



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

Date: Tuesday, 25 February 2020

**Committee:  
Cabinet**

**Date: Wednesday, 4 March 2020**

**Time: 11.00 am**

**Venue: Shrewsbury/Oswestry 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 Cabinet**

Peter Nutting (Leader)  
Steve Charmley (Deputy Leader)  
Gwilym Butler  
Dean Carroll  
Lee Chapman  
Steve Davenport  
Robert Macey  
David Minnery  
Lezley Picton  
Ed Potter

Your Committee Officer is:

**Amanda Holyoak**

Tel: 01743 257714

Email: [amanda.holyoak@shropshire.gov.uk](mailto:amanda.holyoak@shropshire.gov.uk)

# AGENDA

## 1 Apologies for Absence

## 2 Disclosable Pecuniary Interests

## 3 Minutes

To approve as a correct record and sign the minutes of the Cabinet meeting held on 12 February 2020 **TO FOLLOW**

## 4 Public Question Time

To receive any questions from members of the public, notice of which has been given in accordance with Procedure Rule 14. Deadline for notification is not later than 11.00 am on Monday 2 March 2020.

## 5 Member Question Time

To receive any questions of which Members have given due notice, the deadline for notification for this meeting is 5.00 pm on Friday 27 February 2020.

## 6 Scrutiny Items

## 7 Local Economic Growth Strategies (Pages 1 - 164)

Lead Member – Councillor Steve Charmley – Deputy Leader and Portfolio Holder for Assets, Economic Growth and Regeneration attached

Report of Director of Place attached

Contact: Mark Barrow 01743 258916

## 8 Transit Site Provision In Shropshire - Identification of Temporary Site (Pages 165 - 176)

Lead Member – Councillor Steve Charmley – Deputy Leader and Portfolio Holder for Assets, Economic Growth and Regeneration attached

Report of Director of Place attached

Contact: Mark Barrow 01743 258916

## 9 Financial Monitoring Report Quarter 3 2019/20 (Pages 177 - 220)

Lead Member – Councillor David Minnery – Portfolio Holder Finance and Corporate Support

Report of Director of Finance, Governance and Assurance attached

Contact: James Walton 01743 258915

**10 Corporate Performance Report Quarter 3 2019 - 2020 (Pages 221 - 230)**

Lead Member – Councillor Lee Chapman – Portfolio Holder for Organisational Transformation and Digital Infrastructure

Report of Intelligence and Insight Manager

Contact: Tom Dodds 01743 258913

**11 Rural Youth Facilities**

Lead Member – Councillor Ed Potter – Portfolio Holder for Children’s Services

Report of the Director of Children’s Services **TO FOLLOW**

Contact: Karen Bradshaw 01743 254201

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<u>Committee and Date</u>
<b>Cabinet</b>
<b>4<sup>th</sup> March 2020</b>

<u>Item</u>
<b><u>Public</u></b>

## **DRAFT LOCAL ECONOMIC GROWTH STRATEGIES FOR KEY MARKET TOWNS FOR PUBLIC CONSULTATION**

### **Responsible Officer**

Gemma Davies, Assistant Director of Economic Growth

Email: [gemma.davies@shropshire.gov.uk](mailto:gemma.davies@shropshire.gov.uk) Tel: (01743) 258985

### **1.0 Summary**

- 1.1 This report advises Cabinet of the progress made with Local Economic Growth Strategies for the Key Market Towns; these being defined as Oswestry, Whitchurch, Market Drayton, Bridgnorth, Ludlow and Shifnal. Shrewsbury has been taken forward through the Big Town Plan.
- 1.2 Five out of the six strategies are now complete. Talks with Shifnal Town Council are underway to complete the Local Economic Growth Strategy for Shifnal.
- 1.3 The strategies provide the local delivery of the Shropshire Economic Growth Strategy to reflect the geography of Shropshire and the key sectors, growth and ambitions for each of the market towns.
- 1.4 The consultation will be made available on Shropshire Council website for 6 weeks and will be open to the public, Town and Parish Councils and stakeholders to put forward their comments.

### **2.0 Recommendations**

#### **Cabinet agree to;**

- 2.1 Note the progress with development of the draft Local Economic Growth Strategies to date and note their importance to the delivery of the Shropshire Economic Growth Strategy at market town level.
- 2.2 Approve the draft Local Economic Growth Strategies as set out in Appendix 1 for public consultation.
- 2.3 The Executive Director of Place in consultation with the Portfolio Holder for Assets, Economic Growth and Regeneration be given delegated authority to

consider the outcomes of the consultation, implement any changes within the final documents and publish the Local Economic Growth Strategies.

## **REPORT**

### **3.0 Risk Assessment and Opportunities Appraisal**

- 3.1 While the draft Local Economic Growth Strategies are centred on the larger market towns, they are not confined by ward boundaries and therefore take in the wider hinterland and surrounding geography.
- 3.2 The key market towns are the economic focus for the surrounding (usually) more rural parishes which have smaller local centres within them. The surrounding areas turn to the key market town for key services such as GP surgeries/ medical centres, libraries, transport hubs and secondary and further education provision and well as supermarkets and such.
- 3.3 Some interest has been expressed from our smaller market towns in the development of their own strategies. There is opportunity to provide our smaller market towns with their own strategy template, in particular the action plan templates. The Place Plan Officer for the area could also be assigned as a key contact to enable open communication channels and assist with enabling conversations. A template has already been supplied to Church Stretton, Ellesmere and Wem.
- 3.4 It has been identified that whilst workshops and other support could be made available to smaller towns, this would need to be proportionate and balanced against resources available and outcomes to be scoped and gained in each instance.
- 3.5 An Equality Inclusion and Social Impact Assessment has been undertaken to support the Local Economic Growth Strategies and is appended to this report. Following consultation on the Local Economic Growth Strategies, any identified impacts in equality terms, whether negative or positive, will be considered in the light of the feedback received. A further screening ESIIA will be undertaken following the consultation, to provide opportunity for collation of the feedback and for any adjustments to proposed actions as a result. A medium positive impact would be intended for the groupings of Age, Disability, Pregnancy and Maternity, Sex, and also Social Inclusion. This would be due to an emphasis on skills and learning, flexible working to accommodate caring responsibilities and action to address access challenges for those living in low income households and/or those living in rural areas, such as young people, e.g. fuel poverty and digital / broadband connectivity

## **4.0 Financial implications**

- 4.1 These draft Local Economic Growth Strategies do not have any direct financial implications for the Council because any project included within the strategies will be assessed on an individual basis and be subject to a full financial appraisal before any Council funding is committed. Any external funding which is sought to support the delivery of any projects in the future will need to be considered on a case by case basis.

## **5.0 Climate Change Appraisal**

- 5.1 Energy and fuel consumption:  
The draft Local Economic Growth Strategies will provide an opportunity to foster shorter journeys to work by generating local employment opportunities.
- 5.2 Renewable energy generation:  
The draft Local Economic Growth Strategies will provide opportunities to support the installation of renewable energy technologies by businesses and developers to help meet their energy needs and to capture the value of energy such as heat which is currently wasted.
- 5.3 Carbon offsetting or mitigation:  
The draft Local Economic Growth Strategies have the potential to encourage local businesses and developers to better understand their carbon footprint and to engage them to invest in clean energy technologies and measures such as tree planting or habitat creation to mitigate or offset remaining carbon emissions.
- 5.4 Climate Change adaption:  
The draft local Economic Growth Strategies provide an opportunity to reference the need for businesses to assess and build in resilience to climate risks which could affect their operation, customer base and staff.

## **6.0 Background**

- 6.1 The draft Local Economic Growth Strategies are focused on the local delivery of Economic Growth in the key market towns outlined above, including the wider hinterlands and surrounding parishes.
- 6.2 The strategies are not statutory documents but will act as an evidence base for those that are, as well as guiding the delivery of economic growth priorities locally. The documents have been co-created and informed by Shropshire Council, working with the Town Councils, Parishes and businesses in the areas.
- 6.3 The strategies are focused on the delivery of economic growth and will align with other documents such as the Place Plans and will be taken into account as background evidence to inform the emerging Local Plan Review

which will allocate land to deliver defined housing & employment land requirements in these towns.

6.4 The framework for the development and engagement of the Local Growth Strategies has comprised of;

- Full support and collaboration of the local elected member
- Initial engagement with the Town Council to propose the development of the strategy.
- Workshop sessions held with Town Councils and various stakeholders, including wider parishes and the business community, and in Ludlow, the local MP.

6.5 The strategies align with the Place Plans, the purpose of which are to help Shropshire Council deliver its Local Development Framework and the Shropshire Economic Growth Strategy. To do this, Place Plans identify and prioritise infrastructure needs within the local area. There are many facilities and assets that contribute to a place and the Council's role in place shaping is an important one as it creates the conditions and environment that attract people and businesses to the area.

## 7.0 **Next Steps**

7.1 The initial draft Local Economic Growth Strategies were sent to respective Town and Parish Councils in each area for initial consultation. The comments have been considered and additions to the draft Local Economic Growth Strategies made as a result.

7.2 Sessions have also taken place with a number of Officers across directorates to look at the action plans and agree the most appropriate leads for this work which will be a mix of Shropshire Council, Town Council, Businesses (Business Improvement Districts where appropriate) and the Marches Growth Hub.

7.3 The consultation will be made available on Shropshire Council website for 6 weeks and will be open to the public, Town and Parish Councils and stakeholders to put forward their comments.

7.4 It is the intention that once the drafts have been finalised that the Place Plan Officers will help to coordinate the action plans and facilitate the delivery by acting as a conduit between the towns and the council.

7.5 The economic growth function will continue to develop the Local Economic Growth strategies and will where appropriate, enable smaller towns to produce an action plan for their local area.



- 7.6 It is proposed at recommendation [2.3] that the consideration of the outcome of the consultation and the decision on the final versions of the Local Economic Growth Strategies referred to within this report ( and their publication ) is delegated to the Executive Director of Place in consultation with the Portfolio Holder for Assets, Economic Growth and Regeneration.

<b>List of Background Papers</b>
<b>Cabinet Member (Portfolio Holder)</b> <b>Cllr. Steve Charmley - Assets, Economic Growth and Regeneration</b>
<b>Local Members</b> Cllr. Les Winwood Cllr. Tina Woodward Cllr. Michael Wood Cllr. Christian Lea Cllr. Elliot Lynch Cllr. William Parr Cllr. Robert Tindall Cllr. Richard Huffer Cllr. Tracey Huffer Cllr. Viv Parry Cllr. Andy Boddington Cllr. David Evans Cllr. Lee Chapman Cllr. Vince Hunt Cllr. Paul Milner Cllr. John Price Cllr. Clare Aspinall Cllr. Joyce Barrow Cllr. Steve Charmley Cllr. Nick Beardsley Cllr. Matt Lee Cllr. Robert Macey Cllr. Mark Jones Cllr. Steve Davenport Cllr. Thomas Biggins Cllr. Gerald Dakin Cllr. Peggy Mullock Cllr. Paul Wynn Cllr. Roy Aldcroft Cllr. Karen Calder Cllr. Rob Gittins Cllr. Roger Hughes

Cllr. David Minnery  
Cllr. Paul Wynn

**Appendices**

Copies of the Local Economic Growth Strategies for Oswestry, Whitchurch, Market Drayton, Bridgnorth and Ludlow

Equality Inclusion and Social Impact Assessment

# **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

## **A. Summary Sheet on Accountability and Actions**

### **Name of proposed service change**

*Please use this box for the full formal name of the proposed service change, whether it is a policy, a procedure, a function, a project, an update of a strategy, etc. The term "service change" is used in this form as shorthand for whatever form the changes may take.*

Local Economic Growth Strategies 2020/2025 in Shropshire: draft documentation

### **Name of lead officer carrying out the screening**

Hayley Owen, Growth Programme and Strategy Manager

### **Decision, review and monitoring**

<b>Decision</b>	<b>Yes</b>	<b>No</b>
Part One ESIIA Only?	✓	
Proceed to Part Two Full Report?		

*If completion of a Part One assessment is an appropriate and proportionate action at this stage, please use the boxes below and sign off as indicated. If a Part Two report is required, please move on to separate full report stage.*

### **Actions to mitigate negative impact or enhance positive impact of the service change**

The development of the draft Local Economic Growth Strategies in key market towns in Shropshire is likely to have a positive impact on Shropshire as a whole. The benefits of growing the local economy through the five priorities are anticipated to positively impact on many societal layers within the county. Although this overall strategy is economically focused there will be many benefits associated with a resilient economy and increased economic productivity such as increased employment opportunity, provision of housing, infrastructure benefits, facilities and utilities.

The draft strategies also acknowledge the importance of effective engagement and building relationships in order to communicate growth ambitions and how they will be achieved through the growth strategy.

A medium positive impact would be intended for the groupings of Age, Disability, Pregnancy and Maternity, Sex, and also Social Inclusion. This would be due to an emphasis on skills and learning, flexible working to accommodate caring responsibilities and action to address access challenges for those living in low income households and/or those living in rural areas, such as young people, e.g. fuel poverty and digital / broadband connectivity.

## **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

As stated, there will be ongoing efforts to engage with people in the Protected Characteristic groupings, particularly where low levels of responses to public consultation have been received to date with regard to economic growth, and where there may be low levels of response to the consultation that has been planned in the development of these strategy documents

### **Actions to review and monitor the impact of the service change**

The responses to the draft consultation are being used to inform the final Local Economic Growth Strategies 2020-25 and associated action plans. Those who submitted a response and who have requested feedback will be sent a report detailing the main findings. This report will also be published on the Shropshire Council website.

As part of the delivery of the vision it will be necessary to develop a clear communications and relationship plan to underpin the priorities and objectives for economic growth in Shropshire. This will involve regular communications with residents and businesses and engage a number of the established groups and networks.

The strategies are fully intended to be a working document therefore there will be ongoing review and monitoring of the objectives especially against an ever changing economic and political landscape. As highlighted in the strategies Shropshire Council will continue to build on their relationships with businesses, organisations and networks to achieve shared objectives, and maximise their use of communication channels for effective and positive outcomes. Alongside this the Council will also continue to look at best practice, encourage comments and ideas from residents and actively encourage the participation of local community and business groups in the development and delivery of the Local Economic Growth Strategies. This will include ongoing efforts to strengthen engagement with people in Protected Characteristic groupings and people at risk of social exclusion, and to define and deliver actions accordingly to mitigate any negative impact and enhance positive impact of the Strategy in its draft and final versions.

From an outcomes angle for communities, engagement with all Members as community leaders, and through Cabinet and Portfolio Holder, will help the service area and therefore the Council to ensure that information, feedback and concerns are raised through a variety of channels and that actions may then be identified as necessary to seek to mitigate any negative impacts.

### **Associated ESIIAs**

ESIIAs were previously carried out in relation to the development of the Council's Economic Growth Strategy 2017 -2021, before and following public consultation. These provide useful additional context for the overall strategic policy of the

## **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

Council towards economic growth as an integral element of place shaping approaches across the County.  
ESIIAs in relation to the Local Plan Partial Review also provide complementary detail not least with regard to longer term approaches to infrastructure planning and provision


### **Actions to mitigate negative impact, enhance positive impact, and review and monitor overall impacts in terms of any other considerations**

The Local Economic Growth Strategies sets out to involve communities, through formal mechanisms such as town and parish councils, and to encourage involvement by local residents in place shaping approaches. This should serve to enhance the positive societal impacts as well as the wider positive impacts that are anticipated for economic growth.

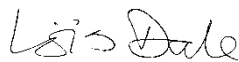
The draft strategies also acknowledge the importance of effective engagement and building relationships in order to communicate growth ambitions and how they will be achieved through the growth strategy.

Sustainability Appraisals and Environmental Impact Assessments are already integral components of Planning Policy and Economic Growth. Environmental considerations, including approaches to promote carbon neutral housing and business, will continue to be to the fore, with potential to mitigate against the negative environmental impacts of development and associated infrastructure through use of emerging technologies and good practice.

### **Scrutiny at Part One screening stage**

<b>People involved</b>	<b>Signatures</b>	<b>Date</b>
<i>Lead officer carrying out the screening</i> Hayley Owen Growth Programme and Strategy Manager		25.02.2020


## Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)

<i>Any internal support*</i> Tracy Johnson Place Plan Officer		
<i>Any external support**</i> Mrs Lois Dale Rurality and Equalities Specialist		25 <sup>th</sup> February 2020
<i>Head of service</i> Gemma Davies Assistant Director Economic Growth		

*\*This refers to other officers within the service area*

*\*\*This refers either to support external to the service but within the Council, eg from the Rurality and Equalities Specialist, or support external to the Council, eg from a peer authority*

### Sign off at Part One screening stage

Name	Signatures	Date
<i>Lead officer's name</i> Hayley Owen		25.02.2020
<i>Head of service's name</i> Gemma Davies		

### **B. Detailed Screening Assessment**

<b>Name of service change</b>
Shropshire Council Draft Local Economic Growth Strategies 2020 -2025

<b>Aims of the service change and description</b>
<p>Local Economic Growth Strategies have been prepared for the Key Market Towns; these being defined as Oswestry, Whitchurch, Market Drayton, Bridgnorth, Ludlow and Shifnal. Shrewsbury has been taken forward through the Big Town Plan.</p> <p>Five out the six strategies are now complete. Talks with Shifnal Town Council are underway to complete the Local Economic Growth Strategy for Shifnal.</p> <p>The strategies provide the local delivery of the Shropshire Economic Growth Strategy to reflect the geography of Shropshire and the key sectors, growth and ambitions for each of the market towns.</p> <p>The draft Local Economic Growth Strategy sets out Shropshire Council's commitment and ambition to grow the local economy of the Market Towns.</p>

Preparing a clear strategy is an important milestone in defining the key objectives and identifying the series of actions that the Council will take to achieve economic growth over the coming years.

The development of Local Economic Growth Strategy has been an action outlined in the Economic Growth Strategy 2017-2021.

These draft Local Economic Growth Strategies underpin at a market town level key priority at a Local level for the Council as this document also links into and informs the Marches LEP Strategic Economic Plan.

The aim of the draft Local Economic Growth Strategies is to provide a clear vision and ambition that will direct the actions that the Council will take in order to achieve increased economic productivity, resilience and prosperity for the County.

The draft strategies outlines the ways that this will be achieved through detailing a number of priority actions and targets, and acknowledges that whilst the Council does not have control over all the activities and actions which will generate economic growth the council is fully committed to working collaboratively across the public and private sectors and with communities in order to achieve its economic ambitions.

The draft strategies set out five priorities in order to deliver the vision for Shropshire.

- Target actions and resources on economic opportunities
- Enable businesses to grow and succeed
- Deliver infrastructure to support growth
- Meet skills needs and people's aspirations for work
- Promote Shropshire to investors

The draft strategies also set out the role the Council has to play in growing Shropshire's economy and the ability of the Council to invest into the economic growth agenda. The delivery of these new strategies will also underpin the ethos within the Council of developing a more commercial, innovative and enterprising culture.

The draft Strategies are being presented to Cabinet on the 4<sup>th</sup> March 2020, at which time it is proposed that public consultation will help to inform the development of final strategies. The policy intention is for this to also include an action plan which will support the strategies.

*It was agreed that the consultation would take place, and that a further screening ESIIA would be produced following that consultation, in order to make use of any feedback from the wider community as well as the business community and make any adjustments considered warranted that could enhance positive impacts for the community.*

These include the development of the Government's Industrial Strategy, which has five foundations including a place-based approach; related policies around the environment, including the Government's 25 Year Environment Plan and the Clean Growth Strategy; and funding and policy ramifications around Brexit.

### **Intended audiences and target groups for the service change**

The intended audience for the Local Economic Growth Strategy in draft and final form is everyone who lives in, works in or visits Shropshire and therefore all groupings within the community, as well as those who serve them. By this we mean the Council, town and parish councils, the wider business sector, the voluntary and community sector, the health and social care sector, and organisations and bodies involved in enabling and facilitating economic growth, including Government agencies and Departments, and strategic bodies such as the West Midlands Combined Authority.

The main stakeholder groups were identified as follows:

- Local businesses
- Business partnerships and support bodies, including the Shropshire Business Board.
- Partnerships and providers of learning, skills and employment opportunities
- Rural and environmental partnerships
- Public sector bodies
- Town and Parish councils
- Housing providers
- Voluntary and Community Sector organisations (including social enterprise)
- Shropshire Council Elected Members and Officers
- Members of the public
- Organisations with strategic and cross boundary economic and environmental interests, including neighbouring local authorities, and the Marches Local Enterprise Partnership (LEP);
- A range of stakeholders, including the development industry, local businesses, housing associations, utilities companies, and the land based sector;

This list was not intended to be exhaustive or in order of priority and will be added to and amended as and when appropriate, including through feedback from consultation.



## **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

### **Evidence used for screening of the service change**

Full details about the draft Strategies is presented to Cabinet at its meeting on the 4<sup>th</sup> March 2020. Subject to Cabinet agreeing that the public consultation exercise be undertaken to further inform the process and to gather the views of the community as a whole.

The wider policy context for the review includes the Council's Corporate Plan and other key corporate documents, including the Shropshire Economic Growth Strategy 2017-2021, together with existing Place Plans and Neighbourhood Plans.

### **Specific consultation and engagement with intended audiences and target groups for the service change**

Workshops were set up in 2018 with Town and Parish councils, Local Business and organisations in the respective areas. Following the workshops, a draft document was sent back to the Town and Parish Councils and Businesses in 2019 for comments. From those comments the draft Local Economic Growth Strategies were produced.

### **Initial assessment for each group**

<b>Protected Characteristic groups and other groups in Shropshire</b>	<b>High negative impact</b> <i>Part Two ESIIA required</i>	<b>High positive impact</b> <i>Part One ESIIA required</i>	<b>Medium positive or negative impact</b> <i>Part One ESIIA required</i>	<b>Low positive or negative impact</b> <i>Part One ESIIA required</i>
<i>Age (please include children, young people, people of working age, older people. Some people may belong to more than one group eg child for whom there are safeguarding concerns eg older person with disability)</i>			✓	
<i>Disability (please include: mental health conditions and syndromes including autism; physical disabilities or impairments; learning disabilities; Multiple Sclerosis; cancer; HIV)</i>			✓	
<b>Gender re-assignment</b> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)				✓
<b>Marriage and Civil Partnership</b> (please include associated aspects: caring)				✓

## **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

responsibility, potential for bullying and harassment)				
<b>Pregnancy &amp; Maternity</b> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			✓	
<b>Race</b> (please include: ethnicity, nationality, culture, language, gypsy, traveller)				✓
<b>Religion and belief</b> (please include: Buddhism, Christianity, Hinduism, Islam, Judaism, Non conformists; Rastafarianism; Sikhism, Shinto, Taoism, Zoroastrianism, and any others)				✓
<b>Sex</b> (please include associated aspects: safety, caring responsibility, potential for bullying and harassment)			✓	
<b>Sexual Orientation</b> (please include associated aspects: safety; caring responsibility; potential for bullying and harassment)				✓
<b>Other: Social Inclusion</b> (please include families and friends with caring responsibilities; people with health inequalities; households in poverty; refugees and asylum seekers; rural communities; people for whom there are safeguarding concerns; people you consider to be vulnerable)			✓	

### **Identification of likely impact of the service change in terms of other considerations**

The draft Local Economic Growth Strategies will support local economic growth by generating certainty for investment in local development and infrastructure through a policy framework that establishes an up to date and objective assessment of our development needs.

Community led approaches will provide local communities the opportunity to shape the places in which they live, for the benefit of current and future residents, and to enable this to be framed around local, regional and national commitments around efforts to combat climate change.

### **C. Guidance Notes**

### **1. Corporate and Service Area Policy and Practice on Equality and Social inclusion**

This involves taking an equality and social inclusion approach in planning changes to services, policies or procedures, including those that may be required by Government. The decisions that you make when you are planning a service change need to be recorded, to demonstrate that you have thought about the possible equality impacts on communities and to show openness and transparency in your decision making processes.

This is where Equality and Social Inclusion Impact Assessments (ESIAs) come in. Where you carry out an ESIIA in your service area, this provides an opportunity to show:

- What evidence you have drawn upon to help you to recommend a strategy or policy or a course of action to Cabinet;
- What target groups and audiences you have worked with to date;
- What actions you will take in order to mitigate any likely negative impact upon a group or groupings, and enhance any positive effects for a group or groupings; and
- What actions you are planning to review the impact of your planned service change.

The formal template is there not only to help the service area but also to act as a stand alone for a member of the public to read. The approach helps to identify whether or not any new or significant changes to services, including policies, procedures, functions or projects, may have an adverse impact on a particular group of people, and whether the human rights of individuals may be affected.

This assessment encompasses consideration of social inclusion. This is so that we are thinking as carefully and completely as possible about all Shropshire groups and communities, including people in rural areas and people we may describe as vulnerable, for example due to low income or to safeguarding concerns, as well as people in what are described as the nine 'protected characteristics' of groups of people in our population, eg Age. We demonstrate equal treatment to people who are in these groups and to people who are not, through having what is termed 'due regard' to their needs and views when developing and implementing policy and strategy and when commissioning, procuring, arranging or delivering services.

When you are not carrying out an ESIIA, you still need to demonstrate that you have considered equality in your decision-making processes. It is up to you what format you choose.-You could use a checklist, an explanatory note, or a document setting out our expectations of standards of behaviour, for contractors to read and sign. It

## **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

may well not be something that is in the public domain like an ESIIA, but you should still be ready for it to be made available.

**Both the approaches sit with a manager, and the manager has to make the call, and record the decision made on behalf of the Council. Help and guidance is also available via the Commissioning Support Team, either for data, or for policy advice from the Rurality and Equalities Specialist. Here are some examples to get you thinking.**

*Carry out an ESIIA:*

- If you are building or reconfiguring a building;
- If you are planning to reduce or remove a service;
- If you are consulting on a policy or a strategy;
- If you are bringing in a change to a process or procedure that involves other stakeholders and the wider community as well as particular groupings

For example, there may be a planned change to a leisure facility. This gives you the chance to look at things like flexible changing room provision, which will maximise positive impacts for everyone. A specific grouping that would benefit would be people undergoing gender reassignment

*Carry out an equality and social inclusion approach:*

- If you are setting out how you expect a contractor to behave with regard to equality, where you are commissioning a service or product from them;
- If you are setting out the standards of behaviour we expect from people who work with vulnerable groupings, such as taxi drivers that we license;
- If you are planning consultation and engagement activity, where we need to collect equality data in ways that will be proportionate and non-intrusive as well as meaningful for the purposes of the consultation itself;
- If you are looking at services provided by others that help the community, where we need to demonstrate a community leadership approach

For example, you may be involved in commissioning a production to tour schools or appear at a local venue, whether a community hall or somewhere like Theatre Severn. The production company should be made aware of our equality policies and our expectation that they will seek to avoid promotion of potentially negative stereotypes. Specific groupings that could be affected include: Disability, Race, Religion and Belief, and Sexual Orientation. There is positive impact to be gained from positive portrayals and use of appropriate and respectful language in regard to these groupings in particular.

## **2. Legal Context**

## **Shropshire Council Equality and Social Inclusion Impact Assessment (ESIIA)**

It is a legal requirement for local authorities to assess the equality and human rights impact of changes proposed or made to services. It is up to us as an authority to decide what form our equality impact assessment may take. Carrying out ESIIAs helps us as a public authority to ensure that, as far as possible, we are taking actions to meet the general equality duty placed on us by the Equality Act 2010, and to thus demonstrate that the three equality aims are integral to our decision making processes. These are: eliminating discrimination, harassment and victimisation; advancing equality of opportunity; and fostering good relations.

Service areas would ordinarily carry out a screening assessment, or Part One equality impact assessment. This enables energies to be focussed on review and monitoring and ongoing evidence collection about the positive or negative impacts of a service change upon groupings in the community, and for any adjustments to be considered and made accordingly.

If the screening indicates that there are likely to be significant negative impacts for groupings within the community, the service area would need to carry out a full report, or Part Two assessment. This will enable more evidence to be collected that will help the service area to reach an informed opinion.

***For further information on the use of ESIIAs: please contact your head of service or contact Mrs Lois Dale, Rurality and Equalities Specialist and Council policy support on equality, via telephone 01743 258528, or email [lois.dale@shropshire.gov.uk](mailto:lois.dale@shropshire.gov.uk).***

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# Draft Oswestry Local Economic Growth Strategy 2020-2025

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# Draft Oswestry Local Economic Growth Strategy 2020-2025

## Foreword

Shropshire Council is delighted to present the Oswestry Economic Growth Strategy, the development of which was a key action from the wider Economic Growth Strategy for Shropshire. This document will provide an economic focus for the town and surrounding areas and outlines the key actions that we will collectively be looking to deliver during this timeframe.

These strategies will help the Council to achieve these three objectives and deliver the economic vision for Shropshire. This local economic growth strategy is fully aligned with the Local Plan Review 2019 and other key documents such as the Place Plans. The Local Economic Growth Strategy is an external investment document for the local area, which focuses on how economic growth is tailored in Oswestry.

Oswestry and its surrounding area provides a unique opportunity for businesses looking to invest and grow. As well as informing and guiding delivery, this strategy is seen as having a key role in encouraging growth, attracting new businesses and investment into not just the town, but also the surrounding area.



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## Economic Growth Strategy for Shropshire 2017-2021


Our Economic Growth vision for Shropshire...

*To be the best place to do business and invest, renowned for its pool of local talent and expertise. We will strive to maximise our economic potential and increase productivity by fully utilising the benefits of our special environment and high-quality assets.*

Shropshire Council has 3 objectives for Economic growth:

- supporting the growth of new and existing businesses
- attracting inward investment
- developing and retaining talent and skills

There are five priority actions and targets to help deliver the vision from a local perspective:

1. Target actions and resources where there are economic opportunities
  2. Enable businesses to start, grow and succeed
  3. Deliver infrastructure to support growth
  4. Meet skills needs of business and people's aspirations for work
  5. Promote Oswestry to investors
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Shropshire Council's values and approach to growth will influence this strategy, effective engagement is necessary to communicate growth ambitions and the methods proposed to achieve them. Shropshire Council understands the need to work closely locally in the production of this strategy and to understand the local perspective of the needs and ambitions of Oswestry. This will help the collective delivery of a strategy in a commercial, enterprising and innovative way. However, it is recognised that Shropshire Council and local councils do not have control over all actions and activities that have been outlined in this strategy. Shropshire Council will therefore take a collaborative approach to working across the public and private sectors locally to open communication channels to enable discussions for the benefit of Oswestry's economy, businesses and residents.

### Climate Change

Shropshire Council has declared a Climate Emergency and is taking active steps to develop a Climate Change Strategy to reduce its own carbon footprint and to adapt the services for which it is directly responsible. Shropshire Council will also use its direct influence through its regulatory and procurement roles to encourage others to adopt a rapid transition to net zero carbon. Finally, the Council will work with businesses and residents in Shropshire to support their efforts to tackle Climate Change by encouraging behavioural changes that will help reduce carbon emissions and build resilience to climate change.



## 1. Oswestry – A Local Profile

Oswestry is the second largest employment centre in Shropshire after Shrewsbury, strategically located close to the English-Welsh border and sitting on the main north south A483 route to Wales. The geographic location and economic profile of Oswestry provides a significant opportunity on which to promote and capitalise on.

It sits in a key strategic location in terms of transport links to the West Midlands and North Wales which also opens up the opportunities generated through cross border relationships, particularly in regard to infrastructure and skills. Work is actively being undertaken through the Marches Local Enterprise Partnership with Powys, Gwynedd and Ceredigion on cross border issues, such as transport and skills. The town acts as a gateway to the West and Oswestry, being located on the A5, is part of the Trans-European Network from Felixstowe to Holyhead which facilitates national and European freight movements from southern and eastern English seaports into Wales and Ireland.

Oswestry is a vibrant market town with a rich cultural heritage incorporating a mix of businesses operating across a variety of sectors from small independent retailers to large international businesses. It is a thriving centre which still retains an active and regular outdoor retail market as well a highly regarded livestock market which preserves the agricultural links to the town. Already home to life sciences, manufacturing, construction and logistics sectors,

companies based here include Arla Linstrandt Balloons, Aico, Lloyds Animal Feeds, Newgate Clocks, Oswestry Waste Paper, The Pickstock Group, Skyjack UK and the Robert Jones and Agnes Hunt Orthopaedic Hospital at Gobowen. Oswestry is also home to seven of the top 50 fastest growing companies in Shropshire according to annual turnover (Shropshire Growth Barometer, 2017foods,). These businesses fall across a range of sectors, including the construction, retail, automotive, manufacturing and food and drink sectors.

Oswestry has a strong tourism offer being a key town located in the north-west of the county and, being close to the border with Wales, this opens up the opportunity to develop this offer further.

Oswestry is set to benefit from the setting up of the High Streets Heritage Action Zone (HAZ) following a successful bid for government funding. The scheme will comprise of physical interventions, a cultural programme of events and projects and community engagement to ensure long sustainability beyond the four year HAZ programme.

#### **Business Improvement District**

Oswestry has an active Business Improvement District (BID). The vision of the Oswestry BID is leading a business led programme of development, growth and investment for Oswestry to deliver key objectives and projects. There is a varied mix of independent shops and markets which provides a good opportunity to build on the retail offer, particularly centred on attracting visitors to the town. The town has a high retail offer and, in terms of sectors, it is the largest with retail accounting for 19.1% of the total employment. Retail plays an important role in the Oswestry Economy providing amenities for the local residents and also serving as a shopping hub for the hinterland of the market town.

#### **Future Oswestry Group**

Future Oswestry group has been set up to review the priorities in Oswestry's 2020 Neighbourhood Plan and to help deliver activities and projects that will benefit the town, its residents and its businesses. Made up of representatives from Shropshire Council, Oswestry Town Council and Oswestry Business Improvement District (BID) the Future Oswestry Group held its inception meeting in May 2019 at the town's Guildhall. The group will help to deliver each organisation's activities and projects through working more closely together.

## Oswestry – High Street Survey

An audit of businesses operating in Oswestry's main shopping streets was undertaken in August 2019 as part of a piece of research reviewing the vibrancy of Shropshire's main market towns and key settlements. The objective of this audit was to provide a snapshot of the vitality of the town.

A total of 348 businesses operate in the survey area, primarily in Bailey Street/Bailey Head (56), Beatrice Street (40), Church Street (58), Leg Street (37), Oswald Road (36), Willow Street (31), Cross Street/The Cross (32) and English Walls (23). Some non-consumer facing businesses based in offices above ground floor level businesses may be excluded from this count. Gross floor space allocated to these businesses is almost 54,200m<sup>1</sup>.

The highest proportion of businesses operating in the town are comparison retailers<sup>2</sup>, accounting for 30% of units and 35% of gross floor space. Within the comparison retail category, there are 13 clothes shops, 11 charity shops, seven mobile phone stores, six discount stores and five gift shops.

Retail services account for the second highest proportion of outlets at 19% (albeit for just 11% of floor space). Well represented in this category are hair and beauty salons (28 units), barbers (8 units) and opticians (5 units). There are also travel agents (6 units) in the town centre.

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<sup>1</sup> Defined as stores selling a service rather than a product

<sup>2</sup> Defined as stores selling non-food/drink/tobacco products

There are 42 restaurants and takeaways in Oswestry town centre, which is the equivalent of 12% of all units in the town (8% of gross floor space). 11% of units and 9% of floor space is occupied by financial and business service providers. There are nine banks/building societies and nine estate agents.

In the tourism and leisure category, there is 1 hotel and 15 public houses/bars as well as 3 museums, a visitor attraction, an amusement arcade, a night club and a gym.

Representing a relatively small proportion of units (8%) but a much larger share of floor space (14%) in Oswestry town centre is the convenience retail category. The 27 outlets in this category comprise butchers (5 units), bakers/confectioners (6 units), health food shops (4 units) and supermarkets/general food stores (6 units). There is also a market, frozen food stores (2 units), a delicatessen and a greengrocer. Aldi, Morrison and Iceland all fall within the main shopping area of Oswestry.

9% of Oswestry town centre outlets are vacant (6% of gross floor space). There are 8 vacant units on Beatrice Street, 4 on Church Street and 3 each on Cross Street, English Walls, Oswald Street and Leg Street.

## 2. An Economic Vision for Oswestry

The vision for Oswestry has been formed collaboratively and informed by engagement with the town and parishes.

*The economic vision for Oswestry is about enabling growth through the innovative use of existing assets and land to both attract and retain key businesses. Oswestry has a strong sense of place which is reflected in the economic portrait of the town. There is a real drive within the town to act on its economic ambitions with specific scope to attract new businesses, retain young people, provide higher skilled jobs, support the independent retailers, boost the night time economy and provide accommodation to encourage both visitors and businesses to invest.*

A number of key themes were raised as part of the engagement with local stakeholders and all will be addressed within the appropriate priority sections of this strategy. A summary of the key themes is included below;

- Opportunities to promote Oswestry as a destination and a gateway with improvements to road network and gateway site
- Aspiration to capitalise on Oswestry's location, unique assets and cultural offer to raise the profile of Oswestry
- Enhancing the accommodation offer to attract and retain visitors
- Making sure that there is enough land to provide grow on space to attract and retain major employers
- Opportunities around the hospital and health clustering
- Development of a growth corridor

There is an identified lack of grow on space in Oswestry to allow for local company expansion which increases the risk of companies leaving. There have been viability issues in the past related to housing and commercial development which have resulted in low levels of housing and commercial space and employment land being brought forward.

However, Shropshire Council is working hard to unlock this land and commercial space to bring forward key sites for development.

In addition to the challenges outlined above, any future development in Oswestry will also need to recognise the presence of physical, heritage and environmental constraints such as the setting of the Old Oswestry Hillfort; sensitive landscapes to the north and west; and flood risk and accessibility issues to the south.





### 3. Case Study – Developing a gateway to Oswestry

A number of local, regional and national organisations are working together to deliver potential housing and employment land developments in Oswestry, Shropshire’s second largest market town. Led by Shropshire Council, the work involves Homes England, Highways England, The Marches Local Enterprise Partnership (LEP), Oswestry Town Council, the Environment Agency, Oswestry BID and many other key stakeholders.

Ongoing work includes proposed improvements to Mile End roundabout, the development of the Oswestry Innovation Park, and the delivery of housing and employment land. This work provides an important opportunity to design quality developments as a focal point ‘Gateway to Oswestry’.



### **Proposed improvements to the strategic road network at Mile End junction**

Development within Oswestry has been heavily constrained by the existing capacity of the road network. Previous improvements to the Mile End junction addressed only existing traffic issues, and there has been a significant increase in traffic unrelated to proposed developments.

Improvements to the strategic highways network are required to bring forward planned housing and employment development that are facing significant infrastructure costs for traffic mitigation. This affects the viability of planned sites and local growth aspirations. Delays in the development of housing and the lack of serviced employment land threaten the role and function of the town and the wider rural hinterland and its sustainability.

In March 2019 the Ministry of Housing, Communities and Local Government (MHCLG) announced the award of £9.3m from the Housing Infrastructure Fund (HIF) to improve the capacity of the road network on the A5 at Mile End and improve the viability of planned housing developments. This follows a funding bid by Shropshire Council in 2018. The planned housing is crucial to support demand for employment land in the locality.

Shropshire Council has been working with Homes England and Highways England to agree the proposed design of the Mile End improvements and local stakeholders were invited to make comments on proposals through community consultation before the proposed preparation of a planning application.

The work undertaken on the remodelling of the strategic road network at Mile End junction as part of the Housing Infrastructure Fund (HIF) proposal has resulted in the development of an innovative solution, which opens land opportunities and would minimise disruption on the road network while the improvements are carried out.

### **Oswestry Innovation Park**

The proposed remodelling of the Mile End roundabout and road network opens new opportunities for the Oswestry Innovation Park site, which are currently being explored. The potential for prospective employment and commercial development usage on the Oswestry Innovation Park is currently under investigation through feasibility and development appraisal work. Following this work, the masterplan for the site will be updated with indicative designs produced.

As part of the more detailed options appraisal work and masterplan for the sites within Shropshire Council ownership, including the Oswestry Innovation Park, options for sustainable links will be explored, including pedestrian and cycle access.

### **Oswestry Sustainable Urban Extension (SUE)**

The Oswestry Sustainable Urban Extension (SUE) was identified in the adopted Core Strategy as a strategic location for development to help to meet the town's future housing and employment needs. The SUE will include the provision of approximately 900 new homes together with associated open space and community facilities. The site is allocated for residential development, although it is considered to also have potential for some commercial use.

## 4. Performance and Monitoring

The action plan contained within this document will be reviewed regularly and updated annually by Shropshire Council for the duration of this strategy.

## 5. References and Links

[Economic Growth Strategy for Shropshire 2017-2021](#)

[European Structural Investment Fund \(ESIF\) Strategy](#)

[Marches Local Enterprise \(LEP\) Strategic Economic Plan](#)

[Marches LEP Three Year Skills Plan 2017-2020](#)

[Site Allocations and Management of Development \(SAMDev\)](#)

[Shropshire Council Core Strategy \(2011\)](#)

[Local Plan Review 2016-2036](#)

[Shropshire Growth Barometer 2019](#)

[Place Plans](#)

[The Marches LEP Visitor Economy Strategy](#)



## Annexe 1: Action Plans

The Local Economic Growth Strategies are a key action contained within the strategy. Delivering the vision from a local perspective will be managed through action plans contained within the strategy to:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Oswestry to investors

### Target actions and resources where there are economic opportunities

There are a number of key opportunities which have been identified through the preparation of this strategy. The three largest employment sectors in Oswestry are retail, education and manufacturing. These will provide the focus for Oswestry's future activity and guide the key actions to ensure that Shropshire Council maximises and promotes these opportunities for economic growth.

All development will need to take account of known infrastructure constraints and requirements as identified in the place plan and Local Development Framework implementation plan.

### Major employment sites and growth corridors

There will be opportunities to bring forward new employment land to meet our economic needs and Shropshire Council will continue to work with developers and partners to identify and prioritise deliverable future sites. The Local Plan Review is currently taking place, and this provides the framework for housing and economic delivery ensuring that Shropshire Council has a plan-led approach to achieving sustainable development. The scale of future development proposed in Oswestry reflects its role as the principal employment, commercial and administrative centre in the north west of the county and the vision and objectives of the adopted Oswestry 2020 Town Plan.

Ambition	Action/Delivery	Partners	Timescale	Progress
Oswestry Innovation Park	<p>Part of large infrastructure development, Shropshire Council is supporting the implementation of the Oswestry Eastern Gateway sustainable urban extension through the delivery of strategic employment land to drive long term sustainability in Oswestry and create conditions for employment growth. The proposed Oswestry Innovation Park is a major employment area on the east side of the town adjacent to the Mile End roundabout. Previous work undertaken includes the preparation of a masterplan for the site and estimated costs to undertake the infrastructure works.</p> <p>Traffic capacity issues have been identified, there is an intensifying need to undertake mitigation improvements to the strategic road network (A5/A453).</p> <p>Options for highways solutions for Mile End and consideration of next steps.</p>	Shropshire Council	Short/Medium	
Provision of business and incubation space	Shropshire Council has recently undertaken a market assessment for grow on/incubation space across the county.	Shropshire Council	Short/Medium	
Opportunities around the RJAH Orthopaedic hospital	Opportunities regarding the emerging innovation healthcare sector will be explored.	Shropshire Council	Short/Medium	

<p>Identify key employment sites Around 45 hectares* of employment land is in the SAMDEV plan period 2006-2026. Those in SAMDEV already identified – need promoting</p>	<p>Options appraisal of development sites. Continue working with developers and partners to identify and prioritise future sites and opportunities.</p> <p>Outcome of discussions with other landowners and business parks will determine partner opportunities.</p> <p>Shropshire Council is undertaking a development appraisal for the sites.</p>	Shropshire Council	Short/Medium	
<p>A5 Corridor/Oswestry Growth Corridor</p>	<p>To work with partners to develop the Oswestry Corridor Action Plan to facilitate economic development in the short, medium and long-term to instigate business expansion and attract new businesses to the area.</p> <p>Continue to explore opportunities to improve strategic road network.</p>	Shropshire Council	Short/Medium	
<p>Development at the Park Hall Estate</p>	<p>There are opportunities for mixed use and housing development (including key worker accommodation) to be considered as part of Local Plan Review which will include development appraisal work to support indicative master planning.</p>	Shropshire Council	Short/Medium	

## Target growing and under-represented sectors

There are several sectors in Shropshire which are performing well. The three largest employment sectors in Oswestry are retail, education and manufacturing. Together these sectors account for 41% of employment within the town. Other sectors that make up the profile of Oswestry include accommodation, food services, health, wholesale, arts, entertainment and recreation, transport and storage, professional and business services and scientific and technical.

Specific to Oswestry is the Robert Jones and Agnes Hunt Orthopaedic Hospital which is located approximately two miles from Oswestry Town Centre, is a major employer within the health sector and represents the opportunity to further support the growth and innovative advancements within this sector.

Six existing sectors have been identified in the Economic Growth Strategy as having specific growth potential, with an emphasis on technologies and innovation.

<http://www.investinshropshire.co.uk/key-shropshire-sectors/>

- Advanced Manufacturing including Engineering and Agri-tech
- Food and Drink Processing
- Health and Social Care
- Visitor Economy (and heritage-based business)
- Environmental Science and Technologies
- Creative and Digital Industries

Shropshire Council has also identified a number of under-represented sectors that link well with our sectoral strengths in Shropshire, which are Professional, Business Services and Construction.



Ambition	Action / Delivery	Partners	Timescale	Progress
To identify and support existing sectors and identify cluster opportunities and define sectoral strengths	To prepare sectoral propositions aligned to identify target and growing sectors in the Economic Growth Strategy.  <a href="http://www.investinshropshire.co.uk/key-shropshire-sectors/">http://www.investinshropshire.co.uk/key-shropshire-sectors/</a>	Shropshire Council Business Growth and Investment Team	Immediate	
Produce a Cultural Strategy for Shropshire	Shropshire Council is producing a new Cultural Strategy for Shropshire will be published by Sept 2020  <a href="#">Cultural Strategy Link</a>	Shropshire Council	Immediate	
Work with the Marches LEP to produce a Visitor Economy Strategy	Shropshire Council is exploring ways of assisting the Local Enterprise Partnership with the production of a Marches Visitor Economy Strategy 2020  <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	
Work with the Marches LEP to produce a Local Industrial Strategy.	The Marches LEP has produced a Strategic Economic Plan. Aspirations of key market towns in Shropshire will form part of this Plan.  Local Industrial Strategy for the Marches area is being produced looking at sector strengths within the LEP.  <a href="https://www.marcheslep.org.uk/what-we-do/economic-plan/">https://www.marcheslep.org.uk/what-we-do/economic-plan/</a>	Marches LEP Shropshire Council	Short/Medium	

## Identifying External Funding Opportunities

This Strategy looks to outline Oswestry's aspiration for Economic Growth helping to identify appropriate funding opportunities which may be suitable to support this.

Investment provided through the UK Government, European and other funding bodies, including the Growth Deal, is already being utilised positively to deliver Economic Growth across the County. This strategy outlines several projects which Shropshire Council can begin to map against different funding sources, fully utilising funding secured for economic growth projects for the benefit of Oswestry. Shropshire Council is working with the Marches LEP to understand the opportunities for funding post Brexit. <sup>3</sup>

Working in partnership with the Town Council and the surrounding areas, we can collectively look at exploring suitable external funding and private sector investment into the area.

For further up to date information on funding and grants, please contact the Marches Growth Hub.

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

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<sup>3</sup> As the implications of Brexit become clear, Shropshire Council will work across the sector profile of Oswestry to fully understand opportunities and issues that can specifically benefit businesses in Oswestry. This will include implications for the agricultural sector in particular and Shropshire Council will engage with both local and national organisations to capture their full input, information and intelligence

## Enable Businesses to Start, Grow and Succeed

Business support is now delivered across the Marches through the Marches Growth Hub which supports businesses across Shropshire; helping them to start, grow and succeed, whilst also helping our county to stimulate, energise and celebrate the enterprise, innovation and successes of our business community. Shropshire benefits from having its own Growth Hub located at the Shropshire Food Enterprise Centre, Shrewsbury.

Continuing effective engagement and collaboration through our key account management with larger businesses in Oswestry is a key focus for the Economic Growth team and the Business Growth and Investment Team. This includes identifying supply chain opportunities whilst also supporting the growth potential of existing Small Medium Enterprises (SMEs) to enable expansion to larger business status.

Ambition	Action / Delivery	Partners	Timescale	Progress
Provision of outreach business support	Develop the hub's outreach programme of business support provision. Explore outreach delivery options in Oswestry and agree a plan of activities and events for the town, which will include one-to-one surgeries in libraries.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	The Shropshire Growth Hub is visiting Industrial/Enterprise Parks based on feedback from businesses that the outreach aspect of the Growth Hub support prompted their engagement.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	Shropshire Council's Business Growth and Investment Team is in discussion with the Shropshire Chamber of Commerce for a joint outreach programme where all partners visit market towns on a Roadshow basis. Currently the option of utilising any redundant mobile libraries to re-configure and repurpose is being explored.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	Continue to support the Marches LEP in the delivery of the Growth Hub.	Shropshire Council Business Growth and Investment Team	Short/Medium	

Support for existing businesses alongside new businesses	The Growth Hub will engage with Town Councils and meetings be arranged with each town clerk to discuss local business support provision.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	To identify fast growing companies and to develop and tailor the business support offer to the Oswestry economic profile.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Succession Planning with new business and community leaders to ensure a vibrant town centre	The Growth Hub is working with HR Shropshire and Shropshire Youth Support Trust (SYST) on an agreed outreach programme of events and activities and will look at how to incorporate succession planning themed events into the programme.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Provision of Incubation Units	There is demand for workshops / office space with limited provision. Supporting incubation and grow on provision within market towns remains a strategic objective.	Shropshire Council Business Growth and investment Team	Short/Medium	
Business Board	To continue to work with the Shropshire Business Board as a key partner in delivering our growth agenda.	Shropshire Council	Immediate	

## Deliver Infrastructure to Support Growth

Shropshire Council's Strategic Infrastructure Forum maintains an overview of all the economic growth and infrastructure projects which are led by the council or where the council can enable partners to deliver.

This strategy will be supported by the Oswestry and surrounding area Place Plan. The purpose of the Place Plan is to help Shropshire Council to deliver its Local Development Framework and its Economic Growth Strategy. To do this, Place Plans identify and prioritise infrastructure needs within their local area and identify partners and funding sources to support delivery. There are many facilities and assets that contribute to a place and the Council's role in place shaping is an important one as it creates the conditions and environment that attracts people and businesses to the area. The Oswestry Place Plan is an intrinsic part of helping us to achieve growth within the local economy, through the provision of public services and use of public assets.

### **Oswestry Growth Corridor**

The Marches LEP has produced a Strategic Corridors Study, supported by the three Local Authorities, which is informing the Midlands Connect Programme. Through the Marches LEP we have identified strategic transport corridors which are vital to deliver growth across the Marches area, of which Oswestry is located on one of these identified corridors.

## Transport Infrastructure

Transport infrastructure in the north of the county is of particular regional importance. Shropshire Council will continue working closely with statutory bodies such as Highways England to improve and secure funding for strategic road networks that are key for supporting growth in Oswestry.

Ambition	Action / Delivery	Partners	Timescale	Progress
Improvements to strategic road network at Mile End	Ongoing discussions with Highways England regarding future investments to improve the road network to unlock planned and future housing and employment development opportunities. Specific emphasis needed on prioritising investment along strategic corridors and growth zones, utilising existing road and rail connections.	Shropshire Council Marches LEP	Short/Medium	
Public transport hub with links to centre	To explore feasibility.	Shropshire Council	Short/Medium	
Dual Carriage A5	First phase of upgrades to the A5/A483 have been completed to increase traffic capacity and resolving pinch points.	Shropshire Council	Short/Medium	
Improvements to traffic flow into and out of Oswestry and the town centre	Improvements through a better designed traffic management system – future funding.	Shropshire Council	Short/Medium	

## Digital Connectivity

Digital connectivity is now fundamental for business. Provision and reliability of the digital network will enable all aspects of business to operate and grow in Oswestry and the surrounding rural area.

Ambition	Action / Delivery	Partners	Timescale	Progress
<p>High-speed broadband outside of town to support businesses operating in the rural hinterland</p>	<p>The connecting Shropshire programme will continue to put forward the case for greater investment in mobile and broadband coverage.</p> <p>Shropshire Council area now has around 90% coverage of superfast broadband, and 98% of premises could have access to superfast broadband by the end of all current contracts (with Airband and BT/Openreach) in 2021.</p> <p>There is a need to identify key corridors that will require ultrafast/ full fibre/ 5G requirements beyond superfast contract delivery.</p> <p>The Marches and Gloucestershire Business Broadband Grant Scheme provides up to £25,000 for local eligible businesses to fund the installation of superfast broadband connections. The funding is designed to support qualifying businesses that cannot access superfast broadband currently and are not within any clearly defined roll out plans to receive superfast broadband.</p> <p>The grant will fund the associated capital costs of delivery and installation of the solution to premises. Applicants are responsible for paying the monthly cost through the contract term.</p>	<p>Shropshire Council Connecting Shropshire Team</p>	<p>Short/Medium</p>	

## Utilities Capacity

Understanding capacity constraints and exploring ways of addressing these where possible will be key to improving infrastructure to support growth.

