



Economy Scrutiny Committee

Date: Thursday, 11 November 2021

Time: 2.00 pm

Venue: Council Chamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published

Access to the Council Chamber

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Membership of the Economy Scrutiny Committee

Councillors - H Priest (Chair), Baker-Smith, Bayunu, Doswell, Farrell, Johns, Moore, Noor, Raikes, Stanton and Shilton Godwin

Supplementary Agenda

5. **Growth & Development Directorate Budget 2022/23** 3 - 22
Report of the Strategic Director Growth & Development

Following the Spending Review announcements and other updates the Council is forecasting an estimated shortfall of £4m in 2022/23, £64m in 2023/24 and £85m by 2024/25. This report sets out the high-level position. Officers have identified options to balance the budget in 2022/23 which are subject to approval.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Tuesday, 9 November 2021** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension, Manchester M60 2LA

Manchester City Council Report for Information

Report to: Economy Scrutiny Committee – 11 November 2021

Subject: Growth & Development Directorate Budget 2022/23

Report of: Strategic Director Growth & Development

Purpose of Report

Following the Spending Review announcements and other updates the Council is forecasting an estimated shortfall of £4m in 2022/23, £64m in 2023/24 and £85m by 2024/25. This report sets out the high-level position. Officers have identified options to balance the budget in 2022/23 which are subject to approval.

The position will be clearer in December 2021 when the Local Government Finance Settlement is received although that is unlikely to provide detailed funding allocations for after 2022/23. A longer-term strategy to close the budget gap is being prepared with an estimated requirement to find budget cuts and savings in the region of £40m per annum for 2023/24 and 2024/25. In addition, £50.6m of risk-based reserves have been identified as available to manage risk and timing differences

Appended are the priorities for the services in the remit of this committee, details on the initial revenue budget changes proposed by officers and the planned capital programme.

Recommendations

The committee is recommended to:

1. Note the forecast medium term revenue budget position.
 2. Consider the content of this report and comment on the proposed changes which are relevant to the remit of this scrutiny committee.
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Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
The budget reflects the fact that the Council has declared a climate emergency by making carbon reduction a key consideration in the Council's planning and budget proposals.

Manchester Strategy Outcomes	Summary of the Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Providing the leadership and focus for the sustainable growth and transformation of the City Centre and our neighbourhoods and highways
A highly skilled city: world class and home-grown talent sustaining the city's economic success	Ensuring residents are connected to education and employment opportunities across the City.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Creating places where residents actively demonstrate the principles of Our Manchester unlocking the potential of our communities through participation and take responsibility for themselves and their community whilst encouraging others to do the same, supported by strong and active community groups.
A liveable and low carbon city: a destination of choice to live, visit, work	Creating places where people want to live with good quality housing of different tenures and effective use of the highways network; clean, green, safe, healthy, and inclusive neighbourhoods; a good social, economic, cultural offer and environmental infrastructure.
A connected city: world class infrastructure and connectivity to drive growth	Ensuring residents, neighbourhoods, businesses, and goods connect to local, national, and international markets. Through working with partners both internally and externally maximise the impact of the provision of new and enhanced physical and digital infrastructure.

Full details are in the body of the report, along with implications for:

- Equal Opportunities
- Risk Management
- Legal Considerations

Financial Consequences Revenue

The changes included within this report are officer proposals and, subject to Member comments and consultation, these will be included as part of the 2022/23 budget preparation.

Financial Consequences – Capital

None directly arising from this report.

