

Manchester City Council Report for Resolution

Report to: Executive – 12 February 2020

Subject: Capital Programme Monitoring 2019/20 - Period 9

Report of: The Deputy Chief Executive and City Treasurer

Summary

This report informs members of:

- (a) Progress against the delivery of the 2019/20 capital programme to the end of December 2019.
- (b) The revised capital budget 2019/20 taking account of changes between the approved capital budget and any further changes occurring in year.
- (c) The latest forecast of expenditure and the major variances since the Capital Programme Monitoring report submitted in November 2019.
- (d) The impact any variations may have on the Capital Programme for the period 2019/20 to 2024/25.

Recommendations

The Executive is requested to:

1. recommend that Council approve the virements over £0.5m between capital schemes to maximise use of funding resources available to the City Council set out in Appendix A.
2. approve virements under £0.5m within the capital programme as outlined in Appendix A.
3. note that approvals of movements and transfers to the Manchester City Council capital programme, will reflect a revised total budget of £248.0m and a latest full year forecast of £248.9m. Expenditure to the end of December 2019 is £130.1m.
4. note that approvals of movements and transfers to Capital Programme on behalf of Greater Manchester, will reflect a revised total budget of £70.0m and a latest full year forecast of £70.0m. Expenditure to the end of December 2019 is £49.5m.
5. note the budgets approved in February 2020 by the Executive Member for Finance and Human Resources and the Deputy Chief Executive and City Treasurer under delegated powers in Appendix C.

Wards Affected: All

Environmental Impact Assessment - the impact of the decisions proposed in this report on achieving the zero-carbon target for the city

Under the governance process for capital expenditure decision making, zero and low carbon measures are a key component. All capital projects are reviewed throughout the approval process with regard to the contribution they can make to Manchester being a Zero-Carbon City. Projects will not receive approval to incur costs unless the contribution to this target is appropriate.

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	The capital programme contributes to various areas of the economy including investment in public and private sector housing, education and children's social care, transport infrastructure, major regeneration activities, environmental, cultural and leisure services.
A highly skilled city: world class and home grown talent sustaining the city's economic success	The capital programme includes substantial investment in education and also provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The capital programme includes investment in adult and children's social care, education, housing and the environment, cultural and leisure services, all of which contribute towards the strategy.
A liveable and low carbon city: a destination of choice to live, visit, work	Investment in all areas of the capital programme contributes towards this community strategy, notably the investment in sustainable and affordable housing, building schools for the future, transport, environmental and major regeneration programmes.
A connected city: world class infrastructure and connectivity to drive growth	The capital programme includes investment in highways infrastructure, and broadband expansion.

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

- Equal Opportunities Policy
 - Risk Management
 - Legal Considerations
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Financial Consequences – Revenue

All Revenue consequences are included in the current Revenue Budget.

Financial Consequences – Capital

The latest forecast of expenditure for 2019/20 for the Manchester City Council capital programme is £248.9m, compared to a proposed revised budget of £248.0m, an overspend of £0.9m. Spend to date is £130.1m.

The latest forecast for the capital programme held on behalf of Greater Manchester is £70.0m, compared to a proposed revised budget of £70.0m. Spend to date is £49.5m.

The programme is subject to continual review to establish whether the forecast remains achievable. Whilst the intention is for the City Council to progress the programme as stated, some projects and their sources of funding may require re-profiling into future years.

The Greater Manchester programme consists of legacy schemes hosted by the City Council before borrowing powers were granted to the Greater Manchester Combined Authority (GMCA) which also monitors the projects. Following the granting of the relevant borrowing powers, the debt associated with the programme novated last financial year, and during this financial year a number of the loans provided to third parties have transferred across.

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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.

- Report to the Executive 13th February 2019 – Capital Strategy and Budget 2019/20 to 2023/24
- Report to the Executive 13th March 2019 – Capital Programme – Capital Programme Update
- Report to the Executive 26th June 2019 - Capital Programme Outturn 2018/19
- Report to the Executive 26th June 2019 - Capital Programme - Capital Programme Update
- Report to the Executive 24th July 2019 – Capital Programme – Capital Programme Update
- Report to the Executive 11th September – Capital Programme – Capital Programme Update
- Report to the Executive 16th October - Capital Programme - Capital Programme Update
- Report to the Executive 13th November – Capital Programme – Capital Programme Update
- Report to the Executive 13th November – Capital Programme Monitoring 2019/20 Period 6
- Report to the Executive 19th December – Capital Programme – Capital Programme Update
- Report to the Executive 15th January – Capital Programme – Capital Programme Update
- Report to the Executive 12th February – Capital Strategy and Budget 2020/21 to 2024/25

1 Introduction

1.1 The purpose of the report is to:

- Provide an update to members on the progress of the capital programme in the nine months to the end of December 2019.
- Inform members of the latest estimates of capital expenditure for 2019/20 and to show forward commitments into the 2020/21 to 2024/25 capital programme.
- Confirm that there are adequate levels of resources available to finance the capital programme.

1.2 This report will provide information on the activities undertaken in delivering the programme and the risks associated with the works, as well as the financial monitoring and changes required.

1.3 A summary of each part of the programme is included within the report, providing details on the major projects and risks for that area. This is presented alongside a summary of the financial position, and any changes to the budget that are required.

1.4 Appendix A details the virements requested across the programme since Executive approved the revised capital budget in November 2019. Appendix B details the revised capital budget for each project, taking into account the virements requested, and any re-profiling between years which has been identified. Appendix C notes the budgets approved under delegated powers in February 2020.

2 Contributing to a Zero-Carbon City

2.1 To reflect the climate change emergency that the Council has declared, the capital expenditure business case template has been updated to include a carbon measure for both during the project progression stage and the ongoing lifecycle post completion. The intention is that the carbon footprint of a scheme is considered as part of the decision making process. This work is ongoing and will reflect the decisions taken by the Council on how it will meet the future carbon reduction targets in order to become carbon neutral by 2038.

3 Capital Budget

3.1 The Capital Budget for the period 2019/20 to 2023/24 is currently £1,336.1m. This is an increase of £26.3m compared to the budget approved at Quarter 2 by the Executive in November 2019.

3.2 The profile before the changes proposed in this report, is shown in the table below:

Capital Programme 2019-2025	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total Programme £m
Capital Budget (June 19)	509.3	434.1	244.7	96.1	48.2	1,332.5
Capital Programme Update (Approved June 19)	3.3	-3.2	0.0	0.0	0.0	0.1
Capital Programme Update (Approved July 19)	0.4	-2.3	-0.9	0.0	0.0	-2.8
Capital Programme Update (Approved September 19)	4.6	-2.1	0.4	0.0	0.0	2.9
Capital Programme Update (Approved October 19)	0.6	-0.1	0.0	0.0	0.0	0.5
Capital Programme Monitoring Quarter 2	-72.8	-8.1	28.7	25.8	3.0	-23.4
Capital Programme Update (Approved November 19)	1.5	1.1	0.6	0.0	0.0	3.2
Capital Programme Update (Approved December 19)	0.6	0.4	0.0	0.0	0.0	1.0
Capital Programme Update (Approved January 20)	14.5	0.2	7.2	0.0	0.0	21.9
Capital Programme Update (Approved February 20)	0.0	0.2	0.0	0.0	0.0	0.2
Revised Capital Budget	462.0	420.3	280.7	121.9	51.2	1,336.1
<i>Of which:</i>						
Manchester City Council Programme	310.8	382.4	280.7	121.9	51.2	1,147.0
Programme on behalf of Greater Manchester	151.2	37.9	0.0	0.0	0.0	189.1

3.3 The proposed revised capital budget for the period 2019/20 to 2023/24 following the variations proposed in this report can be found in Section 16.

3.4 The figures shown above include those approved by the Executive Member for Finance and Human Resources and the Deputy Chief Executive and City Treasurer under delegated powers. Delegated budgets approved in February 2020 can be found at Appendix C.

4 Projects carried out on behalf of Greater Manchester

4.1 The Housing Investment Fund, which was administered by the City Council on behalf of the Greater Manchester Combined Authority and forms the “Programme on behalf of Greater Manchester” budget, is in the process of being novated across to the Authority following changes to the borrowing powers the Authority holds. The current programme is forecasting spend of £70.0m against a budget of £151.2m, as a number of the investments have now novated across to Combined Authority and therefore for those investments no further advances will come from the City Council. The Council will be left with a handful of loans which are due to be fully repaid during this financial year.

4.2 The rest of this report will focus on the City Council's Capital Programme.

5 Capital Programme Forecast 2019/20

5.1 The latest forecast of expenditure for the Manchester City Council Capital Programme in 2019/20 is £248.9m compared to the current budget of £310.8m. This includes a total forecast overspend of £0.9m against various projects. The variations, by service area, are shown in the table below.

5.2 The tables in this report now show the budget approved by the Executive in February 2019 as part of the budget process, alongside the current revised budget and the latest forecast. The intention is that, by including this information, there is clear transparency in how budgets have changed.

