

Oldham Council

Capital Strategy
2018/19 to 2021/22

Capital Strategy 2018/19 to 2021/22

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1 **Aims of the Capital Strategy and its Links to the Council's Corporate Property Strategy and Budget Framework**

- 1.1 The overarching aim of the 2018/19 to 2021/22 Capital Strategy is to provide a framework within which the Council's capital investment plans will be delivered. It has been prepared to cover a four year time-frame from 2018/19 to 2021/22. Recognising that there is some uncertainty, especially in relation to funding in later years, the Strategy therefore focuses on 2018/19 and 2019/20 in detail.
- 1.2 Capital investment plans are driven by the Council's Corporate Plan. The Corporate Plan is the Council's key strategic document and outlines the Council's contribution to achieving the vision and outcomes detailed in the Oldham Plan, as well as priority areas of focus and delivery aimed at taking forward our vision of a co-operative future where everyone does their bit to create a confident and ambitious borough.
- 1.3 The Corporate Plan 2015-2020 has been refreshed and updated to sharpen its focus and ensure alignment with the Oldham Plan and was approved by Council, alongside the Oldham Plan, in July 2017.
- 1.4 The Oldham Plan, is our partnership plan for the borough. It is our collective action statement covering the period 2017-2022 and sets out the areas where we will add the most value as a Partnership to achieve the ambition for Oldham to be a productive and co-operative place with healthy, aspirational and sustainable communities.
- 1.5 The Oldham Plan is based around the Oldham Model - three change platforms enabled and complemented by public service reform and empowering communities. These are:-
 - **Inclusive Economy** - Our vision is for Oldham to become Greater Manchester's Inclusive Economy capital by making significant progress in living standards, wages and skills for everyone
 - **Thriving Communities** - Our vision is for people and communities to have the power to be healthy, happy and able to make positive choices and both offer and access insightful and responsive support when required.
 - **Co-operative Services** - Our vision is to collaborate, integrate and innovate to improve outcomes for residents and create the most effective and seamless services in Greater Manchester.
- 1.6 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.
- 1.7 Aligned to corporate and service priorities, individual scheme proposals are included within approved capital spending plans or are to be considered for a resource allocation over the period of the Capital Strategy having regard to the Corporate Property Strategy.
- 1.8 The Capital Strategy therefore must also align to the Corporate Property Strategy, which is currently in development. The Corporate Property Strategy presents 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.
- 1.9 The Corporate Property Strategy will incorporate the recently streamlined Community Use of Assets Framework, statutory requirements and alignment to the Council's Co-operative ethos. In addition it will encompass the Building Maintenance Policy which sets a clear process protocol, prioritising assets closely aligned to future investment requirements. In

addition, the Strategic Estates Plan (SEP) will be reflected which will ensure alignment with wider public sector partners, maximising opportunities for revenue efficiencies and release of assets for disposal, regeneration and development via a 'One Oldham' Borough-wide approach.

- 1.10 The Council is continuing to review the structure of the property function and anticipates making further changes which will improve the way in which 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.
- 1.11 In addition, the 2018/19 to 2021/22 Capital Strategy is influenced by the principles which frame the overarching budget process for 2018/19 and 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:
- (a) Regenerating the borough, building on the investment programme first approved during 2012/13 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.
 - (b) Prioritising the regeneration investment to develop the local economy and to support job creation and the Get Oldham Working initiative.
 - (c) Using the regeneration investment to drive up Gross Value Added (GVA) and increase the yield from business rates, taking advantage of the 100% Business Rates Retention Pilot scheme which commenced across Greater Manchester on 1 April 2017. This will provide additional resources which can either be used to support the Council's budget or to pursue opportunities for further investment in both Oldham and across Greater Manchester.
- 1.12 The Council will also:
- a) Work with partners as a co-operative and commissioning borough particularly with regard to the integration of health and social care to take advantage of joint investment opportunities, co-location and the release of surplus assets.
 - b) Instigate further transformational approaches to the delivery of services with and by communities and staff, that maximise involvement and delivery at a more local level, working with residents to reset priorities, manage expectations and promote self-help.
 - c) Get the basics right, drive improved business performance with more flexible ICT systems and instigate new delivery models with place-based working.
 - d) Focus on effective service delivery, achieving social value and maximising the impact of the resources invested.
- 1.13 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.
- 1.14 The Council has established and chairs a Strategic Estates Group (SEG), which is attended by a wide range of public sector partners, including the Clinical Commissioning Group (CCG), NHS Property Services Ltd (NHSPS), Greater Manchester Police (GMP), North West Ambulance Service (NWAS), North West Fire Service (NWFS), Community Health Partnerships (CHP), Action Oldham, and Pennine Care NHS Foundation Trust. The Department of Health initially required all CCG's to establish a SEG within their locality, and whilst the group initially had a 'Health' focus, this has been broadened to encompass a 'One Oldham Estate' approach, closely aligned to the Government's One Public Estate (OPE) principles which in essence seek to maximise the efficient use of the

public sector estate by co-location/joint service delivery, releasing surplus land and property to support regeneration, residential development and inward investment. The SEG has a 'strategic' rather than 'operational' focus, and has developed a Strategic Estates Plan (SEP), identifying development of integrated public sector hubs and mapping existing estate and utilisation as key priorities. The SEP is closely aligned to and supports delivery of Oldham's Locality Plan for Health and Social Care.

2 The Principles of the Capital Strategy

- 2.1 Having regard to the aims of the Capital Strategy in the achievement of corporate objectives and in order to focus capital resources and to gain maximum benefit from their use, the overarching principles of the Capital Strategy are summarised in paragraphs 2.2 to 2.16 and detailed in the rest of the document.
- 2.2 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 strategies of other GM Authorities and partners.
- 2.3 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, Current Capital Priorities.
- 2.4 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.
- 2.5 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.
- 2.6 The CIPB will ensure that the Council can take full advantage of the freedom and flexibility afforded by the removal of ringfencing from most funding allocations to facilitate achievement of the Council's objectives. All un-ringfenced 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:
- a) Transport agenda and transport grant funding.
 - b) Current pressure on primary and secondary school places in certain areas of Oldham and the lack of capacity in the current school stock and the Education Basic Need Government grant funding allocation to address such issues.
 - c) Funding of adaptations to homes for the disabled and Disabled Facilities Grant funding.
 - d) Adult Social Care funding requirements arising from pooled budget arrangements.
- Unringfenced grants received in support of the above initiatives will be passported in full to these four areas.
- 2.7 There will be no ringfencing of capital receipts to specific projects, with the exception of:
- a) The Equity Loan Initiative which was established when Housing Market Renewal (HMR) resources were ringfenced to the HMR programme.

- b) Saddleworth School as part of the Priority Schools Building Programme.
 - c) Recycling of capital receipts to support the sustainability of the Commercial Property Investment Strategy and Fund.
- 2.8 The capital strategy will support the implementation of the approved Commercial Property Investment Strategy (CPIS) by the allocation of resources and facilitating the introduction of activities required to promote the objectives of the strategy which include providing a sustainable income stream to support the Council's revenue budget from the acquisition of property assets.
- 2.9 For the purposes of preparing the Capital Strategy and Capital Programme for 2018/19, an assumption has been made that all resources that remain unallocated within the 2017/18 programme will be treated as though they are fully-committed and carried forward into 2018/19 as a central pool for reallocation to other projects.
- 2.10 As well as using traditional funding mechanisms to finance 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.
- 2.11 Any PFI 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 on-going review by the CIPB.
- 2.12 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 opportunities, 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.
- 2.13 Given the evolving devolution agenda and the expectation that the Council will work in a collaborative manner with the Greater Manchester Combined Authority (GMCA), AGMA and NHS partners, bids to the GMCA, the NHS or other organisations which may have a matched-funding requirement will be prioritised. Regard will be had during the appraisal process to ensure that the Council's objectives and capital investment priorities are achieved.
- 2.14 As the Council moves towards greater integration with Oldham CCG and other NHS partners, the Council will prioritise the allocation of capital resources to support cross sector projects including facilities for joint service provision and the co-location of teams, with any consequent asset rationalisation.
- 2.15 The Council will seek to make best use of opportunities offered by the Government in the 2017 Autumn Budget to invigorate the housing market, empower first time buyers and to reduce homelessness by a comprehensive package of new policies to raise housing supply.
- 2.16 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 2018/19 to 2021/22 are set out in Section 3.

3 Priority Areas for Investment

3.1 The priority investment areas identified for the 2018/19 to 2021/22 period are covered below. This section highlights potential priority investment areas for 2018/19 onwards. These will be taken forward subject to the availability of resources and the approval of a full business case.

