	-	-	-	11,110	11,110	-	-	-	-	-	-
Venues & Programmes																
Theatre Severn - Major Maintenance Improvement Works	KBT01	L Cross	190,771	-	114,613	-	-	-	114,613	38,455	76,158	76,158	-	76,158	-	-
Total					204,723				204,723	102,915	101,808	101,808		101,808		
Outdoor Partnerships																
Oswestry Play & Recreational Improvements	K5BC7	M Blount	-	-	-	-	-	-	-	-	-	-	-	-	-	-
The Mere Play Area	K5T41	M Blount	103,979	100,184	2,471	-	1,324	-	3,795	3,795	-	-	-	-	-	-
Ash Road Oswestry	K5T43	M Blount	74,291	69,437	4,082	-	772	-	4,854	4,854	-	-	-	-	-	-
Snailbeach Lead Mine Higher Level Stewardship	K5T53	C Dean	199,154	191,803	5,958	-	-	-	5,958	4,565	1,393	1,393	()	1,393	-	-
Nesscliffe - Higher Level Stewardship	K5T55	C Dean	35,174	15,768	9,703	-	-	-	9,703	-	9,703	9,703	-	9,703	-	-
Crown Meadow Skatepark, Bridgnorth	K5T57	M Blount	89,328	86,586	3,415	-	(673)	-	2,742	2,742	-	-	-	-	-	-
Mere Wardens Bungalow Refurbishment	KBR05	M Blount	101,930	385	88,589	-	6,400	-	94,989	88,433	6,556	6,556	()	6,556	-	-
Broseley BMX & Outdoor Gym (S106)	KBR06	S McCarthy	46,487	8,453	31,547	-	-	-	31,547	25,060	6,487	6,487	-	6,487	-	-
Shelton Recreation Ground Pavilion (S106)	KBR07	M Blount	115,443	-	104,797	-	1,653	-	106,450	102,207	4,243	4,243	-	8,993	-	-
Nags Head Engine House	KBR08	J Howells	147,508	-	101,622	-	3,188	-	104,810	62,112	42,698	42,698	()	42,698	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Severn Valley Country Park Visitor Centre Improvements	KBR09	M Blount	109,745	-	-	-	60,000	-	60,000	10,255	49,745	49,745	-	49,745	-	-
Total					352,184	-	72,664	-	424,848	304,023	120,825	120,825		125,575	-	-
Total Infrastructure & Communities					28,518,678	-	308,554	-	28,827,232	26,540,459	2,286,773	2,130,087	156,686	29,309,837	17,907,079	470,000
Economic Development																
Physical Regeneration																
Food Enterprise Centre - Construction (Battlefield)	KER38	A Stirling	6,687,023	6,629,880	28,654	-	-	-	28,654	165	28,489	28,489	-	28,489	-	-
Ludlow Eco Park	KED22	A Stirling	-	-	-	-	-	-	-	(1,927)	1,927	-	1,927	-	-	-
Shropshire Small Business Loan Scheme - Phase 1	KED32	C Cox	500,000	400,000	100,000	-	-	-	100,000	100,000	-	-	-	-	-	-
Shropshire Small Business Loan Scheme - Phase 3	KBE01	C Cox	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Shrewsbury Business Park Phase 2 Extension	KED33	A Stirling	1,716,646	1,716,646	-	-	-	-	-	-	-	-	-	-	-	-
MTRP																
Market Towns Revitalisation - Bridgnorth	KED26	C Cox	300,886	298,646	2,240	-	-	-	2,240	2,240	(0)	-	(0)	-	-	-
Growth Point																
Shrewsbury Growth Point	K6GP1	A Stirling	195,591	195,591	-	-	-	-	-	-	-	-	-	-	-	-
Shrewsbury Vision	K6GP4	A Stirling	389,294	389,294	-	-	-	-	-	-	-	-	-	-	-	-
Flaxmill Project - Implementation	K6FM1	A Stirling	1,000,000	-	-	-	-	-	-	-	-	-	-	500,000	500,000	-
Shrewsbury Vision - New Riverside Development	K6HR1	A Stirling	310,458	22,516	125,749	-	-	-	125,749	113,556	12,193	12,193	-	162,193	-	-
Total					256,643	-	-	-	256,643	214,034	42,609	40,682	1,927	690,682	500,000	-
Natural & Historical Environment																
Historic Environment Grants	K6HE1	A Cooper	Ongoing	12,480	33,682	-	-	-	33,682	-	33,682	33,682	-	33,682	-	-
Old Rectory, Whitchurch Section 106	KBN01	A Cooper	307,699	37,154	62,846	-	-	-	62,846	5,147	57,699	57,699	-	207,699	-	-
Total					96,528	-	-	-	96,528	5,147	91,381	91,381		241,381	-	-
Planning Policy - Affordable Housing																
Affordable Housing - Rolling Fund	K6AHG	A Cooper	Ongoing	-	-	-	-	-	-	-	-	-	-	346	-	-
Shrewsbury Self Build Scheme	K6AHT	A Cooper	416,898	17,447	132,553	-	-	-	132,553	15,655	116,898	116,898	-	266,898	-	-
Drapers Almshouses	K6AHU	A Cooper	240,000	-	240,000	-	-	-	240,000	240,000	-	-	-	-	-	-
Ellesmere Rd, Shrewsbury - Extra Care Scheme	KBH01	A Cooper	370,000	170,000	170,000	-	-	-	170,000	140,000	30,000	30,000	-	30,000	-	-
Community Led Affordable Housing Grant Scheme	K6AHV	A Cooper	2,342,000	1,684,000	394,000	-	-	-	394,000	184,000	210,000	210,000	-	264,000	-	-
Affordable Housing Contributions Grant Scheme (S106)	K6AHW	A Cooper	815,542	225,820	296,756	-	81,466	-	378,222	366,722	11,500	11,500	-	211,500	-	-
Total					1,233,309	-	81,466	-	1,314,775	946,377	368,398	368,398	-	772,744	-	-
Broadband																
Broadband Project - Milestone 0	KB000	C Taylor	905,397	816,459	58,241	-	-	-	58,241	27,544	30,697	30,697	-	30,697	-	-
Broadband Project - Milestone 1	KB001	C Taylor	10,663,478	6,229,221	1,728,288	-	-	-	1,728,288	1,022,319	705,969	705,969	-	2,705,969	-	-
Broadband Project - Milestone 2	KB002	C Taylor	5,682,037	3,088,271	1,824,119	-	-	-	1,824,119	1,054,472	769,647	769,647	(0)	769,647	-	-
Broadband Project - Milestone 3	KB003	C Taylor	2,260,305	-	749,657	-	-	-	749,657	239,009	510,648	510,648	-	1,510,648	-	-
Broadband Project - Phase 2 - Milestone 0	KB004	C Taylor	432,552	-	-	-	-	-	-	39,969	(39,969)	(39,969)	-	432,552	-	-
Broadband Project - Phase 2 - Milestone 1	KB005	C Taylor	538,335	-	-	-	-	-	-	-	-	-	-	538,335	-	-
Broadband Project - Phase 2 - Milestone 2	KB006	C Taylor	3,478,092	-	-	-	-	-	-	-	-	-	-	2,335,988	1,142,104	-
Broadband Project - Phase 2 - Milestone 3	KB007	C Taylor	236,261	-	-	-	-	-	-	-	-	-	-	236,261	-	-
Broadband Project - Phase 2b - Lot 1	KB008	C Taylor	9,634,402	-	-	-	-	-	-	-	-	-	-	2,672,000	5,112,402	1,850,000
Broadband Project - Phase 2b - Lot 2	KB009	C Taylor	2,042,389	-	-	-	-	-	-	-	-	-	-	1,021,194	1,021,195	-
Total					4,360,305	-	-	-	4,360,305	2,383,313	1,976,992	1,976,992		12,017,030	7,511,962	1,850,000
Total Economic Development					5,946,785	-	81,466	-	6,028,251	3,548,870	2,479,381	2,477,453	1,928	13,721,837	8,011,962	1,850,000
Business Enterprise & Commercial Services																
Strategic Asset Services																
Corporate Landlord																
Lord Hill Statue Repairs	KCS01	S Law	71,374	70,492	882	-	-	-	882	882	-	-	-	-	-	-
18/19 Shoplatch - toilet facilities	KRP04	S Law	63,868	-	36,000	-	-	-	36,000	8,132	27,868	27,868	(0)	27,868	-	-
The Tannery Demolition	KRP06	S Law	796,847	-	400,000	-	-	-	400,000	3,153	396,847	396,847	-	396,847	-	-
Total					436,882	-	-	-	436,882	12,167	424,715	424,715		424,715	-	-
Energy & Sustainability																
Shawbury St Marys Solar PV	KRV01	S Law	64,095	61,023	1,536	-	-	-	1,536	-	1,536	1,536	-	1,536	-	-
Bishops Castle Primary Solar PV	KRV03	S Law	41,820	39,874	973	-	-	-	973	-	973	973	-	973	-	-
Weston Rhyn Primary Solar PV	KRV04	S Law	33,897	32,321	788	-	-	-	788	-	788	788	-	788	-	-
Harlescote Junior Solar PV	KRV06	S Law	36,029	34,353	838	-	-	-	838	-	838	838	-	838	-	-
Mount Pleasant Primary Solar PV	KRV07	S Law	40,016	38,154	931	-	-	-	931	-	931	931	-	931	-	-
Ludlow Youth Centre Solar PV	KRV11	S Law	44,084	42,036	1,024	-	-	-	1,024	-	1,024	1,024	-	1,024	-	-
Severn Valley Country Park Solar PV	KRV14	S Law	18,474	17,616	429	-	-	-	429	-	429	429	-	429	-	-
