

Oldham Council

Capital Strategy 2015 - 2020

Capital Strategy 2015/20

Contents

- 1 Aims of the Capital Strategy and its Links to the Councils Corporate Property Strategy and Budget Framework
- 2 The Principles of the Capital Strategy
- 3 Priority Areas for Investment
- 4 The Greater Manchester Strategy
- 5 Capital Resources to Support Capital Expenditure
- 6 Capital Investment and Disposal Appraisal
- 7 How the Capital Requirements will be prioritised
- 8 How the Council will procure its Capital Projects
- 9 How the Council will Measure the Performance of the Capital Programme
- 10 The Capital Investment Programme Board

Annex A - Current Capital Priorities

Annex B – Terms of Reference for the Capital Investment Programme Board

Annex C - Capital Programme 2015/16 to 2019/20

1 Aims of the Capital Strategy and its links to the Councils Property Strategy and Budget Framework

The overarching aim of the Oldham Capital Strategy is to provide a framework within which the Council's Capital Investment plans will be delivered and has been prepared to cover a 5 year time frame from 2015/16 to 2019/20, recognising that there is some uncertainty especially in relation to funding in later years, the strategy therefore focuses on 2015/16 and 2016/17 in detail. These plans are driven by the Council's Corporate Plan, the last refresh of which was approved at the Council meeting of 16 July 2014. The next refresh will be presented to Council in February 2015. The Council has set out its goal to deliver a Cooperative Future where everyone does their bit to create a confident and ambitious borough. The Cooperative Future will be made possible through the delivery of three corporate objectives:

- **A productive place to invest** where business and enterprise thrive;
- **Confident communities** where everyone does their bit; and
- **A Co-operative Council** creating responsive and high quality services.

These objectives reflect the on-going commitment to ensure the Council works to serve the people of Oldham in all that it does and provides strong leadership for the borough. Such leadership is essential if the borough is to be able to meet the immediate challenges faced in a way that means it is stronger and able to make the most of opportunities in the future.

The capital strategy must also align to the Medium Term Property Strategy (MTPS) (formerly the Asset Management Plan). This is currently being revised to reflect most recent service transformation changes and financial challenges.

The Medium Term Property Strategy (MTPS) sets out a framework for strategic management of the Council's land and property portfolio, reflecting corporate priorities, aims and objectives and driving transformational change in service delivery. Aligned to service priorities, individual schemes are included within approved capital spending plans or are to be considered for a resource allocation over the period of the capital strategy.

The revised MTPS will incorporate the Community Use of Assets Framework, reflecting statutory requirements and aligned to the Council's Co-operative ethos. In addition it will encompass the emerging Building Maintenance Policy which sets a clear process protocol prioritising assets closely aligned to future investment requirements.

The Council is currently reviewing the structure of the property function and anticipates making further changes which will improve the way in which the strategic property objectives can be delivered. This will enable the Council to accelerate progress and realise benefits within a shorter timeframe, whilst maximising regeneration and inward investment opportunities.

In addition, the 2015/20 capital strategy will be influenced by the principles which frame the overarching budget process for 2015/16 which are driven by the concept of a Co-operative Council. The Council is therefore aiming to take a strategic view in relation to capital investment so that it can be directed to make a real and demonstrable impact on the economy of Oldham by:

- Regenerating the borough, building on the investment programme approved during 2012/13 and as amended in subsequent years, by attracting and securing significant amounts of external investment to supplement Council resources and deliver an enhanced borough wide regeneration offer
- Prioritising the regeneration investment to develop the local economy and to support job creation and the Get Oldham Working initiative
- Using the regeneration investment to drive up Gross Value Added (GVA) and increase the yield from business rates, taking advantage of the new Local Government Finance regime that enables business rate growth to be retained. This will provide additional resources which can either be used to support the Council's budget or to increase opportunities for further investment

The Council will also:

- Work with partners as a cooperative and commissioning Borough
- Instigate further transformational approaches to delivery of services with and by communities and staff, that maximise involvement and the delivery at a more local level, working with residents to reset priorities, manage expectations and promote self help
- Get the basics right, drive improved business performance with more flexible ICT systems and instigate new delivery models with place based working
- Focus on effective service delivery, achieving social value and maximising the impact of the resources invested

The corporate objectives therefore also help underpin one of the main priorities of the Council which is the continuing development of a new relationship with citizens, communities, partners and staff.

2 The Principles of the Capital Strategy

Having regard to the aims of the Capital Strategy in the achievement of corporate objectives, in order to focus capital resources and to gain maximum benefit from their use, the overarching principles of the capital strategy as detailed in the rest of the document are summarised as follows:

- 1) The Capital Investment Programme Board (CIPB) will lead the strategic direction of capital investment for the Council. The CIPB will operate on a commissioning basis. This will enable funding to be better aligned with other partners and funding sources and will link into the principles of the Co-operative Council. In accordance with the commissioning approach being championed within the Council, there continues to be a requirement for links to regional strategies and programmes. As such, the Council must ensure that when it applies for funds on a regional basis (either individually or part of a collective bid), it uses its best endeavours to reflect local and regional priorities. The Council must therefore ensure that its capital strategy reflects the Greater Manchester (GM) Strategy and links into those of other GM Authorities.
- 2) The first call on capital resources will always be the financing of any over-programming from previous financial years. In addition, all schemes already approved in the capital programme or contractually committed will be supported and sufficient resources will be provided to enable them to proceed or complete. These schemes are presented in Annex A.
- 3) A capital project sponsor must also be able to demonstrate that a rigorous process of options appraisal has been followed, requiring evidence of need, cost, risk, outcomes and methods of financing. Capital investment proposals which will result in a revenue cost saving or efficiency are encouraged. The Strategic Regeneration Project Management Office has a clear role in ensuring that all the key questions have been asked at the initiation stage of a project.
- 4) All capital investment decisions will be made with reference to Council objectives and regional strategies and, only after a positive contribution to one or more of the objectives has been demonstrated, is a project to be considered for resource allocation.
- 5) The CIPB will ensure that the Council can take full advantage of the increased freedom and flexibility afforded by the removal of ring fencing from most funding allocations to facilitate the achievement of the Council's objectives. All non-ring fenced capital funding and other non-specific Council capital resources that are not required to support existing commitments will initially be pooled into one central fund. Regard will however be had to obligations around the:
 - transport agenda and transport grant funding
 - funding of adaptations to homes for the disabled and Disabled Facilities Grant funding

- current pressure on primary places in certain areas of Oldham and the lack of capacity in the current stock and the Basic Need Government grant funding allocation to address such issues
- Government initiatives and associated grant funding to support universal free school meals for children in reception, Year 1 and Year 2 in state-funded schools
- 2015/16 Social Care funding requirement arising from the Better Care Fund pooled budget arrangements

Unringfenced grants received in support of the above initiatives will be pass-ported in full to these five areas.

- 6) Pooled corporate resource will be managed by the CIPB and it will review all bids for resources, evaluate them and then agree on the prioritisation of resources accordingly. A proposal will be prioritised in accordance with criteria set out in Section 7 of the strategy.
- 7) The CIPB will also review any bids for and use of any ring fenced resources to ensure alignment with other spending plans and the maximisation of benefits to the Council and achievement of Council objectives.
- 8) The CIPB will recommend the use of both unringfenced and ring fenced resources and also the general prioritisation of resources so that Members under delegation, Cabinet and Council can make a final well informed decision on the utilisation of resources, as appropriate.
- 9) There will be no ring fencing of capital receipts to specific projects with the exception of the:
 - Building Schools for the Future programme, where the ring fencing principle has previously been approved as part of project viability
 - Equity Loan Initiative which was established when HMR resources were ring fenced to the HMR programme.
 - Saddleworth School as part of the Priority Schools Build Programme
- 10) Building upon established good practice and the successful exercises undertaken in earlier financial years, the CIPB will initiate periodic reviews of the capital programme which will examine all schemes in the programme to:
 - a) ensure that schemes still meet corporate priorities
 - b) review their continued relevance in the context of a dynamic and constantly developing organisation
 - c) consider the progress of schemes including any reasons for delayed starts or variations to approved budgetary allocations and rephasing of planned expenditure
 - d) identify any unutilised or underutilised resources
 - e) consider any reallocation of resources

- 11) For the purposes of preparing the Capital Strategy and Programme for 2015/16, an assumption has been made that all resources that remain unallocated within the 2014/15 programme will be treated as though they are fully committed in 2014/15 or carried forward into 2015/16 as a central pool for reallocation to other projects.
- 12) As well as using traditional funding mechanisms to fund capital schemes, the Council will also consider the use of new initiatives and develop these options if it is considered financially advantageous in the context of the Council achieving its capital investment objectives.
- 13) Any future PFI, BSF or other similar public/ private partnerships and initiatives requiring the deployment of Council capital resources or impacting in any way on the overarching capital investment policies or plans of the Council should be presented for consideration to the CIPB. The resources deployed to support such projects will also be subject to the on-going review of the CIPB.
- 14) The Council is conscious that the Government could in the future introduce a range of grant funding opportunities for which bids must be submitted at short notice, some of which may have a matched funding requirement. The Council will respond as it considers appropriate to bidding arrangements, ensuring that bids are submitted which align with its objectives and capital investment priorities and that matched funding requirements are considered on a scheme by scheme basis with resource requirements prioritised accordingly.
- 15) The Council will have a number of capital investment priorities. Whilst these are initially set on an annual basis, it will review and update the priorities in accordance with in-year developments responding to local and national emerging issues. The priorities for 2015/16 to 2019/20 are set out in section 3.

3 Priority Areas for Investment

The priority investment areas identified for the 2015/16 to 2019/20 period covered by this capital strategy document are set out below:

a) Continuation Funding

There are requirements for continued funding of existing programmes of work summarised as follows:

- Corporate Major Repairs /Disability Discrimination Act (DDA) Adaptations/ Legionella / Health and Safety Project (Corporate Landlord Function)
This budget aims to enable the Council to secure the integrity of the corporate estate and ensures that the Council is compliant with its statutory obligations under DDA and Health and Safety legislation.
- School Condition Works –the Council has provided resources to address the most immediate needs (priority 1) for condition works within the school estate. There is however, increasing demand on the school condition works budget to address priority one condition issues as well as other preventative works prior to arrival at priority one status.

An overarching allocation of £4,054k funding has been included in the 2015/16 capital programme with a further £3,355k in 2016/17, £2,255k in 2017/18 and £500k p.a. thereafter to cover Corporate Major Repairs /DDA Adaptations/ Legionella / Health and Safety Project (Corporate Landlord Function) and also school condition works, in addition CIPB has recommended, as a priority, that the first call on any future underspends identified within the programme are also applied to cover the works outlined above. The allocations include the 2015/16 School Condition Allocation (SCA) (formerly known as Education Capital Maintenance Grant) announced on 9th February 2015 plus indicative amounts for 2016/17 and 2017/18.

b) New Projects

New projects for which funding may be required and for which funds could be allocated are as follows. Each of these projects would need to be progressed by the submission of detailed and fully costed business cases demonstrating how they take forward corporate priorities. These projects are:

- School Capacity - There is currently pressure on primary places within certain areas of Oldham, with little or no capacity at a number of schools. The success of the Gateways to Oldham Housing project together with other potential residential developments including those as a result of the potential sale of surplus school sites, will also impact on the capacity of schools local to these developments. The Council has provided its own capital investment in this area and the Government Targeted Basic Need award in 2013/14 allowed additional capacity to be provided to 5 school projects (4 primary school extensions and a new special academy) all the schemes are on site

and progressing and whilst it should be possible to manage the schemes within resources available, there may be a requirement to supplement grant funding should unforeseen issues arise. The DfE announced a significant injection of resources on 18 December 2013 with the notification of an additional £10.745m basic need funding over the two years 2015/16 and 2016/17, this was confirmed on 12th February 2015 together with a new allocation for 2017/18 of £15.405m. Two further primary schools and one new 3 form entry school have been identified to utilise this funding. School capacity remains a priority and the Council will consider additional investment in its own right or to complement any Government resources that may become available.