Existing Programmes

3.2 There is a requirement for continued funding of existing programmes of work on:

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

New Projects

3.3 In addition to the projects specifically referred to above, the following is a list of further/new projects for which funding may be required:

- a) Adult Social Care
- b) Unforeseen/emergency Health and Safety works
- c) Low Carbon and Energy Efficiency Initiatives
- d) School Investment/ Pupil Places Pressures
- e) Priority School Building Works
- f) Playing Pitch Strategy
- g) Surplus Sites
- h) Working with NHS Partners
- i) AGMA GM Investment Fund Loans
- j) Town Centre Regeneration including Town Centre Masterplan
- k) Borough-Wide Regeneration
- l) Car Parking
- m) Housing Initiatives
- n) Equity Home Loans
- o) Greater Manchester Devolution-Related Initiatives
- p) Partnership and Joint Working
- q) Matched Funding for Grant Bids
- r) Supporting the Council's Co-operative Ethos
- s) Town Centre Strategic Acquisitions
- t) Upgrade to Crematorium Facilities

3.4 Further details of current capital priorities can be found in Annex B of this Capital Strategy.

4 Supporting Greater Manchester Devolution

4.1 Devolution Manchester

- 4.1.1 Devolution continues to transfer more powers and responsibilities from Central Government to Greater Manchester. Greater Manchester's local Councils have a history of working together. This record of co-operation, and the creation of the GMCA, helped Greater Manchester lead the way on city-region devolution through the original 2014 Devolution Agreement.
- 4.1.2 The agreement gives the region additional powers, and greater accountability through an elected Mayor. In May 2017 Andy Burnham was elected Mayor of Greater Manchester and one of his first tasks was to chair a review of the Greater Manchester Strategy.
- 4.1.3 Of the transferred powers, the most significant in relation to the Council's capital strategy have regard to Housing and Infrastructure.
- 4.1.4 The GMCA has received greater control of local transport funding, with a long-term Government budget to help plan a more modern, better-connected network. However in the Autumn Statement of November 2016, the region received a much smaller funding allocation than expected (only £40m was received when £300m was requested). In addition, the region received new planning powers to encourage regeneration and development.
- 4.1.5 The £300m Greater Manchester Housing Fund is helping to release land for development, regenerate housing and build new homes. The fund has committed over £97m to build 1,184 units at 9 sites across Greater Manchester. There has been one site in Oldham that has received support - the old Star Inn site in Failsworth. Although this fund is only open to private developers, the Council has supported Langtree (the developer) in exploring the possibility of accessing the fund to support the infrastructure developments at Hollinwood.
- 4.1.6 It is important to note that the £300m Housing Investment Fund runs over a 10 year period. In order to proceed with the initiative, the ten GM Authorities were required to guarantee to repay HM Treasury should the fund generate losses of more than £60m over the lifetime of its operation. A total indemnity across the GM Authorities of £240m has been agreed; shared on the basis of population. The indemnity share provided by Oldham is £20.094m. Whilst the fund is being effectively managed to date, there remains a risk that the guarantee could be called in.
- 4.1.7 The Autumn Budget delivered on 22 November 2017 further strengthened the Government's commitment to Greater Manchester Devolution. The budget not only set out a number of measures in the general budget but GM was the only city region to receive a further agreement published alongside the main document.
- 4.1.8 The budget confirmed that GM is to receive £243m over a four year period from the Transforming Cities Fund. This will be administered in GM by the GMCA and will target congestion reduction, improving connectivity and the adoption of new mobility services and technology. There may be significant opportunities for Oldham to support some of the initiatives within the town centre regeneration programme.
- 4.1.9 Housing was the major policy initiative in the Autumn Budget and significant additional funding allocations of around £15.3billion (nationally) for housing support over the next five years were committed. Oldham has a strong pipeline of housing projects and work has been taking place with First Choice Homes Oldham (FCHO) on a number of future funding opportunities.

4.1.10 The major headlines of the Greater Manchester agreement are shown below. Although a number of headline figures have been announced the impact in Oldham is difficult to assess. It is however important that the Council is in a position to be able to capitalise on funding opportunities, particularly around transport and housing, as and when they arise. Currently both areas benefit from a strong pipeline of schemes and as such we are well placed to optimise future grant opportunities.

4.1.11 The other opportunities for GMCA which may impact on the capital programme and are included in the context of the capital strategy are set out below:

- The Government will work with Greater Manchester to develop a local industrial strategy. Aligned to the national industrial strategy, it will focus on raising skills levels, growing leading sectors, supporting new high value businesses, backing the area's world-class science and innovation assets, and building on opportunities in all parts of the area.
- Greater Manchester and Government will work together to explore future funding for transport beyond the Transforming Cities Fund. A working group has been set up to explore mechanisms to capture the increase in land value created from new development and regeneration, to help reinvest in local infrastructure and services
- The Government will invest £28m in Housing First pilots in three areas across England, one of which will be in Greater Manchester. This will support rough sleepers with the most complex needs to turn their lives around.

4.1.12 There has been a subtle shift of policy in 2017 that has seen the GMCA begin to support grant allocations to housing and infrastructure proposals, and, this approach has been mirrored by the Homes and Communities Agency who have recently announced the Housing Infrastructure Fund, only open to Local Authorities. This fund contained two priorities, the Marginal Viability Fund (MVF) and the Forward Fund. The MVF was open to all Local Authorities and Oldham submitted a proposal linked to Foxdenton and North Werneth. In early February 2018 the Council was notified of an award of £4.947m for the Foxdenton scheme. The Forward Fund focussed on much larger housing programmes and as such we were part of a GM submission with our proposal focussing on the Mumps area of the town centre.

4.2 Greater Manchester Strategy

4.2.1 There is a new plan for Greater Manchester. 'Our People, Our Place' has been written by all 10 councils, the Mayor, the NHS, Transport for Greater Manchester, the Greater Manchester Police and the Greater Manchester Fire and Rescue Service, with help from businesses, voluntary, community and social enterprise organisations, and members of the public.

4.2.3 The plan explains the ambitions for the future of the city-region and its population of 2.8 million that live in the towns, cities, communities and neighbourhoods that make up Greater Manchester. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.

4.2.4 This is the third Greater Manchester Strategy which builds on the first that was published in 2009 and the most recent refresh in 2013. Previous strategies have delivered a strong drive for economic growth. This strategy builds on that experience and increases the focus on ensuring that the people of Greater Manchester can all benefit from economic growth and the opportunities it brings throughout their lives. It has been updated to ensure that the course being steered is the right one, based around the key elements of living well in

Greater Manchester. The message of inclusive growth sits well with more recent policy in Oldham which also promotes a more inclusive approach to growth.

- 4.2.5 The Strategy also responds to the significant challenges that remain, with some Greater Manchester neighbourhoods not having shared in the benefits that economic growth brings. The deprivation that results damages the life chances of current and future generations and acts as a drag on the economic potential of the city-region as a whole. This approach is new to the Greater Manchester Strategy, and again should support the work currently developing in Oldham.
- 4.2.6 This approach which focuses on our people and places, based on a deep understanding of the local economy and communities, is important. The new strategy puts people at the heart of everything that Greater Manchester does and sets out our new people-centred Greater Manchester model for all our public services.
- 4.2.7 The Our People Our Place approach has developed ten priorities to achieve this ambitious vision:
- Priority 1: Children starting school ready to learn
 - Priority 2: Young people equipped for life
 - Priority 3: Good jobs, with opportunities for people to progress and develop
 - Priority 4: A thriving and productive economy in all parts of Greater Manchester
 - Priority 5: World-class connectivity that keeps Greater Manchester moving
 - Priority 6: Safe, decent and affordable housing
 - Priority 7: A green city-region and a high quality culture and leisure offer for all
 - Priority 8: Safer and stronger communities
 - Priority 9: Healthy lives, with quality care available for those that need it
 - Priority 10: An age-friendly city-region.

The full detail of the Greater Manchester Strategy can be found here:

<https://www.greatermanchester-ca.gov.uk/ourpeopleourplace>

- 4.2.8 The decision to leave the European Union (EU) creates significant challenges for Greater Manchester and Oldham. Anticipating and mitigating these will be critical, while also ensuring we are prepared for new opportunities as they arise. For Greater Manchester, and the UK as a whole, the focus needs to be on raising growth and productivity, whilst improving social and economic inclusion.
- 4.2.9 In the short term, the UK is still eligible to apply for EU funding support and as such it is important that we maximise these final opportunities that will help deliver our key resident outcomes.

5 Capital Resources to Support Capital Expenditure

5.1 The Utilisation of Capital Resources

- 5.1.1 The Council's strategy for deploying resources is to ensure that all resources are utilised to achieve 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 Strategy but also enhance the Council's own co-operative ethos 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. The District Investment Fund included in the capital programme is currently £1.000m in the financial years 2018/19 to 2021/22 with the major spend expected in the later years of the programme.
- 5.1.2 As most capital financing can be used for projects at the Council's discretion, the Council is able to address its own priorities and shape the capital programme to a locally, rather than a nationally, driven agenda.

5.2 Creation of a Central Pool of Capital Resources

- 5.2.1 The Council will ensure that it takes full advantage of the freedom and flexibility arising from the removal of ringfencing of most resources to facilitate the achievement of Council objectives. All un-ringfenced 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 Capital Investment Programme Board (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 2018/19 to 2021/22 capital programme
 - b) The appropriate decision-maker for any subsequent revisions to the capital programme
- 5.2.2 The Cabinet/Council will make the final decision on the overarching capital programme for 2018/19 to 2021/22 and will subsequently delegate (subject to the provisions in the Council's Constitution) the updating of the programme and revisions to projects following review and recommendations by the CIPB.
- 5.2.3 The CIPB will review the usage of any ringfenced resources to ensure alignment with other spending plans and the maximisation of benefits to the Council.
- 5.2.4 In determining the size of the central fund, the CIPB will have regard to the following:
- a) The statutory fourth Greater Manchester Local Transport Plan (GMLTP4) was approved by GMCA on 16 December 2016. It includes a long-term transport strategy for Greater Manchester to 2040 and a five year delivery plan which will be updated annually, 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 Local Transport Plan (LTP) from the wider Greater Manchester allocation, which comes with a national and regional expectation that it will be used for LTP purposes. Oldham's settlement for 2018/19 has yet to be confirmed, which on receipt will be passported via this Capital Strategy for investment

in and maintenance of Oldham's transport network, in accordance with current Local Transport Plan expectations, along with the allocations for 2019/20 to 2021/22 as these are confirmed. The 2018/19 allocation is subject to agreement by GMCA that it will allocate the resource in accordance with the Department for Transport allocations.

- b) The current pressure on primary and secondary places in certain areas of Oldham and the lack of capacity in the current stock. The Government has announced Education Basic Need allocations, £22.824m in 2018/19 and £9.868m in 2019/20. This funding together with previous year's allocations that will be carried forward from 2017/18 have been re-profiled to match planned spending. Although unringfenced these grants are understood to be intended specifically for the purpose of providing additional school places. Notification of allocations for 2020/21 and beyond have yet to be received.
- c) In April 2017 the Department of Health confirmed the Better Care Funding in the form of the expanded Disabled Facilities Grant (DFG) funding amounting to £1.766m for 2017/18. It should be noted that the Council also received an additional one-off 2017/18 allocation of £0.172m as part of the Chancellor's Autumn Budget. DFG is to meet the Council's obligation to finance adaptations to the homes of disabled residents and its commitments to wider social care previously funded by the Social Care Reform grant. However, to date no new notifications have been received and services are estimating similar allocation levels as in 2017/18.
- d) Any resources allocated by Central Government after approval of the Council's 2018/22 Capital Strategy/Capital Programme.