SPARC - Solar PV	KRV15	S Law	60,792	59,200	1,519	-	-	-	1,519	1,446	73	73	-	73	-	-
Shirehall - Solar PV	KRV17	S Law	201,749	185,648	10,210	-	-	-	10,210	4,319	5,891	5,891	-	5,891	-	-
Total					18,248	-	-	-	18,248	5,764	12,484	12,483	1	12,483	-	-
Small Holdings																

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

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The Clamp - Smallholding Refurbishment	KCS03	S Law	15,830	15,830	-	-	-	-	-	-	-	-	-	-	-	-
Total																
Gypsy Sites																
Travellers Sites Unallocated Grant (Phase 1&2 HCA)	K6T00	S Law	4,866	-	-	-	-	-	-	-	-	-	-	4,866	-	-
Gypsy Site - Manor House Lane	K6T03	S Law	706,560	653,803	46,765	-	-	-	46,765	40,773	5,992	5,992	-	5,992	-	-
Gypsy Sites - Whittington Phase 2	K6T04	S Law	671,522	594,346	77,176	-	-	-	77,176	77,175	1	-	1	-	-	-
Gypsy Sites - Craven Arms Phase 2	K6T05	S Law	439,749	406,228	33,521	-	-	-	33,521	33,521	(0)	-	(0)	-	-	-
Boars Den Gypsy Transit Site	K6T06	S Law	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total					157,462	-	-	-	157,462	151,469	5,993	5,992	1	10,858	-	-
Total Strategic Asset Services					612,592	-	-	-	612,592	169,400	443,192	443,190	2	448,056	-	-
Total Business Enterprise & Commercial Services					612,592	-	-	-	612,592	169,400	443,192	443,190	2	448,056	-	-
Total Place & Enterprise					35,078,055	-	390,020	-	35,468,075	30,258,730	5,209,345	5,050,730	158,616	43,479,730	25,919,041	2,320,000
Adult Services																
Social Care																
Community Capacity Grant	KA000	T Miles	Ongoing	-	25,847	(12,842)	-	-	13,005	-	13,005	13,005	-	1,077,192	-	-
Mount Pleasant - Shared Development Site	K5B60	T Miles	485,546	454,960	15,293	-	-	-	15,293	-	15,293	15,293	-	15,293	-	-
Telecare Call Monitoring	K5B88	T Miles	290,370	132,480	118,932	-	-	-	118,932	79,974	38,958	38,958	-	38,958	-	-
IT Mobile Flexible Working	K5B89	T Miles	260,819	197,742	47,257	-	-	-	47,257	31,437	15,820	15,820	-	15,820	-	-
Development Trust Development - Raven Site, Market Drayton	K5B94	T Miles	2,090,360	1,943,440	97,867	-	-	-	97,867	48,814	49,053	49,053	(0)	49,053	-	-
Adult Social Care Community Capital Grant Scheme	K5B01	T Miles	2,872	1,000	1,872	-	-	-	1,872	1,872	-	-	-	-	-	-
IT Hardware - Implementation of Care Bill	K5B02	T Miles	279,000	70,175	-	-	-	-	-	-	-	-	-	208,825	-	-
Baschurch Assisted Living Bungalow - Phase 3	K5B04	T Miles	577,304	382,696	97,304	-	-	-	97,304	-	97,304	97,304	-	97,304	-	-
London Road Assisted Living Bungalow - Phase 4	K5B05	T Miles	755,995	2,593	544,407	-	-	-	544,407	358,412	185,995	185,995	-	208,995	-	-
Kempsfield/Aquamira Gas Installation	KA001	T Miles	16,691	-	15,000	-	-	-	15,000	13,309	1,691	1,691	(0)	1,691	-	-
Autism Innovation Capital Grant	KA002	T Miles	25,980	11,020	7,480	-	-	-	7,480	-	7,480	7,480	-	7,480	-	-
Refurb The Meres for Library Services	KA005	T Miles	80,000	-	40,000	-	-	-	40,000	-	40,000	40,000	-	40,000	-	-
Kempsfield Pre Lift Housing	KA007	T Miles	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4 Sandpit Fitouts	KA009	T Miles	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5 Lawley Gardens External Works	KA010	T Miles	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Aquamira - Water Filtration System Replacement	KA014	T Miles	4,799	-	4,799	-	-	-	4,799	4,799	(0)	-	(0)	-	-	-
Glenview - replacement specialist bathing equip	KA015	T Miles	16,224	-	16,224	-	-	-	16,224	16,224	-	-	-	-	-	-
Just Checking - Equipment Purchase	KA016	T Miles	9,312	-	9,312	-	-	-	9,312	9,312	-	-	-	-	-	-
Belulah House - Resurfacing Roadway	KA017	T Miles	5,806	-	5,363	-	-	-	5,363	4,920	443	443	-	443	-	-
The Rowans Refurbishment Works	KA019	T Miles	13,000	-	-	-	-	-	-	-	-	-	-	13,000	-	-
Hearne Way Caretakers Bungalow Refurbishment	KA022	T Miles	10,000	-	-	-	-	-	-	-	-	-	-	10,000	-	-
Redwood - New Kitchen & Bathroom	KA023	T Miles	30,000	-	15,000	-	-	-	15,000	-	15,000	15,000	-	15,000	-	-
Hook Farm Road, Bridgnorth - Refurbishment	KA024	T Miles	110,000	-	50,000	5,000	-	-	55,000	-	55,000	55,000	-	55,000	-	-
West Lodge Shelton Adaptions	KA026	T Miles	33,640	-	33,640	-	-	-	33,640	33,640	-	-	-	-	-	-
Aquamira - New Pool Cover/ additional changing rooms	KA027	T Miles	60,000	-	-	-	-	-	-	-	-	-	-	60,000	-	-
Aquamira - New Sensory Equipment	KA028	T Miles	12,000	-	-	-	-	-	-	-	-	-	-	12,000	-	-
Blackfriars - Bathroom Upgrade	KA029	T Miles	7,842	-	-	7,842	-	-	7,842	7,842	-	-	-	-	-	-
Total					1,145,597	-	-	-	1,145,597	610,555	535,042	535,042	-	1,926,054	-	-
Housing Health & Wellbeing																
Disabled Facilities Grants	K5P03	A Begley	Ongoing	-	1,579,128	-	-	-	1,579,128	1,526,059	53,069	53,069	-	1,853,069	-	-
HOLD Project	K5P04	A Begley	Ongoing	-	500,000	-	-	-	500,000	-	500,000	500,000	-	2,415,000	-	-
Total					2,079,128	-	-	-	2,079,128	1,526,059	553,069	553,069	-	4,268,069	-	-
Total Adult Services					3,224,725	-	-	-	3,224,725	2,136,614	1,088,111	1,088,111	-	6,194,123	-	-
Public Health																
Substance Misuse																
Willowdene Capital Grant	KSM01	J Randall	381,951	-	380,000	-	-	-	380,000	378,049	1,951	1,951	-	1,951	-	-
Total					380,000	-	-	-	380,000	378,049	1,951	1,951	-	1,951	-	-
Help 2 Change																
Help 2 Change Motorised Clinic Vehicle 1	KHC01	J Pearce	67,590	-	67,590	-	-	-	67,590	67,590	-	-	-	-	-	-
Help 2 Change Motorised Clinic Vehicle 2	KHC02	J Pearce	64,000	-	32,000	-	-	-	32,000	-	32,000	32,000	-	32,000	-	-
Total					99,590	-	-	-	99,590	67,590	32,000	32,000	-	32,000	-	-
Private Sector Housing																
Market Drayton Empty Property Incentive Grant	K5P14	K Collier	398,483	386,499	11,984	-	-	-	11,984	11,984	-	-	-	-	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

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Oswestry Area Empty Property Incentive Grant	K5P15	K Collier	58,030	58,030	-	-	-	-	-	-	-	-	-	-	-	-
Whitchurch Area Empty Property Incentive Grant	K5P17	K Collier	317,534	109,119	154,851	-	-	-	154,851	101,287	53,564	53,564	(0)	53,564	-	-
Shropshire County Empty Property Incentive Grant	KPS01	K Collier	559,034	-	29,517	-	-	-	29,517	-	29,517	29,517	(0)	529,517	-	-
Total					196,352	-	-	-	196,352	113,271	83,081	83,081	(0)	583,081	-	-
Total Public Health					675,942	-	-	-	675,942	558,910	117,032	117,032		617,032	-	-
Resources & Support																
Customer Involvement																
ICT Digital Transformation																
ICT Digital Transformation - Unallocated	KIC00	M Leith	7,862,823	-	70,000	(12,115)	-	-	57,885	-	57,885	57,885	-	7,804,938	-	-
ICT Digital Transformation - BCDR Infrastructure Upgrade	KIC01	M Leith	384,885	-	372,770	12,115	-	-	384,885	384,885	(0)	(0)	(0)	-	-	-
Total					442,770	-	-	-	442,770	384,885	57,885	57,885	(0)	7,804,938	-	-
Total Resources & Support					442,770	-	-	-	442,770	384,885	57,885	57,885	(0)	7,804,938	-	-