- Priority Schools Building Programme Phase 2 (PSBP2) - The Council submitted a bid to the second phase of the programme for Royton and Crompton, Greenfield and Clarksfield schools. In each case the school requires major investment to bring the fabric of the building up to standard. On February 9th the Council was notified that only the bid for Royton and Crompton had been successful, furthermore, only part of the submitted programme will be financed and the final allocation is awaiting confirmation. The residual financial requirement for the school, incumbent upon the Council therefore remains to be confirmed.
- Clarksfield and Greenfield primary schools remain a priority for the Council following confirmation that PSBP2 funding will not be forthcoming. The Council will consider the funding requirement and availability of funds to progress these initiatives.
- Schools kitchen extensions - the Government announced in the 2013 Autumn Statement that it would make funding available to offer every pupil attending a state-funded school in reception, year 1 and year 2 a free school lunch from September 2014. The Council has benefited from an allocation of £412k in 2014/15. A second bid, for two schools, Greenfield and Broadfield Primaries, amounting to £210k in 2015/16 was announced as having been successful on 20 January 2015.
- Low Carbon and Energy Efficiency Initiatives – the Council wishes to invest to support its pursuit of the green agenda and address carbon reduction requirements. The Council has a requirement to ensure that it is seeking to maximise energy efficiency. Most energy efficiency and renewable energy projects the Council would like to undertake can be delivered through a number of efficient OJEU framework compliant agreements and pay back their investment over varying periods of time from a combination of Government subsidies and the actual energy savings themselves, making prudential borrowing a viable option for such schemes. The Council will also consider options to work jointly with other Local Authorities on out of borough projects that will benefit Oldham and enhance the Councils contribution to energy efficiency. A photo voltaic pilot scheme, funded from the HRA is included in the 2014/15 programme and a number of further

initiatives are currently being considered including wind farms and additional solar panels as well as more traditional energy efficiency schemes.

- AGMA Green Deal Scheme – whilst the Council has not been required to provide resources to earlier phases of the AGMA Green Deal initiative, resources may be required to support further specific AGMA wide energy efficiency schemes, subject to the development of suitable proposals. Clearly the Council, with its responsibility to support AGMA initiatives, will have to ensure that it is able to honour any regional obligations.
- AGMA Growing Places Loans – in line with the approved AGMA scheme initiated and underwritten by the GMCA, the Council may manage loans to qualifying businesses to support the growth ambitions as set out in the GM strategy, in accordance with requirements.
- Werneth Music Rooms – The Grade II listed Werneth Park Music Rooms is a significant and valued historic building that was closed in September 2001. The Council is keen to support proposals to bring the Music Rooms back into use and will work with community groups and other partner organisations in an attempt to support external bids for funding.
- Foxdenton - Although the Foxdenton area is being developed by private sector partners, there may be a requirement for public sector capital investment for enabling and infrastructure works. All avenues for such works will be explored with the inclusion of external funds where applicable.
- Former School Sites -The Council is about to commence on a programme of phased disposals of a number of former school sites and up front capital funding may be required for enabling and other works to ensure that the land is suitable for commercial redevelopment.
- Town Centre Regeneration – The Council is making a considerable investment in the town centre further extended with the announcement of the Prince's Gate retail development at Oldham Mumps. As the programme of work evolves, this may require complementary investment for additional strategic acquisitions, car parking, public realm works or other regeneration developments, particularly around improving the retail offer
- Borough Wide Regeneration – the Council is investing in Borough wide regeneration initiatives and again as the position evolves, there may be a requirement for increased investment in new or existing projects.

- Housing Initiatives - The Council, linked to its revised and updated Housing Strategy, will look to utilise any central Government funding that may become available, through either the general fund or the HRA. This could include initiatives involving and working in partnership with the private sector.
- Supported housing for adults with complex learning disabilities- Options are being considered to provide an alternative accommodation offer for adults with complex learning difficulties either by way of a new-build scheme or to provide an alternative housing offer utilising the existing stock
- Equity Home Loans - Oldham Council is currently taking the lead role at an AGMA level in the provision of an Equity Home Loan service. Building on the provision in 2014/15, a further £350k in 2015/16 and £502k in 2016/17 has been made available. Given the success of the initiative, if resources are available, the Council would wish to invest further resources to promote housing provision.
- Adult Social Care – mindful that the Council has extensive responsibilities to deliver an adequate standard of adult social care; the Council will consider the utilisation of available Government resources and any local funding to address identified needs or opportunities to support income generation and facilitate enhanced service provision.
- Car Parking- There is a requirement to invest in town centre car parking in terms of upgrading the existing facilities and providing new facilities.
- Matched Funding for Grant Bids – the Council is conscious that the Government may introduce a range of grant funding opportunities for which bids must be submitted at short notice, some of which may have a matched funding requirement. The Council's strategy will be to respond as it considers appropriate to bidding arrangements, ensuring that bids are submitted which align with its objectives and that matched funding requirements are considered on a scheme by scheme basis with resource requirements prioritised accordingly.

4 Greater Manchester Strategy

Investment priorities at a GM level will be guided by the Greater Manchester Strategy (GMS). However investment proposals will be determined through the Chief Executive Investment Group supported by a Combined Authority team based at Manchester City Council.

While the strategic approach and priorities of the GM Strategy remain as vital and relevant as ever, the changing economic and policy context means AGMA, the Homes and Communities Agency and GM partners will need to be flexible, innovative and pragmatic if the Council is to achieve the ambitions for Greater Manchester. To this end the Greater Manchester Strategy was updated in November 2013.

The revised Greater Manchester Strategy describes the ambition for the city region; by 2020 all residents will be able to benefit from and contribute to a sustainable economy. In order to achieve the vision, some priorities have been set which will help the region achieve its ambition by 2020.

The Vision

By 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region where all our residents are able to contribute to and benefit from sustained prosperity.

The GMS focuses on the two key drivers of growth and reform in order to secure Greater Manchester's place as one of Europe's premier city regions. It will be recognised for its commitment to a low carbon economy and a good quality of life.

Priority actions, which all align to Oldham aims and objectives are:

- **Creating the conditions for growth:** Diversifying the economic base, developing a market facing investment strategy, creating a blueprint for successful town centres, attracting and retaining talent through investment in attractive housing offers and improving GM connectivity
- **Business:** Growing the business base, improving international competitiveness of GM companies and capitalising on the opportunities of a low carbon economy
- **Worklessness and Skills:** Delivering an employer led skills system, broadening the opportunities available to young people to reduce youth unemployment and creating and implementing a flexible approach to the provision of skills and employment support to enable the jobless to enter work
- **Reducing dependency and demand:** Developing community budgets and taking forward the early years/ troubled families agendas, reform of health and social care and support for cross public service leadership.

Some of these priorities are about making sure that the right conditions for growth exist, doing everything to encourage businesses to invest in GM and helping them to thrive when they do. Others are about changing the way that the public sector works, using resources in new ways to be more efficient and effective, and improve the quality of life of all our residents.

The Greater Manchester Combined Authority (GMCA) is the statutory body that will take responsibility for making sure that priorities are delivered. Partnerships and frameworks for delivery are set up across Greater Manchester, and the GMCA will hold those partnerships to account, checking on progress, monitoring performance measures and making sure that we are using our resources in the most effective and efficient way possible.

The approach to GM funding remains the same with a commitment to provide a revolving fund via the GM Investment Fund. Its aim is to develop a co-ordinated view of capital investment allowing GM to achieve more for less. A GM assessment framework is being developed which will consider the financial, practical and strategic aspects of investment to inform decision making. In the future external funding decisions will be based on an assessment against this single assessment framework.

A new GM focused European Programme was anticipated to open in mid- 2014, however this has since been delayed and it is now expected to open in the summer of 2015. There will be some opportunities for grant via ERDF but this will only be around 10% of a £220 million programme and will be focussed on business growth and low carbon initiatives. Further to that it is likely that grant will be limited to those projects that demonstrate a gap in funding and seeking support from the EVERGREEN programme.

To summarise, there is a need to ensure that there is an iterative process between the Oldham and Greater Manchester policy making mechanisms. The Council is playing a major role in shaping the investment frameworks that supports the delivery of the GMS and as such the Capital Strategy is well aligned to the emerging frameworks. This is essential if we are to be successful in securing both public and private sector funding in the future.

In future the GM Investment Fund will demand a single pot approach to external funding and as such decisions will not be taken on the appropriateness of a funding pot to a proposal but on the strategic need of a project in delivering the GM priorities. Oldham is well placed in streamlining its aspirations for funding and has undertaken a significant amount of work in establishing a realistic priority for key projects both around the borough and within the town centre.

In order to ensure that the Capital Programme is aligned to the GMS and Investment Fund conditions there is a need to ensure that all elements of deliverability are covered in advance of bids for funding (whether grant support or loan). This is particularly important in the case of grant applications. It is likely that in future the only source of grant will be from the new ERDF programme and this has only allocated around £20 million to provide grants. Competition across GM will be high and as such there is a need to ensure that at the application

stage everything is in place to be able to demonstrate that the proposal is deliverable on time. This may mean future investment in such things as site surveys and/or planning applications.

The 2015/20 capital strategy therefore includes principles and priorities which will complement the GMS and maximise external funding opportunities for the Council.

This approach is best evidenced in the changes to a range of government grants that are now being channelled through a local Growth and Reform Plan. Greater Manchester's Growth and Reform plan setting out its aim to become a financially self-sustaining city region has been submitted to Government. The current gap between spending on public services in Greater Manchester and the tax generated in the area is £4.7 billion a year.

The plan, produced by Greater Manchester Local Enterprise Partnership (LEP) and Greater Manchester Combined Authority, has been published as part of discussions with the government over the area's Growth Deal and outlines proposals for a new "place-based" partnership with Government, to drive reform of the way that local services are delivered and to better align local and central growth programmes.

Phase I of the Plan sought a £400m share of the Local Growth Fund to support the region's transport and infrastructure requirements, to build business support and help provide the skills which employers need and to fill gaps in the region's Life science industry. Oldham had a number of transport schemes included in the minor transport section approved. These were the Old Town Hall and King St roundabout.

A second phase was announced in the Chancellor's Autumn Statement. This included proposals covering Hotel Future, and a number of transport projects including Prince St/Mumps and Albert Street, Hollinwood.

Greater Manchester is looking for a deal with Government over the full five years from the next spending review (expected autumn 2015) covering significant blocks of funding where the region can keep savings generated through reforms over the period – with an agreed sharing of risk and reward.

5 Capital Resources to Support Capital Expenditure

5.1 The Utilisation of Capital Funding Opportunities

The Council's strategy for deploying resources is to ensure that all resources are utilised to achieve the Council objectives. With the Government placing a greater emphasis on regional initiatives, the Council's Capital Strategy and capital planning arrangements need to be consistent with and linked to the Greater Manchester capital strategy but also enhance the Council's own Co-operative ethos, the Repositioning Oldham agenda and other corporate initiatives such as Get Oldham Working, with some devolving of resources and decision making to Districts and neighbourhoods. As such, the aspirations of District Partnerships need to be considered and they will be consulted, as appropriate, over possible bids for any available funding. New resources of £200k (£10k per ward) have been identified for a District Investment Fund in 2015/16 which will enable District Partnerships to bid into the fund to finance more substantial projects that meet their local priorities.

As most capital financing can be used for projects at the Council's discretion, then the Council is able to address its own priorities and shape the capital programme to a locally rather than a nationally driven agenda.

The Council will ensure that it takes full advantage of the freedom and flexibility arising from the removal of ring fencing of most resources to facilitate the achievement of Council objectives. All non-ring fenced capital funding and other non-specific Council capital resources that are not required to finance existing commitments, will be pooled into one central fund. This corporate resource will then be managed so that only schemes which can demonstrate the attainment of Council capital priorities will be allocated funds. The CIPB will review all bids for resources, evaluate them and then make recommendations to:

- a. Cabinet/Council on the prioritisation of resources for the initial 2015/20 capital programme
- b. The appropriate decision maker for any subsequent revisions to the capital programme

The Cabinet/Council will make the final decision on the overarching capital programme for 2015/20 and will subsequently delegate, subject to the provisions in the Council's Constitution, the updating of the programme and revisions to projects following a review and recommendation by the CIPB.

The CIPB will review the usage of any ring fenced resources to ensure alignment with other spending plans and the maximisation of benefits to the Council.

In determining the size of the central fund, the CIPB will have regard to:

- the preparation of the statutory fourth Greater Manchester Local Transport Plan (GMLTP4), the development of which is underway, and will include a long-term transport strategy for Greater Manchester (to 2040) and a 5-year spending plan commencing in 2015/16. The spending plan will be updated annually and will be based on confirmed funding; including the Growth Deal minor works programme allocation and other Local Transport Capital allocations. The Council receives

grant funding from the LTP from the wider Greater Manchester allocation, which comes with a national and regional expectation that it will be used for LTP purposes. Oldham has been allocated an indicative settlement of £2.453 million for 2015/16, which on receipt will be pass-ported via this Capital Strategy for investment in and maintenance of Oldham's transport network, in accordance with Local Transport Plan expectations, along with the allocations for 2016/17 – 2020/21 (i.e. beyond the life of the current programme) as these are confirmed. The 2015/16 allocation is subject to confirmation by DfT on completion of a data checking exercise and subsequent agreement of the distribution of the resource by GMCA.