The Council will therefore passport all of the un-ringfenced transport, education basic need and DFG to support spending in the respective areas.

- 5.2.5 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 Council's capital programme. Expenditure undertaken by the Council on VA schools is planned with regard to the availability of contributions from these grant and diocesan resources.

5.3 Methods of funding capital expenditure

- 5.3.1 There are a range of methods of funding capital expenditure as follows.

a) Government Grants and Non-Government Contributions

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

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

- 5.3.3 Where there is a requirement to make an application to an external agency for 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 prior to submission of the bid.

5.3.4 Examples of ringfenced grants 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 during 2018/19.

b) Prudential Borrowing

5.3.5 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 and this will be especially important when undertaking property acquisition under the Commercial Property Investment Strategy (CPIS) where, in addition, a revenue income stream is required to support the revenue budget.

5.3.6 Where it is considered that Prudential Borrowing is the appropriate method of funding, but it requires additional revenue financing, the cost will be reflected in the revenue budget planning process.

5.3.7 The Council approved a major programme of strategic investment in 2012/13 which has been 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. In addition there is likely to be a further requirement for Prudential Borrowing for the Town Centre Masterplan for the next phase of the Council's Capital Investment Programme. Consultation in relation to the Town Centre Master Plan concluded in December 2017.

5.3.8 Since 2012 the Council has been able to take advantage of the Public Works Loans Board (PWLB) certainty rate, whereby there is a 20 basis points discount on standard loans from the PWLB under the prudential borrowing regime for Authorities that provide improved information on their long term borrowing and associated capital spending plans. The obvious benefit to the Council of the certainty rate is reflected in reduced Treasury Management borrowing costs in relation to any PWLB borrowing undertaken. It has been confirmed that the Council has qualified for the certainty rate for the period 1 November 2017 to 31 October 2018.

5.3.9 In the Autumn Budget 2017 the Government confirmed that it will lend Local Authorities in England up to £1 billion at a new discounted interest rate of gilts + 60 basis points accessible for three years to support infrastructure projects that are high value for money. Once the bidding process is confirmed the Council will pursue this opportunity as appropriate.

c) Capital Receipts

5.3.10 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".

5.3.11 Section 9 (2) of the Act 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".

5.3.12 Capital receipts are usually restricted to use for:

- i) Financing new capital investment.
- ii) Reducing borrowing under the Prudential Framework.
- iii) Paying a premium charged in relation to any amounts borrowed.

- iv) Meeting any liability in respect of credit arrangements.
- v) Meeting disposal costs (not exceeding 4% of the receipt).

5.3.13 However, following the 2015 Spending Review, in March 2016 the DCLG published statutory guidance on the flexible use of capital receipts for a three year period covering 2016/17 to 2018/19. This guidance allows Local Authorities to use capital receipts to offset the revenue cost of transformational projects which are expected to deliver future ongoing revenue savings for either the Council or other public sector delivery partners. As part of 2018/19 Provisional Local Government Finance Settlement, the Secretary of State announced an extension of this flexibility for a further three years to 2022 and updated the previous direction accordingly. This was confirmed in the Final Settlement notification received on 6 February 2018.

5.3.14 In 2018/19, the Council intends to use up to £3m of capital receipts to fund elements of Oldham's transformational agenda specifically:

- Further development of the Resident First programme;
- Investment in the modernisation of IT systems;
- Review and remodelling of Traded Services;
- Transformation of service delivery across front line and back office services.

5.3.15 The contributions to each of these project areas will be finalised in accordance with the phasing approved by each project board. The proposed expenditure and funding will be presented for approval within financial monitoring reports considered by Cabinet.

5.3.16 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:

- i) 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;
- ii) 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 since the transfer of the housing stock to First Choice Homes Oldham (FCHO).

- iii) Value Added Tax (VAT) Shelter

5.3.17 As part of the Housing Stock transfer that took place in February 2011 a Value Added Tax (VAT) shelter agreement was entered into with FCHO. This allows 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 run to 2024/25. FCHO retained all the benefits in the first four years and the savings thereafter are split 50:50 with the Council, although the first £6.000m may be top-sliced to deal with outstanding FCHO asbestos liabilities.

5.3.18 FCHO has provided indicative notification of the release of resources from the VAT shelter for 2018/19 and this is being used to support the capital receipt requirement underpinning the capital programme.

Ringfencing of Capital Receipts

5.3.19 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 ringfence capital receipts to specific projects with the exception of:

- i) The Equity Home Loan Initiative
- ii) Saddleworth School as part of the Priority Schools Build Programme
- iii) Recycling of capital receipts to support the sustainability of the Commercial Property Investment Strategy and Fund.

Availability of Capital Receipts

5.3.20 In considering the 2018/19 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 significant additional capital receipts to finance new expenditure over and above those already known amounts underpinning the programme. A small amount of additional capital receipts has been anticipated in 2019/20 and 2020/21. However as advised above, the Council anticipates using up to £3m of capital receipts in 2018/19 to support transformational projects, the detail of which is yet to be determined.

5.3.21 The level of receipts upon which the programme relies to fund existing and new commitments has in the past been affected by the property market which has impacted on the:

- i) Ability of the Council to sell assets within the timescale anticipated.
- ii) Level of receipt actually generated, which has sometimes been less than originally expected. However, during 2017, the Council has seen some improvement with receipts matching or exceeding expectation.

5.3.22 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. This is being carefully managed to ensure that the Council receives the best sales price possible. The Council has specific staffing resources to manage the phased disposal of former schools sites, residual Housing Market Renewal sites and other strategic regeneration sites.

5.3.23 The availability of sites for sale could potentially be reduced if there is earmarking of key plots for inclusion in a Joint Venture Regeneration Development Company in support of the Town Centre Master Plan which will mean any benefit arising from the deployment of the asset will be realised over the long term.

5.3.24 Monitoring of capital receipts is undertaken through an officer sub-group that reports to the CIPB and the Corporate Property Board (CPB); follow-up actions are initiated to address any comments raised. The capital monitoring report presented to Cabinet at months 3, 6, 8 and 9 also advises Members of receipts compared to target.

d) Revenue Contributions

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

e) Use of Leasing

5.3.26 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 has become 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.

f) Section 106 Agreements

5.3.27 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:

- i) Necessary to make the development acceptable in planning terms;
- ii) Directly related to the development; and
- iii) 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:

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

The use of any Capital Section 106 funding will be presented to the CIPB for review.

g) Community Infrastructure Levy

5.3.28 The Community Infrastructure Levy (CIL) is a planning charge based on legislation that came into force on 6 April 2010. When adopted, a CIL levy allows the Council to raise contributions from new development to help pay for infrastructure that is needed to support planned growth. CIL contributions can be used to supplement other funding streams and can wholly or partly fund a variety of strategic infrastructure projects ranging from transport, green infrastructure, flood defences, education and health, subject to pooling restrictions.

5.3.29 Where a CIL charging schedule is in place, it largely replaces Section 106 obligations in delivering strategic infrastructure. However, S106 would still be used for affordable housing and site development-related infrastructure requirements that are deemed

necessary to make a development acceptable. Some developments would pay both Section 106 and CIL, but they would fund different types of infrastructure. Contributions may also be sought for Section 278 of the Highways Act where modifications are required to the highways network.

5.3.30 Local Authorities who wish to charge a CIL levy must produce a Preliminary Draft Charging Schedule, followed by a Draft Charging Schedule setting out CIL rates for their area. A CIL charging schedule sets out a rate in pounds per square metre (sq. m) on the gross internal floor space of the net additional liable development. The charging schedule must balance:

- i) The need for infrastructure investment to enable growth; and
- ii) The need to ensure the bulk of planned growth remains viable.

5.3.31 A charging schedule must be informed by an evidence base, including an Economic Viability Study and an Infrastructure Delivery Plan.

5.3.32 In January 2014, the Council made a decision to prepare an Economic Viability Study to assess the viability of having a CIL charging schedule for the borough and appointed consultants to undertake it. The Viability Study looked at the types of development that are likely to come forward over the Local Plan period (up to 2026) and included an analysis of which types of developments can accommodate a CIL charge. The Study also assessed the viability of having charging zones for different areas within Oldham for residential development.

5.3.33 The findings of the Viability Study informed a Preliminary Draft Charging Schedule (PDCS) that set out proposed CIL charges per square metre on new floor space for different types and locations of development in Oldham.

5.3.34 The PDCS and the Economic Viability Study were issued for public consultation in February 2015. Following this consultation, and as a result of internal discussion, the Council commissioned consultants to prepare an Addendum Report to review consultation responses, review the evidence feeding into the Viability Study and update the proposed CIL Charging Schedule based on the renewed evidence.

5.3.35 The CIL Addendum Report was completed in September 2015 and the Council considered the impact of the proposed CIL charges on key future development in the borough. However, no firm decision was reached on whether to adopt CIL and its implementation was overtaken by the need to progress the GMSF and Council's Local Plan. There are no plans to progress the CIL at this time but this position will be reviewed as work progresses on the GMSF and Local Plan throughout 2018.

h) Private Finance Initiative (PFI)

5.3.36 This 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 the street lighting initiative.

5.3.37 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.

5.3.38 A form of PFI is being championed at a national level as a means to support new NHS developments including joint service provision with Local Authorities. This is unlikely to

have any impact in Oldham in 2018/19 or the immediate future but development will be monitored.

i) Local Capital Finance Company (formerly UK Municipal Bonds Agency Plc)

5.3.39 The Local Government Association (LGA) has now set up the Local Capital Finance Company (formerly known as the UK 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 invested a total sum of £0.100m in the equity of the Company.