Children's Services																
Children's Safeguarding																
Children's Residential Care																
Children's Residential Care - Buildings Conversion	K3A47	K Bradshaw	54,682	15,986	19,348	-	-	-	19,348	-	19,348	19,348	-	19,348	-	-
Total					19,348	-	-	-	19,348	-	19,348	19,348	-	19,348	-	-
Youth Work																
Youth - Oswestry Teenspace	K3EY4	S Wilkins	2,724,470	2,687,271	37,199	-	-	-	37,199	37,199	(0)	(0)	(0)	-	-	-
Total					37,199	-	-	-	37,199	37,199	(0)	(0)	(0)	-	-	-
Total Children's Safeguarding					56,547	-	-	-	56,547	37,199	19,348	19,348	(0)	19,348	-	-
Learning & Skills																
Early Years																
Short Breaks	K3L59	N Ward	453,803	452,876	927	-	-	-	927	927	-	-	-	-	-	-
Early Years Unallocated	KLE00	N Ward	Ongoing	5,000	5,765	(3,687)	-	-	2,078	-	2,078	2,078	-	102,078	-	-
Ludlow Junior Demountable Reconfiguration	KLE02	N Ward	297,807	-	216,486	-	-	-	216,486	135,165	81,321	81,321	-	81,321	-	-
Cressage EY Demountable Refurb	KLE04	N Ward	41,373	-	41,373	-	-	-	41,373	41,373	(0)	(0)	(0)	-	-	-
Brockton Primary Early Years	KLE06	N Ward	100,000	-	77,078	(27,078)	-	-	50,000	-	50,000	50,000	-	50,000	-	-
Holy Trinity EY	KLE07	N Ward	24,330	-	10,000	5,765	-	-	15,765	7,200	8,565	8,565	-	8,565	-	-
Much Wenlock Extension EY Demountable	KLE08	N Ward	110,000	-	10,000	25,000	-	-	35,000	-	35,000	35,000	-	75,000	-	-
Stottesdon PS Extension EY Demountable	KLE09	N Ward	40,000	-	20,000	-	-	-	20,000	-	20,000	20,000	-	20,000	-	-
Mereside Primary - St Giles Pre-school Extension & Refurbishment	K3L06	N Ward	171,280	167,847	3,433	-	-	-	3,433	3,433	-	-	-	-	-	-
Broseley John Wilkinson Primary Early Years	K3L11	N Ward	270,806	105	263,860	-	-	-	263,860	257,019	6,841	6,841	(0)	6,841	-	-
Worthen Primary Early Years	K3L12	N Ward	150,000	-	20,000	-	-	-	20,000	-	20,000	20,000	-	130,000	-	-
Whitchurch Children's Centre	K3L14	N Ward	33,784	28,979	4,805	-	-	-	4,805	4,804	1	1	1	-	-	-
Total					673,727	-	-	-	673,727	449,922	223,805	223,805		473,805	-	-
Primary Schools																
Primary School Refurbishment Unallocated	KLP00	P Wilson	Ongoing	-	-	-	-	-	-	-	-	-	-	-	-	-
Highley - Reconfigure Office Area & Accessible Toilet	K3A08	P Wilson	146,542	618	89,382	(15,850)	-	-	73,532	1,140	72,392	72,392	-	72,392	-	-
Woodfield Infants - Refurbishment Nursery Demountable/Secure L	K3A30	P Wilson	181,231	181,231	-	-	-	-	-	-	-	-	-	-	-	-
Kinlet Primary - Heads Office/PPA/Lobby Works	K3A54	P Wilson	137,576	-	130,411	955	-	-	131,366	131,366	(0)	(0)	(0)	3,292	-	-
Worthen Primary - Secure Lobby	K3A59	P Wilson	195	195	-	-	-	-	-	-	-	-	-	-	-	-
St Laurence Ludlow - Secure Lobby	K3A60	P Wilson	2,004	-	2,004	-	-	-	2,004	2,003	1	1	1	-	-	-
Belvidere Primary Toilet Refurbishment	K3A96	P Wilson	51,877	51,877	4,837	(4,837)	-	-	-	-	-	-	-	-	-	-
Longnor Toilet refurbishment	KLP04	P Wilson	29,002	4,573	24,429	-	-	-	24,429	24,428	1	1	1	-	-	-
St Peters Wern Toilet Remodelling	KLP06	P Wilson	94,979	63,147	29,622	2,210	-	-	31,832	31,832	-	-	-	-	-	-
Cockshutt - Secure Lobby	KLP09	P Wilson	106,105	-	53,150	-	-	-	53,150	195	52,955	52,955	-	52,955	-	-
Lower Heath - Entrance Lobby	KLP10	P Wilson	2,534	-	2,534	-	-	-	2,534	-	(0)	(0)	(0)	-	-	-
St Laurence, Ludlow - Entrance Lobby	KLP11	P Wilson	260,360	-	130,800	-	-	-	130,800	1,240	129,560	129,560	-	129,560	-	-
Brown Clec Secure Lobby	KLP13	P Wilson	37,899	-	10,900	15,040	-	-	25,940	13,981	11,959	11,959	(0)	11,959	-	-
Bicton Eco Classroom	KLP14	P Wilson	263,930	-	235,306	-	-	-	235,306	211,376	23,930	23,930	(0)	28,624	-	-
Total					713,375	(2,482)	-	-	710,893	420,096	290,797	290,796	1	298,782	-	-
Basic Need																
Basic Need Unallocated	KLB00	P Wilson	Ongoing	-	26,363	68,026	-	-	94,389	-	94,389	94,389	-	2,799,353	-	-
Market Drayton - Basic Need	K3181	P Wilson	302,573	225,547	38,513	-	-	-	38,513	-	38,513	38,513	-	38,513	-	-
Shrewsbury Mount Pleasant	KLB01	P Wilson	435,140	1,920	418,080	-	-	-	418,080	456,481	(38,401)	(38,401)	(0)	15,140	-	-
Shifnal Primary	KLB03	P Wilson	515,449	3,789	355,555	-	-	-	355,555	213,743	141,812	141,812	-	156,105	-	-
Market Drayton Infant/Junior - Ste TBC	KLB05	P Wilson	420,000	-	20,000	-	-	-	20,000	-	20,000	20,000	-	400,000	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Shifnal St Andrews	KLB06	P Wilson	840,000	-	40,000	-	-	-	40,000	-	40,000	40,000	-	800,000	-	-
Sundome Infants/Hartescott Junior - Site TBC	KLB07	P Wilson	400,000	-	-	-	-	-	-	-	-	-	-	400,000	-	-
Market Drayton Primary	KLB08	P Wilson	400,000	-	-	-	-	-	-	-	-	-	-	400,000	-	-
Shifnal St Andrews	KLB09	P Wilson	400,000	-	-	-	-	-	-	-	-	-	-	400,000	-	-
Total					898,511	68,026			966,537	670,224	296,313	296,313		5,409,111		
School Amalgamations																
School Amalgamations Unallocated	KLA00	P Wilson	Ongoing	-	5,630	-	-	-	5,630	-	5,630	5,630	-	105,630	-	-
Mount Pleasant	K3200	P Wilson	2,890,218	2,840,218	25,000	-	-	-	25,000	-	25,000	25,000	-	25,000	-	-
Holy Trinity	K3201	P Wilson	2,011,044	2,008,069	2,975	-	-	-	2,975	2,975	-	-	-	-	-	-
Bishop Hooper	K3094	P Wilson	3,479,575	3,402,059	38,758	-	-	-	38,758	-	38,758	38,758	-	38,758	-	-
Shawbury Primary / St Mary's Amalgamation	K3207	P Wilson	1,940,992	1,840,408	51,950	-	-	-	51,950	3,316	48,634	48,634	-	48,634	-	-
St Martins - All Through School	K3208	P Wilson	3,329,139	3,314,919	7,110	-	-	-	7,110	-	7,110	7,110	-	7,110	-	-
Total					131,423				131,423	6,291	125,132	125,132		225,132		
Secondary Schools																
Secondary School Refurbishment Unallocated	KLS00	P Wilson	Ongoing	-	156	(156)	-	-	-	-	-	-	-	-	-	-
Belvidere Science College Toilet Refurbishment	K3A97	P Wilson	77,920	77,920	522	(522)	-	-	-	-	-	-	-	-	-	-
Olbury Wells Sports Hall	K3155	P Wilson	1,224	-	1,224	-	-	1,224	1,224	(0)	-	(0)	(0)	-	-	-
Belvidere Secondary School - Hall Refurbishment Phase 1	KLS01	P Wilson	84,476	79,764	5,338	(626)	-	4,712	4,712	(0)	-	(0)	(0)	-	-	-
Mary Webb - Toilets	KLS02	P Wilson	70,290	69,481	13,926	(13,117)	-	809	809	(0)	-	(0)	(0)	-	-	-
Ludlow Secondary School - Science Lab Refurbishment C3	KLS03	P Wilson	89,438	89,438	14,861	(14,861)	-	-	-	-	-	-	-	-	-	-
Bishops Castle CC - Changing Rooms	KLS04	P Wilson	79,844	2,359	77,485	-	-	77,485	77,485	-	-	-	-	-	-	-
Bishops Castle CC - Block B Toilet Refurb	KLS07	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Mary Webb - Secure Lobby & Office remodel	KLS08	P Wilson	88,829	-	88,829	-	-	88,829	88,829	-	-	-	-	-	-	-
Grove - Science Lab Refurb	KLS09	P Wilson	137,248	-	115,953	-	-	115,953	94,658	21,295	21,295	21,295	-	21,295	-	-
Ludlow Secondary - Secure Lobby	KLS10	P Wilson	84,619	-	43,600	(801)	-	42,799	979	41,820	41,820	-	-	41,820	-	-
Total					361,894	(30,083)			331,811	268,696	63,115	63,115		63,115		
Suitability																
Farlow Primary- PPA Space & Headteachers Office	KLS11	P Wilson	49,950	-	-	-	-	-	-	-	-	-	-	49,950	-	-