- The Council's obligation to finance adaptations to the homes of disabled residents for which it has been notified of an unringfenced grant from Central Government £925k for 2015/16.
- The current pressure on primary places in certain areas of Oldham and the lack of capacity in the current stock. The Government has announced Basic Need allocations of £5.241m in 2015/16, £5.505m in 2016/17 and £15.405m in 2017/18 which, although unringfenced is understood to be intended specifically for the purpose of providing additional school places.
- The 2015/16 Social Care funding allocation of £625k which is an element of the Better Care Fund pooled budget arrangements.
- Any resources allocated after the consideration of the 2015/16 grant bid by Central Government.

The Council will therefore passport all of the unringfenced transport, disabled facilities, basic need, universal free school meal (subject to funding approval) and social care grants to support spending in the respective areas.

Grant funding allocations notified to the Council also include information about capital maintenance funding for Voluntary Aided (VA) schools. This grant is paid directly to the Church of England and Roman Catholic Diocesan authorities and is not therefore included within the Councils capital programme. Expenditure undertaken by the Council on VA schools is planned with regard to the availability of contributions from this grant and diocesan resources.

5.2 Methods of funding capital expenditure

1) Government Grants and Non-government Contributions

Capital resources from Central Government can be split into two categories:

- i) Non-ring-fenced – resources which are delivered through grant that can be utilised on any project (albeit that there may be an expectation of use for a specific purpose). This now encompasses the vast majority of Government funding and the Council will initially allocate these resources to a general pool

from which prioritised schemes can be financed (with the exception of transport, disabled facilities, basic need, school meals and social care grant funding).

- ii) Ring-fenced – resources which are ring-fenced to particular areas and therefore have restricted uses.

Where there is a requirement to make an application to an external agency to receive external funding, and when appropriate to commit Council resources as matched funding to any bid for external resources, a business case (following the three stage process described at Section 6) must be presented to the CIPB for approval. This must justify the bid for external resources and any Council matched funding.

Examples of ring fenced grant for which the Council has successfully bid and which support current capital projects include Arts Council Grant and Heritage Lottery Grant.

Additional Government grant funding notifications may yet be received and these will be incorporated into the programme as appropriate.

2) Prudential Borrowing

The Council will investigate opportunities to resource capital projects using prudential borrowing where plans are sustainable, affordable and prudent. Full appraisal will take place to ensure that, where appropriate, sufficient revenue returns are generated to cover the cost of borrowing.

Where it is considered that prudential borrowing is the appropriate method of funding, but it requires additional revenue financing, the cost will be built into the revenue budget planning process.

The Council approved a major programme of strategic investment in 2012/13 which is subject to on-going refinement as schemes are developed and external funding is finalised. The CIPB will review the detailed capital expenditure plans before allocations of resources are committed to ensure that the costs of prudential borrowing are understood and affordable.

Since 1 November 2012 the “certainty rate” has enabled Oldham Council to take advantage of a 20 basis points discount on standard loans from the Public Works Loan Board (PWLB) under the prudential borrowing regime, in return for providing improved information and transparency on locally determined long term borrowing and associated capital spending plans. The Council has once again successfully reapplied for access to the certainty rate for a further 12 months; the discount is therefore now available until 31 October 2015. In the absence of any formal guidance it is assumed that access to the “certainty rate”, if it remains available, will continue to depend on the submission of further details of borrowing and capital spending plans. This will of course be kept under review.

The Local Government Association (LGA) has established the Local Capital Finance Company (originally known as the Municipal Bonds Agency) the aim of which is to seek to provide Councils with a cheaper source of long term borrowing and to introduce sector owned diversity into the Local Government lending market. The Council has agreed to invest in the first phase equity release of the MBA which will be used to fund the

initial set up costs of the Agency. Phase 2, is intended to fund the launch phase of the Company through to operations and breakeven. The Council has undertaken this investment to access a cheaper source of long term borrowing. Assuming the Agency is successful in commencing operations, the Council will keep under review the availability and cost of funds from the MBA as an alternative source of finance with a view to borrowing at the appropriate time if terms are preferential. As an investor, the Council would expect to benefit from any profits generated by the MBA

3) Capital Receipts

Section 9 (1) of the Local Government Act 2003 defines a capital receipt as "a sum received by the authority in respect of the disposal by it of an interest in a capital asset"

Section 9 (2) defines a capital asset as "an asset is a capital asset if, at the time of the disposal, expenditure on the acquisition of the asset would be capital expenditure"

Capital receipts are restricted to use for:

- Financing new capital investment
- Reducing borrowing under the Prudential Framework
- Paying a premium charged in relation to any amounts borrowed
- Meeting any liability in respect of credit arrangements
- Meeting disposal costs (not exceeding 4% of the receipt)

In general capital receipts arising from the disposal of housing assets and for which account is made in the Housing Revenue Account (HRA) are governed by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. In summary the regulations require that receipts arising from:

- Right to Buy (and similar) sales may be retained to cover the cost of transacting the sales and to cover the debt on the properties sold, but a proportion of the remainder must be surrendered to Central Government;
- All other disposals may be retained in full provided they are spent on affordable housing, regeneration or the paying of housing debt.

Such receipts have reduced substantially now that the transfer of the housing stock transfer to FCHO is complete.

Where the sale of an asset leads to the requirement to repay grant, the capital receipt will be utilised for this purpose. Once this liability has been established and provided for, capital receipts will be available to support the capital programme as a corporate resource.

The Council will not ring fence capital receipts to specific projects with the exception of the:

- Building Schools for the Future programme
- Equity Loan Initiative
- Saddleworth School as part of the Priority Schools Build Programme

In considering the 2015/16 capital programme, and given the position with regard to capital receipts, a prudent approach has been taken and there has been no assumption of any additional capital receipts to finance new expenditure over and above those already known about and underpinning the programme.

The Council is facing considerable uncertainty about the realisation of anticipated capital receipts. The level of receipts upon which the programme relies to fund existing commitments has been affected by the depressed state of the property market which has impacted on the:

- i) ability of the Council to sell assets within the timescale anticipated
- ii) level of receipt that can actually be generated, which has often been less than originally expected

In addition, given the Council's objective to rationalise the corporate estate, the marketing of increasing numbers of surplus assets has the potential to affect both (i) and (ii) above and this will need to be carefully managed. A dedicated resource has now been put in place to manage the phased disposal of former schools sites, residual HMR sites and other strategic regeneration sites.

The Council has established the Corporate Property Board to take a more holistic and strategic approach to assets and disposals (and acquisitions). Further detail of the asset review is provided at section 6.2.

4) Revenue Contributions

A service or school may wish to offer some of its revenue budget to support the financing of a capital project. This is acceptable if it can be demonstrated that this funding is unfettered.

5) Use of Leasing

Some of the assets used by the Council are financed by a lease arrangement for example, vehicles. With the advent of Prudential Borrowing this source of financing is becoming less attractive. Indeed, the replacement fleet management policy demonstrates this development. There may however be instances where leasing could offer value for money and it will remain a consideration when options are being appraised.

6) Value Added Tax (VAT) Shelter

One of the implications of the Housing Stock transfer that took place in February 2011 is the creation of a VAT shelter. This will allow First Choice Homes Oldham (FCHO) to obtain the same VAT exemption on its capital works as the Council. The shelter only applies for first-time improvements and is expected to last for fifteen years. The savings are to be shared with the Council with FCHO retaining all the benefit in the first four years and the savings thereafter split 50:50 with the Council, which are estimated in total to be £15.7m, excluding the effects of inflation, although the first £6m may be top-sliced to deal with outstanding FCHO asbestos liabilities. Any sums received will need

to be treated as a capital receipt and are expected to bring a direct benefit to the Council from 2015/16.

FCHO has provided an indicative notification of the release of resources from the VAT shelter from 2015/16. Mindful of the level of prudential borrowing that the capital investment programme requires and also the associated revenue consequences of servicing the debt, estimated capital receipts from the VAT shelter have been used to reduce the level of prudential borrowing required from 2015/16 onwards.

7) S106 Agreements

In considering an application for planning permission, the Council may seek to secure benefits to an area or restrict uses or activities related to a proposed development through the negotiation of a 'planning obligation' with the developer. Such obligations, authorised by section 106 of the Town and Country Planning Act 1990, generally either improve the quality of the development, or overcome difficulties which would otherwise result in planning permission being refused. A planning obligation must be:

- (a) necessary to make the development acceptable in planning terms;
- (b) directly related to the development; and
- (c) fairly and reasonably related in scale and kind to the development.

As such, therefore, the Council may in some instances receive funds to enable it to undertake works arising from these planning obligations. Examples of the use of planning obligations are the:

- Provision of affordable housing;
- Improvement to community facilities - Public open space / play areas, educational facilities;
- Improved transport facilities - contributions have previously been used towards Oldham bus station, park and ride and provision of cycle lanes;
- Public art;
- Renewable energy measures;
- Specific measures to mitigate impact on a local area - parking restrictions, landscaping or noise insulation.

The use of any S106 funding will be presented to the CIPB and the Repositioning Oldham Project Investment Team for review.

8) Community Infrastructure Levy (CIL)

The community infrastructure levy, governed by the Community Infrastructure Levy (Amendment) Regulations 2013 is a new levy that Local Authorities in England and Wales can choose to charge on new developments in their area. The levy is designed to be fairer, faster and more transparent than the previous system of agreeing planning obligations between local Councils and developers under section 106 of the Town and Country Planning Act 1990. Cabinet has been consulted in relation to the levy and a draft charging schedule was considered at Cabinet on 15 December 2014.

In areas where a CIL is in force, land owners and developers must pay the levy to the local Council.

The charges are set by the Council, based on the size and type of the new development and the money raised from the community infrastructure levy can be used to support development by funding infrastructure that the Council, local community and neighbourhoods want, such as new or safer road schemes or park improvements.

The community infrastructure levy:

- gives Local Authorities the freedom to set their own priorities for what the money should be spent on
- gives Local Authorities a predictable funding stream that allows them to plan ahead more effectively
- gives developers much more certainty from the start about how much money they will be expected to contribute
- makes the system more transparent for local people, as Local Authorities have to report what they have spent the levy on each year
- rewards communities receiving new development through the direct allocation of a proportion (15% or 25% depending on whether a Neighbourhood Plan is in place) of levy funds collected in their area

No assumptions about the availability of resources from a CIL have been included in the 2015/16 capital strategy.

9) Private Finance Initiative (PFI)

PFI is a means by which the Council can facilitate major new infrastructure projects. Typically the schemes involve partnerships between the public and private sector to fund public sector infrastructure projects with private capital. Oldham has considerable experience of PFI with two schools projects, two housing projects, the Library and Lifelong Learning Centre and street lighting initiative.

Currently no new PFI projects or initiatives are anticipated. Any such proposals would be presented to the CIPB for evaluation before presentation for Members approval.

6. Capital Investment and Disposal Appraisal

6.1 Capital Investment

All capital investment will be commissioned on the recommendation of CIPB which will enable any expenditure and its funding to be better aligned with corporate priorities, partners and funding sources. Partners, from both the public and private sector will be at regional and local levels as well as at a district level.

Within the Council, a concept for a potential capital project should originate from, or at least be 'owned' by Senior Management Teams (SMTs) or Directorate Management Teams (DMTs). The SMT or DMT that 'owns' the concept should prepare, or direct the preparation of a Strategic Business Case (SBC) for the proposed project. The Strategic Business Case should be submitted to CIPB for consideration, with the exception of Strategic Regeneration projects where the Project Management Board (PMB) first reviews the SBC.

If the CIPB (or the PMB in the case of Strategic Regeneration Projects) is satisfied that the proposal meets investment criteria, it will be given approval to progress to Stage 2 of the process – the completion of an Outline Business Case (OBC). The OBC builds on the SBC providing more detailed information including the benefits that could be realised and may include a number of options to deliver the proposed benefits. The OBC will be submitted to the CIPB for consideration, and if it is satisfied with the proposal will give guidance for the development of a preferred option.

Stage 3 of the process entails the completion of a Final Business Case (FBC) which will then be submitted to the CIPB for final consideration. Again, building on the OBC, the FBC will contain evidence of a:

- detailed financial analysis of all costs/income including how the project is financially sustainable and that any adverse revenue implications can be dealt with within existing budgets
- robust delivery plan including how the chosen option delivers the highest impact in achieving the required outcomes with identified key project milestones enabling progress review
- risk assessment and that appropriate actions to negate these risks have been identified
- full exit strategy where the project involves a disposal
- method of procurement that represents value for money.

By adopting the process outlined above, CIPB exercises control over capital projects through the recommendation of approval of:

1. Strategic Business Cases (SBC) outlining the initial idea or 'concept' for a project.
2. Outline Business Cases (OBC) which will focus on links to the Corporate Plan and outcomes.