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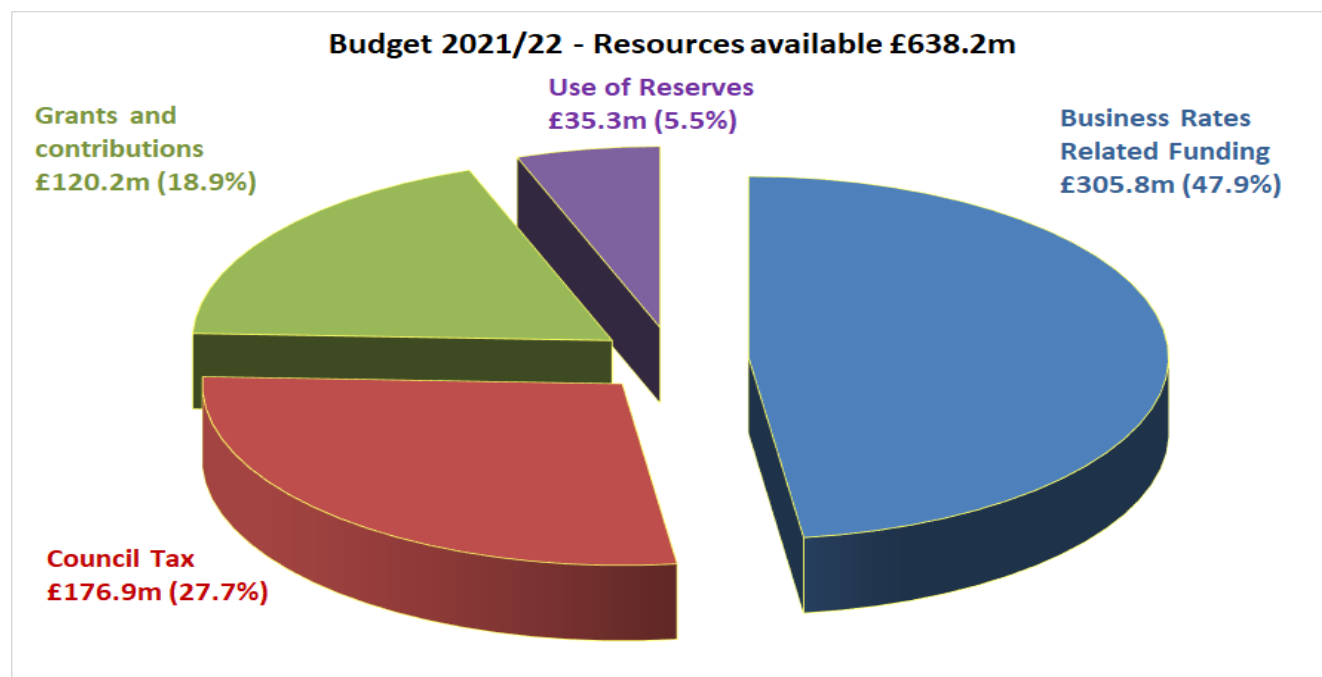
Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

Growth and Development Directorate Budget Report 2021/22 – Executive 17th February 2021

1. Context and Background

- 1.1. On 27 October 2021, the Chancellor of the Exchequer, Rishi Sunak MP, delivered the Spending Review and Autumn budget 2021 to the House of Commons. The Spending Review sets the quantum of funding available for local government whilst the Finance Settlement (expected in December) sets out the distribution to individual local authorities.
- 1.2. The medium-term financial plan remains challenged by uncertainty. There are potential changes to how local government funding is distributed, the Business Rates Retention scheme, and Adult Social Care Reform and associated funding.
- 1.3. The Council's 2021/22 net revenue budget is currently funded from four main sources which are Council Tax, Business Rates, government grants and contributions and use of reserves. In recent years as central government funding has reduced and business rates retention has been introduced the ability to grow and maintain the resources raised locally has become even more important for financial sustainability and is integral to the Council's financial planning.
- 1.4. The following chart shows the current breakdown of resources available.



2. Current budget position

- 2.1. The indicative medium-term position is shown in the table below, full details are provided in the Spending Review and budget update report to Resources and Governance scrutiny committee 9 November 2021.