Capital Programme 2019/20 budget, forecast and spend to date at 31st December 2019

Manchester City Council Programme	Budget set in Feb 19 £m	Revised Budget £m	Forecast £m	Variance £m	Spend to Date £m	Spend to Date as % of Forecast
Highways	56.3	62.5	57.8	-4.7	38.2	66.1%
Neighbourhoods	25.6	14.5	8.6	-5.9	5.1	59.3%
Growth and Development	127.1	116.5	89.3	-27.3	50.6	56.7%
Town Hall Refurbishment	24.4	21.9	17.1	-4.8	7.6	44.4%
Housing – General Fund	24.7	17.5	10.3	-7.2	7.1	68.3%
Housing – Housing Revenue Account	30.0	26.8	19.7	-7.1	8.5	43.1%
Children's Services	39.0	27.7	25.2	-2.5	5.1	20.2%
ICT	11.3	6.1	5.7	-0.4	4.0	70.2%
Corporate Services	20.7	17.3	15.3	-2.0	4.0	26.1%
Manchester City Council Programme	359.1	310.8	248.9	-61.9	130.1	52.3%
Programme on behalf of Greater Manchester	146.5	151.2	70.0	-81.2	49.5	70.6%
TOTAL	505.6	462.0	318.9	-143.1	179.6	56.3%
Reprofiling				-62.5		
Cost Variations				-81.5		
Net over (under) spend				0.9		

5.3 Since the February 2019 budget report there have been additional projects added to the capital programme. Further to this, at both outturn for 2018/19 financial year and period 6 for 2019/20, the budgets were revised to reflect the expected future profile of spend. This will explain the majority of the differences between the two budgets for 2019/20 shown. The explanations for the variances reported at outturn and period 6 can be found in previous monitoring reports.

6 Summary of Main Changes to the Revised Budget

- 6.1 The nature of the capital budget is to ensure there is transparency and flexibility to manage the funding across the life of projects. As such some variations within the year are to be expected as projects are developed, and budgets are re-profiled on a quarterly basis through approval from Executive in order to reflect these changes.
- 6.2 The main changes to the programme since the revised budget reported to Executive in November are as follows:

Highways

- Due to design issues at a number of junctions within the Schools Crossing scheme, £1.7m budget will be moved into next financial year.
- Due to a change in the number of units required for the programme to completion on the Street Lighting PFI scheme, a total of £1.6m will be moved in to 2020/21.
- Following a review called for by Transport for Greater Manchester (TfGM) of the Mancunian Way and Princess Parkways National Productivity Investment Fund (NPIF) scheme, the budget will be re-profiled by £1.1m in to next financial year.

Neighbourhoods

- Whilst the potential use of electric vehicles are being explored, no more vehicle purchases are expected this financial year within the Waste contract, and so the remaining £3.8m budget will be moved in to next financial year.
- Due to the first phase of the Waste Reduction Measures scheme in apartments taking longer than anticipated, £1.2m has been moved in to next financial year.

Growth and Development

- As per the latest milestone payment schedule, the Civic Quarter Heat Network Project has been re-profiled by £5.5m in to next financial year. Works are reported as on programme with buildings scheduled to start using the gas and electricity from the network from winter 2020 once they have been connected.
- The Carbon Reduction Programme budget has been re-profiled as contracts are now due to be issued later than originally anticipated. An updated schedule of works means that a total of £5.3m will be moved in to next financial year.
- Due to a change in timing of the drawdown for the Manchester College loan, a total of £5.0m will be moved in to 2020/21.
- The Factory budget has been re-profiled in line with the latest construction programme and revised fees. As a result £4.5m has been moved in to future years.

- Due to a change in scope requested from the end user, and contingency budgets not being fully utilised in 2019/20, £1.4m for the Heron House project will be moved in to 2020/21.

Our Town Hall

- The Our Town Hall Project budget has now been re-profiled based on the current programme of works for a number of work packages. A total of £4.8m will be moved in to next financial year.

Housing – General Fund

- Following the decision not to proceed with the original Registered Provider (RP), the £2.0m budget for the Empty Homes Scheme will be moved in to 2020/21. A new RP has now been selected and the single payment of a s.22 grant is expected to be made next financial year for the works to be carried out to bring empty and surplus to requirement houses back in to use for affordable home ownership.

Children's Services

- Whilst a consultation is held with Special schools on its proposed use, the £1.2m unallocated Special Provision capital fund budget will be moved in to next financial year.

Corporate Services

- The Integrated Working – Gorton Health Hub project requires re-profiling of £1.6m in to next financial year, due to the timing of signing the complex multi-party agreements delaying the approval process.

- 6.3 The above variances and other smaller variances are explained in greater detail by service area below. The position will be closely monitored with the final outturn position being highly dependent on schemes continuing on schedule and delivering to plan.

Programme Risks

- 6.4 The Capital Budget is prepared on the best estimate of the spend profile for each scheme across its life. As schemes develop the profile of spend may change, depending on circumstances. The format of this report is intended to highlight the total life and cost of schemes, and the risks associated with their development.
- 6.5 All projects carry risk such as delivery risk, third party risk and market risk, including build cost inflation risk which is discussed below. Whilst the updated forecasts reflect officers expectations based on existing and planned works, these may change as projects develop and in response to wider market changes.

- 6.6 General inflation in the North West (NW) construction market has not reduced as predicted over the 2018/19 period and the Manchester Market has become more pronounced due to the large volume of construction work that has taken place over the past 3-4 years and continues to take place. Forecasting inflation indices for the general North West region over the coming years are predicted by leading cost consultancy companies to maintain a fairly flat and low trend. The predicted indices are showing an increase of 1.5% per annum for the next 3 years. Building Construction Information Service (BCIS), part of the Royal Institute of Chartered Surveyors (RICS) are indicating a slightly higher increase for the UK average, although this does factor in London.
- 6.7 There is a view that whilst in the general NW region activity will cool off slightly over the next few years, the level of activity in the centre of Manchester will continue for some time yet. There is a 'wave' of city centre commercial projects all set to move forward over the next few years which, it is anticipated, will take up any reduction in activity in the residential construction sector. In terms of Central Manchester therefore over the coming few years construction output it is still expected to see prices being high, inflation at above average levels (up to 4-5% per annum as a general view across the market in Manchester whereas individual projects could be higher depending on project duration and inflation forecast in their respective cost plans c7-14%) and there is not much evidence of downturn in demand or workload.
- 6.8 As it is difficult to assess the impact on project budget requirements until work packages are tendered, the Council's capital strategy elsewhere on this agenda proposes that provision for inflation is made within the overall capital programme funded from borrowing. It is intended that some of the capital inflation provision will be allocated across impacted schemes when the capital budget position is updated at Outturn in May.
- 6.9 The nature of the capital programme is that it contains a number of budgets where expenditure is later approved when the project is developed and the project milestones and payment timescales become clearer.
- 6.10 The programme also contains some budgets which are yet to be allocated to specific projects but are reserved for a specific purpose, such as Education Basic Need funding for additional school places, the Highways Investment Fund and the ICT Fund. This is predominantly because the future projects are not yet at the stage where procurement can take place, or are dependent on other projects completing. Once projects are approved through the Council's capital approval process the budgets will be allocated and the Capital Budget updated accordingly.
- 6.11 This creates some uncertainty in the programme, but ensures that the programme reflects the likely use of resources and enables agile approval processes for relevant projects as they are developed. These budgets are carefully monitored throughout the financial year and, if the expected

programme of works changes, the impact on the forecast will be reported at the earliest opportunity.

- 6.12 Detailed by service area below is a summary of the value of outstanding programme approvals that have not yet been approved to spend. This includes budgets yet to be allocated to specific projects but reserved for a specific purpose and budgets assigned to projects where the detailed spend allocation is not yet approved, such as 'Our Town Hall'.

Manchester City Council Programme	Budget yet to be allocated £m
Highways	41.6
Neighbourhoods	12.4
Growth and Development	73.2
Our Town Hall	244.0
Housing – General Fund	20.2
Housing – Housing Revenue Account	31.1
Children's	91.4
ICT	23.2
Total	537.1

- 6.13 Specific risks have been identified across the capital programme and are detailed in the relevant section below. Whilst efforts have and will be made to mitigate these risks, they cannot be removed and therefore the future forecast may change.

7 Highway Services Programme

- 7.1 The schemes within the current Highways portfolio include the highways improvement investment fund, projects to improve and increase the use of cycle routes which relieve congestion and reduce air pollution from CO₂ emissions, improvements to pedestrian access in areas in the City, improvements to safety measures and schemes to reduce energy consumption for street lighting.
- 7.2 The main variances from the original budget set in February 2019 and before the proposals noted in this report are as follows:
- During the final quarter of 2018/19 and first half of 2019/20, various projects within the Highways Planned Maintenance Programme progressed better than expected, resulting in £2.3m budget being accelerated from future years.
 - As a result of the main contractor going into administration, £2.3m for the Manchester/Salford Inner Relief road (MSIRR) project was moved in to this financial year whilst a new contractor was selected.
- 7.3 The Highways capital programme is currently forecasting to spend £57.8m compared to a budget of £62.5m, a variance of £4.7m. Spend to date is

£38.2m, or 66.1% of the current forecast. The programme is shown in the table below:

Highways	19/20 Spend to date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Highways Planned Maintenance Programme	14.4	18.1	20.4	20.5	0.1	113.3	112.8	-0.5
Manchester/Salford Inner Relief Road (MSIRR)	7.7	5.6	7.8	9.8	2.0	13.9	16.1	2.2
Street Lighting PFI	6.8	12.0	10.6	9.0	-1.6	32.7	32.7	0.0
Mancunian Way and Princess Parkway National Productivity Investment Fund (NPIF)	1.8	4.5	5.3	4.2	-1.1	8.8	8.8	0.0
Other Projects	7.6	16.1	18.4	14.4	-4.0	111.6	113.6	2.0
Total Highways	38.2	56.3	62.5	57.8	-4.7	280.3	284.0	3.7
Reprofiling					-7.1			
Cost Variations					0.0			
Net over (under) spend					2.4			

Activities

- 7.4 The Manchester Salford Inner Relief Road (MSIRR) Regent Road scheme junctions A to D are now complete. The works are continuing on junctions E to F with completion expected by February 2020.
- 7.5 A contractor has been appointed for the Hyde Road Pinch Point widening scheme and pre-start meetings have begun. A planning application for the works was submitted in December, with works to commence at the end of January 2020.
- 7.6 The main highways work for the Mancunian Way and Princess Parkway National Productivity Investment Fund (NPIF) commenced in October 2019 and the project is on schedule to complete by June 2020.
- 7.7 The Great Ancoats Street Improvement Project main works contractor has now been appointed and work commenced in January. The advanced works required to enable the scheme were completed on time and to budget.
- 7.8 Lease negotiations with the NHS for land associated with the A6 Stockport Road scheme are now complete and the lease is due to be signed by March 2020.