5.3.40 The Council has undertaken this investment to access a potentially cheaper source of long term borrowing and any other beneficial financing arrangements that may become available. The Council will keep under review the availability and cost of funds from the Company as an alternative source of finance with a view to borrowing at an appropriate time if terms are preferential. As an investor, the Council would expect to benefit from any profits generated by the Company.

6. Capital Investment and Disposal Appraisal

6.1 Capital Investment

- 6.1.1 All capital investment will be commissioned on the recommendation of the Capital Investment Programme Board (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.
- 6.1.2 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.
- 6.1.3 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.
- 6.1.4 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:
- 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.
 - b. 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.
 - c. Risk assessment and that appropriate actions to negate these risks have been identified.
 - d. Full exit strategy where the project involves a disposal.
 - e. Method of procurement that represents value for money.
- 6.1.5 By adopting the process outlined above, CIPB exercises control over capital projects through the recommendation of approval of:
- a. Strategic Business Cases (SBC) outlining the initial idea or 'concept' for a project.
 - b. Outline Business Cases (OBC) which will focus on links to the Corporate Plan and outcomes.
 - c. 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:
 - i) Project description
 - ii) Consultation
 - iii) Expenditure and funding including whole life costs and revenue implications

- iv) Outputs
- v) Option Appraisal
- vi) Value for Money
- vii) Delivery
- viii) Risk Management
- ix) Sustainability, Forward strategy and evaluation
- x) Asset Management
- xi) Procurement
- xii) Equality Impact Assessment
- xiii) Environmental Impact Assessment
- xiv) Contribution to the achievement of corporate initiatives including Get Oldham Working

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

Gateway Review System

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

- a. 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.
- b. Promoting project assurance through the application of a structured project management system.
- c. Informing the governance process.

6.1.8 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.

6.1.9 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.

6.1.10 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 undertaken 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

6.2.1 In light of 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.

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

- a. The core office estate

- b. The operational asset base used for district based service delivery
 - c. Land
- 6.2.3 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. Significant capital receipts were also realised by asset disposal.
- 6.2.4 Opportunities have recently been identified to further streamline the Council's core office accommodation, working collaboratively with other public sector partners, to exploit collective town centre property ownerships to maximise benefits from regeneration, inward investment and improve efficiency in operating costs. Options are currently being explored and external funding being sought via the Government's One Public Estate (OPE) Programme to support feasibility work. This links into the work undertaken by the Strategic Estates Group (SEG).
- 6.2.5 With regard to the review of operational district assets, the Property Team and services continue to work closely alongside wider public and third sector partners to ensure that portfolios are best fit for purpose and efficient usage is maximised. Work with NHS partners is being accelerated to support the integrated working agenda.
- 6.2.6 Disposal of land assets is being progressed aligned to corporate objectives and incorporated into the corporate disposals programme.
- 6.2.7 The planned review of the Council's existing investment portfolio will be accelerated as part of proposals to further improve delivery of the Council's Strategic Asset management function.
- 6.2.8 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 Protocols are regularly updated to reflect Statutory, Administrative and Organisational changes.
- 6.2.9 The Corporate Property Board oversees acquisition and disposal of land and property assets and monitors the progress of the corporate disposals programme and performance of the investment portfolio.

7 How the Capital Requirements Will Be Prioritised

- 7.1 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):
- 7.2 The criteria examine whether the proposal is:
- a. Related to mandatory, contractual or legislative service delivery requirements.
 - b. Required to achieve the delivery of a specific revenue budget saving within the revenue budget setting process.
 - c. Required to support Service Plan priorities.
 - d. Enhancing the Co-operative Council agenda and demonstrating the enhancement of Social Value.
 - e. Supporting the Get Oldham Working priority initiative and demonstrating how it delivers the aim of local jobs for local people.
 - f. Supporting integrated working with NHS partners or in support of other GM devolution objectives
 - g. Linked into other regional objectives.
 - h. Enhancing the asset management/estate management agenda.
 - i. Providing general revenue saving or offering the delivery of a more efficient service.
 - j. Fully-funded from external resources.
 - k. Bringing in substantial external resources for which Council matched funding is required.
 - l. Likely to have the highest impact on achieving improved performance against the Council's key objectives.
 - m. Making a contribution to carbon reduction targets and renewable energy initiatives.
 - n. Supporting regeneration and economic growth, particularly in the town centre and district centres.
 - o. Supporting the implementation of the CPIS
- 7.3 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

- 8.1 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.
- 8.2 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.
- 8.3 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 co-operative agenda. 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.
- 8.4 Efficiency gains via procurement will be achieved by:
 - a. Efficient procurement processes which are constantly being enhanced with opportunities being developed to ensure the best commercial solution is selected and delivered.
 - b. Expanding the range of providers included within the Council's early payment discount scheme.
 - c. Strategic contract management of the wider supply chain to ensure continuous savings through the life of the project.
 - d. Procuring fixed price contracts with risk/reward terms to incentivise further efficiencies.
 - e. Joining in Association of Greater Manchester Authorities (AGMA) wide procurement initiatives which will provide savings through economies of scale.
 - f. PFI and Public Private Partnership (PPP) agreements and other innovative financing arrangements where practicable.
 - g. 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

- 9.1 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.
- 9.2 The Capital Investment Programme Board (CIPB) has a remit to review the financial performance of the capital programme and it receives a monthly monitoring report. In addition financial monitoring reports will be considered by Cabinet at months 3, 6, 8 and 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.
- 9.3 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.
- 9.4 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.
- 9.5 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 un-ringfenced resources to other projects.
- 9.6 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

- 10.1 The Capital Investment Programme Board (CIPB) is an Advisory Board and is chaired by the Deputy Leader and Cabinet Member for Finance and HR. The lead Chief Officer for CIPB is the Executive Director Economy, Skills and Neighbourhoods. The Leader of the Council has a standing invitation to all meetings. The Board is supported by the Director of Finance, the Director of Economy and Skills, the Director of Education and Early Years and the External Funding Manager. The Board has Terms of Reference and detailed reporting performance processes which are included at Annex B.
- 10.2 All Directorates are 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.

Priority Areas for Investment

The priority investment areas identified for the 2018/19 to 2021/22 period covered by this Capital Strategy document are set out below:

1 Continuation Funding

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

- a) Corporate Major Repairs /Disability Discrimination Act (DDA) Adaptations/ Legionella / Health and Safety Projects (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.
- b) 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 1 condition issues as well as other preventative works prior to arrival at priority 1 status.

An overarching allocation of £4.670m has been included in the capital programme for 2018/19. Funds of £1.750m of corporate property resources remain available with some funding having already been committed to specific projects. There is also £1.500m per year thereafter to cover Corporate Major Repairs, DDA Adaptations, Legionella, Health and Safety Projects (Corporate Landlord Function) and also school condition works. The Capital Investment Programme Board (CIPB) continues to recommend, as a priority, that the first call on any future underspends identified within the Capital Programme is to cover the works outlined above. The allocations include an indicative School Condition Allocation (SCA) for 2018/19 of £1.700m which has been phased over two years, with a commitment to a secondary school capital project having been made in the second year.

2 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:

- a) Adult Social Care - Mindful that the Council has extensive responsibilities to deliver an adequate standard of adult social care, and the increasing level of joint working with National Health Service partners the Council will continue to consider the utilisation of available Government resources and any local funding to address identified needs or opportunities to facilitate enhanced service provision and support income generation.
- b) Unforeseen emergency/health and safety works – Mindful of its responsibilities, the Council will consider requirements relating to works which fall outside the scope of the current programme and/or budgetary provision.
- c) 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 Official Journal of the European Union (OJEU) compliant framework 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 Council's contribution to energy efficiency.

Warm Homes Oldham - The Council's award-winning Warms Homes Oldham scheme in its first three years lifted over four and a half thousand local homes out of fuel poverty. An issue for the scheme is a major reduction in the availability of national grant funding. This will leave the scheme without a means of installing the heating and energy efficiency measures necessary to help people out of fuel poverty and improve the energy efficiency of homes. Capital funding could provide significant support for households assisted through the Warm Homes Oldham scheme. This could include new boilers, central heating installation and home insulation. Funding these measures would help bring these households out of fuel poverty and deliver the resulting benefits in their health and wellbeing.

- d) School Investment/ Pupil Place Pressures - There continues to be pressure on primary places within certain areas of Oldham, with little or no capacity at a number of schools as the school population continues to increase. The recently completed Northmoor Academy is one of a number of projects that have been initiated to address such pressures. The Department for Education continues with its significant injection of resources with the notification of a further £22.824m of Basic Need funding for 2018/19 and £9.868m for 2019/20. School capacity and the standard of the facilities within schools remains a priority and the Council will consider additional investment in its own right or to complement any Government resources that may become available.
- e) Priority Schools Building Programme (PSBP) - Following the Saddleworth School Judicial Review, the planning application, containing additional information, was re-submitted in September 2017. The decision is due imminently. The proposed build timeframe is approximately 18 months. The Council has earmarked a total of £1.860m of resources to support the programme; however current forecasts suggest this may not be sufficient to fully deliver the scheme. Additional funding will be prioritised.

In February 2015 the Council was notified that, of the bids submitted, only the PSBP Round 2 bid for Royton and Crompton School had been successful. There is still ongoing debate with the Education & Skills Funding Agency (ESFA) about the scope and level of funding available. The precise level of funding available therefore remains unconfirmed. This is however, an important scheme for the Council and an allocation of Council resources will be prioritised if required.