Norbury Primary- PPA Space	KLS12	P Wilson	76,300	-	-	-	-	-	-	-	-	-	-	76,300	-	-
Stoke On Tern Primary - PPA Space	KLS13	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Hodnet - Secure Access	KLS14	P Wilson	155,400	-	-	-	-	-	-	-	-	-	-	155,400	-	-
Total														314,350		
Energy Efficiency																
Various - Boiler Control Replacement	KL06	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Whitchurch Infants - phase 2 single pipe heating system	KL07	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Mereside Primary - Boiler & Controls Upgrade	KL03	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Stiperstones - Boiler & Controls Upgrade	KL04	P Wilson	98,100	-	-	-	-	-	-	-	-	-	-	98,100	-	-
Trinity, Ford - Replace Heating Boiler	KL05	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Total														272,500		
Universal Infant Free School Meals																
School Kitchen Unallocated (Capitalised DSG)	KLK00	P Wilson	-	-	9,958	(9,958)	-	-	-	-	-	-	-	-	-	-
St John the Baptist, Ruyton X1 Towns - Extend Kitchen	KLK05	P Wilson	144,968	3,063	134,043	7,808	-	141,851	141,797	54	54	54	-	54	-	-
Gobowen - Kitchen Upgrade	KLK15	P Wilson	4,796	-	4,796	-	-	4,796	4,796	-	-	-	-	-	-	-
Woore - Kitchen Upgrade	KLK16	P Wilson	7,366	-	10,900	(3,534)	-	7,366	7,366	-	-	-	-	-	-	-
Radbrook - Kitchen Ventilation & Fire Door	KLK17	P Wilson	12,964	-	12,964	-	-	12,964	12,964	(0)	-	(0)	(0)	-	-	-
Church Preen - Kitchen Upgrade	KLK18	P Wilson	52,140	-	52,140	-	-	52,140	52,140	(0)	-	(0)	(0)	-	-	-
Total					224,801	(5,684)			219,117	219,063	54	54		54		
Condition																
Condition Unallocated	KL000	P Wilson	Ongoing	-	1,509	302,070	-	-	303,579	-	303,579	303,579	-	380,973	-	-
Rushbury Primary Re Roof Pitch Roof	K3RD2	P Wilson	44,250	44,250	18,656	(18,656)	-	-	-	-	-	-	-	-	-	-
Albrighton Primary Bring Single Pipe Heating System above Floor	K3RE1	P Wilson	74,452	41,502	32,950	-	-	32,950	32,951	(1)	-	(1)	(1)	-	-	-
Bomere Heath Insulate Ceiling Voids	K3RE7	P Wilson	38,895	38,609	285	1	-	286	286	(0)	-	(0)	(0)	-	-	-
Crowmoor Primary General Roof Repairs	K3RF6	P Wilson	18,154	18,154	5,299	(5,299)	-	-	-	-	-	-	-	-	-	-
Shifnal Primary Replace High Level Window Frames to Hall	K3RJ5	P Wilson	25,312	190	25,524	(402)	-	25,122	25,122	-	-	-	-	-	-	-
St Andrews Nesscliffe - Ceiling & Rewire	K3RJ8	P Wilson	892	-	892	-	-	892	892	(0)	-	(0)	(0)	-	-	-
St George's Roofing & Guttering Issues	K3RJ9	P Wilson	11,654	6,972	13,228	(8,546)	-	4,682	4,683	(1)	-	(1)	(1)	-	-	-
Meole Brace Primary - Re-roof (Southeast) flat roofs	K3RK4	P Wilson	56,981	48,802	17,864	(9,685)	-	8,179	8,179	-	-	-	-	-	-	-
Thomas Adams - Replace Science Classroom Windows	K3RK9	P Wilson	35,557	-	35,164	393	-	35,557	35,557	-	-	-	-	-	-	-
Woodlands - Replace Slate Roof Coverings	K3RL6	P Wilson	42,923	2,645	40,455	(1,777)	-	40,278	40,278	(0)	-	(0)	(0)	-	-	-
Crowmoor - Refenestration of 7 Classrooms	KL017	P Wilson	59,327	59,327	502	(502)	-	-	-	-	-	-	-	-	-	-
Belvidere Primary -Window replacements to main school	KL032	P Wilson	6,343	-	4,905	1,438	-	6,343	6,343	-	-	-	-	-	-	-
St Andrews, Shifnal -Localised re-roof	KL034	P Wilson	54,163	52,921	1,242	-	-	1,242	1,242	(0)	-	(0)	(0)	-	-	-
Ludlow Secondary - Boiler & Controls Upgrade	KL039	P Wilson	40,594	143	40,451	-	-	40,451	40,450	1	-	1	1	-	-	-
Oldbury Wells East - Boiler & Controls Upgrade	KL041	P Wilson	103,233	94,730	8,503	-	-	8,503	8,503	(0)	-	(0)	(0)	-	-	-
Tilstock - Boiler & Controls Upgrade	KL043	P Wilson	47,948	47,349	19,491	(18,892)	-	599	600	(1)	-	(1)	(1)	-	-	-
Whitchurch Junior - Boiler & Controls Upgrade	KL044	P Wilson	58,110	190	57,920	-	-	57,920	57,920	-	-	-	-	-	-	-
Farlow - Re-roofing the Main Pitched Roof	KL045	P Wilson	79,843	22,340	45,472	12,031	-	57,503	57,503	(0)	-	(0)	(0)	-	-	-
Beckbury School House - Felt Underside of Roof & Replace	KL049	P Wilson	32,672	-	21,800	(5,464)	-	16,336	-	16,336	16,336	-	-	16,336	-	-
Mary Webb - Dining Room Roof, Drainage	KL057	P Wilson	112,308	92,318	24,061	(4,071)	-	19,990	19,990	(0)	-	(0)	(0)	-	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/ available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
John Wilkinson Primary - Improvement Storm Drainage to GP Road	KL059	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Stoke on Tern - Replacement Windows to Rear Elevation	KL060	P Wilson	39,758	172	34,455	-	-	-	34,455	29,324	5,131	5,131	(0)	5,131	-	-
Stiperstones - Repairs to Demountable	KL062	P Wilson	2,813	-	2,813	-	-	-	2,813	2,813	-	-	-	-	-	-
St Giles - Phase 1&2 Rewire	KL066	P Wilson	63,054	250	68,027	(5,223)	-	-	62,804	62,805	(1)	-	(1)	-	-	-
Kinlet - Replacement of Rotten Timber Suspended Floor to Old Classroom	KL069	P Wilson	77	77	-	-	-	-	-	-	-	-	-	-	-	-
Moreton Say - Re-Roofing of Original Main Building	KL071	P Wilson	92,114	-	110,335	(20,183)	-	-	90,152	88,190	1,962	1,962	-	1,962	-	-
Pontesbury - Reroofing the School Hall & Classroom 6	KL073	P Wilson	39,045	39,045	872	(872)	-	-	-	-	-	-	-	-	-	-
Hope - 1st Phase re-roof of School to include Remedial Drainage	KL074	P Wilson	10,458	10,458	-	-	-	-	-	-	-	-	-	-	-	-
Albrighton, St Marys - Part Reroof Infants	KL083	P Wilson	71,679	-	71,679	-	-	-	71,679	71,679	-	-	-	-	-	-
Alveley - replace rotten timber classroom external doors.	KL093	P Wilson	8,501	-	8,501	-	-	-	8,501	8,501	-	-	-	-	-	-
Oldbury Wells East - Re-roofing Science Block	KL097	P Wilson	55,121	53,857	1,264	-	-	-	1,264	1,264	(0)	-	(0)	-	-	-
Sheriffhales - Roof repairs to demountable	KL098	P Wilson	2,097	690	1,407	-	-	-	1,407	1,407	-	-	-	-	-	-
Hadnall - fenestration	KL100	P Wilson	23,863	9,851	37,019	(23,007)	-	-	14,012	14,013	(1)	-	(1)	-	-	-
St Georges - Window fenestration	KL104	P Wilson	24,292	24,292	46,558	(46,558)	-	-	-	-	-	-	-	-	-	-
St Giles - Reroof 2 no. demountables	KL112	P Wilson	42,923	-	42,923	-	-	-	-	-	-	-	-	-	-	-
Hinstock - Demountable windows	KL113	P Wilson	7,756	7,756	5,324	(5,324)	-	-	-	-	-	-	-	-	-	-
Bishops Castle CC - Hall re fenestration	KL114	P Wilson	81,828	47,244	34,584	-	-	-	34,584	34,584	(0)	-	(0)	-	-	-
Cockshutt - Reroof Demountable	KL118	P Wilson	12,865	12,289	288	-	-	-	288	-	288	288	-	288	-	-
Cheswardine - Rewire Phase 1	KL121	P Wilson	28,399	26,778	4,651	(3,783)	-	-	868	115	753	753	(0)	753	-	-
Lower Heath - Rewire Phase 1	KL122	P Wilson	18,236	17,327	4,201	(3,292)	-	-	909	909	(0)	-	(0)	-	-	-
Ellesmere Primary - Survey Ducts	KL126	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Church Preen - Phase 1 Rewire	KL128	P Wilson	10,871	-	10,871	-	-	-	10,871	10,871	-	-	-	-	-	-
Longnor - Retaining Wall	KL130	P Wilson	3,924	-	3,270	654	-	-	3,924	3,924	-	-	-	-	-	-
Much Wenlock Primary - Insulate Roof Space	KL132	P Wilson	6,492	-	5,956	536	-	-	6,492	6,492	-	-	-	-	-	-
Ludlow Junior - Replacement Windows	KL135	P Wilson	10,398	-	10,398	-	-	-	10,398	10,398	(0)	-	(0)	-	-	-