	Approved 2021 / 22 £'000	2022 / 23 £'000	2023 / 24 £'000	2024 / 25 £'000
Resources Available				
Business Rates Related Funding	156,416	318,969	315,557	333,520
Council Tax	176,857	205,528	204,116	214,567
Grants and other External Funding	120,243	83,040	76,957	74,957
Use of Reserves	184,667	49,857	22,737	7,573
Total Resources Available	638,183	657,394	619,367	630,617
Resources Required				
<i>Corporate Costs</i>	121,096	112,156	113,378	118,016
<i>Directorate Costs</i>	517,087	549,766	569,732	598,099
Total Resources Required	638,183	661,922	683,110	716,115
Shortfall / (surplus)	0	4,528	63,743	85,498

- 2.2. The budget assumptions that underpin 2022/23 to 2025/26 include the commitments made as part of the 2021/22 budget process to fund ongoing demand pressures as well as provision to meet other known pressures such as inflation and any pay awards (estimated at 3% from 2022/23). Whilst this contributes to the scale of the budget gap it is important that a realistic budget is set which adequately reflects ongoing cost and demand pressures.
- 2.3. Officers have identified options to balance the budget in 2022/23 which are subject to approval. The detail relevant to this scrutiny remit is included at Appendix 2. If these proposals are supported a balanced budget will be achieved. In addition, £50.6m of risk-based reserves have been identified as available to manage risk and timing differences.

3. Scrutiny of the draft budget proposals and budget reports

- 3.1. The service budget position is attached for the Committee's consideration. The reports have been tailored to the remit of each scrutiny as shown in the table below. This Committee is invited to consider the proposed changes which are within its remit and to make recommendations to the Executive before it agrees the final budget proposals in February 2022.

Date	Meeting	Services Included
9 Nov 21	Resources and Governance Scrutiny Committee	Chief Exec Corporate Services Revenue and Benefits / Customer and Welfare Support Business Units
9 Nov 21	Communities and Equalities Scrutiny Committee	Sport, Leisure, Events Libraries Galleries and Culture Compliance and Community Safety Housing Operations including Homelessness Neighbourhood teams
10 Nov 21	Health Scrutiny Committee	Adult Social Care and Population Health
10 Nov 21	Children and Young People Scrutiny Committee	Children and Education Services
11 Nov 21	Environment and Climate Change Scrutiny Committee	Waste and Recycling Parks Ground's maintenance
11 Nov 21	Economy Scrutiny Committee	City Centre Regeneration Strategic Development Housing and residential growth Planning, Building Control and licensing Investment Estate Work and skills Highways

4. **Next Steps**

4.1. The proposed next steps are as follows:

- The Local Government Finance Settlement is expected mid to late December. The outcome will be reported back to January Resources and Governance Scrutiny Committee (11 January) and Executive (19 January) along with an update on the budget position.
- February Scrutiny Committees (8-10 February) and Executive (16 February) receive proposed budget.
- Resources and Governance Budget Scrutiny – 28 February.
- March Council - approval of 2022/23 budget - 4 March.
- New Municipal Year – early options around 2023/24 & 2024/25 discussed with members.

Appendix 1 – Headline priorities for the service

The Growth and Development Directorate has a pivotal role in driving the sustainable economic growth of the city to benefit everyone. This is achieved through securing new commercial development, attracting inward investment, generating employment growth across the city, connecting residents to those opportunities, and supporting businesses and communities to thrive. The directorate continues to play a leading role in the economic recovery of the city following the decline due to Covid-19.

Investment Estate

The Investment Estate service, which is managed by the Development Team, covers all aspects of the Council's non-operational property estate. This includes property and land held for investment purposes, surplus land, and development assets. The team is also responsible for the undertaking of statutory functions including asset valuations for accounting purposes and undertaking planning viability assessment reviews.

Priorities Include

- Managing the Council's Investment estate to provide a long-term sustainable income stream to the Council and reducing costs and liabilities arising from repairs, property management, voids and bad debt.
- Identify opportunities that exist to drive additional revenue and capital receipts from the Council's asset base through review of assets.
- Ensure high quality and timely asset valuations to support financial reporting requirements.
- Promoting and delivering a strategic asset management plan to assist in decision making around the Council's real estate portfolio.
- Support the Council's zero carbon targets through leveraging better outcomes from development on Council land, or where the Team has influence over development.
- Working with colleagues on preparation of levelling up fund bids.
- Driving release of land in East Manchester to support delivery of new commercial development.
- Supporting the Council's housing delivery targets through land sales and lease regears driving delivery of a sustainable tenure mix across the City.
- Working with colleagues across the Council to deliver Major Development Projects in Victoria North, Eastern Gateway, and City Centre.
- Securing the delivery of appropriate planning obligations, including affordable housing, on behalf of Planning Service through s106 and other routes.