3. Full Business Cases (FBC) – the final investment decision. This will focus on the how the priorities set out in the OBC will be delivered, including:
 - a) Project description
 - b) Consultation
 - c) Expenditure and funding including whole life costs and revenue implications
 - d) Outputs
 - e) Option Appraisal
 - f) Value for Money
 - g) Delivery
 - h) Risk Management
 - i) Sustainability, Forward strategy and evaluation
 - j) Asset Management
 - k) Procurement
 - l) Equality Impact Assessment
 - m) Environmental Impact Assessment
 - n) Contribution to the achievement of corporate initiatives including Get Oldham Working

Depending on the circumstances of the bid for resources, the CIPB has the discretion to vary the 3 stage review process and omit one or more of the stages.

Gateway Review System

The Council has adopted a gateway review system for all projects within the capital programme to promote the following principles:

- Carrying out structured reviews at decision checkpoints, defined by boundaries between management stages, to test the project's management and its readiness to progress to the next stage.
- Promoting project assurance through the application of a structured project management system.
- Informing the governance process.

The Gateway Review structure is designed to be efficient by only requiring detail when it is needed to get to the next stage. It also tries to minimise additional work for team members by using templates that build on each other, reducing the need for reworking.

Gateway Reviews are undertaken by the Strategic Regeneration Project Management Office which has been specifically set up to ensure there is a robust review process in place to support the delivery of capital schemes and therefore to support the work of the CIPB.

There are four Gateway Reviews which are initiated at key milestones in the delivery of a programme, Gateways 1 to 3 are undertaken in the approval process for the Strategic, Outline and Final business cases respectively, Gateway 4 is done in support of the delivery and handover phase. It is important to note that the Gateway report is used to advise and inform those responsible for making the investment decision, the decision will not be made by the Gateway Review team.

6.2 Service Challenge & Review, Efficient Use of Assets

In light of massive unprecedented financial challenges in recent years, the Council embarked on an ambitious programme of transformation utilising the corporate estate as a key driver for change.

A strategic review of the Council's land and property portfolio was approached within a tri-track framework;

1. The core office estate
2. The operational asset base used for district based service delivery
3. Land

The Smarter Workplaces programme radically reviewed the Council's wider 'office portfolio', and realised significant efficiency savings by vacating a number of properties, and consolidating provision of back office functions within three key buildings.

Cabinet in November 2012 approved review/closure of a further tranche of properties which contained an element of back office provision, and progress in delivery of recommendations has been very good and is continuing at pace.

With regard to the review of operational district assets, the Property Team and services are working closely with services to ensure that portfolios are best fit for purpose and efficient usage is maximised.

Land assets will be progressed for future use/disposal aligned to corporate objectives and incorporated into the corporate disposals programme.

Governance of the Council's land and property portfolio is provided via the Land and Property Protocols which form part of the Council's Constitution, providing a strategic governance framework within which land and property transactions are undertaken and the corporate portfolio is managed in a consistent, transparent and appropriate manner.

The Corporate Property Board oversees acquisition and disposal of land and property assets and monitors the progress of the corporate disposals programme.

7 How the Capital Requirements will be prioritised

Once a bid for capital expenditure has passed through the Gateway process and has demonstrated that it meets Council Objectives and links to the Greater Manchester Strategy (if appropriate) and it has been agreed that it is suitable for capital investment, the strategic requirements will be prioritised using the following criteria (it should be noted that these are not mutually exclusive or in ranking order):

The criteria examine if the proposal is:

1. Related to mandatory, contractual or legislative service delivery requirements
2. Required to achieve the delivery of a specific revenue budget saving within the revenue budget setting process
3. Required to support Service Plan priorities
4. Enhancing the Co-operative Council agenda and demonstrates the enhancement of Social Value
5. Supporting the Get Oldham Working priority initiative and demonstrates how it delivers the aim of local jobs for local people
6. Linked into other regional objectives
7. Supporting the evolving localism agenda
8. Enhancing the asset management/estate management agenda
9. Providing a general revenue saving or offering the delivery of a more efficient service
10. Fully funded from external resources
11. Bringing in substantial external resources for which Council matched funding is required
12. Likely to have the highest impact on achieving improved performance against the Council's key objectives
13. Making a contribution to carbon reduction targets and renewable energy initiatives
14. Supporting regeneration and economic growth particularly in the town centre and district centres

The results of this process will be presented to Members each year as part of the capital budget setting process, or during the year if projects come forward outside the normal timeframe.

8 How the Council Will Procure its Capital Projects

The structure of the Council's procurement and strategic relationship management function includes designated Commercial Procurement Managers whose focus is to support all capital projects.

Integration of revenue and capital financial planning provides opportunities for greater efficiency by selection of the most effective procurement processes to ensure the best commercial solution.

The Council is keen to ensure that Social Value, particularly contributions to the Get Oldham Working initiative, is demonstrated during the procurement process linked to the principles of the cooperative agenda and therefore this is of key importance in the procurement of all capital schemes. The social value deliverables are actively monitored by the procurement team throughout the life of the contract.

Efficiency gains via procurement will be achieved by:

- Efficient procurement processes which are constantly being enhanced with opportunities being developed to ensure the best commercial solution is selected and delivered;
- Expanding the range of providers included within the early payment discount scheme introduced by the Council;
- Strategic contract management of the wider supply chain to ensure continuous savings through the life of the project
- Procuring fixed price contracts with risk / reward terms to incentivise further efficiencies;
- Joining in AGMA wide procurement initiatives which will provide savings by economies of scale;
- PFI and Public Private Partnership (PPP) agreements and other innovative financing arrangements where practicable;
- Leasing/borrowing strategies which will consider the most effective means of acquiring assets.

9 How the Council will Measure the Performance of the Capital Programme

The capital commissioning approach that has been adopted by the Council is supported by a strong programme management process in order to ensure a coordinated corporate approach to the strategic alignment of investments. The process has been modelled on PRINCE 2 project management methodology and the Office of Government Commerce (OGC) Gateway Review System, incorporating risk assessment, risk management, option appraisal, cost v benefit analysis, etc. This ensures that investments are planned, managed and delivered prudently.

The CIPB has a remit to review the financial performance of the capital programme and financial monitoring reports will be considered by Cabinet from month 3 to month 9 together with a capital outturn report. Issues that have been considered and agreed at the CIPB can be reported to Cabinet as necessary via the regular financial monitoring reports.

The undertaking of the detailed annual review of the capital programme provides the opportunity to review all schemes or focus on specific areas of concern.

Where a potential cost overrun has been identified, the CIPB will explore possible solutions in detail. It will also consider any under spending or identified surplus resources which can be added to the central pool of resources. The CIPB may also suggest a reallocation of resources to other projects.

Where there is a delay in the commitment of programme/project resources, the CIPB will require project managers to report the reasons for the delay and consider whether it would be appropriate to recommend the decommissioning of the project and the reallocation of non-ring fenced resources to other projects.

The performance of the capital programme is also measured by the prudential indicators which are reported to Cabinet/Council as part of the Treasury Management Strategy, the Treasury Management half yearly review, and the annual review.

10 The Capital Investment Programme Board

The CIPB is an Advisory Board and is chaired by the Cabinet Member for Finance and HR. The lead Chief Officer for CIPB is the Executive Director Economy and Skills. The Leader of the Council and the Deputy Leader have a standing invitation to all meetings. The Board is supported by senior Finance Officers, the Corporate Property Officer, Director of Economic Development and the External Funding Manager. The Board has a detailed Terms of Reference which are included at Annex B.

All Directorates will be represented at Director Level by invitation to attend CIPB as and when projects for which they are responsible are being considered. The Chair may also invite the relevant Cabinet Member to attend when a project within their portfolio is being discussed.

The Board meets on a monthly basis to ensure there is a managed approach to:

- Discussing and recommending actions in relation to capital issues
- Developing the Capital Strategy,
- Developing the coming years capital programme
- Considering and approving business cases
- Monitoring performance of individual capital projects and the whole capital programme
- Reviewing the availability of capital resources and reprioritisation of resources as required

The CIPB undertakes an annual review of the capital programme which will examine all schemes in the programme to:

- Ensure that schemes still meet corporate priorities
- Review their continued relevance in the context of a dynamic and constantly developing organisation
- Consider the progress of schemes including any reasons for delayed starts or variations to approved budgetary allocations and rephasing of planned expenditure
- Identify any unutilised or underutilised resources
- Consider any reallocation of resources

It will also initiate periodic reviews of the whole or part of the programme as required in response to specific issues or concerns.

The Board oversees capital projects from inception to completion to ensure they are delivered efficiently and effectively and in line with the Council's corporate objectives.

The Board assesses all submissions for capital expenditure prior to them entering into the normal reporting process for approval. The Board therefore makes recommendations to the appropriate decision maker/ forum, whether this is a Member under delegated responsibility, Cabinet or Council.

The CIPB Terms of Reference and other relevant information are provided at Annex B.

Sub Groups

CIPB may at its discretion convene a sub group for a specific purpose or purposes.

A sub group, the External Funding Group is to be set up. The group is to be chaired by a Cabinet Member; the remit of the group is to:

- Manage external funding at a strategic level.
- Identify potential grants and additional sources of funding.
- Manage the process for applying the funding and approve all bids for funding.
- Monitor ongoing compliance with grant terms and conditions and assess any financial risk including grant claw back.
- Provide a Regeneration Plan/framework that can enable the Council to proactively react to funding opportunities as they arise.
- Ensure there are sufficient resources for the Council to be fully embedded within AGMA, particularly important in light of devolution.
- Ensure there are sufficient personnel to enable the Council to proactively react to funding opportunities as they arise.

This page is intentionally blank

Current Capital Priorities

The Council has an approved capital programme which has already committed resources to support schemes for the 2015/16 and future financial years. Annex C sets out the proposed programme for 2015/16 to 2019/20 taking into account the latest information and proposals. In order to set out a full explanation of the capital commitment and also the capital aspirations for the Council, the capital strategy identifies these schemes and explains their nature and importance, together with those projects that the Council would wish to undertake if there are sufficient resources to allow new projects to proceed.

In addition, in order to give as full a picture as possible of all major capital investment taking place in the borough, it is also important to present information about the schemes being financed under the Public Finance Initiative (PFI) that would not feature within the capital programme due to their funding arrangements.

Explanations of all key areas of approved capital expenditure and PFI schemes are set out in the following paragraphs in Directorate order. The final section of this Annex shows potential priority investment areas for 2015/16 onwards and these will be taken forward subject to the availability of resources and the preparation of a full business case.

NEIGHBOURHOODS PORTFOLIO PROJECTS

District Investment Fund (DIF) (District Partnerships)

The DIF was created in 2011 and is a now well established concept. It is intended to fund larger scale neighbourhood investments that meet local needs and achieve value for money. A capital fund of £200k per annum (£10k per ward) was created in 2013/14 continued through to 2014/15 and 2015/16; the same level of provision has now been extended to cover the life of the capital programme.

Neighbourhood Development Fund (District Development)

A new initiative in 2014/15 was the creation of a £200k Neighbourhood Development Fund which has been established to provide resources for neighbourhood branding, greening and other innovative projects. The initial pilot of this initiative is taking place in the Shaw and Lees areas; expenditure of £145k has been slipped into 2015/16.

Private Finance Initiative Projects

In terms of live construction works there are currently two PFI schemes with active construction programmes that are enabling the Council to support capital projects/expenditure which it would have been unable to do without the option of PFI funding. These are:

Housing PFI 4

The Gateways to Oldham PFI 4 scheme reached financial close on 30 November 2011 and will see the refurbishment of existing properties and the creation of new homes, with a total capital cost of £77m. The Council has entered into a 25 year contract with Inspiral Oldham who will use private finance to fund the construction works and manage and maintain the properties for the duration of the contract through to October 2036. Construction was originally planned to be completed by November 2014 but whilst the houses themselves (317 refurbishments and 317 new homes in total) were completed in December 2014 certain highway works and public open space will not now be completed until March 2015.

Street Lighting PFI

The joint approach between Oldham and Rochdale Council resulted in both Authorities entering into a Street lighting PFI contract with Community Lighting Partnership. The financial close was achieved in April 2011 and the operational element of the contract provides for the management and maintenance of the entire lighting stock commenced in July 2011 and running through to July 2036. The capital element of the contract will see the replacement of approximately 22,786 lighting columns within the Borough with a capital value of £30.5m. Construction commenced in October 2011 and should be completed, behind schedule in or before July 2016. There are currently a number of unresolved disputed issues between the interested parties.

Transport Related Projects including Metrolink

There are a number of key transport related projects that the Council is planning to undertake in 2015/16. However, the transport programme is managed largely with regard to the Greater Manchester Transport Strategy and Local Transport Plan complemented by other projects as follows:

Greater Manchester Transport Strategy, Local Transport Plan and Metrolink

There is a statutory requirement for Local Transport Authorities to prepare a Local Transport Plan (LTP) and keep it under review and replace as they see fit (the requirement to update the plan every 5 years no longer applies). Greater Manchester has previously produced three LTPs (in 2001, 2006 and 2011). LTP3 was linked to a previous Spending Review and included spending plans for the period 2011-2015. LTPs are required to cover both policy and implementation elements, although these can be to different timescales e.g. with a long-term strategy and short term implementation plans.