Variances – All Years

- 7.9 There is an underspend of £0.5m on the Planned Highways Maintenance Programme following the final accounts of schemes completed in 2015/16 and 2016/17, which will be re-appropriated and utilised against future highways schemes.
- 7.10 An overspend of £2.2m has been reported against the Manchester/Salford Inner Relief Road project due to various factors, including compensation events submitted from the contractor, rectifying defective works from the original contractor, delays in the programme and adverse weather conditions. Due to the contract type, the Council is liable for additional costs incurred and therefore the project is under careful review.
- 7.11 As per the spend profile received from Stockport MBC for the Stockport SEMMMS A6 scheme, there is currently additional expected spend of £2.0m in 2019/20 and 2021/21 that will be covered by grant funding from the Department for Transport (DfT).

Variances – In Year

- 7.12 The main variances reported are:

Highways Maintenance Programme

- The Carriageway Resurfacing scheme continues to progress well, resulting in an acceleration to the programme of £0.6m in 2019/20.
- The Highways Corridor Development scheme was approved by Executive in December 2019. As per the forecast of expenditure, a total of £0.4m will be moved in to next financial year.
- Other in year variances to the Highways Maintenance Programme require total re-profiling in to future years of £0.1m.

Street Lighting PFI

- A programme to completion for the Street Lighting PFI scheme is currently being agreed with the contractor. It is likely this will not include as many units as the original plan as this factored in an increase in assets over the 3 year period which has not materialised. Until the effect of this can be quantified, a total of £1.6m will be moved in to next financial year.

NPIF

- Transport for Greater Manchester (TfGM) called for a review of the design for the Mancunian Way and Princess Parkway NPIF scheme, which has led to a revised schedule of works. As a result. the budget will be re-profiled by £1.1m in to next financial year. The scheme is still expected to complete on time.

Other Projects

- There is a requirement to move £1.7m budget into next financial year for the Schools Crossing scheme in relation to design issues at a number of junctions.
- The Cycle City Phase 2 scheme will be re-profiled by £0.8m into future years. This is due to a redesign that is required to some phases of the scheme following wider consultation with stakeholders.
- The Levenshulme Mini Holland scheme requires re-profiling of £0.5m into future years. This is as a result of the reprogramming of the pre development work as part of the overall Mayor's Cycling and Walking Challenge Funding.
- Other in year variances are as noted in paragraphs 7.9-7.11.

Risks

- 7.13 The Highways programme for 2019/20 contains a high number of large and strategically important projects for the highway network and the service is working to ensure that the works can be delivered to the timescales indicated. Works are assessed and scheduled based on potential impact to the network in an effort to minimise disruption to commuters wherever possible.
- 7.14 There are inherent risks around external factors, such as weather conditions, which can hinder the schedule of works. The availability of appropriately skilled resources has also been identified as a significant risk with recent and planned recruitment activity seeking to mitigate associated resourcing risks. Further to this, the volatility of the marketplace will require increased due diligence checks when appointing future contractors.
- 7.15 Extensive consultation with stakeholders is undertaken to ensure proper engagement and input in to the schemes being delivered, as well as to manage expectations within available budgets and realistic timescales. The intention is to minimise the risk of scope creep and raise awareness of the impact of schemes on journey times. Where need is identified, additional funding opportunities through partners are also routinely explored in order to increase project scope.

8 Neighbourhoods Programme

- 8.1 The Neighbourhoods programme is shown in the table below, and is split across three main themes, the details of which are provided separately below:

Neighbourhoods Capital Programme 2019/20 (December 19)

Neighbourhoods	Budget set in Feb 19 £m	Budget £m	Forecast £m	Variance £m	Spend to Date £m	Spend to Date as % of Forecast
Environment and Operations	7.4	7.6	2.6	-5.0	2.6	100.0%
Leisure	17.3	6.2	5.5	-0.7	2.3	41.8%
Libraries	0.9	0.7	0.5	-0.2	0.2	44.7%
Total Neighbourhoods	25.6	14.5	8.6	-5.9	5.1	59.3%
Reprofiling				-5.9		
Cost Variations				0.0		
Net over (under) spend				0.0		

8.2 Within the 2018/19 Capital Programme Outturn report, the £13.0m budget for the Football Association (FA) Hubs project was re-profiled in to future years pending confirmation of grant funding. At Period 6, this was removed from the Capital Programme with an alternative scheme to be brought forward.

Environment and Operations Programme

8.3 The schemes within the Environment and Operations Programme are centred on improving the environment with the main focus on the control of waste disposal and promoting recycling.

8.4 The Environment and Operations programme is forecasting to spend £2.6m compared to a budget of £7.6m, a variance of £5.0m. Spend to date is £2.6m, or 100.0% of the current forecast. The programme is shown in the table below:

Environment and Operations	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Outturn £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Waste Reduction Measures	0.2	1.5	1.5	0.3	-1.2	4.7	4.7	0.0
Waste Contract	2.1	5.9	5.9	2.1	-3.8	11.5	11.5	0.0
Other Projects	0.3	0.0	0.3	0.3	0.0	0.3	0.3	0.0
Total Environment	2.6	7.4	7.6	2.6	-5.0	16.5	16.5	0.0
Reprofiling					-5.0			
Cost Variations					0.0			
Net over (under) spend					0.0			

Activities

8.5 The Waste Contract scheme is a loan to Biffa for the purchase of vehicles

for the Council within the waste and street cleansing contract. Biffa have purchased an additional five vehicles this financial year and further purchases including the potential for electric vehicles are now being considered for future years.

Variances – In Year

- 8.6 There is a requirement to move £1.2m in to 2020/21 for the Waste Reduction Measures project due to the first phase on Apartment blocks taking longer than originally anticipated. This is due to a number of factors including the logistics of resident communications, bin delivery to storage, site preparation and repairs and delivery to site.
- 8.7 The remaining £3.8m budget for the Waste Contract loan to Biffa will be moved in to next financial year, as it is not expected that any more vehicle purchases will be made before March 2020 and therefore no further loan advances are required. Further purchases including the potential for electric vehicles will be considered for next financial year.

Leisure Programme

- 8.8 The Leisure Programme provides leisure, sports and park facilities and services to communities across the City to promote health and wellbeing. The programme includes improvements to facilities which are used for events with the intention of also providing an economic benefit.
- 8.9 The Leisure programme is forecasting to spend £5.5m compared to a budget of £6.2m, a variance of £0.7m. Spend to date is £2.3m, or 41.8% of the current forecast. The programme is shown in the table below:

Leisure	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Outturn £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Parks Programme	0.9	2.8	1.6	1.5	-0.1	14.9	14.9	0.0
Indoor Leisure – Abraham Moss	1.0	1.7	2.0	1.4	-0.6	22.0	22.0	0.0
Other Projects	0.4	12.8	2.6	2.6	0.0	15.6	15.6	0.0
Total Leisure	2.3	17.3	6.2	5.5	-0.7	52.5	52.5	0.0
	Reprofiling				-0.7			
	Cost Variations				0.0			
	Net over (under) spend				0.0			

Activities

- 8.10 Colleagues within Leisure have developed a plan which sets out the investment priorities across the three strands of the £12.5m Parks

Development Plan. To date £0.6m has been approved by Strategic Capital Board against various smaller schemes, including the Heaton Park Bowls project where works have now completed on site.

- 8.11 RIBA Stage 4 designs are currently being concluded for the Abraham Moss Leisure Centre scheme. The contractor has sent out work packages based upon the Stage 4 design for pricing, in preparation for contract agreement for the main works at the end of February 2020. An update meeting was held with the school in December.
- 8.12 The Interactive Football Wall Project works completed on site in November 2019, with the wall now open for use and data being generated via the app. Similarly, works at MAC Booth Street car park have completed.
- 8.13 A contractor has been appointed for the Manchester Regional Arena – Outdoor athletics track replacement project and the design for the scheme has been approved. Construction is expected to commence in early February 2020 with completion due in May.

Variances - In Year

- 8.14 A number of commissioning activities for the Parks Development strategy will now take place in next financial year and so a total of £0.1m will be moved in to 2020/21.
- 8.15 There is a requirement to move £0.6m in to next financial year for the Abraham Moss Leisure Centre scheme, as completion of the pre-construction services agreement (PCSA) for the temporary works is now expected later than originally anticipated.