Ambition	Action / Delivery	Lead	Timescale	Progress
Improvements to energy network	Continue to work with SP Energy Network on the proposed Oswestry to Wem electricity reinforcement. SP Energy network plan upgrade in 2022.	Shropshire Council Utility Partners	Short/Medium	
Explore options for energy efficiencies in the town	Energy study has been undertaken by ENCRAFT to explore the energy supply and generation options available. Looking internally at the outcomes. Possibly link to Marches Energy Strategy and align with Strategic Infrastructure Forum.  Alternative energy sources – explore possible projects around solar PV. Viability needs to be tested.	Shropshire Council	Short/Medium	



## Housing

The availability of housing of the right type, quality and cost to meet the needs of Oswestry is an important consideration for businesses so that employees are able to secure the housing they need. The level of development outlined in the SAMDev is ambitious but is considered consistent with the local growth aspirations and the environmental and physical capacity of the town.

Ambition	Action / Delivery	Lead	Timescale	Progress
<p>Oswestry has aspirations for housing growth.</p> <p>There is an aspiration for the availability of housing of the right type, quality and cost which ensures that Oswestry is an attractive place to live and work.</p> <p>The Local Plan Review 2016-2036 Identifies 47 dwellings having now been completed, with a further 1,559 dwellings committed (Planning</p>	<p>Shropshire Council will support the supply of housing through a plan led approach and allocation of strategic sites for sustainable development (SAMDev). Allocated housing sites in the SAMDev include;</p> <ul style="list-style-type: none"> <li>• Oswestry SUE – Housing infrastructure Fund (HIF) successfully applied for to support this development</li> <li>• Land off Whittington Road</li> <li>• Former Oswestry Leisure Centre</li> <li>• The Cottams, Morda Road</li> <li>• Land South of the Cemetery</li> <li>• Alexandra Road</li> <li>• Richard Burbidge</li> <li>• Additional Windfall Sites (Sites unknown)</li> </ul> <p>There will be a coordinated approach to the delivery of this scheme alongside other sites to ensure development contributes appropriately to the delivery of necessary highway improvements around the town.</p> <p>The Oswestry Sustainable Urban Extension (SUE) will accommodate up to 900 homes and associated ancillary development. This major mixed-use urban extension was allocated in the existing Local Plan to the south east of</p>	<p>Shropshire Council Local Plan delivery framework.</p>	<p>Medium</p>	

<p>Permission, Prior Approval or Allocation).</p> <p>Therefore, a further 194 dwellings will need to be identified on new housing sites to support the housing growth objectives of the Local Plan Review 2019.</p>	<p>Oswestry. The scale and complexity of the scheme and the need for significant infrastructure investment has delayed delivery to date, but work is expected to commence during the first part of the Local Plan Review period. New development proposals will need to complement the offer provided by this urban extension. The viability of housing developments has been tested by traffic mitigation requirements for Mile End Traffic Improvements.</p> <p>Allocations for Gobowen, Knockin, LLanymynech, Pant, Ruyton XI Towns, St Martins, Whittington and community clusters can be found in the <a href="#">SAMDev</a></p> <p>All sites coming forward need to have full fibre broadband infrastructure installed at build stage.</p>			
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## Local Place Infrastructure – Economic Growth Opportunities

The Council's role in place shaping is important to achieving economic growth opportunities as it helps create the conditions to attract people and businesses to an area.

Ambition	Action / Delivery	Lead	Timescale	Progress
<p><b>Oswestry Innovation Park</b> Delivery of strategic employment land to drive long-term sustainability in Oswestry and create the conditions for employment growth. As development takes place, appropriate infrastructure must be provided. This will include highways, transport, drainage, water and electricity, etc. Additional work required to support and develop proposals with partners.</p>	<p>Project under discussion as part of the One Public Estate Programme for Shropshire and Telford and Wrekin. Shropshire Council is working with the Environment Agency and has successfully secured funding to support development appraisal work. This will support the potential for planned developments in Oswestry, which is a key priority identified within the Council's Economic Growth Strategy.</p>	<p>Shropshire Council, private sector</p>	<p>Short/Medium</p>	
<p><b>Strategic road network at Mile End</b> Ongoing discussions with Highways England regarding future investments to improve the road network to unlock planned and future housing and employment development opportunities. Housing Infrastructure Fund (HIF) for Mile End has now agreed with Homes England. Pre-commencement conditions are being progressed</p>	<p>Project under discussion. Shropshire Council has a statutory duty to ensure that appropriate infrastructure (e.g. housing, school places, Highways works, etc.) is provided as part of any development. There will be opportunities to align Highways infrastructure with drainage and flood risk delivery. Highways England has acknowledged the importance and priority of this project to the delivery of growth in Oswestry and is working with Shropshire Council to enable delivery.</p>	<p>Shropshire Council, Highways England, Town and Parish Councils</p>	<p>Short/Medium</p>	

<p><b>Oswestry Sustainable Urban Extension</b></p> <p>As development takes place, appropriate infrastructure must be provided. Viability of any housing developments will be tested by traffic mitigation requirements (links in to the HIF bid for Mile End roundabout, as above). Local highways mitigations to include: New road link between Middleton Road and Shrewsbury Road; Middleton Road speed restrictions, to include signs and chicanes, to slow down traffic as a result of new housing build; zebra crossing at the top of Cabin Lane and traffic calming on College Road. Further work identified with the Environment Agency to test modelling for surface water and waste water treatment capacity.</p>	<p>Project under discussion. Shropshire Council has a statutory duty to ensure that appropriate infrastructure (e.g. housing, school places, Highways works, etc.) is provided as part of any development.</p> <p>Work with J Ross and Mosaic Housing, which will support housing delivery, and is linked to the HIF bid, is underway.</p> <p>Highways England acknowledge the importance and priority of this project to the delivery of growth in Oswestry and is working with Shropshire Council to enable delivery.</p>	<p>Shropshire Council, Highways England, Environment Agency and private sector</p>	<p>Short/Medium</p>	
<p><b>Park Hall</b></p> <p>Opportunities for mixed use and housing development (including key worker accommodation) to be considered as part of the Local Plan Review. Development appraisal work required to support indicative master planning to identify potential scale of housing and mixed-use development. Any development will need to give specific consideration</p>	<p>Project under discussion Shropshire Council has a statutory duty to ensure that appropriate infrastructure (e.g. housing, school places, Highways works, etc.) is provided as part of any development.</p> <p>The Environment Agency, working with Severn Trent Water, will be working to develop an Integrated Drainage Strategy to identify an appropriate package of infrastructure measures.</p> <p>This work has been supported through One</p>	<p>Shropshire Council, Highways England, Environment Agency, private sector Town Council Whittington Parish Council</p>	<p>Short/Medium</p>	

to transport, pedestrian and cycle links between Gobowen Station, the orthopaedic hospital, Derwen College, Park Hall, Whittington, and Oswestry Town Centre. There is interest in a tram link from the hospital, and a small platform at Towpath Bridge.	Public Estate monies. Indicative master planning work is underway. Highways England is yet to understand the detailed transport implications of these emerging proposals but is committed to work with Shropshire Council to identify any needs arising.	Selattyn & Gobowen Parish Council		
Development of small business units, incubator units and micro business support facilities (Oswestry Rural and Oswestry Town)	Advice available through the Business Support team at Shropshire Council, and through the Growth Hub. The new Oswestry BID will promote any local Growth Hub activities. Strong links to the development of the Innovation Park to be explored as part of the development appraisal work planned.	Shropshire Council Town council Oswestry BID	Short/Medium	
Creation of hub for small businesses through the provision of small office units, potentially linked to Gobowen Library and hub	Advice available through the Business Support team at Shropshire Council, and through the Growth Hub. Rural business clinics have been previously piloted at Gobowen Hub.	Parish Council Shropshire Council	Short/Medium	
Oswestry Showground – upgrade of site recognising the importance of the site to the local economy and tourism. Feasibility study required (Whittington / Town Council)	Oswestry Showground lead. May also link in with the activities of the new Oswestry BID.	Showground management committee	Short/Medium	
Develop a tourism strategy to provide economies around funding, resources, signposting, and marketing	Parish lead, in conjunction with partners OBT and Oswestry BID. Future work will be outlined by partners, with the BID inputting. Use WIFI geo sensing to identify footfall and movement	Town Council, OBT, Oswestry BID	Short/Medium	

	in the town. Oswestry BID website is also under development, providing increased visibility for businesses.			
Provision of a hotel to attract visitors to stay overnight and also provide business accommodation. Need for modern quality accommodation	Shropshire Council Economic Growth Team is looking to carry out a need and demand hotel study.	Shropshire Council	Short/Medium	
Links with Pontcysllte World Heritage Site	Develop relationships with WHS networks to identify opportunities to maximise the economic benefits to Oswestry and the surrounding areas.	Shropshire Council Heritage and Culture Team	Short/Medium	

## Meet Skills Needs and People's Aspirations for Work

As referenced in the Economic Growth Strategy for Shropshire 2017-2021 Shropshire Council will need to support potential across all segments of the working age population to maximise the full economic output. A skills strategy has been produced which aligns with the Marches LEP skills strategy and Shropshire Council's own action plan.

Ambition	Action / Delivery	Lead	Timescale	Progress
Higher skilled jobs to not only attract a workforce but also to retain young people	To work closely with local schools and colleges to facilitate relationships and foster entrepreneurship so that young people in Oswestry are aware of future opportunities within Shropshire. A skills strategy has been produced which aligns with the Marches LEP skills strategy and our own action plan.	Shropshire Council Enterprise Coordinator	Short/Medium	
Retention of young people within the town and support with skills	Oswestry Secondary School has been matched with an Enterprise Adviser volunteer at a senior level in business who advises the school on their career's guidance strategy and plans, and who assists with business engagement in careers activities in schools. Careers activities have been expanded in school.	Shropshire Council Enterprise Coordinator	Short/Medium	
Look at long term solutions to increase skills through North Shropshire College – Oswestry Campus, Secondary schools, Apprenticeship opportunities and work placements	To work closely with local schools and colleges to facilitate relationships and foster entrepreneurship so that young people in Oswestry are aware of future opportunities within Shropshire. Derwen College in Gobowen are currently expanding and creating a business training hub.	Shropshire Council	Short/Medium	

## Promote Oswestry to Investors

This strategy represents the opportunity for Oswestry and its surrounding area to present a clear identity and outlines a prospectus for investors, identifying areas of constraints where intervention can help unlock growth and capitalise on opportunities.

Shropshire Council is preparing an investment proposition which will outline key investment sites, sector propositions and development potential. This will give potential investors and businesses the information they need to show why they should invest/locate/work in our county. This strategy will form an important part of this investment proposition.

Ambition	Action / Delivery	Partners	Timescale	Progress
Promote Oswestry, both as destination and an investment	Production of a locally produced Invest in Oswestry proposition/destination management plan. <a href="#">Invest in Shropshire</a>	Shropshire Council	Immediate	
	Attract inward investment to Oswestry and its key growth sectors linking with the Business Growth and Investment Team to support new business in Oswestry	Shropshire Council Business Investment Team Marches Growth Hub Oswestry Business Improvement District	Short/Medium	
	Produce a new Cultural Strategy for Shropshire – September 2020	Shropshire Council	Short/Medium	
	Support the production of the Marches Visitor Economy Strategy <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	



# Draft Oswestry Local Economic Growth Strategy 2020-2025

## Supporting information

For more information on Shropshire Council's Economic Growth Strategy, please go to:

<http://www.investinshropshire.co.uk/wp-content/uploads/2017/08/Economic-Growth-Strategy-for-Shropshire-2017-2021.pdf>

For more information on Shropshire Council Growth Hub please go to:

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

For more information on Shropshire Council Investment Propositions, please go to:

<http://www.investinshropshire.co.uk/>

For information on Marches LEP, please go to:

<https://www.marcheslep.org.uk/what-we-do/economic-plan/>

For more information on Shropshire Council's planning policies, please go to:

<https://www.shropshire.gov.uk/planning-policy/>

For more information on Place Plans, please go to:

<http://www.shropshire.gov.uk/place-plans>

or contact your Place Plan Officer via [PlacePlans@shropshire.gov.uk](mailto:PlacePlans@shropshire.gov.uk)

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# Draft Whitchurch Local Economic Growth Strategy 2020 -2025

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# Draft Whitchurch Local Economic Growth Strategy 2020-2025

## Foreword

Shropshire Council is delighted to present the Whitchurch Economic Growth Strategy, the development of which was a key action from the wider Economic Growth Strategy for Shropshire. This document will provide an economic focus for the town and surrounding areas and outlines the key actions that we will collectively be looking to deliver during this timeframe.

These strategies will help the Council to achieve these three objectives and deliver the economic vision for Shropshire. This local economic growth strategy is fully aligned with the Local Plan Review 2019 and other key documents such as the Place Plans. The Local Economic Growth Strategy is an external investment document for the local area, which focuses on how economic growth is tailored in Whitchurch.

Whitchurch and its surrounding area provides a unique opportunity for businesses looking to invest and grow. As well as informing and guiding delivery, this strategy is seen as having a key role in encouraging growth, attracting new businesses and investment into not just the town, but also the surrounding area.



**Cllr Steve Charmley**  
*Portfolio Holder for  
Assets, Economic  
Growth and  
Regeneration  
Shropshire Council*



## 1. Economic Growth Strategy for Shropshire 2017-2021

Our Economic Growth vision for Shropshire...

*To be the best place to do business and invest, renowned for its pool of local talent and expertise. We will strive to maximise our economic potential and increase productivity by fully utilising the benefits of our special environment and high-quality assets.*

Shropshire Council has 3 objectives for Economic growth:

- supporting the growth of new and existing businesses
- attracting inward investment
- developing and retaining talent and skills

There are five priority actions and targets to help deliver the vision from a local perspective:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Whitchurch to investors



Shropshire Council's values and approach to growth will influence this strategy and effective engagement is necessary to communicate growth ambitions and the methods proposed to achieve them. Shropshire Council understands the need to work closely locally in the production of this strategy and to understand the local perspective of the needs and ambitions of Whitchurch. This will help the collective delivery of a strategy in a commercial, enterprising and innovative way. However, it is recognised that Shropshire Council and local councils do not have control over all actions and activities that have been outlined in this strategy. Shropshire Council will therefore take a collaborative approach to working across the public and private sectors locally to open communication channels to enable discussions for the benefit of Whitchurch's economy, businesses and residents.

### Climate Change

Shropshire Council has declared a Climate Emergency and is taking active steps to develop a Climate Change Strategy to reduce its own carbon footprint and to adapt the services for which it is directly responsible. Shropshire Council will also use its direct influence through its regulatory and procurement roles to encourage others to adopt a rapid transition to net zero carbon. Finally, the Council will work with businesses and residents in Shropshire to support their efforts to tackle Climate Change by encouraging behavioural changes that will help reduce carbon emissions and build resilience to climate change.





## 2. Whitchurch – A Local Profile

The town's strategic location combined with being home to some of our largest employers opens up many opportunities for stimulating economic growth both in and around the town. Supply chain businesses, accommodation investments and independent retailers will all add and enhance the value of this thriving town.

Whitchurch is a major economic centre of business and jobs in the north of the county with approximately 500 businesses choosing to base themselves here. Whitchurch is in an excellent strategic location, with good transport links to major conurbations. AGRO Merchants Group (Formerly known as Grocontinental Limited) which operates in the food transport and storage sector, is one of the county's biggest employers and benefits from the location and infrastructure and good connectivity within Shropshire and beyond.

Employment is rising in Whitchurch, with a real opportunity for job creation, particularly around investment opportunities, which are tailored towards attracting higher skilled jobs. This will help to develop and retain talent and skills in Whitchurch, as well attracting further skills and employers into the area.

There is a real drive within the town to act on their economic ambitions with specific scope to attract new businesses, retain their young people with the provision of higher skilled jobs, support their independent retailers, boost the night time economy, and provide accommodation to encourage both visitors to spend and businesses to invest.

The historic market town of Whitchurch has much to offer to its many businesses, residents and visitors. There are a variety of independent shops, cafes and restaurants, along with the town's museums.

## Whitchurch – High Street Survey

An audit of businesses operating in Whitchurch's main shopping streets was undertaken in July 2019 as part of a piece of research reviewing the vibrancy of Shropshire's main market towns and key settlements. The objective of this audit was to provide a snapshot of the vitality of the town.

A total of 122 businesses operate in the survey area, primarily in Green End (58), High Street (55) with a small number (9) in Watergate Street. Some non-consumer facing businesses based in offices above ground floor level businesses may be excluded from this count. Gross floor space allocated to these businesses is almost 16,000m<sup>2</sup>.

The highest proportion of businesses operating in the town are comparison retailers<sup>1</sup>, accounting for 31% of units and 30% of gross floor space. Within the comparison retail category, there are 5 clothes shops, 4 charity shops and 4 florists – other classifications tend to be represented by just 1 or 2 outlets.

Retail services<sup>2</sup> account for the 2<sup>nd</sup> highest proportion of outlets at 21% (albeit for just 13% of floor space). Well represented in this category are hair and beauty salons (7 units), barbers (4 units) and opticians (3 units).

There are 17 restaurants and takeaways in Whitchurch town centre, which is the equivalent of 14% of all units in the town (12% of gross floor space). 11% of both units and floor space is occupied by financial and business service providers. There are 3 banks and 3 estate agents. In the tourism and leisure category, there is 1 hotel and 4 public houses.

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<sup>1</sup> Defined as stores selling non-food/drink/tobacco products

<sup>2</sup> Defined as stores selling a service rather than a product



Representing a relatively small proportion of units and floor space in Whitchurch town centre is the convenience retail category. The 7 outlets in this category comprise butchers (2 units), discounters (2 units) and a delicatessen, a newsagent and off licence. It should be noted that the town's main supermarkets – Sainsbury, Tesco, Lidl and Iceland – are all located a short distance from the main town centre shopping streets.

12% of Whitchurch town centre outlets are vacant (14% of gross floor space). There are 7 vacant units on Green End, 5 on the High Street (including the former National Westminster and HSBC banks) and 2 on Watergate Street (former premises of Argos and Store 21).



### 3. An Economic Vision for Whitchurch

The vision for Whitchurch has been formed collaboratively and informed by engagement with the town and parishes.

*The vision for Whitchurch is one of sustainable growth, capitalising on its assets and being open to development opportunities to rebalance the economy and reduce out commuting. To be a place renowned for its high skilled jobs and its ability to attract investment for large scale infrastructure projects, whilst also supporting the vibrancy of its thriving town centre.*

A number of key themes were raised as part of the engagement with local stakeholders and all will be addressed within the appropriate priority sections of this strategy. A summary of the key themes is included below:

- Provision of more accommodation to attract visitors
- Maintain the unique feel to the town centre and promote it as a community hub.
- Improvements to infrastructure, particularly around the railway and access to the southbound platform
- Aspiration for a digital/innovation business park
- Explore viability of a Business Improvement District and associated 'shop local' campaigns
- Capitalising on strategic location and good transport links
- Making Whitchurch attractive to business
- Opportunities to promote the town as a destination
- Looking at car parking provision and viability
- Ensuring the future sustainability and viability of the town through succession planning with businesses and community leaders
- Rebalancing the higher than average commute out with more employment opportunities

#### 4. Case Study – AGRO Merchants Group

AGRO Merchants Group is one of the UK's leading storage and distribution companies. Operating from a purpose-built 35-acre site in Whitchurch, the company provides distribution and storage services to the food industry, together with a range of specialist services. Warehousing capacity is 197,000 pallets with multi-temperature storage ranging from -28°C to +12°C.

The company has a fleet of 60 tractor units and 120 temperature-controlled and curtain-sided trailers which operate throughout Europe.

A family-owned business with a 75-year heritage, AGRO Merchants Group is committed to on-going investment in facilities, vehicles and systems development. AGRO Merchants Group employ 381 people at the Whitchurch site.

AGRO Merchants Group services include chilled storage, frozen storage, ambient storage, cheese cutting, ingredient sorting, co-packing and blast freezing capacity of up to 360 tonnes. It is a 24/7 state of the art purpose-built site with great connections with all major distribution hubs.

AGRO Merchants Group is certified with BRC Global food standard, BRC storage and distribution, Soil Association Organic Accreditation and Custom and Excise Approved Warehousing.



## 5. Performance and Monitoring

The action plan contained within this document will be reviewed regularly and updated annually by Shropshire Council for the duration of this strategy.

## 6. References and Links

[Economic Growth Strategy for Shropshire 2017-2021](#)  
[European Structural Investment Fund \(ESIF\) Strategy](#)  
[Marches Local Enterprise \(LEP\) Strategic Economic Plan](#)  
[Marches LEP Three Year Skills Plan 2017-2020](#)  
[Site Allocations and Management of Development \(SAMDev\)](#)  
[Shropshire Council Core Strategy \(2011\)](#)  
[Local Plan Review 2016-2036](#)  
[Shropshire Growth Barometer 2019](#)  
[Whitchurch Market Town Profile](#)  
[Place Plans](#)  
[The Marches LEP Visitor Economy Strategy](#)



## Annexe 1: Action Plans

The Local Economic Growth Strategies are a key action contained within the strategy. Delivering the vision from a local perspective will be managed through action plans contained within the strategy to:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Whitchurch to investors

### Target actions and resources where there are economic opportunities

There are several key opportunities, which have been identified through the preparation of this strategy. These include maximising the potential for supporting the retail and food sector in the town, alongside agriculture. Increasing Whitchurch's tourism potential will provide the focus for future Whitchurch activity and guide the key actions to ensure that Shropshire Council maximises and promotes these opportunities for economic growth.

All development will need to take account of known infrastructure constraints and requirements as identified in the place plan and Local Development Framework implementation plan.

### Major employment sites and growth corridors

There will be opportunities to bring forward new employment land to meet our economic needs and Shropshire Council will continue to work with developers and partners to identify and prioritise deliverable future sites. The Local Plan Review is currently taking place, and this provides the framework for housing and economic delivery ensuring that Shropshire Council have a plan-led approach to achieving sustainable development.

Ambition	Action/Delivery	Partners	Timescale	Progress
Innovation Business Park - To offer high skill, high pay jobs to retain key worker and young people in the town and also to attract a workforce	Town Council to scope out potential for a business park and look at land allocations working closely with Shropshire Council. Land at Heath Lane is identified in the SAMDev to form a new 'gateway' business.	Town Council lead with support from Shropshire Council	Short/Medium	
A hotel to attract visitors to stay overnight and also provide business accommodation	Shropshire Council Economic Growth Team are looking to undertake a need and demand survey, together with a site options study for suitable hotel sites. The Prees Road site within Whitchurch will be part of this work. It may also be beneficial to look at potential sites within the town centre.	Shropshire Council	Short/Medium	
<p>Identification of key employment sites. Around 26 hectares* of employment land is in the SAMDEV plan period 2006-2026. Those in SAMDEV already identified need promoting.</p> <p>Potential development land within the bypass</p>	<p>Shropshire Council Economic Growth Team is producing an investment proposition for key employment sites where all sites will be promoted.</p> <p>Allocated employment sites in the SAMDev include:</p> <ul style="list-style-type: none"> <li>• Land at Oaklands Farm</li> <li>• Land at Heath Road</li> </ul> <p>Allocations for Prees, Prees Higher Heath, Whitchurch Rural &amp; Ightfield and Calverhall can be found in the <a href="#">SAMDev</a>.</p>	Shropshire Council Economic Growth Team Planning Policy Team	Short/Medium	

with to create a growth corridor				
Strategic corridor North East Shropshire and the A41 growth corridor linking to the M54 – related to the HS2 hub at Crewe and links to the North West to Cheshire and beyond	Shropshire Council and The Marches LEP are actively engaged with Midlands connect at Board level. The Marches LEP has also produced a Strategic Corridors Study which is informing the Midlands Connect Programme.	Shropshire Council	Short/Medium	



## Target growing and under-represented sectors

There are a number of sectors in Shropshire which are performing well. The largest employment sectors in Whitchurch are retail, health and transport & storage. Whitchurch is home to one of our largest employers AGRO Merchants Group who provide transport solutions to our thriving food sector and nationally keeps the UK food industry on the move.

Six existing sectors have been identified in the Economic Growth Strategy as having specific growth potential, with an emphasis on technologies and innovation.

<http://www.investinshropshire.co.uk/key-shropshire-sectors/>

- Advanced Manufacturing including Engineering and Agri-tech
- Food and Drink Processing
- Health and Social Care
- Visitor Economy (and heritage-based business)
- Environmental Science and Technologies
- Creative and Digital Industries

Shropshire Council has also identified a number of under-represented sectors that link well with our sectoral strengths in Shropshire, which are Professional, Business Services and Construction.

Ambition	Action / Delivery	Partners	Timescale	Progress
To identify and support existing sectors and identify cluster opportunities and define sectoral strengths	To prepare sectoral propositions aligned to identify target and growing sectors in the Economic Growth Strategy.  <a href="http://www.investinshropshire.co.uk/key-shropshire-sectors/">http://www.investinshropshire.co.uk/key-shropshire-sectors/</a>	Shropshire Council Business Growth and Investment Team	Immediate	
Produce a Cultural Strategy for Shropshire	Shropshire Council is producing a new Cultural Strategy for Shropshire will be published by Sept 2020 <a href="#">Cultural Strategy Link</a>	Shropshire Council	Immediate	
Work with the Marches LEP to produce a Visitor Economy Strategy	Shropshire Council is exploring ways of assisting the Local Enterprise Partnership with the production of a Marches Visitor Economy Strategy 2020. <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	
Work with the Marches LEP to produce a Local Industrial Strategy.	The Marches LEP has produced a Strategic Economic Plan. Aspirations of key market towns in Shropshire will form part of this Plan. Local Industrial Strategy for the Marches area is being produced looking at sector strengths within the LEP. <a href="https://www.marcheslep.org.uk/what-we-do/economic-plan/">https://www.marcheslep.org.uk/what-we-do/economic-plan/</a>	Marches LEP Shropshire Council	Short/Medium	

## Identifying External Funding Opportunities

This Strategy looks to outline Whitchurch's aspiration for Economic Growth helping to identify appropriate funding opportunities, which may be suitable to support this.

Investment provided through the UK Government, European and other funding bodies, including the Growth Deal, are already being utilised positively to deliver Economic Growth across the County. This strategy outlines several projects, which Shropshire Council can begin to map against different funding sources, fully utilising funding secured for economic growth projects for the benefit of Whitchurch. Shropshire Council is working with the Marches LEP to understand the opportunities for funding post Brexit.<sup>3</sup>

Working in partnership with the Town Council and the surrounding areas, we can collectively look at exploring suitable external funding and private sector investment into the area.

For further up to date information on funding and grants, please contact the Marches Growth Hub.

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

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<sup>3</sup> As the implications of Brexit become clear, Shropshire Council will work across the sector profile of Whitchurch to fully understand opportunities and issues that can specifically benefit businesses in Whitchurch. This will include implications for the agricultural sector in particular and Shropshire Council will engage with both local and national organisations to capture their full input, information and intelligence

## Enable Businesses to Start, Grow and Succeed

Business support is now delivered across the Marches through the Marches Growth Hub which supports businesses across Shropshire; helping them to start, grow and succeed, whilst also helping our county to stimulate, energise and celebrate the enterprise, innovation and successes of our business community. Shropshire benefits from having its own Growth Hub located at the Shropshire Food Enterprise Centre, Shrewsbury.

Continuing effective engagement and collaboration through our key account management with larger businesses in Whitchurch is a key focus for the Economic Growth team and the Business Growth and Investment Team. This includes identifying supply chain opportunities whilst also supporting the growth potential of existing Small Medium Enterprises (SME's) to enable expansion to larger business status.

Ambition	Action / Delivery	Partners	Timescale	Progress
Provision of outreach business support	Develop the hub's outreach programme of business support provision. Explore outreach delivery options in Whitchurch and agree a plan of activities and events for the town, which will include one-to-one surgeries in libraries.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	The Shropshire Growth Hub is visiting Industrial/Enterprise Parks based on feedback from businesses that the outreach aspect of the Growth Hub support prompted their engagement.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	Shropshire Council Economic Growth Team is in discussion with the Shropshire Chamber of Commerce for a joint outreach programme where all partners visit market towns on a Roadshow basis. Currently the option of utilising any redundant mobile libraries to re-configure and repurpose is being explored.	Shropshire Council Business Growth and Investment Team	Short/Medium	

	Continue to support the Marches LEP in the delivery of the Growth Hub.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Support for existing businesses alongside new businesses	The Growth Hub will engage with Town Councils and meetings will be arranged with each town clerk to discuss local business support provision.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	To identify fast growing companies and to develop and tailor the business support offer to the Whitchurch economic profile.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Succession Planning with new business and community leaders to ensure a vibrant town centre	The Growth Hub is working with HR Shropshire and Shropshire Youth Support Trust (SYST) on an agreed outreach programme of events and activities and will look at how to incorporate succession planning themed events into the programme.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Provision of Incubation Units	There is demand for workshops / office space with limited provision.  Supporting incubation and grow on provision within market towns remains a strategic objective.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Business Board	To continue to work with the Shropshire Business Board as a key partner in delivering our growth agenda.	Shropshire Council	Immediate	

## Deliver Infrastructure to Support Growth

Shropshire Council's Strategic Infrastructure Forum maintains an overview of all the economic growth and infrastructure projects which are led by the council or where the council can enable partners to deliver.

This strategy will be supported by the Whitchurch and surrounding area Place Plan. The purpose of the Place Plan is to help Shropshire Council to deliver its Local Development Framework and its Economic Growth Strategy. To do this, Place Plans identify and prioritise infrastructure needs within their local area and identify partners and funding sources to support delivery. There are many facilities and assets that contribute to a place and the Council's role in place shaping is an important one as it creates the conditions and environment that attracts people and businesses to the area. The Whitchurch Place Plan is an intrinsic part of helping us to achieve growth within the local economy, through the provision of public services and use of public assets.

## Transport Infrastructure

Transport infrastructure in the north of the county is of particular regional importance. Shropshire Council will continue working closely with statutory bodies such as Highways England and Network Rail to improve and secure funding for strategic road networks that are key for supporting growth in Whitchurch.

Ambition	Action / Delivery	Partners	Timescale	Progress
There are opportunities around the train station HS2. Whitchurch to Crewe is only 15 minutes. Whitchurch could become a hub with links to London	Shropshire Council and the Marches LEP are actively engaged with Midlands Connect at Board Level.	Shropshire Council Marches LEP	Short/Medium	

<p>Development of a community rail partnership to improve station/access/parking</p> <p>There needs to be access to the southbound platform and parking is also limited at the station</p>	<p>The council is working with the Road Rail Partnership, a statutory body with Network Rail, and Highways England, which is enabling conversations about linking improvements to railways infrastructure to growth opportunities.</p>	<p>Shropshire Council Network Rail</p>	<p>Medium</p>	
<p>Install lifts at the train station</p>	<p>Discussion required with Network Rail</p>	<p>Town Council Shropshire Council Network Rail</p>	<p>Short/Medium</p>	
<p>Improvements to public transport including transport provision to help access training opportunities – potential link with training centre</p>	<p>Local Transport Plan</p>	<p>Shropshire Council Town Council</p>	<p>Short/Medium</p>	

## Digital Connectivity

Digital connectivity is now fundamental for business. Provision and reliability of the digital network will enable all aspects of business to operate and grow in Whitchurch and the surrounding rural area.

Ambition	Action / Delivery	Partners	Timescale	Progress
<p>High-speed broadband outside of town to support businesses operating in the rural hinterland</p>	<p>The connecting Shropshire programme will continue to put forward the case for greater investment in mobile and broadband coverage.</p> <p>Shropshire Council area now has around 90% coverage of superfast broadband, and 98% of premises could have access to superfast broadband by the end of all current contracts (with Airband and BT/Openreach) in 2021.</p> <p>There is a need to identify key corridors that will require ultrafast/ full fibre/ 5G requirements beyond superfast contract delivery.</p> <p>The Marches and Gloucestershire Business Broadband Grant Scheme provides up to £25,000 for local eligible businesses to fund the installation of superfast broadband connections. The funding is designed to support qualifying businesses that cannot access superfast broadband currently and are not within any clearly defined roll out plans to receive superfast broadband.</p> <p>The grant will fund the associated capital costs of delivery and installation of the solution to premises. Applicants are responsible for paying the monthly cost through the contract term.</p>	<p>Shropshire Council Connecting Shropshire Team</p>	<p>Short/Medium</p>	



## Utilities Capacity

Understanding capacity constraints and exploring ways of addressing these where possible will be key to improving infrastructure to support growth.

Ambition	Action / Delivery	Lead	Timescale	Progress
Improvements to power supply at Waymills Industrial Estate	Shropshire Council will continue to liaise with utility providers to address issues with supply. Shropshire Council will continue engagement with Scottish Power Energy networks in helping to secure significant investment proposals in the north of the county. There is now a Scottish power scheme to upgrade the supply and an application is going to the National Grid.	Shropshire Council Marches LEP Utility Partners	Short/Medium Improvements to electricity infrastructure by 2021	
Addressing utilities infrastructure, particularly foul and surface water  Drainage issues need to be resolved in order to unlock further development	All development in Whitchurch will need to take account of utility issues. This includes wastewater infrastructure capacity. The scale of development is such that hydraulic modelling is needed for the catchment as a whole. There are also known electricity supply issues, which will require significant capital investment. Development should therefore be phased appropriately to take account of critical infrastructure delivery.	Utility Partners	Short/Medium	
Improvements to waste water	Welsh Water to install sewerage to support growth of the town.	Town Council to continue discussion on this with Welsh Water	Short/Medium	

## Housing

The availability of housing of the right type, quality and cost to meet the needs of Whitchurch is an important consideration for businesses so that employees are able to secure the housing they need. The level of development outlined in the SAMDev is ambitious but is considered consistent with the local growth aspirations and the environmental and physical capacity of the town.

Ambition	Action / Delivery	Lead	Timescale	Progress
<p>Whitchurch has aspirations for housing growth. Whitchurch is a focus of significant development with 1200 houses* identified in the SAMDEV (900 for the remaining period of the plan). Identification of Further housing sites e.g. Tilstock Road and “pockets” with a mix of houses/flats/bungalows to buy and rent</p>	<p>Shropshire Council will support the supply of housing through a plan led approach and allocation of strategic sites for sustainable development (SAMDev)</p> <p>Allocated housing sites in the SAMdev include;</p> <ul style="list-style-type: none"> <li>• Land at Tilstock Road</li> <li>• Land at Mount Farm</li> <li>• Land at Alport Road</li> <li>• Land West of Oaklands Farm</li> <li>• Land North of Mill Farm</li> </ul> <p>There will be a coordinated approach to the delivery of this scheme alongside other sites to ensure development contributes appropriately to the delivery of necessary highway improvements around the town.</p> <p>Allocations for Prees, Prees Higher Heath, Whitchurch Rural &amp; Ightfield and Calverhall can be found in the <a href="#">SAMDev</a>.</p> <p>All sites coming forward need to have full fibre broadband infrastructure installed at build stage.</p>	<p>Shropshire Council Local Plan delivery framework.</p>	<p>Medium</p>	

## Local Place Infrastructure – Economic Growth Opportunities

The Council's role in place shaping is important to achieving economic growth opportunities as it helps create the conditions to attract people and businesses to an area.

Ambition	Action / Delivery	Lead	Timescale	Progress
Explore viability of a Business Improvement District to ensure a vibrant and resilient town centre and delivery of services over and above those delivered	Shropshire Council to facilitate talks with other BID areas and provide appropriate support if the Town Council wish to proceed with a BID.	Town Council with support from Shropshire Council	Short/Medium	
To improve signage to promote the town	Town Council Business plan and explore possible neighbourhood funding.	Town Council	Short/Medium	
More 'shop local' campaigns	Town Council to coordinate.		Short/Medium	
Passport – possibly linked to BID to offer incentives through local shops	Town Council, with support from Shropshire Council, to explore BID aspirations.	Town Council	Short/Medium	
Welcome pack to Whitchurch included with new house builds	Town Council to deliver – possibly a delivery option through the BID.	Town Council	Short/Medium	
Improve the market offer - more variety – themed to add to the towns offer	Town Council to undertake further research in the town on need and demand.	Town Council	Short/Medium	
Utilise empty shops/units - Pop up shops in empty units.	Develop imaginative schemes to use empty properties.	Town Council	Short/Medium	
Developments around the Shropshire Union Canal Potential	To explore potential funding options - possibly community funding.	Town Council with support	Short/Medium	

to exploit the canal and possible expansion of marina.	Whitchurch Waterways Trust is putting a project plan together and investigating funding options to move the work forward.	from Shropshire Council		
Improving links to/from Crewe and to/from HS2 – to be led by Highways England, supported by Shropshire Council as part of work with partners of Northern Gateway e.g. Cheshire East and Staffs	Project is currently under discussion. Highways England is committed to support the delivery of HS2 and recognises this as a priority within its North West region.	Highways England, all affected authorities, Constellation partnership, Transport for Wales	Short/Medium	
Progress potential development of Digital Innovation and Enterprise Park – potentially to be sited at either Waymills or Heath Road within SAMDev	Shropshire Council will scope out potential for a business park and look at land allocations, working closely with Town Council.	Town Council, Shropshire Council, developers	Short/Medium	

## Meet Skills Needs and People's Aspirations for Work

As referenced in the Economic Growth Strategy for Shropshire 2017-2021 Shropshire Council will need to support potential across all segments of the working age population to maximise the full economic output. A skills strategy has been produced which aligns with the Marches LEP skills strategy and Shropshire Council's own action plan.

Ambition	Action / Delivery	Lead	Timescale	Progress
Higher skilled jobs to not only attract a workforce but also to retain young people	To work closely with local schools and colleges to facilitate relationships and foster entrepreneurship so that young people in Whitchurch are aware of future opportunities within Shropshire. A skills strategy has been produced which aligns with the Marches LEP skills strategy and our own action plan.	Shropshire Council Enterprise Coordinator	Short/Medium	
Retention of young people within the town and support with skills	Whitchurch Secondary School has been matched with an Enterprise Adviser volunteer at a senior level in business who advises the school on their career's guidance strategy and plans, and who assists with business engagement in careers activities in schools. Careers activities have been expanded in school.	Shropshire Council – Enterprise Coordinator	Short/Medium	
Training facility linked to adult education – apprenticeships/local youth opportunities	To meet the aspiration of increasing jobs, retaining young people and attracting high skill labour there is the aspiration for a specific adult training facility.	Town Council and Shropshire Council to look at future opportunities	Short/Medium	

## Promote Whitchurch to Investors

This strategy represents the opportunity for Whitchurch and its surrounding area to present a clear identity and outlines a prospectus for investors, identifying areas of constraints where intervention can help unlock growth and capitalise on opportunities.

Shropshire Council is preparing an investment proposition which will outline key investment sites, sector propositions and development potential. This will give potential investors and businesses the information they need to show why they should invest/locate/work in our county. This strategy will form an important part of this investment proposition.

Ambition	Action / Delivery	Partners	Timescale	Progress
Promote Whitchurch, both as destination and an investment	Production of a locally produced Invest in Whitchurch proposition/destination management plan. <a href="#">Invest in Shropshire</a>	Shropshire Council	Immediate	
	Produce a new Cultural Strategy for Shropshire – September 2020	Shropshire Council	Short/Medium	
	Support the production of the Marches Visitor Economy Strategy 2020 <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	

# Draft Whitchurch Local Economic Growth Strategy 2020-2025

## Supporting information

For more information on Shropshire Council's Economic Growth Strategy, please go to:

<http://www.investinshropshire.co.uk/wp-content/uploads/2017/08/Economic-Growth-Strategy-for-Shropshire-2017-2021.pdf>

For more information on Shropshire Council Growth Hub please go to:

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

For more information on Shropshire Council Investment Propositions, please go to:

<http://www.investinshropshire.co.uk/>

For information on Marches LEP, please go to:

<https://www.marcheslep.org.uk/what-we-do/economic-plan/>

For more information on Shropshire Council's planning policies, please go to:

<https://www.shropshire.gov.uk/planning-policy/>

For more information on Place Plans, please go to:

<http://www.shropshire.gov.uk/place-plans>

or contact your Place Plan Officer via [PlacePlans@shropshire.gov.uk](mailto:PlacePlans@shropshire.gov.uk)

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# Draft Market Drayton Local Economic Growth Strategy 2020-2025

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# Draft Market Drayton Local Economic Growth Strategy 2020-2025

## Foreword

Shropshire Council is delighted to present the Market Drayton Economic Growth Strategy, the development of which was a key action from the wider Economic Growth Strategy for Shropshire. This document will provide an economic focus for the town and surrounding areas and outlines the key actions that we will collectively be looking to deliver during this timeframe.

These strategies will help the Council to achieve these three objectives and deliver the economic vision for Shropshire. This local economic growth strategy is fully aligned with the Local Plan Review 2019 and other key documents such as the Place Plans. The Local Economic Growth Strategy is an external investment document for the local area, which focuses on how economic growth is tailored in Market Drayton.

Market Drayton and its surrounding area provides a unique opportunity for businesses looking to invest and grow. As well as informing and guiding delivery, this strategy is seen as having a key role in encouraging growth, attracting new businesses and investment into not just the town, but also the surrounding area.



**Cllr Steve Charmley**  
*Portfolio Holder for  
Assets, Economic  
Growth and  
Regeneration  
Shropshire Council*



## 1. Economic Growth Strategy for Shropshire 2017-2021

Our Economic Growth vision for Shropshire...

*To be the best place to do business and invest, renowned for its pool of local talent and expertise. We will strive to maximise our economic potential and increase productivity by fully utilising the benefits of our special environment and high-quality assets.*

Shropshire Council has 3 objectives for Economic growth:

- supporting the growth of new and existing businesses
- attracting inward investment
- developing and retaining talent and skills

There are five priority actions and targets to help deliver the vision from a local perspective: within the strategy to:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Market Drayton to investors

Shropshire Council's values and approach to growth will influence this strategy and effective engagement is necessary to communicate growth ambitions and the methods proposed to achieve them. Shropshire Council understands the need to work closely locally in the production of this strategy and to understand the local perspective of the needs and ambitions of Market Drayton. This will help the collective delivery of a strategy in a commercial, enterprising and innovative way. However, it is recognised that Shropshire Council and local councils do not have control over all actions and activities that have been outlined in this strategy. Shropshire Council will therefore take a collaborative approach to working across the public and private sectors locally to open communication channels to enable discussions for the benefit of Market Drayton's economy, businesses and residents.

### Climate Change

Shropshire Council has declared a Climate Emergency and is taking active steps to develop a Climate Change Strategy to reduce its own carbon footprint and to adapt the services for which it is directly responsible. Shropshire Council will also use its direct influence through its regulatory and procurement roles to encourage others to adopt a rapid transition to net zero carbon. Finally, the Council will work with businesses and residents in Shropshire to support their efforts to tackle Climate Change by encouraging behavioural changes that will help reduce carbon emissions and build resilience to climate change.



## 2. Market Drayton – A Local Profile

Market Drayton is the third largest town in north Shropshire. It is located in the north east of Shropshire near the Staffordshire border. Shrewsbury lies to its south west, Telford to its south and Crewe to the north, all of which are within easy commuting distance.

The A53 Shrewsbury to Newcastle under Lyme road skirts the north of the town. The M6 is within 15 miles of the town and the M54 within 20 miles. The major cities of Birmingham, Manchester and Liverpool are easily accessible through the national motorway network.

Market Drayton serves a substantial hinterland as well as its own resident population. Its economy has traditionally been based upon agriculture and related industries, and the town remains reliant on food processing via the presence of two major employers, Müller and Pork Farms (Palethorpes). Overall, local employment has roughly matched its resident workforce but there are significant and growing levels of commuting both into and out of the town.

There is a growing legal advice sector, in Market Drayton, that needs to be encouraged and the town has a good capacity for broadband and IT infrastructure. The town is seen as a growth centre for the area.

The town centre is home to a wide and vibrant range of businesses predominantly comprising of small independent shops with larger supermarkets located out of the centre. There is a vibrant Wednesday street market, which has a regional reputation and on the edge of the town is a regionally important livestock market. Close to the town centre, next to the historic Red Lion public house, Joules Brewery has helped to add to the town's employment and tourism attractions.

An audit of businesses operating in Market Drayton's main shopping streets was undertaken in May 2019 as part of a piece of research reviewing the vibrancy of Shropshire's main market towns and key settlements. The objective of this audit was to provide a snapshot of the vitality of the town.

### Market Drayton – High Street Survey 2019

A total of 117 businesses operate in the town centre. The principal shopping streets are Cheshire Street (50), High Street (22), Shropshire Street (20) and Queen Street (23 including those in Wilkinson's Walk). Some non-consumer facing businesses based in offices above ground floor level businesses may be excluded from this count. Gross floor space allocated to these businesses is just under 16,500m<sup>2</sup>.

The highest proportion of businesses operating in the town are comparison retailers<sup>1</sup>, accounting for 27% of units and 39% of gross floor space. Within the comparison retail category, there are 5 clothes shops, 5 charity shops and 3 gift shops – most other classifications tend to be represented by just 1 or 2 outlets.

The presence of 2 large comparison retailers – Argos and Wilko – means that this category accounts for more than a 3rd of gross floor space in the town. Retail services<sup>2</sup> account for the 2nd highest proportion of outlets at 24% (albeit for just 12% of floor space). Well represented in this category are hair and beauty salons (10 units), barbers (4 units) and opticians (3 units).

There are 17 restaurants and takeaways in Market Drayton town centre, which is the equivalent of 15% of all units in the town (12% of gross floor space). 14% of units and 10% of floor space is occupied by financial

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<sup>1</sup> Defined as stores selling non-food/drink/tobacco products

<sup>2</sup> Defined as stores selling a service rather than a product

and business service providers. There are 4 banks/building societies, 3 accountants, 2 solicitors and 2 estate agents. In the tourism and leisure category, there are 5 pubs/bars.

Representing a relatively small proportion of units in Market Drayton town centre is the convenience retail category. The 7 outlets in this category include a bakery, a delicatessen, a frozen food store, a health food store, a market, an off-licence and a grocery store. The 2 main supermarkets – Asda and Morrisons – are both just outside the main shopping centre.

There are 11 empty units in Market Drayton, which is the equivalent of just under one in 10 units (also just less than 10% of gross floor space). 4 of the vacant premises are on the High Street, with 3 in Shropshire Street and 2 each in Cheshire Street and Queen Street.



### 3. An Economic Vision for Market Drayton

The vision for Market Drayton has been formed collaboratively and informed by engagement with the town and parishes.

To be a good place to live and work with a long-term aspiration to create an enterprise culture that attracts investors and supports existing and vibrant new businesses.

A number of key themes were raised as part of the engagement with local stakeholders and all will be addressed within the appropriate priority sections of this strategy. A summary of the key themes is included below:

- Market Drayton can provide good employment opportunities and training facilities for a growing work force
- There is an aspiration to continue to improve the town centre and encourage tourism through the canal and potential marina site
- To support our vision and additional growth, Shropshire Council needs to ensure the towns infrastructure and service provision e.g. education facilities, transport, healthcare, sports and leisure facilities etc. are developed to meet the increased need
- High quality accessible health and care services with a focus on wellbeing through the community Zone project
- Opportunities at Tern Valley to deliver economic growth
- Adequate housing provision and infrastructure alongside developments
- Increased accommodation to encourage visitors and boost the tourism economy
- Maintain the unique feel to the town centre and promote it as a community hub



## 4. Case Study – Müller Group

In 1971, Theobald Alfons Müller took over his father's small dairy in the Bavarian town of Aretsried. That dairy had just four employees. Today, the Müller Group is an extended family of over 25,000 people, 8,500 of whom are based in the UK.

Based in Market Drayton, with production facilities also in Minsterley, near Shrewsbury, Müller Yogurt & Desserts is the UK's leading yogurt manufacturer.

The Müller brand is ranked at No.9 in The Grocer's Top 100 list of Britain's Biggest Brands and is also the 7th most chosen brand in the UK, picked from shelves more than 230 million times each year.

Müller UK & Ireland is wholly owned by Unternehmensgruppe. In the UK, Müller develops, manufactures and markets a wide range of branded and private label dairy products made with milk from more than 1,650 British farmers.

Müller UK & Ireland comprises three business units:

Müller Milk & Ingredients is Britain's largest producer of branded and private label fresh milk, cream, butter and ingredients products, with a network of dairies and depots servicing customers throughout the country.

Müller Yogurt & Desserts is the UK's leading yogurt manufacturer responsible for major brands such as Müllerlight, Müller Corner and Müller Rice. It produces chilled desserts under licence from Mondelez International and supplies the UK private label yogurt market from a dedicated, state of the art yogurt facility.

Milk & More delivers daily essentials to more than 500,000 homes in England, via a network of 53 local fulfilment centres. The milkman is arguably the original home delivery service, and Milk & More is ensuring that this great British tradition continues to flourish.



## 5. Performance and Monitoring

The action plan contained within this document will be reviewed regularly and updated annually by Shropshire Council for the duration of this strategy.

## 6. References and Links

[Economic Growth Strategy for Shropshire 2017-2021](#)  
[European Structural Investment Fund \(ESIF\) Strategy](#)  
[Marches Local Enterprise \(LEP\) Strategic Economic Plan](#)  
[Marches LEP Three Year Skills Plan 2017-2020](#)  
[Site Allocations and Management of Development \(SAMDev\)](#)  
[Shropshire Council Core Strategy \(2011\)](#)  
[Local Plan Review 2016-2036](#)  
[Shropshire Growth Barometer 2019](#)  
[Market Drayton Town Profile](#)  
[Place Plans](#)  
[The Marches LEP Visitor Economy Strategy](#)



## Annexe 1: Action Plans

The Local Economic Growth Strategies are a key action contained within the strategy. Delivering the vision from a local perspective will be managed through action plans contained within the strategy to:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Market Drayton to investors

### Target actions and resources where there are economic opportunities

There are several key opportunities, which have been identified through the preparation of this strategy. These include maximising the potential for supporting the retail and food sector in the town, agriculture and increasing Market Drayton's tourism potential will provide the focus for future Market Drayton activity and guide the key actions to ensure that Shropshire Council maximises and promotes these opportunities for economic growth.

All development will need to take account of known infrastructure constraints and requirements as identified in the place plan and Local Development Framework implementation plan.

### Major employment sites and growth corridors

There will be opportunities to bring forward new employment land to meet our economic needs and Shropshire Council will continue to work with developers and partners to identify and prioritise deliverable future sites. The Local Plan Review is currently taking place, and this provides the framework for housing and economic delivery ensuring that Shropshire Council has a plan-led approach to achieving sustainable development.

Ambition	Action/Delivery	Partners	Timescale	Progress
Further investment and development of units at Tern Valley	Shropshire Council is delivering the Market Drayton Business Grant Scheme, which has benefitted businesses on Tern Valley and enabled relocation onto the Business Park. There is also ongoing key account work through the Economic Growth team, specifically focused on the development of Tern Valley and attracting investment.	Shropshire Council Economic Growth Team Planning Policy Team	Short/Medium	
<p>Identification of key employment sites</p> <p>Around 13 hectares of employment land is in the SAMDEV plan period 2006-2026 Those in SAMDEV already identified – need promoting. Potential development land within the bypass to create a growth corridor</p>	<p>Economic Growth Team are producing an investment proposition for key employment sites where all sites will be promoted.</p> <p>Allocated employment sites in the SAMDev include;</p> <p>Allocations for Adderley, Cheswardine, Childs Ercall, Hinstock, Hodnet, Stoke Heath, Woore, Irelands Cross and Pipe Gate can be found in the <u>SAMDev</u>.</p>	Shropshire Council	Short/Medium	
Tern Hill Barracks – a major site for the future	Clive Barracks at Tern Hill is part of ongoing discussions for mixed use development and is subject to the Local Plan review 2019.	Shropshire Council Defence Infrastructure Organisation	Short/Medium	

## Target growing and under-represented sectors

There are several sectors in Shropshire which are performing well. The largest employment sectors in Market Drayton are retail, professional service and business services. Market Drayton is also home to some of the county's major brands including Müller and Palethorpes Bakery part of the UK Addo Food Group.

Six existing sectors have been identified in the Economic Growth Strategy as having specific growth potential, with an emphasis on technologies and innovation.

<http://www.investinshropshire.co.uk/key-shropshire-sectors/>

- Advanced Manufacturing including Engineering and Agri-tech
- Food and Drink Processing
- Health and Social Care
- Visitor Economy (and heritage-based business)
- Environmental Science and Technologies
- Creative and Digital Industries

Shropshire Council has also identified a number of under-represented sectors that link well with our sectoral strengths in Shropshire, which are Professional, Business Services and Construction.

Ambition	Action / Delivery	Partners	Timescale	Progress
To identify and support existing sectors and identify cluster opportunities and define sectoral strengths	To prepare sectoral propositions aligned to identify target and growing sectors in the Economic Growth Strategy.  <a href="http://www.investinshropshire.co.uk/key-shropshire-sectors/">http://www.investinshropshire.co.uk/key-shropshire-sectors/</a>	Shropshire Council Business Growth and Investment Team	Immediate	
Produce a Cultural Strategy for Shropshire	Shropshire Council is producing a new Cultural Strategy for Shropshire will be published by Sept 2020 <a href="#">Cultural Strategy Link</a>	Shropshire Council	Immediate	
Work with the Marches LEP to produce a Visitor Economy Strategy	Shropshire Council is exploring ways of assisting the Local Enterprise Partnership with the production of a Marches Visitor Economy Strategy 2020. <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	
Work with the Marches LEP to produce a Local Industrial Strategy.	The Marches LEP has produced a Strategic Economic Plan. Aspirations of key market towns in Shropshire will form part of this Plan. Local Industrial Strategy for the Marches area is being produced looking at sector strengths within the LEP. <a href="https://www.marcheslep.org.uk/what-we-do/economic-plan/">https://www.marcheslep.org.uk/what-we-do/economic-plan/</a>	Marches LEP Shropshire Council	Short/Medium	

## Identifying External Funding Opportunities

This Strategy looks to outline Market Drayton's aspiration for Economic Growth helping to identify appropriate funding opportunities, which may be suitable to support this.