The Greater Manchester Combined Authority (GMCA) (via Transport for Greater Manchester) is now responsible for producing the Local Transport Plan. GMCA has embarked on a process to develop a fourth Local Transport Plan (LTP4), which is likely to contain a new long term GM transport strategy and 5-year spending plans, which will be updated annually, based on confirmed resources.

The LTP3 period has been one of rapid change and significant governance reform that has seen a number of changes to the way in which government support for capital investment is organised, including a move towards devolving Local Transport finance,

particularly for major schemes (i.e. those costing more than £5 million) and the introduction of the Local Growth Fund from 2015/16 and accompanying Growth Deals.

Two of the main Local Transport Plan funding blocks remain in place under the new funding arrangements. These are the integrated transport block and capital maintenance block.

Integrated Transport Block

- The integrated transport block (ITB) provides funding support for transport capital improvement schemes costing less than £5 million. In Greater Manchester's case, this grant is paid to and managed by the GMCA at a regional level and is not paid directly to Oldham. On 24 July, DfT confirmed the ITB allocations for the period 2015/16 to 2017/18 and issued indicative allocations for 2018/19 to 2020/21. Nationally, the total funding available for ITB in the period to 2021 was confirmed as £2.7 billion (£458 million per annum). Of this, £200 million is to be top sliced each year for the Local Growth Fund, with the remaining ITB of £258 million per year to be allocated by formula. The new ITB allocations are based on a revised formula, which introduced a performance element into some of the criteria. The data used for the assessment will be refreshed in 2017, before the allocations for 2018/19 to 2020/21 are confirmed. The Greater Manchester formula based allocation is £97.05 million over the six year period (£16.175m p.a.). This is in line with the assumption made in the Growth and Reform Plan submission to the Local Growth Fund, that GMCA would receive £90-100 million based on a per capita allocation, which would be sufficient to meet the Metrolink and Greater Manchester Transport Fund top slice commitments, totalling £96 million. As such, the formula based ITB is fully committed and there will no element of this grant available to individual local authorities.

Capital Maintenance (for bridges, highways and street lighting)

- This area of work is funded by grant paid directly by the Department for Transport to the GMCA, which determines the distribution of the grant across the 10 Greater Manchester local authorities. The total available nationally is £5.8 billion over the six-year period (£976 million per year). There are 3 elements to this grant; a needs-based element, a new 'incentive' element and a new Challenge Fund.
- The needs-based element is calculated by formula. Following a period of formal consultation on a revised distribution formula, on 4 December 2014 the DfT issued indicative capital maintenance 'needs-based' allocations for the six year period 2015/16 – 2020/21. Although the indicative allocations are calculated on an individual local authority basis, the GM local authority allocations will be paid directly to GMCA for GMCA to determine the distribution of the resource.
- Oldham's indicative allocation for 2015/16 is £2.453 million, which compares favourably with the 2014/15 allocation of £2.093 million. Our indicative allocations over the full funding period are as follows:

2015/16	£2,452,497
2016/17	£2,248,349
2017/18	£2,180,300
2018/19	£1,973,430
2019/20	£1,973,430
2020/21	£1,973,430

- From 2018/19 onwards, the figures are indicative pending a data refresh, the collection of cycleway and footway data (a new element to be included in the formula) and a review of the bridges element in the formula.
- There is an opportunity to secure more funding on an 'incentive basis' from a competitive Challenge Fund for major maintenance projects to which the authority has submitted a bid for funding amounting to £3.16m which if successful will require a council contribution of £840k
- It is assumed that GMCA will distribute the capital maintenance block in line with DfT's distribution and as such our allocation for 2015/16 will be £2.453 million.
- Whilst Local Transport Plan funding is un-ringfenced, it comes with the expectation of both the Department for Transport and GMCA that it will be invested in delivering the Local Transport Plan strategy. As such the capital maintenance allocation for 2015/16 and subsequent years to 2020/21 will be pass-ported for investment in and maintenance of Oldham's transport network.

At the time the 2014/15 LTP capital programme was prepared no allocations had been made by DfT for 2015/16 onwards. In view of the lack of future financial certainty, a prudent approach was adopted in respect of the 2014/15 programme and no scheme included which would have resulted in a future year's financial commitment. As such, there are no existing commitments for 2015/16 LTP resources resulting from the 2014/15 programme and the full £2.453 million will be available for new starts. A detailed transport capital programme to utilise this funding will be prepared over the coming months, in consultation with relevant members and Capital Investment Programme Board and will be the subject of a separate delegated report.

Local Growth Fund

A new Local Growth Fund (LGF) has been introduced by Government which will operate from 2015/16 onward. The LGF combines a number of funding streams, including local transport major scheme funding and part of the Integrated Transport Block (£200 million nationally for the period 2015/16 – 2020/21).

The funding is being allocated through Strategic Economic Plans mostly through a competitive process. Greater Manchester submitted a bid for a minor works capital programme to the competitive element of the Integrated Transport Block included in the Growth Fund. Greater Manchester's minor works bid was £110 million for the six year period 2015/16 - 2020/21.

The bid outcome saw Greater Manchester allocated around 50% of its minor works funding bid for the two years 2015/16 and 2016/17 as a Growth Deal 1 allocation i.e.

£15.21m compared to the 6 year bid figure of £110 million, but with the opportunity to bid for further minor works allocations in subsequent Growth Deals. The bid included schemes in Oldham, including £2 million for the Old Town Hall public realm. The allocation has not yet been distributed by GMCA but the £2 million for the Old Town Hall is anticipated (subject to GMCA approval). A further Growth Fund 2 bid was submitted to DfT on 3 October 2014 for additional minor works resources of £47.9 million for 2015/16 and 2016/17 and includes Oldham schemes such as Albert Street Hollinwood and Town centre Connectivity (Mumps Interchange/Prince's Gate/Rochdale Road/Hotel Future). Greater Manchester was subsequently advised that a range of options was being considered which could result in additional minor works funding (Option 1 - £26-£27 million additional, Option 2 - £87 million additional and Option 3 - £160 million additional, with Option 3 including an interchange at Oldham Mumps) and the Council is expecting funding of £4.97m which brings a requirement for a local contribution of £970k, which it is anticipated can be found from committed resources within the current capital programme. Any grants that are awarded to Oldham through the Local Growth Fund will be made in respect of specific named schemes and will be incorporated into the transport capital programme as and when they are confirmed.

The requirement to produce a Local Transport Plan remains and TfGM is leading on the preparation of GMLTP4, which will contain a long term transport strategy for Greater Manchester which supports the Greater Manchester Strategy.

The capital programme included a number of grants received for expenditure in 2014/15 which were reported in previous capital strategy updates, there is likely to be some reprofiling of these grants where the grant conditions allow and completion is scheduled beyond 31 March 2015. In addition the Authority also received a number of grants in year which were not anticipated at the time last year's Capital Strategy was prepared and which must be spent by 31 March 2015.

Fleet Management

A review of the replacement programme has taken place and instigating a move towards purchase as opposed to leasing vehicles, and where appropriate to purchase vehicles upon expiry of the lease, the requirement for prudential borrowing has been revised. A total sum of £1.462m has been made available within the capital programme over the financial years 2015/16 to 2019/20 the cost of the prudential borrowing is being met from existing fleet management revenue budgets.

Gateways and Corridors Highways Improvement Programme (24 Hour Repair Promise)

The capital programme included an allocation of £2 million Prudential Borrowing over the period 2014/15 – 2015/16 to implement the Gateway Corridor Improvement Programme. This supports a '24 Hour Repair Promise' to Oldham's priority network, initially focused on the 'Gateway Corridors' that emanate from Oldham Town Centre.

The roads identified as potential 'Gateways or Corridors' to be upgraded as part of the 24 Hour Repair Promise were as follows:

- A671 Rochdale Road / Oldham Road
- A663 Shaw Road / Milnrow Road

- A62 Oldham Road (P2 - M60 to Town Centre) - Gateway
- A672 Ripponden Road
- A627 Chadderton Way - Gateway
- A627 Ashton Road
- A62 Oldham Road (P1 - M60 to Boundary) - Gateway
- A669 Middleton Road
- A669 Lees Road / Oldham Road
- A62 Huddersfield Road

In 2014/15, the funding has contributed towards the delivery of the following Gateway Corridor schemes:

- A62 Oldham Road
- A62 Huddersfield Road (part funded by Severe Weather Grant)
- A671 Rochdale Road

The 2015/16 resource has yet to be allocated but may include.

- A62 Manchester Road
- A671 Oldham Road
- A663 Crompton Way

Transport Existing Schemes brought forward from 2014/15

A review of the transportation programme has highlighted that a range of 2014/15 schemes require reprofiling into 2015/16 in order to properly reflect expenditure plans, as summarised in the table below.

	2015/16 £
Metrolink Highway and Footway works in Town Centre	336,000
Metrolink Improved Access outside Town Centre	195,000
Copster Hill Road Safety Scheme	82,000
Bridge Work - King Street Roundabout Footbridge	40,000
GC A62 Manchester Street Phase 1 (Coldhurst)	171,450
GC A669 Middleton Road Phase 1 (Coldhurst)	146,156
Br 504 Union Street West Footbridge	470,000
Residents Only Carlton Way S106	7,000
Weight Limits Signage Consolidation	20,000
Transport Investment 2015/16	1,000,000
Access to Hollinwood Metrolink Stop – Cycle City Ambition Grant	120,000
Enforcement CCTV on Union Street	65,490
CCTV surveillance at Manchester Street Roundabout	30,000
Disabled Parking Bay Applications	55,000
Lord Lane Zebra Crossing Scheme	20,000
GMCRPA - St Mary's Way accident reduction	80,000
TOTAL	2,838,096

Flood Management

The authority has new responsibilities as Lead Local Flood Authority (LLFA) around the area of flood risk management as brought about through the Flood and Water Management Act 2010 (FWMA). There is potential grant funding available from DEFRA/Environment Agency (EA) for capital works for flood management schemes (Flood and Coastal Erosion Risk Management Grant).

There is a potential need to allow in the Capital Strategy an amount to form a match funding contribution to encourage a potentially larger capital funding contribution from the DEFRA/EA. A submission was made to DEFRA/EA in February 2014 putting forward schemes for consideration against the Grant. A factor taken into account by DEFRA/EA when assessing local authority funding allocations is the percentage local contribution to a scheme. Based on this submission there is a potential maximum match-funding requirement of £865,000 over the 5 year period 2016/17 – 2020/21 in order to secure up to £2.630 million in DEFRA/EA grant. Schemes will be subject to further assessment by DEFRA/EA. Project Appraisal Reports commissioned by the EA will be assessed before any grant funding offer is made. Only then will there be confirmation of any match-funding requirements.

Private Sector Housing

The following housing-related initiatives are either within the approved capital programme or may require resources in 2015/16:

Housing Market Renewal (HMR) and the South Werneth Redevelopment

Funding for the HMR Pathfinder programme was stopped by the Government in March 2011 but its sudden demise left legacy issues to address. The Council had some HMR liabilities in relation to empty properties and sites in the Council's possession that needed to be addressed.

The South Werneth redevelopment proposal was approved by Cabinet in March 2012 to address the problem created with the withdrawal of HMR funding and the partial completion of the housing redevelopment programme. A number of housing blocks remained standing, with residents living next to and facing empty boarded up properties. The uncertainty regarding the future of the blocks left residents unable to sell or invest in their properties and the empty homes attracted anti-social behaviour, further impacting on the residents feeling of insecurity. Following representation from a number of local residents and the elected members for the area, proposals to complete the regeneration plans for South Werneth were prepared including supporting housing development with a Community Build initiative on a newly-cleared site. A report was considered by Cabinet in January 2014 and approved the disposal of the land at open market value to Community Build Werneth Ltd. Heads of Terms have been agreed with the group and as of 14 January 2015 have secured planning application for 37 new bespoke family homes. This will be the largest custom build scheme in the North West.

The Council's approach to South Werneth was acknowledged when the scheme was shortlisted at the 2014 UK Housing Awards under 'Innovation of the year'.

There remain a number of commitments relating to HMR legacy issues in Werneth and Derker. Several outstanding liabilities also remain where sales are in dispute or where payments for properties that were already acquired and demolished have not yet been made.

In Derker, Keepmoat Homes are making excellent progress with their development at Churchill Gardens, as of December 2014 around 130 new homes built and sold. The development of 165 homes is due to be completed in late 2015, around 12 months ahead of schedule. The Council is seeking to dispose of further sites in Derker during 2015 through an EU Compliant Procurement Process.