Libraries Programme

- 8.16 The library programme seeks to bring up to date accessible technology to communities, provide high quality exhibition areas attracting visitors and residents and create new community meeting spaces.
- 8.17 The Libraries programme is forecasting to spend £0.5m against a budget of £0.7m, a variance of £0.2m. Spend to date is £0.2m, or 44.7% of the current forecast. The programme is shown in the table below:

Libraries	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Budget £m	19/20 Outturn £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Open Libraries	0.1	0.5	0.3	0.2	-0.1	0.5	0.5	0.0
Other Projects	0.1	0.4	0.4	0.3	-0.1	1.8	1.8	0.0
Total Libraries	0.2	0.9	0.7	0.5	-0.2	2.3	2.3	0.0
	Reprofiling				-0.2			
	Cost Variations				0.0			
	Net over (under) spend				0.0			

Activities

- 8.18 Fire safety works at Didsbury library have now been completed. A condition survey has been undertaken at Chorlton library to enable further works to be developed.
- 8.19 A scheme is being developed to refresh the Central Library in order to enable the library to continue to successfully deliver its services. The proposal will include a refresh of end of life PCs/Macs, performance space technology and other furniture. It is anticipated that work will begin in April 2020.

Variances - In Year

- 8.20 There is a requirement to move £0.1m budget into the next financial year for the open libraries project, specifically in relation to Blackley Avenue Library. Investigations are underway for installation of the system at the library and works are expected to complete in 2020/21.
- 8.21 The implementation phase for the GM Archives Web Portal will now begin next financial year, and so £0.1m budget has been re-profiled in to 2020/21.

Risks

- 8.22 External funding could provide a significant part of budgets to support parks improvements but is subject to lengthy negotiation and is not always successful. The risk profile has been updated to include the ability to secure match funding from external partners including Historic England and the Heritage Lottery Fund. This will be monitored by the programme board.

9 Growth and Development Programme

- 9.1 The Growth and Development programme is shown in the table below, and is split across four main themes, the details of which are provided separately below:

2019/20 Growth and Development Programme (December 19)

	Budget set in Feb 19 £m	Budget £m	Forecast £m	Variance £m	Spend to Date £m	Spend to Date as % of Forecast
Growth and Development						
Culture	55.3	34.6	30.1	-4.5	19.7	65.4%
Corporate Estates	34.8	25.6	18.2	-7.4	8.8	48.4%
Development	25.0	36.4	28.4	-8.0	13.4	47.2%
Other Growth and Development	12.0	20.0	12.7	-7.3	8.7	68.3%
Total Growth and Development	127.1	116.5	89.3	-27.3	50.6	56.7%
				Reprofiling		
				Cost Variations		
				Net over (under) spend		

Culture Programme

- 9.2 The Factory will act as a driver of the next stage of Manchester's and the North's regeneration – with clear cultural, economic, educational and social benefits for the city and the wider region. It will be a new type of venue – one that can commission, produce and present the widest range of opera, dance, theatre, visual arts and popular culture, with an emphasis on new cross-art form collaborations, for a much wider audience than any traditional venue.
- 9.3 Following notice to proceed (NTP) being received, the Factory budget has been updated, the latest being at Period 6, for the revised cash flow from the contractor in line with the latest construction programme and revised fees.
- 9.4 In 2019/20 the Culture programme is forecasting to spend £30.1m compared to a budget of £34.6m, a variance of £4.5m which will be re-profiled in to future years. Spend to date is £19.7m or 65.4% of the forecast. The programme is shown in the table below:

Culture Programme	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
The Factory	19.7	55.3	34.6	30.1	-4.5	139.6	139.8	0.2
Total Cultural	19.7	55.3	34.6	30.1	-4.5	139.6	139.8	0.2
	Reprofiling				-4.5			
	Cost Variations				0.0			
	Net over (under) spend				0.0			

Activities

- 9.5 Good progress continues at the Factory site as steel works continue to be erected and other major milestones are reached such as the complex installation of the steel frame connecting the warehouse to the theatre. It is anticipated that the Factory will play a significant role in the Manchester International Festival in 2021.
- 9.6 Recent design and cost reviews have been completed in order to inform the letting of the next phase of work packages including for the facade. Like all projects in the programme the level of construction inflation in the market remains a risk.
- 9.7 All variations to the Arts Council England (ACE) funding agreement have now been agreed and a grant payment of £28.8m from ACE was released to the Council in January 2020. A further claim will be submitted in February 2020.

- 9.8 A public realm planning application is expected to be submitted in February 2020. Water Street has now been closed to traffic.

Variances - All Years

- 9.9 There is a total overspend of £0.2m which relates to an increase in professional and legal fees, and the requirement for a greater service connection to the site. This will be addressed in the next iteration of the cost plan.

Variances – In Year

- 9.10 There is a requirement to move £4.5m in to future years due to variances within various work packages. Of this, £2.6m relates to the MEP work package due to design and order placement taking longer than originally anticipated. Further to this, professional fees, client side costs and contingency spend have all been re-profiled in line with the current agreed programme.

Risks

- 9.11 The risk profile for the Factory focuses on ensuring the project is delivered within the agreed budget and timescales, with the delivery and installation of the steel required for the building construction, which is being managed on a section by section basis, forming the critical programme path. As noted earlier, the letting of the next phase of work packages is currently taking place and the inflation in the construction market remains a risk.

Corporate Estates Programme

- 9.12 The programme supports the provision of fit for purpose accommodation for corporate and community use and proactively maintaining and managing the corporate estate which includes reducing carbon emissions.
- 9.13 The main changes since the budget set in February 2019 and prior to the proposals highlighted in this report are as follows:
- Various schemes within the Asset Management Programme were re-profiled to future years following a rescheduling of works for some large scale projects including Heaton Park and Hall. The 2019/20 budget is now £10.4m.
 - A review of the Hammerstone Road scheme began last financial year, to assess the potential impact of the HS2 project. As a result, the 2019/20 budget was re-profiled at Outturn and Quarter 2 from £7.1m to £1.1m.
 - Upon receipt of the detailed investment grade proposals for the Carbon Reduction programme, the 2019/20 budget was revised to £6.0m at outturn.
- 9.14 The Corporate Estates programme is forecasting to spend £18.2m compared to a budget of £25.6m, a variance of £7.4m. Spend to date is

£8.8m, or 48.4% of the current forecast. The programme is shown in the table below:

Corporate Estates	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Asset Management Programme	5.6	11.8	10.4	9.3	-1.1	30.0	30.0	0.0
Hammerstone Road Depot	0.0	7.1	1.1	0.1	-1.0	15.0	20.5	5.5
Carbon Reduction Programme	0.0	8.5	6.0	0.7	-5.3	10.1	10.1	0.0
Estates Transformation	3.1	7.4	6.3	6.3	0.0	18.0	18.0	0.0
Other Projects	0.1	0.0	1.7	1.7	0.0	1.7	1.7	0.0
Total Corporate Estates	8.8	34.8	25.6	18.2	-7.4	74.8	80.3	5.5
	Reprofiling				-7.4			
	Cost Variations				0.0			
	Net over (under) spend				0.0			

Activities

- 9.15 Following a full review of the Hammerstone Road scheme, a full business case based on the RIBA stage 3 design has been submitted to Strategic Capital Board. More information can be found elsewhere on the agenda.
- 9.16 As part of the initial phase of the Carbon Reduction Programme, a pilot in the Town Hall Extension has tested the impact of reduced levels of lighting including the impact on staff and energy use. The Estates team are considering the results and then how to roll the scheme out. Additionally, a drone survey has been undertaken for the National Cycling Centre to assess the suitability of the roof for solar PV. Other council buildings are due to be assessed in the same way.
- 9.17 The next phase of the Estates Transformation activity will see Alexandra House and the nearby underground car park being fully refurbished. Work began on site in September 2019 and the building and car park are scheduled to reopen in December 2020.

Variances - All Years

- 9.18 There is an increase in overall project costs of £5.5m on the Hammerstone Road Project, as the scope of the project has now widened due to identified opportunities to rationalise the estate. This has resulted in some additional costs, as further facilities have now been designed in to the scheme such as the re-location of the Winter Maintenance Depot and facilities, additional office accommodation for the Pest Control and Arbour teams and additional storage for Elections. A request to increase the budget can be found elsewhere on the agenda.

Variances – In Year

- 9.19 There is a requirement to re-profile a total of £1.1m in to next financial year for the Asset Management Programme (AMP). Of this £0.4m relates to the additional budget reallocated back to AMP from the Ross Place scheme as the approved budget was not required in full. Other slippage relates to a pause in the design fees for the velodrome project whilst a methodology for accessing the high level gantry is agreed, and a combination of other minor projects not advancing to the design stage as planned.
- 9.20 Following the review of the Hammerstone Road project, a full business case for the scheme was submitted to the Strategic Capital Board with total revised costs of £20.5m. The updated profiling of spend requires £1.0m to be moved in to 2020/21.
- 9.21 Due to contracts for the Carbon Reduction Programme being issued later than originally anticipated, the schedule of works has been revised and a total of £5.3m will be re-profiled in to next financial year. The first contract was completed and signed in January 2020, with the rest scheduled for February and March.