- f) Playing Pitch Strategy - The Council is currently updating its Playing Pitch Strategy and will therefore aim to attend to any works arising from the Strategy.
- g) Surplus Sites - The Council has an extended portfolio of surplus sites scheduled for disposal, for which up front capital funding may be required for enabling and other works to ensure that the land is suitable for commercial redevelopment. As part of the Capital Strategy 2018/22, £0.500m in total has been added across the 2018/19 and 2019/20 financial years. The capital programme is reliant on the income generated from these sales. It should also be noted that the pool of available sites for sale could potentially be significantly reduced if there is the ear marking of key plots for inclusion

in a Joint Venture Development Company to support town centre and borough wide regeneration. The benefits from assets sales will be realised over a longer period.

- h) Working with NHS Partners - Work continues on the integration agenda with NHS partners and other related stakeholders. The focus is predominantly based around co-located, integrated team working within five identified neighbourhood clusters and centrally. Capital investment opportunities will increasingly be considered and evaluated to optimise benefits and outcomes for the economy as a whole rather than being specific to one organisation. Expenditure on the improved utilisation of the Council's assets, for example, the Link Centre, is therefore an area of focus together with potential contributions to works in NHS facilities.
- i) Association of Greater Manchester Authorities (AGMA) GM Investment Fund Loans - In line with the approved AGMA scheme initiated and underwritten by the Greater Manchester Combined Authority (GMCA), the Council may manage loans to qualifying businesses to support the growth ambitions as set out in the GM strategy.
- j) Town Centre Regeneration including Town Centre Masterplan - The Council is continuing to make a considerable investment in the town centre. Plans for the Heritage Centre and the new Coliseum Theatre have received significant external grant support which is enabling both schemes to progress. The development/refurbishment of other Town Centre heritage assets and the regeneration of the Cultural Quarter would complement the investment in both these projects as well as the Old Town Hall. Whilst the Princes Gate project is being redesigned due to a change in market conditions, the ambitions for this development still remain with funding in place to allow it to proceed. The Council has undertaken consultation around a Town Centre Masterplan encompassing the current Civic Centre, existing market site, former leisure centre and other Town Centre assets. The development is progressing to the stage where one or more private sector partners will be engaged to develop the sites. The extent of capital funding required by the Council is currently uncertain and will need to be kept under review. 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, including the market.
- k) 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 including strategic acquisitions.
- l) Car Parking - There is a requirement to invest in town centre car parking and a review has recently identified some short term action to increase capacity, however longer term, the lack of adequate town centre car parking provision needs to be further addressed.
- m) 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. In this regard in 2018, the Council will be developing a Private Sector Housing Strategy which will highlight current and future challenges and opportunities around existing private housing. It is anticipated that the Strategy will be themed around the priorities of People, Place and Property and will highlight areas and themes where targeted resources will have most impact. This could include initiatives to advise home owners, work with private landlords, reduce the number of empty properties and improve the environmental quality of neighbourhoods. A provision for capital resources may be required for initiatives such as targeted environmental work within specific neighbourhoods and works or equity

loans to address empty homes. Regard will also be had to opportunities arising from housing initiatives announced by the Government in the November 2017 Budget.

- n) Equity Home Loans - Oldham Council takes the lead role at an AGMA level in the provision of an Equity Home Loan service. Building on the current provision of £0.569m in 2017/18, an allocation of £0.300m is available in 2018/19 but it may be deemed appropriate to invest further resources.
- o) Greater Manchester Devolution and Related Initiatives – Development under the devolution agenda is an evolving programme of activity at the wider GM level. Working in partnership with the GMCA and other Local Authorities, the Council will seek to support new initiatives.
- p) Partnership and Joint Working - The Council will aim to pursue joint partnership working with other public bodies, not for profit organisations and the private sector where it is commercially advantageous to do so and to keep under review existing relationships.
- q) Matched Funding for Grant Bids - The Council is conscious that the Government or the Greater Manchester Combined Authority 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.
- r) Supporting the Councils Co-operative Ethos - The Council will aim to support projects which promote its co-operative ethos, subject to the presentation of an appropriate business case.
- s) Town Centre Strategic Acquisitions - As the programme of work relating to the Town Centre Masterplan evolves, there may be a requirement for complementary investment in additional strategic acquisitions.
- t) Upgrade to Crematorium Facilities – Significant investment will be required to the plant and equipment to ensure continuity of services and efficient use of the facilities. This is funded initially from income receipts from services users but is then incorporated into the capital programme.

Current Capital Priorities

The Council has an approved capital programme which has already committed resources to support schemes for 2018/19 and future financial years.

Annex D sets out the proposed programme for 2018/22 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.

Explanations of all key areas of approved capital expenditure are set out in the following paragraphs in portfolio order.

1. CORPORATE AND COMMERCIAL SERVICES PORTFOLIO PROJECTS

Capital spending by the Corporate & Commercial directorate is focused on information technology and investment/income generation opportunities.

a) IT Investment

The capital investment programme that was approved in 2017 included a funding allocation for the IT Strategic Roadmap for the duration of the 2017/21 ICT Strategy. Annually committed ICT investments are shown below:

- i) Corporate Management Information Systems
Provision of £0.069m across all years of the strategy to support the continued integrated Agresso system upgrade and improvements
- ii) Government Connect
An annual £0.020m allocation for ensuring the Council complies with Government connect initiative requirements and Public Sector Network
- iii) Unity ICT
An annual provision of £0.160m for the IT server refresh programme in line with the Councils ICT contract with the Unity Partnership

b) ICT Strategic Roadmap

The Council has developed the Strategic Roadmap to support the IT Strategy and in total has approved additional funding of £7.541m over the period 2018/19 to 2020/21 for all ICT activity.

The ICT initiatives that are likely to influence future capital investment plans are set out below:

Delivering Customer Focused Services

Creating the IT capabilities required to support a digital borough, where residents are empowered to access self service, at a time that suits them, through digital channels.

Creating an Agile and Efficient Council

Establishing the base infrastructure and connectivity to support the Councils strategic intent to take advantage of cloud based services, and equip a mobile and agile workforce of people who can work where they need to, not where they have to.

Harnessing the Power of Data

Modernising the Councils data and systems layer to ensure suitability and compatibility with the digital borough agenda.

Strengthening Governance and Capability

Improving the Councils IT systems and services to support the IT strategy, providing more flexible connectivity routes between the Council and its strategic partners, such as NHS, GMP and other authorities.

Business Systems

Upgrade the Councils business systems to support a more flexible workforce.

The allocation of resources to specific schemes will be on the basis of a business case and detailed project review.

c) Investment / Income Generation Opportunities

The Investment/Income Generation opportunities include financial support to the Manchester Airport Group in the form of a shareholder loan as approved by Cabinet on 20 November 2017. Also included is approved support for the implementation of the approved Commercial Property Investment Strategy (CPIS). The objectives of the strategy include providing a sustainable income stream to support the Council's budget by the acquisition of property assets.

2. ECONOMY, SKILLS AND NEIGHBOURHOODS PORTFOLIO PROJECTS

There are a number of projects within the Economy, Skills and Neighbourhoods Portfolio:

a) Corporate Property-Related Projects

Corporate Property projects are found within the approved capital programme as follows:

Major Repairs, Disability Discrimination Act Adaptations, Legionella, Health and Safety Projects

The Council will continue to fund major repairs, including dilapidations. 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. The Council had already included resources in the Capital Programme, but due to backlog maintenance pressures has also allocated an additional £1.000m of capital funds in 2018/19. The 2018/19 Council contribution has been supplemented by the Schools Condition Allocation bringing the total resources available to £4.670m in 2018/19.

It is probable that additional resources will be required for schools and corporate property maintenance initiatives and these are therefore also included as a priority funding issue for the 2018/19 Strategy.

b) Neighbourhood Development Fund (District Development)

A sum of £0.170m of the funding allocation approved in previous years for the delivery of neighbourhood branding, greening and other innovative projects has been re-profiled to 2018/19.

c) Other Priority Regeneration Projects

In addition to the Town Centre regeneration projects there are several other priority regeneration projects that the Council has agreed or will continue to support via the investment programme.

i) *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 stakeholders at this location, via the Hollinwood Board and the establishment of a newly formed Hollinwood Partnership. Capital investment from the Council to assist in accelerating delivery, extends to 2018/19. 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.

ii) *Broadway Green (Foxdenton)*

A Local Development Framework (LDF) for Foxdenton was adopted on 9 November 2011. There has been a site allocation of 121 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 principle that there will be up to c 500 unit residential development on the site in order to help cross-subsidise the provision of infrastructure etc. and to make the wider development viable. In February 2018, the Council received notification of a funding award of £4.947m from the Housing Infrastructure Fund.

There is the potential for the development to deliver in the region of 500 new homes, 0.7 million square feet of new business space and the creation up to 1,800 jobs over the next 5-10 years. The Council is currently consulting with local residents and businesses over this development.

To facilitate commercial and residential developments of this nature some additional highway investment is required which is reflected within the overall Transport capital programme.

iii) *Oldham Strategic Investment Framework (SIF)*

The Council has an ambition to develop employment sites across the Borough which will add to the Council's agenda for increased skills and jobs and diversification of the housing offer within Oldham. Such schemes may require upfront Council investment for which the Investment Framework would be available.

The SIF was published in summer 2016 and sets out an investment framework focussed on priority employment sectors and a supporting programme covering people (skills) place (physical investment) and business support. It will be reviewed annually and supported by the capital programme.

d) Private Sector Housing

The following housing-related initiatives are within the approved capital programme.

- i) *Housing Market Renewal and the South Werneth Redevelopment*
Funding for the Housing Market Renewal (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 report was considered by Cabinet in January 2014 and approved the disposal of the land at open market value to Community Build Werneth Limited. Work commenced on site in December 2017.

The Council has commissioned a development brief for North Werneth to provide design guidance for both Hartford Mill and adjacent undeveloped land. The brief will articulate the vision and ambition for this part of Werneth as well as assist the case for obtaining permission to demolish Hartford Mill.

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 yet to be made.

The Council is seeking to dispose of the remaining sites in Derker in 2018 through the Homes and Communities Agencies Developer Partners Panel 2 (DPP2).