Ludlow Secondary - Replace Kitchen Windows	KL136	P Wilson	4,623	-	4,623	-	-	-	4,623	4,623	-	-	-	-	-	-
Castlefields, Bridgnorth EYFS - Replacement Windows	KL137	P Wilson	13,391	7,100	6,291	-	-	-	6,291	6,291	-	-	-	-	-	-
Farlow - Retaining Wall	KL140	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hinstock - Replace Windows	KL142	P Wilson	13,252	-	12,135	-	-	-	12,135	11,018	1,117	1,117	-	1,117	-	-
Coleham - New Boiler	KL143	P Wilson	59,482	-	69,892	(10,410)	-	-	59,482	59,482	(0)	-	(0)	-	-	-
Meadows Primary - Phase 1 Rewire	KL144	P Wilson	30,893	-	30,893	-	-	-	30,893	30,893	-	-	-	-	-	-
Cockshutt - Classroom Windows	KL145	P Wilson	22,553	-	22,553	-	-	-	22,553	22,553	(0)	-	(0)	-	-	-
Stoke on Tern - Window Replacement Phase 3	KL146	P Wilson	19,551	-	19,551	-	-	-	19,551	19,551	-	-	-	-	-	-
Bridgnorth St Leonards - Phase 2 Rewire	KL147	P Wilson	32,340	-	32,297	43	-	-	32,340	32,340	(0)	-	(0)	-	-	-
Coleham - Flat Roofs	KL149	P Wilson	65,704	-	65,704	-	-	-	65,704	65,704	(0)	-	(0)	-	-	-
Bomere Heath - Phase 3 Rewire & Kitchen Replacement	KL150	P Wilson	139,857	-	139,692	-	-	-	139,692	139,527	165	165	-	165	-	-
Belvidere Primary - Phase 1 Windows	KL151	P Wilson	43,241	-	27,029	-	-	-	27,029	10,817	16,212	16,212	-	16,212	-	-
Highley - Phase 3 Rewire	KL152	P Wilson	83,035	-	83,035	-	-	-	83,035	83,035	(0)	-	(0)	-	-	-
Crowmoor - New Floors in Two Classrooms	KL154	P Wilson	16,340	-	19,202	(2,862)	-	-	16,340	16,340	(0)	-	(0)	-	-	-
St Andrews CE Primary - Phase 2 Reroof	KL155	P Wilson	35,647	-	34,930	-	-	-	34,930	34,213	717	717	-	717	-	-
Shifnal - Phase 2 Replace Lighting	KL156	P Wilson	16,941	-	16,941	-	-	-	16,941	16,941	-	-	-	-	-	-
Trinity, Ford - Phase 2 Rewire	KL157	P Wilson	58,674	-	55,676	-	-	-	55,676	52,678	2,998	2,998	(0)	2,998	-	-
Longnor - Phase 2 Rewire	KL158	P Wilson	28,923	-	28,923	-	-	-	28,923	28,923	(0)	-	(0)	-	-	-
St Lawrence - Phase 2 Rewire	KL159	P Wilson	43,099	-	43,099	-	-	-	43,099	43,099	-	-	-	-	-	-
Oakmeadow - Phase 1 Reroof	KL160	P Wilson	72,465	-	80,305	(7,840)	-	-	72,465	72,465	-	-	-	-	-	-
BCCC - English Block Toilets	KL161	P Wilson	125,187	-	90,821	-	-	-	90,821	56,455	34,366	34,366	-	34,366	-	-
BCCC - Phase 1 Rewire	KL162	P Wilson	20,686	-	20,686	-	-	-	20,686	20,686	(0)	-	(0)	-	-	-
Ludlow School - Rosla Block Reroof	KL163	P Wilson	96,176	-	96,176	-	-	-	96,176	96,176	(0)	-	(0)	-	-	-
Albrighton - Foundation/KS1 Toilets	KL164	P Wilson	29,041	-	30,493	(1,452)	-	-	29,041	29,041	-	-	-	-	-	-
Morda - Replace Main Block Slate Roof	KL165	P Wilson	22,274	-	22,274	-	-	-	22,274	22,274	(0)	-	(0)	-	-	-
Grove - Phase 3 Curtain Walling	KL166	P Wilson	129,760	-	119,266	-	-	-	119,266	108,772	10,494	10,494	(0)	10,494	-	-
Moreton Say - Windows Replacement	KL167	P Wilson	12,907	-	13,728	(2,605)	-	-	11,123	9,339	1,784	1,784	(0)	1,784	-	-
Ludlow Junior - Phase 2 Rewire	KL168	P Wilson	19,652	-	18,844	808	-	-	19,652	19,652	(0)	-	(0)	-	-	-
Cheswardine - Phase 2 Rewire	KL169	P Wilson	31,316	-	33,933	(2,617)	-	-	31,316	31,316	-	-	-	-	-	-
Newtown Primary 1st Phase Rewire & Switchgear Change	KL170	P Wilson	30,620	-	32,842	(2,222)	-	-	30,620	30,620	-	-	-	-	-	-
Ludlow Secondary - Phase 2 Rewire	KL171	P Wilson	30,067	-	30,067	-	-	-	30,067	30,067	-	-	-	-	-	-
Woodfield - Phase 2 Windows	KL172	P Wilson	50,803	-	50,803	-	-	-	50,803	50,803	-	-	-	-	-	-
Woodfield - Reroof & Insulation of Demountable	KL173	P Wilson	8,991	-	13,571	(4,580)	-	-	8,991	8,991	(0)	-	(0)	-	-	-
Moreton Say - Rewire & Toilet Refurb	KL175	P Wilson	90,567	-	98,822	(8,255)	-	-	90,567	90,567	-	-	-	-	-	-
St Peters Wem - Phase 2 Reroof	KL176	P Wilson	92,514	-	98,589	(6,075)	-	-	92,514	92,514	-	-	-	-	-	-
Minsterley - Phase 3 Windows	KL177	P Wilson	22,597	-	23,383	(786)	-	-	22,597	22,597	-	-	-	-	-	-
Mary Webb - Reroof Science Block	KL178	P Wilson	63,967	-	68,928	(4,961)	-	-	63,967	63,967	-	-	-	-	-	-
Hope - Phase 2 Reroof	KL179	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Market Drayton Junior - Replace Stonework	KL180	P Wilson	10,695	-	11,229	(534)	-	-	10,695	10,695	-	-	-	-	-	-
St Martins - Phase 3 Rewire	KL181	P Wilson	31,607	-	31,607	-	-	-	31,607	31,607	-	-	-	-	-	-
Stoke on Tern - Phase 2 Rewire	KL182	P Wilson	20,307	-	20,307	-	-	-	20,307	20,307	(0)	-	(0)	-	-	-
Thomas Adams - Phase 2 Rewire	KL183	P Wilson	32,606	-	32,606	-	-	-	32,606	32,606	(0)	-	(0)	-	-	-
Myddle - Phase 1 Rewire	KL184	P Wilson	33,405	-	32,434	971	-	-	33,405	33,405	-	-	-	-	-	-
Cockshutt - Phase 1 Rewire	KL185	P Wilson	20,683	-	20,683	-	-	-	20,683	20,683	-	-	-	-	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Church Preen - Phase 2 Rewire	KL186	P Wilson	14,346	-	14,346	-	-	-	14,346	14,346	(0)	-	(0)	-	-	-
Selattyn - Phase 1&2 Heating	KL187	P Wilson	41,113	-	42,720	(1,958)	-	-	40,762	40,411	351	351	(0)	351	-	-
Meole Brace Primary - Phase 2 Rewire & Ceiling Removal	KL188	P Wilson	37,289	-	41,270	(3,981)	-	-	37,289	37,289	-	-	-	-	-	-
Woodfield Inf - Floor & Rebuild Brick Piers	KL189	P Wilson	5,397	-	27,250	(21,853)	-	-	5,397	5,397	-	-	-	-	-	-
Market Drayton Infant - Replace Floor	KL190	P Wilson	6,089	-	6,089	-	-	-	6,089	6,089	(0)	-	(0)	-	-	-
Alveley - Windows Class 2/3	KL191	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Prees - Replace Heat Pumps	KL192	P Wilson	6,873	-	6,873	-	-	-	6,873	6,873	(0)	-	(0)	-	-	-
Stoke on Tern - Replace Oil Tank	KL193	P Wilson	5,155	-	5,155	-	-	-	5,155	5,155	(0)	-	(0)	-	-	-
Highley - Phase 2 Windows	KL194	P Wilson	31,764	-	31,764	-	-	-	31,764	31,764	(0)	-	(0)	-	-	-
Sheriffhales - Damproof Classroom	KL195	P Wilson	8,267	-	8,267	-	-	-	8,267	8,267	-	-	-	-	-	-
Radbrook - Demountable Windows	KL196	P Wilson	5,084	-	5,084	-	-	-	5,084	5,084	-	-	-	-	-	-
Hadnall Reroofing	KL197	P Wilson	33,200	-	38,239	(5,039)	-	-	33,200	33,200	-	-	-	-	-	-
Newtown Primary Flat Roof & High Level Cladding	KL198	P Wilson	18,282	-	22,190	(3,908)	-	-	18,282	18,282	(0)	-	(0)	-	-	-
Prees - Reroof Main School	KL199	P Wilson	13,110	-	20,664	(7,863)	-	-	12,801	12,492	309	309	(0)	309	-	-
Various - Boiler Control Replacement	KL200	P Wilson	44,773	-	49,748	(4,975)	-	-	44,773	44,773	(0)	-	(0)	-	-	-
Christ Church Cressage Primary School - Reroof Demountable	KL201	P Wilson	10,601	-	10,601	-	-	-	10,601	10,601	(0)	-	(0)	-	-	-
Whitchurch Infants - Phase 1 Rewire	KL202	P Wilson	20,441	-	22,032	(1,591)	-	-	20,441	20,441	-	-	-	-	-	-
Coleham - Replace Floors	KL203	P Wilson	30,637	-	30,637	-	-	-	30,637	30,637	(0)	-	(0)	-	-	-
Belvidere Secondary - Phase 4 Rewire	KL204	P Wilson	92,248	-	87,767	-	-	-	87,767	83,286	4,481	4,481	(0)	4,481	-	-
Meole Brace Secondary - Refurb of Demountable	KL205	P Wilson	27,251	-	27,251	-	-	-	27,251	27,251	(0)	-	(0)	-	-	-
St Leonards Primary School KS1 Hall Refenestration	KL206	P Wilson	73,806	-	63,539	345	-	-	63,884	53,962	9,922	9,922	(0)	9,922	-	-
Shifnal St Andrews - KS2 Toilets	KL207	P Wilson	98,760	-	80,861	-	-	-	80,861	62,962	17,899	17,899	-	17,899	-	-