Risks

- 9.22 There is a carefully planned rolling programme of activity to assess and address end of life replacements through the Asset Management Programme with close collaboration with Capital Programmes colleagues to ensure momentum is maintained. This may lead to a change in priorities during the year.
- 9.23 The Carbon Reduction programme is retrofitting efficiency measures to existing buildings of varying ages and conditions meaning there is a possibility that unknown items such as sub-standard electrical infrastructure or asbestos could be uncovered. To mitigate this, the programme has allowed for a 15% works contingency. A detailed building by building risk log will be maintained and managed throughout the delivery phase with key risks being escalated to the Carbon Reduction Programme Board, reporting into the Estates Board.
- 9.24 Ability to secure resources and suppliers in a buoyant market is a risk to the Estates Transformation Programme. It is being mitigated through early and ongoing planning to inform pipeline decision making about resource availability and allocation.

Development Programme

- 9.25 The Development Programme seeks to provide sustainable growth and transformation of the City, not only to support internal growth but also to retain international competitiveness by promoting opportunities to develop the City's fabric, infrastructure, business and skills base and connecting local communities to employment opportunities.

9.26 The main changes since the budget set in February 2019 and prior to those noted in this report are as follows:

- The £3.9m set aside for the acquisition of land for the joint venture within the Northern Gateway scheme, was re-profiled in to 2019/10 whilst discussions were ongoing.
- Due to the Medieval Quarter Public Realm project being postponed to allow for the Arena Memorial works to be incorporated into the wider scheme, £1.4m budget was moved in to 2020/21.
- Due to a shift in grant drawdown timings, City Labs 2 and Digital Business Incubators saw re-profiling of £4.0m collectively in to this financial year.

9.27 The Development programme is forecasting to spend £28.4m compared to a budget of £36.4m, a variance of £8.0m. Spend to date is £13.4m, or 47.2% of the current forecast. The programme is shown in the table below:

Development	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Digital Asset Board (MCDA)	2.8	1.2	5.2	3.7	-1.5	27.1	27.1	0.0
Strategic Acquisitions Board	5.6	4.3	5.9	5.9	0.0	24.8	24.8	0.0
Northern Gateway	0.0	2.3	6.2	6.2	0.0	25.0	25.0	0.0
Eastern Gateway	2.5	5.3	3.9	2.9	-1.0	68.8	67.7	-1.1
City Centre	2.5	11.9	15.2	9.7	-5.5	62.6	62.2	-0.4
Enterprise Zone	0.0	0.0	0.0	0.0	0.0	5.9	5.9	0.0
Total Development	13.4	25.0	36.4	28.4	-8.0	214.2	212.7	-1.5
Reprofiling					-6.5			
Cost Variations					0.0			
Net over (under) spend					-1.5			

Activities

9.28 A designer has been appointed to create the Glade of Light memorial to commemorate the victims of the Manchester Arena attack. The final design is now being developed with families continuing to be engaged as it takes further shape. Once approved, this will enable the Medieval Quarter, postponed to enable the incorporation of the Arena Memorial into the wider works, to commence on site in May 2020.

9.29 The Peterloo memorial budget has been revised to £1.0m after securing a grant of £0.2m from the Arts Fund. The grant was secured on behalf of the

City Council by the appointed artist who must be satisfied with any proposed modifications to the memorial before the grant can be paid. Options will then be presented in a public meeting and through a public consultation exercise.

- 9.30 The masterplan for the Eastern Gateway including future use of the Central Retail Park site was presented to the Executive in January. This will enable consultant appointments, work package establishment, funding stream identification, carbon targets and other key activities needed for the development of the area to be established.

Variances – All Years

- 9.31 There is an anticipated underspend of £1.1m on the Eastern Gateway – New Islington Marina project as funding originally identified for electrical remedial works will now be completed under the original contract and is therefore not required.
- 9.32 There is a total underspend of £0.4m on the City Labs 2.0 scheme, as the Growth Manager's post is now to be funded through revenue from business rates receipts over a period of 5 years.

Variances – In Year

- 9.33 For the Space and Sharp Projects within the Digital Assets Board portfolio, a total of £1.5m has been moved in to next financial year whilst a strategic review is undertaken and it is determined how the budgets will be utilised.
- 9.34 There is a requirement to accelerate £0.1m in to 2019/20 for the Eastern Gateway – Central Retail Park Scheme due to professional fees, security and utility costs being incurred earlier than expected.
- 9.35 Due to a change in timing of the drawdown for the Manchester College loan, a total of £5.0m will be moved in to 2020/21.
- 9.36 As noted in paragraph 9.28, the Medieval Quarter Public Realm project is currently postponed until the Arena Memorial works are incorporated into the wider scheme. As a result £0.1m of the budget has been moved in to 2020/21 when it is expected that the scheme will commence.
- 9.37 Other in year variances are noted in paragraphs 9.31 - 9.32.

Risks

- 9.38 It should be noted that there are a number of significant elements of the Growth and Development programme, such as the Strategic Acquisitions programme, which are dependent on negotiations with third parties in order to achieve a successful outcome e.g. for land acquisitions. As a result the budget profile is a best estimate and is likely to change. The programme is continually subject to a detailed review and prioritisation exercise.

Other Growth and Development Programme

- 9.39 Prior to the changes highlighted in this report, it was reported at outturn that the Heron House and Registrars work had completed in 2018/19, however the fit out of floors 4 and 5 was reprofiled into 2019/20 as a consequence of various contract negotiations. As a result the remaining £4.5m budget was moved into this financial year.
- 9.40 In line with the position reported to Executive, the legal agreements for the Civic Quarter Heat Network were signed and the programme of work updated meaning the budget was adjusted accordingly at outturn with the need to re-profile £3.6m in to 2019/20.
- 9.41 The Other Growth and Development Programme is forecasting to spend £12.7 compared to a budget of £20.0m, a variance of £7.3m. Spend to date is £8.7m, or 68.3% of the forecast. The programme is shown in the table below:

Other Growth and Development	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Heron House and Registrars	2.4	0.0	4.5	3.1	-1.4	20.6	20.6	0.0
Civic Quarter Heat Network	6.3	11.5	15.1	9.6	-5.5	26.0	26.0	0.0
Other Projects	0.0	0.5	0.5	0.0	-0.5	6.0	6.0	0.0
Total Other Growth and Development	8.7	12.0	20.0	12.7	-7.3	52.6	52.6	0.0
Reprofiling					-7.3			
Cost Variations					0.0			
Net over (under) spend					0.0			

Activities

- 9.42 Concrete has been poured for the base of the Energy Centre and Thermal Store as part of the Civic Quarter Heat Network programme of works. With the majority of the works complete on the western leg of the district heat network, the eastern leg will commence installation in mid-January in line with the overall programme. A meeting was held with the Corporate Landlord and users of the network in December, where entry points and a schedule of works for each building were agreed. Works are reported as on programme with buildings scheduled to start using the gas and electricity from the network from winter 2020 once they have been connected.

Variances – In Year

- 9.43 There is a requirement to move a total of £1.4m in to next financial year for the Heron House project, due to significant variation requests from the

organisation renting the space, resulting in a change to the schedule of works. Contingency budgets have also not been fully expended to date and so will be moved in to next financial year until it can be determined whether they will be utilised in full.

9.44 The Civic Quarter Heat Network budget has been re-profiled in line with the latest milestone schedule and expected payment dates. As a result, a total of £5.5m has been moved in to next financial year.

9.45 A total of £0.5m budget for the New Smithfield market scheme will be moved in to 2020/21 whilst proposals for site redevelopment are worked through. There are currently no plans for expenditure in 2019/20.

Risks

9.46 The Civic Quarter Heat Network project will need to ensure a return on investment to repay costs over the contract term. The scheme will need to offer competitive commercial terms to users to ensure it appears attractive. A continual review of project costs will be undertaken as well as value engineering exercises across the entire scope and project cost.

10 Our Town Hall Refurbishment

10.1 The Our Town Hall programme is a major scheme to update the architectural masterpiece that is the Manchester City Centre Town Hall, to protect and improve it for both Manchester and the nation, restoring and re-opening in 2024.

10.2 Since the budget set in February 2019, the Our Town Hall budget has been re-profiled to reflect the re-phasing of early works and the drawdown profile being updated following the finalisation of the Management Contractor terms. Following the appointment of the MEP stage 1 contractor, a fee was agreed and contingency budgets were re-phased. The construction forecast is now based on the revised programme and work packages have been re-profiled to reflect this. The 2019/20 budget is now £21.9m.

10.3 The Our Town Hall Refurbishment programme is forecasting to spend £17.1m compared to a budget of £21.9m, a variance of £4.8m. Spend to date is £7.6m, or 44.4% of the current forecast. The programme is shown in the table below:

Our Town Hall	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Our Town Hall	7.6	24.4	21.9	17.1	-4.8	305.2	305.2	0.0
	Reprofiling				-4.8			
	Cost Variations				0.0			
	Net over (under) spend				0.0			

Activities

- 10.4 The Town Hall project team continue to prepare for Notice to Proceed (NtP). As part of these preparation works, there are ongoing discussions with Planning and an application to the Local Planning Authority was submitted in January 2020.
- 10.5 There are currently c£76.0m worth of tenders under review with a further £5.0m of work packages out to tender, which is in line with the procurement strategy and programme for the project. It is anticipated that c£104.0m worth of packages will have been procured by notice to proceed (NtP) which will equate to around 60% of the overall project.
- 10.6 The temporary site accommodation arrived in October which required the Christmas Market's configuration to be altered from previous years.
- 10.7 Scaffolding around the building is being erected, and the fit out of mock up rooms is currently being procured to test the design and ensure quality control management.