Investment provided through the UK Government, European and other funding bodies, including the Growth Deal, are already being utilised positively to deliver Economic Growth across the County. This strategy outlines several projects, which Shropshire Council can begin to map against different funding sources, fully utilising funding for economic growth projects. Shropshire Council is working with the Marches LEP to understand the opportunities for funding post Brexit.<sup>3</sup>

Working in partnership with the Town Council and the surrounding areas, we can collectively look at exploring suitable external funding and private sector investment into the area.

For further up to date information on funding and grants, please contact the Marches Growth Hub.

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

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<sup>3</sup> As the implications of Brexit become clear, Shropshire Council will work across the sector profile of Market Drayton to fully understand opportunities and issues that can specifically benefit businesses in Market Drayton. This will include implications for the agricultural sector in particular and Shropshire Council will engage with both local and national organisations to capture their full input, information and intelligence



## Enable Businesses to Start, Grow and Succeed

Business support is now delivered across the Marches through the Marches Growth Hub which supports businesses across Shropshire; helping them to start, grow and succeed, whilst also helping our county to stimulate, energise and celebrate the enterprise, innovation and successes of our business community. Shropshire benefits from having its own Growth Hub located at the Shropshire Food Enterprise Centre, Shrewsbury.

Continuing effective engagement and collaboration through our key account management with larger businesses in Market Drayton is a key focus for the Economic Growth team and the Business Growth and Investment Team. This includes identifying supply chain opportunities whilst also supporting the growth potential of existing Small Medium Enterprises (SME's) to enable expansion to larger business status.

Ambition	Action / Delivery	Partners	Timescale	Progress
Provision of outreach business support	Develop the hub's outreach programme of business support provision. Explore outreach delivery options in Market Drayton and agree a plan of activities and events for the town, which will include one-to-one surgeries in libraries.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	The Shropshire Growth Hub is visiting Industrial/Enterprise Parks based on feedback from businesses that the outreach aspect of the Growth Hub support prompted their engagement.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	Shropshire Council Economic Growth Team is in discussion with the Shropshire Chamber of Commerce for a joint outreach programme where all partners visit market towns on a Roadshow basis. Currently the option of utilising any redundant mobile libraries to re-configure and repurpose is being explored.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	Continue to support the Marches LEP in the delivery of the Growth Hub.	Shropshire Council Business Growth and Investment Team	Short/Medium	

Support for existing businesses alongside new businesses	The Growth Hub will engage with Town Councils and meetings will be arranged with each town clerk to discuss local business support provision.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	To identify fast growing companies and to develop and tailor the business support offer to the Market Drayton economic profile.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Succession Planning with new business and community leaders to ensure a vibrant town centre	The Growth Hub is working with HR Shropshire and Shropshire Youth Support Trust (SYST) on an agreed outreach programme of events and activities and will look at how to incorporate succession planning themed events into the programme.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Provision of Incubation Units	There is demand for workshops / office space with limited provision.  Supporting incubation and grow on provision within market towns remains a strategic objective.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Business Board	To continue to work with the Shropshire Business Board as a key partner in delivering our growth agenda.	Shropshire Council	Immediate	

## Deliver Infrastructure to Support Growth

Shropshire Council's Strategic Infrastructure Forum maintains an overview of all the economic growth and infrastructure projects, which are led by the council or where the council can enable partners to deliver.

This strategy will be supported by the Market Drayton and surrounding area Place Plan. The purpose of the Place Plan is to help Shropshire Council to deliver its Local Development Framework and its Economic Growth Strategy. To do this, Place Plans identify and prioritise infrastructure needs within their local area and identify partners and funding sources to support delivery. There are many facilities and assets that contribute to a place and the Council's role in place shaping is an important one as it creates the conditions and environment that attracts people and businesses to the area. The Market Drayton Place Plan is an intrinsic part of helping us to achieve growth within the local economy, through the provision of public services and use of public assets.

### Transport Infrastructure

Transport infrastructure in the north of the county is of particular regional importance. Shropshire Council will continue working closely with statutory bodies such as Highways England and Network Rail to improve and secure funding for strategic road networks that are key for supporting growth in Market Drayton.

Ambition	Action / Delivery	Partners	Timescale	Progress
Better links with other larger towns and education facilities	To feed into Local Transport Plan	Shropshire Council Highways Team	Short/Medium	

Improvements to public transport with buses to run early and late to cover the needs of young adults in education	To feed into Local Transport Plan	Shropshire Council Highways Team	Medium	
Tern Hill roundabout needs improvements to cope with additional work force and the development of Tern Hill Barracks	To broker discussions with Highways England and consider as part of development of Clive Barracks.	Town and Parish Councils, Shropshire Council	Short/Medium	

## Digital Connectivity

Digital connectivity is now fundamental for business. Provision and reliability of the digital network will enable all aspects of business to operate and grow in Market Drayton and the surrounding rural area.

Ambition	Action / Delivery	Partners	Timescale	Progress
<p>High-speed broadband outside of town to support businesses operating in the rural hinterland</p>	<p>The connecting Shropshire programme will continue to put forward the case for greater investment in mobile and broadband coverage.</p> <p>Shropshire Council area now has around 90% coverage of superfast broadband, and 98% of premises could have access to superfast broadband by the end of all current contracts (with Airband and BT/Openreach) in 2021.</p> <p>There is a need to identify key corridors that will require ultrafast/ full fibre/ 5G requirements beyond superfast contract delivery.</p> <p>The Marches and Gloucestershire Business Broadband Grant Scheme provides up to £25,000 for local eligible businesses to fund the installation of superfast broadband connections. The funding is designed to support qualifying businesses that cannot access superfast broadband currently and are not within any clearly defined roll out plans to receive superfast broadband.</p> <p>The grant will fund the associated capital costs of delivery and installation of the solution to premises. Applicants are responsible for paying the monthly cost through the contract term.</p>	<p>Shropshire Council Connecting Shropshire Team</p>	<p>Short/Medium</p>	

## Utilities Capacity

Understanding capacity constraints and exploring ways of addressing these where possible will be key to improving infrastructure to support growth.

Ambition	Action / Delivery	Lead	Timescale	Progress
Improvements to utilities infrastructure to facilitate economic growth	All development in Market Drayton will need to take account of utility issues, with appropriate infrastructure in place to accommodate growth. The Marches LEP Energy Strategy to look at influencing distribution network operators.	Shropshire Council Marches LEP Utility Partners	Short/Medium	

## Housing

The availability of housing of the right type, quality and cost to meet the needs of Market Drayton is an important consideration for businesses so that employees are able to secure the housing they need. The level of development outlined in the SAMDev is ambitious but is considered consistent with the local growth aspirations and the environmental and physical capacity of the town.

Ambition	Action / Delivery	Lead	Timescale	Progress
<p>Market Drayton has aspirations for housing growth – with new developments to house the work force. There should be adequate provision coming forward.</p> <p>Market Drayton is a focus of significant development with a housing guideline of 1200 houses identified in the SAMDEV for the plan period 2006-2026</p>	<p>Shropshire Council will support the supply of housing through a plan led approach and allocation of strategic sites for sustainable development (SAMDev)</p> <p>Allocated housing sites in the SAMdev include;</p> <ul style="list-style-type: none"> <li>• Land off Rush Lane (West)</li> <li>• Land off Rush Lane (East)</li> <li>• Land between Croft Way and Greenfields Lane</li> </ul> <p>New development must recognise the importance of safeguarding and, where possible, enhancing the landscape and historic character and amenity value of the Tern Valley and Shropshire Union Canal and expand and connect the town’s environmental assets.</p> <p>There will be a coordinated approach to the delivery of this scheme alongside other sites to ensure development contributes appropriately to the delivery of necessary highway improvements around the town.</p> <p>Allocations for Adderley, Cheswardine, Childs Ercall, Hinstock, Hodnet, Stoke Heath, Woore, Irelands Cross and Pipe Gate and community cluster settlements can be found in the <a href="#">SAMDev</a>.</p>	<p>Shropshire Council Local Plan delivery framework.</p>	<p>Medium</p>	

## Local Place Infrastructure – Economic Growth Opportunities

The Council's role in place shaping is important to achieving economic growth opportunities as it helps create the conditions to attract people and businesses to an area.

Ambition	Action / Delivery	Lead	Timescale	Progress
Employment allocation north on the A53 development of business units	Site is currently allocated in SAMDev plan	Shropshire Council	Short/Medium	
Development of a marina, ancillary retail, leisure and commercial uses and new enabling housing at Victoria Wharf	Local Plan review - Preferred site options includes residential enabling development to support the creation of new marina at Victoria Wharf. It is being actively promoted by Agents	Shropshire Council Town Council	Short/Medium	
Hotel and B&B accommodation – need more rooms for overnight stays	Economic Growth Team is looking to carry out a need and demand hotel study.  Ongoing talks with major hotels chains around suitable sites across the county	Shropshire Council Economic Growth Team	Short/Medium	
Development of Phase II Tern Valley Business Park workshop scheme, including 41 units (9000sq2) for light industrial use. Phase I is under construction. 14,000sq2 of commercial development on land adjacent to Shrewsbury Road	Partially complete, further work ongoing	Shropshire Council	Short/Medium	



## Meet Skills Needs and People's Aspirations for Work

As referenced in the Economic Growth Strategy for Shropshire 2017-2021 Shropshire Council will need to support potential across all segments of the working age population to maximise the full economic output. A skills strategy has been produced which aligns with the Marches LEP skills strategy and Shropshire Council's own action plan.

Ambition	Action / Delivery	Lead	Timescale	Progress
Higher skilled jobs to not only attract a workforce but also to retain young people	To work closely with local schools and colleges to facilitate relationships and foster entrepreneurship so that young people in Market Drayton are aware of future opportunities within Shropshire.  A skills strategy has been produced which aligns with the Marches LEP skills strategy and our own action plan.	Shropshire Council Enterprise Coordinator	Short/Medium	
Retention of young people within the town and support with skills	Market Drayton Secondary School has been matched with an Enterprise Adviser, a volunteer at a senior level in business, who advises the school on their career's guidance strategy and plans, and who assists with business engagement in careers activities in schools. Careers activities have been expanded in school.	Shropshire Council – Enterprise Coordinator	Short/Medium	

## Promote Market Drayton to Investors

This strategy represents the opportunity for Market Drayton and its surrounding area to present a clear identity and outlines a prospectus for investors, identifying areas of constraints where intervention can help unlock growth and capitalise on opportunities.

Shropshire Council is preparing an investment proposition which will outline key investment sites, sector propositions and development potential. This will give potential investors and businesses the information they need to show why they should invest/locate/work in our county. This strategy will form an important part of this investment proposition.

Ambition	Action / Delivery	Partners	Timescale	Progress
Promote Market Drayton, both as destination and an investment	Production of a locally produced Invest in Market Drayton proposition/destination management plan. <a href="#">Invest in Shropshire</a>	Shropshire Council	Immediate	
	Produce a new Cultural Strategy for Shropshire – September 2020	Shropshire Council	Short/Medium	
	Support the production of the Marches Visitor Economy Strategy 2020 <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	

# Draft Market Drayton Local Economic Growth Strategy 2020-2025

## Supporting information

For more information on Shropshire Council's Economic Growth Strategy, please go to:

<http://www.investinshropshire.co.uk/wp-content/uploads/2017/08/Economic-Growth-Strategy-for-Shropshire-2017-2021.pdf>

For more information on Shropshire Council Growth Hub please go to:

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

For more information on Shropshire Council Investment Propositions, please go to:

<http://www.investinshropshire.co.uk/>

For information on Marches LEP, please go to:

<https://www.marcheslep.org.uk/what-we-do/economic-plan/>

For more information on Shropshire Council's planning policies, please go to:

<https://www.shropshire.gov.uk/planning-policy/>

For more information on Place Plans, please go to:

<http://www.shropshire.gov.uk/place-plans>

or contact your Place Plan Officer via [PlacePlans@shropshire.gov.uk](mailto:PlacePlans@shropshire.gov.uk)

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# Draft Bridgnorth Local Economic Growth Strategy 2020-2025

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# Draft Bridgnorth Local Economic Growth Strategy 2020-2025

## Foreword

Shropshire Council is delighted to present the Bridgnorth Economic Growth Strategy, the development of which was a key action from the wider Economic Growth Strategy for Shropshire. This document will provide an economic focus for the town and surrounding areas and outlines the key actions that we will collectively be looking to deliver during this timeframe.

These strategies will help the Council to achieve these three objectives and deliver the economic vision for Shropshire. This local economic growth strategy is fully aligned with the Local Plan Review 2019 and other key documents such as the Place Plans. The Local Economic Growth Strategy is an external investment document for the local area, which focuses on how economic growth is tailored in Bridgnorth.

Bridgnorth and its surrounding area provides a unique opportunity for businesses looking to invest and grow. As well as informing and guiding delivery, this strategy is seen as having a key role in encouraging growth, attracting new businesses and investment into not just the town, but also the surrounding area.



**Cllr Steve Charmley**  
*Portfolio Holder for  
Assets, Economic  
Growth and  
Regeneration  
Shropshire Council*



## 1. Economic Growth Strategy for Shropshire 2017-2021

Our Economic Growth vision for Shropshire...

*To be the best place to do business and invest, renowned for its pool of local talent and expertise. We will strive to maximise our economic potential and increase productivity by fully utilising the benefits of our special environment and high-quality assets.*

Shropshire Council has 3 objectives for Economic growth:

- supporting the growth of new and existing businesses
- attracting inward investment
- developing and retaining talent and skills

There are five priority actions and targets to help deliver the vision from a local perspective:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Bridgnorth to investors

Shropshire Council's values and approach to growth will influence this strategy and effective engagement is necessary to communicate growth ambitions and the methods proposed to achieve them. Shropshire Council understands the need to work closely locally in the production of this strategy and to understand the local perspective of the needs and ambitions of Bridgnorth. This will help the collective delivery of a strategy in a commercial, enterprising and innovative way. However, it is recognised that Shropshire Council and local councils do not have control over all actions and activities that have been outlined in this strategy. Shropshire Council will therefore take a collaborative approach to working across the public and private sectors locally to open communication channels to enable discussions for the benefit of Bridgnorth's economy, businesses and residents.

### Climate Change

Shropshire Council has declared a Climate Emergency and is taking active steps to develop a Climate Change Strategy to reduce its own carbon footprint and to adapt the services for which it is directly responsible. Shropshire Council will also use its direct influence through its regulatory and procurement roles to encourage others to adopt a rapid transition to net zero carbon. Finally, the Council will work with businesses and residents in Shropshire to support their efforts to tackle Climate Change by encouraging behavioural changes that will help reduce carbon emissions and build resilience to climate change.








## 2. Bridgnorth – A Local Profile

Bridgnorth is the 3<sup>rd</sup> largest town and the 5<sup>th</sup> largest employment centre in Shropshire and is the main location of businesses and jobs in the south east of the county.

The visitor economy sector is strong in Bridgnorth given its proximity to the West Midlands. Bridgnorth is an attractive market town with a vibrant mix of independent stores and a good range of establishments for eating and drinking. In addition, there are colourful street markets, which enhance the town's truly individual and unique shopping experience for residents and visitors.

As well as a vibrant retail and visitor economy, the town is home to several prominent businesses, particularly within the advanced manufacturing, engineering and automotive sectors. Bridgnorth is also the home of The Marches Centre of Manufacturing & Technology (MCMT), an industry led training centre created to re-store manufacturing and create training opportunities to help support industry, achieve economic growth and create innovative, lifelong engineers with a passion for the sector.



## Bridgnorth – High Street Survey

An audit of businesses operating in Bridgnorth's main shopping streets was undertaken in June 2019 as part of a piece of research reviewing the vibrancy of Shropshire's main market towns and key settlements. The objective of this audit was to provide a snapshot of the vitality of the town.

A total of 216 businesses operate in the survey area across both High and Low Towns. 184 (85%) of operating businesses are located in High Town. The principal shopping streets are High Street (74) and Whitburn Street (43). Some non-consumer facing businesses based in offices above ground floor level businesses may be excluded from this count. Gross floor space allocated to these businesses is just over 31,700m<sup>2</sup>.

The highest proportion of businesses operating in the town are comparison retailers<sup>1</sup>, accounting for 38% of units and 31% of gross floor space. Within the comparison retail category, there are clothes shops (12 units), charity shops (9 units), antique shops (8 units) and gift shops (7 units) – most other classifications tend to be represented by just one or two outlets.

Retail services<sup>2</sup> account for the second highest proportion of outlets at 18% (albeit for just 13% of floor space). Well represented in this category are hair and beauty salons (13 units), barbers (5 units) and opticians (4 units).

There are 30 restaurants and takeaways in Bridgnorth town centre, which is the equivalent of 14% of all units in the town (11% of gross floor space). 9% of units and 8% of floor space is occupied by financial and business service providers. There are 5 banks/building societies and 4 estate agents. In the tourism and leisure category, there are 2 hotels, 2 B&Bs, 18 public houses/bars, 3 museums/attractions and a cinema.

Representing a relatively small proportion of units in Bridgnorth town centre is the convenience retail category. The 16 outlets in this category include 3 bakers, 4 butchers, 3 supermarkets, 2 off-licences as well as a confectioners and a fishmonger. Due to the presence of the main supermarket, Sainsbury's, the convenience sector accounts for 16% of gross floor space. There are relatively few empty units in Bridgnorth, accounting for only around 1% of units and floor space these are primarily located on the High Street.

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<sup>1</sup> Defined as stores selling non-food/drink/tobacco products

<sup>2</sup> Defined as stores selling a service rather than a product

### 3. An Economic Vision for Bridgnorth

The vision for Bridgnorth has been formed collaboratively and informed by engagement with the town and parishes.

*To capitalise on opportunities for growth, investment and the retaining of skills through sustainable development and social sustainability, whilst preserving and enhancing the beauty and appeal of the town.*

A number of key themes were raised as part of the engagement with local stakeholders and all will be addressed within the appropriate priority sections of this strategy. A summary of the key themes is included below:

- Actively and sustainably supporting economic growth whilst preserving the beauty of the town
- Provision of accommodation to attract visitors.
- Capitalising on the town's proximity to major economic centres and the West Midlands
- Retaining and supporting key businesses
- Social sustainability – how to retain young people in the town
- Development suggestions around leisure and the riverside
- Improvements to infrastructure in order to support growth, particularly around transport in and around the town
- Capitalising on the location as a nice place to live and work
- Promotion of the town's independent shops, attractions, leisure, entertainment and events
- Making Bridgnorth attractive to businesses
- Opportunities to promote the town as a destination
- Extra car parking provision and viability

Currently there is a Bridgnorth Plan (2020) being developed once completed and endorsed it will feed into Bridgnorth's Local Economic Growth Strategy.

#### 4. Case Study – Marches Centre of Manufacturing and Technology

[The Marches Centre of Manufacturing and Technology \[MCMT\]](#)<sup>3</sup> is an employer-led response to bridging the skills gap by creating industry-ready apprenticeships and delivering the best upskilling opportunities. Over £5m has been invested in two state-of-the-art centres in Bridgnorth and Shrewsbury, offering over 40,000 sq. ft of dedicated learning space and access to the latest CNC, metrology, automation, 3D printing and robotic technology.

Led by a consortium of Classic Motor Cars, Grainger & Worrall, Salop Design & Engineering and Ofsted 'Outstanding' training provider In-Comm, MCMT is currently training 100 apprentices across the two locations, making the most of more than 40 trailblazer apprenticeships, including courses in machining, maintenance, electrical and metrology.

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<sup>33</sup> Marches Centre of Manufacturing and Technology was established in 2017 as a Community Interest Company, with funding support from the Growth Deal (Midlands Engine), ERDF Marches Building Investment Fund, Shropshire Council and private investors.

It has also recently launched its Heritage Engineering Technician apprenticeship, which will equip individuals with the skills and knowledge used in the restoration of classic cars, vintage racing and commercial vehicles. This will be focused on combining classroom teaching with the opportunity to apply learning with real-life tasks, including rebuilding a classic car from scratch.

MCMT is much more than just apprenticeships. Its industry-experienced trainers offer over 100 different upskilling courses, covering diverse topics ranging from quality management and continuous improvement, to health and safety and application engineering.

In response to demand from local employers, it has also opened Shropshire's first Engineering Club, which will give SMEs the opportunity to pay for daily access to all its technology to help with process improvements, new product development and low volume manufacturing. In addition to the equipment, companies will be supported by a team of in-house application engineers who will help with all design and manufacturing issues.



## 5. Performance and Monitoring

The action plan contained within this document will be reviewed regularly and updated annually by Shropshire Council for the duration of this strategy.

## 6. References and Links

[Economic Growth Strategy for Shropshire 2017-2021](#)  
[European Structural Investment Fund \(ESIF\) Strategy](#)  
[Marches Local Enterprise \(LEP\) Strategic Economic Plan](#)  
[Marches LEP Three Year Skills Plan 2017-2020](#)  
[Bridgnorth Market Town Profile 2017](#)  
[Site Allocations and Management of Development \(SAMDev\)](#)  
[Shropshire Council Core Strategy \(2011\)](#)  
[Local Plan Review 2016-2036](#)  
[Shropshire Growth Barometer 2019](#)  
[Place Plans](#)  
[The Marches LEP Visitor Economy Strategy](#)

## Annexe 1: Action Plans

The Local Economic Growth Strategies are a key action contained within the strategy. Delivering the vision from a local perspective will be managed through action plans contained within the strategy to:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of businesses and people's aspirations for work
5. Promote Bridgnorth to investors

### Target actions and resources where there are economic opportunities

There are several key opportunities, which have been identified through the preparation of this strategy. These include maximising the potential for supporting the advanced manufacturing sector in the town, increasing the tourism potential and supporting young people to stay and work in Bridgnorth. These will provide the focus for future Bridgnorth activity and guide the key actions to ensure that Shropshire Council maximises and promotes these opportunities for economic growth.

All development will need to take account of known infrastructure constraints and requirements as identified in the place plan and Local Development Framework implementation plan.

### Major employment sites and growth corridors

There will be opportunities to bring forward new employment land to meet our economic needs and Shropshire Council will continue to work with developers and partners to identify and prioritise deliverable future sites. The Local Plan review is currently taking place, and this provides the framework for housing and economic delivery ensuring that Shropshire Council has a plan-led approach to achieving sustainable development.

Ambition	Action / Delivery	Partners	Timescale	Progress
To retain major businesses, keen to grow and expand, in the town	Opportunity to redraw boundaries and release land under the Green Belt Review (subject to local plan review).	Shropshire Council Economic Growth Team	Short/Medium	
Aspiration to look at hotel accommodation provision in the town based on need and demand	Shropshire Council Economic Growth Team is looking to undertake a need and demand survey, together with a site options study for suitable hotel sites.	Shropshire Council Economic Growth Team	Short/Medium	
<p>Identification and promotion of key employment sites</p> <p>Around 13 hectares of employment land is in the SAMDEV plan period 2006-2026</p>	<p>Shropshire Council Economic Growth Team is producing an investment proposition for key employment sites where all developable sites will be promoted.</p> <p>Allocated employment sites and committed urban employment sites are cited in the SAMDev which include:</p> <ul style="list-style-type: none"> <li>• Land at Tasley</li> <li>• Land at Old Worcester Road</li> <li>• Stanmore Industrial Estate</li> <li>• Bridgnorth Aluminium, Stourbridge Road</li> <li>• Faraday Drive (East &amp; West)</li> <li>• Chartwell Business Park (East)</li> </ul> <p>One of the adopted plan's aims is to help deliver a better balance between housing and employment in Bridgnorth, and to provide additional local employment opportunities to reduce the need to commute out.</p>	Shropshire Council Planning Policy Team	Short/Medium	



## Target growing and under-represented sectors

There are several sectors in Shropshire which are performing well. The largest employment sectors in Bridgnorth are manufacturing, retail and health. Bridgnorth is also home to some of the county's largest employers including Grainger and Worrall, Bridgnorth Aluminium Ltd and Classic Motor Cars.

Six existing sectors have been identified in the Economic Growth Strategy as having specific growth potential, with an emphasis on technologies and innovation.

<http://www.investinshropshire.co.uk/key-shropshire-sectors/>

- Advanced Manufacturing including Engineering and Agri-tech
- Food and Drink Processing
- Health and Social Care
- Visitor Economy (and heritage-based business)
- Environmental Science and Technologies
- Creative and Digital Industries

Shropshire Council has also identified a number of under-represented sectors that link well with our sectoral strengths in Shropshire, which are Professional, Business Services and Construction.

Ambition	Action / Delivery	Partners	Timescale	Progress
To identify and support existing sectors and identify cluster opportunities and define sectoral strengths	To prepare sectoral propositions aligned to identify target and growing sectors in the Economic Growth Strategy. <a href="http://www.investinshropshire.co.uk/key-shropshire-sectors/">http://www.investinshropshire.co.uk/key-shropshire-sectors/</a>	Shropshire Council Business Growth and Investment Team	Immediate	
Support partnership priorities in the engineering cluster	Work with partners including the Marches Centre for Manufacturing and Technology in Shropshire and support partnership priorities in the engineering cluster.	Shropshire Council	Short/Medium	
Produce a Cultural Strategy for Shropshire	Shropshire Council is producing a new Cultural Strategy for Shropshire will be published by Sept 2020 <a href="#">Cultural Strategy Link</a>	Shropshire Council	Immediate	
Work with the Marches LEP to produce a Visitor Economy Strategy	Shropshire Council is exploring ways of assisting the Local Enterprise Partnership with the production of a Marches Visitor Economy Strategy 2020. <a href="#">Visitor Economy Strategy link</a>	Marches LEP Shropshire Council	Immediate	
Work with the Marches LEP to produce a Local Industrial Strategy.	The Marches LEP has produced a Strategic Economic Plan. Aspirations of key market towns in Shropshire will form part of this Plan. Local Industrial Strategy for the Marches area is being produced looking at sector strengths within the LEP. <a href="https://www.marcheslep.org.uk/what-we-do/economic-plan/">https://www.marcheslep.org.uk/what-we-do/economic-plan/</a>	Marches LEP Shropshire Council	Immediate	

## Identifying External Funding Opportunities

This Strategy looks to outline Bridgnorth's aspiration for Economic Growth helping to identify appropriate funding opportunities, which may be suitable to support this.

Investment provided through the UK Government, European and other funding bodies, including the Growth Deal, are already being utilised positively to deliver Economic Growth across the County. This strategy outlines several projects, which Shropshire Council can begin to map against different funding sources, fully utilising funding secured for economic growth projects for the benefit of Bridgnorth. Shropshire Council is working with the Marches LEP to understand the opportunities for funding post Brexit.<sup>4</sup>

Working in partnership with the Town Council and surrounding areas, we can collectively look at exploring suitable external funding and private sector investment into the area.

For further up to date information on funding and grants, please contact the Marches Growth Hub.

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

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<sup>4</sup> As the implications of Brexit become clear, Shropshire Council will work across the sector profile of Bridgnorth to fully understand opportunities and issues that can specifically benefit businesses in Bridgnorth. This will include implications for the agricultural sector in particular and Shropshire Council will engage with both local and national organisations to capture their full input, information and intelligence

## Enable Businesses to Start, Grow and Succeed

Business support is now delivered across the Marches through the Marches Growth Hub, which supports businesses across Shropshire; helping them to start, grow and succeed, whilst also helping our county to stimulate, energise and celebrate the enterprise, innovation and successes of our business community. Shropshire benefits from having its own Growth Hub located at the Shropshire Food Enterprise Centre, Shrewsbury, and a satellite office based in Bridgnorth at the Marches Centre of Manufacturing and Technology.

Continuing effective engagement and collaboration through our key account management with larger businesses in Bridgnorth is a key focus for the Economic Growth team and Business Growth and Investment Team. This includes identifying supply chain opportunities whilst also supporting the growth potential of existing Small Medium Enterprises (SME's) to enable expansion to larger business status.

Ambition	Action / Delivery	Partners	Timescale	Progress
Provision of outreach business support	Develop the hub's outreach programme of business support provision. Explore outreach delivery options in Bridgnorth and agree a plan of activities and events for the town, which will include one-to-one surgeries in libraries.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	The Shropshire Growth Hub is visiting Industrial/Enterprise Parks based on feedback from businesses that the outreach aspect of the Growth Hub support, prompted their engagement.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	Bridgnorth has a Growth Hub satellite office based at MCMT on Stanmore Industrial Estate offering one-to-one appointments.	Shropshire Council Business Growth and Investment Team	Immediate	
	Shropshire Council Business Growth and Investment Team is in discussion with the Shropshire Chamber of Commerce for a joint	Shropshire Council	Short/Medium	

	<p>outreach programme where all partners visit market towns on a Roadshow basis. Currently the option of utilising any redundant mobile libraries to re-configure and repurpose is being explored.</p> <p>Continue to support the Marches LEP in the delivery of the Growth Hub</p>	<p>Business Growth and Investment Team</p> <p>Shropshire Council Business Growth and Investment Team</p>		
Support for existing businesses alongside new businesses	The Growth Hub will engage with Town Councils and meetings will be arranged with each town clerk to discuss local business support provision.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	To identify fast growing companies and to develop and tailor the business support offer to the Bridgnorth economic profile.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Succession Planning with new business and community leaders to ensure a vibrant town centre	The Growth Hub is working with HR Shropshire and Shropshire Youth Support Trust (SYST) on an agreed outreach programme of events and activities and will look at how to incorporate succession planning themed events into the programme.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Provision of Incubation Units	There is demand for workshops / office space with limited provision. Supporting incubation and grow on provision within market towns remains a strategic objective.	Shropshire council Business Growth and Investment Team	Short/Medium	
Business Board	To continue to work with the Shropshire Business Board as a key partner in delivering our growth agenda.	Shropshire Council	Immediate	

## Deliver Infrastructure to Support Growth

Shropshire Council's Strategic Infrastructure Forum maintains an overview of all the economic growth and infrastructure projects, which are led by the council or where the council can enable partners to deliver.

This strategy will be supported by the Bridgnorth and surrounding area Place Plan. The purpose of the Place Plan is to help Shropshire Council to deliver its Local Development Framework and its Economic Growth Strategy. To do this, Place Plans identify and prioritise infrastructure needs within their local area and identify partners and funding sources to support delivery. There are many facilities and assets that contribute to a place and the Council's role in place shaping is an important one as it creates the conditions and environment that attracts people and businesses to the area. The Bridgnorth Place Plan is an intrinsic part of helping us to achieve growth within the local economy, through the provision of public services and use of public assets.

### Transport Infrastructure

Transport infrastructure in the south of the county is of particular regional importance. Shropshire Council will continue working closely with statutory bodies such as Highways England to improve and secure funding for strategic road networks that are key for supporting growth in Bridgnorth.

Ambition	Action / Delivery	Partners	Timescale	Progress
Improved transport links in and around the town	Need for an integrated infrastructure review.	Shropshire Council and to also form part of Place Plan for Bridgnorth	Short/Medium	
Addressing traffic build up in the town and traffic plans	Recognised that pollution/air standards are an issue and that there is a need to look at the configuration of the traffic system. Having only one fuel station exacerbates the situation.	To form part of Place Plan for Bridgnorth.	Short/Medium	
Extra Car Parking provision	Need for extra car parking in the Town.	To form part of the place plan Town Council and Shropshire Council	Short/Medium	

## Digital Connectivity

Digital connectivity is now fundamental for business. Provision and reliability of the digital network will enable all aspects of business to operate and grow in Bridgnorth and the surrounding rural area.

Ambition	Action / Delivery	Partners	Timescale	Progress
High-speed broadband outside of town to support businesses operating in the rural hinterland	<p>The connecting Shropshire programme will continue to put forward the case for greater investment in mobile and broadband coverage.</p> <p>Shropshire Council area now has around 90% coverage of superfast broadband, and 98% of premises could have access to superfast broadband by the end of all current contracts (with Airband and BT/Openreach) in 2021.</p> <p>There is a need to identify key corridors that will require ultrafast/ full fibre/ 5G requirements beyond superfast contract delivery.</p> <p>The Marches and Gloucestershire Business Broadband Grant Scheme provides up to £25,000 for local eligible businesses to fund the installation of superfast broadband connections. The funding is designed to support qualifying businesses that cannot access superfast broadband currently and are not within any clearly defined roll out plans to receive superfast broadband.</p> <p>The grant will fund the associated capital costs of delivery and installation of the solution to premises. Applicants are responsible for paying the monthly cost through the contract term.</p>	<p>Shropshire Council – Connecting Shropshire Team</p> <p>Shropshire Council/ Town Council /Connecting Shropshire Team</p> <p>Connecting Shropshire Team</p>	Short/Medium	

## Utilities Capacity

Understanding capacity constraints and exploring ways of addressing these where possible will be key to improving infrastructure to support growth.

Ambition	Action / Delivery	Lead	Timescale	Progress
Improvements to the power supply and better provision of power/electricity capacity for larger companies in Bridgnorth – Bridgnorth Aluminium, Grainger and Worrall	The Marches LEP Energy Strategy to look at influencing distribution network operators.	Shropshire Council Utility Partners	Short/Medium	



## Housing

The availability of housing of the right type, quality and cost to meet the needs of Bridgnorth is an important consideration for businesses so that employees are able to secure the housing they need. The level of development outlined in the SAMDev is ambitious but is considered consistent with the local growth aspirations and the environmental and physical capacity of the town.

Ambition	Action / Delivery	Lead	Timescale	Progress
Bridgnorth has aspirations for sustainable Housing growth as identified in the SAMDEV	<p>Shropshire Council will support the supply of housing through a plan led approach and allocation of strategic sites for sustainable development (SAMDev)</p> <p>Allocated housing sites in the SAMdev include:</p> <ul style="list-style-type: none"> <li>· Land north of Wenlock Road, Tasley</li> <li>· Land north of Church Lane, Tasley</li> </ul> <p>There will be a coordinated approach to the delivery of this scheme alongside other sites to ensure development contributes appropriately to the delivery of necessary highway improvements around the town.</p> <p>Allocations for the hinterland including Ditton Priors, Neenton, Acton Round, Aston Eyre, Monkhopton, Morville and Upton Cressett can be found in the <a href="#">SAMDev</a>.</p> <p>All sites coming forward need to have full fibre broadband infrastructure installed at build stage.</p> <p>Land use planning objectives to be delivered through the Local Plan.</p>	Shropshire Council – Local Plan delivery framework.		

## Local Place Infrastructure – Economic Growth Opportunities

The Council's role in place shaping is important to achieving economic growth opportunities as it helps create the conditions to attract people and businesses to an area.

Ambition	Action / Delivery	Lead	Timescale	Progress
Identification, promotion, and development of key employment sites e.g. Chartwell Park, Stanmore Industrial Estate, Faraday Business Park, Aldenham Business Park, Stanley Lane Units, Tasley Livestock and Auction Centre	Appropriate projects will be taken forward on a site -specific basis	Shropshire Council Town and Parish Councils Private Sector	Short/Medium	
Investment and improvement at Alveley Industrial Estate to improve the commercial offer	The Industrial Estate will be considered as part of the development of Shropshire Councils Business Park Programme	Shropshire Council Tenants	Short/Medium	
Explore viability of a Business Improvement District.	Shropshire Council to facilitate talks with other BID areas and provide appropriate support if the Town Council wish to proceed with a BID	Shropshire Council to support Town Council	Short/Medium	
Access, road improvements and refurbishment of buildings at the industrial estate in Ditton Priors	Further clarity is needed around the ownership and responsibility of the access road and buildings	Shropshire Council Private Sector	Short/Medium	

Improved infrastructure at Stanmore to alleviate the flooding at the Hobbins.	Part of Place Plan. Further discussions needed with external organisations such as Environment Agency.	Shropshire Council EA	Short/Medium	
Car parking is at capacity.	Improvements needed to traffic management within the town centre and more parking to accommodate growth.	Shropshire Council	Short/Medium	
Stanmore Country Park	Aspirations to build a new visitors centre, café and toilets on the park next to the car park at Stanmore Country Park	Shropshire Council Heritage and Culture Team		

## Meet Skills Needs and People's Aspirations for Work

As referenced in the Economic Growth Strategy for Shropshire 2017-2021 Shropshire Council will need to support potential across all segments of the working age population to maximise the full economic output. A skills strategy has been produced which aligns with the Marches LEP skills strategy and Shropshire Council's own action plan.

Ambition	Action / Delivery	Lead	Timescale	Progress
Higher skilled jobs to not only attract a workforce but also to retain young people	<p>To work closely with local schools and colleges to facilitate relationships and foster entrepreneurship so that young people in Bridgnorth are aware of future opportunities within Shropshire.</p> <p>A skills strategy has been produced which aligns with the Marches LEP skills strategy and our own action plan.</p>	Shropshire Council Enterprise Coordinator	Short/Medium	
Retention of young people within the town and support with skills	Oldbury Wells and Bridgnorth Endowed have been matched with an Enterprise Adviser volunteer at a senior level in business who advises the school on their career's guidance strategy and plans, and who assists with business engagement in careers activities in schools. Careers activities have been expanded in both schools.	Shropshire Council Enterprise Coordinator	Short/Medium	

## Promote Bridgnorth to Investors

This strategy represents the opportunity for Bridgnorth and its surrounding area to present a clear identity and outlines a prospectus for investors, identifying areas of constraints where intervention can help unlock growth and capitalise on opportunities.

Shropshire Council is preparing an investment proposition which will outline key investment sites, sector propositions and development potential. This will give potential investors and businesses the information they need to show why they should invest/locate/work in our county. This strategy will form an important part of this investment proposition.

Ambition	Action / Delivery	Partners	Timescale	Progress
Promote Bridgnorth, both as destination and an investment	Production of a locally produced Invest in Bridgnorth proposition/destination management plan. <a href="#">Invest in Shropshire</a>	Shropshire Council	Immediate	
	Produce a new Cultural Strategy for Shropshire – September 2020	Shropshire Council	Short/Medium	
	Support the production of the Marches Visitor Economy Strategy 2020 <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	

# Draft Bridgnorth Local Economic Growth Strategy 2020-2025

## Supporting information

For more information on Shropshire Council's Economic Growth Strategy, please go to:

<http://www.investinshropshire.co.uk/wp-content/uploads/2017/08/Economic-Growth-Strategy-for-Shropshire-2017-2021.pdf>

For more information on Shropshire Council Growth Hub please go to:

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

For more information on Shropshire Council Investment Propositions, please go to:

<http://www.investinshropshire.co.uk/>

For information on Marches LEP, please go to:

<https://www.marcheslep.org.uk/what-we-do/economic-plan/>

For more information on Shropshire Council's planning policies, please go to:

<https://www.shropshire.gov.uk/planning-policy/>

For more information on Place Plans, please go to:

<http://www.shropshire.gov.uk/place-plans>

or contact your Place Plan Officer via [PlacePlans@shropshire.gov.uk](mailto:PlacePlans@shropshire.gov.uk)

# Draft Ludlow Local Economic Growth Strategy 2020-2025

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# Draft Ludlow Local Economic Growth Strategy 2020-2025

## Foreword

Shropshire Council is delighted to present the Ludlow Economic Growth Strategy, the development of which was a key action from the wider Economic Growth Strategy for Shropshire. This document will provide an economic focus for the town and surrounding areas and outlines the key actions that we will collectively be looking to deliver during this timeframe.

These strategies will help the Council to achieve these three objectives and deliver the economic vision for Shropshire. This local economic growth strategy is fully aligned with the Local Plan Review 2019 and other key documents such as the Place Plans. The Local Economic Growth Strategy is an external investment document for the local area, which focuses on how economic growth is tailored in Ludlow.

Ludlow and its surrounding area provides a unique opportunity for businesses looking to invest and grow. As well as informing and guiding delivery, this strategy is seen as having a key role in encouraging growth, attracting new businesses and investment into not just the town, but also the surrounding area.



**Cllr Steve Charmley**  
*Portfolio Holder for  
Assets, Economic  
Growth and  
Regeneration  
Shropshire Council*



## 1. Economic Growth Strategy for Shropshire 2017-2021

Our Economic Growth vision for Shropshire...

*To be the best place to do business and invest, renowned for its pool of local talent and expertise. We will strive to maximise our economic potential and increase productivity by fully utilising the benefits of our special environment and high-quality assets.*

Shropshire Council has 3 objectives for Economic growth:

- supporting the growth of new and existing businesses
- attracting inward investment
- developing and retaining talent and skills

There are five priority actions and targets to help deliver the vision from a local perspective:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Ludlow to investors

Shropshire Council's values and approach to growth will influence this strategy, effective engagement is necessary to communicate growth ambitions and the methods proposed to achieve them. Shropshire Council understands the need to work closely locally in the production of this strategy and to understand the local perspective of the needs and ambitions of Ludlow. This will help the collective delivery of a strategy in a commercial, enterprising and innovative way. However, it is recognised that Shropshire Council and local councils do not have control over all actions and activities that have been outlined in this strategy. Shropshire Council will therefore take a collaborative approach to working across the public and private sectors locally to open communication channels to enable discussions for the benefit of Ludlow's economy, businesses and residents.

### Climate Change

Shropshire Council has declared a Climate Emergency and is taking active steps to develop a Climate Change Strategy to reduce its own carbon footprint and to adapt the services for which it is directly responsible. Shropshire Council will also use its direct influence through its regulatory and procurement roles to encourage others to adopt a rapid transition to net zero carbon. Finally, the Council will work with businesses and residents in Shropshire to support their efforts to tackle Climate Change by encouraging behavioural changes that will help reduce carbon emissions and build resilience to climate change.






## 2. Ludlow – A Local Profile

Ludlow, as well as being the largest of Shropshire’s market towns in the South, is also the third largest employment centre in Shropshire and the main location of businesses and jobs in the South of the county. It is a thriving medieval market town, strategically located on the A49 and situated midway between Shrewsbury and Hereford.

The town benefits from its strong historical provenance including heritage assets such as the medieval Ludlow Castle, Ludlow Town Walls, which are scheduled ancient monuments, and a high number of listed buildings, all of which contribute to Ludlow’s role as a key tourism destination. Ludlow is renowned for its high-quality local food offer in both its restaurants and markets and hosts the famous Ludlow Food Festival every year.

It acts as a major employment and service centre for the wider area. Over the last five years, the number of jobs has risen by approximately 200, well above the Shropshire average. Ludlow is a significant employment centre for the wider area. It is recognised that a continued supply of employment land is required to help support this. Major employers in Ludlow include McConnel Ltd, Premier Medical and Ludlow Nut Company. The town has prospered through its individuality and high independent retail offer. There is also an ambition to attract more manufacturers and provide space for creative industries.



## Ludlow – High Street Survey

An audit of businesses operating in Ludlow's main shopping streets was undertaken in April 2019 as part of a piece of research reviewing the vibrancy of Shropshire's main market towns and key settlements. The objective of this audit was to provide a snapshot of the vitality of the town.

A total of 223 businesses operate in the survey area. The principal shopping streets are Bull Ring (39), Corve Street (38) and Broad Street (24). Some non-consumer facing businesses based in offices above ground floor level businesses may be excluded from this count. Gross floor space allocated to these businesses is just under 28,000m<sup>2</sup>.

The highest proportion of businesses operating in the town are comparison retailers<sup>1</sup>, accounting for 43% of units and 31% of gross floor space. Within the comparison retail category, there are 19 clothes shops, 9 charity shops, 7 art galleries/stores, 5 antique shops, 6 jewellery shops and 6 gift shops – most other classifications tend to be represented by just 1 or 2 outlets.

Retail services<sup>2</sup> account for the 2nd highest proportion of outlets at 14% (albeit for just 8% of floor space). Well represented in this category are hair and beauty salons (12 units), barbers (4 units) and opticians (4 units).

There are 26 restaurants and takeaways in Ludlow town centre, which is the equivalent of 12% of all units in the town (10% of gross floor space). 12% of units and 8% of floor space is occupied by financial and business service providers. There are 4 banks/building societies and 8 estate agents. In the tourism and leisure category, there is a hotel, 2 B&Bs and 8 public houses/bars.

Although the main supermarkets serving Ludlow – Tesco and Aldi – are outside the main shopping centre, there are a relatively high number of convenience stores. The 24 outlets in this category include 5 bakers, 3 butchers, 3 health food stores and 3 delicatessens.

There are relatively few empty units in Ludlow, accounting for only around 2% of units. Because these are disproportionately large, these account for 6% of gross floor space.

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<sup>1</sup> Defined as stores selling non-food/drink/tobacco products

<sup>2</sup> Defined as stores selling a service rather than a product

### 3. An Economic Vision for Ludlow

The vision for Ludlow has been formed collaboratively and informed by engagement with the town and parishes.

*To be ambitious in its approach to economic growth and seek to attract inward investment, whilst retaining the individuality, identity, skills and strong cultural heritage of the town.*

A number of key themes were raised as part of the engagement with local stakeholders and all will be addressed within the appropriate priority sections of this strategy. A summary of the key themes is included below:

- Retaining the individuality and identity of Ludlow whilst looking at how the town can exist in a modern world and be ambitious, attract investment and respond to national challenges such as the change in retail habits.
- Ludlow has prospered through its individuality and offer of a high number of independent shops.
- Retaining young people in the town and preventing outward migration to ensure a healthy skills base.
- Parking is perceived as an issue affecting tourism and there is a perception it is damaging the retail offer.
- Connectivity improvements along the A49 and ensuring phone signal coverage and broadband across rural hinterland.
- The micro economy of Ludlow is low paid/low skill
- A balance of creating affordable homes with employment opportunities, particularly for younger residents.
- A strong community spirit and the importance of retaining this.
- Capitalising on opportunities to deliver economic growth.




#### 4. Case Study – The Ludlow Nut Company

The Ludlow Nut Company was set up in 2004 based in Ludlow. It has grown from providing high quality nuts and dried fruits to producing and supplying its own range of award-winning array of luxury granola, muesli & porridge mixes, grains and cereals, nut & seed butters, confectionery, nut/seed/fruit mixes, superfoods and savoury snacks; a wide range of healthy food for busy people.

The company, originally a small start-up, has recently opened new, larger premises in Ludlow, employing 8 people and supplying major companies such as Selfridges who have chosen The Ludlow Nut Company's nut butters and nut-based snacks for their "In-Balance" range of lifestyle foods.

The Guild of Fine Foods has awarded several gold stars to the company and The Ludlow Nut Company is a Safe and Local Supplier Accredited (SALSA) quality food producer.



## 5. Performance and Monitoring

The action plan contained within this document will be reviewed regularly and updated annually by Shropshire Council for the duration of this strategy.

## 6. References and Links

[Economic Growth Strategy for Shropshire 2017-2021](#)

[European Structural Investment Fund \(ESIF\) Strategy](#)

[Marches Local Enterprise \(LEP\) Strategic Economic Plan](#)

[Marches LEP Three Year Skills Plan 2017-2020](#)

[Site Allocations and Management of Development \(SAMDev\)](#)

[Shropshire Council Core Strategy \(2011\)](#)

[Local Plan Review 2016-2036](#)

[Shropshire Growth Barometer 2019](#)

[Ludlow Market Town Profiles 2017/18](#)

[Place Plans](#)

[The Marches LEP Visitor Economy Strategy](#)



## Annexe 1: Action Plans

The Local Economic Growth Strategies are a key action contained within the strategy. Delivering the vision from a local perspective will be managed through action plans contained within the strategy to:

1. Target actions and resources where there are economic opportunities
2. Enable businesses to start, grow and succeed
3. Deliver infrastructure to support growth
4. Meet skills needs of business and people's aspirations for work
5. Promote Ludlow to investors

### Target actions and resources where there are economic opportunities

There are several key opportunities, which have been identified through the preparation of this strategy. These include maximising the potential for supporting the retail and food sector in the town, alongside agriculture. Increasing Ludlow's tourism potential will provide the focus for future Ludlow activity and guide the key actions to ensure that Shropshire Council maximises and promotes these opportunities for economic growth.

All development will need to take account of known infrastructure constraints and requirements as identified in the place plan and Local Development Framework implementation plan.

### Major employment sites and growth corridors

There will be opportunities to bring forward new employment land to meet our economic needs and Shropshire Council will continue to work with developers and partners to identify and prioritise deliverable future sites. The Local Plan Review is currently taking place, and this provides the framework for housing and economic delivery ensuring that Shropshire Council have a plan-led approach to achieving sustainable development.



Ambition	Action/Delivery	Partners	Timescale	Progress
<p>Identification and promotion of key employment sites. The guideline for growth in the town within the SAMDEV plan period 2006-2026 is 6 ha of employment land.</p>	<p>Economic Growth Team are producing an investment proposition for key employment sites where all developable sites will be promoted.</p> <p>Allocated employment sites and committed urban employment sites are cited in the SAMDev which include;</p> <ul style="list-style-type: none"> <li>• Land east of Eco Park</li> <li>• Land South of Sheet Road</li> <li>• North of Sheet Road</li> <li>• Parys Road, Ludlow Business Park</li> <li>• Land north of Lingen Road, Ludlow Business Park.</li> </ul> <p>One of the adopted plan's aims is to help foster economic development and deliver a better balance between housing and employment in Ludlow.</p> <p>Allocations for the hinterland including Burford, Clee Hill and Onibury can be found in the <a href="#">SAMDev</a>.</p>	<p>Shropshire Council Economic Growth Team Planning Policy Team</p>	<p>Short/Medium</p>	

## Target growing and under-represented sectors

There are several sectors in Shropshire, which are performing well. The largest employment sectors in Ludlow are retail, health and professional services. Ludlow is also home to some of the county's major brands including McConnel Ltd, Premier Medical and Ludlow Nut Company.

Six existing sectors have been identified in the Economic Growth Strategy as having specific growth potential, with an emphasis on technologies and innovation.

<http://www.investinshropshire.co.uk/key-shropshire-sectors/>

- Advanced Manufacturing including Engineering and Agri-tech
- Food and Drink Processing
- Health and Social Care
- Visitor Economy (and heritage-based business)
- Environmental Science and Technologies
- Creative and Digital Industries

Shropshire Council has also identified a number of under-represented sectors that link well with our sectoral strengths in Shropshire, which are Professional, Business Services and Construction.

Ambition	Action / Delivery	Partners	Timescale	Progress
To identify and support existing sectors and identify cluster opportunities and define sectoral strengths	To prepare sectoral propositions aligned to identify target and growing sectors in the Economic Growth Strategy. <a href="http://www.investinshropshire.co.uk/key-shropshire-sectors/">http://www.investinshropshire.co.uk/key-shropshire-sectors/</a>	Shropshire Council Business Growth and Investment Team	Immediate	
Produce a Cultural Strategy for Shropshire	Shropshire Council is producing a new Cultural Strategy for Shropshire will be published by Sept 2020 <a href="#">Cultural Strategy Link</a>	Shropshire Council	Immediate	
Work with the Marches LEP to produce a Visitor Economy Strategy	Shropshire Council is exploring ways of assisting the Local Enterprise Partnership with the production of a Marches Visitor Economy Strategy 2020. <a href="#">Visitor Economy Strategy link</a>	Marches LEP Shropshire Council	Immediate	
Work with the Marches LEP to produce a Local Industrial Strategy.	The Marches LEP has produced a Strategic Economic Plan. Aspirations of key market towns in Shropshire will form part of this Plan. Local Industrial Strategy for the Marches area is being produced looking at sector strengths within the LEP. <a href="https://www.marcheslep.org.uk/what-we-do/economic-plan/">https://www.marcheslep.org.uk/what-we-do/economic-plan/</a>	Marches LEP Shropshire Council	Short/Medium	

## Identifying External Funding Opportunities

This Strategy looks to outline Ludlow's aspiration for Economic Growth helping to identify appropriate funding opportunities, which may be suitable to support this.

Investment provided through the UK Government, European and other funding bodies, including the Growth Deal, are already being utilised positively to deliver Economic Growth across the County. This strategy outlines several projects, which Shropshire Council can begin to map against different funding sources, fully utilising funding secured for economic growth projects for the benefit of Ludlow. Shropshire Council is working with the Marches LEP to understand the opportunities for funding post Brexit.<sup>3</sup>

Working in partnership with the Town Council and surrounding areas, we can collectively look at exploring suitable external funding and private sector investment into the area.

For further up to date information on funding and grants, please contact the Marches Growth Hub.

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

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<sup>3</sup> As the implications of Brexit become clear, Shropshire Council will work across the sector profile of Ludlow to fully understand opportunities and issues that can specifically benefit businesses in Ludlow. This will include implications for the agricultural sector in particular and Shropshire Council will engage with both local and national organisations to capture their full input, information and intelligence

## Enable Businesses to Start, Grow and Succeed

Business support is now delivered across the Marches through the Marches Growth Hub, which supports businesses across Shropshire; helping them to start, grow and succeed, whilst also helping our county to stimulate, energise and celebrate the enterprise, innovation and successes of our business community. Shropshire benefits from having its own Growth Hub located at the Shropshire Food Enterprise Centre, Shrewsbury, and a satellite office in the south, based in Bridgnorth at the Marches Centre of Manufacturing and Technology.

Continuing effective engagement and collaboration through our key account management with larger businesses in Ludlow is a key focus for the Economic Growth team and the Business Growth and Investment Team. This includes identifying supply chain opportunities whilst also supporting the growth potential of existing Small Medium Enterprises (SME's) to enable expansion to larger business status.

