

**SOUTH
STAFFORDSHIRE
COUNCIL**

**CORPORATE
CAPITAL
STRATEGY
2010**

Introduction

The purpose of this Capital Strategy is to bring together in one document the full range of capital projects to which the Council is currently committed in pursuit of the stated aims within the Corporate Strategy and Medium Term Financial Strategy. It sets out what the Council seeks to achieve through its capital programme and how it will plan, implement, monitor, control, evaluate and review the programme to ensure success. It takes into account all the factors that need to be considered by the Council, such as the needs of the community and other stakeholders, the aims of Central Government and the Council, and the availability of both revenue and capital resources.

Corporate Approval Framework

The production of the strategy is a key responsibility of the Corporate Property Officer and chairman of the Capital Programme and Asset Management Working Group. Once formulated by this group the Strategy is approved by the relevant member of the Executive and circulated to all members of the Council in line with the normal scrutiny process.

Background

South Staffordshire Council lies to the north-west of the West Midlands conurbation and is largely rural in nature. Created in 1974 from Seisdon and Cannock Rural District Councils, much of the northern part of the area was dominated by the legacy of the former mining industry. The opportunity was taken to transform these areas, mainly into industrial estates, but in one instance into a country park. The Council prides itself on having provided best value from long before the phrase gained currency through legislation and its council taxpayers enjoyed seven years in a row with a zero council tax for district council purposes. The council tax set for 2010/11 is still among the very lowest for local purposes (excluding parish precepts) of any non-metropolitan district council.

Financial Resources

Following the Large Scale Voluntary Transfer (LSVT) of its entire housing stock to the newly created South Staffordshire Housing Association in March 1997, together with the housing maintenance DLO and its associated vehicles, depots, and workshops, the Council was in receipt of £40M with which to finance its spending in subsequent years. The situation was complicated however by the fact that because the interest rates on the debt were relatively high it was not prudent for the authority to achieve debt-free status at the time. Consequently 75% of the receipt had to be set-aside for debt repayment. This left a usable portion of £10M which was committed to be spent in the provision of social housing through the Social Housing Grant mechanism and partnerships with the housing associations operating in the district.

Other elements of the capital programme have been financed mainly by the useable capital receipts that existed prior to LSVT and revenue resources.

The Council fully repaid all outstanding long-term debt, almost all of which was with the Public Works Loans Board, on 18 December 2000. With effect from April 1 2001 therefore the authority became debt-free. This means that the balance remaining on the Provision for Credit Liabilities (the PCL) account (that amount of the Council's capital receipts that had been set aside over the years for the

repayment of debt under the regulations) after the repayment of the debt has been used to finance capital expenditure. Following the implementation of the Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended, the remaining balance on the PCL, subject to a cap at the level at which the balance on the credit ceiling was less than nil at 31st March 2004, has been converted into capital receipts. Capital receipts available as at 1st April 2009 were £9,906,878, falling to £8,336,571 by 31st March 2010.

Assets

Post LSVT the Council has a very much reduced asset base. Analysis of the CIPFA Statistical Information Service data on Local Authority Assets at 31 March 2009 shows that this Council is well into the bottom quartile in terms of assets (operational and non-operational) when compared with other non-metropolitan district councils, when the assets were valued at £20.5M.

Aims and Objectives

The Council's corporate strategy encompasses an overriding vision and five aims. These are set out below.

The overriding vision is:

"As a well-managed Council, we will strive to make South Staffordshire a safe and healthy place to live, with prosperous villages and thriving communities, where everyone can develop their abilities to the full, and pass on to the future generations a better environment."

The five aims and objectives are:

AIM 1 To be a Council which protects and enhances South Staffordshire's distinctive environment

- We will protect and enhance the quality of South Staffordshire's distinctive built and natural environment, and conserve the character of the Green Belt.
- We will ensure that each community has access to quality open spaces that are fit for purpose.
- We will reduce pollution and waste to landfill, increase recycling and reduce emissions arising from our own operations, thus contributing to the wider climate change agenda.
- We will aim to ensure that our District is clean, free from litter; fly tipping and other forms of environmental crime.

AIM 2 To be a healthy and safe District in which to live, work, and visit

- We will make a positive contribution to the health and well being of all the people in South Staffordshire by promoting and supporting healthy lifestyles being mindful of the most vulnerable, including the increasing number of elderly people.

- We will reduce crime and disorder and make South Staffordshire residents feel safer.
- We will support and enable people in South Staffordshire, who choose to do so, to remain within their own homes.