City Centre Growth & Infrastructure

The City Centre Growth & Infrastructure Team provides the essential focus and drive in the delivery of a wide range of initiatives that support inclusive growth, regeneration, and future planning across the city, with a particular responsibility for the city centre.

Priorities include:

- Working collaboratively with a range of partners, facilitating the delivery of major growth and regeneration schemes, increasing the Council Tax and Business Rates base; and developing planning, infrastructure, and environmental policy to drive growth across the city.
- Encouraging new inward investment to the city, facilitating the creation of new jobs.
- Aligning development and infrastructure policy, plans and investment programmes to ensure that they deliver on Manchester's strategic policy objectives, and attract funding and investment opportunities for the city.
- Aligning growth and infrastructure objectives to support delivery of the city's Climate Change Action Plan and related policies.
- Developing Manchester's Local Plan in consultation with all communities across the city ensuring this informs policy development, and Places for Everyone with GM Partners, ensuring alignment with the Local Plan.
- Working with a range of Council services, external organisations, and agencies to support place management and to ensure the holistic and effective management of the city centre, including the public realm.
- Leading the city's subsequent economic recovery strategy, following the Covid-19 pandemic, to support future growth.
- Leading transport infrastructure development, including public transport investment, active travel projects and the development of overarching transport strategies, including the City Centre Transport Strategy.

Housing & Residential Growth

The service's mission is "to ensure that there is a sufficient mix of well-managed and good quality housing to meet the needs of a growing city and to set the policy framework to ensure that all Manchester residents can live comfortably and safely." Linked to the mission there are two key objectives, namely.

- Support delivery of significant new housing in the city, including through
- and effective recovery from COVID-19.
- Ensure inclusive access to housing by the provision of enough safe, secure, and affordable homes for those on low and average incomes. This includes strategically joining up provision, and the improved service to residents enabled by the direct control of Council owned housing in the north of the city.

Priorities Include:

- The continued delivery of affordable homes, with a target of 6,400 homes to be achieved between 2015 and 2025 – to date over 2,000 new homes have been delivered and we are on schedule to exceed the target by 2025;

- Progress seven new Extra Care schemes – this is on schedule with three new schemes completed in the past year in Brunswick, Gorton, and Whalley Range, respectively.
- Delivery of Phase 1 of Victoria North (1,000 new homes including 130 Council homes in Collyhurst);
- Implement initiatives to progress the enabling works funded via £51.6m of Housing Infrastructure Funding to help deliver the Victoria North JV Partnership.
- Commencement of the next phase of the Manchester Life JV in the Eastern Gateway.
- Lead the Council's drive for Fire Safety improvements, especially in high-rise buildings - over 1,000 sprinkler installations have been carried out to date.
- Management of three PFI (Private Finance Initiative) Contracts in Miles Platting, Brunswick, and Grove Village.
- Establishing a viable Housing Delivery Vehicle through This City – enabling delivery of up to 500 new homes per year at an accessible rent.
- Developing a new Housing Strategy for the city.

The service plays a key role in supporting the Council's equality objectives and Tackling diversity and inclusion, evidenced by the following actions.

- Ensuring that the Council's Allocation Scheme is open and transparent.
 - Ensuring that specific groups are catered for in housing delivery, for example:
 - Older people with care needs through accessing extra care accommodation.
 - Accommodation for people with Learning Disabilities.
 - Looked After Children via the House Project, and
 - LGBT+ Community via the country's first LGBT Extra Care which is soon to be developed.