- ii) *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 now operates on a borough-wide basis. These funds are repaid back to the Council upon sale or transfer of the property as notified by the land registry.

Home Improve Equity Loans play a crucial role 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.

The scheme is also assisting the DFG team with large extensions or difficult cases, with an additional option for top up above the mandatory £0.030m as an adaptation loan.

e) Royton Town Centre Development

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 of £2.294m has been included in the capital programme for schemes in Royton, spread across 2018/19 and 2019/20.

f) Schools

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

i) *Priority Schools Building Programme – Saddleworth School*

Under the Priority Schools Buildings Programme (PSBP) the Council submitted a successful bid for a new 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 or highways infrastructure required to support the new location. Council resources will be used to support expenditure not supported by grant.

On 19 January 2015 The Secretary of State for Education announced the preferred site for the school, however, the school project was subject to a Judicial Review which resulted in a revised planning application submission. This revised application is to be discussed by planning committee imminently. The Council has earmarked a total of £1.860m of resources to support the completion of the replacement school.

ii) *Priority Schools Building Programme (PSBP) - Phase 2*

On 9 February 2015 the Government announced that the phase 2 PSBP bid for Royton and Crompton School had been successful, however there is still on-going negotiation about the scope of the works and the precise level of funding available remains unconfirmed. Meetings are ongoing with the Education and Skills Funding Agency (ESFA) and the Council is doing all it can to progress this important scheme.

iii) *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 capital programme. Most of the schemes have now completed on site, but Royton and Crompton School remains outstanding. As outlined above, this project has been delayed and a final decision on Council funding can only be made once the availability of Government grants has been clarified.

iv) *Education Basic Need Funding to 2019/20*

The Council has received notification of a funding award of £22.824m in 2018/19 and £9.868 for 2019/20, of which £28.373m remains available for allocation against the priorities within the Education Provision Strategy. In January 2018 approval was granted to allocate £0.750m of Basic Need Funding to finance the Kingfisher School expansion of pupil admission numbers and the hydro pool replacement.

The Provision Strategy details the statutory duty of the Council to deliver sufficient schools places within the primary and secondary sector. In addition it should be

noted that, because the funding is based on Local Authority validated data, the Department for Education reserves the right to abate for any overpayment made resulting from inaccurate data.

- v) *School Condition Allocation (formerly Education Capital Maintenance Grant)*
This funding is pooled with other Council resources to support corporate major repairs, DDA, legionella and health and safety projects. February 2017 saw formal confirmation of the 2017/18 allocation, assuming that further Oldham schools will convert to academies and that associated funding will be lost; an estimate of £1.700m has been included in the Capital Programme for 2018/19.
- vi) *Devolved Formula Capital*
The Devolved Formula Capital (DFC) indicative funding allocation is £0.345m for 2018/19.

g) 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 reflected the Council's commitment to re-energising the local economy and creating jobs. The investment that was approved was aimed at pump-priming a selected number of key regeneration projects to stimulate private sector investment and economic growth and improve the infrastructure which supports local communities such as roads, schools, adult care and the leisure offer.

A new Investment Programme is being developed to continue the economic growth of the Borough and in particular the Town Centre. Some of the emerging projects within the new programme are highlighted below along with an update on current schemes.

Town Centre Regeneration

The new investment programme encompasses large scale projects and some projects currently within the design stages of construction. 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. The Council has capitalised on the Metrolink expansion, ultrafast next generation broadband and vastly improved public realm to 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:

- i) *Town Centre Masterplan*
In July 2017, Cabinet approved a Masterplan for the redevelopment of the northern part of the town centre, incorporating the sites of the current Civic Centre, Tommyfield Market, the former Leisure centre and Magistrates Courts and current police station. The delivery of the masterplan is anticipated to take 15-20 years and likely to require the involvement of one or more private sectors partners. The Council is currently having regard to consultation comments in developing the proposals for the Masterplan. The amount of capital funding required by the Council is currently uncertain and will be kept under review.

The Council is continuing work to bring forward schemes to deliver mid-upper range hotel options in Oldham Town Centre for which there is proven market

demand. In addition proposals will be brought forward for the potential redevelopment and refurbishment of the Queen Elizabeth Hall which capitalises on the Hall's conference facility potential. Delivery options are currently under development/consideration.

ii) *Cultural Quarter Regeneration*

The programme involves the refurbishment of the former Grade II listed Oldham Library (Phase A), redevelopment of 84 Union Street (Phase B), a new Coliseum Theatre (Phase C) and restoration of other prominent Heritage Buildings in the vicinity (Phase D). The Council has secured external funding for Phases A and C from both the Heritage Lottery Fund and Arts Council. Additional external fund raising for the Coliseum Theatre is being underwritten by prudential borrowing which will not be required if the funding is secured. The programme will be delivered as a phased approach, with the first phases opening in 2019/20.

iii) *Eastern Gateway / Prince's Gate*

The scheme is a strategic gateway into the Town from the East of the Borough. The scheme originally envisaged by the Council is currently being redesigned due to changes in market conditions and resources remain available to support the project in line with previous estimates. The vision for the site continues to be a retail-led scheme with residential and commercial components, for which market demand continues to be strong.

All of the schemes build upon the wider improvements within the Town Centre, including the transformation of the Old Town Hall.

h) Transportation Projects

There are a number of key transport-related projects that the Council is planning to undertake in 2018/19, primarily through its transport capital programme but also as an integral part of major regeneration projects. The main source of funding for transport is from central government, with allocations being secured largely through the Greater Manchester Transport Strategy and Local Transport Plan 4.

The Local Transport Plan is a statutory document prepared by Transport for Greater Manchester (TfGM) and Greater Manchester's ten local Councils on behalf of the GMCA and Greater Manchester Local Enterprise Partnership. The current local plan includes a long-term GM 2040 Transport Strategy to improve transport across the city region, creating a cleaner, greener, more prosperous Greater Manchester, through better connections and simpler travel. This sits alongside a five-year delivery plan based on committed resources.

The capital programme includes a number of transport-related grants received for expenditure in 2017/18 which were reported in previous Capital Strategy updates. There is likely to be some re-profiling of these grants where the grant conditions allow and completion is scheduled beyond 31 March 2018.

The various grant-funding streams that make up the transport capital programme are Government Grants, other grant funding and Council resources detailed below.

1. Government Grants

Government grants awarded to the Council are:

a) Devolved funding – Growth Deals

Greater Manchester has continued to work with Government on devolution deals, which have included devolved funding for transport, including local authority major scheme funding (for schemes costing more than £5.000m) and the Integrated Transport Block for small schemes (costing less than £5.000m). Local Growth Deal announcements were made by Government in July 2014, January 2015 and November 2016 and confirmed capital funding for Greater Manchester in relation to a programme of Major Schemes, Minor Works and Additional Priorities (Growth Deal 1, 2 and 3). Greater Manchester has secured £434.913m in total for its Growth Deal transport programme.

Oldham's capital programme includes allocations from each of the Growth Deal rounds. Delivery of Oldham's Growth Deal 1 scheme, which was a £2.000m contribution to the Old Town Hall public realm and highway infrastructure, is complete. A sum of £4.970m was secured for Oldham through Growth Deal 2 as set out in the table below. Delivery of this programme will be completed in 2018/19.

Project	Oldham Growth Fund 2 Allocation £000
Albert Street, Hollinwood Junction	800
Town Centre Metrolink pedestrian/cycle access	70
Local Sustainable Transport Fund - Sustainable Access Enhancements	150
Oldham Mumps Park & Ride and Highway Infrastructure	3,500
Town Centre Connectivity - Yorkshire Street	450
TOTAL	4,970

Match-funding contributions to the Albert Street and the Oldham Mumps Growth Deal 2 schemes are already included within the Council's committed capital programme.

Oldham has also secured £6.000m from the Growth Deal 3 allocation towards the major scheme 'Oldham Town Centre Regeneration and Connectivity' for delivery over the period 2017/18 – 2020/21. As with Growth Deal 2, the Authority's match-funding contribution is existing committed resource within the regeneration or transport capital programme.

b) Local Highways Capital Maintenance (for bridges, highways and street lighting)

This area of work is funded by grant paid directly by the Department for Transport (DfT) to the GMCA, which determines the grant distribution across the 10 Greater Manchester Local Authorities. The total available nationally is £6 billion over the six year period 2015/16 – 2020/21. There are 3 elements to this grant; a needs-based element, an 'incentive' fund element and the

Challenge Fund. Whilst this funding is not ring-fenced, it comes with the expectation of both the DfT and GMCA that it will be invested in the transport network in support of the Greater Manchester Transport Strategy. As such the Authority's capital maintenance allocations are passported for investment in and maintenance of Oldham's transport network. This passporting principle applies to all un-ringfenced grants secured through the GM Local Transport Plan but at this time this is the only one not retained by GMCA.

i. Local Highways Maintenance Funding – Needs Element

The needs-based element is calculated by formula. In December 2014 the DfT issued capital maintenance 'needs-based' allocations for the six year period 2015/16 to 2020/21. The allocations for the three year period 2015/16 to 2017/18 were actuals, while those for the following three year period were indicative. Although the allocations are calculated on an individual Local Authority basis, the Greater Manchester Local Authority allocations will be paid directly to GMCA for GMCA to determine the distribution of the resource.

For the purposes of longer term financial planning for transport investment, the Council has assumed that GMCA will distribute the capital maintenance block in line with DfT's distribution and has based this element of the transport capital programme on these allocations. To date, GMCA allocations have been made in line with DfT's distribution, although GMCA has indicated that it is looking to reform the way in which it allocates capital maintenance allocations, which could be effective from 2018/19 onwards.

The certainty provided by longer term funding allocations has enabled the Council to develop and maintain a 3-year rolling transport capital programme. Confirmation of the 2018/19 allocation has not yet been received from either DfT or GMCA. In the event that the actual DfT allocation falls short of the indicative allocation or the full resource is not allocated to Oldham by GMCA, Oldham's programme will be reviewed and reduced accordingly.