AIM 3 To be a District of thriving and sustainable communities

- We will aim to meet more of our housing needs, by providing affordable housing, preventing homelessness and delivering a balanced mix of house types.
- We will support the retention of local services and facilities in the interest of sustainable communities, and seek to improve access to high level services such as hospitals.
- We will promote the provision and retention of accessible employment opportunities within the District and the wider West Midlands Region.
- We will support appropriate localities working, particularly through enabling Parish Councils to undertake improvement activities.
- We will promote tourism that is appropriate to South Staffordshire.

AIM 4 To be a District recognised for strong community leadership and partnership working

- We will lead an efficient and effective multi-agency approach to improving services and enhancing quality of life.
- We will encourage the innovative use of community facilities for lifelong learning and other service provision.
- We will ensure that there is visibly strong community leadership and effective scrutiny via the elected Members.

AIM 5 To be a well-managed Council

- We will be viewed by residents, partners and employees as an excellent, responsive, and accessible authority.
- We will plan and manage the Council's finances and resources with the aim of delivering value for money whilst achieving high quality services in line with our stated aims and objectives.
- We will continuously review services in line with the aspirations of residents and stakeholders, delivering the national agenda in a local context.

- We will invest in our workforce to ensure that we have sufficient skills and capacity to meet our aims and objectives, both now and in the future.
- Where appropriate we will use innovative technology and approaches to improve efficiency, effectiveness and accessibility to key services.

The linkages of each individual project within the Council's Capital Strategy are identified at individual project level while the overriding aim of the Strategy is to ensure that the Council has the asset infrastructure necessary to enable it to fulfil its objectives. A summary of the capital programme for the period up to 2014/15 is included at the back of this document.

The main element of the Strategy, as the summary demonstrates, is in the area of affordable housing and private sector housing grants which is set to account for £6.7m out of £11.3m over 6 years in pursuit of Aim 3 above. Further information on the detailed objectives that this spending is intended to achieve is contained within the Local Strategic Partnership's Housing Strategy 2009 - 2012. Briefly, £1.3m of this is the grant aiding of local housing associations for specific projects with the aim of increasing the amount of affordable housing within the district, £3.7m is earmarked for private sector renovation and disabled facility grants aimed at reducing the number of unfit houses in the district and adapting homes for the frail elderly, with £2m budgeted to provide specialised Extra Care accommodation for the frail elderly.

Other significant areas of capital expenditure are new systems and technology (£1.7m) where the objective is the furtherance of the Council's response to the e-Government agenda (Aim 5) and provision for new cemeteries (£0.3m) (Aim 3). £0.6m has been allocated for equipment replacement and refurbishment works at the districts leisure centres in pursuit of objectives under Aim 2. £0.8m has been allocated for improvements to Council Offices and photovoltaic cell installation in pursuit of objectives under Aims 1, 2 and 5.

Project Identification and Rationing

Projects for inclusion in the Strategy are derived from the Corporate Strategy, the service improvement plans within Portfolio Service Plans and Best Value Reviews.

The dwindling pool of capital financing resources identified above under Financial Resources means that, when considering new schemes, the problem of affordability is increasingly becoming a major consideration. The emphasis however, when bids for additional resources for capital investment are prepared and reviewed, remains on meeting the Council's aims and objectives and fulfilling the requirements of residents, partners and stakeholders as expressed through consultation exercises.

Schemes that bring inwards investment to the area, through government or European grants, will be viewed very favourably.

The Capital Programme and Asset Management Working Group (CPAMWG) is constantly seeking to improve the techniques and methods used in the evaluation of capital projects. To this end a detailed Capital Project Evaluation system was introduced and it is mandatory that all new schemes are assessed using this evaluation model.

The main elements of the model are:

- i) Qualitative description of scheme
- ii) Project duration
- iii) Capital costing profile
- iv) Revenue consequences
- v) Assessment of external funding opportunities
- vi) Linkages of project to corporate aims
- vii) Influence of project on BVPIs and Local PIs
- viii) Results of consultation
- ix) Risk assessment
- x) Key project milestones
- xi) Alternative methods of delivery

This process has been running for several years. As stated above, due to the dwindling availability of capital financing resources at the Council's disposal, the rationing of those projects which have successfully complied with the evaluation model will increasingly become necessary.