Mary Webb - Phase 2 Windows	KL208	P Wilson	147,952	-	147,314	-	-	-	147,314	146,676	638	638	-	638	-	-
Minsterley - Boundary Wall	KL209	P Wilson	11,255	-	11,255	-	-	-	11,255	11,255	(0)	-	(0)	-	-	-
Hodnet - Phase 4 Rewire	KL210	P Wilson	18,587	-	18,587	-	-	-	18,587	18,587	-	-	-	-	-	-
Whixhall School Drainage	KL211	P Wilson	11,652	-	12,742	(1,090)	-	-	11,652	11,652	(0)	-	(0)	-	-	-
Belvidere Secondary Replace Hot Water Cylinder	KL212	P Wilson	19,540	-	21,800	(2,260)	-	-	19,540	19,540	(0)	-	(0)	-	-	-
Meole Brace Primary Storm Drain Replacement	KL213	P Wilson	10,122	-	10,900	(1,923)	-	-	8,977	7,832	1,145	1,145	-	1,145	-	-
Community College Bishops Castle - Replace Boiler & Controls	KL214	P Wilson	167,412	-	147,150	(29,803)	-	-	117,347	67,282	50,065	50,065	-	50,065	-	-
Mary Webb Fenestrations	KL215	P Wilson	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Meole Brace Secondary - Replace External Stairs to B1 Quad	KL216	P Wilson	32,700	-	16,350	-	-	-	16,350	-	16,350	16,350	-	16,350	-	-
Selattyn - Demolition of Outside Store and make good	KL217	P Wilson	64,865	-	32,700	(220)	-	-	32,480	95	32,385	32,385	-	32,385	-	-
Radbrook Primary - External Wall	KL218	P Wilson	2,194	-	1,317	877	-	-	2,194	2,195	(1)	-	(1)	-	-	-
Woodfield Heating Mains Renewal	KL219	P Wilson	11,570	-	-	11,570	-	-	11,570	11,570	(0)	-	(0)	-	-	-
St Georges Junior Playing Field	KL220	P Wilson	18,438	-	-	18,438	-	-	18,438	18,438	(0)	-	(0)	-	-	-
Holy Trinity Doors & Windows Replacement	KL221	P Wilson	3,734	-	-	3,734	-	-	3,734	3,734	(0)	-	(0)	-	-	-
Oakmeadow School Kitchen Ventilation	KL222	P Wilson	14,633	-	-	14,633	-	-	14,633	14,633	(0)	-	(0)	-	-	-
St Georges Junior Switchgear Replacement	KL223	P Wilson	27,730	-	-	27,730	-	-	27,730	27,730	(0)	-	(0)	-	-	-
St Andrews Shifnal Switchgear Replacement	KL224	P Wilson	20,350	-	-	20,350	-	-	20,350	20,350	(0)	-	(0)	-	-	-
Church Preen Switchgear Replacement	KL225	P Wilson	8,880	-	-	8,880	-	-	8,880	8,880	(0)	-	(0)	-	-	-
Belvidere Primary - Re-fenestration and asbestos removal	KL300	P Wilson	27,250	-	-	-	-	-	-	-	-	-	-	27,250	-	-
Belvidere Secondary - Re-roof Hall	KL301	P Wilson	87,200	-	-	-	-	-	-	-	-	-	-	87,200	-	-
Coleham Primary - Phase 1 re-wire	KL302	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Crowmoor Primary - Re-fenestration to Hall & Kitchen	KL303	P Wilson	87,200	-	-	-	-	-	-	-	-	-	-	87,200	-	-
Bishops Castle Primary - Demountable re-roof	KL304	P Wilson	16,350	-	-	-	-	-	-	-	-	-	-	16,350	-	-
Bishops Castle CC - Block A re-roof	KL305	P Wilson	87,200	-	-	-	-	-	-	-	-	-	-	87,200	-	-
Belvidere Secondary - Phase 5 re-wire	KL306	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
St Marys Abbrighton - Renewal of fan convectors	KL364	P Wilson	38,150	-	-	-	-	-	-	-	-	-	-	38,150	-	-
Gobowen Primary - Replace Kitchen Windows	KL307	P Wilson	10,900	-	-	-	-	-	-	-	-	-	-	10,900	-	-
Mary Webb Secondary - Phase 2 Replacement Windows	KL308	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Mary Webb Secondary - Humanities Block re-wire	KL309	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Coleham Primary - Phase 3 Walls, Windows & Doors	KL310	P Wilson	49,050	-	-	-	-	-	-	-	-	-	-	49,050	-	-
Weston Rhyn Primary - Replace Corridor Windows	KL311	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Whitchurch Infants - Phase 2 re-wire	KL312	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Market Drayton Infant - Replacement Windows & Doors	KL313	P Wilson	65,400	-	-	-	-	-	-	-	-	-	-	65,400	-	-
St Giles Primary - Phase 3 Re-wire	KL314	P Wilson	76,300	-	-	-	-	-	-	-	-	-	-	76,300	-	-
Thomas Adams - Kitchen Fan & Canopy replacement	KL315	P Wilson	38,150	-	-	-	-	-	-	-	-	-	-	38,150	-	-
Woore Primary - Phase 1 re-wire	KL316	P Wilson	16,350	-	-	-	-	-	-	-	-	-	-	16,350	-	-
Coleham Primary - Replace Gas Meter & Pipework	KL317	P Wilson	16,350	-	-	-	-	-	-	-	-	-	-	16,350	-	-
Meole Brace Primary - Re-roof KS2	KL318	P Wilson	76,300	-	-	-	-	-	-	-	-	-	-	76,300	-	-
Brockton Primary - Phase 1 re-wire	KL319	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Sundorne Infants - Phase 3 window replacement	KL320	P Wilson	27,250	-	-	-	-	-	-	-	-	-	-	27,250	-	-
Pontesbury Primary - Phase 2 window replacement	KL321	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Whitchurch Infants - Classroom Floors	KL322	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Hinstock Primary - Re-roof	KL323	P Wilson	65,400	-	-	-	-	-	-	-	-	-	-	65,400	-	-
Trinity, Ford - Final re-wire	KL324	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Belvidere Secondary - Block 1 re-roof	KL325	P Wilson	109,000	-	-	-	-	-	-	-	-	-	-	109,000	-	-
Hadnall Primary - Main Toilet Refurbishment	KL326	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Cheswardine Primary - Demountable Window Replacement	KL327	P Wilson	10,900	-	-	-	-	-	-	-	-	-	-	10,900	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Bishops Castle CC - Phase 2 re-wire	KL328	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Kinnerley Primary - Phase 1 Heating	KL329	P Wilson	49,050	-	-	-	-	-	-	-	-	-	-	49,050	-	-
Lower Heath Primary -Phase 2 Window Replacement	KL330	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Mereside Primary - Phase 1 re-wire	KL331	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Pontesbury Primary - KS2 Girls Toilet Refurbishment	KL332	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
St Laurence, Ludlow - Hall & Corridor re-wire	KL333	P Wilson	16,350	-	-	-	-	-	-	-	-	-	-	16,350	-	-
Market Drayton Infant - Demountable Window Replacement	KL334	P Wilson	19,620	-	-	-	-	-	-	-	-	-	-	19,620	-	-
Church Preen Primary - Toilet refurbishment	KL335	P Wilson	43,600	-	-	-	-	-	-	-	-	-	-	43,600	-	-
Cockshutt Primary - Toilet refurbishment	KL336	P Wilson	16,350	-	-	-	-	-	-	-	-	-	-	16,350	-	-
Hinstock Primary - Toilet refurbishment	KL337	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Market Drayton Junior - Phase 1 Windows	KL338	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Much Wenlock - KS2 Toilet refurbishment	KL339	P Wilson	16,350	-	-	-	-	-	-	-	-	-	-	16,350	-	-
Newtown Primary - Toilet refurbishment	KL340	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
St Georges Primary - Phase 2 Toilet refurbishment	KL341	P Wilson	43,600	-	-	-	-	-	-	-	-	-	-	43,600	-	-
St Lawrence Primary - Toilet refurbishment	KL342	P Wilson	65,400	-	-	-	-	-	-	-	-	-	-	65,400	-	-
Stiperstones Primary - Toilet refurbishment	KL343	P Wilson	43,600	-	-	-	-	-	-	-	-	-	-	43,600	-	-
Trinity,Ford - Junior Toilet refurbishment	KL344	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Woore Primary - Toilet refurbishment	KL345	P Wilson	38,150	-	-	-	-	-	-	-	-	-	-	38,150	-	-
St Peters Wem, Phase 3 slate re-roof	KL346	P Wilson	98,100	-	-	-	-	-	-	-	-	-	-	98,100	-	-