Variances – In Year

- 10.8 The Our Town Hall budget has been re-profiled based on the current programme of works for a number of work packages. Additionally, the organ removal which was due to take place this financial year has now been put back 25 months in the current programme. As a result, a total of £4.8m will be moved in to 2020/21.

Risks

- 10.9 Due to the size, duration and nature of the programme, risk will be carefully managed through and across the various work packages. Site investigations and early works are vital to inform the design and cost aspects.
- 10.10 At this early stage of the project the spend profile remains uncertain. Once the project receives Notice to Proceed (NTP) a more detailed timeline of work will be agreed. It is likely that the budget profile will change.
- 10.11 In addition, external factors such as supply chain uncertainty and the availability or otherwise of sufficient and appropriate specialists to ensure the quality of the finished work, will require careful monitoring to ensure early action can be taken to reduce any negative impact on cost and programme.

11 Housing - General Fund

- 11.1 The Private Sector Housing programme focuses on providing affordable housing including the facilities, adaptations and community focus required.
- 11.2 As reported at outturn, £4.7m budget for the Marginal Viability Fund New Victoria scheme was accelerated in to this financial year to reflect the expected receipt of grant income in 2019/20. Subsequently, this has proved not possible and the project has been re-profiled accordingly.
- 11.3 At Quarter 2, the £2.4m Extra Care budget was moved in to 2020/21, whilst the Council continues to review schemes to find the optimum balance between those led internally and those by Registered Providers. The £2.2m budget for the Armitage Nursery and Community Facility was removed from the capital budget as there were no further plans for expenditure, and the £6.9m Ben Street Regeneration budget was removed as no additional funding was required in the delivery of the scheme by One Manchester.
- 11.4 The Private Sector Housing programme is forecasting to spend £10.3m compared to a budget of £17.5m, variance of £7.2m. Spend to date is £7.1m, or 68.3% of the current forecast. The programme is shown in the table below:

Private Sector Housing (General Fund)	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Brunswick PFI Land Assembly	1.1	1.7	1.7	1.2	-0.5	9.5	9.5	0.0
Disabled Facilities Grant	4.9	7.9	7.8	6.5	-1.3	53.9	53.9	0.0
Extra Care	0.0	2.4	0.0	0.0	0.0	6.0	6.0	0.0
Ben St Regeneration	0.2	0.6	1.3	0.4	-0.9	8.7	8.7	0.0
Marginal Viability Fund – New Victoria	0.0	1.8	0.5	0.5	0.0	10.5	10.5	0.0
Other Projects	0.9	10.3	6.2	1.7	-4.5	86.4	86.4	0.0
Total Private Sector Housing (General Fund)	7.1	24.7	17.5	10.3	-7.2	175.0	175.0	0.0
					-7.3			
					0.0			
					0.1			

Activities

- 11.5 Works continue to progress for the Homelessness scheme, in which the Council jointly funded, with RPs, the acquisition of 22 large homes to rehouse homeless families out of temporary accommodation.
- 11.6 The scheme to deliver 70 new affordable housing apartments across 4 schemes for people with a Learning Disability is now complete. Two schemes have re-provided existing in house shared accommodation, whilst two others have provided additional capacity for young people leaving

residential care; new residents previously unknown to the Council and also enabling those placed outside of the borough to return.

- 11.7 The Empty Homes project is a single payment as a Section 22 grant to a registered provider (RP). The RP has now been selected and the payment expected to be made in 2020/21.
- 11.8 Works commenced in September 2019 for the West Gorton Park and Community spaces project, with expected completion in April 2020.
- 11.9 A quarterly review of the Disabled Facilities Grant (DFG) spend and commitments was held with RPs in December 2019. There has been a lack of resources at the RPs which has affected their ability to assess and install aids and adaptations. The RPs have now appointed 3 additional technical staff in response to this issue.

Variances – In Year

- 11.10 Completion of a number of commitments and compensation payments for the Brunswick PFI Land Assembly scheme is now expected next financial year, and so a total of £0.5m has been moved in to 2020/21.
- 11.11 With the introduction of the Liquid Logic System, all cases for adaptations funded through the Disabled Facilities Grant were transferred over to the new system. Due to this taking longer than originally anticipated, a total of £1.3m will be moved in to next financial year.
- 11.12 Works on the Ben Street project are in the main complete, however a total of £0.9m will be moved in to next financial year for any outstanding direct orders, utility costs, retentions or additional works. A final account will be submitted in 2020/21.
- 11.13 Payment to the Registered Provider for the Empty Homes project is now expected in 2020/21 and so the total £2.0m budget has been moved in to next financial year.
- 11.14 The West Gorton Community Park scheme is nearing completion with the final account for the construction contract expected early in the next financial year. An element of the contingency budget has not yet been spent and so a total of £0.8m will be moved in to 2020/21 until it is determined whether it will be utilised.
- 11.15 Compensation payments related to the Miles Platting project are now expected to complete in 2020/21, and so a total of £0.6m will be reprofiled to next financial year.
- 11.16 It is unlikely that any further claims will be settled this financial year for the West Gorton Demolition and Acquisition scheme, and so a total of £0.4m has been moved in to 2020/21.

11.17 There are various other projects within the Private Sector Housing portfolio that collectively require budget re-profiling in to future years of £0.7m.

Risks

11.18 Delays with acquisitions, refurbishment works or sales could potentially result in the Empty Homes Programme being delayed with action needed to minimise the amount of time the Council is responsible for the properties. Similarly, delays to Extra Care schemes could impact on savings projected by Adult Services and the availability of funding from third parties. Given the early stage of this project this risk is not quantifiable but will be closely monitored.

12 Housing Revenue Account (HRA)

12.1 The Public Sector Housing programme seeks to bring the estate up to and maintain the Decent Homes standard including statutory health and safety regulations and the reduction of CO2 emissions.

12.2 As noted in the Outturn and Period 6 reports, the Northwards programme has been re-profiled by £2.7m due to potential savings identified and changes in the schedule of works across some minor schemes. A capital budget increase was requested in March for North Manchester New Builds 3, with work expected to begin in 2019/20, and so £0.9m was moved in to this financial year.

12.3 The Public Sector Housing (HRA) programme is forecasting to spend £19.7m compared to a budget of £26.8m, a variance of £7.1m. Spend to date is £8.5m or 43.1% of the current forecast. The programme is shown in the table below:

Public Sector Housing (HRA)	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Northwards	7.9	27.3	24.6	18.3	-6.3	120.7	120.7	0.0
North Manchester New Builds (NMNB)	0.4	0.7	1.6	1.0	-0.6	21.4	13.5	-7.9
Other Projects	0.2	2.0	0.6	0.4	-0.2	48.3	45.9	-2.4
Total Public Sector Housing (HRA)	8.5	30.0	26.8	19.7	-7.1	190.4	180.1	-10.3
Reprofiling					-7.1			
Cost Variations					0.0			
Net over (under) spend					0.0			

Activities

- 12.4 Northwards have developed a five year plan which proposes a c£30.0m a year programme of works including their zero carbon strategy. The five year plan is to be presented to officers of the City Council once fully developed.
- 12.5 The North Manchester New Build 1 scheme is now complete with the final accounts to be confirmed.

Variances – All Years

- 12.6 The Government have now confirmed that the Council's bid for £10.3m grant funding for Collyhurst Estate Regeneration projects will not proceed. As a result, this has been removed from the capital programme.
- 12.7 In spite of the above, Housing Board have established that Collyhurst is the main priority for new build HRA investment, and it has been agreed that the HRA budget allocation of £7.9m for the North Manchester New Build (NMNB2) scheme be made available for new Council homes in Collyhurst. As a result, Council are requested to approve the virement from NMNB2 to a newly established Collyhurst budget.

Variances – In Year

- 12.8 Across the whole of the Northwards programme of works, there is a requirement to move £6.3m budget into next financial year, including £1.8m for the Charlestown – Victoria Avenue multi-storey window replacement scheme due to technical issues around fire stopping and transom heights.
- 12.9 A total of £0.6m has been moved in to next financial year for the North Manchester New Build (NMNB) schemes. Of this £0.3m relates to NMNB1 as a small amount will be held back for defects following the completion of the project. The remaining £0.3m relates to NMNB3 as no further spend is expected this financial year whilst the scheme is under review and the scope of the project is determined.
- 12.10 Further to the virement noted in paragraph 12.7, the remaining £0.2m budget for the Collyhurst Estate Regeneration scheme will be moved in to future years for later phases of the works. The phase 1 budget will be newly established and profiled accordingly.

Risks

- 12.11 The Northwards programme relies on the performance of a number of contractors to deliver projects which creates a risk of delays. Ongoing monitoring of performance and regular communication with partners are used to manage risks in these areas.
- 12.12 There are risks around obtaining listed building consent and planning approvals required for some of the projects, to be managed through timely collaboration with colleagues in Planning and design teams.

12.13 Northwards have updated their risk profile to include an expected increase in fire risk assessment costs on the high rise blocks due to an increase in the scope of work following detailed surveys, an increase in contractor costs due to demands on capacity and an increase in insurance costs in relation to accountability and risk.

13 Children's Services

13.1 The main focus of the children's services programme is to provide additional school places for children across the City and maintain the school buildings, ensuring that there is investment in modern, energy efficient and high quality education infrastructure which drives reductions in carbon across the estate of schools, 85% of materials are locally sourced and contractors recycle more than 75% of waste products.