Oldham's allocations over the full funding period are as follows:

Year	Amount	Actual / Indicative
2015/16	£2.452m	Actual
2016/17	£2.248m	Actual
2017/18	£2.180m	Actual
2018/19	£1.973m	Indicative
2019/20	£1.973m	Indicative
2020/21	£1.973m	Indicative

The figures from 2018/19 onwards (£5.919m) 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.

ii. Local Highways Maintenance Challenge Fund

Oldham was successful in securing grant from the competitive Challenge Fund for major maintenance projects, with the Council's bid securing £3.160m for a programme of named schemes over the three year period 2015/16 to 2017/18. A match-funding contribution of £0.840m formed part of the bid to DfT; this is being met from the Council's needs-based capital allocation for highway maintenance. Delivery of this scheme is due to end in 2018/19 (the grant terms and conditions have allowed re-profiling of the Challenge Fund, which has enabled it to be used as match-funding towards the Growth Deal 3 scheme). Further rounds of the Challenge Fund competition are expected and the Council will look to secure further allocations in line with investment priorities, which may require match-funding in the form of currently unidentified Council resources depending on the bid guidance.

iii. Local Highways Maintenance Incentive/Efficiency Element Funding

The incentive fund awarded to each authority is based on the score achieved through completion of the Highway Maintenance Capital Funding Self-Assessment Questionnaire for the Incentive Fund. The Authority achieved level 3 status, the highest band, in its February 2017 submission resulting in the maximum allocation of £0.204m for 2017/18. The allocation for 2018/19 will be determined by the score achieved in the February 2018 submission.

c) Pothole Action Fund

The Pothole Action Fund was announced in the Budget 2015. The total available in 2017/18 has been increased nationally from £46m to £51m. This funding is in addition to the funding Government provided to authorities through the Pothole Action Fund for 2017/18, which in Oldham's case was £0.193m. Government anticipates that allocations of this additional funding will be calculated using a formula similar to other pothole funding allocations. The allocation for 2018/19 is not yet known.

d) Safer Roads Fund

The Safer Roads Fund totalling £175m nationally between 2017/18 and 2020/21 was announced by the Department for Transport in the November 2016 Autumn Statement. The Department invited proposals from eligible local highway authorities to improve the safety of specific sections of local 'A' roads, where the risk of fatal and serious collisions is highest, including the A670 through Oldham and Tameside. A joint funding bid for the period 2018/19 – 2020/21 was submitted to DfT in September 2017, of which £0.762m was for investment in Oldham. The outcome of this bid is awaited.

e) New Government grants announced

A number of new Government grant funding streams have been announced for which further guidance is awaited but which may provide the opportunity for additional investment in Oldham. These are the:

- Transforming Cities Fund – in the Autumn 2017 budget, the Government announced that Greater Manchester will be provided with an allocation of

£243m over the four years 2018/19 – 2021/22 as part of the Transforming Cities Fund to deliver local transport priorities and improve connectivity and reduce congestion in the city region. Further details of this funding are awaited. It may provide an opportunity for Oldham to secure further investment in the borough.

- Clean Air Fund (£220m Capital nationally) – guidance is awaited.
- Electric Vehicle Charging Infrastructure Fund - £400m national - guidance is awaited.

2 Other Sources of Grant Funding

Other sources of grant funding available to the Council are:

a) Highways England Investment – Growth and Housing Fund

In February 2017, the Authority was awarded £0.500m Housing and Growth Fund grant by Highways England towards the cost of upgrading junctions on the A663 Broadway Trunk road to accommodate the Broadway Green development and to create the access junction to the site. The profiling of this grant was: £0.125m in 2016/17 and 0.375m in 2017/18. This scheme commenced late in 2017.

b) Greater Manchester Casualty Reduction Partnership Award Fund Grant

The Council also received an additional grant of £0.082m during 2017/18 from the Greater Manchester Casualty Reduction Partnership Award Fund for spend in 2017/18 which was not anticipated at the time last year's Capital Strategy was prepared. This has been brought into the programme and the bid schemes have been delivered. The Authority has been successful in bidding to this fund for the last five years, but the fund will cease to exist beyond 2017/18. All capital works relating to this funding are on site.

c) Environment Agency Flood Defence Grant in Aid (FDGiA)

Confirmation of grant funding for a flood alleviation scheme at Delph New Road was received in January 2018 for delivery from 2018/19 onwards from the Environment Agency's Flood Defence Grant in Aid fund. The amount of Grant in Aid confirmed from the Environment Agency for this scheme is £0.545m. There will be a match-funding requirement of £0.060m Council resource, which has been identified in the capital programme. This will supplement a secured Environment Local Levy Fund contribution of £0.090m.

The Delph New Road scheme forms part of a longer term investment programme of flood alleviation schemes for which the Council is working with the Environment Agency to secure further Grant in Aid and Local Levy contributions. The total grant received by the Council for 2018/19 is £0.765m including the Delph New Road scheme as mentioned above. Additional Council resources may need to be identified to provide match funding to secure external grant funding. The amount of match-funding which may be required is as yet unknown.

d) Housing Infrastructure Fund (Forward Fund and Marginal Viability Fund)

In July, 2017, the DCLG and the HCA invited local authorities to bid to a new Housing Infrastructure Fund (HIF) for two funding streams: a Marginal Viability Fund for infrastructure to get additional housing sites allocated or existing sites unblocked (maximum bid £10m) and a Forward Fund for a small number of strategic and high-impact infrastructure projects (maximum bid £250m).

Oldham submitted a number of bids to the Marginal Viability Fund, including for transport infrastructure, and a single bid to the Forward Fund for Oldham Town Centre, again including some elements of transport infrastructure. The bids were submitted before the deadline of 28 September 2017. Announcements are still awaited.

3 Council Resources

Council resources available for the transport programme are:

a) Carriageway Improvement Programme

Council funding of £6.200m was approved for investment in the highway network in November 2017 for the period 2017/18 – 2018/19. The funding will be split into the following five asset categories:

- Gateway Corridor
- Secondary Corridor
- Unclassified Network
- Casualty Reduction Refresh
- Footways

This work forms part of a longer term investment of £18m which will be duly considered on an annual basis.

b) Fleet Management

Oldham Council introduced the existing Fleet Replacement Programme in 2012/13 as per the strategy approved at the Cabinet meeting on 6 February 2012; the objective of which was to gradually replace leased and hired vehicles with purchased vehicles that would have a useful economical life ranging from 3 to 7 years. Since then Fleet have carried out this policy whenever a vehicle is due to be replaced.

The financial year 2018/19 will be the final year of the seven year Fleet Replacement Programme. The existing replacement cycle was reviewed in March 2016 with a view to CIPB noting the fleet replacement requirements for a further five years to 2020/21. It is anticipated that in 2019/20 further expenditure of £3.300m will be required to be included in the capital programme subject to a detailed business case in 2018/19. This will be financed from prudential borrowing, with annual repayments being made from within existing revenue resources.

3. HEALTH AND WELLBEING PORTFOLIO PROJECTS

There are three project areas within the Health and Wellbeing Portfolio:

a) Adult Social Care

Mindful of the continued demand pressures faced by Adult Social Care services, in addition to the funding received through the Better Care Fund, the Capital Programme includes a £0.400m general Adult Social Care provision which can be utilised in accordance with need in this area including additional support for disabled adaptations and transformational schemes to further integrate health and social care which may require a call on capital expenditure. The ongoing requirement for this additional funding will be kept under review. The Adult Social Care budget for 2018/19 also allows for works to reconfigure the internal layout of the Council premises including the Link Centre to facilitate the health integration agenda and provide accommodation for a number of health related partner organisation.

b) Better Care Fund (Disabled Facilities Grants)

The demand for major property adaptations to premises continues to rise, particularly because of the increase in numbers of elderly clients, also of very disabled children where medical advances have seen improvements in life expectancy and the increase request to adaptations to FCHO properties. Because of the number of requests and the limitation of resources to process the applications, the timescale for the successful completion of approved adaptations is currently increasing.

An update to the Council's Adaptations Policy and Procedures is imminent. This will include the promotion of rehousing as the preferred option wherever possible. However alternative adapted/adaptable properties are very limited in supply (particularly for the family dynamics within the borough). There are also plans to introduce a framework contract to reduce the cost of building work associated with adaptations. It is hoped that such improvements will meet the demographic growth in demand but are unlikely to reduce waiting times at the same time.

For 2017/18, the Better Care Fund (BCF) capital allocation in the form of Disabled Facilities Grant (DFG) was £1.766m, the grant was un-ringfenced but, given the Council's obligation to undertake adaptations, the strategy of the Council is to passport the full grant allocation for the intended purpose; to support housing adaptations. Where 2017/18 resources have not been utilised, they will be carried forward into 2018/19 (estimated at £1.250m). At present, there is no notification of funding allocations for 2018/19. There is however an anticipation that it will be of a similar amount and any funding received will be allocated using the same principles as were applied in 2017/18.

c) District Investment Fund

The District Investment Fund (DIF) was created in 2011 and is now a well-established concept. It is intended to fund larger scale neighbourhood investments that meet local needs and achieve value for money. The capital programme currently includes £1.000m in the financial years 2018/19 to 2021/22 with the major spend expected in the later years of the programme.

4. HOUSING REVENUE ACCOUNT (HRA)

Set out below are the HRA schemes with a confirmed resource requirement for 2018/19:

a) Safety works – Extra Care Housing

The installation and improvement of landscaping at Tandle View Court, Trinity House and Old Mill House are still outstanding and will be subject to further reports.

b) Supported Housing For Adults With Complex Learning Disabilities (SHALD)

In June 2016, Cabinet approved in principle for HRA capital funding to be allocated to help support the feasibility and subject to all necessary consents, the development of new build accommodation for adults with learning difficulties and complex behaviours. Any costs associated with developing the feasibility for the project would be funded through the Housing Revenue Account. The Council has secured £0.580m for Homes and Community Agency funding and £0.300m from NHS England some of which has been spent in 2017/18. The final capital implications will be confirmed in 2018 once the construction price tenders are returned from the market.

c) Town Centre Affordable Housing

Funding is allocated within the Housing Revenue Account to support new affordable housing development within the Town Centre. In addition a supporting indicative capital bid to the Homes and Communities Agency affordable housing programme was submitted on the 1 September 2016. The Council was notified on 5 January 2017 that a bid for £1.250m for Homes and Community Agency funding has been successful.