Local Authority Mortgages

The scheme is aimed at helping first time buyers get on to the property ladder in cases where they can afford mortgage payments, but not the initial deposit. Under the scheme, if a potential buyer meets the lender's (a major funding high street bank) strict credit requirements and also criteria set by the Council, an indemnity will be provided to the lender for the difference between the typical deposit (i.e. 25%) and a 5% deposit. The potential buyer will thereby obtain a 95% mortgage on similar terms as a 75% mortgage. The indemnity is for the first 5 years, when there is most risk of repossession.

The Council has opted for a 'cash backed' model with a total fund of £2m, generated by deposits of £1m in each of 2012/13 and 2013/14 into a designated account with the lender.

Although a Government-backed mortgage indemnity scheme has been launched, Oldham's LAMS scheme remains in place and is seen as a more attractive product in terms of level of equity (20%) and is focussed on first time buyers.

The first deposit has been fully allocated. As per the last received update (to November 2014) around £645k of equity has been completed supporting 39 mortgages, with a further 5 offers committing a further £56k having been made, in addition it is estimated this activity will have indirectly facilitated approximately 100 further 'chain moves'. Given the Government's scheme, the Council will not be looking to allocate any further funding towards LAMS in the future.

Equity Loans Initiative

The Home Improve Equity Loan product was developed to offer homeowners the opportunity to have essential repair works carried out to their property, by borrowing the money against available equity within their property, the scheme is now borough wide. These funds are repaid back to the Council upon sale or transfer of the land registry.

Home Improve Equity Loans play a crucial part in the sustainability of housing within Oldham and by helping residents to remain in their neighbourhood, thus helping to maintain sustainable communities.

The Council currently works in partnership with Guinness Northern Counties, who provide the financial and legal assistance to the homeowners as independent advisers. The Council carries out the administration and technical assistance, which also includes

procuring the tenders and contractors on site to completion. All works are tendered to local contractors who are registered with Construction Line.

Oldham Council has taken the lead role at an AGMA level in the procurement of an Equity Loan provider. This regional initiative is enabling all AGMA Councils to offer a similar product with reduced overheads.

This regional approach will enable the development of a portfolio that is significant in size to attract potential investment from private finance.

Resources of £350k and £503k have been included in the respective 2015/16 & 2016/17 capital programmes. Recycled capital receipts that are ring-fenced to replenish the resources for this initiative are funding the planned expenditure in 2016/17.

Given the success to date and the Councils leading role in the AGMA initiative, this is one of the priority areas for which an additional capital resources allocation may be considered.

Housing Revenue Account

Through the Housing Revenue Account, a number of capital schemes are proposed for progression from 2015 onwards.

Solar Photovoltaic panels – PFI sheltered housing

Following approval, in 2015 a pilot programme is due to start to install photovoltaic (PV) panels on 2 group schemes and 32 bungalows within the Council's sheltered housing PFI project. The estimated cost will be £300,000. If the pilot is successful (i.e. the financial and energy assumptions are confirmed), then Cabinet approval will be sought in 2015 to roll out the remainder of the PV programme, which would comprise a further 11 group schemes and 300 bungalows. The scheme is funded through the Council's Housing Revenue Account.

The benefits of the scheme will be to:

- Reduce energy bills for tenants in bungalows and flatted accommodation by an estimated £150 to £200 per annum.
- Reduce the proposed service charges for grouped schemes by reducing expenditure on communal heating and lighting (currently borne by the Council's Housing Revenue Account).
- Provide a source of income for the council in respect of Feed in Tariffs

Should all the of the scheme progress, the estimated whole capital costs would be £1.7m.

It is expected that the pilot works will be completed in spring 2015 and, if successful, then the main scheme commencing in summer 2016 (subject to Cabinet Approval).

Supported housing for adults with complex learning disabilities

Options are being considered to provide an alternative accommodation offer for adults with complex learning difficulties either by way of a new-build scheme or to provide an alternative housing offer utilising the existing stock. Any costs associated with the project would be funded through the Housing Revenue Account. If approved, it is anticipated that 10% of the expenditure would be incurred in 2015/16 with the remainder in 2016/17. Preliminary discussions with HCA indicate that the scheme may qualify for Affordable Homes Programme funding.

Houses for Sale at Primrose Bank

As part of the Gateways PFI scheme, the Council entered into a development agreement with Inspiral Developments (Oldham) Limited (IDO) to build out homes for private sale. Due to the poor level of sales of the initial phase of this development, IDO has not exercised its option to build out subsequent stages in 2013 to 15 and has agreed to relinquish its rights for one of the sites. This enables the Council to commence a development comprising 17 houses. The proposed site is fundamental in terms of achieving the transformation objectives of the project and much of the estate infrastructure has already been completed on this site.

The main benefits of the project are to –

- complete the Primrose Bank regeneration project on an area that could remain blighted
- Build attractive homes for sale, addressing the shortage of family homes in the borough
- Support a mix of tenure within the Primrose Bank area

Expressions of interest have been sought via the Home and Communities Agency's Developer framework.

It is proposed to issue the tender documentation early in 2015 with a view to selecting the preferred developer in early April 2015. This is subject to a satisfactory overage arrangement.

The fall-back position in the event the properties do not sell is to add the houses to the Council's HRA stock, the cost of this option (assuming a worst case where no properties sell privately) would be recouped from net rental income, thereby without incurring a net loss to the HRA.

Digital Infrastructure Initiative

The "Get Digital Faster Programme", which was previously known as the Greater Manchester Rural Broadband Programme, is currently being delivered in partnership with BT to deliver connectivity to homes and businesses across GM, excluding Manchester and Salford (they are funded via the Urban Broadband Programme).

The programme has the benefit of £3 million Broadband Delivery UK (BDUK) funding which has been used together with ERDF and GM funding to meet the cost of a £7.7 million programme of interventions in the eight GM authorities.

BDOUK have recently announced that they are investing a further £250 million in a project called the Superfast Extension Programme (SEP) which has the objective of extending the current rural broadband programme to increase coverage to 95% across the UK.

The total GM match funding requirement for the SEP project is likely to be £450,000. If apportioned in equal shares this would equate to £56,250 of capital funding per Authority. The funding will be required over the 2015/16 and 2016/17 financial years with the majority in 2016/17.

Additional revenue funding to manage the GM programme may also be required. However, some of the eight authorities have contributed revenue funding to this programme in the past which has enabled the overall scheme to be funded with the appropriate proportions of revenue and capital.

COMMISSIONING PORTFOLIO PROJECTS

Disabled Facilities Grants (DFG) for Major Property Adaptations

The demand for adaptations to premises continues to rise, particularly because of the increase in numbers of elderly clients and also of very disabled children, where medical advances have seen a tremendous improvement in life expectancy. Because of the number of requests and the limitation of resources, the timescale for the successful completion of approved adaptations has been the subject of some concern.

As a result, a number of measures are being implemented to try to improve the effectiveness of the Council's Adaptations policy and procedures including the promotion of rehousing as a better option and the introduction of a framework contract to reduce the costs of building work. It is hoped that such improvements will meet the demographic growth in demand but are unlikely to reduce waiting times at the same time.

The Department of Health has established a Better Care Fund of £3.8billion, available from 2015/16, to encourage joint commissioning of health and social care services locally. This is a pooled resource, consisting mostly of NHS funding, but it will include the Councils Disabled Facilities Grant allocation which has been notified at £925k for 2015/16. The grant is non ring fenced but given the Council's obligation to undertake adaptations, the allocation of some resource is required. The strategy of the Council is that the full grant allocation will be pass-ported through to finance housing adaptations.

Plans for the use of this fund are being drawn up now and it is therefore important for local housing authorities and adaptation providers to be included in the planning process to ensure the funding for adaptations in the future at the local level.

Adult Social Care

The Council is mindful of the growing demand pressure on Adult Social Care services and as a consequence, the capital programmes for 2015/16 onwards therefore include a £400k general Adult Social Care provision which can be utilised in accordance with need in this area including additional support for DFG services.

On December 19 2013, the Government announced a Better Care Funding allocation for 2015/16 which as advised above will be pooled with NHS resources from 2015/16. As well as DFG, this incorporates a Social Care funding allocation of £625k, of which £488k has been allocated to contribute towards the Frameworki programme.

COMMERCIAL SERVICES PORTFOLIO PROJECTS

Corporate Property Related Projects

There are several major property related initiatives within the approved capital programme as follows:

Corporate Major Repairs /Disability Discrimination Act Adaptations/Legionella /Health and Safety Projects

There have been several instances in recent years where there have been requirements for resources to fund major repairs, including dilapidations, but no ready funding source. In addition there are increasing demands on the Council to comply with health and safety requirements across all its service areas, and to ensure that there is adequate funding for Legionella, asbestos and Disability Discrimination Act requirements together with compliance with Care Quality Commission national standards in the establishments providing adult social care services.

As highlighted elsewhere in the capital strategy, the Council is mindful of the requirements to maintain the school estate and other capital maintenance and health and safety projects. Therefore a programme, setting out all general corporate property funding requirements will be prepared for review and prioritisation by the CIPB. Additional resources amounting to £2,098k in 2015/16, £1,500k in 2016/17 and £500k in each of the remaining years have been provided to contribute towards school maintenance and other corporate property expenditure (including car parking). This has been supplemented by the Schools Condition Allocation bringing the total resources available to £4.054m in 2015/16, £3.355m in 2016/17 and £2.255m in 2017/18.

It is probable that additional resources will be required for schools and corporate property maintenance initiatives and these are therefore included as a priority funding issue for the 2015/16 strategy with a CIPB recommendation that any identified underspends be applied for this purpose.

Following discussions at the Corporate Property Board provision in the sum of £500k has been made in the 2015/16 capital programme for expenses related to demolitions and pre disposal costs associated with site sales, to be funded from capital receipts.

Schools

There are several grant funded initiatives which are either included in the 2015/16 capital programme or which are going to potentially be made available as follows:

Priority Schools Building Programme – Saddleworth School

Under the Priority Schools Buildings Programme (PSBP) the Council submitted a successful bid for Saddleworth School. The PSBP will fund only the buildings but will not cover loose fixtures and fittings, ICT hardware and travel costs associated with moving the site of the school. There will need to be on-going discussion with the school in order that their resources are harnessed, together with Council capital resources to support the effective provision of the new school.

On 19 January 2015 The Secretary of State for Education announced the preferred site for the school and it is estimated that the new school could be open by Spring 2017. The Council has earmarked a total of £1.998m of resources to support the completion of the replacement school in 2015/16 and 2016/17.

Priority Schools Building Programme Phase 2

As outlined earlier in the report the Council submitted a bid to the second phase of the Priority Schools Build Programme (PSBP2) for Royton and Crompton, Greenfield and Clarksfield schools. In each case the schools require major investment to bring the fabric of the building up to standard. On 9 February the Government announced that the bid for Royton and Crompton had been successful, however the precise level of funding available remains unconfirmed; the bids for the other two schools were not successful and a local allocation of resources will be required to address these needs.

Targeted Basic Need Funding

The DfE confirmed the funding allocation for the Targeted Basic Need (TBN) programme in April 2013. The allocation of ring fenced grant will cover two elements:

a) Expansion of four schools

In total grant to the value of £3.359m to provide 490 places has been awarded for works including project management fees. This is coupled with contributions from the 2014/15 Basic Need Allocation of £151k for Mills Hill School and £50k for Propps Hall. There are no extra contributions for the Watersheddings school scheme. All the Council commissioned projects are on schedule to complete before end of July 2015.

b) Building of a new Special Academy

A two year funding allocation has been approved for the construction and fit out of a Special Academy providing 140 places. Total funding approved is £6.117m, with an underwriting from the Council to support up to a further £127k should it be needed. The total project cost will be part financed by a one off receipt of Autism Innovation Grant in the sum of £18,500. The new school is on schedule to complete before end of June 2015.

Universal Infant Free School Meals

The Council received £412k of funding for Universal Infant Free School meals in 2014/15 and is currently working through the agreed programme of works. A second bid amounting to £210k for 2015/16 for two schools, Greenfield Primary and Broadfield Primary again to fund school kitchen extensions, so that the schools can be fully compliant with the requirements was approved on 20 January 2015.

Schools Investment Programme

Having recognised the need for additional investment in schools across the borough a programme of new schemes addressing the specific needs of the school estate was developed and approved by Council in July 2012. This took into account not only the condition of existing buildings but school capacity issues.

A full programme of work was approved for the 2013/14 and 2014/15. Most of the schemes have now completed on site, but Royton and Crompton Secondary remains outstanding, this is partly due to the bid to the EFA under PSBP phase 2, where a final decision on Council funding can only be made once the availability of Government grants has been clarified.