Ambition	Action / Delivery	Partners	Timescale	Progress
Provision of outreach business support	Develop the hubs outreach programme of business support provision. Explore outreach delivery options in Ludlow and agree a plan of activities and events for the town, which will include one-to-one surgeries in libraries.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	The Shropshire Growth Hub are visiting Industrial / Enterprise Parks based on feedback from businesses that the outreach aspect of the Growth Hub support prompted their engagement.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	The Growth Hub has a satellite office based in the south at MCMT on Stanmore Industrial Estate, Bridgnorth offering one-to-one appointments.	Shropshire Council Business Growth and Investment Team	Immediate	
	Shropshire Council Economic Growth Team is in discussion with the Shropshire Chamber of Commerce for a joint outreach programme where all partners visit market towns on a Roadshow basis. Currently the option of utilising any redundant mobile	Shropshire Council Business Growth and Investment Team	Short/Medium	

	libraries to re-configure and repurpose is being explored.			
	Continue to support the Marches LEP in the delivery of the Growth Hub.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Support for existing businesses alongside new businesses	The Growth Hub will engage with Town Councils and meetings will be arranged with each town clerk to discuss local business support provision.	Shropshire Council Business Growth and Investment Team	Short/Medium	
	To identify fast growing companies and to develop and tailor the business support offer to the Ludlow economic profile.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Succession Planning with new business and community leaders to ensure a vibrant town centre	The Growth Hub is working with HR Shropshire and Shropshire Youth Support Trust (SYST) on an agreed outreach programme of events and activities and will look at how to incorporate succession planning themed events into the programme.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Provision of Incubation Units	There is demand for workshops / office space with limited provision.  Supporting incubation and grow on provision within market towns remains a strategic objective.	Shropshire Council Business Growth and Investment Team	Short/Medium	
Business Board	To continue to work with the Shropshire Business Board as a key partner in delivering our growth agenda.	Shropshire Council	Immediate	

## Deliver Infrastructure to Support Growth

Shropshire Council's Strategic Infrastructure Forum maintain an overview of all the economic growth and infrastructure projects which are led by the council or where the council can enable partners to deliver.

This strategy will be supported by the Ludlow and surrounding area Place Plan. The purpose of the Place Plan is to help Shropshire Council to deliver its Local Development Framework and its Economic Growth Strategy. To do this, Place Plans identify and prioritise infrastructure needs within their local area and identify partners and funding sources to support delivery. There are many facilities and assets that contribute to a place and the Council's role in place shaping is an important one as it creates the conditions and environment that attracts people and businesses to the area. The Ludlow Place Plan is an intrinsic part of helping us to achieve growth within the local economy, through the provision of public services and use of public assets.

### Transport Infrastructure

Transport infrastructure in the south of the county is of particular regional importance. Shropshire Council will continue working closely with statutory bodies such as Highways England and Network Rail to improve and secure funding for strategic road networks that are key for supporting growth in Ludlow.

Ambition	Action / Delivery	Partners	Timescale	Progress
Improvements to main arterial road the A49	Need for an integrated infrastructure review.	Shropshire Council Highways Team	Short/Medium	
Improvement of accessibility at Ludlow Railway Station	Development and delivery expected by 2023	Network Rail	Medium	

Vehicle charging points	Currently offered through the Chamber of Commerce supported by sponsorship. Local Transport Plan	Town Council and Shropshire Council Chamber of Commerce	Short/Medium	
A better bus service to serve the hinterland of south Shropshire	Local Transport Plan	Shropshire Council	Short/Medium	
A designated shuttle service between town and Eco Park at peak times in the morning and evening	Local Transport Plan	Shropshire Council	Short/Medium	



## Digital Connectivity

Digital connectivity is now fundamental for business. Provision and reliability of the digital network will enable all aspects of business to operate and grow in Ludlow and the surrounding rural area.

Ambition	Action / Delivery	Partners	Timescale	Progress
<p>High-speed broadband outside of town to support businesses operating in the rural hinterland</p>	<p>The connecting Shropshire programme will continue to put forward the case for greater investment in mobile and broadband coverage.</p> <p>Shropshire Council area now has around 90% coverage of superfast broadband, and 98% of premises could have access to superfast broadband by the end of all current contracts (with Airband and BT/Openreach) in 2021.</p> <p>There is a need to identify key corridors that will require ultrafast/ full fibre/ 5G requirements beyond superfast contract delivery.</p> <p>The Marches and Gloucestershire Business Broadband Grant Scheme provides up to £25,000 for local eligible businesses to fund the installation of superfast broadband connections. The funding is designed to support qualifying businesses that cannot access superfast broadband currently and are not within any clearly defined roll out plans to receive superfast broadband.</p> <p>The grant will fund the associated capital costs of delivery and installation of the solution to premises. Applicants are responsible for paying the monthly cost through the contract term.</p>	<p>Shropshire Council Connecting Shropshire Team</p>	<p>Short/Medium</p>	

## Utilities Capacity

Understanding capacity constraints and exploring ways of addressing these where possible will be key to improving infrastructure to support growth.

Ambition	Action / Delivery	Lead	Timescale	Progress
Improvements to the power supply and better provision of power/electricity for larger companies	The Marches LEP Energy Strategy to look at influencing distribution network operators.	Shropshire Council Utility Partners	Short/Medium	

## Housing

The availability of housing of the right type, quality and cost to meet the needs of Ludlow is an important consideration for businesses so that employees are able to secure the housing they need. The level of development outlined in the SAMDev is ambitious but is considered consistent with the local growth aspirations and the environmental and physical capacity of the town.

Ambition	Action / Delivery	Lead	Timescale	Progress
<p>Ludlow has aspirations for sustainable housing growth as identified in the SAMDEV</p> <p>The guideline for growth in the town is for around 875 over the plan period 2006-2026</p>	<p>We will support the supply of housing through a plan led approach and allocation of strategic sites for sustainable development (SAMDev)</p> <p>Allocated housing sites in the SAMdev include:</p> <ul style="list-style-type: none"> <li>• Land south of Rocks Green</li> <li>• Land east of Eco Park</li> </ul> <p>There will be a coordinated approach to the delivery of this scheme alongside other sites to ensure development contributes appropriately to the delivery of necessary highway improvements around the town.</p> <p>Allocations for the hinterland including Burford, Clee Hill and Onibury can be found in the <a href="#">SAMDev</a>.</p> <p>All sites coming forward need to have full fibre broadband infrastructure installed at build stage.</p> <p>Land use planning objectives delivered through the Local Plan.</p>	<p>Shropshire Council Local Plan delivery framework.</p>	<p>Medium</p>	

## Local Place Infrastructure – Economic Growth Opportunities

The Council's role in place shaping is important to achieving economic growth opportunities as it helps create the conditions to attract people and businesses to an area.

Ambition	Action / Delivery	Lead	Timescale	Progress
Improvements to car parking capacity.	Part of Place Plan and to broker discussion on how to provide more parking to accommodate growth.	Shropshire Council and Town Council	Short/Medium	
Improvement of accessibility at Ludlow Railway Station	Development and delivery expected by 2023	National Rail	Medium	
Adoption programme for Ludlow Eco Park, Ludford and Ludlow Business Park	Ongoing adoption of the site by Shropshire Council Estates team.	Shropshire Council Estates Team	Short/Medium	
General improvements to the Eco Park for current businesses, and to attract new businesses and tourists to the town. To include public toilets, increase parking provision, and improved usage of the Park and Ride service.	Requirements to be assessed as part of the development of a Shropshire-wide Business Parks Programme.  To be included in the Shropshire Council Park and Ride Review	Shropshire Council Ludford Parish Council	Short/Medium	
Sheet Village employment site – infrastructure works, including development of units, to encourage investment	Requirements to be assessed as part of the development of a Shropshire-wide Business Parks Programme. Planning permissions have been granted but development not yet commenced	Shropshire Council Land Owner Developer	Short/Medium	
Tourism and Heritage improvements	Improvements to Street Scene, install local tourist attraction signage and improve links with Ludlow Castle and the local Town Centre businesses.	Town Council Civic Society	Short/Medium	

## Meet Skills Needs and People's Aspirations for Work

As referenced in the Economic Growth Strategy for Shropshire 2017-2021 Shropshire Council will need to support potential across all segments of the working age population to maximise the full economic output. A skills strategy has been produced which aligns with the Marches LEP skills strategy and Shropshire Council's own action plan.

Ambition	Action / Delivery	Lead	Timescale	Progress
Higher skilled jobs to not only attract a workforce but also to retain young people	<p>To work closely with local schools and colleges to facilitate relationships and foster entrepreneurship so that young people in Ludlow are aware of future opportunities within Shropshire.</p> <p>A skills strategy has been produced which aligns with the Marches LEP skills strategy and our own action plan.</p>	Shropshire Council Enterprise Coordinator	Short/Medium	
Retention of young people within the town and support with skills	Ludlow C E High School has been matched with an Enterprise Adviser volunteer at a senior level in business who advises the school on their career's guidance strategy and plans, and who assists with business engagement in careers activities in schools. Careers activities have been expanded in both school and Ludlow College.	Shropshire Council Enterprise Coordinator	Short/Medium	

## Promote Ludlow to Investors

This strategy represents the opportunity for Ludlow and its surrounding area to present a clear identity and outlines a prospectus for investors, identifying areas of constraints where intervention can help unlock growth and capitalise on opportunities.

Shropshire Council is preparing an investment proposition, which will outline key investment sites, sector propositions and development potential. This will give potential investors and businesses the information they need to show why they should invest/locate/work in our county. This strategy will form an important part of this investment proposition.

Ambition	Action / Delivery	Partners	Timescale	Progress
Promote Ludlow, both as destination and an investment	Production of a locally produced Invest in Ludlow proposition/destination management plan. <a href="#">Invest in Shropshire</a>	Shropshire Council	Immediate	
	Produce a new Cultural Strategy for Shropshire – September 2020	Shropshire Council	Short/Medium	
	Support the production of the Marches Visitor Economy Strategy 2020 <a href="#">The Marches LEP Visitor Economy Strategy</a>	Marches LEP Shropshire Council	Immediate	

# Draft Ludlow Local Economic Growth Strategy 2020-2025

## Supporting information

For more information on Shropshire Council's Economic Growth Strategy, please go to:

<http://www.investinshropshire.co.uk/wp-content/uploads/2017/08/Economic-Growth-Strategy-for-Shropshire-2017-2021.pdf>

For more information on Shropshire Council Growth Hub please go to:

<https://www.marchesgrowthhub.co.uk/about-us/shropshire/>

For more information on Shropshire Council Investment Propositions, please go to:

<http://www.investinshropshire.co.uk/>

For information on Marches LEP, please go to:

<https://www.marcheslep.org.uk/what-we-do/economic-plan/>

For more information on Shropshire Council's planning policies, please go to:

<https://www.shropshire.gov.uk/planning-policy/>

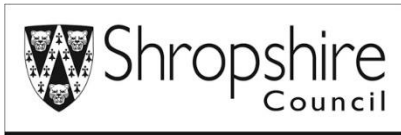
For more information on Place Plans, please go to:

<http://www.shropshire.gov.uk/place-plans>

or contact your Place Plan Officer via [PlacePlans@shropshire.gov.uk](mailto:PlacePlans@shropshire.gov.uk)

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<u>Cabinet</u>
4 March 2020

<u>Item</u>
<u>Public</u>

## **GYPSY AND TRAVELLER TRANSIT SITE PROVISION IN SHROPSHIRE – IDENTIFICATION OF TEMPORARY SITE**

**Responsible Officer** Tim Smith, Assistant Director – Commercial Services  
e-mail: Tim.Smith@shropshire.gov.uk Tel:(01743) 258998

### **1.0 Summary**

- 1.1 This report provides Cabinet with a proposal to develop transit accommodation for Gypsy and Travellers within the county of Shropshire mainly to provide temporary pitches for non -resident gypsies and travellers and assist in the management of unauthorised encampments. The site would however also provide the flexibility to provide temporary pitches where urgently required.
- 1.2 The site evaluation process undertaken identified an area of 3.6 ha of Council land in freehold ownership. The site which lies abutting the Ellesmere Road Roundabout between the A5124 Battlefield Link Road and the A528 Shrewsbury Road, on the North-West edge of Shrewsbury, is shown on the plan attached as appendix 1.
- 1.3 The land is currently used for grazing purposes but this area would be affected by the northerly junction of the proposed North West Relief Road, and longer term proposals for land uses in this vicinity therefore remain 'fluid' at present.
- 1.4 As an interim measure, an area of the site is being considered for the provision of a temporary transit site for gypsies and travellers. It is understood that the development can be constructed without impact on or interference with the delivery of the North West Relief Road at this principal road junction along the northern part of the route and construction of the two schemes will be sequenced to avoid any concurrent working.
- 1.5 It is considered that the delivery of this site will ease the burden of unauthorised encampments experienced by the Council over the last five years, particularly in Shrewsbury on high profile sites/locations such as the Park & Ride sites and Battlefield Enterprise Park. The

proposed temporary provision will allow the Council time to assess the effectiveness of transit provision in managing unauthorised activity and further time to identify the most suitable site for longer term permanent provision in a strategic location within the county.

- 1.6 In planning policy terms, as set out in the adopted Local Plan Core Strategy for Shropshire (2011), there is a longstanding requirement to allocate sites to meet identified Gypsy and Traveller accommodation needs and to facilitate Gypsy and Traveller Transit Provision. This commitment was reaffirmed as part of the Examination of the subsequently adopted SAMDev Plan 2015, which also forms part of the adopted Local Plan. Current national policy also requires that sites are identified to meet transit accommodation requirements.

The emerging Local Plan Review work includes the requirement to consider and address current transit needs. It is expected that the approach to transit provision will be rigorously tested at the future Examination Stage by an independent Inspector as a pre-requisite to the Plan being found sound. Updated evidence has therefore been commissioned to support the review. This evidence highlights that Shropshire Council have now granted planning permission for 3 private transit pitches which may address the planning requirement but that additional Council provision could complement the private site and support transit capacity.

## **2.0 Recommendations**

- 2.1 Cabinet is asked to:

- A. Agree to consult on the location identified on land identified at Battlefield, Shrewsbury for use as a temporary gypsy and traveller transit site.

## **REPORT**

### **3.0 Opportunities Appraisal and Risk Assessment**

- 3.1 A number of issues related to the proposed development of a Transit Site have been identified.
- 3.2 A new facility could present significant future cost savings as a result of fewer unauthorised encampments and a reduction in the known and increasing costs of court costs and site clear up costs.
- 3.3 It is considered that the project provides the potential to secure necessary 'fit for purpose' and affordable gypsy and traveller transit provision within local authority control for the county of Shropshire, albeit on a temporary basis. This could, within a reasonably short timescale, deal with the ongoing and costly issues of unauthorised

encampments and the associated impact on local communities and businesses whilst longer term site provision is considered.

3.4 Conversely, there is the potential impact of not progressing with the project, and the risk of ongoing disruption to local businesses:

- Risk of ongoing disruption to local businesses and facilities by unauthorised use.
- Examination of the Local Plan for Shropshire determines that the Plan is not 'sound' or otherwise forces delays in Plan adoption.
- Ongoing significant costs to the Council associated with Court costs and clearing up following unauthorised encampments.

3.5 A number of risks associated with the delivery of this project have been identified and these are summarised below together with mitigating actions:

<b>Risk</b>	<b>Mitigation actions</b>
Failure to get temporary planning permission results in development of transit site being impeded.	Commence consultation post Cabinet approval and progress planning application.
Failure to communicate and engage effectively and positively with local businesses results in inability to obtain their support for the scheme.	Appropriate consultation to be undertaken.
Failure to communicate and engage effectively and positively with Historic England due to the adjacency to the historic battlefield results in the inability to obtain their support for the scheme.	Liaison with Shropshire Council Historic Environment and Development Management officers to discuss the detail of the proposals.
Failure to consider the impact of the NWRR construction could result in the site being unavailable for use.	Liaison with NWRR project lead will ensure that ongoing use of the Transit site is not impeded by use of peripheral areas for works associated with the NWRR project.
Ecological survey to be completed for impact on the environment the outcomes of which could result in failing to obtain required planning permission and damage to biodiversity.	Initial desktop survey work undertaken to inform on potential presence of protected species has not identified the potential presence of any protected species. A survey of the site will be commissioned in spring 2020 and the report would form a supporting document within any future planning application

Failure to identify required services connection costs could result in not delivering the project within the allocated budget.	Appropriate surveys to be undertaken and further mitigation to be taken following survey results.
Inadequate site management arrangements in place when finalised, results in the management of the site being compromised.	Proper project management processes to be adopted.
Failure to identify future budget requirements of the site results in the site not being maintained following completion.	Basic construction to reflect the temporary nature of the transit site. Budget within Capital Programme to be retained.
Insufficient contractors available to undertake the works required results in programme and delivery delays.	Monitor availability of contractors ahead of any tender process.
Inability to predict additional travellers arriving when the site is full results in insufficient capacity.	The project will have met the requirements of the local plan in terms of demand but will be subject to ongoing review
Insufficient collection of rents and revenue from transient travellers results in inability to offset costs of delivery of site.	Robust processes and procedures to be set out in the management of the Transit site

#### **4.0 Financial implications**

- 4.1 An indicative scheme drawn up for provision of a basic facility to the standard required for temporary provision has provided guidance on expected capital and revenue costs.
- 4.2 The likely costs of construction for this form of basic transit facility are estimated to be in the region of £150,000. Further work to confirm the cost of the construction work and to establish how this will be funded will be undertaken following public consultation. The land is within the freehold ownership of the Council, and there is therefore no additional cost burden for land acquisition.
- 4.3 Regarding revenue implications, the income generated through rent charges is estimated at £7,000 pa, with employee, maintenance and running costs of £4,000 pa, thus generating a potential net surplus of £3,000 pa. Management of the site would be undertaken by the

Council's Gypsy and Traveller Service, thus keeping such management costs to a minimum.

- 4.4 The Business Case for the project has been established and approved at a previous Shropshire Council Investment Board, and this business case has been reviewed to ensure it remains current and applicable.

## **5.0 Climate Change Appraisal**

- 5.1 Making planned provision for a transit site will limit the environmental impact of unregalated visits and stays on other sites. Including limiting pollution and damage to the natural environment.
- 5.2 Landscaping of any new site could provide some carbon capture and storage potential through appropriate screening and planting. This will be considered accordingly should plans progress.
- 5.3 The design of any future site will ensure it is a safe environment for its temporary occupants and will mitigate any exposure to impacts from external environmental factors both human and physical.

## **6.0 Background**

- 6.0.1 The Council has freehold ownership of an area of land extending to 3.60ha which lies abutting the Ellesmere Road Roundabout between the A5124 Battlefield Link Road and the A528 Shrewsbury Road on the North-West edge of Shrewsbury.
- 6.0.2 The land is currently used for grazing purposes but this area would be directly affected by the northerly junction of the proposed North West Relief Road, and longer term proposals for land uses in this vicinity therefore remain 'fluid' at present.
- 6.0.3 Heritage considerations have been identified, and work is currently in progress, drawing on information provided by the Council's Historic Environment and Planning Policy teams, to consider assessments of landholdings in this area of the town and potential impact on the setting of the Registered Battlefield. Formal pre-application consultation with Historic England is planned to review any potential heritage constraints to development. This risk has been identified within the Risk Register with appropriate mitigation in place.  
Other potential issues identified from the site assessment used to inform the Local Plan Review which will require due consideration will include:
- 6.0.4 As an interim measure, the site has been identified as potentially suitable for the provision of a temporary transit site for gypsies and travellers. The transit proposal would aim to provide a site to

accommodate up to 8 families for periods of no longer than 3 weeks at any one time.

- 6.0.5 The site would accommodate those families temporarily staying in the county who may otherwise occupy unauthorised sites, or those waiting for a permanent pitch on one of the Council's owned and managed caravan sites.

## **6.1 The need for Gypsy and Traveller Transit Provision in Shropshire**

- 6.1.1 The transit site is proposed to be located in North Shrewsbury which has been a particular focus for unauthorised encampment activity. The delivery of this site will ease the burden of unauthorised encampments experienced by the Council over the last five years on high profile sites/locations such as the Park & Ride sites and Battlefield Enterprise Park.
- 6.1.2 This will enable the Police enforcing their powers to evict groups who refuse to use the facility from the County for three months. There has been a reluctance by the Police to use these powers. It will also resolve a short term problem for Gypsy & Traveller families who are due to move onto the Council's owned and managed sites, or those fleeing domestic abuse or in need of health and medical care.
- 6.1.3 Subject to obtaining planning permission for this proposal, the land at Battlefield would provide opportunity for development of this much needed facility until a more permanent location can be confirmed.

## **6.2 Gypsy and Traveller Accommodation Assessment (GTAA) and Planning Policy Considerations**

- 6.2.1 National planning policy for gypsy and traveller sites requires local authorities to identify and seek to meet the accommodation needs of Gypsies and Travellers, including transit provision.
- 6.2.2 There is a longstanding commitment to identify a site for transit provision in Shropshire as set out in the Core Strategy Policy CS12 (March 2011) which forms part of the adopted Local Plan for Shropshire. This commitment was reconsidered and reaffirmed as part of the examination of the subsequently adopted SAMDev Plan which also forms part of the adopted Local Plan for Shropshire. The SAMDev Plan Inspector required an early Plan review to include an update of housing including gypsy and traveller requirements.
- 6.2.3 The Gypsy and Traveller Accommodation Assessment 2017 (GTAA) which was published to underpin the ongoing Local Plan Review process identified a need for a transit site for around 8/10 pitches. The update to this evidence to consider and address current transit needs highlights that Shropshire Council have now granted planning permission for 3 private transit pitches which may address the planning

requirement but that additional Council provision could complement the private site and support transit capacity. The report also identifies the need for the monitoring of the impact of the private provision.

### **6.3 Proposed Development**

- 6.3.1 The transit proposal for provision within Shropshire aims to provide a site to accommodate up to 8 families for periods of no longer than 3 weeks at any one time.
- 6.3.2 The site will accommodate those families temporarily staying in the county on unauthorised sites or those waiting for a permanent pitch on one of the Council's owned and managed caravan sites.
- 6.3.3 The proposed site would be of basic construction, with a stone or grasscrete base, a single toilet/shower block unit, CCTV, Perimeter Fencing and Height Restriction barriers on the entrance to the site. In this respect, it will remain relatively 'temporary' in its form and provision, and will respect the setting of the land adjacent to the Registered Battlefield. Construction details will reflect guidance contained within the Battlefield Design Guidance draft document.

### **7.0 Review of options for future transit provision in Shrewsbury**

- 7.1. An assessment of available sites, mainly in Council ownership but also giving consideration to any suitable land or premises available for purchase or to lease within the county, has been undertaken. The range of sites were considered against key requirements and criteria and recommendations were brought forward for further investigation. The sites review has been an ongoing process as new sites have been added and considered.
- 7.2 In carrying out the evaluation, the following key considerations were assessed:
- Locality of site and ability of users to physically access the site and its facilities
  - Land ownership, potential difficulties with acquisition, title issues and timescales.
  - Site size, condition and remediation costs.
  - Amenity and other planning issues.
  - Local infrastructure and services.
  - Potential delivery complications.
  - Policy framework
  - Site infrastructure requirements including utilities
  - Constraints such as ecological, heritage, flooding and highway considerations.
- 7.3 A consultation exercise is now planned as the next stage in the process, including formal consultation with local residents, businesses

and other interested parties. This consultation would be in addition to the opportunity for interested parties to submit comments in response to any planning application subsequently submitted.

7.4 The formal consultation is planned to run from mid-March 2020 to mid-April 2020. Following analysis of comments and feedback received, a report back to Cabinet is programmed for 29 April 2020.

7.5 Upon completion of the consultation, an ESIA will be undertaken.

## **8.0 Next steps**

8.1 Subject to Cabinet approval to carry out a formal consultation on this proposal with local residents, businesses and other interested parties, the outcome of the consultation will be analysed and reported back to Cabinet. Should the recommendation be to approve progressing this site, further work would be undertaken to prepare a planning application seeking approval for the transit provision for a temporary period of up to 5 years.

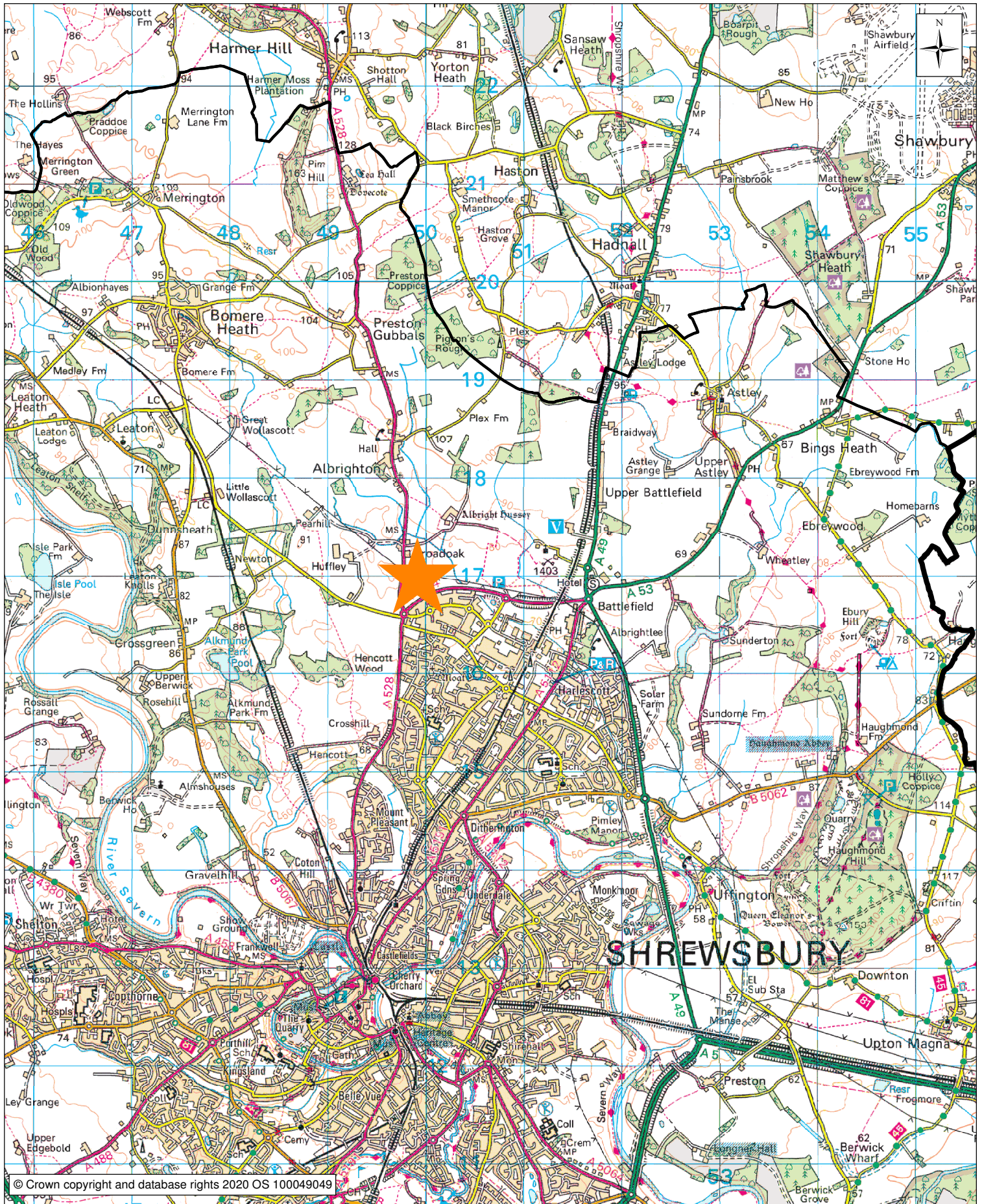
8.2 It is anticipated that the timescale for submission of a full planning application for this temporary provision and subsequent stages for construction of the facility will be up to 12 months.

<p><b>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</b></p>
<p><b>Gypsy and Traveller Accommodation Assessment 2017</b> Battlefield Design Guidance – Draft – Supplementary Planning Document (SPD) (not dated)</p>
<p><b>Cabinet Members:</b> Cllr Steve Charmley, Deputy Leader and Portfolio Holder for Assets, Economic Growth and Regeneration Cllr Robert Macey, Portfolio Holder for Housing and Strategic Planning</p>
<p><b>Local Members:</b> Cllr Ioan Jones</p>
<p><b>Appendices:</b>  Appendix 1: Location Plan</p>





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**Business Enterprise and Commercial Services**

Shirehall, Abbey Foregate  
 SHREWSBURY  
 SY2 6ND

Title: Appendix 1: Location Plan

Drawing No:	302-001-082
Scale:	1:50,000
Date:	February 2020
Drawn by:	Property Strategy and Review

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<u>Committee and Date</u>	<u>Item</u>
Cabinet 4 <sup>th</sup> March 2020	

## FINANCIAL MONITORING REPORT – QUARTER 3 2019/20

**Responsible Officer** James Walton

Email: james.walton@shropshire.gov.uk

Tel: (01743) 255011

### 1. Summary

- 1.1 The report sets out the projected revenue expenditure for the whole of 2019/20 as at Quarter 3, and for capital sets out the expenditure up to the end of Quarter 3. For capital, any budget increases and decreases and any re-profiling of budgets between 2019/20 and future years are also set out for decision making.
- 1.2 The revenue monitoring within this report is based on financial information held for the first nine months of the year, extrapolated to year end to produce an estimated outturn position. As the year progresses and further financial information becomes available, the quality of the estimates used are expected to increase.
- 1.3 Management action instigated as a result of the Q2 monitoring projections has begun to be reflected within the outturn position. The need for management action was significant at Quarter 2, when a forecast overspend of £5.987m was reported.
- 1.4 The report identifies the current projections on delivery of revenue savings included within the forecast. To aid reporting of savings delivery the Council uses a RAG (Red, Amber, Green) rating to consider the delivery of savings proposals (more detail is provided in the report below). As at Quarter 3, evidence suggests that of the £18.490m of proposals to be delivered in 2019/20, £11.595m are rated as green – with a high degree of certainty of being delivered.
- 1.5 The Quarter 3 monitoring position suggests that £6.252m of the £18.490m savings planned are categorised as red, and further work is required within service areas to ensure that the total value of savings proposals is fully deliverable within the financial year. Furthermore, additional ongoing service pressures totalling a net value of £3.286m are being highlighted, which service areas will need to continue to address alongside delivering their savings.
- 1.6 The projected revenue outturn is an overspend of £1.532m. This is an improved position from Quarter 2 of (£4.455m). Within the headline projection the following factors should be considered:
  - 1.6.1 As highlighted at Quarter 2, a number of red-rated savings are not deliverable in the current year due to timing but are deliverable in the medium term. This

presents a short-term issue rather than an unachievable saving. This includes the following larger savings totalling £2.015m:

- New Development Dividend (P72, para 6.2. - £1.025m)
- Digital Transformation (R34, para 6.2 - £0.990m)

1.6.2 Cabinet has taken decisions to remove approximately £1.3m savings from the 2019/20 Financial Strategy:

- Review of Waste Services (£0.700m P04)
- Review of Bus Subsidies (£0.285m P64)
- Passenger Transport Commissioning Savings in Learning and Skills (£0.364m C18)
- CCTV monitoring service (£0.225m H36)

1.6.3 Management action identified at Q2 has the potential to eliminate the projected overspend and this will continue to be monitored closely through to the year-end position to bring the budget back into balance.

1.7 The key issues highlighted by this report are that:

- Without further management action, the projected revenue outturn position would be an overspend of £1.532m.
- At this level, the projected General Fund balance as at 31 March 2020 would be £14.004m, which is significantly below the recommended level.
- Management action across all areas of the Council is taking place to attempt to bring the budget back into balance, as far as possible.
- There is also a risk that savings proposals currently rated as “Amber” may be undelivered, which would have the effect of increasing any underlying overspend by £0.643m.
- The projected capital outturn is £61.272m, in line with the current budget. This follows a net budget decrease of £22.862m in Quarter 3.
- Current capital expenditure of £32.689m, representing 53% of the budget at Quarter 3, with 75% of the year elapsed.
- In 2020/21 and 2021/22 capital receipts are currently projected to be lower than those required for the programme to values of £4.069m and £9.470m respectively. Therefore, urgent action is required to progress further disposals identified in both the current and future years.
- One scheme is currently forecast to outturn in excess of the approved budget.

## 2. Recommendations

It is recommended that Members:

- A. Note that at the end of Quarter 3 (31<sup>st</sup> December 2019), the full year revenue forecast is a potential overspend of £1.532m, which is an improved position from Quarter 2 of £4.455m;
- B. Consider the impact of this on the Council’s General Fund balance.

## REPORT

### 3. Background

- 3.1 Budget monitoring reports are produced monthly for Directors, and quarterly for Cabinet, reporting on the period from June (period 2) to February (period 11) of each financial year, highlighting the anticipated year end projection.
- 3.2 The monitoring reports track progress against agreed budget decisions, consider any budget changes (including re-profiling on Capital), forecast any significant variances to the budget, and enable corrective action to be taken to attempt to ensure a balanced budget at year end.
- 3.3 Revenue variances are reported on an exception basis depending on the total variance from budget, and the percentage change in projection in any one period.

Green Variance +/- 1% (or £0.05m if budget less than £5m)

Amber Overspend between 1%-2% (or £0.05m-£0.1m if budget less than £5m)

Red Variance over 2% (or £0.1m if budget less than £5m)

Yellow Underspend more than 1% (or £0.05m if budget less than £5m)

- 3.4 In addition, given the level of savings proposals identified for delivery in 2019/20, this report also includes a second RAG rating, specifically relating to the delivery of savings. The ratings are as follows:

Green – Saving identified, quantified and confirmed

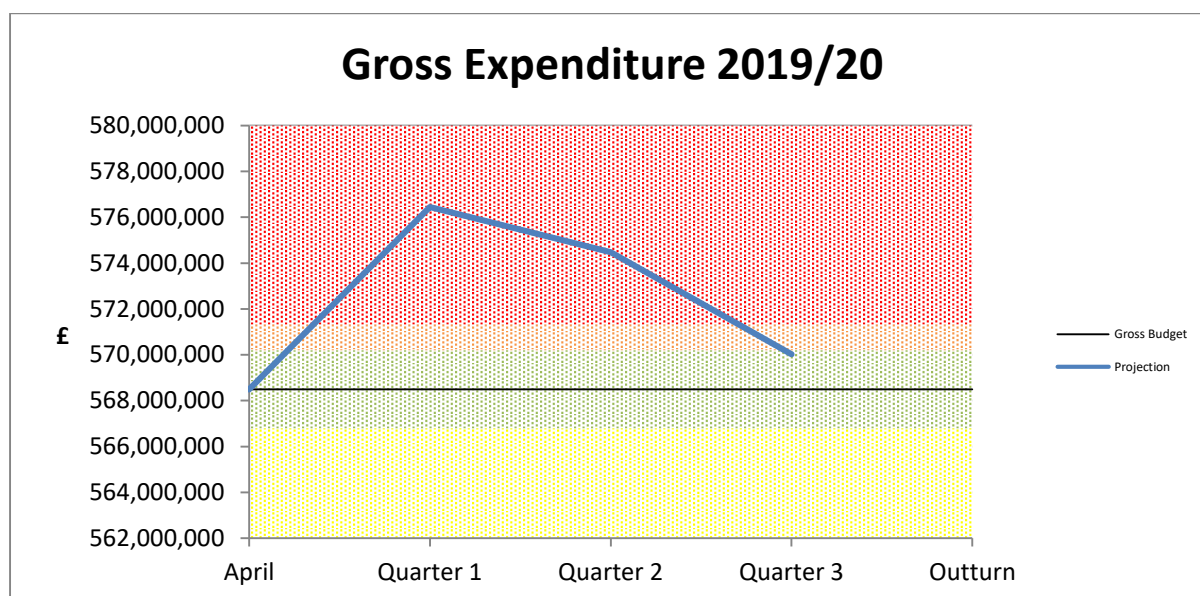
Amber – Saving identified but not yet confirmed

Red – Saving not achieved or unachievable

- 3.5 Capital schemes are also reported on an exception basis, based on being delivered within budget and the expectation of being delivered within scheme timeframe.

### 4. Revenue Monitoring 2019/20 Budget - Overall Position

- 4.1 The projected revenue forecast for the year at Quarter 3, shows a potential overspend of £1.532m (0.27%) on a gross budget of £568.489m (net £213.839m). The forecast year end position for the Council is revised each Quarter (monthly for Directors) and reported using the graph below. The area of the graph banded green shows the extent of variance from the budget that can be seen as reasonable given the size and complexity of the Council's budget. At Quarter 3, the projected year end overspend of £1.532m is falling within the green banding as shown in Graph 1 below.
- 4.2 Management action is continuing in order to bring the outturn position into balance.

**Graph 1: Projected Outturn Variance to Gross Budget**

4.3 The projected overspend of £1.532m for 2019/20 is presented below and analysed in more detail within Appendix 1.

**Table 1: 2019/20 Projected Budget Variations Analysed by Service Area**

Service Area	Revised Budget £'000	Forecast Outturn £'000	(Under) / Overspend £'000	RAGY Classification
Adult Services	107,641	108,621	979	G
Central DSG	-	-	-	G
Children's Services	49,840	55,102	5,263	R
Corporate Budgets	(5,105)	(13,530)	(8,425)	Y
Finance, Governance & Assurance	2,780	2,643	(137)	Y
Legal & Democratic Services	506	546	41	G
Place	57,870	61,445	3,575	R
Strategic Management Board	(14)	(226)	(212)	Y
Workforce & Transformation	321	770	449	R
<b>Total</b>	<b>213,839</b>	<b>215,371</b>	<b>1,532</b>	<b>G</b>

4.4 The table below shows the movement in the financial position between Quarter 2 and Quarter 3 and the main reasons for the movement.



**Movement between Reporting Periods 2019/20**

Directorate	Variance at Q2	Variance at Q3	Movement on Previous Quarter	Reason for Movement over £0.100m
Adult Services	4,065,527	979,482	(3,086,045)	Between Q1 and Q2 we saw an increase in committed expenditure for service users of £4.691m. This led Finance Officers to increase the growth in year by £2.640m at the end of Q2. Between Q2 and Q3 we have only seen committed expenditure increase by £0.878m. Due to this, at the end of Q3, we have reduced that growth figure by £1.457m. We have also altered our projections on recovery of debt by £0.322m based on actual values already recovered. Due to reduction in void payments being made on supported living contracts, we have seen a saving of £0.528m made in year on our block contracts and we have also seen an increase in income from client contributions and our joint funded CHC packages of £0.637m between the end of Q2 and the end of Q3.
Central DSG	0	0	0	
Children's Services	4,977,437	5,262,976	285,539	Increase in forecast overspend against Children's Social Care resulting from an increase in Disabled Children's team payments, an increase in legal costs and an increase in external residential placement costs. This has been partially offset by a decrease in the forecast overspend in Learning and Skills resulting from a decrease in projected school redundancies costs.
Corporate Budgets	(7,023,520)	(8,424,973)	(1,401,453)	£1.000m additional Section 31 grant has been drawn down to offset pressures across the Council. Additional savings of (£170k) have been identified from treasury management activity for interest receivable and payable. Additionally there is an increase of savings identified from one-off corporate funds held for inflation of (£261k). These offset a small increase in non-distributable costs of £21k.
Finance, Governance and Assurance	(83,982)	(137,260)	(53,278)	N/A
Legal and Democratic Services	218,692	40,642	(178,050)	Funds totalling (£119k) have been released from the IER reserve to offset costs incurred in year for elections postage. Savings of (£59k) have also been identified from a review of members budgets as a result of the spending freeze from across training, allowances, and from supplies and services.
Place	2,766,401	3,574,582	808,181	The two main areas for variances between projections for Quarter 2 and 3 are in Highways & Transport and Shrewsbury Shopping Centres. The phased implementation of the Car Parking Strategy has influenced parking behaviours and impacted the forecast net income from parking receipts, which is now forecast to be £1.169m lower than anticipated. In relation to Shrewsbury Shopping Centres, an in-depth review of budget projections has taken place due to the availability of management accounts provided by the trust's administrators for Quarter 1 & Quarter 2. This has led to forecasted pressures on rates, insurance liabilities, service charge liabilities and legal advice as a result of lease renewal negotiations.
Strategic Management Board	(66,242)	(212,032)	(145,790)	Additional savings from vacancy management within PAs have been confirmed of (£20k), and savings resulting from the spending freeze of (£126k) have been confirmed on a one-off basis across subscriptions, supplies and services.
Workforce and Transformation	1,132,704	449,061	(683,643)	A complete review of IT contracts and income has identified one-off savings of (£304k). As a result of the spending freeze, savings across Workforce and Transformation of (£111k) are expected from supplies and services, (£216k) from planned vacancy management, with additional income from HR services being secured of (£47k).
<b>TOTAL</b>	<b>5,987,018</b>	<b>1,532,478</b>	<b>(4,454,540)</b>	

4.5 It should be noted that one-off corporate funding from MRP set aside, s31 Grant and Pension Fund advance payments totalling £5.170m were applied to the Quarter 2 position to offset pressures arising in Adults and Children's services.

## 5. Update on Savings Delivery

5.1 The savings projections for 2019/20 have been RAG rated in order to establish the deliverability of the savings and any potential impact on the outturn projection for the 2019/20 financial year. RAG ratings have been categorised as follows:

Red – Savings are not solved on an ongoing basis, nor have they been achieved in the current financial year. These are reflected as unachieved within this monitoring report.

- Amber – Savings have been identified on an ongoing basis in the current financial year, however there is no clear evidence to support the delivery as yet. The projected outturn within this report assumes these savings will be delivered.
- Green – Savings have been identified on an ongoing basis in the current financial year, with evidence of delivery.

The RAG ratings are updated monthly to determine progress on delivery.

**Table 2: Update on Delivery of 2019/20 Savings Proposals**

Service Area	Red £'000	Amber £'000	Green £'000	Total Savings £'000
Adult Services	1,278	140	3,980	5,397
Central DSG	-	-	-	-
Children's Services	411	353	145	908
Corporate Budgets	-	-	4,103	4,103
Finance, Governance and Assurance	-	-	589	589
Legal and Democratic Services	20	-	45	65
Place	3,553	150	2,612	6,315
Strategic Management Board	-	-	-	-
Workforce and Transformation	990	-	121	1,112
<b>Council</b>	<b>6,252</b>	<b>643</b>	<b>11,595</b>	<b>18,490</b>

- 5.2 The figures presented above show that 63% of the 2019/20 savings required have been rated as green with a further 3% with plans in place to be delivered (rated amber). Paragraph 6.2 below provides further detail on the red savings.
- 5.3 Managers have provided assurance that plans are in place to deliver the savings that have been categorised as amber, however as evidence of the delivery has not yet been identified, there is still a risk that these savings could impact on the outturn position for 2019/20. As the year progresses, these amber savings should gradually turn to green as the evidence becomes available. However, if the amber rated savings are not delivered as planned, the effect on the outturn position is shown in Table 3 below.
- 5.4 Amber rated savings have reduced to £0.643m at Quarter 3, however non-delivery of them would result in a projected outturn of £570.665m, and a total overspend of £2.176m.

**Table 3: Effect of Non-Delivery of Amber Savings in 2019/20**

Service Area	Quarter 3 Projected Outturn £'000	Amber Savings £'000	Potential Outturn if Amber Savings not Achieved £'000
Adult Services	979	140	1,120
Central DSG	-	-	-
Children's Services	5,263	353	5,616
Corporate Budgets	(8,425)	-	(8,425)
Finance, Governance & Assurance	(137)	-	(137)
Legal & Democratic Services	41	-	41
Place	3,575	150	3,725
Strategic Management Board	(212)	-	(212)
Workforce & Transformation	449	-	449
<b>Total</b>	<b>1,532</b>	<b>643</b>	<b>2,176</b>

## 6. Analysis of Outturn Projections including Delivery of Savings

6.1 The monitoring position detailed in Table 1 includes the current position on delivery of savings proposals for 2019/20 in addition to new monitoring pressures identified and one-off solutions to reduce the projected overspend. Table 4 provides further analysis of the projected overspends for each service area.

**Table 4: Reconciliation of Monitoring Projections to Savings Delivery**

	Quarter 3 Projection £000	Savings Pressure in 2019/20 £000	Ongoing Monitoring Pressures Identified £000	Ongoing Monitoring Savings Identified £000	One Off Monitoring Pressures Identified £000	One Off Monitoring Savings Identified £000
Adult Services Business Support & Development	(108)				51	(159)
Adult Services Management	(12)				59	(71)
Provider Services	(11)		110		161	(282)
Housing Services	(11)		164		147	(322)
Social Care Operations	265				1,131	(866)
Bereavement Services	(42)					(42)
Regulatory Services	(141)					(141)
Trading Standards and Licensing	(181)					(181)
Registrars and Coroners	(23)					(23)
Non Ring Fenced Public Health Services	312	207			115	(10)
Ring Fenced Public Health Services	931	1,070	25		125	(289)
<b>Adult Services</b>	<b>979</b>	<b>1,278</b>	<b>299</b>	<b>0</b>	<b>1,789</b>	<b>(2,386)</b>
Central DSG	0					
<b>Central DSG</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Learning & Skills	1,404	364	42		1,367	(369)
Children's Social Care & Safeguarding	3,884		839		4,267	(1,222)
Early Help, Partnerships and Commissioning	(32)				17	(49)
Children's Services Management	7	46			7	(46)
<b>Children's Services</b>	<b>5,263</b>	<b>411</b>	<b>881</b>	<b>0</b>	<b>5,658</b>	<b>(1,685)</b>
Corporate Budgets	(8,425)				120	(8,545)
<b>Corporate Budgets</b>	<b>(8,425)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>120</b>	<b>(8,545)</b>

	Quarter 3 Projection	Savings Pressure in 2019/20	Ongoing Monitoring Pressures Identified	Ongoing Monitoring Savings Identified	One Off Monitoring Pressures Identified	One Off Monitoring Savings Identified
	£000	£000	£000	£000	£000	£000
Audit Services	(67)					(67)
Finance	89				195	(105)
Pension Administration Services	0					
Revenues and Benefits	316		597			(282)
Treasury Services	(21)					(21)
Commissioning Development and Procurement	(276)			(250)		(26)
Risk Management and Insurance	(177)					(177)
<b>Finance, Governance and Assurance</b>	<b>(137)</b>	<b>0</b>	<b>597</b>	<b>(250)</b>	<b>195</b>	<b>(679)</b>
Democratic Services	(119)					(119)
Elections	(119)	20			14	(153)
Legal & Democratic Services	279				304	(25)
<b>Legal and Democratic Services</b>	<b>41</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>318</b>	<b>(297)</b>
Head of Commercial Services	565	1,075				(510)
Corporate Landlord	285		237		381	(333)
Facilities Management	58				58	
Property Services	9				9	
Strategic Asset Management	230	100			130	
Shire Services	0	401				(401)
Director of Place	47	64				(17)
Head of Economic Growth	1				1	
Planning Services	187		170		160	(143)
Economic Growth	(42)					(42)
Broadband	0					
Planning Policy	124	100			24	
Shrewsbury Shopping Centres	514		510		4	
Arts	(0)					
Highways and Transport	402	915			1,486	(1,999)
Shropshire Hills AONB	(0)					
Outdoor Partnerships	(40)					(40)
Leisure	214		51		183	(20)
Libraries	63	98			31	(66)
Museums and Archives	(34)				93	(127)
Theatre Services	(38)					(38)
Waste Management	811	700			129	(18)
Culture and Heritage Manager	163	100			66	(3)
Head of Infrastructure and Communities	56				58	(3)
<b>Place</b>	<b>3,575</b>	<b>3,553</b>	<b>969</b>	<b>0</b>	<b>2,813</b>	<b>(3,760)</b>
Strategic Management Board	(212)					(212)
<b>Strategic Management Board</b>	<b>(212)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(212)</b>
Customer Services	(82)					(82)
ICT Digital Transformation Project	1,481	990	500			(10)
ICT Services	(556)		41		(21)	(576)
Communications	(70)				9	(79)
Information, Intelligence and Insight	(195)					(195)
Human Resources & Organisational Development	(129)				36	(165)
<b>Workforce and Transformation</b>	<b>449</b>	<b>990</b>	<b>541</b>	<b>0</b>	<b>24</b>	<b>(1,107)</b>
<b>TOTAL</b>	<b>1,532</b>	<b>6,252</b>	<b>3,287</b>	<b>(250)</b>	<b>10,916</b>	<b>(18,671)</b>

6.2 The 2019/20 savings projected not to be delivered within the Quarter 3 position are as follows:

Ref	Directorate	Service Area	Description	2019/20 Saving Required (£)	Value Rated Red (£)
P41	Adult Services	Non Ring Fenced Public Health Services	Negotiate contract savings upon renewal through better contract management	27,720	27,720
C18	Adult Services	Ring Fenced Public Health Services	0-25 PHNS to take over management of one EH hub	75,000	75,000
H26	Adult Services	Ring Fenced Public Health Services	Pathology tests to be contracted to single provider	30,000	30,000
H34	Adult Services	Ring Fenced Public Health Services	Review prescribing budget	80,000	80,000
H36	Adult Services	Non Ring Fenced Public Health Services	Recommissioning across Adults, Children's and Public Health	300,590	179,480
H36	Adult Services	Ring Fenced Public Health Services	Recommissioning across Adults, Children's and Public Health	1,631,160	885,328
C18	Children's Services	Learning and Skills	Passenger Transport commissioning savings in Learning and Skills	717,000	364,080
P41	Children's Services	Children's Services Management	Negotiate contract savings upon renewal through better contract management	46,490	46,490
R30	Legal and Democratic Services	Elections	Elections reductions	20,000	20,000
P28	Place	Strategic Asset Management	Increased installation and use of solar panels	100,000	100,000
P34 & P39	Place	Head of Commercial Services	Land acquisition, development and investment	50,000	50,000
P66	Place	Shire Services	Innovation and efficiencies within Shire Services	126,100	101,100
P68	Place	Shire Services	Stretch income target within Shire Services	300,000	300,000
P72	Place	Head of Commercial Services	New Development Dividend	1,025,000	1,025,000
P69	Place	Planning Policy	Infrastructure related to new development	100,000	100,000
P04	Place	Waste Management	Review of waste collection and recycling services	1,500,000	700,000
P29	Place	Highways and Transport	Review of concessionary travel	50,000	50,000
P41	Place	Director of Place	Negotiate contract savings upon renewal through better contract management	63,970	63,970
P59	Place	Highways and Transport	Increase income generated from car parks	400,000	400,000
P62	Place	Highways and Transport	Reduction in agency staff within transport and fleet services	60,000	60,000
P64	Place	Highways and Transport	Review of bus subsidies	405,000	405,000
P76	Place	Libraries	Libraries review	98,000	98,000
P80	Place	Culture and Heritage Manager	Heritage Buildings - New operating model	100,000	100,000
R34	Workforce and Transformation	ICT Digital Transformation Project	Digital Transformation	990,430	990,430
<b>TOTAL</b>				<b>8,296,460</b>	<b>6,251,598</b>

More detail on these is provided within the relevant service sections of Appendix 1.

- 6.3 A number of ongoing pressures have been identified within service areas, some of which relate to savings unachieved in previous financial years. Ongoing pressures identified at Quarter 3 are as follows:

Directorate	Service / Description	Nature of Pressure	Value (£)
Adult Services	Four Rivers Nursing Home	Staff budget	110,123
Adult Services	Housing - Temporary Accommodation	Demography	163,968
Adult Services	Public Health - Out of Hours Call Service	Historic unachieved saving	24,800
Children's Services	Shrewsbury Training and Development Centre	Reduced income	42,000
Children's Services	Children's Social Care Placements	Staff budget / demography	534,900
Children's Services	Social Work Teams	Staff budget	19,300
Children's Services	Children's Social Care Agency Costs	Staff budget	284,300
Finance, Governance and Assurance	Revenues and Benefits	Reduced income (Housing Benefits subsidy)	597,000
Place	Corporate Landlord	Increased contract costs / reduced income	237,000
Place	Shrewsbury Shopping Centres	Reduced rental income and increased costs of rates and insurance	510,000
Place	Planning Services	Staff budget / reduced income	170,480
Place	In House Leisure Facilities	Staff budget / reduced income	51,000
Workforce and Transformation	Digital Services	Historic unachieved saving	17,000
Workforce and Transformation	Education Technology Services	Reduced income	24,000
Workforce and Transformation	DTP - Single Front Door / Face to Face Review	Historic unachieved saving	500,000
<b>TOTAL</b>			<b>3,285,871</b>

- 6.4 Ongoing pressures have reduced from £8.658m at Quarter 2 to £3.286m at Quarter 3, as within the Financial Strategy, growth has been allocated to service areas in 2020/21 to fund, particularly, demographic pressures within adult social care, children's social care and home to school transport. Therefore, it is envisaged that many of the overspends within these areas will not reoccur in 2020/21 and can be categorised as one-off in 2019/20.

- 6.5 Significant further work is required within service areas to find an ongoing basis for managing and funding the remaining pressures so that further growth is not required within the Financial Strategy, leading to an increase in the funding gap.

## 7. General Fund Balance

- 7.1. The effect on the Council's reserves of the outturn forecast is detailed below. The Council's policy on reserve balances is to have a General Fund balance (excluding schools balances) of between 0.5% and 2% of the gross revenue budget. For 2019/20 the minimum balance required would therefore be £2.842m, although this is no longer considered to be an acceptable guide.
- 7.2. The more appropriate risk-based target balance for the General Fund, as calculated in the Robustness of Estimates and Adequacy of Reserves 2018-24, reported to Council on 28<sup>th</sup> February 2019, is £20.400m in 2019/20, rising to £34.700m by 2023/24. These figures were significantly increased within the review, reflecting the remaining funding gap in these years as set out in the Financial Strategy, and the significant level of risk associated with the uncertainty over local government funding.
- 7.3. Based on the current monitoring position, the General Fund balance will reduce at year-end, as shown in table 5 below. The projected balance will be significantly below the required risk assessed target.