Castlefields Primary - replacement windows	KL347	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Thomas Adams - window repalcement	KL348	P Wilson	43,600	-	-	-	-	-	-	-	-	-	-	43,600	-	-
Grove - Window fenestration 3 storey block	KL349	P Wilson	152,600	-	-	-	-	-	-	-	-	-	-	152,600	-	-
Hinstock Primary - window repalcement	KL350	P Wilson	27,250	-	-	-	-	-	-	-	-	-	-	27,250	-	-
Woodfield Primary - replace kitchen roof	KL365	P Wilson	92,650	-	-	-	-	-	-	-	-	-	-	92,650	-	-
Thomas Adams - Phase 3 re-wire	KL351	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Bryn Offa Primary - Phase 3 re-wire	KL352	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Brockton Primary - replace front elevation windows	KL353	P Wilson	21,800	-	-	-	-	-	-	-	-	-	-	21,800	-	-
Brockton Primary - part re-wire, asbestos removal	KL354	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Much Wenlock - rotten timber replacement	KL355	P Wilson	32,700	-	-	-	-	-	-	-	-	-	-	32,700	-	-
Meole Brace Primary - KS2 Hall re-roof	KL356	P Wilson	49,050	-	-	-	-	-	-	-	-	-	-	49,050	-	-
Meole Brace Secondary - replacement of timber to south	KL357	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Meole Brace Secondary - replacement of timber to side	KL358	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Meole Brace Secondary - replacement of timber windows	KL359	P Wilson	38,150	-	-	-	-	-	-	-	-	-	-	38,150	-	-
Minsterley Primary - Phase 1 re-wire	KL360	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Meole Brace Primary - Phase 3 re-wire	KL361	P Wilson	54,500	-	-	-	-	-	-	-	-	-	-	54,500	-	-
Chirbury Primary - Demountable Toilet refurbishment	KL362	P Wilson	27,250	-	-	-	-	-	-	-	-	-	-	27,250	-	-
Stiperstones Primary - remove render & repair stone	KL363	P Wilson	27,250	-	-	-	-	-	-	-	-	-	-	27,250	-	-
Total					3,745,079	104,795			3,849,874	3,320,431	529,443	529,447	(4)	3,509,511		
Fire Safety Schemes																
Fire Safety - Unallocated	KLF00	P Wilson	Ongoing	-	3,346	(3,346)	-	-	-	-	-	-	-	-	-	-
Fire Safety - St Andrews CE Primary	KLF01	P Wilson	34,862	-	36,079	(1,217)	-	-	34,862	34,862	-	-	-	-	-	-
Fire Safety - The Meadows Oswestry	KLF03	P Wilson	25,801	495	25,306	-	-	-	25,306	25,306	-	-	-	-	-	-
Fire Safety - Alveley Primary	KLF05	P Wilson	5,037	401	10,900	(6,929)	-	-	3,971	3,971	665	665	-	665	-	-
Fire Safety - Market Drayton Infants	KLF08	P Wilson	9,645	-	8,202	(2,216)	-	-	5,986	2,327	3,659	3,659	-	3,659	-	-
Fire Safety - St Thomas & St Anne	KLF13	P Wilson	6,625	748	5,877	-	-	-	5,877	5,877	-	-	-	-	-	-
Fire Safety - Sheriffhales	KLF14	P Wilson	5,237	457	5,579	(799)	-	-	4,780	4,781	(1)	-	(1)	-	-	-
Fire Safety - Rushbury	KLF15	P Wilson	12,264	469	11,795	-	-	-	11,795	11,794	1	-	-	-	-	-
Fire Safety - Beckbury	KLF16	P Wilson	11,736	436	11,956	(656)	-	-	11,300	11,300	-	-	-	-	-	-
Fire Safety - Adderley	KLF17	P Wilson	3,306	412	7,630	(4,736)	-	-	2,894	2,894	-	-	-	-	-	-
Fire Safety - Trinity Ford	KLF18	P Wilson	23,946	-	33,091	(9,145)	-	-	23,946	23,946	(1)	-	(1)	-	-	-
Fire Safety - Gobowen	KLF19	P Wilson	29,399	-	16,763	(1,857)	-	-	14,906	413	14,493	14,493	(1)	14,493	-	-
Fire Safety - Weston Rhyn	KLF20	P Wilson	22,309	-	16,715	(5,378)	-	-	11,337	365	10,972	10,972	-	10,972	-	-
Fire Safety - Trefonen	KLF21	P Wilson	33,067	-	16,717	-	-	-	16,717	367	16,350	16,350	-	16,350	-	-
Fire Safety - Hadnall	KLF23	P Wilson	15,371	-	22,019	(9,565)	-	-	12,454	9,537	2,917	2,917	(1)	2,917	-	-
Fire Safety - Myddle	KLF24	P Wilson	12,368	-	13,142	(774)	-	-	12,368	12,368	(1)	-	(1)	-	-	-
Fire Safety - St Andrews Nesscliffe	KLF25	P Wilson	2,052	-	7,851	(5,799)	-	-	2,052	2,052	-	-	-	-	-	-
Fire Safety - Brockton	KLF26	P Wilson	14,043	-	14,043	-	-	-	14,043	14,043	-	-	-	-	-	-
Fire Safety - Clive Primary Fire Alarm Replacement	KLF30	P Wilson	5,450	-	-	-	-	-	-	-	-	-	-	5,450	-	-
Total					267,011	(52,417)			214,594	165,536	49,058	49,056	2	54,506		
Special Education Needs																
Schools Access Initiative Unallocated	KLD00	P Wilson	Ongoing	-	619	(619)	-	-	-	-	-	-	-	50,000	-	-
Criffins Changing Bench	KLD01	P Wilson	4,598	-	4,816	(218)	-	-	4,598	4,598	-	-	-	-	-	-
St Laurence - Changing Table	KLD02	P Wilson	15,536	-	15,536	-	-	-	15,536	15,536	-	-	-	-	-	-
Mereside Changing Bench & Rail	KLD03	P Wilson	8,875	-	8,875	-	-	-	8,875	8,875	(1)	-	(1)	-	-	-
Stoke-on-Tern Changing Table	KLD04	P Wilson	5,043	-	5,288	(245)	-	-	5,043	5,043	(1)	-	(1)	-	-	-
Kettlemere Centre - Lakelands	K3CX0	P Wilson	952,516	922,777	91,764	(68,026)	-	-	23,738	17,737	6,001	6,001	(1)	6,001	-	-
Total					126,898	(69,108)			57,790	51,789	6,001	6,001	(1)	56,001		
Devolved Formula Capital - Allocated by schools		P Wilson	Ongoing		915,248	(13,047)	56,045	-	958,246	799,167	159,079	159,079	-	1,054,532	-	-

Shropshire Council - Capital Programme 2016/17 - 2019/20

Capital Scheme Details Outturn 2016/17

Scheme Description	Code	Project Manager	Total Approved Scheme Budget £	Previous Years Spend £	Revised Budget Q3 16/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 £	Actual Spend 31/03/17 £	Spend to Budget Variance £	Slipped to 2017/18 £	No longer required/available £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Total Learning & Skills					8,057,967	-	56,045	-	8,114,012	6,371,214	1,742,798	1,742,798		11,731,399	-	-
Total Children's Services					8,114,514	-	56,045	-	8,170,559	6,408,413	1,762,146	1,762,146	(0)	11,750,747	-	-
Total General Fund Capital Programme					47,536,006	-	446,065	-	47,982,071	39,747,552	8,234,519	8,075,904	158,616	69,846,570	25,919,041	2,320,000
Housing Revenue Account																
Major Repairs Programme - Unallocated																
Housing Major Repairs Programme	K5P01	A Begley	Ongoing	-	-	-	-	-	-	-	-	-	-	2,822,900	-	-
Total														2,822,900	-	-
Major Repairs Programme - STAR Housing Contracts																
STaR Rewires	K5R02	A Begley	1,169,926	731,685	300,000	-	-	-	300,000	261,759	38,241	38,241	(0)	138,241	-	-
STaR Electrical Remedial Works	K5R04	A Begley	927,626	568,412	200,000	9,214	-	-	209,214	209,214	(0)	-	(0)	150,000	-	-
STaR Roofing	K5R05	A Begley	332,524	206,028	90,000	(60,000)	-	-	30,000	13,504	16,496	16,496	-	96,496	-	-
STaR Major Works	K5R06	A Begley	763,398	304,821	100,000	30,000	-	-	130,000	151,423	(21,423)	(21,423)	-	328,577	-	-
STaR Kitchens & Bathrooms	K5R07	A Begley	2,252,745	1,239,192	500,000	(30,000)	-	-	470,000	326,447	143,553	143,553	(0)	543,553	-	-
STaR Fire Safety Works	K5R08	A Begley	329,729	128,095	60,000	-	-	-	60,000	18,366	41,634	41,634	-	141,634	-	-
STaR One Off Doors	K5R09	A Begley	44,771	44,771	10,000	(10,000)	-	-	-	-	-	-	-	-	-	-
STaR External Doors	K5R11	A Begley	329,041	127,770	200,000	-	-	-	200,000	198,729	1,271	1,271	(0)	1,271	-	-
STaR External Wall Insulation	K5R12	A Begley	897,628	847,195	42,500	-	-	-	42,500	34,568	7,933	7,933	(1)	7,933	-	-