Basic Need 2015/16 to 2017/18

The statement from the Secretary of State on 18 December 2013 reconfirmed the previously notified 2014/15 allocation of £731k and awarded Oldham an additional £10.745m across 2015/16 and 2016/17; these allocations were confirmed on 12th February 2015 together with a sum of £15.405m for 2017/18. It should however be noted that because the funding is based on Local Authority validated data, the Department reserves the right to abate for any overpayment made resulting from inaccurate data.

School Condition Allocation (formerly Education Capital Maintenance Grant)

The Department for Education, on 9 February announced details of the Schools Condition Allocation Grant, the Oldham allocation for 2015/16 is £1,955,294 with advice that the confirmed allocation is indicative of what responsible bodies will receive in 2016/17 and 2017/18, based on the assumption that some schools will become academies and associated funding will be withdrawn, £1.855m and £1.755m has therefore been included in each of the two following years. It should be noted that award will be revised annually to reflect schools moving responsible body, opening or closing.

Devolved Formula Capital

In addition, also on February 9th the Devolved Formula Capital (DFC) allocation for 2015/16 was confirmed as £452,338, no assumption has been made as to grant in future years.

Building Schools for the Future (BSF) and Academies

The Oldham BSF programme comprised one Public Finance Initiative (PFI) school and one design and build school plus three Academies which are all design and build projects. All of the schools are now operational and all residual works have been completed. Outstanding financial liabilities are balance of retentions for design and build schools, final phase payments for ICT equipment and unbilled traffic and site development works, all of which are expected to have been discharged by 31 March 2015. In addition costs are being incurred as buildings on vacant sites are demolished and sites prepared for sale, the schedule of disposals now extends to 2017/18.

ICT Project Investment

The capital programme report of July 2012 approved a £6m investment in ICT development, which was to support the 2013 to 2015 ICT Strategy. This expenditure has been frequently reviewed and has been re-phased from the financial years 2013/14 to 2015/16.

The investment has already been used to:

- 1) Change the way that the Council interacts with citizens, including opening up new communication channels and opportunities for transactions to take place that are focused on the needs of service users. This has been achieved through:
 - a) Updating the Council's website and Intranet sites, making them easier to navigate and use for all.
 - b) As part of the Customer Transformation Programme: launch of web chat; launch of My Account (standardising customer online transactions); and implementation of key tools to provide useful insight and customer signposting.
 - c) Refreshing public facing ICT equipment in libraries and lifelong such that they are able to appropriately support the public to access online services and learn key digital skills necessary for employment.
 - d) Making huge strides in Information Management and Governance, ensuring that the Council is appropriately securing and handling residents' personal data.
 - e) Implementing Radio Frequency Identification Tagging (RFID) technology and self-service stations in libraries, enabling residents to self-serve.

- 2) Enable more agile working so that the Council can operate more flexibly, reduce costs and maximise the time spent working with citizens, rather than on supporting functions. This has been achieved through:
 - a) Implementing secure access to business systems to enable a more mobile workforce with flexible working patterns.
 - b) Increasing virtualisation in the Data Centre in order to provide some resilience and power consumption savings.
 - c) Rolling out Follow-me printing to 40 multi-functional printing devices (MFDs), enabling the Council to reduce the overall number of printers, reduce printing waste, and increase the mobility of the workforce.

- 3) Streamline information management systems, ensuring that we increase the whole view of the Oldham communities' needs, improving responsiveness and minimising the costs associated with transactional functions. This has been achieved through:
- a) Introducing some new cloud services: Library Management System; MOSAIC platform for Early Help and Troubled Families.
 - b) Replacing the Council's Property Management System, which has started to provide a corporate view of Council assets, support new efficient processes, and ensures better governance particularly in the area of expenditure.
 - c) Implementing a redesign and upgrade of the Council's Finance and HR systems (A1 self-service programme) and will deliver fit for purpose key corporate business systems and increased self-service.

From the 2013 to 2015 ICT Strategy, the investment aims to continue to deliver:

- Migration of 100% of the Council's PC estate to a current version of MS Windows and Office to ensure compliance by April 2015.
- Migration of 100% of the Council's server estate to a current version of MS Windows by July 2015 to ensure compliance.
- Application rationalisation.
- Mobile Device Management in order to ensure Council information is not put at risk on mobile devices, and to improve access to Council information from personal devices.
- Unified Communications, to ensure easy to use, seamless, efficient, and cost effective electronic communication.
- Complete virtualisation of the Council's server estate, to further reduce energy consumption, reduce ongoing refresh costs, and increase resiliency of critical business systems.

Given the Oldham Transformation Agenda, delivery of the Property Asset Review, and significant changes in technology, it will be necessary to review the Oldham ICT Strategy in 2015 and prepare a new ICT Strategy to set a direction for the next three years. The intention is for this strategy to be a Council Digital Strategy that is co-operative, community-focused, informed, innovative, and completely aligned with the political, organisational, and community strategies: setting the direction for Customer Channel Shift to digital; ICT systems and tools to enable the Council to deliver efficiently and commission effectively; and ICT in the built environment that attracts businesses to Oldham.

The proposed programme for 2015/16 is set out in the table below. The ICT capital investment programme will need to be reviewed and re-aligned in light of the new Digital Strategy for Oldham. Further detail is expected to be provided during 2015.

Projects	£000
PC Refresh / Windows 7	933.0
PSN Programme	316.9
Server Refresh	424.0
Investment in ICT (general)	503.2
TOTAL	2,177.1

In addition to the major programme of investment there are three other committed project areas:

a) ICT Server Refresh

The Council has a contractual commitment with the Unity Partnership which involves an annual refresh of the network and servers, as required. The server refresh programme ensures that both hardware and networks remain current i.e. up-to-date and fit for purpose. The capital investment required is £160k per annum and this is included within the capital plans from 2015/16 to 2019/20.

b) Government Connect

Specific investment is required in the Government Connect scheme whereby the Council must continuously upgrade its systems to ensure secure communication with other Government agencies. This is likely to cost in the region of £20k per annum and has therefore been provided from 2015/16 to 2019/20.

c) Asset Management Database

Provision has been made for an Asset Management Database to capture and analyse the information obtained as part of the property condition surveys. The aim of this database is to enable maintenance funding to be focused on the buildings with the greatest need. An allocation of £50k is included in the 2015/16 capital programme.

DEVELOPMENT AND INFRASTRUCTURE PORTFOLIO

Town Centre and Borough Wide Regeneration

The capital programme report that was approved in July 2012 included a substantial investment in town centre and borough wide regeneration. This extensive programme reflects the Council's commitment to reenergising the local economy and creating jobs. The investment is aimed at pump priming a selected number of key regeneration projects which will stimulate private sector investment and economic growth and to improving the infrastructure which supports local communities such as roads, schools, adult care and the leisure offer.

Since the initial approval of the investment programme there have been some changes to schemes and priorities. The most up to date position on each of the schemes is set out below.

Town Centre Regeneration

The investment programme encompasses five large scale projects outlined below at (a) to (e), the expected financial implications of which total £83.150m beginning in 2015/16 and phased over the financial years to 2016/17. Through a co-operative, 'town team' approach, the Council will work with partners to ensure realisation of the long term

vision for a more economically, socially and environmentally connected Oldham of the future. At the heart of Oldham is the Town Centre where there is great capacity for growth. Metrolink, ultrafast next generation broadband and vastly improved public realm will create the setting for new development and investment opportunities. The Council has already committed resources to make sure this happens and is now working with development and investor partners who are leading edge, creative and keen to work with a Co-operative Council on key development projects including:

a) Hotel Future

Hotel Future is a planned development of a new hotel in Oldham Town Centre, situated adjacent to the Queen Elizabeth Hall. A strategic review, appraising a number of operating models has been undertaken the outcome of was considered by Cabinet on 15 December 2014 and will be the subject of future reports as the project progresses. Options appraisal work is ongoing and it is currently anticipated that the majority of spending will occur in 2016/17 and 2017/18. Funding for the project includes funding raising resources underwritten by Council prudential borrowing.

b) Oldham Town Hall

Planning permission and listed building consent has been obtained for the conversion, remodelling and extension of the Old Town Hall to develop a proposed 800 seat, 7 screen cinema. Also planned is provision for 5 restaurants, a coffee shop and the creation of a new public square. Having received Cabinet approval on 29 September 2014 in a report which set out the current programme of activity and financing for the scheme, the project is now in its delivery phase. The outcome of bids for additional grant funding is still awaited. If received, this will release Council capital resources currently being deployed to support the scheme.

c) Heritage Centre / Relocation of the Coliseum Theatre

The project involves the refurbishment of the former Grade II listed Oldham Library and Art Gallery building on Union Street and the construction of a new theatre. The complex will include a new theatre, a heritage centre, galleries, archives, public research rooms, foyers, bars and meeting spaces. Work is continuing to secure external funding for the revised scheme from both the Arts Council and Heritage Lottery Fund. External fund raising is being underwritten by prudential borrowing which will not be required if the funding is secured

d) Public Realm

Work began in 2014/15 on the Yorkshire Street Triangle and Town Centre Public Realm, inclusive of works to major town centre capital projects. Connectivity works which enhance the public realm links to the town centre from the Metrolink sites are continuing. A transformational Public Realm Implementation Framework has been produced which sets out how the Council's ambitions for a regenerated public realm can be realised. Further

public realm improvements will be incorporated into new developments including Yorkshire Street and Hotel Future.

e) Eastern Gateway / Prince's Gate

The scheme sets out a vision for a new Town Centre residential neighbourhood of 800 homes, together with a major new retail development to bolster Oldham's Town Centre retail offer, and build upon the wider improvements within the Town Centre, such as the transformation of the Old Town Hall.

The concept retail scheme provides some 125,000 sqft over two levels with on-site car parking spaces and this concept design has successfully secured interest from M&S.

The scheme has taken on board the recent changes to the public transport system and highway network in the area, as movement patterns have been fundamentally affected by the recent arrival of the tram. The new Metrolink stop provides a unique opportunity to establish a new gateway to Oldham.

This project will require a considerable capital investment. The Council has yet to finalise the funding package for this development, although a combination of Council general capital resources, HRA, grant and developer contributions will be utilised. As this scheme is progressed, and the expenditure profile and funding package are confirmed, the capital programme will be amended to reflect the up to date position.

Other Priority Regeneration Projects

In addition to the Town Centre regeneration projects there are three other priority regeneration projects that the Council has agreed to support via the investment programme (a) to (c). These will require investment of £5.272m over the financial years 2015/16 to 2017/18.

a) Hollinwood / Langtree

This is a proposed redevelopment of vacant sites surrounding junction 22 of the M60 motorway at Hollinwood. The scheme is being brought forward in conjunction with the appointed Strategic Development Partner Langtree Plc as well as other key land owners and the stakeholders at this location, via the Hollinwood Board and the establishment of a newly formed Hollinwood Partnership. The Council's capital costs outlay, to assist in accelerating delivery, extends to 2016/17. This, however, will result in capital receipts as end users are secured and developments on Council owned sites are completed, thus minimising the actual net capital contribution required by the Council.

b) Lancaster Club Site

The acquisition of the Lancaster Club by the Council was to facilitate the redevelopment of the site. The Council has received outline planning permission for the club and is actively seeking developers to acquire all or parts

of the residential element of the site and an occupier for the planned commercial unit fronting Broadway. The timing of the capital receipts and the Council's return on investment would be dependent on developer interest, although third party agents have indicated that demand should be present.

It is likely that this expenditure and funding profile on this scheme will change during 2015/16 as plans become finalised.

c) Foxdenton

A Local Development Framework (LDF) for Foxdenton was adopted on 9 November 2011. There has been a site allocation of c.130 acres (including around 10 acres of Council owned land) and this has now been confirmed in planning policy terms as a Business Employment Area. The LDF also accepts the principal that there will be up to 25% residential development on the site in order to help cross-subsidise the provision of infrastructure etc. and to make the wider development viable.

There is the potential for the development to deliver in the region of 300 new homes, over 1m square feet of new business space and the creation up to 1,500 jobs over the next 5-10 year period. The Council is currently consulting with local residents and businesses over this development.

Leisure Estate

In March 2012, Cabinet approved the reconfiguration of the leisure estate including the replacement of four existing facilities with the provision of two new facilities in Oldham Town Centre and Royton Town Centre, following commercial negotiations contracts were signed in July 14 and construction work is currently underway. The total project costs covering the period 2014/15 to 2016/17 amount to £26.476m, the facilities are scheduled to open in winter 2015. OCL will operate the new facilities for the Council once they are completed.