The main approval route for new projects is the annual Service Challenge process that forms the basis for both revenue and capital budget setting. Projects that gain initial approval at the relevant meeting will be taken forward for consideration along with all others. A detailed project evaluation form must be completed which ensures that consideration is given to all relevant factors, including revenue implications through running costs and loss of investment income. The final decision rests with members who will prioritise all schemes in the light of their respective merits and the available resources.

Projects can also come forward outside the Service Challenge process during the financial year. In these circumstances an individual project will be introduced to the CPAMWG by its sponsor. If the group feels that the project is prima facie worthwhile the sponsor is required to complete the evaluation form in respect of the project and present the results to the next meeting. If the group approve the scheme in the light of the model the matter is referred for member level consideration by the Council's Executive which deals with all policy and budgetary issues. If approved by the Executive the matter will then be referred on to Council and thereafter would be incorporated within the Council's budgetary and policy framework.

Revenue Implications

These have to be identified as a separate criterion within the model. The level of detail requested is for the current, next and future years. A subjective analysis based on the CIPFA Standard Classification is required. As part of the approval process for the project the revenue implications are explicitly addressed and required to be included within the Council's revenue budget.

Prudential Code

The Prudential Code is a professional code of practice to which local authorities are required to have regard when carrying out their duties under Part 1 of the Local Government Act 2003. The Prudential Code is used by the Council to ensure that its capital investment plans are affordable, prudent and sustainable. It also ensures that treasury management decisions are taken in accordance with good professional practice and in a manner that supports prudence, affordability and sustainability. The Prudential Code also has the objectives of being consistent with and supporting local strategic planning, local asset management and proper option appraisal. Although there are currently no plans to use the borrowing powers available under the code the various prudential indicators have been calculated and approved by members.

PPP/PFI

The CPAMWG has discussed the use of PPP/PFI initiatives as a possible method of funding certain of the Council's projects under its remit to consider all potential sources of capital financing resources. In the light of the Council's relatively extensive capital reserves the group has thus far not recommended this approach to members, particularly because of the revenue implications of such initiatives.

Procurement

In the interests of securing best value in the acquisition or development of assets all procurement must be carried out in line with the Council's procurement procedures and contract standing orders. The procurement process itself has been subject to an exhaustive best value review. The relevant review team, which included private sector representation and the County Council's then head of procurement, formed a recommendation, which was accepted by Council, that a specialist procurement consultant be engaged to carry out a fundamental reconsideration of the Council's entire procurement policy and strategies. The consultant has now completed this review, part of which encompassed the Council's procurement strategy, which was assessed as very good. Its role in ensuring that the Council received best value in the recent awarding of the contract to provide hardware and software for the housing benefits, council tax and cash receipting functions was particularly noted as, through negotiation, the best price was achieved for the best product.

Consultation

It is the Council's responsibility, as stipulated in the Local Government Act 1999, to consult with the community. For us, consultation involves an exchange of views between us and the people who live in, work in, and visit South Staffordshire. It is not about just asking one group for its views and then either accepting or rejecting them.

We believe that consultations should always be carried out for a good reason. Usually, this will be to inform or help make decisions. In helping us make those decisions, we believe it is important to tell people about the constraints that we have to work within. We will try to be as open as possible in the range of options we will consider.

What do we hope to achieve through consultation?

We hope that through consultation we can bring about the following:

- Provide services that are better directed towards what people want. This could mean that we give some things lower priority and spend less time and money on them.
- Provide services that our residents can see as being better.
- Measure how satisfied our residents are with our services.
- Anticipate problems that might affect our residents and work to avoid them.
- Offer the people of South Staffordshire the chance to have their say and an opportunity for their views to be heard.
- Involve residents in decision making via the residents panel.
- We can strengthen our role as community leaders.

Consultation takes place in a number of different ways and with a number of different groups. A Residents' Panel has been established along with a programme of regular questionnaires. This is now the main means of gathering information about residents' wishes and opinions. The Priority Challenge exercise in autumn 2006 used the panel to test the ongoing appropriateness of the Council's aims and objectives with highly encouraging results. In addition to this several other avenues continue to be exploited. Each best value review that is undertaken includes at least one consultation exercise aimed at gathering the views of stakeholders in the service. In addition the Council Newspaper, "The South Staffordshire Review", is circulated to all 45,000 households in the district three times a year. Through this medium the Council consults with all its residents on a variety of issues. Latterly editions of the Council Newspaper have also included a newsletter from the County Council, specially produced for the South Staffordshire area and distributed as part of the Review.

The Council recognises that, besides residents, there are various stakeholder groups who views need to be sought and who need to receive feedback. This is done in various ways.