Planning, Building Control & Licensing

Planning, Building Control and Licensing service works within an ever-changing environment of national policy documents, regulations, and legal considerations which has seen additional demands placed on the service where the scale of development and the pressure on supporting compliance is already significant.

Crucially, the service plays a central role in delivering the Council's sustainable growth agenda, promoting positive outcomes for the city, and helping to de-risk investment decisions into the city. This is about securing new development that strengthens the platform for attracting investment to deliver economic growth, the aims of the residential growth strategy and supporting an uplift in the environment that is safe, inclusive and responds to climate change. The remit of the service includes delivering all the statutory functions of the city council as local planning authority – over 4,000 planning applications per annum, appeals, heritage matters and compliance, the local authority

building control function, including building and fire safety, dangerous buildings and safety at sports grounds and the licensing function, both premises and taxis. Each part of the service is required to develop strong networks internally and externally along with the ability to forge effective partnerships with external Agencies and to influence the private sector and other key stakeholders to deliver key council objectives through major projects and policy development.

Priorities Include

- With the City Centre and Infrastructure Team develop the Local Plan for Manchester and other supporting planning policies to deliver the city councils objectives
- Through the planning process drive outcomes that support Manchester's sustainable growth ambition, new jobs, new homes responding to a clear quality and climate change agenda
- With Housing and Residential Growth, ensure our teams, particularly Building Control, are fully aligned to and capable of meeting the emerging mandatory changes being delivered through both the Building Safety and Fire Safety Acts.
- Leading the work on minimum licensing standards across GM for developing a world class taxi and private hire fleet
- Developing new Licensing Policy and Gambling Policy that responds to the needs of the city and are aligned to the Councils corporate objectives
- Continue to ensure the statutory functions of the Council meet all national performance targets and legal requirements to avoid the risk of Government intervention and challenge

Work & Skills

The Work & Skills team is responsible for the development and delivery of the Work & Skills Strategy for the City and the skills and labour market aspects of the City's economic recovery plan. It provides a coordinated approach to the post-16 & adult skills and employment support offer across the city, to ensure that the offer is as coherent as possible for young people and adults and meets the city's labour market requirements. The team engages with businesses on business growth, skills & employment opportunities and supports business networks across the city.

Priorities Include

- Refresh of the Work & Skills Strategy
- Continuing to deliver the skills & labour market aspects of the Economic Recovery Plan
- Work with key sectors, companies and providers to meet areas of skill shortages in growth sectors and the foundational economy e.g. care, hospitality, construction
- Deliver the employment & skills aspects of social value with a focus on North Manchester

- Lead the delivery of the refreshed Family Poverty Strategy and the work with anchor institutions
- Digital strategy, skills and digital inclusion

MAES

MAES provides adult education, learning and skills from 7 adult education centres across the city. It is focused on providing opportunities for residents with lower levels of skills & qualifications, with on average over 70% of learners on working age benefits and 80% from the City's most disadvantaged areas. Much of the skills curriculum offer is focused on ESOL (English for Speakers of Other Languages), Maths and English & Digital from entry level to GCSE with a vocational offer mainly to Level 2 in childcare and care. There are good progression routes to employment and progression to further learning. The MAES core offer is complemented by enhanced employability support available to all learners through its Make It Happen programme.

Demand for ESOL in particular is very high and MAES runs the ESOL advice service to ensure that residents in the city can access ESOL learning that best fits their needs across MAES, the Manchester College and VCSE organisations. In addition, MAES runs the award-winning Talk English programme targeted at providing opportunities for ESOL speakers and migrants to acquire English language skills in community settings. MAES also commissions community learning from VCSE organisations across the city to extend the reach into the City's communities and engage residents who are not ready /would be reluctant to enrol in MAES centres.

MAES generates all its funding externally, mostly through the GMCA (Greater Manchester Combined Authority) commissioned AEB budget. In addition, it receives ESFA (Education and Skills Funding Agency) funding for 16- to 24-year-old SEND (Special Education Needs and Disabilities) (Special EducMHCLG (Ministry of Housing Communities and Local Government) Needs and Disabilities) learners and MHCLG (Ministry of Housing Communities and Local Government) (Ministry of Housing Communities and Local Government) funding for the Talk English programme. Covid has impacted on MAES funding and delivery.