STaR Disabled Aids & Adaptations	K5R13	A Begley	987,180	422,423	250,000	-	-	-	250,000	185,243	64,757	64,757	-	314,757	-	-
STaR Heating Insulation Works (Liberty)	K5R14	A Begley	2,659,989	1,852,312	601,000	(100,000)	-	-	501,000	344,323	156,677	156,677	(0)	306,677	-	-
STaR Sewage Treatment Works	KSH01	A Begley	80,150	5,465	5,000	-	-	-	5,000	(4,685)	9,685	9,685	-	69,685	-	-
STaR Asbestos Removal	KSH02	A Begley	458,125	115,112	110,000	-	-	-	110,000	116,987	(6,987)	(6,987)	-	233,013	-	-
STaR Kitchens & Bathrooms Voids	KSH03	A Begley	374,268	154,572	200,000	-	-	-	200,000	180,304	19,696	19,696	-	19,696	-	-
STaR Oswestry Castlefields Regeneration	KSH04	A Begley	214,187	530	150,000	-	35,310	-	185,310	156,963	28,347	28,347	(0)	28,347	-	-
STaR Radon Testing & Implementation	KSH05	A Begley	-	-	-	-	-	-	-	-	-	-	-	-	-	-
STaR Off Grid Properties Investment	KSH06	A Begley	801,505	-	177,500	(50,000)	-	-	127,500	119,495	8,005	8,005	(0)	674,005	-	-
STaR Heating Works - Reactive	KSH07	A Begley	1,131,801	-	450,000	210,786	-	-	660,786	489,771	171,015	171,015	(0)	471,015	-	-
Total					3,446,000	-	35,310	-	3,481,310	2,802,411	678,899	678,900	(1)	3,524,900	-	-
House re-purchases																
House re-purchases - 15 Albert Mews, Oswestry	K5RP1	A Begley	Ongoing	-	94,150	-	-	-	94,150	94,150	-	-	-	-	-	-
Shared Ownership Buy-back - Rhea Hall	K5RP2	A Begley	Ongoing	-	-	-	-	-	-	-	-	-	-	60,000	-	-
New Century Court Oswestry	K5RP3	A Begley	Ongoing	-	-	-	-	-	-	-	-	-	-	320,000	-	-
Total					94,150	-	-	-	94,150	94,150	-	-	-	380,000	-	-
New Build Programme																
Housing New Build Programme - Phase 1	K5NB1	A Begley	7,233,375	7,022,995	153,345	-	-	-	153,345	96,310	57,035	57,035	-	57,035	-	-
Housing New Build Programme - Phase 2	K5NB2	A Begley	4,143,901	1,397,648	2,365,259	-	-	-	2,365,259	2,037,339	327,920	327,920	-	380,994	-	-
Housing New Build Programme - Phase 3	K5NB3	A Begley	820,242	-	356,031	-	-	-	356,031	208,139	147,892	147,892	-	447,892	16,319	-
Housing New Build Programme - Phase 4	K5NB4	A Begley	3,214,230	-	-	-	-	-	-	-	-	-	-	3,068,330	145,900	-
Total					2,874,635	-	-	-	2,874,635	2,341,787	532,848	532,847	1	3,954,251	162,219	-
Total Housing Revenue Account					6,414,785	-	35,310	-	6,450,095	5,238,348	1,211,747	1,211,747	(0)	10,682,051	162,219	-
Total Capital Programme					53,950,791	-	481,375	-	54,432,166	44,985,900	9,446,266	9,287,651	158,615	80,528,621	26,081,260	2,320,000

Shropshire Council - Capital Programme 2016/17 - 2019/20

Financing	B/F Budget Q3 2016/17 £	Budget Virements Q4 £	Budget Inc/Dec Q4 £	Reprofile to/from future years Q4 £	Revised Budget Q4 16/17 £	2017/18 Revised Budget £	2018/19 Revised Budget £	2019/20 Revised Budget £
Self Financed Prudential Borrowing	-	-	-	-	-	300,000	-	-
Government Grants								
Department for Transport	18,710,000	-	-	-	18,710,000	21,691,000	14,901,000	-
Department for Health - Better Care Fund	2,498,219	-	-	-	2,498,219	2,736,187		
Department for Health - HOLD Grant	500,000	-	-	-	500,000	2,415,000		
Department for Education	-	-	-	-	-			
- Condition Capital Grant	3,322,364	-	-	-	3,322,364	3,322,364	-	-
- Basic Need Capital Grant	1,780,980	-	-	-	1,780,980	1,798,306	-	-
- Devolved Formula Capital	874,002	-	(5,570)	-	868,432	994,933	-	-
HCA - Travellers	223,462	-	-	-	223,462	76,858	-	-
HCA - New Build	131,000	-	-	-	131,000	362,500	70,000	-
BDOUK - Broadband	-	-	-	-	-	4,328,069	7,011,962	-
Environment Agency	1,704,512	-	90,000	-	1,794,512	1,194,489	427,000	70,000
Local Enterprise Partnership (LEP) Fund	4,569,405	-	-	-	4,569,405	5,292,432	2,700,000	1,566,372
Public Health England	380,000	-	-	-	380,000	1,951	-	-
	34,693,944	-	84,430	-	34,778,374	44,214,089	25,109,962	1,636,372
Other Grants								
Historic England/English Heritage	102,077	-	3,188	-	105,265	42,698	-	-
National England	9,703	-	-	-	9,703	9,703	-	-
	111,780	-	3,188	-	114,968	52,401	-	-
Other Contributions								
Section 106	712,300	-	80,793	-	793,093	492,246	-	-
Other Contributions	69,766	-	83,853	-	153,619	47,653	-	-
	782,066	-	164,646	-	946,712	539,899	-	-
Revenue Contributions to Capital	11,600,468	-	229,111	-	11,829,579	8,481,755	75,900	-
Major Repairs Allowance	4,451,489	-	-	-	4,451,489	5,408,793	-	-
Corporate Resources (expectation - Capital Receipts only)	2,311,044	-	-	-	2,311,044	21,531,684	895,398	683,628
Total Confirmed Funding	53,950,791	-	481,375	-	54,432,166	80,528,621	26,081,260	2,320,000

Shropshire Council - Capital Programme 2016/17 - 2019/20

Funding changes - Quarter 4

Budget Increase/Decrease	2016/17	2017/18	2018/19	2019/20	Details
Government Grants					
Environment Agency - Flood Defence Grant	90,000	128,000	135,000		Increase in Local Levy grant to Much Wenlock Flood Alleviation Scheme.
Department for Communities & Local Government		2,736,187			Confirmation of funding for 2017/18 for the Integration and Better Care Fund, the service has allocated £1.8m to DFG's and £0.936m to Adult Social Care.
Department for Education- Basic Need Grant		14,293			Increase in Basic Need Allocation for 2016/17.
Department for Education- Devolved Formula Capital	(5,570)	(4,547)			Removal of funding for schools transferred to Academy status and grant has transferred with them.
Total Government Grants	84,430	2,873,933	135,000		-
Other Grants					
HCA (New Build)		300,000	70,000		New funding from HCA re contribution to New Build Phase 4.
Historic England - Nags Head Engine House	3,188				Grant offer increase from Historic England to cover increase in costs on the Nags Head Engine House project.
Total Other Grants	3,188	300,000	70,000		-
Other Contributions					
Section 106	80,793				New Section 106 allocations towards Affordable Housing Schemes.
Other Grants Contributions	83,853				Contributions from STaR Housing to Oswestry Playpark, Trinity Ford School Fund towards a DFC project, Pontesbury School towards a DFC project and from Shelton Cricket Club towards Pavilion Refurbishment Project.
Total Other Contributions	164,646	-	-		-
Revenue Contributions to Capital	229,111	2,108,433	75,900		School revenue contributions to DFC schemes (£0.011m), Highways contribution to Parking Machine Replacement Programme (£0.125m), Libraries Contribution to Much Wenlock Library refurbishment (£0.025m), Outdoor Partnerships contribution to Severn Valley Country Park Visitor Centre and overspends on other schemes (£0.068m) and HRA contribution to New Build Phase 4 (£3.314m) and property acquisitions (£0.380m). Offset by £1.509m reduction in revenue contribution to Digital Transformation to finance revenue costs occurred in 2016/17.
Major Repairs Allowance		106,310			Increase in allocation of Major Repairs allowance to HRA schemes.
Capital Receipts		(206,083)			Reduction in allocation of ringfenced HRA capital receipts to HRA schemes.
	481,375	5,182,593	280,900		-
	-	-	-		-

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