**Table 5: Projected General Fund Balance as at 31 March 2020**

	<b>£'000</b>
General Fund Balance as at 31 March 2019	15,537
This Report – Projected Outturn Under/(Over)spend	<b>(1,532)</b>
<b>Projected Balance at 31 March 2020</b>	<b>14,004</b>

## 8. Movement in Capital Programme for 2019/20

- 8.1 The capital budget for 2019/20 is subject to a review of the position of all projects during Quarter 3 and re-profiling where required into future years. In Quarter 3 there has been a net budget decrease of £22.862m for 2019/20, compared to the position reported at Quarter 2 2019/20. Table 6 summarises the overall movement, between that already approved, changes for Quarter 3 and the programme financing.

**Table 6: Revised Capital Programme Quarter 3 2019/20**

Detail	Agreed Capital Programme - Council 28/02/19 £	Slippage & Budget Changes Approved To Quarter 2 2019/20	Quarter 3 Budget Changes to be Approved £	Revised 2019/20 Capital Programme Quarter 3 £
<b>General Fund</b>				
Place	37,276,536	5,138,407	(5,709,115)	36,682,041
Adult Services	3,600,000	2,926,576	(2,486,502)	4,040,073
Public Health	230,000	118,636	(260,000)	88,636
Childrens Services	14,628,959	3,944,942	(10,350,436)	8,247,251
Resources & Support	5,000,000	531,578	(1,400,000)	4,131,578
<b>Total General Fund</b>	<b>60,735,495</b>	<b>12,660,140</b>	<b>(20,206,053)</b>	<b>53,189,579</b>
Housing Revenue Account	7,600,950	3,137,519	(2,656,110)	8,082,362
<b>Total Approved Budget</b>	<b>68,336,445</b>	<b>15,797,659</b>	<b>(22,862,163)</b>	<b>61,271,941</b>
<b>Financing</b>				
Self Financed Prudential Borrowing *	4,252,000	3,165,709	(2,061,289)	5,356,420
Government Grants	38,254,230	5,114,719	(8,819,407)	34,549,542
Other Grants	50,040	902,245	(6,532)	945,753
Other Contributions	2,899,459	887,811	(241,066)	3,546,204
Revenue Contributions to Capital	4,214,293	292,989	(1,486,493)	3,020,789
Major Repairs Allowance	3,900,950	1,978,649	(1,326,000)	4,553,599
Corporate Resources (expectation - Capital Receipts only)	14,765,473	3,455,537	(8,921,376)	9,299,634
<b>Total Confirmed Funding</b>	<b>68,336,445</b>	<b>15,797,659</b>	<b>(22,862,163)</b>	<b>61,271,941</b>

8.2 Within the financing of the Capital Programme, £3.021m is funded from revenue contributions. The major areas of revenue contributions to capital are £0.432m approved towards essential repairs in relation to the Corporate Landlord estate and £2.461m in ringfenced HRA monies to new build schemes (£1.700m) and the major repairs programme (£0.761m).

8.3 Full details of all budget changes are provided in Appendix 3 to this report. Significant budget changes across the life of the programme in Quarter 3 are:

#### **Budget Increases**

- £1.050m Housing Infrastructure Fund.
- Increase of £0.172m in CIL contributions to capital funding.
- £0.072m capital receipts from the sale of HRA Right to Buy property.
- Increase of £0.050m in revenue contributions to capital funding.
- Increase of £0.377m in Section 106 Developer Contributions.
- Increase of £0.320 in HRA revenue contributions for the 2019/20 HRA Housing Major Repairs Programme.
- One Public Estate funding of £0.075m.
- Increase of £1.627m BDUK grant.
- Increase of £0.174m capital receipts funding.

#### **Budget Decreases**

- Reduction in revenue contributions to capital schemes of £0.120m.
- Reduction in Environment Agency grant of £0.621m following Flood & Water Management programme review.
- Reduction in Devolved Formula Capital grant of £0.232m following academy conversions.
- Reduction in Historic England grant of £0.007m following removal of scheme from capital programme.



## **Budget Re-profiling**

### **Place:**

- Re-profiling of £0.325m to future years in relation to the In-Vessel Composting Facility, to reflect expected expenditure and scheme delivery plan.
- Re-profiling of £2.000m Department of Transport Safer Roads funding to future years for the A529 Road Safety Works scheme to reflect expected completion date, expected expenditure and scheme delivery plan.
- Re-profiling of £1.000m LEP funding and £0.150m capital receipts funding to future years in relation to the Oxon Relief Road project to reflect expected completion date, expected expenditure and scheme delivery plan.
- Re-profiling of £0.440m Prudential borrowing to future years in relation to The Tannery Development (Block B) to reflect expected completion date, expected expenditure and scheme delivery plan.
- Re-profiling of £0.002m capital receipts funding to future years in relation to Corporate Landlord schemes to reflect expected completion date, expected expenditure and scheme delivery plan.
- Re-profiling of £2.168m capital receipts to future years to reflect expected expenditure.
- Re-profiling of £2.000m Prudential borrowing to future years to reflect expected expenditure.
- Re-profiling of £0.300m Community Housing Grant to future years to reflect expected expenditure.
- Re-profiling of £0.140m Environment Agency grant to future years to reflect expected expenditure.

### **Workforce & Transformation:**

- Re-profiling of £1.400m to future years in relation to the Digital Transformation Programme to reflect expected completion date, expected expenditure and scheme delivery plan.

### **Adult Services:**

- Re-profiling of £1.237m capital receipts to future years to reflect expected expenditure.
- Re-profiling of £1.043m Disabled Facilities Grant to future years to reflect expected expenditure.
- Re-profiling of £0.200m HOLD grant to future years to reflect expected expenditure.

### **Children's Services:**

- Re-profiling of £4.377m capital receipts to future years to reflect expected expenditure.
- Re-profiling of £3.966m Basic Need grant to future years to reflect expected expenditure.
- Re-profiling of £1.000m Devolved Formula Capital grant to future years to reflect expected expenditure.
- Re-profiling of £0.590m Community Infrastructure Levy to future years to reflect expected expenditure.

- Re-profiling of £0.200m Section 106 developer contributions to future years to reflect expected expenditure.
- Re-profiling of £0.200 Special Provision Grant to future years to reflect expected expenditure.
- Re-profiling of £0.014m schools revenue contributions to future years to reflect expected expenditure.

#### **Housing Revenue Account:**

- Re-profiling of £1.722m Housing Revenue Account revenue contributions to future years to reflect expected expenditure.
- Re-profiling of £1.326m Major Repairs Allowance contributions to future years to reflect expected expenditure.

### **9. Actual versus Planned Expenditure to Date**

- 9.1. The actual capital expenditure at Quarter 3 is £32.689m, which represents 53% of the revised capital budget at Quarter 3, 75% of the year. This is slightly low in comparison to the total budget, but in line with the average expenditure percentage at this period in previous years. All budgets are fully allocated to projects and will be monitored for levels of spend throughout the remainder of the year. Based on recent years, the capital programme has out-turned at around 85% of the outturn budget, which on average has been around 20% lower than the budget at this point in the year, due to further re-profiling later in the year.
- 9.2. The level of spend is slightly low across the programme in some areas, but equal to the level of spend in the previous year at this period. In terms of the major areas the spend position is as follows: Place 52% (budget £36.682m), Adult Social Care 53% (budget £4.040m), Public Health 92% (budget £0.089m), Resources & Support 54% (budget £4.132m), Children's Services 62% (budget £8.247m), HRA Major Repairs & New Build Programme 52% (budget £8.082m).

### **10. Schemes Forecast Outturn & Delivery**

- 10.1. Capital schemes within the capital programme are not only continually monitored in terms of current year actual expenditure against budget but also in terms of scheme forecast outturn compared to budget and scheme delivery against profile. This is achieved by RAG rating each scheme as follows:

<b>RAG Rating</b>	<b>Scheme Projected Outturn</b>	<b>Scheme Projected Delivery</b>
Red	Schemes with a forecast outturn in excess of 10% of the current scheme budget.	Scheme significantly below profile at current period and not expected to deliver as original profile.
Amber	Schemes with a forecast outturn in excess of 5% of the current scheme budget.	Scheme below profile at current period and will not deliver as original profile.

Green	Schemes with a forecast outturn of less than or equal to the current scheme budget.	Scheme on profile at current period and expected to be delivered as original profile.
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- 10.2. For most schemes, forecast outturn against budget and scheme delivery against profile at Quarter 3 are within acceptable limits, however, currently one scheme is rated red in relation to forecast outturn. This scheme is discussed in detail below.

### The Tannery Development

The scheme budget totals £9.020m and forecast outturn is currently £9.288m; a potential scheme overspend of £0.309m. This potential overspend has been reported and discussed by the Project Board. The Board is currently considering implementation of a recovery plan, to include a review of all anticipated future expenditure, in order to bring the scheme back within the approved budget.

- 10.3. The position of this scheme will continue to be closely monitored and reported in subsequent monitoring reports

## 11. Capital Receipts Position

- 11.1 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 7 below, summarises the current allocated and projected capital receipt position across 2019/20 to 2022/23. 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 7: Projected capital receipts position**

	2019/20 £	2020/21 £	2021/22 £	2022/23 £
Corporate Resources Allocated in Capital Programme	8,876,475	8,422,575	5,400,824	-
Capital Receipts used to finance redundancy costs	-	-	-	-
To be allocated from Ring Fenced Receipts	2,914,688	13,027,441	-	-
<b>Total Commitments</b>	<b>11,791,163</b>	<b>21,450,016</b>	<b>5,400,824</b>	<b>-</b>
<b>Capital Receipts in hand/projected:</b>				
Brought Forward in hand	20,478,421	12,649,884	(4,069,345)	(9,470,169)
Generated 2019/20YTD	3,811,382	-	-	-
Projected - 'Green'	151,244	4,730,787	-	-
<b>Total in hand/projected</b>	<b>24,441,047</b>	<b>17,380,672</b>	<b>(4,069,345)</b>	<b>(9,470,169)</b>
Shortfall to be financed from Prudential Borrowing / (Surplus) to carry forward	(12,649,884)	4,069,345	9,470,169	9,470,169
Further Assets Being Considered for Disposal	2,659,025	18,785,460	10,453,404	-

- 11.2 Capital receipts of £20.478m were brought forward from 2018/19 and £3.811m has been generated to date in 2019/20. A further £0.151m is currently projected as 'Green' for 2019/20 and primarily relates to the sale of HRA Right to Buy properties. Capital receipts currently projected have fallen significantly from those reported at Quarter 2 (£3.285m) primarily because the sale of Shrewsbury Golf Course Pitch & Putt is now not anticipated to complete until 2020/21.
- 11.3 Based on the revised capital programme and delivering all the receipts profiled as Green for 2019/20, the programme is affordable and there will be a balance of receipts of £12.650m to carry forward.
- 11.4 In 2020/21 and 2021/22 there are currently projected shortfalls of capital receipts of £4.069m and £9.470m, which may need to be financed from Prudential Borrowing if they cannot be addressed by progressing the disposals programmed for future years. There is an urgent pressure 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 if the Council further utilises the new flexibilities around the use of capital receipts for transformational revenue.
- 11.5 It is important that work progresses, to minimise the funding shortfall. 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 revenue costs that are not budgeted for in the revenue financial strategy.

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

Financial Strategy 2019/20-2023/24  
 Financial Rules  
 Financial Monitoring Report Quarter 2 2019/20

**Appendices**

1. Service Area Pressures and Actions 2019/20
2. Amendments to Original Revenue Budget 2019/20
3. Capital Budget and Expenditure 2019/20

**Service Area Pressures and Actions 2019/20****Summary**

Directorate	Budget £	Forecast £	Variance £	RAGBY
Adult Services	107,641,210	108,620,692	979,482	G
Central DSG	-	-	-	G
Children's Services	49,839,500	55,102,476	5,262,976	R
Corporate Budgets	(5,105,380)	(13,530,353)	(8,424,973)	Y
Finance, Governance and Assurance	2,780,250	2,642,990	(137,260)	Y
Legal and Democratic Services	505,730	546,372	40,642	G
Place	57,870,460	61,445,042	3,574,582	R
Strategic Management Board	(14,230)	(226,262)	(212,032)	Y
Workforce and Transformation	321,220	770,281	449,061	R
<b>TOTAL</b>	<b>213,838,760</b>	<b>215,371,238</b>	<b>1,532,478</b>	<b>G</b>

ADULT SERVICES	Full Year			RAGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	<b>107,641,210</b>	<b>108,620,692</b>	<b>979,482</b>	<b>G</b>

<b>Adult Services Business Support and Development</b>	<b>Portfolio Holder Adult Social Services and Climate Change</b>	3,378,690	3,270,909	(107,781)	Y
There is an expected underspend within Business Support and Development of (£0.108m) which is largely due to a number of managed vacancies across the service. The vacancies are not sustainable beyond the short-term, but are not expected to impact on service delivery in 2019/20. A summary of the major variances are as follows:					
<ul style="list-style-type: none"> <li>• (£0.081m) projected underspend on Business Support staffing and costs associated with the posts, due to delays in appointing to vacant posts and staff movements within the service.</li> <li>• (£0.027m) projected underspend on Joint Training and the Professional Development Unit which relates to reduced service delivery costs. This is offset by an under achievement of income/loss of grants.</li> </ul>					
<b>Adult Services Management</b>	<b>Portfolio Holder Adult Social Services and Climate Change</b>	2,653,490	2,641,908	(11,582)	Y
Minor variation from budget as at Quarter 3.					
<b>Provider Services</b>	<b>Portfolio Holder Adult Social Services and Climate Change</b>	2,516,830	2,505,443	(11,387)	Y
Minor variation from budget as at Quarter 3.					
<b>Housing Services</b>	<b>Portfolio Holder Housing and Strategic Planning</b>	3,188,600	3,178,084	(10,516)	Y
Minor variation from budget as at Quarter 3.					
<b>Social Care Operations</b>	<b>Portfolio Holder Adult Social Services and Climate Change</b>	91,350,030	91,614,792	264,762	G
An overspend of £0.265m is forecast within the Social Care Operations section of Adult Services. The major variances are as follows:					
<ul style="list-style-type: none"> <li>• £0.815m projected overspend within the purchasing budget. As at Q2 the committed expenditure exceeded the growth allocation for 2019/20 which led to a revised growth model based on the trend identified in 2018/19. We have not seen the level of expected growth that we anticipated which has meant we have revised the remaining growth for Q4. This is</li> </ul>					

now suggesting a smaller overspend than originally anticipated. This is a very volatile budget area so this could still be subject to change. The service continues to review future growth requirements.

- (£0.261m) projected underspend on all operational social work staffing due to delays in appointing to a number of staff vacancies
- £0.087m projected overspend within maintenance costs across social care operations mainly with regards to occupational therapy equipment and supported living properties.
- £0.163m projected overspend on Transport costs.
- (£0.540m) projected underspend on OT Equipment. A decision was made to fund this spend from Capital monies which has freed up the revenue budget.

<b>Bereavement Services</b>	<b>Deputy Portfolio Holder Public Health</b>	(217,880)	(260,239)	(42,359)	Y
Overall an underspend of (£0.042m) is projected as work on grounds maintenance has improved the cemetery areas and resulted in a greater number of burial plots available for sale, increasing Council revenues.					
<b>Regulatory Services</b>	<b>Portfolio Holder Communities, Place Planning and Regulatory Services</b>	3,061,800	2,920,975	(140,825)	Y
An underspend of (£0.141m) is projected due to a number of vacant posts within the service and the long term secondment of a Team Manager; plans are in place to appoint to the vacant posts and the budget for the Team Manager is required to be held substantively. Therefore the underspend variance is not sustainable beyond the short term.					
<b>Trading Standards and Licensing</b>	<b>Portfolio Holder Communities, Place Planning and Regulatory Services</b>	960,050	778,804	(181,246)	Y
An underspend of (£0.181m) is projected for the service; (£0.120m) of this variance is as a result of a detailed review of Penalty Charge Notice income trends over the past two years which has highlighted an expected overperformance for the year compared to the annual target set. Penalty Charge Notice income generated as a result of Parking Enforcement activities are performed on a cost recovery basis and therefore any surplus is reinvested into the delivery of the services. The remaining underspend variance of (£0.061m) is due to a number of vacant posts within the service and long term absences. Plans are in place to appoint to the vacant posts and therefore this underspend variance is not sustainable beyond the short term.					
<b>Registrars and Coroners</b>	<b>Deputy Portfolio Holder Public Health</b>	795,530	772,740	(22,790)	Y
Minor variation from budget as at Quarter 3.					
<b>Non Ring Fenced Public Health Services</b>	<b>Deputy Portfolio Holder Public Health</b>	(73,610)	238,530	312,140	R
Public Health services funded from Council budgets have been reviewed and savings have been made through the decommissioning of non-mandatory services and staffing restructures. The intention to close the Shrewsbury CCTV monitoring service to achieve a saving has now been rescinded and therefore the operating costs of this service are a £0.225m cost pressure to the Council. This includes previously unachieved savings of £0.113m on the CCTV budget. Discussions are ongoing with partner organisations in order to identify potential funding streams to offset annual operating costs, however it is anticipated that any operating cost savings will not impact until 2020/21. In addition to this, a number of savings are not fully achievable in 2019/20 as they are subject to statutory time scales, such as 45 day consultation periods in relation to staffing restructures, leading to a delay in achievement.					
Therefore, non Ring Fenced Public Health services are projecting an overspend of £0.312m in 2019/20.					
<b>Ring Fenced Public Health Services</b>	<b>Deputy Portfolio Holder Public Health</b>	27,680	958,746	931,066	R
Services funded from the Ring Fenced Public Health grant have been reviewed and savings have been made through the decommissioning of non-mandatory services and from the realisation of synergies as Public Health has been subsumed within the Adult Services directorate from 1st April 2019.					
A number of savings from the Ring Fenced funded services have been delayed and are therefore not fully achievable in 2019/20 as they are subject to statutory time scales, such as 45 day consultation periods in relation to staffing restructures. Therefore the Ring Fenced services are projecting an overspend of £0.931m in 2019/20.					
A restructuring of the Substance Misuse team to work more closely with the Adult Social Care commissioning team has been implemented on 1st October 2019, resulting in redundancies from the existing Public Health team.					

Further savings achieved include the decommissioning of non-mandated services provided by Help2Change, which has resulted in staff redundancies and a reduction in services from 1st September 2019.

Further pressures on the Public Health budget include unachievable savings which have been committed in prior financial years, however, the cost pressures remain in the service and impact on the level of savings that can be achieved; this includes pathology services, FP10 prescribing, inpatient beds and Children and Young People's hubs. In addition, cost pressures remain due to; increasing costs and expenditure on prescribing (a nationally identified budget pressure) which is expected to exceed budgeted levels, and the out of hours call monitoring contract which is resulting in an overspend as the financial resources allocated have been removed as savings. Work continues to review services and budgets in order to identify opportunities to reduce the overspend in Public Health services.

CENTRAL DSG	Full Year			RAGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	-	-	-	<b>G</b>

<b>Central DSG</b>	<b>Deputy Portfolio Holder Education</b>	-	-	-	<b>G</b>
Minor variation from budget at Quarter 3.					

CHILDREN'S SERVICES	Full Year			RAGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	<b>49,839,500</b>	<b>55,102,476</b>	<b>5,262,976</b>	<b>R</b>

<b>Children's Social Care and Safeguarding</b>	<b>Portfolio Holder Children's Services</b>	30,440,650	34,324,435	3,883,785	<b>R</b>
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Although there are no unachieved savings targets in Children's Social Care and Safeguarding in 2019/20 the service continues to experience ongoing budget pressures which reflects the national picture.

The largest budget pressure being reported is a projected overspend of £1.203m caused by agency staffing costs in the social work teams. This pressure has continued from previous years. It is necessary to ensure that children who are looked after, on a Child Protection Plan or children in need of a plan are adequately supported in line with statutory timescales and this will dictate that sickness, maternity or temporary vacancy must be covered in the interim through agency staff. There is also a heavy reliance on agency social workers due to the number of social worker vacancies and the challenges in recruiting to vacant posts. The service remains focused on recruitment and retention with the identification of a dedicated HR worker to support with the timely recruitment of social workers. The recruitment campaign for children's services has been reviewed and updated and we are part of two graduate programmes for social work including Frontline and Step Up. The service has also recently appointed 8 social work apprentices. A retention payment has been made available to retain social workers in the teams that are hardest to recruit. This strategy in itself has led to a further one-off budget pressure of £0.160m on staffing but this strategy should reduce costs over the longer term. There has been some success in recruiting to a number of social worker posts in the latest round of recruitment, however as a number of the new starters are inexperienced, agency workers will be required to stay in post for a limited time to support these new social workers until such time that they are able to take on full caseloads. Due to increasing caseloads as a result of increasing Looked-after-children (LAC) numbers in 2018-19 there are currently a number of additional capacity agency social workers who are not covering vacant posts but taking on additional caseloads or supporting ASYE's with their caseloads. It is estimated that £0.422m of the £1.203m projected overspend relates to these additional capacity agency workers.

There is a highly complex financial position across Children's Placements in 2019/20. In the summer of 2018 a detailed Children's Placements growth modelling exercise was undertaken to understand the budget required for Children's placements for 2019/20 and ongoing taking account of a projected increase in Looked-after-children (LAC) numbers, contributions towards these placements from other partners and existing strategies to manage the budget pressures e.g. growth of internal residential homes. The result of this exercise was to build £2.294m expenditure growth into the Children's Placements budget for 2019/20 with this growth allocated across both residential and fostering placements as forecast in the growth modelling exercise. Due to this growth in budget there is a relatively small budget pressure of

£0.461m on external residential placements and both internal and external fostering budgets. The financial position in this area is volatile and can swing significantly from period to period if a child's needs change or a new residential placement is required. To illustrate this, the projected budget pressure in this area has increased by £0.101m since the end of October, with 5 new high cost residential placements starting in December alone. This position assumes no future growth in placement numbers over the remainder of the financial year. A commissioning and contracts manager was appointed earlier in the financial year to scrutinise high cost residential placements with private providers where the Council is incurring additional costs relating to the child, which may include 1:1 or 2:1 levels of care, therapeutic intervention and education provision. By providing monitoring of these placements to provide assurance of value for money and challenge as to whether the increased levels of support often provided at a start of a placement could be reduced, it is assumed that any growth in high cost placements can be offset by reduction in costs relating to this additional levels of support.

At the end of the 2018/19 financial year, the Council embarked on a strategy to develop additional in-house internal residential provision. There has been capital investment of £0.710m to acquire 2 properties with the aim that these 2 children's homes will deliver revenue savings through supporting a few of the most complex children at a lower cost than the market rate. The two properties are currently being renovated and adapted in preparation for their opening. The homes are anticipated to open in the next few months, once Ofsted have inspected and assessed the homes. For 1 of the 2 homes, residential care staff have been recruited and start their roles in January in order to undertake the necessary training. An Ofsted inspection has been scheduled for 12th February for this home. A third property has been identified and due diligence is being carried out prior to completion of the purchase. In the meantime, there is a projected overspend of £0.442m from the work required in this interim period until these new homes are open, however this is being categorised as a one-off pressure as the homes should generate savings on external placements once fully operational.

Children's Safeguarding are committed to increasing foster placement sufficiency so that the Council can care for more looked after children within a family environment. This is not only in the best interests of the majority of looked after children but will lead to significant financial savings. The aim is to increase the pool of foster carers and look to identify and support foster carers with looking after more complex children. This will reduce demand for expensive residential provision. An ongoing monitoring pressure of £0.271m relates to increased capacity built into the Children's Placement Service to enable the recruitment of more carers and retain and support current carers. A business case was approved to permit this.

Elsewhere, there is also an ongoing budget monitoring pressure of £0.266m being reported in the Adoption Service. This relates specifically to Special Guardianship Allowances. No growth was built into the budget for 2019/20, however we have continued to see an increase in Special Guardianship Orders issued. These are less costly options than residential or fostering placements and give a child more permanence than a regular fostering arrangement. The increase in SGOs mirrors the national trend where there has been a steep increase in the number of SGOs over the past 8 years.

There is an ongoing pressure of £0.124m against the Leaving Care Team. Following changes in statutory guidance that mean that; Personal Advisors are now required to offer support to all care leavers up until the age of 25 years (an increase from the previous age of 21 years), this means that young people will be remaining in the service for longer increasing capacity issues within the team. As a result of this and recommendations from a Department for Education National Advisor on Care Leavers and a "requires improvement" Ofsted judgement, a number of strategies have been put in place to address this. One such strategy that was agreed via a business case was to increase the number of Personal Advisors in the team and to enhance the offer available to care leavers.

There is a one-off pressure of £0.370m in the Disabled Children's Team. The majority of this relates to an increase in Disabled Children's Team Direct Payments and prevention and support payments. This is being categorised as one-off rather than ongoing as some of this increased expenditure will be a direct consequence of the temporary closure of the Council's overnight short breaks provision.

The remaining £0.566m forecast overspend relates to one-off monitoring pressures on non-staffing budgets such as barrister fees, transport recharges and interpreting fees across several social work teams.

<b>Early Help, Partnerships and Commissioning</b>	<b>Portfolio Holder Children's Services</b>	2,024,260	1,992,680	(31,580)	Y
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One-off monitoring savings have been in achieved in year on the Early Help Family Hubs budget. These relate mainly to premises related costs.

<b>Children's Services Management</b>	<b>Portfolio Holder Children's Services</b>	334,860	341,367	6,507	G
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Minor variation from budget at quarter 3.



<b>Learning and Skills</b>	<b>Deputy Portfolio Holder Education</b>	17,039,730	18,443,994	1,404,264	<b>R</b>
<p>The latest position reflects unachieved savings within Home to School Transport. On 22nd May 2019, a paper was presented to Cabinet on the discretionary areas of School and College Transport comprising; Nursery SEND pupil transport, SEND post 16 students and post 16 mainstream students. This paper followed an extensive seven week consultation process and recommended a number of revised policy changes to these discretionary areas to deliver savings taking account of concerns raised by parents and carers within the consultation process. The revised recommendations that were approved by Cabinet will deliver £0.110m of the original £0.203m proposed savings that were consulted on. To address this shortfall the Passenger Transport team will continue to develop other innovative savings strategies such as Personal Transport Budgets, Independent Travel Training, and reducing costs in areas such as single occupancy taxis, TMBSS and Exclusion Transport. As some of these strategies can only be implemented from the start of the new academic year, it is estimated that £0.353m of the total £0.717m savings target will be delivered with £0.364m unachieved in year.</p> <p>As well as unachieved savings targets, Learning and Skills' projected overspend results from reductions in Central Government grants, specifically the loss of Dedicated Schools Grant funding. This was a direct result of a baselining exercise undertaken by the Department for Education to remove any Dedicated Schools Grant funding that did not meet strict criteria that constitutes a historic spending commitment, but that fund statutory functions that the Council is required to undertake. The pressure which has continued from 2018/19 is £0.194m.</p> <p>There is also a budget pressure of £0.049m in Governor Services. A redesign of Governor Services has already been implemented and the consequence of this has been a reduction in the size of the team with the Casual Governor Services Clerks ceasing to be employed by the Council from 1st April 2019, now employed directly by schools/MATs. The revised model of a Governor advisory service has not delivered the level of buyback income from schools to cover its costs. This service will cease to operate at the end of the financial year, and as such is a one-off pressure.</p> <p>Additionally, there is a forecast overspend of £1.063m in Home to School Transport largely as a consequence of an increase in the Special Education Needs cohort. SEN passenger numbers have increased from 690 in September 2015 to 767 in September 2017 and are projected to continue to increase 5-7% a year.</p> <p>The cost pressures above are partially offset by a £0.200m one-off underspend on the Council's schools redundancy budget. This budget funds redundancy and pension strain costs for schools' teaching and non-teaching staff where it has been assessed that the Council should fund these costs rather than the school directly. With the majority of redundancies made at the end of an academic year, spend to date indicates that there have been a much smaller number of redundancies funded in this financial year compared to previous years. This is partly explained by a reducing number of maintained schools. It is noteworthy that maintained schools do contribute to this overall budget through a top-slice approved by Schools Forum and decrease in expenditure in 2019/20 will lead to a smaller contribution from schools in the following financial year. There are also net one-off underspends totalling £0.066m across the rest of the service.</p>					

<b>CORPORATE BUDGETS</b>	<b>Full Year</b>			<b>RAGY</b>
	<b>Budget £</b>	<b>Forecast £</b>	<b>Variance £</b>	
<b>Total</b>	<b>(218,944,140)</b>	<b>(227,369,113)</b>	<b>(8,424,973)</b>	<b>Y</b>
<b>Corporate Budgets</b>	<b>(218,944,140)</b>	<b>(227,369,113)</b>	<b>(8,424,973)</b>	<b>Y</b>

Savings have been confirmed in year from MRP of (£0.621m), and savings of (£0.780m) against the expected interest receivable and payable budgets. An early review of funds held corporately for corporate inflation has identified a one-off in year saving of (£0.685m).

Additionally a saving of (£0.242m) has been identified relating to reduced expenditure on staffing and subscriptions, (£0.024m) from savings realised on PFI contracts, and (£0.023m) against external audit expenditure, which offsets a small overspend against non-distributable costs of £0.034m, and a reduction in profit share in relation to WME £0.086m.

Further one-off corporate funding from MRP set aside, s31 grant and Pension Fund advance payments totalling (£5.170m) were applied to the Quarter 2 position to offset pressures arising in Adults and Children's Services. A further (£1.000m) s31 grant has been applied at Quarter 3. The availability of Corporate funds to address any future issues arising is now extremely limited.

FINANCE, GOVERNANCE & ASSURANCE	Full Year			RGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	<b>2,780,250</b>	<b>2,642,990</b>	<b>(137,260)</b>	<b>Y</b>

<b>Audit Services</b>	<b>Portfolio Holder Finance and Corporate Support</b>	(4,450)	(71,941)	(67,491)	<b>Y</b>
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The projected underspend of (£0.067m) relates to (£0.072m) short term staffing savings as a result of several staffing changes. All posts are required and thus this saving is unsustainable in the longer term.

<b>Finance</b>	<b>Portfolio Holder Finance and Corporate Support</b>	109,990	198,984	88,994	<b>A</b>
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Included within the projected overspend is a one-off pressure of £0.102m, due to additional software costs required in the switch over of financial systems. There also exists a historic pressure on postage budgets, estimated at £0.072m, and a projected income shortfall of £0.021m as a result of a reduced number of SLAs with schools. Partially offsetting these pressures are projected savings on staffing (£0.065m) and savings on all other controllable supplies and services budgets (£0.44m).

<b>Pension Administration Services</b>	<b>Portfolio Holder Finance and Corporate Support</b>	53,720	53,720	-	<b>G</b>
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No variance at Quarter 3.

<b>Revenues and Benefits</b>	<b>Portfolio Holder Finance and Corporate Support</b>	2,142,310	2,457,857	315,547	<b>R</b>
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There is a forecast deficit on the housing benefit subsidy which has been estimated at £0.597m. This estimated loss reflects a position which has worsened year on year for the last several years, and is anticipated to do so again this year. Actions to reduce this loss will require addressing the growing level of homelessness and reducing the reliance on bed and breakfast accommodation. This projected loss has in part been offset by efficiencies in the service area. Staffing is forecast at (£0.215m) under budget, software costs at (£0.030m) under budget, and external income of (£0.025m) over budget.

<b>Treasury Services</b>	<b>Portfolio Holder Finance and Corporate Support</b>	3,510	(17,238)	(20,748)	<b>Y</b>
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Minor variation from budget at Quarter 3.

<b>Commissioning Development and Procurement</b>	<b>Deputy Portfolio Holder Procurement</b>	483,740	207,491	(276,249)	<b>Y</b>
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Following tender negotiations, the Commissioning Development & Procurement team have created a new ongoing income stream, which has been estimated at (£0.250m) as of Quarter 3. Vacancy management within the teams has generated a further (£0.026m) projected underspend.

<b>Risk Management and Insurance</b>	<b>Portfolio Holder Finance and Corporate Support</b>	(8,570)	(185,883)	(177,313)	<b>Y</b>
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Reserves totalling (£0.163m) will be drawn down to create this underspend resulting from savings against insurance costs.

LEGAL AND DEMOCRATIC SERVICES	Full Year			RAGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	<b>505,730</b>	<b>546,372</b>	<b>40,642</b>	<b>G</b>

<b>Democratic Services</b>	<b>Portfolio Holder Finance and Corporate Support</b>	320	(118,568)	(118,888)	Y
There have been in year efficiencies relating to vacancy management (£0.016m), efficiencies across supplies and services (£0.014m) and additional income generation of (£0.022m) across committee services. Further in year savings have been identified within member services of (£0.067m) relating to training, supplies and services and allowances.					
<b>Elections</b>	<b>Portfolio Holder Finance and Corporate Support</b>	497,050	378,078	(118,972)	Y
In year savings have been achieved from the application of the Individual Electoral Reform grant held in reserves to fund in year postage costs relating to Election Services of (£0.119m).					
<b>Legal Services</b>	<b>Portfolio Holder Finance and Corporate Support</b>	8,360	286,862	278,502	R
The projected pressure within Legal Services relates to increased support related to child care. This has resulted in additional staffing resources being required to include both employed and locum staffing £0.200m, along with an increase in legal disbursement costs of £0.105m, offset in part by additional income of (£0.020m).					

PLACE	Full Year			RAGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	<b>57,870,460</b>	<b>61,445,042</b>	<b>3,574,582</b>	<b>R</b>

<b>Head of Commercial Services</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	(232,500)	332,551	565,051	R
Savings targets related to housing commercial activity total £1.075m, none of which will be achieved in this financial year. The Council has agreed funding and transfer of land to Cornovii Developments Limited, however the earliest that financial returns will be delivered is 2020-21. This unachieved saving has been partially offset by projected staffing savings totalling (£0.509m), a one-off benefit for this financial year.					
<b>Corporate Landlord</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	1,458,710	1,743,723	285,013	R
Following the decision to pause the Shirehall redevelopment project, costs totalling £0.381m have been charged to revenue. These have been partially offset by a drawdown from reserves totalling (£0.289m). The Tannery and Mardol House are currently projected at £0.260m over budget, this is primarily due to an income shortfall due to unfilled rooms and retail space currently unable to be leased out during the block B construction period. This position will improve in the next twelve months when building works are completed at The Tannery and as student numbers continue to increase. Smallholdings are forecast at £0.064m over budget. A number of urgent and unavoidable maintenance issues are being addressed on the estate this year relating to fire safety compliance and other health and safety measures. With the majority of these works being one-off, the position should be improved in future years. The council's admin buildings are reported at £0.041m over budget, despite savings being realised in building efficiencies, the loss of income at Shirehall due to the courts relocating has created this pressure. Plans are being developed to market the vacant space for business use. Gypsy and Traveller sites are a forecast £0.030m over budget, as new electricity meters totalling £0.020m have been purchased. These should generate savings in the longer term.					
Museums & Culture are projected to overspend by £0.023m and Libraries by £0.019m. In both cases loss of rental income has created the forecast overspend, through tenants renegotiating favourable deals and leaving at lease expiry. Adult Social Care properties are forecast at (£0.059m) under budget. A review of the supported living properties has					

revealed a number of expired leases and subsequent spare budget. It is likely this will be required in future years however due to the continuous rising demand on social care in the county. Youth Centres & Community buildings are forecast at (£0.041m) under budget, as one site was leased out by Community Asset Transfer and this has created an ongoing saving on business rates for the property, as well as a one-off saving through a rates rebate for last financial year. Car Parks are also projected to underspend, (£0.026m), due to rental income at one of the car parks being billed. This has been backdated for several years creating a considerable one-off benefit. This has countered a steep rise in business rates on the car parks, with these being £0.057m over budget.

<b>Facilities Management</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	26,730	84,939	58,209	<b>A</b>
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A savings target totalling £0.026m has not been achieved in this financial year and is therefore a pressure. This saving has been identified in 2020-21. A further £0.037m pressure exists on staffing, as an increased level of casual staff and overtime has been required this year to manage some short term pressures.

<b>Property Services Group</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	(35,380)	(26,690)	8,690	<b>G</b>
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Minor variation from budget at Quarter 3.

<b>Strategic Asset Management</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	201,090	431,181	230,091	<b>R</b>
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£0.100m of the projected over-spend within Strategic Asset Management relates to an unachieved saving around improving energy efficiency in the council's properties. Projects are being identified and progressed, and external funding has been obtained. Savings will be realised but not in this financial year. In addition to this there is a projected staffing pressure of £0.090m. The service area has recruited to all available posts in its structure, as well as bringing in additional short term support to provide additional resilience. A further pressure of £0.034m exists as a result of having undertaken additional building surveys, and a £0.015m pressure on unbudgeted emergency maintenance of solar panels. This maintenance will safeguard the financial benefits achieved through the use of the solar panels.

<b>Shire Services</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	103,080	103,080	(0)	<b>Y</b>
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No variation from budget at Quarter 3.

<b>Director of Place</b>	<b>Portfolio Holder Communities, Place Planning and Regulatory Services</b>	638,140	684,688	46,548	<b>G</b>
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Spend related to the setting up of Shropshire Council's Housing Company, Cornovii, is being forecast here, up to the point that the company was formed. The remainder of the overspend relates to a subscription to a networking community helping local authorities to improve performance through benchmarking.

<b>Head of Economic Growth</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	218,910	219,890	980	<b>G</b>
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Minor variation from budget at Quarter 3.

<b>Planning Services</b>	<b>Portfolio Holder Housing and Strategic Planning</b>	1,573,850	1,760,748	186,898	<b>R</b>
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There continues to be a large number of Building Control enforcement cases requiring officer time to investigate, resulting in additional costs of the Council funded element of this service of £0.260m. In addition, the number of Land Charges/Searches remains lower than its peak a couple of years ago, resulting in reduced income of £0.070m. These additional costs are slightly reduced by additional net income within Development Management and staffing vacancies within the Natural and Historic Environment teams.

<b>Economic Growth</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	1,192,720	1,150,651	(42,069)	Y
There are currently a vacant Project Manager post and Project & Sector Development Officer post which make up the majority of the underspend in this area whilst unfilled.					
<b>Broadband</b>	<b>Deputy Portfolio Holder Broadband</b>	191,650	191,650	0	G
No variation from budget at Quarter 3.					
<b>Planning Policy</b>	<b>Portfolio Holder Housing and Strategic Planning</b>	617,490	741,961	124,471	R
The 2019/20 budget includes a savings target of £0.100m:- 'Infrastructure related to new development' which, it is anticipated, can be achieved in connection with CIL related activity. Currently this is being explored, but to date remains unachieved. There are also additional costs associated with expenditure on the Local Plan.					
<b>Shrewsbury Shopping Centres</b>	<b>Portfolio Holder Highways and Car Parking</b>	(1,864,480)	(1,350,362)	514,118	R
As changes in the retail sector continue, the shopping centres have been subject to changing lease renewal negotiations. Additionally, during Quarter 3, it has been possible to undertake an in-depth review of budget projections due to the availability of management accounts, provided by the Trusts administrator, for Quarter 1 and Quarter 2. Management accounts for Quarter 3 are due imminently. These changes have resulted in pressures on the budget creating projected overspends on rates, insurance liabilities, service charge liabilities and legal advice of approximately £0.617m that have been partially offset by a projected increase in income of (£0.103m).					
<b>Arts</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	70,910	70,501	(409)	Y
Minor variation from budget at Quarter 3.					
<b>Highways and Transport</b>	<b>Portfolio Holder Highways and Car Parking</b>	16,320,990	16,722,896	401,906	R
There are a number of large variances across the service which can be explained by; an anticipated overspend in relation to Street Lighting energy (£0.116m), and signs and traffic signals of £0.151m. In addition, following consultation on the savings proposals around subsidies for Public Transport and Concessionary Fares, the initial savings will not be implemented, however, any efficiencies that have been identified will still be implemented. The Grey Fleet scheme (the introduction of the Enterprise Car Club to reduce expenditure on mileage reimbursements within service areas), is now operational, however, currently the savings realised will be reflected in other service areas until a budget correction is processed. Full rollout is anticipated for 1st April 2020. In addition, the new parking strategy was implemented in phases from November 2018, whilst the strategy has been successful in terms of influencing parking behaviour and reducing volumes within the town centre, it has impacted the forecast net income from parking with receipts forecast to be £1.169m lower than anticipated. These additional costs are somewhat offset by reduced forecast expenditure on Environmental Maintenance (Street Cleansing and Urban Greenspace), reduced forecast expenditure on Winter Maintenance of £0.400m as a result of a relatively mild winter (to date), vacant posts within the service following the restructure in June (many of these posts have now been filled), and finally, additional income forecast to be generated by the Streetworks team.					
<b>Shropshire Hills AONB</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	63,110	63,110	(0)	Y
No variation from budget at Quarter 3.					
<b>Outdoor Partnerships</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	1,010,980	970,971	(40,009)	Y
Currently the Shropshire Outdoor Partnerships Manager is temporarily covering the Culture and Heritage Manager position. The variance here offsets some of the additional costs forecast on the Culture and Heritage Manager below.					
<b>Leisure</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	2,254,850	2,468,764	213,914	R
A consultant has been brought in to review Leisure Services and advise on the future operation of facilities. A decision has been made to bring two facilities back in-house which will require additional resilience across the service. Additional financial support is being provided to a contracted leisure facility in order to try to improve sustainability.					

<b>Libraries</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	3,380,400	3,443,462	63,062	<b>A</b>
A delay to achieving the £0.098m required saving makes up the majority of the overspend as well as some lower income projections at libraries where the Council receives contributions from other organisations. This has been partly offset by a reduced projection across expenditure on library materials as a result of a spending freeze being implemented.					
<b>Museums and Archives</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	1,401,420	1,367,502	(33,918)	<b>Y</b>
The majority of the underspend relates to vacancy management. A post has been held vacant for most of the year which has been offset partially against additional staffing costs at specific facilities, most of which relates to the use of casual staff.					
<b>Theatre Services</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	13,470	(24,426)	(37,896)	<b>Y</b>
The net income from performances is expected to be slightly greater than budgeted.					
<b>Waste Management</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	28,962,900	29,773,715	810,815	<b>R</b>
It was intended that £1.500m savings would be made in Waste Management in 2019/20 through a review of waste collection and recycling services. Of this figure, £0.800m has been achieved through removing bring bank facilities and removing surplus landfill budget, as the annual volume of waste sent to landfill is significantly below the contracted level. The remaining £0.700m saving will not be achieved. There is a one-off budget pressure this year due to the timing of the removal of the bring bank facilities, and due to a planned outage at the Energy Recovery Facility. The forecast cost of this year's landfill tonnage is revised monthly as tonnage data is received.					
<b>Culture and Heritage Manager</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	131,500	294,836	163,336	<b>R</b>
Some of the overspend is offset by the underspend in Outdoor Partnerships in relation to a vacant post. £0.100m is an unachievable saving target relating to moving the Council's heritage assets into a trust model. A project board has been set up to discuss the options for this but the required saving will not be achieved in this financial year. It is likely that the saving will be re-scoped to achieve additional income through development across the Council's cultural assets.					
<b>Head of Infrastructure and Communities</b>	<b>Deputy Leader and Portfolio Holder Assets, Economic Growth and Regeneration</b>	169,920	225,703	55,783	<b>A</b>
The pressure in this area relates to ongoing management changes. This is partially offset by an underspend in Highways & Transport as shown above.					

<b>STRATEGIC MANAGEMENT BOARD</b>	<b>Full Year</b>			<b>RAGY</b>
	<b>Budget £</b>	<b>Forecast £</b>	<b>Variance £</b>	
<b>Total</b>	<b>(14,230)</b>	<b>(226,262)</b>	<b>(212,032)</b>	<b>Y</b>

<b>Strategic Management Board</b>	<b>Leader and Portfolio Holder Strategy</b>	<b>(14,230)</b>	<b>(226,262)</b>	<b>(212,032)</b>	<b>Y</b>
Savings of (£0.086m) have been identified from planned vacancy management within the PA team. Additional savings of (£0.126m) have been identified on a one-off basis across subscriptions, supplies and services and as a result of the current spending freeze.					

WORKFORCE AND TRANSFORMATION	Full Year			RAGY
	Budget £	Forecast £	Variance £	
<b>Total</b>	<b>321,220</b>	<b>770,281</b>	<b>449,061</b>	<b>R</b>

<b>Customer Services</b>	<b>Portfolio Holder Finance and Corporate Support</b>	332,200	250,320	(81,880)	Y
In year savings have been identified in relation to vacancy management and contract savings of (£0.042m). A total one-off saving of (£0.040m) has been identified from the spending freeze from supplies and services and from some additional income.					
<b>ICT Digital Transformation Project</b>	<b>Portfolio Holder Organisational Transformation and Digital Infrastructure</b>	(441,920)	1,038,969	1,480,889	R
Savings targets relating to the “single front door” and the wider Digital Transformation Programme of £1.490m have not yet been achieved. Work is ongoing to identify and confirm how these savings will be delivered.					
<b>ICT Services</b>	<b>Portfolio Holder Organisational Transformation and Digital Infrastructure</b>	521,810	(34,461)	(556,271)	Y
In year savings are expected relating to planned vacancy management of (£0.0252m). A complete review of contracts and income has been undertaken, and one-off savings have been identified of (£0.304m).					
<b>Communications</b>	<b>Portfolio Holder Culture, Leisure, Waste and Communications</b>	(8,290)	(78,252)	(69,962)	Y
In year savings have been identified in relation to vacancy management of (£0.069m).					
<b>Information, Intelligence and Insight</b>	<b>Portfolio Holder Organisational Transformation and Digital Infrastructure</b>	79,140	(115,816)	(194,956)	Y
Savings have been identified relating to vacancy management within Information Governance of (£0.014m) and Intelligence & Insight Team of (£0.122m). In year savings have also been identified in relation to supplies and services budgets of (£0.073m).					
<b>Human Resources and Organisational Development</b>	<b>Portfolio Holder Finance and Corporate Support</b>	(161,720)	(290,479)	(128,759)	Y
In year supplies and services savings of (£0.025m) have been identified alongside (£0.058m) relating to vacancy management. Additional income generation of (£0.047m) across Human Resources & Development has been confirmed from commercial activity.					