Priorities include:

- Delivery of the MAES review recommendations to bring expenditure in line with income
- Support learners to return to centres and achieve their qualifications post-Covid and use the experience of online learning to create a blended offer that is flexible and meets student needs
- Contribute to the skills and labour market recovery work by providing upskilling to enable more residents to connect /re-connect to the labour market
- Expand / flex ESOL provision to meet demand including the delivery of ESOL to newly arrived Afghan refugees and the continuation of the ESOL advice and Talk English programmes

- Develop options to improve the quality of MAES centres in need of refurbishment/investment and contribute to the development of the Gorton Hub
- Extend the reach of MAES into Manchester's disadvantaged communities both directly and working in partnership with the VCSE sector.

Appendix 2 – Indicative Revenue Budget

Growth and Development Revenue Budget Strategy

The Growth and Development Directorate has a gross budget of £40.3m and a net credit budget of £8.943m with 427.6 fte's. The breakdown by service area is provided in the table below:

Base budget 2021/22

Service Area	2021/22 Gross Budget £'000	2021/22 Net Budget £'000	2021/22 Budgeted Posts (FTE)
Investment Estate	8,595	(12,730)	28.8
Manchester Creative Digital Assets	1,172	250	-
Growth & Development	364	164	2.6
City Centre Regeneration	3,249	1,275	25.8
Housing & Residential Growth	3,419	1,155	34.9
Planning, Building Control & Licensing	7,430	(680)	122.1
Work & Skills	2,177	1,623	25.6
MAES	9,946	0	182.0
Our Town Hall Project	2,385	0	5.8
Total	38,737	(8,943)	427.6

The 2021/22 Growth & Development cash limit budget is income of £8.943m, and this is net of £1.108m savings that were approved as part of the 2021/22 budget process. In addition, Highways services fall under the remit of this scrutiny panel and details of the Highways revenue budget and capital investment is set out at Appendix 4

Changes to the 2022/23 Budget

2022/23 Approved Savings

In addition to the £1.108m savings that were approved as part of the 2021/22 budget process, there are no further savings for 2022/23 although there are a further £300k of investment estate savings approved for 2023/24. This is to be delivered through establishing a new ground rental portfolio secured against long leasehold disposal of land as part of the Victoria North development.

MAES is funded through external Government grants and following a change in the funding regime the approved funding is not sufficient to meet the existing costs of the service. To ensure the service is sustainable and reduce the requirement to use

reserves a service redesign is underway and this involves several staff reductions that are being managed through a scheme of voluntary severance. Several staff have already left in 2021/22 and further staff reductions are planned for 2022/23 to ensure a balanced budget.

New Proposed Changes 2022/23

As part of the 2021/22 budget process £393k savings were approved in respect of holding/deleting 11 posts in planning and building control. The redesign is almost complete and expected to be implemented from January 2022. To allow for service delivery, and succession planning savings realised are around £200k. This will require alternative savings of £193k to be delivered in 2022/23 and officers are currently developing options for consideration as part of the 2022/23 budget.

Provision has been made for inflationary price increases and potential pay awards. This is held centrally and will be allocated to service budgets when the details are available.

Appendix 3 – Capital budget and pipeline priorities

The current approved capital programme, as at period 6 in 2021/22, is shown below alongside the funding to be used. Details on potential future investment opportunities are also shown, but these remain subject to approval.