The interests of the 2,500 businesses in the district are addressed via the South Staffordshire Local Strategic Partnership Business and Economic Vibrancy Sub-group which facilitates input to the Community Plan as well as providing a forum for feedback to this important group of stakeholders.

The interests of the parish councils are represented by a programme of regular parish/district liaison meetings hosted by the district council. Parishes are invited to put forward items for discussion, which can range across all policy areas. Additionally the Council have the opportunity to consult upon and explain major policies and projects.

Project Monitoring

Monitoring of the Capital Programme is exercised through the CPAMWG which meets every quarter throughout the year. It reports to the Executive after each meeting. The CPAMWG is chaired by the Director of Finance and is made up of those officers responsible for delivering the projects. Member representation is provided by the Portfolio Holder – Support Services. Progress on each project is considered by the CPAMWG at each meeting with a view to ensuring that all

projects are brought in on time, on budget and that the stated objectives of each project are met.

The Council utilises three different methods of assessing outcomes: working with partners; using internal service and financial information; and relying on subjective feedback from customers.

An example of the first category is the Council's major CCTV project, carried out under the auspices of the South Staffordshire Crime and Disorder Partnership, which is made up of representatives from Staffordshire Police and the County and District Councils, where output measurement has, from the outset, been an integral part of the scheme. Statistical information from the police relating to crime levels is collated and reported to the partnership for performance measurement purposes. The data is also used for benchmarking purposes by the police authority in comparing their performance with other forces. This information is communicated to stakeholders and will be used to inform further capital investment decisions in accordance with the Council's Corporate Plan and objectives in this area.

In the second category is the refurbishment of Leisure Centres. The Deputy Chief Executive, as sponsor of the scheme, will be required to report back to members on quantifiable outputs such as membership numbers, income and customer satisfaction etc.

Not all of the Council's capital projects lend themselves conveniently to objective assessment of outcomes and here subjective feedback is relied upon. For example, over a number of years the Council have responded to suggestions, mainly from parish councils, to carry out environmental improvement schemes in several villages. A good number of projects have been successfully completed. Whilst the Council are in no doubt, from comments made by residents, parish councils, community groups etc., that the schemes have been well received and appreciated, nevertheless an objective assessment is extremely difficult.

Linkages to Other Council Strategies

The two most long running elements of the Capital Strategy are the Social Housing Grant programme and the Private Sector Renewals/Disabled Facilities Grants. The former is derived from the Housing Strategy and includes recommendations developed from an options appraisal of the results of the Housing Requirement Survey 2001, based on a sample of 11,000 households. The latter is based on the Housing Condition Survey completed in 2002. Following the completion of this survey the Council has committed itself to a major five-year programme of grant-aided private sector renewal designed to upgrade all known unfit properties owned and occupied by those in receipt of benefits.

The Leisure Strategy provides input to the leisure element of the Capital Strategy. Consultation with the users of the four joint-use leisure centres in the district resulted in ambitious plans for the refurbishment and enhancement of the centres in Codsall, Cheslyn Hay and Penkridge. The full scheme in each case involved this Council working in partnership with the County Council and the relevant schools to drive forward these important enhancements to much-used local facilities.

The Crime and Disorder Reduction Strategy, produced by the Crime Audit Team under the auspices of the South Staffordshire Crime Reduction Partnership, which is made up of the district and county councils, plus the police authority, was responsible for providing the impetus behind the CCTV scheme that became operational at the beginning of 2002/03. It also informs the public lighting programme.

Other elements of the Capital Strategy derive from the corporate strategic aims as outlined above and in the Corporate Strategy.

Partnerships with Other Organisations

As described above, a number of the elements of the Capital Strategy rely on partnerships with other agencies and organisations. Some of these partnerships are of a long-term nature, others are for specific projects. Amongst others examples are;

- Encouraging closer co-operation with the **County Council** and the **Police (Crime Reduction Initiatives)** by allowing the former to relocate the local branch of the library and the latter to occupy offices for administrative purposes within the Council Offices building in Codsall. This followed the departure of the former housing department to separate office accommodation following the housing transfer. These relationships, particularly with the county, have been further enhanced by the development of the One Stop Shop reception area in the offices staffed by a specialist team with expertise in all the areas relevant to the members of the public who visit the Council. The aim of having this cross-cutting team based within a modern, well-equipped, attractive reception area is to enable the provision of more customer focused service delivery. The library has a substantial presence in this area and public internet access is provided free of charge using the County broadband network. 0.5 of a full-time equivalent member of staff is funded by the County Council and the Registrar of Births, Deaths and Marriages is present on one day a week.
- In 2002, the Council, together with the County Council, Stoke on Trent City and the other Staffordshire District Councils constituted a formal Partnership to advance joint work on Electronic Government through investment in an extensive programme of capital projects. The Partnership was reconstituted in 2007 as "Staffordshire Connects" and adopted the following vision:

"To facilitate seamless access to cost-effective services and enable joint working between partners and stakeholders"

The Partnership has a jointly funded core staff to advance its work and has delegated powers to act within its budget. It is led by a Joint Committee of member champions and is supported by a Strategic Advisory Board of senior officers. The Council is committed to working jointly within the Partnership to advance the capital projects necessary to meet its objectives as set out in the vision statement and to enable the electronic delivery of all possible services.

- The Council boasts a long term partnership with **Staffordshire County Council** and four secondary schools in the district providing leisure facilities for both

education and recreation. The school pupils get an enhanced facility for their pupils to learn sports, compete and enjoy while the community get a comprehensive facility to enjoy at a reasonable cost to the tax payer. Some of these partnerships stretch back to the 1970s before partnership work became the trend.

- From the oldest to the latest partnership with **Staffordshire County Council**, the Director of Legal and Licensing has led work with their procurement services. South Staffordshire Council, being a relatively small council saw the opportunity to enlist the assistance of their expertise in this increasingly important area.
- Working as part of the **Crime Reduction Partnership** with the **County Council** and **Staffordshire Police** to attract significant funding from the **Home Office** to help with the installation of CCTV cameras in many village centres.
- **North Black Country & South Staffordshire Regeneration Zone** - one of six established by the Regional Development Agency, Advantage West Midlands, to provide a framework for targeting resources, both national and European, building on opportunities for investment and linking these with areas of deprivation. The zones provide a direct link between action to create wealth and develop business, and improving the community. A result of this partnership was the recent development of the industrial units at Four Ashes.
- **Southern Staffordshire Partnership** - a partnership of six local authorities, economic development agencies, education, police and health organisations, established to give a collective voice for southern Staffordshire in regional, national and European arenas. The Partnership's strategy *Southern Staffordshire Now!* provides a framework to shape, influence and promote the economic development of the sub-region.
- Working with the various **housing associations** that operate within the area to provide additional social housing, whether new build or existing satisfactory dwellings.
- Working with the **County Council and parish councils** in the provision of environmental improvement schemes within the area, enhancing the visual appeal of the built environment. This will be demonstrated to good effect in a forthcoming scheme in Brewood. The County Council has to make certain necessary repairs to several stretches of public road in the centre of Brewood. The District Council has taken the opportunity to consult local people through the auspices of the Parish Council and together designed a scheme of footpath and other improvements in order to enhance the local environment and add value to the work of the County Council.
- Working with **Advantage West Midlands** in the reclamation of a former quarry at Barnfield Sandbeds.
- Working with **British Waterways** and the County Council to improve access to the canal network in the district.
- Working with **English Partnerships** to restore and landscape a woodland area close to Perton, a new and large village on the edge of Wolverhampton.

- Providing grants to **parishes and local organisations** within the district to enable them to undertake significant capital projects, e.g. village halls and sports facilities.