5. FUNDS YET TO BE ALLOCATED

As a result of the 2017/18 annual review of the capital programme and consequent rolling forward of resources the realignment of other resources and the introduction of new funding, there are funds yet to be allocated totalling £16.949m shown below:

2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
4,862	1,775	5,000	5,312

This is available for allocation to priority projects, and its use will be determined in accordance with the principles set out in the Capital Strategy.

CAPITAL INVESTMENT PROGRAMME BOARD**1.0 TERMS OF REFERENCE**

- 1.1 The Capital Investment Programme Board (CIPB)'s terms of reference are:
- a) To develop the overall Capital Strategy and annual programme in accordance with the priorities set out in the Council's corporate plan.
 - b) The recommendation of the overall Capital Strategy and programme to Cabinet and Council.
 - c) Once the overall Strategy and annual programme of expenditure have been approved at Council:
 - i) The consideration and recommendation of approval of the detail of the thematic programmes (e.g. Highways Capital Programme).
 - ii) The consideration and recommendation of approval of any amendments to the annual programme.
 - iii) The recommendation of approval of any new capital projects.
 - iv) The detailed appraisal of projects, taking into consideration the Council's Capital Strategy, priorities and annual aims and objectives.
 - v) The review of potential commercial risk and Value for Money issues on any proposal for the use of capital.
 - vi) To provide a forum for establishing and providing robust challenge and debate around the capital programme.
 - vii) To undertake a detailed annual review of the capital programme.
 - viii) 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.
 - ix) The monitoring of the performance of projects and programmes within the Council's capital programme.
- 1.2 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.
- 1.3 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.

2.0 MEMBERSHIP

- 2.1 The Chair of the CIPB is the Deputy Leader and Cabinet Member for Finance and HR. The Leader of the Council has a standing open invitation; 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, Skills and Neighbourhoods.

Officers in attendance at CIPB are:

- a) The Director of Economy and Skills
 - b) The Director of Finance
 - c) Senior Members of the Finance Team.
 - d) Director of Education and Early Years
 - e) External Funding Manager.
 - f) Representatives from Legal Services, Human Resources, Procurement and Information Technology as required.
- 2.2 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.
- 2.3 The CIPB is supported in its work by the Strategic Regeneration Project Management Office which oversees the management and governance of strategic regeneration projects.

3.0 REPORTING AND PERFORMANCE PROCESS

- 3.1 CIPB will report to Cabinet, Council and the Overview and Scrutiny Performance and Value for Money Select Committee as appropriate.
- 3.2 CIPB has a remit to review the financial performance of the capital programme and it will receive a monthly monitoring (highlight) report.
- 3.3 The Board meets on a monthly basis to ensure there is a managed approach to:
- a) Discussing and recommending actions in relation to capital issues
 - b) Developing the Capital Strategy,
 - c) Developing the capital programme for the year ahead
 - d) Considering and approving business cases
 - e) Monitoring performance of individual capital projects and the whole capital programme
 - f) Reviewing the availability of capital resources and reprioritisation of resources as required
- 3.4 The CIPB also undertakes an annual review 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

- 3.5 It will also initiate periodic reviews of the whole or part of the programme as required in response to specific issues or concerns.
- 3.6 Issues that have been considered and agreed at the CIPB can be reported to Cabinet as necessary via the regular financial monitoring reports, presented at months 3, 6, 8 and 9.
- 3.7 Pooled and locally ring-fenced corporate resources will be managed by the CIPB; 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.
- 3.8 The CIPB will also review any bids for and use of any ringfenced resources to ensure alignment with other spending plans and the maximisation of benefits to the Council and achievement of Council objectives.
- 3.9 The CIPB will recommend the use of both un-ringfenced and ringfenced resources and also the general prioritisation of resources so that Council, Cabinet and Cabinet Members exercising delegated authority can make a final well-informed decision on the utilisation of resources, as appropriate.

4.0 DECISION MAKING

- 4.1 In relation to the approved capital programme, CIPB will make recommendations regarding the approval of business cases and virements both within and between approved programme areas. In all such cases, the decision maker is the Deputy Leader and Cabinet Member for Finance and HR, in consultation with the Executive Director, Economy, Skills and Neighbourhoods, and the Director of Finance

5.0 DECISION RECORDING

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

6.0 GOVERNANCE

- 6.1 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.
- a) Strategic business case – initial concept/scope of a project.
 - b) Outline business case - delivery strategy to design and procurement stage.
 - c) Full business case - design and procurement stage to delivery and handover stage.
- 6.2 The Council has agreed that provision is not necessary for capital expenditure incurred in lieu of capital receipts. Any such schemes will be classified by the CIPB as 'Borrowing in Lieu of Capital Receipts'. CIPB will also determine which capital receipts will be used to finance the scheme and as the receipts are achieved they will be applied to repay the debt.

7.0 CIPB SUB-GROUPS

7.1 CIPB may at its discretion convene a sub-group for a specific purpose or purposes. Updates from these meetings are reported to CIPB.

Current sub-groups are:

- a) Major Projects and Joint Ventures Programme Board
- b) Corporate Property Board
- c) Schools Capital Programme Board
- d) ICT Programme Board
- e) Transport Programme Board
- f) Residential Development Board

The core officer membership for each sub-group comprises:

- a) The relevant Director for specific Boards as Chair; e.g. the Director of Education & Early Years chairs the Schools Capital Programme Board.
- b) The Director of Legal Services
- c) The Director of Finance

7.2 In addition there is an External Funding Group, chaired by the Director of Finance. The remit of this Group is to:

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

Capital Programme 2018/19 to 2021/22

EXPENDITURE	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Corporate and Commercial Services	25,445	6,309	838	1,249
Information Technology	4,145	1,309	838	1,249
Investment / Income Generation Opportunities	21,300	5,000	-	-
Economy, Skills and Neighbourhoods	52,152	97,097	22,717	3,573
Corporate Property	4,670	1,600	1,500	1,500
Neighbourhood Development Fund	170	-	-	-
Other Regeneration Priorities	5,420	200	100	100
Private Sector Housing	473	3,497	-	-
Royton Town Centre Development	544	1,750	-	-
Schools - General	2,371	15,355	9,868	-
Schools - Primary	934	5,160	-	-
Schools - Secondary	1,322	17,962	1,000	-
Town Centre & Boroughwide Regeneration	23,623	40,599	776	-
Transport	12,625	10,974	9,473	1,973
Health and Wellbeing	4,426	500	500	1,100
Adult Social Care	1,310	400	400	400
Disabled Facilities Grant	3,016	-	-	-
District Investment Fund	100	100	100	700
Housing Revenue Account	2,773	-	8,550	-
Housing Revenue Account	2,773	-	8,550	-
Capital General	4,862	1,775	5,000	5,312
Funds yet to be allocated	4,862	1,775	5,000	5,312
BUDGET EXPENDITURE TOTAL	89,658	105,681	37,605	11,234

RESOURCES AVAILABLE	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Ringfenced Grants	(16,545)	(8,653)	(2,750)	-
2016-21 Shared Ownership and Affordable Homes Programme (SOAHP)	(580)	-	(1,250)	-
Arts Council Contribution	(4,117)	(2,706)	-	-
Challenge Funding	(1,336)	-	-	-
Devolved Formula Capital (DFC)	(745)	-	-	-
Flood Defence- Local Levy Fund	(123)	-	-	-
Greater Manchester – Local Highways Flood Damage Fund	(110)	-	-	-
Grant in Aid	(765)	-	-	-
Growth Deal 3	(1,500)	(3,000)	(1,500)	-
Heritage Lottery	(3,380)	-	-	-
Housing Infrastructure Grant	(2,000)	(2,947)	-	-
Local Growth and Reform 2 Grant	(1,779)	-	-	-
Social Care Reform Grant	(110)	-	-	-
Un-ringfenced Grants	(12,173)	(37,163)	(12,841)	(1,973)
Basic Need Capital Grant	(3,609)	(34,310)	(10,868)	-
Better Care Fund (Disabled Facilities Grant) 2017/18	(1,250)	-	-	-
Better Care Fund (Disabled Facilities Grant) 2018/19	(1,766)	-	-	-
Capital Maintenance Grant	(1,154)			
School Condition Allocation	(820)	(880)	-	-
Local Transport Programme Grant	(78)	-	-	-
Local Transport Programme - Highway Maintenance Grant	(3,381)	(1,973)	(1,973)	(1,973)
Universal Infant Free School Meal	(115)	-	-	-
Other resources – Capital Receipts	(17,347)	(4,258)	(1,469)	(2,982)
Agreed Council Resources	(17,274)	(4,258)	(1,469)	(2,982)
Revenue Contribution to Capital Outlay (RCCO) B/Fwd	(73)	-	-	-
Other resources - Other	(786)	(3,241)	-	-
Contribution from 3rd Parties	(694)	(3,241)	-	-
Contribution from Clinical Commissioning Group	(50)	-	-	-
Section 106 (S106)	(42)	-	-	-
Other resources - Prudential Borrowing	(40,664)	(52,366)	(13,245)	(6,279)
Prudential Borrowing	(40,664)	(52,366)	(13,245)	(6,279)
Revenue Contribution - Housing Revenue Account (HRA)	(2,143)	-	(7,300)	-
Revenue Contribution to Capital Outlay - HRA	(2,143)	-	(7,300)	-
RESOURCES TOTAL	(89,658)	(105,681)	(37,605)	(11,234)