Approved Capital Programme

Service Area	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000
Strategic Housing - Disabled Facilities Grant	7,500	8,079	-	-	15,579
Strategic Housing - Other	7,231	7,217	12,662	2,725	29,835
Northern Gateway	19,391	27,255	26,272	-	72,918
Eastern Gateway	7,662	3,024	-	-	10,686
City Centre	8,027	3,383	-	-	11,410
Other	4,866	8,643	-	-	13,509
Total	54,677	57,601	38,934	2,725	153,937

Funding of Approved Capital Programme

Service Area	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000
Grant	25,733	30,299	18,352	-	74,384
External contributions	1,544	2,350	-	-	3,894
Revenue Contribution to Capital	4,191	756	799	-	5,746
Capital Receipts	2,663	3,774	10,959	2,725	20,121
Borrowing	20,546	20,422	8,824	-	49,792
Total	54,677	57,601	38,934	2,725	153,937

Future Investment Priorities

The following projects are potential future investment opportunities, which may be brought forward in the future:

- Investment in key strategic areas, including the Ancoats Mobility Hub and Wythenshawe Town Centre, alongside works in the Eastern and Northern Gateways.
- Public realm works, including Piccadilly Gardens.
- Further investment in the Council's digital asset base.

- The Culture in the City Levelling Up bid, supporting development at HOME and at Campfield.
- Investment in This City, developing new homes in the city.

APPENDIX 4 – HIGHWAYS

Highways Service

The Highways Service works to improve the city's road networks and public spaces, delivering a range of work that keeps traffic flowing, maintains the public realm and designs major new highways schemes to benefit residents and visitors in Manchester.

The Highways Service is made up of several teams:

- Network Management - keeping the city moving, managing parking, traffic, and other aspects of road safety.
- Design, Commissioning and Project Management Team (PMO) - managing and developing our highways.
- Public Realm - maintaining monuments, water features and more

Priorities:

- Keeping highway users safe
- Reducing congestion and supporting business and economic recovery
- Supporting active travel options of walking and cycling
- Delivering a programme of highway improvements

Revenue Budget.

Highways service revenue budget is part of the overall Neighbourhoods service budget. The service has a gross £25.1m and net £17.5m budget with 232 fte's.

Service Area	2021/22 Gross Budget £000's	2021/22 Net Budget £000's	FTE's
Highways Development	43	43	3
Network Management	4,937	2,042	94
Public Realm	687	658	5
Design, Commissioning & PMO	(221)	(239)	56
Highways Maintenance	6,210	5,629	74
Accident & Trips	1,164	1,164	0
Street Lighting	11,421	8,269	0
Metroshuttle Contribution	900	0	0
Highways Total	25,141	17,566	232

The highways budget is net of £495k 2021/22 savings that were approved as part of the budget process, and there are another £150k savings approved for 2022/23, that are to be achieved through a further reduction in the accidents and trips budget.

New Proposed Changes

As part of the work to review the budget the following budget pressure has been identified and this will need to be considered as part of the budget process.

- Winter Services - £200k increased costs of service provision

Highways Capital Programme

The current approved capital programme, as at period 6 in 2021/22, is shown below alongside the funding to be used. Details on potential future investment opportunities are also shown, but these remain subject to approval.

Highways Approved Capital Programme

Service Area	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000
Maintenance Programme	26,319	8,603	2,233	-	37,155
Mayor's Challenge Fund schemes	12,102	16,191	-	-	28,293
Other	9,584	10,036	-	-	19,620
Total	48,005	34,830	2,233	0	85,068

Funding of Approved Capital Programme

Service Area	2021/22	2022/23	2023/24	2024/25	Total
	£'000	£'000	£'000	£'000	£'000
Grant	200	-	-	-	200
External contributions	23,836	21,294	-	-	45,130
Revenue Contribution to Capital	857	-	-	-	857
Capital Receipts	308	681	-	-	989
Borrowing	22,804	12,855	2,233	-	37,892
Total	48,005	34,830	2,233	-	85,068

Future Investment Priorities

The following projects are potential future investment opportunities, which may be brought forward in the future:

- A further investment plan for highway and footways maintenance, improvements, and road safety, as the existing programme comes to an end. This would complement existing government funding.

- The opportunities to bid for Mayor's Challenge Fund from the GMCA will be continually reviewed to fund road, footway and cycleway improvements.
- Ongoing review of accident prevention and local community safety measures, £2m was included in the programme for 2021/22 and any unused resources will be carried forward into 2022/23

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