13.2 The main changes to the budget set in February 2019 and prior to those noted in this report include:

- An additional £1.2m Special Educational Needs grant was awarded from the Department for Education (DfE) which was added to the budget in March 2019 and moved in to 2019/20.
- A total of £20.2m unallocated Basic Need funding was moved in to future years whilst a review is undertaken of the number of school places required across the City in the context of both the Council's Basic Need Programme and the Government's Free School Programme.
- Due to changes in design, a revised programme for the Northridge SEN scheme required movement of £2.6m budget in to next financial year.
- At January Executive, the acquisition of land at Hyde Road was approved, and a total of £13.2m was added to the Capital Programme.

13.3 The Children's Services programme is forecasting to spend £25.2m compared to a budget of £27.7m, a variance of £2.5m. Spend to date is £5.1m, or 20.2% of the current forecast. The programme is shown in the table below:

Children's Services	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Basic Need and SEND	0.8	29.6	4.5	3.9	-0.6	205.7	208.6	2.9
School Maintenance	2.5	5.3	5.2	4.5	-0.7	16.4	16.4	0.0
Other Projects	1.7	4.1	18.0	16.8	-1.2	23.0	23.3	0.3
Total Children's Services	5.1	39.0	27.7	25.2	-2.5	245.1	248.3	3.2
Reprofiling					-2.5			
Cost Variations					0.0			
Net over (under) spend					0.0			

Activities

- 13.4 A proposal to purchase units at Ashgate Special School to create permanent capacity for 16 additional students has been agreed. Works to create a further 16 places at Melland special school are now also complete.
- 13.5 The Schools Maintenance Programme for 2019/20 is nearing completion and a programme of work for 2020/21 is now being drawn up. This will include the proposal of enabling works in schools using the Easter holidays and summer half term to ensure no disruptions are experienced.
- 13.6 Planning permission for the North Ridge High School expansion has now been submitted. Completion date is expected for September 2020. The onsite shop to be run by students is now complete.

Variances - All Years

- 13.7 The stage 2 review with the contractor for the Special Educational Needs Programme is now complete and a total cost pressure of £2.9m has been identified due to poor ground conditions at a number of the sites. The programme is being reviewed in detail in order to assess options to bring the scheme back within the £23.5m budget. Should this not be possible, the additional spend will be funded from the Unallocated Basic Need budget.
- 13.8 There is a total forecast overspend against the North Ridge High School expansion of £0.3m, due to the high specification of a number of elements within the build. Capital Programmes are currently reviewing value engineering options to bring the scheme back within budget. An update will be provided as the scheme progresses.

Variances – In Year

Basic Need Programme

- 13.9 As noted in paragraph 13.7, the SEN Expansion programme at four sites in the City is currently being reviewed due to cost pressures. As a result, a total of £0.5m will be moved in to next financial year.
- 13.10 Elsewhere within the Education Basic Need Programme, other schemes have a total underspend of £0.1m. This will be vired back into the unallocated Basic Need budget and utilised in future years.

Schools Maintenance Programme

- 13.11 A total of £0.6m for the Broad Oak Kitchen refurbishment will be moved in to 2020/21 due to delays with planning approvals. The scheme is currently at the design stage and complete tender costs have not yet been received.

13.12 Other in year variances to the Schools Maintenance Programme total £0.1m.

Other Projects

13.13 The £1.2m unallocated Special Provision capital fund budget will be moved in to next financial year whilst a consultation is held with special schools on its proposed use. Once a scheme is developed, a business case will be presented to the Strategic Capital Board.

Risks

13.14 As the DfE have confirmed that Manchester will receive no Education Basic Need funding in 2020/21 due to significant investment planned in free schools, the forward plan for the Education Programme will be dependent on the decision on the next wave of free schools. The statutory duty to provide places belongs to the City Council and the relationship with the DfE is key in ensuring that the free school places are delivered on time in order that the duty can be met.

13.15 There is a further risk around the Council's ability to meet the continued growth of pupil numbers – particularly in-year school admissions which is more difficult to accurately project and manage. There is also a risk around the pace of residential development and the demand for school places outweighing the available supply in particular areas of the City. To offset these risks, the Director of Education is currently developing a School Places plan for 2020 to 2025 using forecasted demand to ensure that there is sufficient high quality school places available in the right areas across the City although this is dependent on identifying appropriate sites in the right areas.

14 ICT Capital Programme

14.1 The aim of the ICT programme is to reduce key risks, decommission legacy platforms and to create a simpler, more robust, resilient and easier to support environment. The programme will move towards a modern infrastructure whilst adding business value.

14.2 The main variances from the original budget set in February 2019 and before those outlined in this report are as follows:

- A review of the ICT Capital Plan resulted in the £8.8m ICT Investment Plan unallocated budget being moved in to future years.
- Kit for the Data Centre Network Design and Implementation project that was scheduled to arrive at the end of March arrived in early 2019/20, and hence £1.4m was re-profiled in to this financial year at outturn.
- At Quarter 2, a decision was taken to utilise the End User budget for the Collaboration platform due to the interdependencies between the two projects, leading to re-profiling of £1.7m in to next financial year.

- 14.3 The ICT programme is forecasting to spend £5.7m against a budget of £6.1m, a variance of £0.4m. Spend to date is £4.0m, or 70.2% of the current forecast. The programme is shown in the table below:

ICT	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
New Social Care System	1.5	0.5	1.7	1.7	0.0	3.7	3.7	0.0
ICT Investment Plan unallocated	0.0	8.8	0.0	0.0	0.0	23.2	23.2	0.0
Other Projects	2.6	2.0	4.4	4.0	-0.4	24.0	24.0	0.0
Total ICT	4.0	11.3	6.1	5.7	-0.4	50.9	50.9	0.0
Reprofiling					-0.4			
Cost Variations					0.0			
Net over (under) spend					0.0			

Activities

- 14.4 A high-level resource plan is being developed for each directorate to allow the ICT board to prioritise the delivery of the projects that are currently in the pipeline for 2020/21. This will be presented to the ICT Board and to Senior Management Teams for a decision to be taken.
- 14.5 The contract with Microsoft for the implementation of Office 365 has now been signed and work is expected to commence in February 2020. Technological capabilities within the new software has led to changes in the upcoming telephony project and hence a delay in awarding the contract. Contract award is now expected in Spring 2020 with implementation to follow. The existing maintenance agreement with BT has been extended to March 2021 to allow time for migration and delivery of the new service.
- 14.6 The Data Centre Migration project is now underway, with completion expected in March 2020. The migration will provide a new server and storage solution for the council's data and systems, improved bandwidth for internet connectivity as well as reduced costs and improved resilience.
- 14.7 The Replacement Coroners System project is now complete and a final account is awaited from the supplier.

Variances - In Year

- 14.8 A total underspend of £0.1m is expected against the Replacement Coroners system. This will be confirmed upon receipt of the final account.
- 14.9 Following delays to procurement due to other key priorities, a total of £0.1m will be re-profiled in to 2020/21 for the Communications Room Hardware placement project.

14.10 Other re-profiling within the ICT portfolio totals £0.2m.

Risks

- 14.11 ICT projects are often interdependent which can lead to adjustments to the schedule of activity should changes occur in a particular project. Some projects may need external support and advice to be delivered and this may create delays as such work is completed.
- 14.12 ICT projects are subject to external factors such as cyber security risks as an incident could result in data unavailability or loss, impacting the Council's critical applications and services. The Council has Public Services Network (PSN) compliant infrastructure and up to date anti-virus software to mitigate this. The use of end of life software and hardware form part of the ICT risk profile to ensure ongoing operation of systems and hardware.
- 14.13 Ongoing risks around expiration of licenses and support contracts are managed through monitoring and review at operational and strategic level, taking into account costs associated with maintaining or changing existing arrangements into future years.

15 Corporate Services Programme

- 15.1 Included in the Corporate Services programme is Gorton Health Hub which will bring together key organisations responsible for tackling worklessness and low skills. This will have a positive impact providing new opportunities for local residents and will contribute to sustainable economic growth by replacing a number of old, poorly maintained and high carbon producing buildings into a more modern, energy efficient purpose built building.
- 15.2 The main variances from the budget set in February 2019 and reported at outturn include:
- Discoveries in the ground at the Integrated Working - Gorton Health Hub site led to a project review and £0.4m being re-profiled in to this financial year.
 - Due to the company being ahead of progress as set out in the business plan, a variation in the BioMedical Investment work programme led to a pe-phasing in timing of the loan drawdown, meaning £2.5m was moved in to 2019/20.
- 15.3 The Corporate Services programme is forecasting to spend £15.3m compared to a budget of £17.3m, a variance of £2.0m. Spend to date is £4.0m, or 26.1% of the current forecast. The programme is shown in the table below:

Corporate Services	19/20 Spend to Date £m	19/20 Budget set in Feb 19 £m	19/20 Revised Budget £m	19/20 Forecast £m	19/20 Variance £m	All Years Budget £m	All Years Forecast £m	All Years Variance £m
Integrated Working – Gorton Health Hub	1.2	10.2	3.5	2.0	-1.6	22.8	22.8	0.0
BioMedical Investment	2.0	5.5	8.0	8.0	0.0	21.3	21.3	0.0
Other Projects	0.8	5.0	5.8	5.6	-0.4	133.7	133.7	0.0
Total Corporate Services	4.0	20.7	17.3	15.3	-2.0	177.8	177.8	0.0
Reprofiling					-2.0			
Cost Variations					0.0			
Net over (under) spend					0.0			

Activities

- 15.4 Lease agreements for the Gorton Health hub project are awaiting signature from all relevant parties before works can commence. All construction contract associated discussions have concluded and approval from the Client and the Council is awaited in order to arrange for the contract to be executed. Following on from the completion of the demolition works, construction activities have been minimal, excavation works to determine the exact position of existing services.
- 15.5 The Alcohol Treatment for Fibrosan Machine project is complete, with all grant funding passported to Change Grow Live (CGL) for the purchase of the machine.