**Appendix 2: Amendments to Original Revenue Budget 2019/20**

£000	Total	Adult Services	Children's Services	Corporate Budgets	Finance, Governance and Assurance	Legal and Democratic Services	Place	Strategic Management Board	Workforce and Transformation
<b>Original Budget as Agreed by Council</b>	<b>213,839</b>	<b>107,679</b>	<b>49,643</b>	<b>(3,894)</b>	<b>2,062</b>	<b>498</b>	<b>57,860</b>	<b>0</b>	<b>(10)</b>
<b>Quarter 1</b>									
Correction of salary budgets as a result of review of Grades 1-8 and SPB salary scales	0	157	31	(403)	56	8	111	5	34
Transfer of Youth Commissioning budget from Place to Children's Services	0		197				(197)		
Movement of premises budgets between service areas and Corporate Landlord	0		(25)				25		
Allocation of contract management savings across the Council	0	(143)	(46)		284		(64)		(30)
Final allocation of 2018/19 voluntary redundancy savings, according to where they have been achieved	0	(31)			(8)		(76)		115
<b>Q1 Revised Budget</b>	<b>213,839</b>	<b>107,661</b>	<b>49,800</b>	<b>(4,297)</b>	<b>2,393</b>	<b>506</b>	<b>57,660</b>	<b>6</b>	<b>110</b>
<b>Quarter 2</b>									
Corporate budget reallocation to offset savings	0			(598)	522				76
Transfer of Shrewsbury Town Council contract costs to appropriate directorates	0	30		(200)			170		
Creation of ERP systems team	0				(135)				135
Movement of premises budgets between service areas and Corporate Landlord	0	55	(75)				20		
Transfer of subscription budgets	0						20	(20)	
Final adjustment re SPB salary scale review	0		10	(10)					
<b>Q2 Revised Budget</b>	<b>213,839</b>	<b>107,747</b>	<b>49,735</b>	<b>(5,105)</b>	<b>2,780</b>	<b>506</b>	<b>57,870</b>	<b>(14)</b>	<b>321</b>
<b>Quarter 3</b>									
Realignment of Better Care Fund grant following CCG agreement	0	(105)	105						
<b>Q3 Revised Budget</b>	<b>213,839</b>	<b>107,641</b>	<b>49,839</b>	<b>(5,105)</b>	<b>2,780</b>	<b>506</b>	<b>57,870</b>	<b>(14)</b>	<b>321</b>

**Details of virements between directorates over £140,000 and below £500,000, reported to Cabinet for information**

Quarter 3:

- None
- 

**Proposed virements between directorates between £500,000 and £1m for Cabinet approval**

Quarter 4:

- None



## Appendix 3 – Capital Budget & Expenditure 2019/20

### Shropshire Council - Capital Programme 2019/20- 2022/23

#### Capital Programme Summary - Quarter 3 2019/20

Directorate	Revised Budget Q2 19/20 £	Budget Virements Q3 £	Revised Budget Q3 19/20 £	Actual Spend 01/01/20	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2020/21 Revised Budget £	2021/22 Revised Budget £	2022/23 Revised Budget £
<b>General Fund</b>											
Place	42,391,156	(5,709,115)	36,682,041	18,898,959	17,783,082	52%	36,682,041	-	72,225,091	56,934,566	75,709,635
Adult Services	6,526,575	(2,486,502)	4,040,073	2,136,301	1,903,772	53%	4,040,073	-	7,277,407	3,200,000	3,200,000
Public Health	348,636	(260,000)	88,636	81,509	7,127	92%	88,636	-	260,000	-	-
Children's Services	18,597,687	(10,350,436)	8,247,251	5,140,107	3,107,144	62%	8,247,251	-	15,611,241	11,000,000	5,500,000
Resources & Support	5,531,578	(1,400,000)	4,131,578	2,216,935	1,914,643	54%	4,131,578	-	1,400,000	-	-
<b>Total General Fund</b>	<b>73,395,632</b>	<b>(20,206,053)</b>	<b>53,189,579</b>	<b>28,473,811</b>	<b>24,715,768</b>	<b>54%</b>	<b>53,189,579</b>	<b>-</b>	<b>96,773,739</b>	<b>71,134,566</b>	<b>84,409,635</b>
Housing Revenue Account	10,738,472	(2,656,110)	8,082,362	4,214,925	3,867,437	52%	8,082,362	-	22,255,610	18,700,000	18,700,000
<b>Total Approved Budget</b>	<b>84,134,104</b>	<b>(22,862,163)</b>	<b>61,271,941</b>	<b>32,688,737</b>	<b>28,583,204</b>	<b>53%</b>	<b>61,271,941</b>	<b>-</b>	<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

Potfolio Holder	Revised Budget Q2 19/20 £	Budget Virements Q3 £	Revised Budget Q3 19/20 £	Actual Spend 01/01/20	Spend to Budget Variance £	% Budget Spend	Outturn Projection £	Outturn Projection Variance £	2020/21 Revised Budget £	2021/22 Revised Budget £	2022/23 Revised Budget £
<b>General Fund</b>											
Adult Social Services & Climate Change - Dean Carroll	6,526,575	(2,486,502)	4,040,073	2,136,301	1,903,772	53%	4,040,073	-	7,277,407	3,200,000	3,200,000
Assets, Economic Growth & Regeneration - Steve Charmley	15,456,986	(770,914)	14,686,072	6,718,935	7,967,137	46%	14,686,072	-	45,095,577	20,000,000	20,000,000
Children's Services - Ed Potter	18,597,687	(10,350,436)	8,247,251	5,140,107	3,107,144	62%	8,247,251	-	15,611,241	11,000,000	5,500,000
Communities, Place Planning & Regulatory Services - Gwilym Butler	348,636	(260,000)	88,636	81,509	7,127	92%	88,636	-	260,000	-	-
Culture, Leisure, Waste & Communications - Lezley Picton	1,133,268	(325,000)	808,268	778,542	29,726	96%	808,268	-	325,000	-	-
Highways & Car Parking - Steve Davenport	24,583,367	(4,136,432)	20,446,935	11,137,569	9,309,366	54%	20,446,935	-	24,470,486	35,334,566	55,709,635
Housing & Strategic Planning - Robert Macey	1,217,535	(476,769)	740,766	263,913	476,853	36%	740,766	-	2,334,028	1,600,000	-
Organisational Transformation & Digital Infrastructure - Lee Chapman	5,531,578	(1,400,000)	4,131,578	2,216,935	1,914,643	54%	4,131,578	-	1,400,000	-	-
Public Health - Rob Gittins	-	-	-	-	-	0%	-	-	-	-	-
<b>Total General Fund</b>	<b>73,395,632</b>	<b>(20,206,053)</b>	<b>53,189,579</b>	<b>28,473,811</b>	<b>24,715,768</b>	<b>54%</b>	<b>53,189,579</b>	<b>-</b>	<b>96,773,739</b>	<b>71,134,566</b>	<b>84,409,635</b>
Housing Revenue Account - Lee Chapman	10,738,472	(2,656,110)	8,082,362	4,214,925	3,867,437	52%	8,082,362	-	22,255,610	18,700,000	18,700,000
<b>Total Approved Budget</b>	<b>84,134,104</b>	<b>(22,862,163)</b>	<b>61,271,941</b>	<b>32,688,737</b>	<b>28,583,204</b>	<b>53%</b>	<b>61,271,941</b>	<b>-</b>	<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

**CAPITAL BUDGET MONITORING REPORT**

Financial Year: 2019 / 2020  
 Period: 09/03/20

Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Quarter 2	Budget Virements	Revised Budget Period 3	Actual Spend 01/01/2020	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>ADULT SERVICES</b>														
80000	C00000-000	Disabled Facilities Grants - Capital	Dean Carroll	Andy Bealey	2,631,714.00	-1,006,502.00	1,625,212.00	932,908.10	692,403.90	1,625,212.00	0.00	4,200,000.00	3,200,000.00	3,200,000.00
<b>Total : 80000 - Disabled Facilities Grant - Capital</b>					<b>2,631,714.00</b>	<b>-1,006,502.00</b>	<b>1,625,212.00</b>	<b>932,908.10</b>	<b>692,403.90</b>	<b>1,625,212.00</b>	<b>0.00</b>	<b>4,200,000.00</b>	<b>3,200,000.00</b>	<b>3,200,000.00</b>
80001	C00001-000	Disabled Facilities Grant Fast Track - Capital	Dean Carroll	Andy Bealey	965,015.00	200,000.00	765,015.00	449,399.79	315,615.21	765,015.00	0.00	200,000.00	200,000.00	0.00
<b>Total : 80001 - Disabled Facilities Grant Fast Track - Capital</b>					<b>965,015.00</b>	<b>200,000.00</b>	<b>765,015.00</b>	<b>449,399.79</b>	<b>315,615.21</b>	<b>765,015.00</b>	<b>0.00</b>	<b>200,000.00</b>	<b>200,000.00</b>	<b>0.00</b>
80002	C00002-000	HOLD Project - Capital	Dean Carroll	Andy Bealey	500,000.00	200,000.00	300,000.00	300,000.00	174,555.00	300,000.00	0.00	1,797,407.00	300,000.00	0.00
<b>Total : 80002 - HOLD Project - Capital</b>					<b>500,000.00</b>	<b>200,000.00</b>	<b>300,000.00</b>	<b>125,445.00</b>	<b>174,555.00</b>	<b>300,000.00</b>	<b>0.00</b>	<b>1,797,407.00</b>	<b>300,000.00</b>	<b>0.00</b>
80003	C00003-000	Mount Pleasant - Shared Development Site	Dean Carroll	Tanya Miles	15,293.00	0.00	15,293.00	0.00	15,293.00	0.00	0.00	15,293.00	0.00	0.00
80003	C00005-000	Stanhurst Assisted Living Residences - Phase 3	Dean Carroll	Tanya Miles	41,675.00	0.00	41,675.00	0.00	41,675.00	0.00	0.00	41,675.00	0.00	0.00
80003	C00006-000	London Road Assisted Living Residences - Phase 4	Dean Carroll	Tanya Miles	2,985.00	0.00	2,985.00	0.00	2,985.00	0.00	0.00	2,985.00	0.00	0.00
80003	C00007-000	ASC - Unaffiliated Grants	Dean Carroll	Tanya Miles	699,321.00	598,670.00	60,651.00	0.00	60,321.00	60,321.00	0.00	600,000.00	600,000.00	0.00
80003	C00009-000	Hearne Way Caretakers Bungalow Refurbishment	Dean Carroll	Tanya Miles	20,154.00	0.00	20,154.00	0.00	20,154.00	0.00	0.00	20,154.00	0.00	0.00
80003	C00011-000	Specialist Equipment (Additional DFG funding)	Dean Carroll	Laura Fisher	53,377.00	0.00	53,377.00	14,182.74	39,194.26	53,377.00	0.00	0.00	0.00	0.00
80003	C00013-000	Aquasana - New Pool Cover/ additional changing rooms	Dean Carroll	Tanya Miles	27,465.00	0.00	27,465.00	0.00	27,465.00	0.00	0.00	27,465.00	0.00	0.00
80003	C00014-000	Portland Crescent	Dean Carroll	Tanya Miles	1,754.00	0.00	1,754.00	0.00	1,754.00	0.00	0.00	1,754.00	0.00	0.00
80003	C00018-000	Greenacres Farm - Farm Buildings Upgrade	Dean Carroll	Mark Ellis	263,627.00	0.00	263,627.00	181,853.01	81,773.99	263,627.00	0.00	0.00	0.00	0.00
80003	C00019-000	Adamsia - New sensory equipment	Dean Carroll	Tanya Miles	6,007.00	0.00	6,007.00	0.00	6,007.00	0.00	0.00	6,007.00	0.00	0.00
80003	C00021-000	Assistive Technology Equipment - Housing Projects	Dean Carroll	Janie Byrne	100,000.00	0.00	0.00	0.00	0.00	100,000.00	0.00	100,000.00	0.00	0.00
80003	C00024-000	OT Equipment - South	Dean Carroll	Stephanie Kelly	0.00	0.00	0.00	2,932.46	-2,932.46	0.00	0.00	0.00	0.00	0.00
80003	C00025-000	OT Equipment - North	Dean Carroll	Stephanie Kelly	0.00	0.00	0.00	154,822.72	-154,822.72	0.00	0.00	0.00	0.00	0.00
80003	C00026-000	OT Equipment - Central	Dean Carroll	Stephanie Kelly	700,000.00	0.00	700,000.00	153,000.07	546,999.93	700,000.00	0.00	0.00	0.00	0.00
80003	C00027-000	OT Equipment - Children	Dean Carroll	Stephanie Kelly	0.00	0.00	0.00	16,258.13	-16,258.13	0.00	0.00	0.00	0.00	0.00
80003	C00028-000	Equipment purchases to support stroke handed care	Dean Carroll	Deborah Webster	138,714.00	130,000.00	8,714.00	396.46	8,317.54	130,000.00	0.00	130,000.00	0.00	0.00
80003	C00029-000	Assistive Technology Equipment - Supported Living	Dean Carroll	Michelle Davies	349,514.00	200,000.00	149,514.00	86,566.15	62,947.85	149,514.00	0.00	200,000.00	200,000.00	0.00
80003	C00030-000	Assistive Technology - Caspase Sleep Beds	Dean Carroll	Tanya Miles	50,000.00	50,000.00	0.00	0.00	0.00	50,000.00	0.00	50,000.00	0.00	0.00
80003	C00031-000	Albion Wood - Cycle Store	Dean Carroll	David Key	3,000.00	0.00	3,000.00	1,625.00	1,375.00	3,000.00	0.00	0.00	0.00	0.00
80003	C00032-000	Wayfarers - Multi Sensory Equipment	Dean Carroll	David Key	8,605.00	-715.00	7,890.00	7,890.26	-0.26	7,890.00	0.00	0.00	0.00	0.00
80003	C00033-000	Avalon - Multi Sensory Equipment	Dean Carroll	David Key	8,605.00	-315.00	8,290.00	8,290.00	0.00	8,290.00	0.00	0.00	0.00	0.00
<b>Total : 80003 - Care Management - Supported Living - Capital</b>					<b>2,429,846.00</b>	<b>-1,080,000.00</b>	<b>1,349,846.00</b>	<b>628,548.06</b>	<b>721,197.94</b>	<b>1,349,846.00</b>	<b>0.00</b>	<b>1,080,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>PLACE</b>														
80005	C00035-000	Corporate Landlord Unallocated	Steve Chamley	Stephen Law	472,946.00	408,731.00	64,215.00	8,753.49	55,461.51	64,215.00	0.00	0.00	0.00	0.00
80005	C00037-000	Blenheim Remediation - Land Release Funds	Steve Chamley	Stephen Law	500,595.00	0.00	500,595.00	200,800.00	299,795.00	500,595.00	0.00	0.00	0.00	0.00
80005	C00038-000	The Tannery Development	Steve Chamley	Stephen Law	4,342,158.00	-440,000.00	3,902,158.00	2,819,977.82	1,082,180.18	3,902,158.00	0.00	440,000.00	440,000.00	0.00
80005	C00039-000	Shirehall - Renovation	Steve Chamley	Stephen Law	0.00	0.00	0.00	40,542.21	-40,542.21	0.00	0.00	0.00	0.00	0.00
80005	C00040-100	Acton Scott - De Roof Lodge	Steve Chamley	Stephen Law	49,050.00	0.00	49,050.00	49,050.00	0.00	49,050.00	0.00	0.00	0.00	0.00
80005	C00040-101	Acton Scott - Repair to Historic External Joinery	Steve Chamley	Stephen Law	0.00	21,800.00	21,800.00	0.00	21,800.00	21,800.00	0.00	0.00	0.00	0.00
80005	C00040-102	Acton Scott - Replace 1st Floor in Office	Steve Chamley	Stephen Law	0.00	16,350.00	16,350.00	0.00	16,350.00	16,350.00	0.00	0.00	0.00	0.00
80005	C00040-103	Acton Scott - Bailiffs Cottage External Stonework Repairs	Steve Chamley	Stephen Law	0.00	10,900.00	10,900.00	0.00	10,900.00	10,900.00	0.00	0.00	0.00	0.00
80005	C00040-104	Acton Scott - Bailiffs Cottage Barn Roof Remediate	Steve Chamley	Stephen Law	0.00	4,905.00	4,905.00	0.00	4,905.00	4,905.00	0.00	0.00	0.00	0.00
80005	C00040-105	Acton Scott - Barn/Store/Workshop Roof Remediate	Steve Chamley	Stephen Law	0.00	10,900.00	10,900.00	0.00	10,900.00	10,900.00	0.00	0.00	0.00	0.00
80005	C00041-001	Aquasana Boiler Replacement	Steve Chamley	Stephen Law	8,686.00	0.00	8,686.00	7,818.99	867.01	8,686.00	0.00	0.00	0.00	0.00
80005	C00042-000	Market Drayton Swimming Pool Boiler	Steve Chamley	Stephen Law	112,932.00	0.00	112,932.00	106,555.81	6,376.19	112,932.00	0.00	0.00	0.00	0.00
80005	C00043-000	Old Market Hall Lighting System	Steve Chamley	Stephen Law	8,248.00	0.00	8,248.00	8,248.74	-0.74	8,248.00	0.00	0.00	0.00	0.00
80005	C00046-000	Shrewsbury Castle Major Repair Work	Steve Chamley	Stephen Law	55,782.00	0.00	55,782.00	3,340.00	52,442.00	55,782.00	0.00	0.00	0.00	0.00
80005	C00047-000	Shrewsbury Market Hall Ventilation System	Steve Chamley	Stephen Law	17,850.00	0.00	17,850.00	9,613.00	8,237.00	17,850.00	0.00	0.00	0.00	0.00
80005	C00047-001	Shrewsbury Market Hall Fire Doors	Steve Chamley	Stephen Law	71,400.00	0.00	71,400.00	0.00	71,400.00	71,400.00	0.00	0.00	0.00	0.00
80005	C00047-003	Shrewsbury Market Hall Safety Barriers	Steve Chamley	Stephen Law	9,537.00	0.00	9,537.00	9,537.46	-0.46	9,537.00	0.00	0.00	0.00	0.00
80005	C00047-004	Shrewsbury Market Hall External Works	Steve Chamley	Stephen Law	115,430.00	-23,570.00	91,860.00	4,708.99	87,151.01	91,860.00	0.00	2,750.00	2,750.00	0.00
80005	C00049-000	Witchurch Swimming Pool Boiler Replacement	Steve Chamley	Stephen Law	98,671.00	0.00	98,671.00	98,671.00	0.00	98,671.00	0.00	0.00	0.00	0.00
80005	C00050-000	Agincourt Centre Boiler Replacement	Steve Chamley	Stephen Law	0.00	0.00	0.00	3,748.00	-3,748.00	0.00	0.00	0.00	0.00	0.00
80005	C00054-000	Owensby Victoria Centre Boiler Replacement	Steve Chamley	Stephen Law	0.00	116,506.00	116,506.00	39,255.72	77,250.28	116,506.00	0.00	0.00	0.00	0.00
80005	C00056-000	Theatre Severn Fire Escape Staircase	Steve Chamley	Leola Cotley	7,341.00	0.00	7,341.00	0.00	7,341.00	7,341.00	0.00	0.00	0.00	0.00

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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>PLACE</b>														
80005	C00056-100	Theatre Severn - Emergency Lighting to Rear of Building	Steve Chamley	Lesia Cotley	0.00	7,630.00	7,630.00	6,425.21	1,204.79	7,630.00	0.00	0.00	0.00	0.00
80005	C00056-101	Theatre Severn - Replacement of Corroded Pipework	Steve Chamley	Lesia Cotley	0.00	38,150.00	38,150.00	43,356.15	-5,206.15	38,150.00	0.00	0.00	0.00	0.00
80005	C00056-102	Theatre Severn - Replacement Gas Valves On Water Pipework	Steve Chamley	Lesia Cotley	0.00	5,450.00	5,450.00	5,450.00	0.00	5,450.00	0.00	0.00	0.00	0.00
80005	C00056-103	Theatre Severn - External Chiller Controls x2	Steve Chamley	Lesia Cotley	0.00	10,900.00	10,900.00	0.00	10,900.00	10,900.00	0.00	0.00	0.00	0.00
80005	C00056-104	Theatre Severn - Improvements to Fire Doors	Steve Chamley	Lesia Cotley	0.00	16,350.00	16,350.00	14,717.18	1,632.82	16,350.00	0.00	0.00	0.00	0.00
80005	C00057-001	Music Hall Refurbishment	Steve Chamley	Stephen Law	24,210.00	0.00	24,210.00	0.00	24,210.00	24,210.00	0.00	0.00	0.00	0.00
80005	C00059-000	Gemmy Boiler Replacement	Steve Chamley	Stephen Law	3,271.00	0.00	3,271.00	0.00	3,271.00	3,271.00	0.00	0.00	0.00	0.00
80005	C00060-000	Whitchurch Medical Practice	Steve Chamley	Stephen Law	2,000,000.00	-1,925,000.00	75,000.00	8,173.93	68,826.07	75,000.00	0.00	5,188,000.00	100,000.00	0.00
80005	C00062-000	Ludlow Assembly Rooms - Refurbishment Works	Steve Chamley	Stephen Law	1,567,951.00	0.00	1,567,951.00	984,100.21	583,850.79	1,567,951.00	0.00	1,300,000.00	0.00	0.00
80005	C00063-000	Racmill Project - Implementation	Steve Chamley	Germa Davies	1,000,000.00	0.00	1,000,000.00	0.00	1,000,000.00	1,000,000.00	0.00	0.00	0.00	0.00
80005	C00064-000	Shrewsbury Vision - New Riverside Development	Steve Chamley	Germa Davies	28,438.00	0.00	28,438.00	2,007.92	26,430.08	28,438.00	0.00	0.00	0.00	0.00
80005	C00065-000	Shrewsbury Museum Protection Equipment	Steve Chamley	Erma Kate Lanyon	6,532.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80005	C00069-004	Boars Den Carpay Transit Site	Steve Chamley	Stephen Law	149,248.00	-145,000.00	4,248.00	0.00	4,248.00	4,248.00	0.00	145,000.00	0.00	0.00
80005	C00070-002	Parking Strategy - Car Park Machines	Steve Chamley	Zoe Morgan	328,503.00	0.00	328,503.00	1,524.00	326,979.00	328,503.00	0.00	0.00	0.00	0.00
80005	C10001-100	Aldon Burf Radio Mast - Security Fencing	Steve Chamley	Lesia Cotley	2,180.00	0.00	2,180.00	1,930.00	250.00	2,180.00	0.00	0.00	0.00	0.00
80005	C10018-100	Rowley House - Replacement Boiler Controls	Steve Chamley	Lesia Cotley	0.00	41,590.00	41,590.00	2,546.31	39,043.69	41,590.00	0.00	0.00	0.00	0.00
80005	C10019-100	Raven Meadows Car Park - Automatic Fire Alarm	Steve Chamley	Lesia Cotley	0.00	54,500.00	54,500.00	232.31	54,267.69	54,500.00	0.00	0.00	0.00	0.00
80005	C10023-100	Rowley's House - Improvements to 3 no. infill panels	Steve Chamley	Lesia Cotley	0.00	10,900.00	10,900.00	0.00	10,900.00	10,900.00	0.00	0.00	0.00	0.00
80005	C10025-100	Old Nils Hill Quarry - Replace Flat Roof of Demountable	Steve Chamley	Lesia Cotley	0.00	10,900.00	10,900.00	5,550.00	5,350.00	10,900.00	0.00	0.00	0.00	0.00
80005	C10024-100	Victoria Centre - Boiler Replacement	Steve Chamley	Lesia Cotley	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80005	C10026-100	Owensy Leisure Centre - Installation of Smoke Strips	Steve Chamley	Lesia Cotley	0.00	1,090.00	1,090.00	0.00	1,090.00	1,090.00	0.00	0.00	0.00	0.00
80005	TBC	CHSA Site Acquisition	Steve Chamley	TBC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,200,000.00	0.00	0.00
80005	TBC	Commercial Investments Unallocated	Steve Chamley	TBC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	23,637,000.00	19,900,000.00	20,000,000.00
<b>Total - 80005 Corporate Landlord Properties - Capital</b>					<b>10,929,739.00</b>	<b>-2,518,782.00</b>	<b>8,410,957.00</b>	<b>5,428,015.00</b>	<b>2,982,941.82</b>	<b>8,410,957.00</b>	<b>0.00</b>	<b>31,882,250.00</b>	<b>20,000,000.00</b>	<b>20,000,000.00</b>
80096	C00465-000	Broadband Project - Phase 1 - BT	Steve Chamley	Christopher Taylor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80096	C00466-000	Broadband Project - Phase 2 - BT	Steve Chamley	Christopher Taylor	837,947.00	523,000.00	1,360,947.00	-900,000.00	2,260,947.00	1,360,947.00	0.00	0.00	0.00	0.00
80096	C00466-002	Broadband Project - Phase 2 - Milestone 2	Steve Chamley	Christopher Taylor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80096	C00467-000	Broadband Project - Phase 3 - Airband	Steve Chamley	Christopher Taylor	3,529,300.00	0.00	3,529,300.00	1,579,546.00	1,950,754.00	3,529,300.00	0.00	3,570,700.00	0.00	0.00
80096	C00468-000	Broadband Project - Phase 4 - EPDF Match	Steve Chamley	Christopher Taylor	160,000.00	0.00	160,000.00	112,070.00	47,929.00	160,000.00	0.00	0.00	0.00	0.00
80096	C00469-000	Broadband Project - Phase 5 - TBC	Steve Chamley	Christopher Taylor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - 80096 Broadband Project - Capital</b>					<b>4,527,247.00</b>	<b>523,000.00</b>	<b>5,050,247.00</b>	<b>790,615.00</b>	<b>4,259,631.00</b>	<b>5,050,247.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80098	C00475-000	Shrewsbury Self Build Scheme	Robert Macey	Adrian Cooper	245,850.00	-200,000.00	45,850.00	7,048.00	38,804.00	45,850.00	0.00	1,600,000.00	1,600,000.00	0.00
<b>Total - 80098 Shrewsbury Self Build Scheme - Capital</b>					<b>245,850.00</b>	<b>-200,000.00</b>	<b>45,850.00</b>	<b>7,048.00</b>	<b>38,804.00</b>	<b>45,850.00</b>	<b>0.00</b>	<b>1,600,000.00</b>	<b>1,600,000.00</b>	<b>0.00</b>
80099	C00475-000	Affordable Housing - Rolling Fund	Robert Macey	Adrian Cooper	200,346.00	0.00	200,346.00	0.00	0.00	0.00	0.00	200,346.00	0.00	0.00
80099	C00478-000	Community Housing Grant - Wem Independent Living Scheme	Robert Macey	Adrian Cooper	52,000.00	0.00	52,000.00	0.00	52,000.00	52,000.00	0.00	0.00	0.00	0.00
80099	C00479-000	Community Housing Grant - Site Acquisition Fund	Robert Macey	Adrian Cooper	309,296.00	300,000.00	9,296.00	0.00	9,296.00	0.00	0.00	300,000.00	0.00	0.00
80099	C00480-000	Community Led Affordable Housing Grant Scheme	Robert Macey	Adrian Cooper	148,000.00	120,000.00	28,000.00	0.00	28,000.00	0.00	0.00	28,000.00	0.00	0.00
80099	C00481-000	Affordable Housing Contributions Grant Scheme (S106)	Robert Macey	Adrian Cooper	92,000.00	367,000.00	459,000.00	117,000.00	342,000.00	459,000.00	0.00	0.00	0.00	0.00
<b>Total - 80099 Affordable Housing Grants - Capital</b>					<b>799,642.00</b>	<b>253,246.00</b>	<b>546,396.00</b>	<b>117,000.00</b>	<b>429,396.00</b>	<b>546,396.00</b>	<b>0.00</b>	<b>590,346.00</b>	<b>0.00</b>	<b>0.00</b>
80100	C00471-000	Market Drayon Business Grant Scheme	Steve Chamley	Matthew Rufe	0.00	174,414.00	174,414.00	0.00	174,414.00	174,414.00	0.00	0.00	0.00	0.00
80100	R10009-100	Owensy Mills End Roundabout Improvement Works - Design & Planning Stage	Steve Chamley	Germa Davies	0.00	1,050,454.00	1,050,454.00	325,889.34	724,564.66	1,050,454.00	0.00	0.00	0.00	0.00
80100	TBC	Owensy Castle View - Site Acquisition	Steve Chamley	TBC	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3,475,000.00	0.00
<b>Total - 80100 Economic Growth Projects - Capital</b>					<b>0.00</b>	<b>1,224,868.00</b>	<b>1,224,868.00</b>	<b>500,303.80</b>	<b>724,564.20</b>	<b>1,224,868.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,475,000.00</b>	<b>0.00</b>
80101	C00472-000	Historic Environment Grants	Robert Macey	Adrian Cooper	33,682.00	-33,682.00	0.00	0.00	0.00	0.00	0.00	33,682.00	0.00	0.00
80101	C00473-100	S106 Llanymynech Grounds Maintenance Contribution - Machinery Purchase	Robert Macey	Adrian Cooper	0.00	10,259.00	10,259.00	0.00	10,259.00	10,259.00	0.00	0.00	0.00	0.00
80101	C00474-000	Old Rectory, Whitchurch Section 106	Robert Macey	Adrian Cooper	138,361.00	0.00	138,361.00	129,607.97	8,753.03	138,361.00	0.00	0.00	0.00	0.00
<b>Total - 80101 Natural &amp; Historic Environment - Capital</b>					<b>172,043.00</b>	<b>-23,423.00</b>	<b>148,620.00</b>	<b>139,667.97</b>	<b>8,753.03</b>	<b>148,620.00</b>	<b>0.00</b>	<b>33,682.00</b>	<b>0.00</b>	<b>0.00</b>
80102	C00484-000	Depot Redevelopment - Unallocated	Steve Dawson	Steve Brown	93,456.00	-93,456.00	0.00	0.00	0.00	0.00	0.00	74,688.00	0.00	0.00
80102	C00487-000	Depot Redevelopment - Craven Arms	Steve Dawson	Steve Brown	0.00	18,798.00	18,798.00	0.00	18,798.00	18,798.00	0.00	0.00	0.00	0.00
80102	C00489-000	Depot Redevelopment - Stourbridge Road Bridgnorth - Sall Dome	Steve Dawson	Steve Brown	100,000.00	100,000.00	0.00	0.00	0.00	0.00	0.00	100,000.00	0.00	0.00
80102	C00490-000	Depot Redevelopment - Manor House Lane Stone	Steve Dawson	Steve Brown	50,000.00	-50,000.00	0.00	0.00	0.00	0.00	0.00	50,000.00	0.00	0.00
<b>Total - 80102 Highway &amp; Depots - Capital</b>					<b>243,456.00</b>	<b>-224,658.00</b>	<b>18,798.00</b>	<b>18,798.00</b>	<b>0.00</b>	<b>18,798.00</b>	<b>0.00</b>	<b>224,658.00</b>	<b>0.00</b>	<b>0.00</b>
80103	C00492-000	Mach Wenlock - Flood & Water Management	Steve Dawson	Gurnek Rai	3,777.00	0.00	3,777.00	25,426.16	-21,649.16	3,777.00	0.00	0.00	0.00	0.00
80103	C00493-000	Craven Arms - Flood & Water Management	Steve Dawson	Gurnek Rai	26,049.00	0.00	26,049.00	5,895.99	20,153.01	26,049.00	0.00	0.00	0.00	0.00
80103	C00494-000	Church Stretton - Flood & Water Management	Steve Dawson	Gurnek Rai	112,851.00	20,000.00	132,851.00	4,869.00	127,982.00	132,851.00	0.00	0.00	0.00	0.00
80103	C00495-000	Shifnal - Flood & Water Management	Steve Dawson	Gurnek Rai	498,917.00	-422,000.00	76,917.00	10,934.95	65,982.05	76,917.00	0.00	0.00	0.00	0.00
80103	C00496-000	Owensy - Flood & Water Management	Steve Dawson	Gurnek Rai	5,992.00	0.00	5,992.00	0.00	5,992.00	5,992.00	0.00	0.00	0.00	0.00
80103	C00497-000	Shrewsbury - Flood & Water Management	Steve Dawson	Gurnek Rai	32,862.00	0.00	32,862.00	0.00	32,862.00	32,862.00	0.00	0.00	0.00	0.00

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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>PLACE</b>														
80103	C00496-000	The Grove, Minsterley IPP Scheme	Steve Dawsonport	Gurnek Rai	4,992.00	-219.00	4,773.00	0.00	4,773.00	4,773.00	0.00	0.00	0.00	0.00
80103	C00499-000	Shropshire IPP Scheme Phase 1	Steve Dawsonport	Gurnek Rai	58,250.00	-58,250.00	0.00	0.00	0.00	0.00	0.00	58,250.00	0.00	0.00
80103	C00500-000	Shropshire Slow the Flow Project	Steve Dawsonport	Gurnek Rai	267,008.00	160,000.00	107,008.00	38,191.83	67,816.17	107,008.00	0.00	191,000.00	0.00	0.00
80103	C00501-000	Westbury Surface Water Flood Alleviation Scheme	Steve Dawsonport	Gurnek Rai	57,965.00	-57,965.00	0.00	0.00	0.00	0.00	0.00	57,965.00	0.00	0.00
80103	C00502-000	Westley Brook, Shifnal, Flood Alleviation Scheme	Steve Dawsonport	Gurnek Rai	0.00	0.00	0.00	0.00	0.00	0.00	0.00	60,000.00	0.00	0.00
80103	C00503-000	Westwood Quarry - Shropshire Wildlife Trust ERDF Project	Steve Dawsonport	Gurnek Rai	0.00	0.00	0.00	23,520.00	-23,520.00	0.00	0.00	0.00	0.00	0.00
80103	C00504-000	Horslow Flood Alleviation Scheme	Steve Dawsonport	Gurnek Rai	219.00	219.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80103	C00505-000	Hurlock Gate Surface Water Flood Alleviation	Steve Dawsonport	Gurnek Rai	10,000.00	-10,000.00	0.00	0.00	0.00	0.00	0.00	30,000.00	0.00	0.00
80103	C00506-000	Bomere Heath - Flood & Water Management	Steve Dawsonport	Gurnek Rai	10,000.00	-10,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80103	C00507-000	Lansford - Flood & Water Management	Steve Dawsonport	Gurnek Rai	12,500.00	-12,500.00	0.00	0.00	0.00	0.00	0.00	6,000.00	0.00	0.00
80103	C00508-000	Worfen - Flood & Water Management	Steve Dawsonport	Gurnek Rai	11,000.00	-11,000.00	0.00	0.00	0.00	0.00	0.00	8,000.00	0.00	0.00
<b>Total - 80103 - Flood Defences &amp; Water Management - Capital</b>					<b>1,099,764.00</b>	<b>-761,735.00</b>	<b>338,029.00</b>	<b>110,278.21</b>	<b>227,750.75</b>	<b>338,029.00</b>	<b>0.00</b>	<b>786,235.00</b>	<b>0.00</b>	<b>0.00</b>
80105	C00512-000	Bridgeward - Unallocated	Steve Dawsonport	Gurnek Rai	1,000,000.00	-971,968.00	28,032.00	34,641.50	-6,609.50	28,032.00	0.00	0.00	0.00	0.00
80105	C00514-000	Bridgeward - Consultancy Fees	Steve Dawsonport	Timothy Sneddon	0.00	350,000.00	350,000.00	128,160.63	221,839.37	350,000.00	0.00	0.00	0.00	0.00
80105	C00519-000	Bridgeward - Winstanley Bridge	Steve Dawsonport	Timothy Sneddon	0.00	125,000.00	125,000.00	0.00	125,000.00	125,000.00	0.00	0.00	0.00	0.00
80105	C00521-000	Bridgeward - Gasworks Bridge	Steve Dawsonport	Timothy Sneddon	0.00	19,693.00	19,693.00	59,080.11	-39,387.11	19,693.00	0.00	0.00	0.00	0.00
80105	C00524-000	Bridgeward - Broad Bridge	Steve Dawsonport	Timothy Sneddon	0.00	55,000.00	55,000.00	4,054.55	50,945.45	55,000.00	0.00	0.00	0.00	0.00
80105	C00526-000	Bridgeward - B4909 Bridgnorth Station Footbridge	Steve Dawsonport	Timothy Sneddon	0.00	85,000.00	85,000.00	0.00	85,000.00	85,000.00	0.00	0.00	0.00	0.00
80105	C00529-000	B1497 Milford Bridge	Steve Dawsonport	Timothy Sneddon	0.00	61,429.00	61,429.00	41,428.64	20,000.36	61,429.00	0.00	0.00	0.00	0.00
80105	C10029-100	Bridgeward - Overton road No2, Ludlow	Steve Dawsonport	Gurnek Rai	0.00	29,075.00	29,075.00	0.00	29,075.00	29,075.00	0.00	0.00	0.00	0.00
80105	C10030-100	Bridgeward - Ironbridge Road Slip	Steve Dawsonport	Gurnek Rai	0.00	30,000.00	30,000.00	0.00	30,000.00	30,000.00	0.00	0.00	0.00	0.00
80105	C10031-100	Bridgeward - Dams Footway	Steve Dawsonport	Gurnek Rai	0.00	100,000.00	100,000.00	0.00	100,000.00	100,000.00	0.00	0.00	0.00	0.00
80105	C10032-100	Bridgeward - Bridgnorth Busway	Steve Dawsonport	Gurnek Rai	0.00	118,791.00	118,791.00	0.00	118,791.00	118,791.00	0.00	0.00	0.00	0.00
<b>Total - 80105 - Structural Maintenance of Bridges &amp; Structures - Capital</b>					<b>1,000,000.00</b>	<b>0.00</b>	<b>1,000,000.00</b>	<b>267,365.43</b>	<b>732,634.57</b>	<b>1,000,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80106	C00531-000	Deept Fixed Costs - Principal	Steve Dawsonport	Timothy Sneddon	750,000.00	0.00	750,000.00	0.00	750,000.00	750,000.00	0.00	0.00	0.00	0.00
80106	C00537-000	A458 Merivale	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	-3,030.44	3,030.44	0.00	0.00	0.00	0.00	0.00
80106	C00547-000	Principal Roads Countywide Drainage	Steve Dawsonport	Timothy Sneddon	0.00	0.00	0.00	2,933.38	-2,933.38	0.00	0.00	0.00	0.00	0.00
80106	C00549-000	A529 Road Safety Works - WSP	Steve Dawsonport	Andy Wilde	2,650,925.00	-2,000,000.00	650,925.00	319,693.63	331,231.37	650,925.00	0.00	3,172,000.00	0.00	0.00
<b>Total - 80106 - Structural Maintenance of Roads - Principal - Capital</b>					<b>3,400,925.00</b>	<b>-2,000,000.00</b>	<b>1,400,925.00</b>	<b>319,536.57</b>	<b>1,081,388.43</b>	<b>1,400,925.00</b>	<b>0.00</b>	<b>3,172,000.00</b>	<b>0.00</b>	<b>0.00</b>
80107	C00619-000	Area Fixed Costs - Secondary	Steve Dawsonport	Timothy Sneddon	750,000.00	0.00	750,000.00	0.00	750,000.00	750,000.00	0.00	0.00	0.00	0.00
80107	C00620-000	Central Managed Riverway Secondary Surfacing Programme	Steve Dawsonport	Andy Wilde	2,000,000.00	0.00	2,000,000.00	255,783.24	1,744,216.76	2,000,000.00	0.00	0.00	0.00	0.00
80107	C00624-000	B4364 Nepton	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	-33,224.14	33,224.14	0.00	0.00	0.00	0.00	0.00
80107	C00626-000	B4397 Loppington to Horton	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	-55,592.59	55,592.59	0.00	0.00	0.00	0.00	0.00
80107	C00630-000	B4387 Westbury Level Crossing	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	-5,500.00	5,500.00	0.00	0.00	0.00	0.00	0.00
80107	C00632-000	Woodbury Chase Bridgnorth (access for parking bay)	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	75,478.74	-75,478.74	0.00	0.00	0.00	0.00	0.00
80107	C00633-000	Black Park Road	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	-2,602.41	2,602.41	0.00	0.00	0.00	0.00	0.00
80107	C00634-000	B4555 Knowlesands	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	-45,629.73	45,629.73	0.00	0.00	0.00	0.00	0.00
80107	C00636-000	Countywide Patching Scheme Tender Package	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	303,222.08	-303,222.08	0.00	0.00	0.00	0.00	0.00
80107	C00637-000	Secondary Roads Countywide Drainage	Steve Dawsonport	Timothy Sneddon	800,000.00	0.00	800,000.00	17,510.91	782,489.09	800,000.00	0.00	0.00	0.00	0.00
80107	C00709-000	Countywide Roadmaster Programme	Steve Dawsonport	Ian Walshe	850,000.00	0.00	850,000.00	-13,458.32	863,458.32	850,000.00	0.00	0.00	0.00	0.00
80107	C00710-000	Countywide Permanent Repair Programme	Steve Dawsonport	Ian Walshe	3,000,000.00	0.00	3,000,000.00	520,419.06	2,479,580.94	3,000,000.00	0.00	0.00	0.00	0.00
80107	C00711-000	Countywide Machine Patching Programme	Steve Dawsonport	Ian Walshe	2,000,000.00	0.00	2,000,000.00	372,085.84	1,627,914.16	2,000,000.00	0.00	0.00	0.00	0.00
80107	C00712-000	Countywide Autumn Statement Pothole Fund	Steve Dawsonport	Andy Wilde	1,200,000.00	0.00	1,200,000.00	2,645,245.97	-1,445,245.97	1,200,000.00	0.00	0.00	0.00	0.00
80107	C00713-000	Shropshire Countywide - Resurfacing Design Budget	Steve Dawsonport	Andy Wilde	750,000.00	0.00	750,000.00	28,105.60	721,894.40	750,000.00	0.00	0.00	0.00	0.00
80107	C00715-000	Shropshire Countywide - Road Assessment Surveys	Steve Dawsonport	Andy Wilde	0.00	0.00	0.00	558,669.40	-558,669.40	0.00	0.00	0.00	0.00	0.00
80107	C00716-000	Countywide Programme Design & Engineer Fees	Steve Dawsonport	Andy Wilde	1,074,000.00	0.00	1,074,000.00	0.00	1,074,000.00	1,074,000.00	0.00	1,000,000.00	0.00	0.00
80107	C00718-000	Shropshire Countywide - Unallocated Response Budget	Steve Dawsonport	Andy Wilde	561,203.00	0.00	561,203.00	0.00	561,203.00	561,203.00	0.00	8,075,000.00	13,075,000.00	13,075,000.00
<b>Total - 80107 - Structural Maintenance of Roads - Secondary - Capital</b>					<b>12,585,203.00</b>	<b>0.00</b>	<b>12,585,203.00</b>	<b>4,505,609.19</b>	<b>7,679,593.81</b>	<b>12,585,203.00</b>	<b>0.00</b>	<b>9,075,000.00</b>	<b>13,075,000.00</b>	<b>13,075,000.00</b>
80108	C00719-000	Programme of structural replacement of lighting columns	Steve Dawsonport	Jason Hughes	800,000.00	0.00	800,000.00	179,247.81	620,752.19	800,000.00	0.00	0.00	0.00	0.00
80108	C00720-000	Street Lighting LED Conversions	Steve Dawsonport	Jason Hughes	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,730,000.00	2,047,000.00	2,047,010.00
80108	C00722-000	Programme of replacement signs and bollards	Steve Dawsonport	Jason Hughes	0.00	0.00	0.00	1,249.58	-1,249.58	0.00	0.00	0.00	0.00	0.00
<b>Total - 80108 - Street Lighting - Capital</b>					<b>800,000.00</b>	<b>0.00</b>	<b>800,000.00</b>	<b>180,497.39</b>	<b>619,502.61</b>	<b>800,000.00</b>	<b>0.00</b>	<b>2,730,000.00</b>	<b>2,047,000.00</b>	<b>2,047,010.00</b>
80109	C00725-000	ITP South - A5 Craykeley Bank - Marsh Lane Join	Steve Dawsonport	Victoria Merrill	0.00	0.00	0.00	-4,815.00	4,815.00	0.00	0.00	0.00	0.00	0.00
80109	C00726-000	ITP Central - Column Roundabout	Steve Dawsonport	Victoria Merrill	0.00	0.00	0.00	-3,942.88	3,942.88	0.00	0.00	0.00	0.00	0.00
80109	C00729-000	ITP Central - Springfield Road	Steve Dawsonport	Victoria Merrill	0.00	0.00	0.00	-127.00	127.00	0.00	0.00	0.00	0.00	0.00
80109	C00733-000	ITP Central - A5112 Telford Way	Steve Dawsonport	Victoria Merrill	0.00	0.00	0.00	-227.00	227.00	0.00	0.00	0.00	0.00	0.00
80109	C00736-000	ITP South - Shrewsbury Road, Much Wenlock	Steve Dawsonport	Victoria Merrill	0.00	0.00	0.00	-4,367.07	4,367.07	0.00	0.00	0.00	0.00	0.00
80109	C00738-000	ITP South - A458 Wootton Crossroads	Steve Dawsonport	Victoria Merrill	0.00	0.00	0.00	-2,945.16	2,945.16	0.00	0.00	0.00	0.00	0.00