Strategic Acquisitions

The Council has taken a pro-active approach to regenerating Oldham Town Centre, taking advantage of the current market conditions to acquire properties. In the longer-term, it is hoped that an increased land holding could be used to influence and stimulate development within the Town Centre and separately, allow the Council to benefit from any general market improvements and Metrolink added value. The plan is to acquire what are perceived to be 'strategic' properties, those which could potentially be opportune and, post Metrolink, would either be;

- best placed to benefit from any scheme value or;
- may benefit the Town Centre by adding value in other areas, or;
- adjoining existing Council owned land.

The budget available in 2015/16 is £643k.

Developments in Royton

There are two developments in Royton for which there is a capital budget of £2.064m in 2015/16

a) Royton Town Hall

In line with the Co-operative Council ethos, a capital priority is investment in neighbourhoods, in particular the creation of hubs around neighbourhood town halls. An allocation of resource has been included in the 2015/16 capital programme to refurbish Royton Town Hall.

b) Royton Town Centre Development

It is planned that Royton Town Centre should benefit from private sector investment over the period 2014/16 which will create a 25,000sq ft. food retail outlet, refurbishment and reconfiguration of the Royton Precinct together with improvements to the car parking and public realm. Total investment is likely to be in region of £5 - £10m. This is likely to create around 50 new jobs at the food store. The Council is in the process of working with developers to facilitate the project but, in the event that it is unable to finalise an appropriate commercial agreement has prudently made a capital programme provision, initially in 2014/15, the majority having now been transferred into 2015/16.

Priorities for 2015/16

The priority investment areas identified for the 2015/16 to 2019/20 period covered by this capital strategy document are listed below and more fully explained in section 3 of Appendix 1.

Existing Programmes

There are requirements for continued funding of the following existing programmes of work:

- Corporate Major Repairs /Disability Discrimination Act (DDA) Adaptations/ Legionella / Health and Safety Project (Corporate Landlord Function)
- School Condition Works

New Projects

New projects for which funding may be required and for which funds could be allocated are as follows:

- School Capacity
- Priority School Building Works- Royton and Crompton School

- Greenfield Primary
- Clarksfield Primary
- Targeted Basic Need Initiative
- Schools kitchen extensions
- Low Carbon and Energy Efficiency Initiatives
- AGMA Green Deal Scheme
- AGMA Growing Places Loans
- Werneth Music Rooms
- Foxdenton
- Former School Sites
- Town Centre Regeneration
- Borough Wide Regeneration
- Housing projects in support of Government housing initiatives
- Supported housing for adults with complex learning disabilities
- Equity Home Loans
- Adult Social Care
- Car Parking
- Matched Funding for Grant Bids

Capital Investment Programme Board

TERMS OF REFERENCE

The Capital Investment Programme Boards terms of reference are:

- To develop the overall capital strategy and annual programme in accordance with the priorities set out in the Council's corporate plan.
- The recommendation of the overall capital strategy and programme to Cabinet and Council.
- Once the overall strategy and annual programme of expenditure have been approved at Council:
 - The consideration and recommendation of approval of the detail of the thematic programmes (e.g. Highways Capital Programme).
 - The consideration and recommendation of approval of any amendments to the annual programme.
 - The recommendation of approval of any new capital projects.
 - The detailed appraisal of projects, taking into consideration the Council's Capital Strategy, priorities and annual aims and objectives.
 - The review of potential commercial risk and Value for Money issues on any proposal for the use of capital.
 - To provide a forum for establishing and providing robust challenge and debate around the capital programme.
 - To undertake a detailed annual review of the capital programme.
 - Monitoring of the performance of projects and programmes within the Council's capital programme.
 - The review of the Council's capital programme on an on-going basis and to ensure it is achieving the agreed outcomes and consideration of the financial monitoring report.

Membership of the CIPB

The Chair of the CIPB is the Cabinet Member for Finance and HR. The Leader of the Council and the Deputy Leader of the Council will have a standing open invite; other Cabinet Members may be invited to attend CIPB at the discretion of the Chair.

The lead Chief Officer for CIPB is the Executive Director – Economy and Skills.

Officers in attendance at CIPB are:

- The Director of Development and Infrastructure.
- The Director of Finance represented by a senior member of the Finance team.
- Capital Investment Programme Manager.
- The Corporate Property Officer.
- External Funding Manager.
- Representatives from Legal Services, Human Resources, Procurement and Information Technology as required.

All Directorates will be represented at Director level by invitation to attend CIPB as and when projects for which they are responsible are being considered. The Chair may also invite the relevant Cabinet member to attend when a project within their portfolio is being discussed.

Reporting

When appropriate, the Group will report to the Executive Management Team, Cabinet, Council and Overview and Scrutiny as appropriate.

Decision Making

In relation to the approved capital programme, CIPB makes recommendations as follows:

Recommendation of:	Decision Taker
Approval of business cases	Executive Director Economy and Skills, in consultation with the Director of Finance and Cabinet Member for Finance and HR
Virements within approved programme areas	Executive Director Economy and Skills, in consultation with the Director of Finance and Cabinet Member for Finance and HR
Virements between programme areas	Executive Director Economy and Skills, in consultation with the Director of Finance and Cabinet Member for Finance and HR

Decision Recording

CIPB will make recommendations on receipt of a formal delegated decision report which will be presented to the appropriate Officers/Members for decision making. Key decisions must be included in the published key decision document and all decisions taken (see above) will be recorded on Modern.Gov

Governance

CIPB is the only group within the Council (below Council level) that can recommend investment in projects within the approved capital programme. Therefore, the key role of CIPB is to consider the following milestones which define key stage boundaries that require investment decisions. A project can only progress to the next stage on the recommendation of CIPB.

- Strategic business case – initial concept/scope of a project.
- Outline business case - delivery strategy to design and procurement stage.
- Full business case - design and procurement stage to delivery and handover stage.

This page is intentionally blank

CAPITAL PROGRAMME 2015/16 to 2019/20

BUDGETS	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Neighbourhoods					
District Development	145				
District Investment Fund	200	200	200	200	200
Private Sector Housing	814	503			
Transportation	6,653	2,348	2,180	1,973	1,973
Neighbourhoods TOTAL	7,812	3,051	2,380	2,173	2,173
Commissioning					
Adult Social Care	400	400	400	400	400
Disabled Facilities grant	925				
Social Care Funding	625				
Commissioning TOTAL	1,950	400	400	400	400
Commercial Services					
Corporate Property - Legislative Repair Works (DDA/Legionella/H&S)	4,054	3,355	2,255	500	500
Education Basic Need	5,909	6,931	15,405		
Essential Condition Works	365				
IT Investment	2,407	180	180	180	180
Property	565				
Schools	2,890				
TBN	2,868				
Commercial Services TOTAL	19,058	10,466	17,840	680	680
Development and Infrastructure					
Corporate Property- Dev. and Inf. related	111				
Leisure Review	13,240	1,119			
Other Priority Regeneration Schemes	763	300			
Property	184				
Royton Town Hall / Royton Town Centre	2,064				
Saddleworth New Build	1,298	700			
Strategic Acquisitions	643				
Town Centre Regeneration	39,312	35,153	8,685		
Strategic Regeneration	4,209				
Development and Infrastructure TOTAL	61,824	37,272	8,685	0	0
OVERALL TOTAL	90,644	51,189	29,035	3,253	3,253

FINANCING	2015/16	2016/17	2017/18	2018/19	2019/20
Ringfenced					
Cycle City Ambition Grant	(120)				
Devolved Capital	(1,202)				
DfT - Better Bus Area Fund	(1)				
GM Casualty Reduction Fund	(80)				
Integrated Children's Services Grant	(1)				
Rcco Individual Schools Budget	(12)				
Targeted Basic Need Grant	(2,868)				
Ringfenced TOTAL	(4,284)	0	0	0	0
Un-ringfenced					
Basic Need Capital Grant	(5,241)	(5,504)	(15,405)		
Disabled Facilities Grant	(925)				
LTP Highway Maintenance Grant	(2,453)	(2,248)	(2,180)	(1,973)	(1,973)
Social Care Reform Grant	(625)				
School Condition Allocation	(1,955)	(1,855)	(1,755)		
Universal Infant Free School Meals	(210)				
Un-Ring-fenced Grant brought forward from prior years	(1,432)	(375)			
Un-ringfenced TOTAL	(12,841)	(9,982)	(19,340)	(1,973)	(1,973)
Other resources - Capital Receipts					
Agreed Council Resources	(11,969)	(6,216)	(746)	(820)	(1,280)
Local Authority Mortgage Scheme			(540)	(460)	
RCCO B/F	(85)	(1)			
Other resources - Capital Receipts TOTAL	(12,054)	(6,217)	(1,286)	(1,280)	(1,280)
Other resources - Other Contributions TOTAL	(2,901)	(4,607)	0	0	0
Prudential Borrowing TOTAL	(36,952)	(9,344)	(8,685)	0	0
Prudential Borrowing - underwriting expected grants and contributions and fundraising TOTAL	(9,245)	(2,500)			
Prudential Borrowing financed by New income streams TOTAL	(9,267)	(21,033)			
Revenue Contributions TOTAL	(600)				
OVERALL TOTAL	(88,144)	(53,683)	(29,311)	(3,253)	(3,253)
(Under)/Over Programming	2,500	(2,494)	(6)	0	0

**CAPITAL PROGRAMME 2015/16 to 2019/20
RESTATED FOR REVISED PORTFOLIO ARRANGEMENTS**

BUDGETS	2015/16	2016/17	2017/18	2018/19	2019/20
	£000	£000	£000	£000	£000
Economy and Skills					
Private Sector Housing	814	503			
Corporate Property - Legislative Repair Works (DDA/Legionella/H&S)	4,165	3,355	2,255	500	500
Education Basic Need	5,909	6,931	15,405		
Essential Condition Works	365				
Property	749				
Schools	2,890				
Targeted Basic Needs	2,868				
Leisure Review	13,240	1,119			
Other Priority Regeneration Schemes	763	300			
Royton Town Hall / Royton Town Centre	2,064				
Saddleworth New Build	1,298	700			
Strategic Acquisitions	643				
Town Centre Regeneration	39,312	35,153	8,685		
Strategic Regeneration	4,209				
Economy and Skills TOTAL	79,289	48,061	26,345	500	500
Health and Wellbeing					
Adult Social Care	400	400	400	400	400
Disabled Facilities grant	925				
Social Care Funding	625				
Health and Wellbeing TOTAL	1,950	400	400	400	400
Corporate and Commercial Services					
IT Investment	2,407	180	180	180	180
Corporate and Commercial Services TOTAL	2,407	180	180	180	180
Cooperatives and Neighbourhoods					
District Development	145				
District Investment Fund	200	200	200	200	200
Transportation	6,653	2,348	2,180	1,973	1,973
Cooperatives and Neighbourhoods TOTAL	6,998	2,548	2,380	2,173	2,173
TOTAL	90,644	51,189	29,305	3,253	3,253

FINANCING	2015/16	2016/17	2017/18	2018/19	2019/20
Ringfenced					
Cycle City Ambition Grant	(120)				
Devolved Capital	(1,202)				
DfT - Better Bus Area Fund	(1)				
GM Casualty Reduction Fund	(80)				
Integrated Children's Services Grant	(1)				
Rcco Individual Schools Budget	(12)				
Targeted Basic Need Grant	(2,868)				
Ringfenced TOTAL	(4,284)	0	0	0	0
Un-ringfenced					
Basic Need Capital Grant	(5,241)	(5,504)	(15,405)		
Disabled Facilities Grant	(925)				
LTP Highway Maintenance Grant	(2,453)	(2,248)	(2,180)	(1,973)	(1,973)
Social Care Reform Grant	(625)				
School Condition Allocation	(1,955)	(1,855)	(1,755)		
Un-Ring-fenced Grant brought forward from prior years	(1,432)	(375)			
Universal Infant Free School Meals	(210)				
Un-ringfenced TOTAL	(12,841)	(9,982)	(19,340)	(1,973)	(1,973)
Other resources - Capital Receipts					
Agreed Council Resources	(11,969)	(6,216)	(746)	(820)	(1,280)
RCCO B/F	(85)	(1)			
LAMS			(540)	(460)	
Other resources - Capital Receipts TOTAL	(12,054)	(6,217)	(1,286)	(1,280)	(1,280)
Other resources - Other					
Contribution from 3rd Parties	(2,893)	(4,607)			
Misc. Contributions Less Than £20K	(1)				
S106	(7)				
Other resources - Other Contributions TOTAL	(2,901)	(4,607)	0	0	0
Other resources - Prudential Borrowing					
	(36,952)	(9,344)	(8,685)	0	0
Prudential Borrowing - underwriting expected grants and contributions and fundraising TOTAL	(9,245)	(2,500)			
Prudential Borrowing financed by New income streams	(9,267)	(21,033)			
Revenue Contributions	(600)				
TOTAL	(88,144)	(53,683)	(29,311)	(3,253)	(3,253)
(Under)/Over Programming	2,500	(2,494)	(6)	0	0