CAPITAL PROGRAMME - SUMMARY OF CAPITAL INVESTMENT PLANS	Budget 2009/10	Revised Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Total
	£	£	£	£	£	£	£	£
<u>Support Services</u>								
Geographical Information System		7,490						7,490
GIS Positional Accuracy Improvement		13,557						13,557
Replacement of Old PC's	45,000	60,083	45,000	45,000	45,000	45,000	45,000	285,083
Electronic Document Management		29,080						29,080
New Financial Software		28,516						28,516
E Forms for Internet		20,950						20,950
Storage Area Network Device		3,950						3,950
Personnel and Payroll System		59,923						59,923
Total Land Charges Closure Programme	104,500	50,000	130,186					180,186
Civica EDM/CRM Interface	45,000	66,000						66,000
Elections System Address Matching	6,200	6,200						6,200
PCI Compliance Security Module		10,900						10,900
	200,700	356,649	175,186	45,000	45,000	45,000	45,000	711,835
<u>Direct Services</u>								
Estate Improvements		16,775						16,775
CRM System		130,000						130,000
Benefits Electronic Claims System		14,550						14,550
Revenues & Benefits New Server		150,000	630,000					780,000
Electrical Inspection Remedial Work		12,673						12,673
Estate Management System		21,925						21,925
Hinksford Bank Protection Works	23,000	90,000						90,000
Hinksford – Site Office Extension			37,500					37,500
	23,000	435,923	667,500	0	0	0	0	1,103,423
<u>Community Services</u>								
Renovation and Disabled Facilities Grants	556,000	638,210	556,000	556,000	556,000	556,000	556,000	3,418,210
Additional Renovation and DFGs		178,000	44,000	44,000	44,000	44,000	44,000	398,000
Penkrige Fitness Suite		10,462						10,462
Codsall Swimming Pool Refurbishment (70%)	140,000	140,000						140,000
Variable Speed Pumps at Leisure Centres	13,500	13,500						13,500
Wombourne LC Pool Filtration	10,500	10,500						10,500
Swimming Pool Covers	34,300	34,300						34,300
Penkrige Air Handling Unit		50,000						50,000
Wombourne Toning Suite and Spinning Studio			82,000					82,000
Cheslyn Hay Artificial Pitch / Courts			75,000					75,000
Codsall Fitness Suite			200,000					200,000
Highgate Common Visitor Centre	25,000	25,000						25,000
Grants and Loans	50,000	79,097	50,000	50,000	50,000	50,000	50,000	329,097
Beacon Centre For The Blind	5,000	5,000						5,000
	834,300	1,184,069	1,007,000	650,000	650,000	650,000	650,000	4,791,069

CAPITAL PROGRAMME - SUMMARY OF CAPITAL INVESTMENT PLANS	Budget 2009/10	Revised Budget 2009/10	Budget 2010/11	Budget 2011/12	Budget 2012/13	Budget 2013/14	Budget 2014/15	Total
<u>Environmental Services</u>								
Additional Bins/Boxes	35,000	39,325	35,000	35,000	35,000	35,000	35,000	214,325
Barnfield Sand Beds		578						578
Upper Lake, Perton		7,539						7,539
Wom Brook - Green Flag		962						962
Kinver High Street	282,550	10,000	277,550					287,550
Pedestrian Bridge, Wom Brook Walk		3,733						3,733
Photovoltaic Cell Installation on Council Offices	460,900	500	460,400					460,900
Tree Management System		2,714						2,714
Public Lighting	35,000	35,000	20,000	20,000	20,000	20,000	20,000	135,000
Municipal Cemeteries		139,183	25,000	25,000	25,000	25,000	25,000	264,183
Improvements to Council Offices	15,000	128,497	18,000	63,000	53,000	36,000	12,000	310,497
Restaurant alterations and improvements		25,000						25,000
Improved Waste Handling Facilities		2,569						2,569
Brick Bridge Lane Open Space, Wombourne		23,090	40,000					63,090
	828,450	418,690	875,950	143,000	133,000	116,000	92,000	1,778,640
<u>Strategic Services</u>								
Social Housing Grant and Other Hsg	2,000,000	759,160	2,150,000					2,909,160
Cocksparrow Lane, Huntington			18,790					18,790
	2,000,000	759,160	2,168,790	0	0	0	0	2,927,950
<u>Regulatory Committee</u>								
Planning Portal Public Access System			23,000					23,000
<u>Licensing Committee</u>								
Licensing Software	11,000	5,215						5,215
GRAND TOTAL	3,897,450	3,159,706	4,917,426	838,000	828,000	811,000	787,000	11,341,132
<u>Financing</u>								
Capital Receipts	3,567,450	2,671,706	4,564,426	508,000	498,000	481,000	457,000	9,180,132
Capital Grants - Planning Delivery Grant			23,000					23,000
Capital Grants - DWP Performance Standards		8,000						8,000
Capital Grants - Disabled Facilities Grant	330,000	330,000	330,000	330,000	330,000	330,000	330,000	1,980,000
Capital Grants - Regional Housing Board		150,000						150,000
Walk Lane Wombourne S.106								0
	3,897,450	3,159,706	4,917,426	838,000	828,000	811,000	787,000	11,341,132
<u>Useable Capital Receipts</u>								
Balance brought forward	-9,906,878	-9,906,878	-7,235,172	-2,670,746	-2,162,746	-1,664,746	-1,183,746	-9,906,878
Additions in year	-200,000							0
Applied in year	3,567,450	2,671,706	4,564,426	508,000	498,000	481,000	457,000	9,180,132
Balance carried forward	-6,539,428	-7,235,172	-2,670,746	-2,162,746	-1,664,746	-1,183,746	-726,746	-726,746