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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>PLACE</b>														
80109	C00740-000	ITP Central - Woodcote Way	Steve Davison	Victoria Merrill	0.00	0.00	0.00	712.00	-712.00	0.00	0.00	0.00	0.00	0.00
80109	C00741-000	ITP South - A454 Ridge Heath Accident Reduction	Steve Davison	Victoria Merrill	0.00	0.00	0.00	221.00	-221.00	0.00	0.00	0.00	0.00	0.00
80109	C00742-000	ITP North - Massbury Road Junction, Queensry	Steve Davison	Victoria Merrill	0.00	0.00	0.00	1,870.36	-1,870.36	0.00	0.00	0.00	0.00	0.00
80109	C00743-000	ITP South - A41/B4379 Shifnal Road Junction	Steve Davison	Victoria Merrill	0.00	0.00	0.00	4,445.59	-4,445.59	0.00	0.00	0.00	0.00	0.00
<b>Total : 80109 - Integrated Transport Plan - Accident Outlets - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>23,535.08</b>	<b>-23,535.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80110	C00745-000	ITP South - B4373 Wenlock Road & Westgate Crossing	Steve Davison	Victoria Merrill	0.00	0.00	0.00	105.00	-105.00	0.00	0.00	0.00	0.00	0.00
<b>Total : 80110 - Integrated Transport Plan - Pedestrian &amp; Cycle Facilities - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>105.00</b>	<b>-105.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80112	C00782-000	ITP South - Shifnal Network Improvement (S106)	Steve Davison	Victoria Merrill	0.00	0.00	0.00	17,240.00	-17,240.00	0.00	0.00	0.00	0.00	0.00
80112	C00783-000	ITP South - Shifnal Bradford Street Enhancement	Steve Davison	Victoria Merrill	0.00	0.00	0.00	108,442.27	-108,442.27	0.00	0.00	0.00	0.00	0.00
<b>Total : 80112 - Integrated Transport Plan - Network Improvements - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>125,682.27</b>	<b>-125,682.27</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80113	C00909-000	Rapid Electric Vehicle Charge Points	Steve Davison	Jason Hughes	30,135.00	0.00	30,135.00	49,037.64	-18,902.64	30,135.00	0.00	0.00	0.00	0.00
<b>Total : 80113 - Integrated Transport Plan - Parking Infrastructure - Capital</b>					<b>30,135.00</b>	<b>0.00</b>	<b>30,135.00</b>	<b>49,037.64</b>	<b>-18,902.64</b>	<b>30,135.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80114	C00770-000	ITP South - B4373 Bridgforth Rd Speed Reduction, Brasley	Steve Davison	Victoria Merrill	0.00	0.00	0.00	360.00	-360.00	0.00	0.00	0.00	0.00	0.00
80114	C00775-000	ITP South - Much Wenlock, Barrow & Brasley HGV Mgmt	Steve Davison	Victoria Merrill	0.00	0.00	0.00	28,267.23	-28,267.23	0.00	0.00	0.00	0.00	0.00
80114	C00780-000	ITP North - Ash Pines Street Speed Reduction	Steve Davison	Victoria Merrill	5,000.00	0.00	5,000.00	5,000.00	0.00	5,000.00	0.00	0.00	0.00	0.00
80114	C00782-000	ITP North - Morla Bank Speed Vipers	Steve Davison	Victoria Merrill	490.00	0.00	490.00	290.00	-200.00	490.00	0.00	0.00	0.00	0.00
80114	C00860-000	ITP North - A41 Sandford Speed Reduction	Steve Davison	Victoria Merrill	0.00	0.00	0.00	181.03	-181.03	0.00	0.00	0.00	0.00	0.00
80114	C10020-100	ITP South - The Hill Bank, Pennington One-Way	Steve Davison	Victoria Merrill	0.00	0.00	0.00	5,293.03	-5,293.03	0.00	0.00	0.00	0.00	0.00
80114	C10027-100	ITP North - A49 Huddall to Preston Brook	Steve Davison	Victoria Merrill	57.00	0.00	57.00	283.69	-226.69	57.00	0.00	0.00	0.00	0.00
<b>Total : 80114 - Integrated Transport Plan - Safety &amp; Speed Reductions - Capital</b>					<b>5,490.00</b>	<b>57.00</b>	<b>5,490.00</b>	<b>38,604.38</b>	<b>-33,057.38</b>	<b>5,490.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80115	C00783-000	ITP South - A464 Utton Crossroads Shifnal	Steve Davison	Victoria Merrill	0.00	0.00	0.00	7,750.99	-7,750.99	0.00	0.00	0.00	0.00	0.00
<b>Total : 80115 - Integrated Transport Plan - Traffic Management - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7,750.99</b>	<b>-7,750.99</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80116	C00785-000	ITP Coalville - Unallocated	Steve Davison	Victoria Merrill	1,438,091.00	-57.00	1,438,034.00	-374.99	1,437,659.11	1,438,034.00	0.00	1,442,761.00	1,626,000.00	1,626,000.00
<b>Total : 80116 - Integrated Transport Plan - Unallocated - Capital</b>					<b>1,438,091.00</b>	<b>-57.00</b>	<b>1,438,034.00</b>	<b>-374.99</b>	<b>1,437,659.11</b>	<b>1,438,034.00</b>	<b>0.00</b>	<b>1,442,761.00</b>	<b>1,626,000.00</b>	<b>1,626,000.00</b>
80117	C00787-000	LEP Open Relief Road Project	Steve Davison	Matthew Johnson	1,605,213.00	-1,150,029.00	455,184.00	91,521.64	363,662.36	455,184.00	0.00	1,450,029.00	8,565,277.00	0.00
<b>Total : 80117 - LEP Oxon Link Road - Capital</b>					<b>1,605,213.00</b>	<b>-1,150,029.00</b>	<b>455,184.00</b>	<b>91,521.64</b>	<b>363,662.36</b>	<b>455,184.00</b>	<b>0.00</b>	<b>1,450,029.00</b>	<b>8,565,277.00</b>	<b>0.00</b>
80118	C00786-000	LEPSITP - Project Management Design	Steve Davison	Matthew Johnson	1,875,090.00	0.00	1,875,090.00	1,720,426.55	154,663.45	1,875,090.00	0.00	3,683,236.00	0.00	0.00
<b>Total : 80118 - LEP Shrewsbury Integrated Transport Plan - Capital</b>					<b>1,875,090.00</b>	<b>0.00</b>	<b>1,875,090.00</b>	<b>1,720,426.55</b>	<b>154,663.45</b>	<b>1,875,090.00</b>	<b>0.00</b>	<b>3,683,236.00</b>	<b>0.00</b>	<b>0.00</b>
80120	C00790-000	Shallowbach Local Minors Higher Level Stewardship	Lesley Picton	Mark Shunt	1,363.00	0.00	1,363.00	0.00	1,363.00	1,363.00	0.00	0.00	0.00	0.00
80120	C00791-000	Wesliffe Local Minors Stewardship	Lesley Picton	Richard Knight	663.00	0.00	663.00	0.00	663.00	663.00	0.00	0.00	0.00	0.00
80120	C00792-000	Broseley BMX & Outdoor Gym (S106)	Lesley Picton	Sean McCarthy	2,424.00	0.00	2,424.00	0.00	2,424.00	2,424.00	0.00	0.00	0.00	0.00
80120	C00796-000	Whitchurch Skate Park (S106)	Lesley Picton	Sean McCarthy	2,492.00	0.00	2,492.00	0.00	2,492.00	2,492.00	0.00	0.00	0.00	0.00
80120	C00797-000	Severn valley Country Park RPA Extension	Lesley Picton	Richard Knight	371,319.00	0.00	371,319.00	375,787.77	-4,468.77	371,319.00	0.00	0.00	0.00	0.00
<b>Total : 80120 - Outdoor Recreation Schemes - Capital</b>					<b>378,311.00</b>	<b>0.00</b>	<b>378,311.00</b>	<b>375,787.77</b>	<b>2,523.23</b>	<b>378,311.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80122	C00802-000	In Vessel Composting Facility	Lesley Picton	Paul Beard	325,000.00	0.00	325,000.00	0.00	0.00	0.00	0.00	325,000.00	0.00	0.00
<b>Total : 80122 - Waste Management - Capital</b>					<b>325,000.00</b>	<b>-325,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>325,000.00</b>	<b>0.00</b>	<b>0.00</b>
80134	C00803-000	Shrewsbury Sports Village 3G Pitch Replacement	Lesley Picton	Peter Davis	404,196.00	0.00	404,196.00	386,716.76	17,479.24	404,196.00	0.00	0.00	0.00	0.00
80134	C00804-000	Sports Equipment Phase 2	Lesley Picton	Peter Davis	25,761.00	0.00	25,761.00	16,035.17	9,725.83	25,761.00	0.00	0.00	0.00	0.00
<b>Total : 80134 - Leisure - Capital</b>					<b>429,957.00</b>	<b>0.00</b>	<b>429,957.00</b>	<b>402,751.93</b>	<b>27,205.07</b>	<b>429,957.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80136	C00856-000	NMP - Drainage Structures	Steve Davison	Christopher Fisher	0.00	0.00	0.00	483.03	-483.03	0.00	0.00	0.00	0.00	0.00
80136	C00860-000	NMP - Sewers Washer Programme	Steve Davison	Christopher Fisher	0.00	0.00	0.00	320.76	-320.76	0.00	0.00	0.00	0.00	0.00
<b>Total : 80136 - North West Structural Maintenance of Roads - Principal - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>783.79</b>	<b>-783.79</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80137	C00867-000	NEP - Resurfacing	Steve Davison	Victoria Doran	0.00	0.00	0.00	8,036.35	-8,036.35	0.00	0.00	0.00	0.00	0.00
80137	C00868-000	NEP - Surface Dressing	Steve Davison	Victoria Doran	0.00	0.00	0.00	3,753.43	-3,753.43	0.00	0.00	0.00	0.00	0.00
<b>Total : 80137 - North East Structural Maintenance of Roads - Principal - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>11,789.78</b>	<b>-11,789.78</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80138	C00869-000	NEP - Surface Dressing	Steve Davison	Graham Downes	0.00	0.00	0.00	17,277.14	-17,277.14	0.00	0.00	0.00	0.00	0.00
<b>Total : 80138 - South East Structural Maintenance of Roads - Principal - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17,277.14</b>	<b>-17,277.14</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80139	C00895-000	CP - Drainage Structures	Steve Davison	Ian Walshaw	0.00	0.00	0.00	42,357.74	-42,357.74	0.00	0.00	0.00	0.00	0.00
<b>Total : 80139 - Central Structural Maintenance of Roads - Principal - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>42,357.74</b>	<b>-42,357.74</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80140	C00612-000	SWP - Drainage Structures	Steve Davison	Andrew Keybard	0.00	0.00	0.00	6,439.51	-6,439.51	0.00	0.00	0.00	0.00	0.00
<b>Total : 80140 - South West Structural Maintenance of Roads - Principal - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6,439.51</b>	<b>-6,439.51</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80141	C00641-000	NWS - Overlay & Inlay	Steve Davison	Christopher Fisher	0.00	0.00	0.00	75,074.20	-75,074.20	0.00	0.00	0.00	0.00	0.00
80141	C00642-000	NWS - Resurfacing	Steve Davison	Christopher Fisher	0.00	0.00	0.00	393.45	-393.45	0.00	0.00	0.00	0.00	0.00
80141	C00843-000	NWS - Surface Dressing	Steve Davison	Christopher Fisher	0.00	0.00	0.00	219,260.69	-219,260.69	0.00	0.00	0.00	0.00	0.00
<b>Total : 80141 - North West Structural Maintenance of Roads - Secondary - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>293,341.64</b>	<b>-293,341.64</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80142	C00862-000	NES - Unallocated	Steve Davison	Victoria Doran	125,000.00	0.00	125,000.00	0.00	125,000.00	125,000.00	0.00	0.00	0.00	0.00
80142	C00866-000	NES - Resurfacing	Steve Davison	Victoria Doran	0.00	0.00	0.00	20,154.99	-20,154.99	0.00	0.00	0.00	0.00	0.00
80142	C00867-000	NES - Surface Dressing	Steve Davison	Victoria Doran	0.00	0.00	0.00	756,877.40	-756,877.40	0.00	0.00	0.00	0.00	0.00
<b>Total : 80142 - North East Structural Maintenance of Roads - Secondary - Capital</b>					<b>125,000.00</b>	<b>0.00</b>	<b>125,000.00</b>	<b>775,032.39</b>	<b>-654,032.39</b>	<b>125,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>PLACE</b>														
80143	C00666-000	SES - Unallocated	Steve Dawsonport	Graham Downes	125,000.00	0.00	125,000.00	0.00	125,000.00	125,000.00	0.00	0.00	0.00	0.00
80143	C00669-000	SES - Overlay & Inlay	Steve Dawsonport	Graham Downes	0.00	0.00	0.00	1,915.55	-1,915.55	0.00	0.00	0.00	0.00	0.00
80143	C00670-000	SES - Resurfacing	Steve Dawsonport	Graham Downes	0.00	0.00	0.00	1,311.24	0.00	0.00	0.00	0.00	0.00	0.00
80143	C00671-000	SES - Surface Dressing	Steve Dawsonport	Graham Downes	0.00	0.00	0.00	26,096.26	26,096.26	0.00	0.00	0.00	0.00	0.00
80143	C00674-000	SES - Kerbs, Footways & Cycle Tracks	Steve Dawsonport	Graham Downes	0.00	0.00	0.00	47,854.35	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - 80143 - South East Structural Maintenance of Roads - Secondary - Capital</b>					<b>125,000.00</b>	<b>0.00</b>	<b>125,000.00</b>	<b>22,172.38</b>	<b>102,827.52</b>	<b>125,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80144	C00680-000	CS - Unallocated	Steve Dawsonport	Ian Walshaw	125,000.00	0.00	125,000.00	24.00	125,000.00	125,000.00	0.00	0.00	0.00	0.00
80144	C00683-000	CS - Overlay & Inlay	Steve Dawsonport	Ian Walshaw	0.00	0.00	0.00	4,626.65	0.00	0.00	0.00	0.00	0.00	0.00
80144	C00684-000	CS - Resurfacing	Steve Dawsonport	Ian Walshaw	0.00	0.00	0.00	1,208.05	0.00	0.00	0.00	0.00	0.00	0.00
80144	C00685-000	CS - Surface Dressing	Steve Dawsonport	Ian Walshaw	0.00	0.00	0.00	110,476.06	0.00	0.00	0.00	0.00	0.00	0.00
80144	C00686-000	CS - Kerbs, Footways & Cycle Tracks	Steve Dawsonport	Ian Walshaw	0.00	0.00	0.00	21,808.39	-21,808.39	0.00	0.00	0.00	0.00	0.00
<b>Total - 80144 - Central Structural Maintenance of Roads - Secondary - Capital</b>					<b>125,000.00</b>	<b>0.00</b>	<b>125,000.00</b>	<b>126,445.75</b>	<b>-1,445.75</b>	<b>125,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80145	C00694-000	SWS - Unallocated	Steve Dawsonport	Andrew Keyland	125,000.00	0.00	125,000.00	0.00	125,000.00	125,000.00	0.00	0.00	0.00	0.00
80145	C00698-000	SWS - Resurfacing	Steve Dawsonport	Andrew Keyland	0.00	0.00	0.00	30,093.08	-30,093.08	0.00	0.00	0.00	0.00	0.00
80145	C00699-000	SWS - Surface Dressing	Steve Dawsonport	Andrew Keyland	0.00	0.00	0.00	784,504.47	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - 80145 - South West Structural Maintenance of Roads - Secondary - Capital</b>					<b>125,000.00</b>	<b>0.00</b>	<b>125,000.00</b>	<b>794,597.55</b>	<b>-693,537.55</b>	<b>125,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80147	C10028-100	North West Relief Road, Shrewsbury	Steve Dawsonport	Matthew Johnson	0.00	0.00	0.00	1,183,492.39	-1,183,492.39	0.00	0.00	1,906,554.00	10,021,289.00	38,961,625.00
<b>Total - 80147 - North West Relief Road - Capital</b>					<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,183,492.39</b>	<b>-1,183,492.39</b>	<b>0.00</b>	<b>0.00</b>	<b>1,906,554.00</b>	<b>10,021,289.00</b>	<b>38,961,625.00</b>
<b>CHILDREN'S SERVICES</b>														
80006	C00072-000	Early Years Unallocated	Ed Potter	Neville Ward	3,727.00	0.00	3,727.00	0.00	3,727.00	3,727.00	0.00	0.00	0.00	0.00
80006	C00073-000	Basic Need Unallocated	Ed Potter	Philip Wilson	7,947,776.00	-7,928,893.00	184,883.00	0.00	184,883.00	184,883.00	0.00	0.00	0.00	0.00
80006	C00074-000	School Amenities/Other Unallocated	Ed Potter	Philip Wilson	154,662.00	-150,000.00	4,662.00	0.00	4,662.00	4,662.00	0.00	0.00	0.00	0.00
80006	C00075-000	Condition Unallocated	Ed Potter	Philip Wilson	494,699.00	-418,774.00	75,925.00	0.00	75,925.00	75,925.00	0.00	0.00	0.00	0.00
80006	C00076-000	Schools Access Initiative Unallocated	Ed Potter	Philip Wilson	76,861.00	-75,448.00	1,413.00	0.00	1,413.00	1,413.00	0.00	0.00	0.00	0.00
80006	C00077-000	Special Provision Funds Allocation	Ed Potter	Philip Wilson	280,353.00	-200,000.00	80,353.00	0.00	80,353.00	80,353.00	0.00	592,370.00	0.00	0.00
80006	C00078-000	Devalued Formula Capital - re-profiling	Ed Potter	Philip Wilson	0.00	-1,000,000.00	-1,000,000.00	0.00	-1,000,000.00	-1,000,000.00	0.00	1,000,000.00	0.00	0.00
80006	C00079-000	Healthy Pupils Capital Fund (HPCF) Unallocated	Ed Potter	Philip Wilson	0.00	1,581.00	1,581.00	0.00	1,581.00	1,581.00	0.00	0.00	0.00	0.00
<b>Total - 80006 - School Unallocated - Capital</b>					<b>8,355,277.00</b>	<b>-8,632,535.00</b>	<b>-277,258.00</b>	<b>36,486.83</b>	<b>-733,744.83</b>	<b>-697,258.00</b>	<b>0.00</b>	<b>3,306,241.00</b>	<b>1,000,000.00</b>	<b>500,000.00</b>
80007	C00086-000	Adelphi Primary, Secure Lobby	Ed Potter	Philip Wilson	33,841.00	0.00	33,841.00	29,559.99	4,281.01	33,841.00	0.00	0.00	0.00	0.00
80007	C00083-000	Adelphi Primary, DFC (1)	Ed Potter	Philip Wilson	11,819.00	0.00	11,819.00	455.00	11,364.00	11,819.00	0.00	0.00	0.00	0.00
<b>Total - 80007 - Adelphi CE Primary School - Capital</b>					<b>45,660.00</b>	<b>0.00</b>	<b>45,660.00</b>	<b>30,014.99</b>	<b>15,645.42</b>	<b>45,660.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80008	C00087-100	St Mary's Abingdon Emergency Lighting Upgrade	Ed Potter	Philip Wilson	0.00	7,785.00	7,785.00	0.00	7,785.00	7,785.00	0.00	0.00	0.00	0.00
80008	C00088-000	St Marys Abingdon DFC DFC (1)	Ed Potter	Philip Wilson	17,719.00	0.00	17,719.00	10,804.03	6,914.97	17,719.00	0.00	0.00	0.00	0.00
<b>Total - 80008 - St Mary's CE (Cont) Primary School (Abingdon) - Capital</b>					<b>17,719.00</b>	<b>7,785.00</b>	<b>25,504.00</b>	<b>10,804.03</b>	<b>14,699.97</b>	<b>25,504.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80009	C00091-100	Abingdon Primary - Storm Water Drainage Improvement Works K52	Ed Potter	Philip Wilson	16,851.00	0.00	16,851.00	13,526.50	3,324.50	16,851.00	0.00	0.00	0.00	0.00
80009	C00091-101	Abingdon Primary - K51 Plant Refurbishment	Ed Potter	Philip Wilson	29,050.00	-25,264.00	3,786.00	2,617.88	21,168.32	23,796.00	0.00	0.00	0.00	0.00
80009	C00092-000	Abingdon Primary DFC (1)	Ed Potter	Philip Wilson	27,509.00	0.00	27,509.00	13,208.67	14,300.33	27,509.00	0.00	0.00	0.00	0.00
<b>Total - 80009 - Abingdon Primary School and Nursery - Capital</b>					<b>73,410.00</b>	<b>-25,264.00</b>	<b>48,146.00</b>	<b>29,152.05</b>	<b>38,146.00</b>	<b>68,146.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80010	C00095-000	Oakmeadow Secure Lobby	Ed Potter	Philip Wilson	7,859.00	0.00	7,859.00	7,859.00	0.00	7,859.00	0.00	0.00	0.00	0.00
80010	C00096-000	Oakmeadow DFC (1)	Ed Potter	Philip Wilson	23,556.00	0.00	23,556.00	15,411.31	8,144.69	23,556.00	0.00	0.00	0.00	0.00
80010	C00097-000	Oakmeadow Primary - Nursery Alterations	Ed Potter	Neville Ward	2,282.00	0.00	2,282.00	926.44	1,355.56	2,282.00	0.00	0.00	0.00	0.00
<b>Total - 80010 - Oakmeadow CE Primary &amp; Nursery School - Capital</b>					<b>33,697.00</b>	<b>0.00</b>	<b>33,697.00</b>	<b>24,195.77</b>	<b>9,497.23</b>	<b>33,697.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80011	C00100-000	Beckbury Primary DFC (1)	Ed Potter	Philip Wilson	17,535.00	0.00	17,535.00	0.00	17,535.00	17,535.00	0.00	0.00	0.00	0.00
<b>Total - 80011 - Beckbury CE (Cont) Primary School - Capital</b>					<b>17,535.00</b>	<b>0.00</b>	<b>17,535.00</b>	<b>0.00</b>	<b>17,535.00</b>	<b>17,535.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80012	C00103-100	Bicon Emergency Lighting Upgrade	Ed Potter	Philip Wilson	0.00	5,901.00	5,901.00	270.45	5,230.55	5,901.00	0.00	0.00	0.00	0.00
80012	C00104-000	Bicon Primary DFC (1)	Ed Potter	Philip Wilson	24,721.00	0.00	24,721.00	0.00	24,721.00	24,721.00	0.00	0.00	0.00	0.00
<b>Total - 80012 - Bicon CE (Cont) Primary School and Nursery - Capital</b>					<b>24,721.00</b>	<b>5,901.00</b>	<b>30,222.00</b>	<b>270.45</b>	<b>29,551.55</b>	<b>30,222.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80013	C00109-000	Bomere Heath Primary DFC (1)	Ed Potter	Philip Wilson	24,457.00	0.00	24,457.00	12,982.51	11,594.49	24,457.00	0.00	0.00	0.00	0.00
<b>Total - 80013 - Bomere Heath CE (Cont) Primary School - Capital</b>					<b>24,457.00</b>	<b>0.00</b>	<b>24,457.00</b>	<b>12,982.51</b>	<b>11,594.49</b>	<b>24,457.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80014	C00112-000	Brookton Primary DFC (1)	Ed Potter	Philip Wilson	27,991.00	0.00	27,991.00	20,566.00	7,433.00	27,991.00	0.00	0.00	0.00	0.00
80014	C00113-000	Brookton Primary, Early Years (1)	Ed Potter	Neville Ward	84,677.00	0.00	84,677.00	53,619.50	31,057.50	84,677.00	0.00	0.00	0.00	0.00
<b>Total - 80014 - Brookton CE Primary School - Capital</b>					<b>112,668.00</b>	<b>0.00</b>	<b>112,668.00</b>	<b>74,177.50</b>	<b>38,459.50</b>	<b>112,668.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80015	C00116-000	Brookley Primary DFC (1)	Ed Potter	Philip Wilson	17,512.00	0.00	17,512.00	4,261.52	13,250.48	17,512.00	0.00	0.00	0.00	0.00
<b>Total - 80015 - Brookley CE Primary School - Capital</b>					<b>17,512.00</b>	<b>0.00</b>	<b>17,512.00</b>	<b>4,261.52</b>	<b>13,250.48</b>	<b>17,512.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80016	C00119-000	Buntingford Primary - New Air Source Heat Pump	Ed Potter	Philip Wilson	73,567.00	0.00	73,567.00	67,206.34	6,360.66	73,567.00	0.00	0.00	0.00	0.00
80016	C00119-100	Buntingford Emergency Lighting Upgrade	Ed Potter	Philip Wilson	0.00	12,516.00	12,516.00	642.27	11,873.73	12,516.00	0.00	0.00	0.00	0.00
80016	C00120-000	Buntingford Primary DFC (1)	Ed Potter	Philip Wilson	17,349.00	0.00	17,349.00	6,565.00	10,784.00	17,349.00	0.00	0.00	0.00	0.00
80016	C00122-000	Buntingford Primary Outdoor Gym	Ed Potter	Philip Wilson	235.00	0.00	235.00	0.00	0.00	235.00	0.00	0.00	0.00	0.00
<b>Total - 80016 - Buntingford Primary School and Nursery - Capital</b>					<b>91,171.00</b>	<b>12,281.00</b>	<b>103,452.00</b>	<b>74,413.61</b>	<b>29,038.35</b>	<b>103,452.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>CHILDREN'S SERVICES</b>														
80017	C00124-000	Boseley, John Wilkinson - Secure Lobby	Ed Potter	Philip Wilson	78,101.00	0.00	78,101.00	39,999.88	38,531.12	78,101.00	0.00	0.00	0.00	0.00
80017	C00125-000	John Wilkinson DFC (1)	Ed Potter	Philip Wilson	21,734.00	0.00	21,734.00	6,713.15	15,020.85	21,734.00	0.00	0.00	0.00	0.00
80017	C00126-000	Boseley, John Wilkinson Primary, Early Years (1)	Ed Potter	Neville Ward	136,618.00	0.00	136,618.00	10,366.52	126,251.48	136,618.00	0.00	0.00	0.00	0.00
80017	C00127-000	John Wilkinson EYFS Outdoors Space	Ed Potter	Philip Wilson	4,172.00	0.00	4,172.00	0.00	4,172.00	4,172.00	0.00	0.00	0.00	0.00
<b>Total - 80017 - John Wilkinson Primary &amp; Nursery School - Capital</b>					<b>240,625.00</b>	<b>0.00</b>	<b>240,625.00</b>	<b>56,645.55</b>	<b>183,575.45</b>	<b>240,625.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80018	C00129-000	Chesterline Primary - Roof Replacement	Ed Potter	Philip Wilson	43,438.00	0.00	43,438.00	39,273.43	5,164.57	43,438.00	0.00	0.00	0.00	0.00
80018	C00130-000	Chesterline Primary DFC (1)	Ed Potter	Philip Wilson	19,140.00	0.00	19,140.00	1,853.03	17,687.00	19,140.00	0.00	0.00	0.00	0.00
<b>Total - 80018 - Chesterline Primary School - Capital</b>					<b>62,578.00</b>	<b>0.00</b>	<b>62,578.00</b>	<b>41,126.46</b>	<b>22,751.57</b>	<b>62,578.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80019	C00134-000	Chirbury Rewire P1	Ed Potter	Philip Wilson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80019	C00134-001	Chirbury Primary Replacement Air Conditioning	Ed Potter	Philip Wilson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80019	C00135-000	Chirbury DFC (1)	Ed Potter	Philip Wilson	11,679.00	0.00	11,679.00	3,503.21	8,175.79	11,679.00	0.00	0.00	0.00	0.00
<b>Total - 80019 - Chirbury CE (VCI) Primary School - Capital</b>					<b>11,679.00</b>	<b>0.00</b>	<b>11,679.00</b>	<b>3,503.21</b>	<b>8,175.79</b>	<b>11,679.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80020	C00136-000	Church Green - Replace Sewage Pump (1)	Ed Potter	Philip Wilson	0.00	0.00	0.00	-2,782.37	2,782.37	0.00	0.00	0.00	0.00	0.00
80020	C00136-000	Church Green DFC (1)	Ed Potter	Philip Wilson	14,157.00	0.00	14,157.00	0.00	14,157.00	14,157.00	0.00	0.00	0.00	0.00
<b>Total - 80020 - Church Green Primary School - Capital</b>					<b>14,157.00</b>	<b>0.00</b>	<b>14,157.00</b>	<b>-2,782.37</b>	<b>2,782.37</b>	<b>14,157.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80021	C00142-000	St Lawrence CE Primary - Kitchen Fire Safety Works	Ed Potter	Philip Wilson	27,849.00	0.00	27,849.00	16,949.94	10,899.06	27,849.00	0.00	0.00	0.00	0.00
80021	C00142-100	St Lawrence CE Primary - Replace Fan Connectors	Ed Potter	Philip Wilson	48,093.00	0.00	48,093.00	55,721.30	-7,628.30	48,093.00	0.00	0.00	0.00	0.00
80021	C00143-000	St Lawrence Church Station DFC DFC (1)	Ed Potter	Philip Wilson	18,956.00	0.00	18,956.00	0.00	18,956.00	18,956.00	0.00	0.00	0.00	0.00
<b>Total - 80021 - St Lawrence CE Primary School - Capital</b>					<b>94,898.00</b>	<b>0.00</b>	<b>94,898.00</b>	<b>72,671.24</b>	<b>22,227.74</b>	<b>94,898.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80022	C00147-000	Olve Primary DFC (1)	Ed Potter	Philip Wilson	22,403.00	0.00	22,403.00	3,636.92	18,564.08	22,403.00	0.00	0.00	0.00	0.00
<b>Total - 80022 - Olve CE (Comb) Primary School and Nursery - Capital</b>					<b>22,403.00</b>	<b>0.00</b>	<b>22,403.00</b>	<b>3,636.92</b>	<b>18,564.08</b>	<b>22,403.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80023	C00150-100	Cockshuff CE Primary - Kitchen Upgrade	Ed Potter	Philip Wilson	0.00	7,042.00	7,042.00	6,895.80	7,042.00	0.00	0.00	0.00	0.00	0.00
80023	C00151-000	Cockshuff Primary DFC (1)	Ed Potter	Philip Wilson	13,708.00	0.00	13,708.00	3,034.03	10,708.00	13,708.00	0.00	0.00	0.00	0.00
<b>Total - 80023 - Cockshuff CE (Comb) Primary School and Nursery - Capital</b>					<b>13,708.00</b>	<b>7,042.00</b>	<b>20,750.00</b>	<b>3,350.20</b>	<b>17,359.80</b>	<b>20,750.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80024	C00154-000	Cressage Christ Church CEP Mains Distribution Update	Ed Potter	Philip Wilson	1,108.00	-483.00	625.00	625.11	-0.11	625.00	0.00	0.00	0.00	0.00
80024	C00155-000	Christ Church Cressage DFC (1)	Ed Potter	Philip Wilson	13,518.00	0.00	13,518.00	6,486.19	7,049.81	13,518.00	0.00	0.00	0.00	0.00
80024	C00156-000	Cressage EY (1)	Ed Potter	Neville Ward	15,000.00	-15,000.00	0.00	0.00	0.00	0.00	0.00	15,000.00	0.00	0.00
<b>Total - 80024 - Christ Church CE Primary School - Capital</b>					<b>29,626.00</b>	<b>-15,483.00</b>	<b>14,143.00</b>	<b>7,093.30</b>	<b>7,049.70</b>	<b>14,143.00</b>	<b>0.00</b>	<b>15,000.00</b>	<b>0.00</b>	<b>0.00</b>
80025	C00159-000	Crifans Primary DFC (1)	Ed Potter	Philip Wilson	6,067.00	0.00	6,067.00	0.00	6,067.00	6,067.00	0.00	0.00	0.00	0.00
<b>Total - 80025 - Crifans CE (Comb) Primary School - Capital</b>					<b>6,067.00</b>	<b>0.00</b>	<b>6,067.00</b>	<b>0.00</b>	<b>6,067.00</b>	<b>6,067.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80026	C00163-000	Brown Clew DFC (1)	Ed Potter	Philip Wilson	7,719.00	0.00	7,719.00	0.03	7,719.00	7,719.00	0.00	0.00	0.00	0.00
<b>Total - 80026 - Brown Clew CE Primary School - Capital</b>					<b>7,719.00</b>	<b>0.00</b>	<b>7,719.00</b>	<b>0.03</b>	<b>7,719.00</b>	<b>7,719.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80027	C00167-000	Farlow DFC (1)	Ed Potter	Philip Wilson	51,026.00	0.00	51,026.00	1,752.60	49,273.40	51,026.00	0.00	0.00	0.00	0.00
<b>Total - 80027 - Farlow CE Primary School - Capital</b>					<b>51,026.00</b>	<b>0.00</b>	<b>51,026.00</b>	<b>1,752.60</b>	<b>49,273.40</b>	<b>51,026.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80028	C00170-100	Trinity Ford - Renew Two Classroom Concrete Floors	Ed Potter	Philip Wilson	87,200.00	-64,173.00	23,027.00	18,026.57	7,000.43	23,027.00	0.00	0.00	0.00	0.00
80028	C00171-000	Trinity Ford DFC (1)	Ed Potter	Philip Wilson	5,811.00	0.00	5,811.00	307.44	5,503.56	5,811.00	0.00	0.00	0.00	0.00
80028	C00173-000	Ford Trinity All Weather MUGA	Ed Potter	Philip Wilson	7,000.00	0.00	7,000.00	0.00	7,000.00	7,000.00	0.00	0.00	0.00	0.00
<b>Total - 80028 - Trinity CE Primary School - Capital</b>					<b>100,011.00</b>	<b>-64,173.00</b>	<b>35,838.00</b>	<b>18,334.01</b>	<b>12,503.99</b>	<b>35,838.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80029	C00175-100	Gobowen Primary Classroom Timber Windows and Doors	Ed Potter	Philip Wilson	0.00	21,800.00	21,800.00	800.46	20,999.54	21,800.00	0.00	0.00	0.00	0.00
80029	C00176-000	Gobowen Primary DFC (1)	Ed Potter	Philip Wilson	38,100.00	0.00	38,100.00	15,100.00	23,000.00	38,100.00	0.00	0.00	0.00	0.00
<b>Total - 80029 - Gobowen Primary School - Capital</b>					<b>38,100.00</b>	<b>21,800.00</b>	<b>59,900.00</b>	<b>15,900.46</b>	<b>43,999.54</b>	<b>59,900.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80030	C00179-000	St Thomas & St Anne's - Re-roof	Ed Potter	Philip Wilson	24,577.00	0.00	24,577.00	25,774.55	-1,197.55	24,577.00	0.00	0.00	0.00	0.00
80030	C00179-100	St Thomas & St Anne's - Re-roofing Phase 2	Ed Potter	Philip Wilson	46,181.00	0.00	46,181.00	41,037.69	5,143.31	46,181.00	0.00	0.00	0.00	0.00
80030	C00180-000	St Thomas & St Anne's - Hamwood DFC (1)	Ed Potter	Philip Wilson	19,990.00	0.00	19,990.00	0.00	19,990.00	19,990.00	0.00	0.00	0.00	0.00
<b>Total - 80030 - St Thomas &amp; St Anne CE Primary School - Capital</b>					<b>90,748.00</b>	<b>0.00</b>	<b>90,748.00</b>	<b>66,812.24</b>	<b>23,335.75</b>	<b>90,748.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80031	C00182-000	Hadhall Primary 1 Class Extension	Ed Potter	Philip Wilson	300,451.00	117,892.00	418,343.00	389,869.54	28,473.46	418,343.00	0.00	0.00	0.00	0.00
80031	C00183-100	Hadhall CE Primary - Secure Lobby	Ed Potter	Philip Wilson	32,700.00	0.00	32,700.00	32,700.00	0.00	32,700.00	0.00	0.00	0.00	0.00
80031	C00184-000	Hadhall Primary DFC (1)	Ed Potter	Philip Wilson	15,148.00	0.00	15,148.00	8,898.94	6,249.06	15,148.00	0.00	0.00	0.00	0.00
80031	C00186-000	Hadhall Primary Outdoor EYFS Area/Concrete Table Tennis	Ed Potter	Philip Wilson	4,000.00	0.00	4,000.00	4,519.00	-519.00	4,000.00	0.00	0.00	0.00	0.00
<b>Total - 80031 - Hadhall CE (Comb) Primary School - Capital</b>					<b>352,249.00</b>	<b>117,892.00</b>	<b>470,141.00</b>	<b>364,388.53</b>	<b>105,735.17</b>	<b>470,141.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80032	C00188-100	Higley Reconfiguration Open Plan Teaching Space	Ed Potter	Philip Wilson	0.00	16,351.00	16,351.00	639.07	15,511.93	16,351.00	0.00	0.00	0.00	0.00
80032	C00189-000	Higley DFC (1)	Ed Potter	Philip Wilson	27,272.00	0.00	27,272.00	0.00	27,272.00	27,272.00	0.00	0.00	0.00	0.00
<b>Total - 80032 - Higley Community Primary School - Capital</b>					<b>27,272.00</b>	<b>16,351.00</b>	<b>43,623.00</b>	<b>639.07</b>	<b>42,783.93</b>	<b>43,623.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80033	C00192-000	Hirestock Primary - Re-roof	Ed Potter	Philip Wilson	0.00	0.00	0.00	449.77	-449.77	0.00	0.00	0.00	0.00	0.00
80033	C00192-001	Hirestock - Kitchen Refurbishment	Ed Potter	Philip Wilson	48,845.00	0.00	48,845.00	2,575.93	46,269.07	48,845.00	0.00	0.00	0.00	0.00
80033	C00193-000	Hirestock DFC (1)	Ed Potter	Philip Wilson	39,701.00	0.00	39,701.00	7,961.00	31,740.00	39,701.00	0.00	0.00	0.00	0.00
<b>Total - 80033 - Hirestock Primary School - Capital</b>					<b>86,546.00</b>	<b>0.00</b>	<b>86,546.00</b>	<b>11,475.67</b>	<b>75,065.33</b>	<b>86,546.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Cabinet, 4<sup>th</sup> March 2020: Financial Monitoring Report – Quarter 3 2019/20

Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/12/19	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>CHILDREN'S SERVICES</b>														
80034	C00197-000	Hodnet - Secure Access	Ed Potter	Philip Wilson	101,621.00	0.00	101,621.00	82,901.00	18,720.00	101,621.00	0.00	0.00	0.00	0.00
80034	C00197-100	Hodnet - Replacement Boiler	Ed Potter	Philip Wilson	108,439.00	0.00	108,439.00	84,255.97	24,183.03	108,439.00	0.00	0.00	0.00	0.00
80034	C00196-000	Hodnet DFC (1)	Ed Potter	Philip Wilson	22,565.00	0.00	22,565.00	11,966.57	10,598.44	22,565.00	0.00	0.00	0.00	0.00
<b>Total : 80034 - Hodnet Primary School - Capital</b>					<b>232,625.00</b>	<b>0.00</b>	<b>232,625.00</b>	<b>177,755.41</b>	<b>54,869.40</b>	<b>232,625.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80035	C00202-000	Kinlet DFC (1)	Ed Potter	Philip Wilson	19,137.00	0.00	19,137.00	0.00	19,137.00	19,137.00	0.00	0.00	0.00	0.00
<b>Total : 80035 - Kinlet CE Primary School - Capital</b>					<b>19,137.00</b>	<b>0.00</b>	<b>19,137.00</b>	<b>0.00</b>	<b>19,137.00</b>	<b>19,137.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80036	C00206-001	Kinnerley - Window Replacement Phase 1	Ed Potter	Philip Wilson	4,833.00	0.00	4,833.00	0.00	4,833.00	4,833.00	0.00	0.00	0.00	0.00
80036	C00206-100	Kinnerley Primary - Electrical Mains Upgrade & Phase 3 Rewire	Ed Potter	Philip Wilson	21,606.00	0.00	21,606.00	13,916.83	7,689.17	21,606.00	0.00	0.00	0.00	0.00
80036	C00207-000	Kinnerley DFC (1)	Ed Potter	Philip Wilson	17,326.00	0.00	17,326.00	4,682.76	12,443.24	17,326.00	0.00	0.00	0.00	0.00
<b>Total : 80036 - Kinnerley CE (Cont) Primary School - Capital</b>					<b>43,765.00</b>	<b>0.00</b>	<b>43,765.00</b>	<b>18,739.59</b>	<b>24,965.41</b>	<b>43,765.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80037	C00211-000	Longnor DFC (1)	Ed Potter	Philip Wilson	21,639.00	0.00	21,639.00	16,490.32	5,148.68	21,639.00	0.00	0.00	0.00	0.00
80037	C00213-000	Longnor Primary Fitness Agility Area	Ed Potter	Philip Wilson	82.00	-82.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total : 80037 - Longnor CE Primary School - Capital</b>					<b>21,721.00</b>	<b>-82.00</b>	<b>21,639.00</b>	<b>16,490.32</b>	<b>5,148.68</b>	<b>21,639.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80038	C00215-001	Lower Heath Electrical Capacity Upgrade	Ed Potter	Philip Wilson	7,441.00	0.00	7,441.00	447.71	6,993.29	7,441.00	0.00	0.00	0.00	0.00
80038	C00215-000	Lower Heath DFC (1)	Ed Potter	Philip Wilson	12,198.00	0.00	12,198.00	0.00	12,198.00	12,198.00	0.00	0.00	0.00	0.00
<b>Total : 80038 - Lower Heath CE (Cont) Primary School - Capital</b>					<b>19,639.00</b>	<b>0.00</b>	<b>19,639.00</b>	<b>447.71</b>	<b>19,093.29</b>	<b>19,639.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80039	C00220-000	St Laurence Ludlow DFC (1)	Ed Potter	Philip Wilson	19,119.00	0.00	19,119.00	16,495.94	2,623.06	19,119.00	0.00	0.00	0.00	0.00
<b>Total : 80039 - St Laurence CE Primary School - Capital</b>					<b>19,119.00</b>	<b>0.00</b>	<b>19,119.00</b>	<b>16,495.94</b>	<b>2,623.06</b>	<b>19,119.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80040	C00223-000	Market Drayton Junior - Place Planning	Ed Potter	Philip Wilson	420,294.00	0.00	420,294.00	196,266.65	234,027.35	420,294.00	0.00	0.00	0.00	0.00
<b>Total : 80040 - Market Drayton Junior School - Capital</b>					<b>420,294.00</b>	<b>0.00</b>	<b>420,294.00</b>	<b>196,266.65</b>	<b>234,027.35</b>	<b>420,294.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80041	C00227-000	Market Drayton Infant Basic Need (1)	Ed Potter	Philip Wilson	38,513.00	0.00	38,513.00	0.00	38,513.00	38,513.00	0.00	0.00	0.00	0.00
80041	C00227-001	Market Drayton Infant Basic Need (2)	Ed Potter	Philip Wilson	388,166.00	0.00	388,166.00	270,666.66	117,500.00	388,166.00	0.00	0.00	0.00	0.00
80041	C00228-000	Market Drayton Infant - Total Reconfiguration	Ed Potter	Philip Wilson	0.00	0.00	0.00	180.00	-180.00	0.00	0.00	0.00	0.00	0.00
<b>Total : 80041 - Market Drayton Infant School &amp; Nursery - Capital</b>					<b>426,679.00</b>	<b>0.00</b>	<b>426,679.00</b>	<b>270,846.66</b>	<b>155,834.74</b>	<b>426,679.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80042	C00232-001	Minstefey - Playground Alterations	Ed Potter	Philip Wilson	21,006.00	0.00	21,006.00	11,494.24	9,511.76	21,006.00	0.00	0.00	0.00	0.00
80042	C00233-000	Minstefey DFC (1)	Ed Potter	Philip Wilson	12,031.00	0.00	12,031.00	6,933.14	3,097.86	12,031.00	0.00	0.00	0.00	0.00
80042	C00235-000	Minstefey Primary Food Technology Area	Ed Potter	Philip Wilson	552.00	-552.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total : 80042 - Minstefey Primary School - Capital</b>					<b>33,589.00</b>	<b>-552.00</b>	<b>33,037.00</b>	<b>20,427.38</b>	<b>12,609.62</b>	<b>33,037.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80043	C00237-000	Mirdle Electrical Rewire	Ed Potter	Philip Wilson	0.00	0.00	0.00	278.56	-278.56	0.00	0.00	0.00	0.00	0.00
80043	C00238-000	Mirdle DFC (1)	Ed Potter	Philip Wilson	22,222.00	10,000.00	32,222.00	354.40	31,667.60	32,222.00	0.00	0.00	0.00	0.00
<b>Total : 80043 - Mirdle CE (VC) Primary School - Capital</b>					<b>22,222.00</b>	<b>10,000.00</b>	<b>32,222.00</b>	<b>832.96</b>	<b>31,389.04</b>	<b>32,222.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80044	C00241-000	Morston Say - Re-Roofing of Original Main Building	Ed Potter	Philip Wilson	990.00	0.00	990.00	750.00	240.00	990.00	0.00	0.00	0.00	0.00
80044	C00241-100	Morston Say - Replacement Boiler	Ed Potter	Philip Wilson	52,869.00	0.00	52,869.00	42,624.36	10,044.64	52,869.00	0.00	0.00	0.00	0.00
80044	C00242-000	Morston Say DFC (1)	Ed Potter	Philip Wilson	7,673.00	10,000.00	17,673.00	17,500.00	173.00	17,673.00	0.00	0.00	0.00	0.00
80044	C00244-000	Morston Say Primary Play Equipment	Ed Potter	Philip Wilson	278.00	278.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total : 80044 - Morston Say CE Primary School - Capital</b>					<b>61,810.00</b>	<b>9,722.00</b>	<b>71,532.00</b>	<b>61,074.36</b>	<b>10,457.64</b>	<b>71,532.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80045	C00247-000	Much Wenlock DFC DFC (1)	Ed Potter	Philip Wilson	21,998.00	0.00	21,998.00	0.00	21,998.00	21,998.00	0.00	0.00	0.00	0.00
<b>Total : 80045 - Much Wenlock Primary School - Capital</b>					<b>21,998.00</b>	<b>0.00</b>	<b>21,998.00</b>	<b>0.00</b>	<b>21,998.00</b>	<b>21,998.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80046	C00250-100	Mirdle CE Primary Geared Teaching Area & Heating Upgrade	Ed Potter	Philip Wilson	0.00	19,620.00	19,620.00	0.00	19,620.00	19,620.00	0.00	0.00	0.00	0.00
80046	C00251-000	Mirdle DFC (1)	Ed Potter	Philip Wilson	17,236.00	0.00	17,236.00	3,221.00	14,015.00	17,236.00	0.00	0.00	0.00	0.00
<b>Total : 80046 - Mirdle CE Primary School - Capital</b>					<b>17,236.00</b>	<b>19,620.00</b>	<b>36,856.00</b>	<b>3,221.00</b>	<b>33,635.00</b>	<b>36,856.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80047	C00255-000	St Andrew's Nesscliffe DFC (1)	Ed Potter	Philip Wilson	16,443.00	0.00	16,443.00	4,416.63	12,026.37	16,443.00	0.00	0.00	0.00	0.00
80047	C10017-100	Nesscliffe St Andrew's SEND Hub	Ed Potter	Philip Wilson	26,065.00	0.00	26,065.00	21,340.10	4,724.90	26,065.00	0.00	0.00	0.00	0.00
<b>Total : 80047 - St Andrew's CE (VC) Primary School (Nesscliffe) - Capital</b>					<b>42,508.00</b>	<b>0.00</b>	<b>42,508.00</b>	<b>25,756.73</b>	<b>16,751.27</b>	<b>42,508.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80048	C00259-000	Newcastle Primary DFC (1)	Ed Potter	Philip Wilson	16,147.00	0.00	16,147.00	5,530.97	10,616.03	16,147.00	0.00	0.00	0.00	0.00
<b>Total : 80048 - Newcastle CE Primary School - Capital</b>					<b>16,147.00</b>	<b>0.00</b>	<b>16,147.00</b>	<b>5,530.97</b>	<b>10,616.03</b>	<b>16,147.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80049	C00263-000	Newton DFC (1)	Ed Potter	Philip Wilson	19,605.00	0.00	19,605.00	6,248.29	13,356.71	19,605.00	0.00	0.00	0.00	0.00
<b>Total : 80049 - Newtown CE Primary School - Capital</b>					<b>19,605.00</b>	<b>0.00</b>	<b>19,605.00</b>	<b>6,248.29</b>	<b>13,356.71</b>	<b>19,605.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80050	C00266-000	Norbury Primary PPA Space	Ed Potter	Philip Wilson	224,922.00	30,000.00	254,922.00	121,143.00	133,779.00	254,922.00	0.00	0.00	0.00	0.00
80050	C00266-100	Norbury Primary Emergency Lighting Upgrade	Ed Potter	Philip Wilson	0.00	7,785.00	7,785.00	0.00	7,785.00	0.00	0.00	0.00	0.00	0.00
80050	C00267-000	Norbury DFC (1)	Ed Potter	Philip Wilson	12,422.00	0.00	12,422.00	0.00	12,422.00	12,422.00	0.00	0.00	0.00	0.00
<b>Total : 80050 - Norbury Primary School and Nursery - Capital</b>					<b>237,344.00</b>	<b>37,785.00</b>	<b>275,129.00</b>	<b>121,143.00</b>	<b>153,966.00</b>	<b>275,129.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80051	C00270-000	Norm in Hales - Kitchen Refurbishment	Ed Potter	Philip Wilson	26,640.00	0.00	26,640.00	7,730.28	18,909.72	26,640.00	0.00	0.00	0.00	0.00
80051	C00271-000	Norm in Hales DFC (1)	Ed Potter	Philip Wilson	9,763.00	0.00	9,763.00	3,744.93	6,018.07	9,763.00	0.00	0.00	0.00	0.00
<b>Total : 80051 - Norton-in-Hales CE (VC) Primary School - Capital</b>					<b>36,403.00</b>	<b>0.00</b>	<b>36,403.00</b>	<b>11,475.21</b>	<b>24,927.79</b>	<b>36,403.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80052	C00275-100	Owensby Meadows - Replacement Boiler	Ed Potter	Philip Wilson	67,343.00	0.00	67,343.00	74,398.41	-7,055.41	67,343.00	0.00	0.00	0.00	0.00
80052	C00276-000	Owensby Meadows - DFC DFC (1)	Ed Potter	Philip Wilson	26,258.00	0.00	26,258.00	0.00	26,258.00	26,258.00	0.00	0.00	0.00	0.00
80052	C00278-000	Owensby Meadows Wooden Adventure Trail	Ed Potter	Philip Wilson	3,000.00	0.00	3,000.00	0.00	3,000.00	3,000.00	0.00	0.00	0.00	0.00
<b>Total : 80052 - The Meadows Primary School - Capital</b>					<b>116,601.00</b>	<b>0.00</b>	<b>116,601.00</b>	<b>74,333.41</b>	<b>42,261.59</b>	<b>116,601.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>



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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>CHILDREN'S SERVICES</b>														
80053	C00280-100	Bryn Ofa Emergency Lighting Upgrade	Ed Potter	Philip Wilson	0.00	7,785.00	7,785.00	0.00	7,785.00	7,785.00	0.00	0.00	0.00	0.00
80053	C00281-000	Paint - Bryn Ofa DFC (1)	Ed Potter	Philip Wilson	21,709.00	0.00	21,709.00	12,267.20	9,441.80	21,709.00	0.00	0.00	0.00	0.00
<b>Total - 80053 - Bryn Ofa CE (Cont) Primary School - Capital</b>					<b>21,709.00</b>	<b>7,785.00</b>	<b>29,494.00</b>	<b>12,267.20</b>	<b>17,226.80</b>	<b>29,494.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80054	C00285-000	Pontesbury DFC (1)	Ed Potter	Philip Wilson	23,659.00	0.00	23,659.00	0.00	23,659.00	23,659.00	0.00	0.00	0.00	0.00
<b>Total - 80054 - Pontesbury CE Primary School and Nursery - Capital</b>					<b>23,659.00</b>	<b>0.00</b>	<b>23,659.00</b>	<b>0.00</b>	<b>23,659.00</b>	<b>23,659.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80055	C00289-100	Rushbury Primary Phase 1 Renew	Ed Potter	Philip Wilson	0.00	10,900.00	10,900.00	0.00	10,900.00	10,900.00	0.00	0.00	0.00	0.00
80055	C00289-000	Rushbury Primary DFC (1)	Ed Potter	Philip Wilson	22,597.00	0.00	22,597.00	4,233.14	18,363.86	22,597.00	0.00	0.00	0.00	0.00
80055	C00281-000	Rushbury Primary Vegetable Garden Groundworks	Ed Potter	Philip Wilson	434.00	0.00	434.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - 80055 - Rushbury CE Primary School - Capital</b>					<b>23,031.00</b>	<b>10,466.00</b>	<b>33,497.00</b>	<b>4,233.14</b>	<b>29,263.86</b>	<b>33,497.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80056	C00293-000	Ryton X1 Towns Secure Lobby	Ed Potter	Philip Wilson	33,136.00	-33,136.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80056	C00294-000	St John the Baptist, Ryton X1 Towns DFC (1)	Ed Potter	Philip Wilson	11,827.00	0.00	11,827.00	0.00	11,827.00	11,827.00	0.00	0.00	0.00	0.00
<b>Total - 80056 - St John Baptist CE Primary School and Nursery - Capital</b>					<b>44,963.00</b>	<b>-33,136.00</b>	<b>11,827.00</b>	<b>0.00</b>	<b>11,827.00</b>	<b>11,827.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80057	C00297-100	Selsayn Primary Replace Timber Windows Phase 2	Ed Potter	Philip Wilson	0.00	4,867.00	4,867.00	4,319.02	547.98	4,867.00	0.00	0.00	0.00	0.00
80057	C00298-000	Selsayn DFC (1)	Ed Potter	Philip Wilson	19,717.00	0.00	19,717.00	4,995.00	14,722.00	19,717.00	0.00	0.00	0.00	0.00
<b>Total - 80057 - Selsayn CE Primary School - Capital</b>					<b>19,717.00</b>	<b>4,867.00</b>	<b>24,584.00</b>	<b>9,314.02</b>	<b>15,270.00</b>	<b>24,584.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80058	C00302-000	St Mary's Shestbury DFC (1)	Ed Potter	Philip Wilson	19,834.00	0.00	19,834.00	0.00	19,834.00	19,834.00	0.00	0.00	0.00	0.00
<b>Total - 80058 - St Mary's CE Primary School and Nursery (Shawbury) - Capital</b>					<b>19,834.00</b>	<b>0.00</b>	<b>19,834.00</b>	<b>0.00</b>	<b>19,834.00</b>	<b>19,834.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80059	C00305-000	Sheffrises Primary - Link Corridor to Demountable	Ed Potter	Philip Wilson	19,116.00	0.00	19,116.00	21,879.48	-2,763.48	19,116.00	0.00	0.00	0.00	0.00
80059	C00305-100	Sheffrises Replacement Facias and External Clad	Ed Potter	Philip Wilson	0.00	8,844.00	8,844.00	0.00	8,844.00	8,844.00	0.00	0.00	0.00	0.00
80059	C00306-000	Sheffrises DFC (1)	Ed Potter	Philip Wilson	15,226.00	0.00	15,226.00	3,113.70	12,112.30	15,226.00	0.00	0.00	0.00	0.00
80059	C00308-000	Sheffrises Outdoor Classroom	Ed Potter	Philip Wilson	5,569.00	0.00	5,569.00	4,430.32	1,138.68	5,569.00	0.00	0.00	0.00	0.00
<b>Total - 80059 - Sheffrises Primary School - Capital</b>					<b>39,911.00</b>	<b>8,844.00</b>	<b>48,755.00</b>	<b>29,423.48</b>	<b>19,331.52</b>	<b>48,755.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80060	C00309-000	Shifnal St Andrews 2 Class Extension	Ed Potter	Philip Wilson	630,022.00	0.00	630,022.00	499,374.37	130,647.63	630,022.00	0.00	0.00	0.00	0.00
80060	C00310-000	St Andrew's, Shifnal - Secure Lobby	Ed Potter	Philip Wilson	54,500.00	-54,500.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80060	C00311-000	St Andrew's Shifnal DFC (1)	Ed Potter	Philip Wilson	49,758.00	0.00	49,758.00	32,748.37	17,009.63	49,758.00	0.00	0.00	0.00	0.00
<b>Total - 80060 - St Andrew's CE Primary School (Shifnal) - Capital</b>					<b>740,280.00</b>	<b>-54,500.00</b>	<b>685,780.00</b>	<b>472,122.74</b>	<b>213,657.26</b>	<b>685,780.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80061	C00314-000	Shifnal Primary Basic Need	Ed Potter	Philip Wilson	17,266.00	0.00	17,266.00	0.00	17,266.00	17,266.00	0.00	0.00	0.00	0.00
80061	C00314-001	Shifnal Primary 2 Class Extension	Ed Potter	Philip Wilson	115,001.00	0.00	115,001.00	102,726.75	12,274.25	115,001.00	0.00	0.00	0.00	0.00
80061	C00315-000	Shifnal Primary Heating and Hot Water	Ed Potter	Philip Wilson	49,636.00	0.00	49,636.00	2,699.20	47,936.80	49,636.00	0.00	0.00	0.00	0.00
80061	C00316-000	Shifnal DFC (1)	Ed Potter	Philip Wilson	44,095.00	0.00	44,095.00	38,861.00	5,234.00	44,095.00	0.00	0.00	0.00	0.00
<b>Total - 80061 - Shifnal Primary School - Capital</b>					<b>225,998.00</b>	<b>0.00</b>	<b>225,998.00</b>	<b>141,748.95</b>	<b>84,249.05</b>	<b>225,998.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80062	C00320-000	Stoke-on-Tern DFC (1)	Ed Potter	Philip Wilson	27,980.00	0.00	27,980.00	4,544.59	23,435.41	27,980.00	0.00	0.00	0.00	0.00
80062	C00322-000	Stoke-on-Tern Outdoor Seating & Garden Equipment	Ed Potter	Philip Wilson	3,000.00	0.00	3,000.00	2,407.15	592.85	3,000.00	0.00	0.00	0.00	0.00
<b>Total - 80062 - Stoke-on-Tern Primary School - Capital</b>					<b>30,980.00</b>	<b>0.00</b>	<b>30,980.00</b>	<b>6,951.74</b>	<b>24,028.26</b>	<b>30,980.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80063	C00325-000	Trefonen DFC (1)	Ed Potter	Philip Wilson	16,345.00	0.00	16,345.00	952.00	15,393.00	16,345.00	0.00	0.00	0.00	0.00
<b>Total - 80063 - Trefonen CE (Cont) Primary School - Capital</b>					<b>16,345.00</b>	<b>0.00</b>	<b>16,345.00</b>	<b>952.00</b>	<b>15,393.00</b>	<b>16,345.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80064	C00329-000	St Lucias Urban Manna DFC (1)	Ed Potter	Philip Wilson	18,796.00	0.00	18,796.00	0.00	18,796.00	18,796.00	0.00	0.00	0.00	0.00
<b>Total - 80064 - St Lucias CE (Cont) Primary School and Nursery - Capital</b>					<b>18,796.00</b>	<b>0.00</b>	<b>18,796.00</b>	<b>0.00</b>	<b>18,796.00</b>	<b>18,796.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80065	C00333-000	Waleshampton DFC (1)	Ed Potter	Philip Wilson	26,670.00	0.00	26,670.00	5,994.59	20,675.41	26,670.00	0.00	0.00	0.00	0.00
80065	C00335-000	Waleshampton Primary Outdoor Learning Cabin	Ed Potter	Philip Wilson	7,000.00	0.00	7,000.00	0.00	7,000.00	7,000.00	0.00	0.00	0.00	0.00
<b>Total - 80065 - Waleshampton CE Primary School - Capital</b>					<b>33,670.00</b>	<b>0.00</b>	<b>33,670.00</b>	<b>5,994.59</b>	<b>27,675.41</b>	<b>33,670.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80067	C00342-000	West Felton DFC (1)	Ed Potter	Philip Wilson	22,853.00	0.00	22,853.00	0.00	22,853.00	22,853.00	0.00	0.00	0.00	0.00
<b>Total - 80067 - West Felton CE (Cont) Primary School - Capital</b>					<b>22,853.00</b>	<b>0.00</b>	<b>22,853.00</b>	<b>0.00</b>	<b>22,853.00</b>	<b>22,853.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80068	C00345-000	Weston Luffingfields Primary - Secure Lobby	Ed Potter	Philip Wilson	20,539.00	0.00	20,539.00	17,346.36	3,192.64	20,539.00	0.00	0.00	0.00	0.00
80068	C00346-000	Weston Luffingfields DFC (1)	Ed Potter	Philip Wilson	13,215.00	0.00	13,215.00	7,206.85	6,008.15	13,215.00	0.00	0.00	0.00	0.00
<b>Total - 80068 - Weston Luffingfields CE Primary School - Capital</b>					<b>33,754.00</b>	<b>0.00</b>	<b>33,754.00</b>	<b>24,553.21</b>	<b>9,199.79</b>	<b>33,754.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80069	C00350-000	Weston Rhyn DFC DFC (1)	Ed Potter	Philip Wilson	13,402.00	0.00	13,402.00	0.00	13,402.00	13,402.00	0.00	0.00	0.00	0.00
80069	C00352-000	Weston Rhyn Primary Book Filing Station/Nursery Space	Ed Potter	Philip Wilson	3,981.00	0.00	3,981.00	0.00	3,981.00	3,981.00	0.00	0.00	0.00	0.00
<b>Total - 80069 - Weston Rhyn Primary School - Capital</b>					<b>17,383.00</b>	<b>0.00</b>	<b>17,383.00</b>	<b>0.00</b>	<b>17,383.00</b>	<b>17,383.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80070	C00353-000	Whitchurch Junior - 2 Class Extension & Refurbishment	Ed Potter	Philip Wilson	590,000.00	-590,000.00	0.00	0.00	0.00	0.00	0.00	590,000.00	0.00	0.00
80070	C00354-000	Whitchurch Junior - Window Replacement	Ed Potter	Philip Wilson	0.00	0.00	0.00	3,699.20	-3,699.20	0.00	0.00	0.00	0.00	0.00
80070	C00355-000	Whitchurch Junior DFC (1)	Ed Potter	Philip Wilson	31,811.00	0.00	31,811.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - 80070 - Whitchurch CE (Cont) Junior School - Capital</b>					<b>621,811.00</b>	<b>-621,811.00</b>	<b>0.00</b>	<b>-3,699.20</b>	<b>3,699.20</b>	<b>0.00</b>	<b>0.00</b>	<b>590,000.00</b>	<b>0.00</b>	<b>0.00</b>
80071	C00357-000	Whitchurch Infants - 2 Classroom Reconfiguration	Ed Potter	Philip Wilson	250,000.00	-200,000.00	50,000.00	550.00	-499.00	25,000.00	25,000.00	0.00	0.00	0.00
80071	C00359-000	Whitchurch Infant DFC (1)	Ed Potter	Philip Wilson	13,762.00	0.00	13,762.00	0.00	13,762.00	13,762.00	0.00	0.00	0.00	0.00
<b>Total - 80071 - Whitchurch CE Infant and Nursery School - Capital</b>					<b>238,762.00</b>	<b>-200,000.00</b>	<b>58,762.00</b>	<b>550.00</b>	<b>-499.00</b>	<b>28,762.00</b>	<b>28,762.00</b>	<b>0.00</b>	<b>200,000.00</b>	<b>0.00</b>

Cabinet, 4<sup>th</sup> March 2020: Financial Monitoring Report – Quarter 3 2019/20

Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>CHILDREN'S SERVICES</b>														
80072	C00363-000	Wistanrow DFC (1)	Ed Potter	Philip Wilson	7,442.00	0.00	7,442.00	6,944.00	-1,502.00	7,442.00	0.00	0.00	0.00	0.00
80072	C00365-000	Wistanrow Primary Outdoor Learning Area	Ed Potter	Philip Wilson	0.00	0.00	0.00	194.92	194.92	0.00	0.00	0.00	0.00	0.00
<b>Total - Wistanrow CE Primary School - Capital</b>					<b>7,442.00</b>	<b>0.00</b>	<b>7,442.00</b>	<b>8,145.08</b>	<b>-1,307.08</b>	<b>7,442.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80073	C00367-100	Moore Primary - Replacement Boiler	Ed Potter	Philip Wilson	54,900.00	29,141.00	77,641.00	4,374.34	73,266.66	77,641.00	0.00	0.00	0.00	0.00
80073	C00369-000	Moore DFC (1)	Ed Potter	Philip Wilson	13,531.00	0.00	13,531.00	5,913.09	7,617.91	13,531.00	0.00	0.00	0.00	0.00
<b>Total - Moore Primary and Nursery School - Capital</b>					<b>68,431.00</b>	<b>29,141.00</b>	<b>91,172.00</b>	<b>10,287.43</b>	<b>80,884.57</b>	<b>91,172.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80074	C00372-001	Long Mountain DFC (1)	Ed Potter	Philip Wilson	29,420.00	0.00	29,420.00	0.00	29,420.00	29,420.00	0.00	0.00	0.00	0.00
<b>Total - Long Mountain CE Primary School - Capital</b>					<b>29,420.00</b>	<b>0.00</b>	<b>29,420.00</b>	<b>0.00</b>	<b>29,420.00</b>	<b>29,420.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80075	C00376-000	Sperstones DFC (1)	Ed Potter	Philip Wilson	8,324.00	0.00	8,324.00	0.00	8,324.00	8,324.00	0.00	0.00	0.00	0.00
<b>Total - Sperstones CE Primary School - Capital</b>					<b>8,324.00</b>	<b>0.00</b>	<b>8,324.00</b>	<b>0.00</b>	<b>8,324.00</b>	<b>8,324.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80076	C00379-000	Crowmoor - Roof Block 3	Ed Potter	Philip Wilson	40,856.00	0.00	40,856.00	2,653.77	38,202.23	40,856.00	0.00	0.00	0.00	0.00
80076	C00379-100	Crowmoor Primary - Refurbishment Phase 2	Ed Potter	Philip Wilson	100,280.00	0.00	100,280.00	0.00	100,280.00	100,280.00	0.00	0.00	0.00	0.00
80076	C00380-000	Crowmoor Primary DFC (1)	Ed Potter	Philip Wilson	39,671.00	0.00	39,671.00	0.00	39,671.00	39,671.00	0.00	0.00	0.00	0.00
<b>Total - Crowmoor Primary School and Nursery - Capital</b>					<b>180,807.00</b>	<b>0.00</b>	<b>180,807.00</b>	<b>2,653.77</b>	<b>178,753.23</b>	<b>180,807.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80077	C00384-000	Bealders Primary DFC (1)	Ed Potter	Philip Wilson	25,132.00	0.00	25,132.00	0.00	25,132.00	25,132.00	0.00	0.00	0.00	0.00
<b>Total - Bealders Primary School - Capital</b>					<b>25,132.00</b>	<b>0.00</b>	<b>25,132.00</b>	<b>0.00</b>	<b>25,132.00</b>	<b>25,132.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80078	C00387-100	Hafescot Junior Replacement of Paveuse Flooring	Ed Potter	Philip Wilson	0.00	10,900.00	10,900.00	0.00	10,900.00	10,900.00	0.00	0.00	0.00	0.00
80078	C00388-000	Hafescot Jiv DFC (1)	Ed Potter	Philip Wilson	36,278.00	0.00	36,278.00	19,925.25	16,352.75	36,278.00	0.00	0.00	0.00	0.00
<b>Total - Hafescot Junior School - Capital</b>					<b>36,278.00</b>	<b>10,900.00</b>	<b>47,178.00</b>	<b>19,925.25</b>	<b>27,252.75</b>	<b>47,178.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80079	C00391-100	Martin Wilson - Replacement Boiler	Ed Potter	Philip Wilson	92,160.00	0.00	92,160.00	80,986.62	11,171.38	92,160.00	0.00	0.00	0.00	0.00
80079	C00391-101	Martin Wilson - Roof Flat Roof Link Corridor	Ed Potter	Philip Wilson	0.00	10,900.00	10,900.00	476.67	10,423.33	10,900.00	0.00	0.00	0.00	0.00
80079	C00391-102	Martin Wilson - Extension Locking Matwalk	Ed Potter	Philip Wilson	0.00	7,795.00	7,795.00	0.00	7,795.00	7,795.00	0.00	0.00	0.00	0.00
80079	C00392-000	Martin Wilson DFC (1)	Ed Potter	Philip Wilson	12,952.00	0.00	12,952.00	0.00	12,952.00	12,952.00	0.00	0.00	0.00	0.00
<b>Total - Martin Wilson School - Capital</b>					<b>105,152.00</b>	<b>18,695.00</b>	<b>123,847.00</b>	<b>81,462.29</b>	<b>42,369.71</b>	<b>123,847.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80080	C00394-000	Mercedes Primary - 1 x Classroom and Reconfiguration	Ed Potter	Philip Wilson	418,793.00	0.00	418,793.00	222,745.38	196,047.62	418,793.00	0.00	0.00	0.00	0.00
80080	C00395-100	Mercedes Primary Accessible Doorway	Ed Potter	Philip Wilson	0.00	6,230.00	6,230.00	5,440.00	790.00	6,230.00	0.00	0.00	0.00	0.00
80080	C00396-000	Mercedes Primary DFC (1)	Ed Potter	Philip Wilson	24,852.00	0.00	24,852.00	7,140.00	17,712.00	24,852.00	0.00	0.00	0.00	0.00
<b>Total - Mercedes CE Primary School - Capital</b>					<b>443,645.00</b>	<b>6,230.00</b>	<b>449,875.00</b>	<b>235,325.38</b>	<b>214,549.62</b>	<b>449,875.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80081	C00399-000	Meole Brace Primary 2 Class Extension	Ed Potter	Philip Wilson	397,893.00	0.00	397,893.00	330,376.64	67,516.36	397,893.00	0.00	0.00	0.00	0.00
80081	C00400-000	Meole Brace Primary - Refurb Lower KS2	Ed Potter	Philip Wilson	0.00	0.00	0.00	665.00	0.00	0.00	0.00	0.00	0.00	0.00
80081	C00400-100	Meole Primary - Changing Bed	Ed Potter	Philip Wilson	0.00	6,156.00	6,156.00	4,572.35	1,583.65	6,156.00	0.00	0.00	0.00	0.00
80081	C00401-000	Meole Brace Primary DFC (1)	Ed Potter	Philip Wilson	41,593.00	0.00	41,593.00	36,450.43	5,142.57	41,593.00	0.00	0.00	0.00	0.00
<b>Total - Meole CE Brace Primary and Nursery School - Capital</b>					<b>439,486.00</b>	<b>6,156.00</b>	<b>445,642.00</b>	<b>372,247.37</b>	<b>73,334.53</b>	<b>445,642.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80083	C00408-000	Open Primary - Refurbishment	Ed Potter	Philip Wilson	8,820.00	0.00	8,820.00	6,343.59	2,476.41	8,820.00	0.00	0.00	0.00	0.00
80083	C00408-100	Open Primary - Phase 2 Refurbishment including Structural Improvements	Ed Potter	Philip Wilson	33,864.00	0.00	33,864.00	28,114.10	5,749.90	33,864.00	0.00	0.00	0.00	0.00
80083	C00408-101	Open Primary School Churnina Bed	Ed Potter	Philip Wilson	0.00	5,192.00	5,192.00	4,492.44	700.44	5,192.00	0.00	0.00	0.00	0.00
80083	C00409-000	Open DFC (1)	Ed Potter	Philip Wilson	42,471.00	0.00	42,471.00	25,775.99	16,695.11	42,471.00	0.00	0.00	0.00	0.00
<b>Total - Open CE Primary School - Capital</b>					<b>85,155.00</b>	<b>5,192.00</b>	<b>90,347.00</b>	<b>65,726.02</b>	<b>24,620.36</b>	<b>90,347.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80084	C00413-000	St George's Junior DFC (1)	Ed Potter	Philip Wilson	7,980.00	0.00	7,980.00	0.00	7,980.00	7,980.00	0.00	0.00	0.00	0.00
<b>Total - St George's Junior School - Capital</b>					<b>7,980.00</b>	<b>0.00</b>	<b>7,980.00</b>	<b>0.00</b>	<b>7,980.00</b>	<b>7,980.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80085	C00416-000	St Giles - Roof Phase 1	Ed Potter	Philip Wilson	3,817.00	0.00	3,817.00	0.00	3,817.00	3,817.00	0.00	0.00	0.00	0.00
80085	C00416-100	St Giles - Replacement Boiler	Ed Potter	Philip Wilson	84,611.00	0.00	84,611.00	72,777.57	11,833.43	84,611.00	0.00	0.00	0.00	0.00
80085	C00417-000	St Giles Shrewsbury DFC (1)	Ed Potter	Philip Wilson	32,341.00	0.00	32,341.00	11,081.50	21,259.50	32,341.00	0.00	0.00	0.00	0.00
<b>Total - St Giles CE Primary School - Capital</b>					<b>120,769.00</b>	<b>0.00</b>	<b>120,769.00</b>	<b>83,859.07</b>	<b>36,909.93</b>	<b>120,769.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80086	C00420-100	Sundome Infant Replacement Timber/Metal Windows	Ed Potter	Philip Wilson	0.00	5,372.00	5,372.00	264.09	5,107.91	5,372.00	0.00	0.00	0.00	0.00
80086	C00421-000	Sundome Infant DFC (1)	Ed Potter	Philip Wilson	32,726.00	0.00	32,726.00	23,527.97	9,198.03	32,726.00	0.00	0.00	0.00	0.00
80086	C00423-000	Sundome Infant Forest School Cabin	Ed Potter	Philip Wilson	7,000.00	0.00	7,000.00	3,750.00	3,250.00	7,000.00	0.00	0.00	0.00	0.00
<b>Total - Sundome Infant School - Capital</b>					<b>39,726.00</b>	<b>15,265.00</b>	<b>54,991.00</b>	<b>27,542.96</b>	<b>27,449.34</b>	<b>54,991.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80089	C00434-000	Mary Webb DFC (1)	Ed Potter	Philip Wilson	26,071.00	-26,071.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Mary Webb School &amp; Science College - Capital</b>					<b>26,071.00</b>	<b>-26,071.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80090	C00437-000	Bealders School DFC (1)	Ed Potter	Philip Wilson	48,179.00	0.00	48,179.00	0.00	0.00	48,179.00	0.00	0.00	0.00	0.00
<b>Total - Bealders School - Capital</b>					<b>48,179.00</b>	<b>0.00</b>	<b>48,179.00</b>	<b>0.00</b>	<b>0.00</b>	<b>48,179.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80091	C00440-000	Meole Brace School DFC (1)	Ed Potter	Philip Wilson	64,579.00	-64,579.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total - Meole Brace School - Capital</b>					<b>64,579.00</b>	<b>-64,579.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80092	C00442-000	Thomas Adams Act Work Block Subsidence	Ed Potter	Philip Wilson	50,549.00	0.00	50,549.00	1,710.00	48,839.00	50,549.00	0.00	0.00	0.00	0.00
80092	C00442-100	Thomas Adams - Phase 4, Phase	Ed Potter	Philip Wilson	53,300.00	0.00	53,300.00	2,791.36	50,508.64	53,300.00	0.00	0.00	0.00	0.00
80092	C00442-101	Thomas Adams - Secure Lobby	Ed Potter	Philip Wilson	36,104.00	0.00	36,104.00	31,805.18	4,298.82	36,104.00	0.00	0.00	0.00	0.00
80092	C00443-000	Thomas Adams DFC (1)	Ed Potter	Philip Wilson	104,718.00	0.00	104,718.00	114,169.77	-9,451.77	104,718.00	0.00	0.00	0.00	0.00
<b>Total - Thomas Adams School - Capital</b>					<b>244,691.00</b>	<b>0.00</b>	<b>244,691.00</b>	<b>198,213.57</b>	<b>46,477.43</b>	<b>244,691.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Cabinet, 4<sup>th</sup> March 2020: Financial Monitoring Report – Quarter 3 2019/20

Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>CHILDREN'S SERVICES</b>														
80093	C00445-003	BOCC Mains Distribution P1	Ed Potter	Philip Wilson	27,250.00	0.00	27,250.00	0.00	27,250.00	27,250.00	0.00	0.00	0.00	0.00
80093	C00445-100	BOCC Courtyard / Boiler House Phase 1 Refurbishment	Ed Potter	Philip Wilson	74,538.00	0.00	74,538.00	60,125.88	14,412.12	74,538.00	0.00	0.00	0.00	0.00
80093	C00445-101	BOCC Replacement of External Doors to Corridor	Ed Potter	Philip Wilson	0.00	5,528.00	5,528.00	283.73	5,244.27	5,528.00	0.00	0.00	0.00	0.00
80093	C00445-102	BOCC Replacement of 2 Pairs of External Doors	Ed Potter	Philip Wilson	0.00	9,844.00	9,844.00	494.91	9,349.09	9,844.00	0.00	0.00	0.00	0.00
80093	C00446-000	Community College Bishopscastle DFC (1)	Ed Potter	Philip Wilson	34,910.00	0.00	34,910.00	5,045.50	29,864.50	34,910.00	0.00	0.00	0.00	0.00
<b>Total - 80093 - The Community College, Bishopscastle - Capital</b>					<b>136,698.00</b>	<b>15,172.00</b>	<b>151,871.00</b>	<b>65,350.02</b>	<b>85,520.98</b>	<b>151,871.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80094	C00449-002	Grove Fire Roof and Boiler Room Roof	Ed Potter	Philip Wilson	0.00	0.00	0.00	-1,710.00	1,710.00	0.00	0.00	0.00	0.00	0.00
80094	C00449-000	Grove DFC DFC (1)	Ed Potter	Philip Wilson	61,102.00	0.00	61,102.00	0.00	0.00	61,102.00	0.00	0.00	0.00	0.00
80094	C00450-000	Grove-Marlet Drayton Playground Resurfacing	Ed Potter	Philip Wilson	7,000.00	0.00	7,000.00	0.00	7,000.00	7,000.00	0.00	0.00	0.00	0.00
<b>Total - 80094 - The Grove School - Capital</b>					<b>68,102.00</b>	<b>-€1,102.00</b>	<b>7,000.00</b>	<b>-1,710.00</b>	<b>7,000.00</b>	<b>7,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80095	C00451-000	The Woodlands Basic Need	Ed Potter	Philip Wilson	0.00	0.00	0.00	20.81	-20.81	0.00	0.00	0.00	0.00	0.00
80095	C00452-001	Woodlands Fire Compartmentation Works	Ed Potter	Philip Wilson	1,090.00	-1,090.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
80095	C00452-100	Woodlands - DT Block Replace a Slate Roof Coverings	Ed Potter	Philip Wilson	44,044.00	0.00	44,044.00	40,410.29	3,633.71	44,044.00	0.00	0.00	0.00	0.00
80095	C00453-000	Woodlands DFC (1)	Ed Potter	Philip Wilson	17,416.00	0.00	17,416.00	419.00	16,997.00	17,416.00	0.00	0.00	0.00	0.00
80095	C00454-000	Woodlands Primary New Dining Equipment	Ed Potter	Philip Wilson	6,200.00	0.00	6,200.00	5,957.00	243.00	6,200.00	0.00	0.00	0.00	0.00
<b>Total - 80095 - Woodlands School - Capital</b>					<b>68,750.00</b>	<b>-1,090.00</b>	<b>67,660.00</b>	<b>46,896.30</b>	<b>20,853.10</b>	<b>67,660.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80133	C00456-000	Hope, Worthen & Westbury Amalgamation (Long Mountain)	Ed Potter	Philip Wilson	19,844.00	0.00	19,844.00	337.00	19,507.00	19,844.00	0.00	0.00	0.00	0.00
80133	C00456-000	Mhurst Pleasant Academy Amalgamation	Ed Potter	Philip Wilson	11,702.00	0.00	11,702.00	0.00	11,702.00	11,702.00	0.00	0.00	0.00	0.00
80133	C00459-000	Bishop Hooper Academy Amalgamation	Ed Potter	Philip Wilson	37,972.00	0.00	37,972.00	46,719.19	-8,747.19	37,972.00	0.00	0.00	0.00	0.00
80133	C00460-000	Shrewsbury Mount Pleasant Residual Amalgamation	Ed Potter	Philip Wilson	19,957.00	0.00	19,957.00	13,190.66	6,776.34	19,957.00	0.00	0.00	0.00	0.00
80133	C00462-000	Shrewsbury Primary	Ed Potter	Philip Wilson	377,681.00	98,808.00	377,681.00	363,253.88	14,427.12	377,681.00	0.00	0.00	0.00	0.00
80133	C00463-000	St. Mary's - Waterloes Special Provision Fund	Ed Potter	Philip Wilson	5,050.00	0.00	5,050.00	5,050.00	0.00	5,050.00	0.00	0.00	0.00	0.00
80133	C00464-000	St. John's - SEND Hub	Ed Potter	Philip Wilson	44,901.00	0.00	44,901.00	38,947.89	5,953.11	44,901.00	0.00	0.00	0.00	0.00
80133	R10015-100	St. Mary's Bluestock (VA) Primary School - SEND Hub	Ed Potter	Philip Wilson	22,860.00	0.00	22,860.00	13,951.50	8,908.50	22,860.00	0.00	0.00	0.00	0.00
80133	TBC	New Primary Provision - Boatbrook	Ed Potter	Philip Wilson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,000,000.00	3,000,000.00	0.00
80133	TBC	Moleat Brace Secondary - School Expansion	Ed Potter	Philip Wilson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000,000.00	2,000,000.00	0.00
80133	TBC	Hauzmond School - Amalgamation Programme	Ed Potter	Philip Wilson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,500,000.00	4,000,000.00	5,000,000.00
80134	TBC	Capital Contribution Marches Academy	Ed Potter	Philip Wilson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000,000.00	1,000,000.00	0.00
<b>Total - 80133 - Non Maintained Schools - Capital</b>					<b>473,119.00</b>	<b>99,808.00</b>	<b>572,927.00</b>	<b>457,958.14</b>	<b>115,358.86</b>	<b>572,927.00</b>	<b>0.00</b>	<b>11,500,000.00</b>	<b>10,000,000.00</b>	<b>5,000,000.00</b>
80135	C10005-000	TMBS5 DFC (1)	Ed Potter	Philip Wilson	21,551.00	0.00	21,551.00	18,489.83	3,061.17	21,551.00	0.00	0.00	0.00	0.00
80135	C10005-100	Hatfield TMBS5 - Demountable	Ed Potter	Philip Wilson	43,600.00	6,502.00	50,102.00	42,289.75	7,812.25	50,102.00	0.00	0.00	0.00	0.00
80135	C10005-101	Hatfield TMBS5 Roof Covering to Demountable	Ed Potter	Philip Wilson	0.00	13,352.00	13,352.00	664.62	12,687.38	13,352.00	0.00	0.00	0.00	0.00
<b>Total - 80135 - TMBS5 - Capital</b>					<b>65,151.00</b>	<b>19,854.00</b>	<b>85,005.00</b>	<b>61,344.20</b>	<b>23,660.80</b>	<b>85,005.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80146	C10003-100	Newcliffe Children's Home - acquisition & conversion	Ed Potter	Lisa Preston	550,000.00	-12,500.00	537,500.00	368,205.26	169,294.74	537,500.00	0.00	0.00	0.00	0.00
80146	C10004-100	Manford Bridge Children's Home - acquisition and conversion	Ed Potter	Lisa Preston	550,000.00	-12,500.00	537,500.00	368,132.60	169,367.40	537,500.00	0.00	0.00	0.00	0.00
80146	C10010-100	Ilton Heath Children's Home - OFSTED Adaptations	Ed Potter	Rick Smith	25,000.00	0.00	25,000.00	0.00	25,000.00	25,000.00	0.00	0.00	0.00	0.00
<b>Total - 80146 - Children's Homes - Capital</b>					<b>1,100,000.00</b>	<b>0.00</b>	<b>1,100,000.00</b>	<b>736,337.86</b>	<b>363,662.12</b>	<b>1,100,000.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>PUBLIC HEALTH</b>														
80124	C00809-000	Whitchurch Area Empty Property Incentive Grant	Gelym Bulfer	Karen Collier	5,000.00	0.00	5,000.00	5,000.00	0.00	5,000.00	0.00	0.00	0.00	0.00
80124	C00810-000	Shropshire County Empty Property Incentive Grant	Gelym Bulfer	Karen Collier	343,636.00	-260,000.00	83,636.00	76,506.66	7,129.34	83,636.00	0.00	260,000.00	0.00	0.00
<b>Total - 80124 - Regulatory Services - Private Sector Housing - Capital</b>					<b>348,636.00</b>	<b>-260,000.00</b>	<b>88,636.00</b>	<b>81,506.66</b>	<b>7,129.34</b>	<b>88,636.00</b>	<b>0.00</b>	<b>260,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>RESOURCES &amp; SUPPORT</b>														
80125	C00811-000	ICT Digital Transformation - Social Care Project	Lee Chapman	Michele Leith	812,540.00	6,200.00	818,740.00	616,297.80	202,442.20	818,740.00	0.00	0.00	0.00	0.00
<b>Total - 80125 - Social Care Project - Capital</b>					<b>812,540.00</b>	<b>6,200.00</b>	<b>818,740.00</b>	<b>616,297.80</b>	<b>202,442.20</b>	<b>818,740.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80126	C00812-000	ICT Digital Transformation - ERP	Lee Chapman	Michele Leith	2,199,679.00	-582,004.00	1,617,675.00	1,145,146.67	472,528.33	1,617,675.00	0.00	0.00	0.00	0.00
<b>Total - 80126 - ERP Project - Capital</b>					<b>2,199,679.00</b>	<b>-582,004.00</b>	<b>1,617,675.00</b>	<b>1,145,146.67</b>	<b>472,528.33</b>	<b>1,617,675.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80127	C00813-000	ICT Digital Transformation - Wi-Fi Installation	Lee Chapman	Michele Leith	52,100.00	20,671.00	72,771.00	1,059.34	71,711.66	72,771.00	0.00	0.00	0.00	0.00
80127	C10007-100	Video Conferencing Units	Lee Chapman	Andrew Boxall	115,000.00	55,000.00	170,000.00	0.00	170,000.00	170,000.00	0.00	0.00	0.00	0.00
80127	C10009-100	Nuans Data Centre	Lee Chapman	Andrew Boxall	300,000.00	0.00	300,000.00	0.00	300,000.00	300,000.00	0.00	0.00	0.00	0.00
<b>Total - 80127 - Infrastructure &amp; Architecture Project - Capital</b>					<b>467,100.00</b>	<b>75,671.00</b>	<b>542,771.00</b>	<b>1,059.34</b>	<b>541,711.66</b>	<b>542,771.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
80128	C00815-000	ICT Digital Transformation - Contact Centre Unified Comm	Lee Chapman	Michele Leith	24,840.00	0.00	24,840.00	0.00	24,840.00	24,840.00	0.00	0.00	0.00	0.00
80128	C00816-000	ICT Digital Transformation - CRM	Lee Chapman	Michele Leith	1,263,898.00	-236,188.00	1,027,710.00	454,431.26	573,278.74	1,027,710.00	0.00	0.00	0.00	0.00
80128	C00818-000	ITP Hardware Agile Mobile Working	Lee Chapman	Michele Leith	403.00	0.00	403.00	0.00	403.00	403.00	0.00	0.00	0.00	0.00
<b>Total - 80128 - Customer Experience Project - Capital</b>					<b>1,289,339.00</b>	<b>-236,188.00</b>	<b>1,053,151.00</b>	<b>454,431.26</b>	<b>573,721.74</b>	<b>1,053,151.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

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Cost Centre	Sub Project Code	Sub Project Description	Portfolio Holder	Project Manager	Revised Budget Period 6	Budget Virements	Revised Budget Period 7	Actual Spend 01/11/2019	Spend To Budget Variance	Outturn Projection	Outturn Projection Variance	2020/21 Revised Budget	2021/22 Revised Budget	2022/23 Revised Budget
<b>RESOURCE 3 &amp; SUPPORT</b>														
80129	C00819-000	ICT Digital Transformation - Unallocated	Lee Chapman	Michele Leith	763,320.00	-665,198.00	98,122.00	0.00	98,122.00	98,122.00	0.00	1,400,000.00	0.00	0.00
<b>Total : 80129 : ICT Digital Transformation - Unallocated - Capital</b>					<b>763,320.00</b>	<b>-665,198.00</b>	<b>98,122.00</b>	<b>0.00</b>	<b>98,122.00</b>	<b>98,122.00</b>	<b>0.00</b>	<b>1,400,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>HOUSING REVENUE ACCOUNT</b>														
80130	C00820-000	Housing New Build Programme - Phase 1	Robert Macoy	Andy Bealey	1,716.00	0.00	1,716.00	0.00	1,716.00	1,716.00	0.00	0.00	0.00	0.00
80130	C00821-000	Housing New Build Programme - Phase 2	Robert Macoy	Andy Bealey	-20,330.00	0.00	-20,330.00	0.00	-20,330.00	-20,330.00	0.00	0.00	0.00	0.00
80130	C00823-000	Housing New Build Programme - Phase 4	Robert Macoy	Andy Bealey	-290,198.00	0.00	-290,198.00	286,510.83	-556,708.83	-290,198.00	0.00	0.00	0.00	0.00
80130	C00824-000	Housing New Build Programme - Phase 5	Robert Macoy	Andy Bealey	-3,278,581.00	-1,500,000.00	2,278,581.00	935,317.23	1,341,233.77	2,278,581.00	0.00	2,007,410.00	0.00	0.00
80130	TBC	Housing New Build Programme - Phase 6 (500 homes)	Robert Macoy	Andy Bealey	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,000,000.00	15,000,000.00	15,000,000.00
<b>Total : 80130 : New Build Programmes - Capital</b>					<b>3,467,733.00</b>	<b>-1,500,000.00</b>	<b>1,967,733.00</b>	<b>1,201,828.06</b>	<b>765,910.34</b>	<b>1,967,733.00</b>	<b>0.00</b>	<b>17,007,410.00</b>	<b>15,000,000.00</b>	<b>15,000,000.00</b>
80131	C00825-000	Purchase - 8 Meadow Drive, Shifnal	Robert Macoy	Andy Bealey	0.00	0.00	0.00	170,000.00	-170,000.00	0.00	0.00	0.00	3,700,000.00	3,700,000.00
80131	C00826-000	Purchase - 14 Weston Close, Morda	Robert Macoy	Andy Bealey	0.00	0.00	0.00	180.00	-180.00	0.00	0.00	0.00	0.00	0.00
80131	E10011-100	Shed Purchase - 17a The Mall, Bridgnorth	Robert Macoy	Andy Bealey	85,890.00	0.00	85,890.00	0.00	85,890.00	85,890.00	0.00	0.00	0.00	0.00
80131	E10012-100	Purchase - 2 Walnut Close, Park, Qwestry	Robert Macoy	Andy Bealey	85,090.00	0.00	85,090.00	85,090.00	0.00	170,090.00	85,090.00	0.00	0.00	0.00
80131	E10013-100	Purchase - 34 Weston Close, Shifnal	Robert Macoy	Andy Bealey	110,090.00	0.00	110,090.00	110,090.00	0.00	110,090.00	0.00	0.00	0.00	0.00
80131	E10022-100	Purchase - Sa Fir Grove, Qwestry	Robert Macoy	Mark Barrow	0.00	72,050.00	72,050.00	72,050.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total : 80131 : Dwelling Purchases - Capital</b>					<b>281,070.00</b>	<b>72,050.00</b>	<b>353,160.00</b>	<b>267,180.00</b>	<b>85,980.00</b>	<b>353,160.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,700,000.00</b>	<b>3,700,000.00</b>
80132	C00834-000	Housing Major Repairs Programme	Robert Macoy	Andy Bealey	322,200.00	-322,200.00	0.00	0.00	0.00	0.00	0.00	3,772,200.00	0.00	0.00
80132	C00835-000	STAR Repairs	Robert Macoy	Andy Bealey	367,412.00	100,000.00	267,412.00	222,874.40	44,537.60	267,412.00	0.00	100,000.00	0.00	0.00
80132	C00836-000	STAR Electrical Remedial Works	Robert Macoy	Andy Bealey	250,891.00	120,000.00	130,891.00	98,870.89	32,020.31	130,891.00	0.00	120,000.00	0.00	0.00
80132	C00837-000	STAR Roofing	Robert Macoy	Andy Bealey	34,447.00	-60,000.00	-25,553.00	5,615.00	-27,628.00	-25,553.00	0.00	60,000.00	0.00	0.00
80132	C00838-000	STAR Mow Works	Robert Macoy	Andy Bealey	278,461.00	-50,000.00	228,461.00	140,296.47	88,264.53	228,461.00	0.00	50,000.00	0.00	0.00
80132	C00839-000	STAR Kitchens & Bathrooms	Robert Macoy	Andy Bealey	955,433.00	0.00	955,433.00	955,433.00	0.00	955,433.00	0.00	0.00	0.00	0.00
80132	C00840-000	STAR Fire Safety Works	Robert Macoy	Andy Bealey	34,955.00	-50,000.00	-15,045.00	1,718.84	-32,876.36	-15,045.00	0.00	50,000.00	0.00	0.00
80132	C00842-000	STAR External Doors	Robert Macoy	Andy Bealey	237,005.00	100,000.00	337,005.00	131,067.75	205,937.25	337,005.00	0.00	0.00	0.00	0.00
80132	C00843-000	STAR External Wall Insulation	Robert Macoy	Andy Bealey	-8,260.00	-8,260.00	-16,520.00	0.00	16,520.00	-16,520.00	0.00	0.00	0.00	0.00
80132	C00844-000	STAR Disabled Aids & Adaptations	Robert Macoy	Andy Bealey	290,267.00	-50,000.00	240,267.00	117,964.38	122,302.62	240,267.00	0.00	50,000.00	0.00	0.00
80132	C00845-000	STAR Heating Insulation Works (Liberty)	Robert Macoy	Andy Bealey	667,038.00	0.00	667,038.00	102,712.51	564,325.49	667,038.00	0.00	0.00	0.00	0.00
80132	C00846-000	STAR Sewage Treatment Works	Robert Macoy	Andy Bealey	316,867.00	-250,000.00	66,867.00	24,794.00	42,073.00	66,867.00	0.00	250,000.00	0.00	0.00
80132	C00847-000	STAR Asbestos Removal	Robert Macoy	Andy Bealey	152,322.00	0.00	152,322.00	46,756.89	105,565.11	152,322.00	0.00	0.00	0.00	0.00
80132	C00848-000	STAR Kitchens & Bathroom Units	Robert Macoy	Andy Bealey	267,963.00	0.00	267,963.00	133,539.59	134,423.41	267,963.00	0.00	0.00	0.00	0.00
80132	C00849-000	STAR Cesswater Crafefields Regeneration	Robert Macoy	Andy Bealey	22,254.00	0.00	22,254.00	22,254.00	0.00	22,254.00	0.00	0.00	0.00	0.00
80132	C00850-000	STAR Radon Testing & Implementation	Robert Macoy	Andy Bealey	4,501.00	-3,000.00	1,501.00	0.00	1,501.00	1,501.00	0.00	3,000.00	0.00	0.00
80132	C00851-000	STAR Off Grid Properties Investment	Robert Macoy	Andy Bealey	567,838.00	0.00	567,838.00	322,963.45	244,874.55	567,838.00	0.00	0.00	0.00	0.00
80132	C00852-000	STAR Heating Works - Reseive	Robert Macoy	Andy Bealey	266,508.00	150,000.00	416,508.00	263,942.83	152,565.17	416,508.00	0.00	0.00	0.00	0.00
80132	C00853-000	STAR Communal Door Entry System Replacement	Robert Macoy	Andy Bealey	478,265.00	-50,000.00	428,265.00	211,945.81	216,319.19	428,265.00	0.00	50,000.00	0.00	0.00
80132	C00854-000	STAR Garage Sites Refurbishments	Robert Macoy	Andy Bealey	222,258.00	190,000.00	42,258.00	0.00	42,258.00	42,258.00	0.00	190,000.00	0.00	0.00
80132	C00855-000	STAR Roof Replacement Works	Robert Macoy	Andy Bealey	668,690.00	170,000.00	498,690.00	283,990.88	214,699.12	498,690.00	0.00	170,000.00	0.00	0.00
80132	C00856-000	STAR Window Replacement Works	Robert Macoy	Andy Bealey	348,065.00	238,000.00	110,065.00	9,899.79	100,165.21	110,065.00	0.00	238,000.00	0.00	0.00
80132	C00857-000	STAR PSNI Adaptations Grant	Robert Macoy	Andy Bealey	98,895.00	0.00	98,895.00	88,895.00	10,000.00	98,895.00	0.00	0.00	0.00	0.00
80132	C10021-100	STAR Warm Homes Match Funding	Robert Macoy	Mark Barrow	0.00	170,000.00	170,000.00	0.00	170,000.00	170,000.00	0.00	150,000.00	0.00	0.00
<b>Total : 80132 : Major Repairs Programme - Capital</b>					<b>6,389,663.00</b>	<b>-1,228,200.00</b>	<b>5,161,463.00</b>	<b>2,745,317.30</b>	<b>3,015,545.70</b>	<b>5,161,463.00</b>	<b>0.00</b>	<b>5,248,200.00</b>	<b>89,834,566.00</b>	<b>103,109,635.00</b>
<b>Total Capital Programme</b>					<b>84,134,104.00</b>	<b>-22,862,163.00</b>	<b>61,271,941.00</b>	<b>32,688,736.77</b>	<b>28,583,204.24</b>	<b>61,271,941.00</b>	<b>0.00</b>	<b>119,029,349.00</b>	<b>89,834,566.00</b>	<b>103,109,635.00</b>

**Shropshire Council - Capital Programme 2019/20- 2022/23**

Financing	Revised Budget Q2 19/20 £	Budget Virements £	Revised Budget Q3 19/20 £	2020/21 Revised Budget £	2021/22 Revised Budget £	2022/23 Revised Budget £
<b>Self Financed Prudential Borrowing</b>	<b>7,417,709</b>	<b>(2,061,289)</b>	<b>5,356,420</b>	<b>43,635,000</b>	<b>30,910,000</b>	<b>30,910,000</b>
<b>Government Grants</b>						
Department for Transport	24,946,043	(2,869,664)	22,076,379	22,164,218	25,859,289	54,799,635
- Rapid Electric Vehicle Charging Points Grant	30,135	-	30,135	-	-	-
Ministry of Housing, Communities & Local Gov						
- Land Release Fund	500,596	-	500,596	-	-	-
- Housing Infrastructure Fund	-	1,050,454	1,050,454	-	-	-
- One Public Estate	-	75,000	75,000	-	-	-
Department for Health - Better Care Fund	3,626,688	(1,042,671)	2,584,017	4,242,671	3,200,000	3,200,000
Department for Health - HOLD Grant	500,000	(200,000)	300,000	1,797,407	-	-
Department for Education						
- Condition Capital Grant	1,843,328	-	1,843,328	1,500,000	1,000,000	500,000
- Basic Need Capital Grant	4,129,362	(3,966,051)	163,311	5,663,742	1,153,418	-
- Devolved Formula Capital	1,992,563	(1,231,742)	760,821	1,000,000	-	-
- Special Provision Funds	392,370	(200,000)	192,370	592,370	-	-
- Healthy Pupils Capital Grant	35,020	-	35,020	-	-	-
Department for Communities and Local Government						
- Community Housing Fund	361,296	(300,000)	61,296	300,000	-	-
Disabled Facilities Grant (Additional)	-	-	-	-	-	-
Education Funding Agency						
- Early Years Capital Fund	161,242	-	161,242	-	31,465	-
HCA - Travellers	-	-	-	-	-	-
HCA - New Build	370,000	-	370,000	3,050,000	3,000,000	3,000,000
BDUK - Broadband	2,265,526	2,101,722	4,367,248	299,900	-	-
Environment Agency	1,035,161	(761,735)	273,426	786,235	-	-
DEFRA	-	-	-	-	-	-
Local Enterprise Partnership (LEP) Fund	1,179,619	(1,474,720)	(295,101)	2,326,172	-	-
Public Health England	-	-	-	-	-	-
	<b>43,368,949</b>	<b>(8,819,407)</b>	<b>34,549,542</b>	<b>43,722,715</b>	<b>34,244,172</b>	<b>61,499,635</b>
<b>Other Grants</b>						
Historic England/English Heritage	6,532	(6,532)	-	-	-	-
Natural England	683	-	683	-	-	-
Other Grants	945,070	-	945,070	1,000,000	-	-
	<b>952,285</b>	<b>(6,532)</b>	<b>945,753</b>	<b>1,000,000</b>		
<b>Other Contributions</b>						
Section 106	1,369,801	177,259	1,547,060	3,886,000	8,265,277	-
Community Infrastructure Levy (CIL)	1,976,424	(418,307)	1,558,117	5,830,000	5,300,000	5,000,000
Other Contributions	441,045	(18)	441,027	3,327,449	-	-
	<b>3,787,270</b>	<b>(241,066)</b>	<b>3,546,204</b>	<b>13,043,449</b>	<b>13,565,277</b>	<b>5,000,000</b>
<b>Revenue Contributions to Capital</b>	<b>4,507,282</b>	<b>(1,486,493)</b>	<b>3,020,789</b>	<b>4,179,610</b>	<b>2,014,293</b>	<b>2,000,000</b>
<b>Major Repairs Allowance</b>	<b>5,879,599</b>	<b>(1,326,000)</b>	<b>4,553,599</b>	<b>5,026,000</b>	<b>3,700,000</b>	<b>3,700,000</b>
<b>Corporate Resources (expectation - Capital Receipts only)</b>	<b>18,221,010</b>	<b>(8,921,376)</b>	<b>9,299,634</b>	<b>8,422,575</b>	<b>5,400,824</b>	<b>-</b>
<b>Total Confirmed Funding</b>	<b>84,134,104</b>	<b>(22,862,163)</b>	<b>61,271,941</b>	<b>119,029,349</b>	<b>89,834,566</b>	<b>103,109,635</b>

**Funding Changes - Quarter 3**

Budget Increase/Decrease	2019/20	2020/21	2021/22	2022/23	Details
<b>Government Grants</b>					
Ministry of Housing, Communities & Local Gov					
- Housing Infrastructure Fund	1,050,454	-	-	-	Allocation of Homes England Housing Infrastructure Fund.
- One Public Estate	75,000				
Department for Education					
- Devolved Formula Capital	(231,742)				Payment of DFC balances following academy conversions.
BDUK - Broadband	1,627,002	3,312,026			£1,627,002 Phase 5 Programme bid. £3,312,026 payment release from BT Investment Fund
Environment Agency	(621,500)	80,000			£621,500 flood and water management schemes. £80,000 grant for flood and water management schemes.
<b>Total Government Grants</b>	<b>1,899,214</b>	<b>3,392,026</b>	<b>-</b>	<b>-</b>	
<b>Other Grants</b>					
Historic England/English Heritage	(6,532)				£6,532 Shrewsbury Museum projection equipment removed from capital programme.
<b>Total Other Grants</b>	<b>(6,532)</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Other Contributions</b>					
Section 106	377,259				£367,000 Affordable Housing Contributions grant scheme. £10,259 payment for Llanymynech equipment purchase.
Community Infrastructure Levy (CIL)	171,693				£99,826 CIL contribution to Baschurch Primary Basic Need scheme. £71,867 Hadnall Primary class extension.
Other Contributions	(18)				Private sector contribution to Baschurch Primary Basic Need scheme.
<b>Total Other Contributions</b>	<b>548,934</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Revenue Contributions to Capital</b>	<b>250,000</b>				£30,000 school revenue contribution to Condition scheme at Norbury Primary. £320,000 HRA revenue contribution to Housing Major Repairs Programme. £20,000 school revenue contributions to Devolved Formula Capital schemes. £120,000 Community Led Affordable Housing grant scheme.
<b>Corporate Resources (expectation - Capital Receipts only)</b>	<b>246,504</b>				£72,090 HRA property acquisition. £174,414 for Market Drayton Business Grant scheme.
	<b>2,938,120</b>	<b>3,392,026</b>	<b>-</b>	<b>-</b>	

<b>Re-Profiling</b>					
<b>Adult Services</b>					
Various schemes	(1,237,329)	1,237,000			Re-profiling of capital receipts to reflect expected expenditure.
Various schemes	(1,042,671)	1,043,000			Re-profiling of DFG to reflect expected expenditure.
HOLD Project	(200,000)	200,000			Re-profiling of HOLD grant to reflect expected expenditure.
<b>Place</b>					
In-Vessel Composting Facility	(325,000)	325,000	-	-	Re-profiling of capital receipts to reflect expected expenditure.
Highways & Transport - A529 Road Safety Works	(2,000,000)	2,000,000			Re-profiling of Safer Roads Fund to reflect expected expenditure.
- Oxon Relief Road	(1,150,029)	1,150,029			Re-profiling of LEP funding (£1,000,000) and capital receipts (£150,029) to reflect expected expenditure.
The Tannery Development (Block B)	(440,000)	440,000			Re-profiling of Prudential borrowing to reflect expected
Corporate Landlord - Shrewsbury Market Hall electrics upgrade)	(2,250)	2,250			Re-profiling of capital receipts to reflect expected expenditure.
Various schemes	(2,167,698)	2,167,698			Re-profiling of capital receipts to reflect expected expenditure.
Whitchurch Medical Practice	(2,000,000)	2,000,000			Re-profiling of Prudential borrowing to reflect expected
Community Housing - Site Acquisition Fund	(300,000)	300,000			Re-profiling of DCLG Community Housing Grant to reflect expected expenditure.
Various flood and water management schemes	(140,235)	140,235			Re-profiling of Environment Agency grant to reflect expected expenditure.
<b>Children's Services</b>					
Various schemes	(4,376,527)	4,376,527			Re-profiling of capital receipts to reflect expected expenditure.
Basic Need schemes	(3,966,051)	3,966,051			Re-profiling of Basic Need grant to reflect expected expenditure.
Devolved Formula Capital schemes	(1,000,000)	1,000,000			Re-profiling of Devolved Formula Capital grant to reflect expected expenditure.
Whitchurch Junior School extension	(590,000)	590,000			Re-profiling of Community Infrastructure Levy (CIL) to reflect expected expenditure.
Whitchurch Infants School extension	(200,000)	200,000			Re-profiling of Section 106 developer contributions to reflect expected expenditure.
SEND Hub	(200,000)	200,000			Re-profiling of Special Provision grant to reflect expected expenditure.
Basic Need schemes	(14,293)	14,293			Re-profiling of school revenue
<b>Workforce &amp; Transformation</b>					
Digital Transformation	(1,400,000)	1,400,000	-	-	Re-profiling of DfT Road Maintenance Fund (£869,664) and capital receipts (£530,336) to reflect expected expenditure.
<b>Housing Revenue Account</b>					
STaR new build Phase 5 and various HRA maintenance schemes	(1,722,200)	1,722,200			Re-profiling of HRA revenue contributions to reflect expected expenditure.
Various HRA maintenance schemes	(1,326,000)	1,326,000			Re-profiling of Major Repairs Allowance to reflect expected expenditure.
	(25,800,283)	25,800,283	-	-	
	-	-	-	-	

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<u>Committee and Date</u>	<u>Item</u>
Cabinet 4 <sup>th</sup> March 2020	<u>Public</u>

## Quarter 3 Performance Report 2019/20

**Responsible:** Tom Dodds, Intelligence and Insight Manager

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### 1. Summary

- 1.1. This report presents Cabinet with the Council's Performance against its key Outcomes for Quarter 3 2019/20.
- 1.2. The Corporate Plan for 2019/20 and the High Level Outcomes provide the shape and focus of the updated Performance Management Framework. The measures in the framework have been refined to reflect the updated strategic action plans for the year.
- 1.3. The framework is presented with seven key outcome areas: A Healthy Environment, A Good Place to do Business, Sustainable Places and Communities, More People with a Suitable Home, Embrace our Rurality, Care for those in Need at any Age and Your Council
- 1.4. The online performance portal has continued to be developed to present performance information to be used in conjunction with this report, and can be accessed here -  
  
<https://shropshireperformance.inphase.com/>
- 1.5. This is part of improving access to performance information and that of data transparency. Member and user feedback will help to inform further developments of performance information, which will form part of the IT system developments.
- 1.6. The new Corporate Plan 2019/20 to 2021/22 which sets out new priorities for the Council was agreed at Council at their meeting on the 13 December 2018. A revised framework of measures and milestones is being developed to demonstrate impact and progress against these new priorities and will be reported from Quarter 1 of 2019/20.

## **2. Recommendations**

### **Members are asked to:**

- A. Consider the emerging issues in this report
- B. Review the performance portal and identify any performance areas that they would like to consider in greater detail or refer to the appropriate Overview and Scrutiny Committee.

## **3. Risk Assessment and Opportunities Appraisal**

- 3.1. Poor performance could have implications for vulnerable people (including children) who are supported by Council services and economic growth in Shropshire. In turn, there may be significant financial, legal and reputational risk to the Council, Schools (and Academies), and partners from across the public and voluntary and independent care sectors.
- 3.2. Effective monitoring and follow-up against key measures of success provides the opportunity to manage risks and ensure that Children and Young People and vulnerable adults in Shropshire remain safe and achieve the desired outcomes. Increasingly, performance reporting will reflect the impact of commissioning decisions by the Council, linking directly with the management of contracts and building on the current approach of looking at how effective the Council is at delivering its outcomes.

## **4. Financial Implications**

- 4.1. This report does not have any direct financial implications but presents service and financial information to support decision making. Accountable officers and senior managers may use the information to inform actions or interventions for improving service performance and the prioritisation and use of resources.
- 4.2. Full financial details are presented as part of the Financial Reports.

## **5. Introduction**

- 5.1. Each of the seven outcome areas contains a number of sub-outcomes with a range of associated performance measures. The frequency of the availability of the data varies from monthly and quarterly updates to annual updates. All measures, regardless of frequency will be available on the performance portal to improve accessibility to information.
- 5.2. Quarterly reports will be used to highlight performance exceptions and changes to measures reported annually.

## 6. A Healthy Environment

6.1. The sub outcomes for A Healthy Environment are; The Council is Improving Energy Efficiency, Providing access to Shropshire's Great Outdoors, A Clean and Attractive Environment is maintained, Participation in Positive Activities for Health and Well being, Improving Public Health Keeping People Safe.

6.2. A new measure within the corporate performance framework is the amount of energy generated by solar photo-voltaic (PV) panels on council owned buildings. There are currently 42 solar arrays (27 sites) where energy is generated. From the first installation in 2012 a total of 5,541,672 kWh of energy has been generated. The CO<sub>2</sub> savings has now passed the 3000 tonnes figures with a 3005 tonnes of CO<sub>2</sub> saved.

During quarter 3, 100,742 kWh of energy was generated with a carbon saving 31,230 kg CO<sub>2</sub>

Three of our sites have real-time reporting of energy generation. These can be viewed online. Links to the live reports for Shrewsbury Market, Enterprise House and the Tannery can be accessed via the performance portal.

The amount of energy generated during quarter 3 was lower than the previous quarter. The main factors affecting the levels of energy generated are:

- Seasonal daylight hours are reduced
- Seasonal annual variation in weather conditions
- Development of technical issue at 5 sites which are awaiting repairs, these include trip-outs of inverters due to grid surges.

6.3. The number of patrons at Theatre Severn has continued to increase and reach record annual levels. The rolling annual attendance for the year to Q3 2019/20 has increased by 4.8% to 207,018. Theatre Severn continues to support the visitor economy with 32% of ticket sales to people who live outside of the county. The number of visitors to the Old Market Hall cinema has also increased to a record annual attendance. Quarter 3 saw an increased number of visitors due to a series of popular titles during the winter months, resulting in a record annual attendance of 71,952 patrons.

6.4. Outdoor Recreation services report an annual decrease in visitor numbers; however, this follows the closure of Severn Valley Country Park for major works to improve the visitor centre, café and to develop a new play area. These improvements will improve the park as a visitor attraction and increase the long-term visitor numbers.

6.5. The projected Recycling and Composting rate for quarter 3 2019/20 is 54.5% which is above the target of 52.5%. The long-term trend shows that recycling rates continue to improve gradually, albeit with seasonal variations. Current

performance exceeds the national targets for English councils to recycle 50% of household waste by the end of 2020. The next challenge is to meet the 65% target by the end of 2035.

## 7. A Good Place to do Business

7.1. The sub outcomes for A Good Place to do Business are; A Well Qualified Workforce, A Good Place to Start, Grow or Locate a Business, Employment Opportunities, Employment Conditions and Infrastructure and Conditions.

7.2. Developing a skilled workforce relies on our schools and colleges to nurture the talents of our youngsters from an early age.

7.3. The standards of schools in Shropshire compares well to our statistical neighbours. The latest results shows that 11% Outstanding, 77% Good, 8% require improvement and 3% inadequate. This is 88% rated good or outstanding which is better than the rate for similar authorities.



7.4. Latest data published in December 2019 shows the average wages in 2019 for people working in Shropshire (workplace wages) increased by £21.10 to £525.90 gross per week in the year to April 2019, this is lower than the West Midlands average of £552.50 This is also lower than the average annual weekly wage for Great Britain which was up by £15.60 to £586.50; this means that the gap between national and local pay rates closed from £66.10 to £26.60. Lower pay rates in Shropshire may be due to a higher percentage of our businesses being within sectors that tend to be lower paid; agriculture, care, hospitality and leisure.

7.5. Residents pay has fallen by £1.40 a week to £556.50; residents pay in Shropshire is now similar to the West Midlands average of £550.80. Shropshire average pay remains lower than the Great Britain average of £587.00. Residents pay is higher than workplace pay indicating that skilled workers are commuting to surrounding areas to achieve higher pay levels.

Please note: the annual wage survey is based on a sample of employers. Due to sample sizes the potential variance (confidence) in wage levels is greater at a local level compared to the regional and national rates.

## **8. Sustainable Places and Communities**

8.1. The sub outcome for Sustainable Places and Communities are; Community Volunteering, Communities Feel Safe and quality of life for adult social care users.

8.2. The rate of permanent admissions of adults for those aged 65+ into residential or nursing homes is lower (better) than the profile. Admissions for those aged 18 – 64 is higher (worse) than in previous years and above target. The actual number of admissions of those aged 18 – 64 remains relatively low and therefore a small increase in numbers shows a higher percentage variance. The service remains committed to enabling people to remain in their homes and maintain a decent quality of life for as long as possible. The service also confirms that it assesses the needs of each person to ensure that the right service is provided at the right time ensuring that residential and nursing care is provided at the most appropriate time.

8.3. Shropshire has an active volunteer community who help to provide essential support to help make Shropshire an attractive and welcoming county. Whilst reflecting only a small part of the volunteering that takes place in Shropshire the volunteer hours reported here were given to support the Outdoor Recreation, Libraries, Archives and Visitor Attractions in Shropshire. During quarter 3 12,907 volunteer hours were provided to support these services.

## **9. More People with a Suitable Home**

9.1. The sub outcomes for More People with a Suitable Home are; Creating the Conditions for Housing Supply, Meeting the Demand for Suitable Housing, Prevention of Homelessness and Access to Affordable Homes.

9.2. Cornovii Developments Limited is the newly formed housing development company for Shropshire Council. The company has been formed to address unmet housing needs and to generate income for the Council. The key milestone for quarter three has been met through the establishment of the

visions and values of the company. The company is now looking to make further progress towards the commencement of its first development .

9.3. The new Housing strategy is under development and remains on track to be presented to Cabinet. The strategy is expected to be presented to Cabinet on 25<sup>th</sup> March 2020. The strategy will set out how the Council will meet the overall current and future housing needs of Shropshire's growing population.

## **10. Embrace our Rurality**

10.1. The sub outcomes for Embrace our Rurality are; Creating the Vision for our Rural Landscape and Communities, Rural Housing, Rural Transport and Rural Infrastructure.

10.2. Shropshire is a large rural and sparsely populated county with a population estimated at 320,530 (Source: ONS mid-year estimates, 2018), this gives a density of only 1.00 persons per hectare. This presents challenges both for our communities who live and work in rural and often isolated communities and for the delivery of services to these areas.

Shropshire Council is working to develop a rural and community strategy which will set out the vision to develop local economies, to help communities to support one another, to optimise physical assets and to improve access for the benefit of those who live, study, work or visit the county.

An evidence base of rural and community data has been compiled. This was presented to representatives of town and parish councils, the voluntary sector and Shropshire Councillors during November. Information and feedback from these sessions is being used to help inform the development of the strategy.

10.3. Satisfaction results from the National Highways and Transport public satisfaction survey were published during December 2019. Overall public satisfaction with highways and transport has decreased slightly from 52% in 2018 to 51% in 2019. This is slightly lower than the national rate of 53%

Satisfaction for the key survey themes show that :

- Access to services and facilities reports a decrease in satisfaction from 70% to 65%. This is lower than the national result of 70%
- Public Transport satisfaction reduced 57% to 54%. This is lower than the national result also of 61%.
- Walking and Cycling facilities and infrastructure reduced 55% to 53%. This is similar to the national result of 54%.
- Tackling Congestion remained at 50%. This is similar to the national result of 48%.
- Road Safety satisfaction reduced from 54% 52%, which is lower than the national result of 55%.

- Satisfaction with Highway conditions improved from 44% to 47%, despite the improved rates the result remains lower than the national result of 51%.

10.4 Development of the Local Transport Plan (LTP) version 4 is behind schedule. The plan will cover the period 2020/21 to 2035/36. It will cover all aspects of transport and highways, including walking, cycling, public transport, car-based travel, freight, and the management and maintenance of highways.

The delivery of the plan is currently on hold and has fallen behind the original delivery schedule of September 2019. This is primarily due to the following factors:

- Clarification on Shropshire Council's requirements in relation to its declaration of a climate emergency and its ambitions regarding becoming carbon neutral, which will influence every element of the LTP, and
- Resource issues within the Highways and Transport department.

There have recently been further changes to the Highways and Transport service and a revised programme and delivery schedule for the LTP is in the process of being determined by Senior Managers.

## **11. Care for those in Need at any Age**

11.1. The sub outcomes for Care for those in Need at any Age are; Young people receive appropriate and timely care, Young people are supported to achieve their potential and Adults receive appropriate and timely care.

On the 4<sup>th</sup> and 5<sup>th</sup> of September 2019, a focused visit of Children's Social Care was conducted by Ofsted. This inspection looked at Shropshire's arrangement for achieving permanence. In a focused visit, an inspection judgement is not awarded.

11.2. At Q3 2019/20, there were 406 Looked After Children in Shropshire. This is an increase from the 395 children looked after at the end of March 2019.

The overall the increase in looked after children has slowed during 2019/20, with a net increase of 11 children to date. In 2018/19 there was a net increase of 58 children over the full year. Data suggests this is due to fewer children becoming looked after, as numbers ceasing to be looked after remain stable.

The rate of children looked after has increased during Q3 to 67.9 children per 10,000 Under 18s. This is higher than the 2018/19 Statistical Neighbour average (59) and England average (65). (As at March 2019)

11.3. Delayed Transfer of Care measures the number of patients who are delayed in their transfer from hospital. The aim is to reduce bed blocking to less than 3.5% of all available NHS beds.

Performance by Shropshire Adult Social Care has seen a significant improvement in rates when the target was introduced in 2017. Performance levels have been maintained with teams pro-actively working with different hospital trusts on a day-to-day basis. Latest performance figures are available in the performance portal.

Performance for the year to date shows that Shropshire Council is remaining on target and remains within the top quartile of performers.

## 12. Your Council

12.1. The sub outcomes for Your Council are; a financially stable council, an excellent workforce, Transforming services and Compliments and Complaints.

12.2. The projected revenue forecast for the year at Quarter 3, is due to be reported to cabinet on 4<sup>th</sup> March 2020 in the financial monitoring report.

12.3. The number of Full Time Equivalent (FTE) employees as at the end of quarter 3 has risen to 2609 which is an increase of 69 compared to 2018/19. The increase during the year is due to a number of factors:

- Recruitment of additional Social Workers to reduce the reliance on agency staff
- Additional new starters in Building Control and planning due to ongoing pressures and filling historical vacant posts.
- Restructuring in Highways resulting in a number of new lower graded posts being put into the structure.
- A number of casual staff in leisure services who have now been contracted.

Previous end of year FTE numbers are shown in the table below.

2019 Q3	2609
2018	2547
2017	2474
2016	2661
2015	2876
2014	3089
2013	3552

12.4. The number of corporate complaints recorded within its customer feedback system has decreased to 267 in quarter 3 compared to 316 in quarter 2. Whilst quarterly numbers show little variance there does appear to be a gradual increase over time. Corporate complaints are predominantly linked to



complaints about highways and waste management. 23.2% of complaints were about highways, whilst 7.4% were about waste management. There has been an increasing trend of complaints about highways during the year.

Period	Total Complaints	Highway Complaints	% of complaints relating to highways
Q4 2018/19	263	39	14.8%
Q1 2019/20	267	34	12.7%
Q2 2019/20	316	53	16.7%
Q3 2019/20	267	62	23.2%

12.5. The number of compliments Shropshire Council has recorded within its customer feedback system has decreased to 91 in quarter 3 compared to 111 in quarter 2. Overall there appears to be a trend towards a reduction in the numbers of compliments Shropshire Council receives. However, it should be noted that whilst complaints must be formally reported in line with the Council's procedures but there are no such requirements to report compliments.

### 13. Conclusion

13.1. This performance report provides an update on the results achieved and the impact on delivering the outcomes for Shropshire

13.2. Performance for quarter 3 of 2019/20 has generally been positive with continued improvements or stabilisation of performance.

- Adult Social Care has managed to sustain improvement levels in the timely transfer of patients from hospital to appropriate care settings.
- Attendance figures at the Theatre Severn continue to increase and makes a positive contribution to the visitor economy with 32% of ticket sales made to people outside of the county.

In addition to these improvements there are challenges to be faced, and these are being managed by the relevant service areas.

- Overall satisfaction with highways reduced last year. During the year the number of complaints about highway conditions has increased.
- Demand on social care has increased during the year, which is adding to the financial pressures of the Council. Adult Social Care has seen an increase in the number of younger adults (18-64) admitted to residential or nursing care. Children's Social care has seen an increased number of Looked After Children.

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

Business Plan and Financial Strategy 2018/19 – 2022/23

Corporate Plan 2018/19

**Cabinet Member (Portfolio Holder)**

Cllr Lee Chapman

**Local Member All**

**Appendices** <https://shropshireperformance.inphase.com/>