Variances – In Year

- 15.6 The Integrated Working – Gorton Health Hub project requires re-profiling of £1.6m in to next financial year, due to the timing of signing the complex multi party agreements delaying the approval process.
- 15.7 The Manchester Jewish Museum Loan is now not required until later in the schedule of works for the scheme. As this is likely to be next financial year, the £0.3m budget has been moved in to 2020/21.
- 15.8 There is a requirement to move £0.1m budget for the Locality Plan Programme Office in to 2020/21 due to delays in getting property agreements in place which has an impact on the relocation of staff and fit out of the buildings. It is anticipated that lease agreements will progress soon.

Risks

15.9 The nature and scope of the schemes within the Corporate Programme mean that the Council is highly reliant on third parties in determining the likely profile of spend and there is therefore a risk of external factors causing delays.

16 Capital Programme Re-phasing and Variations 2019/20 to 2024/25

16.1 Based on the monitoring information above, it is proposed that the capital programme budget is re-phased to reflect the planned delivery of projects in 2019/20 to 2024/25. The cumulative impact of these adjustments are shown in the table below.

Proposed Capital Programme variations 2019/20 to 2024/25

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total Programme £m
Capital Budget (November 2019)	462.0	420.3	280.7	121.9	51.2	1,336.1
Forecast Re-profile	-62.5	-6.9	-11.8	79.1	2.1	0.0
Cost Variations	-81.5	-49.8	0.0	0.0	0.0	-131.3
Proposed Capital Budget	318.0	363.6	268.9	201.0	53.3	1,204.8
<i>Of which:</i>						
Manchester City Council Programme	248.0	363.6	268.9	201.0	53.3	1,134.8
Programme on behalf of Greater Manchester	70.0	0.0	0.0	0.0	0.0	70.0

16.2 To note, within the cost variations a reduction of £81.2m in 2019/20 and £37.9m in 2020/21 relate to the underspend in the programme on behalf of Greater Manchester as highlighted in paragraph 4.1. The remaining cost variations relate to the City Council's programme as explained in the relevant sections above.

16.3 Further details regarding the proposed adjustments to the programme are given below.

Budget re-profiling:

16.4 As highlighted in the narrative of this report, various schemes throughout the capital programme are now forecast to be accelerated into 2019/20, or have been moved to 2020/21 or future years. The budgets for these projects will be reprofiled to reflect the changes, and the revised budget profiles are shown at Appendix B.

Virements

- 16.5 Various schemes across the programme require virements in 2019/20 - 2021/22, as shown in Appendix A.
- 16.6 The Council is recommended to approve virements of £0.5m and above within the capital programme as outlined in Appendix A.
- 16.7 The Executive is recommended to approve virements under £0.5m within the capital programme as outlined in Appendix A.

17 Social Value

- 17.1 All capital business cases are required to provide information on social value impact likely to be generated as part of the scheme. These include details of employment of local residents, training of local residents, improvements in key health outcomes, support of community cohesion, improvement in key education outcomes, help to other excluded groups and promoting environmental sustainability. These are considered as part of the scheme approval process via the Checkpoint system. Work is on-going as part of improving overall contract monitoring to review the monitoring of these activities.

18 Capital Resources

- 18.1 The capital programme is reviewed on an ongoing basis to confirm the capital resources required to finance capital spend are in place and the future years programme is fully funded. Work will continue to ensure that the resources required to finance the capital programme are secured and the level of prudential borrowing remains affordable.
- 18.2 The table below summarises the current funding assumptions for the full programme (City Council and GMCA). This will continue to be reviewed for the remainder of the financial year to ensure that the optimum value for money is being achieved through the programme.

Draft funding position for 2019/20 Capital Programme based on current forecast:

	Draft Funding £m
Grants	47.0
Contributions	26.8
Capital Receipts	88.7
Revenue Contributions to Capital	22.3
Capital Fund	3.6
Borrowing	130.5
Total	318.9

- 18.3 To note, the draft funding position above includes the financing of the £0.9m net overspends across the Capital Programme. As highlighted in the

relevant sections of this report, every effort is being made by officers of the Council to address and reduce this overspend prior to the end of the financial year.

- 18.4 The Deputy Chief Executive and City Treasurer will continue to manage the financing of the programme to ensure the final capital funding arrangements secure the maximum financial benefit to the City Council.
- 18.5 The requirements of the capital programme over the next five years are significant and both spend and funding streams will require close monitoring, particularly with the level of uncertainty for future funding allocations.

19 Change in PWLB borrowing rates

- 19.1 On the 9th of October the Public Work Loans Board, an executive agency of the Treasury, increased the cost of borrowing available to the Council by 100 basis points. This means that the future cost of borrowing for the Council has increased, and has implications for local authority debt markets.
- 19.2 Further details on this change, and its implications, can be found in the report on capital financing which was discussed at Resources and Governance Scrutiny Committee on the 5th of November.

20 Contributing to the Our Manchester Strategy

(a) A thriving and sustainable city

- 20.1 The capital programme contributes to various areas of the economy, including investment in public and private sector housing, education and children's social care, transport infrastructure, major regeneration activities, environmental, cultural and leisure services.

(b) A highly skilled city

- 20.2 The capital programme includes substantial investment in education and also provides opportunities for the construction industry to bid for schemes that could provide employment opportunities at least for the duration of contracts.

(c) A progressive and equitable city

- 20.3 The capital programme includes investment in adult and children's social care, education, housing and the environment, cultural and leisure services, all of which contribute towards the strategy.

(d) A liveable and low carbon city

- 20.4 Investment in all areas of the capital programme contributes towards this community strategy, notably the investment in sustainable and affordable

housing, building schools for the future, transport, environmental and major regeneration programmes.

(e) A connected city

20.5 The capital programme includes investment in highways infrastructure, and broadband expansion.

21 Key Policies and Considerations

(a) Equal Opportunities

21.1 By investing in building adaptations, access for people with mobility difficulties is made easier.

(b) Risk Management

21.2 The capital programme is based on forecast costs and funding, and as such there are risks to achieving the programme from external factors such as shortage of labour or materials, alongside market risks such as price fluctuations and interest rate charges. The Strategic Capital Board, and associated Portfolio Boards for each part of the programme, are tasked with regular monitoring of costs, delivery, quality and affordability, to help manage and mitigate these risks.

(c) Legal Considerations

21.3 None.

Appendix A - Proposed Capital Virements

Project Name	2019/20 In yr virement proposed	2020/21 In yr virement proposed	2021/22 In yr virement proposed	2022/23 In yr virement proposed
Collyhurst Acquisition & Demolition (Overbrook & Needwood Close)				-1,070
Total Private Sector Housing Programme	0	0	0	-1,070
Charlestown - Victoria Ave multistorey window replacement and ECW			345	
External cyclical works phase 3a	-7	-15		
Renewal of 4 automatic pedestrian gates at Victoria Square	-45			
External cyclical works Harpurhey - Jolly Miller Estate		-82		
External cyclical works Ancoats Smithfields estate	47	25		
External cyclical works Cheetham Appleford estate			2	
External cyclical works Higher Blackley South	-22	-29		
External cyclical works New Moston (excl corrolites)		-29		
Environmental improvements Moston corrolites	8	21		
Charlestown - Victoria Ave multistorey replacement door entry systems		-18		
ENW distribution network phase 4 (various)	-160	5		
Newton Heath - Croyden Drive Security Improvements	-100	-88		
Delivery Costs		-55		
2/4 Blocks Heating replacement with Individual Boilers		-7		
Ancoats - Victoria Square lift replacement	54			
Boiler replacement programme	-13	-6		
Kitchen and Bathrooms programme	-265	-924		
Newton Heath - Multies Internal Works	200	3,153	250	
Various - Bradford/Clifford Lamb/Kingsbridge/Sandyhill Court Internal Works		47		

Project Name	2019/20 In yr virement proposed	2020/21 In yr virement proposed	2021/22 In yr virement proposed	2022/23 In yr virement proposed
Fire precautions multi storey blocks	-341	-885		
Installations of sprinkler systems - multi storey blocks	-458	-623		
Multi Storey blocks door entry system renewal Sandyhill/Bradford Crts	-5	-31		
Fire Risk Assessments	-760			
Delivery Costs	156	367	404	
Bringing Studio Apartments back in use		-8		
Various Locations - bringing bedsits back into use			8	
Delivery Costs		-1		
Delivery Costs		-19		
Northwards Acquisitions		-3		
Stock Acquisitions		-28		
Delivery Costs		-4		
Northwards Housing Programme	1,711	-763	-1,009	
Collyhurst Estate Regeneration	-100		-9,580	
North Manchester New Builds 2		-7,850		
Collyhurst	100	7,850	9,580	1,070
Total Public Sector Housing (HRA) Programme	0	0	0	1,070
Plymouth Grove Refurbishment	-5			
Beaver Rd Primary Expansion	-19			
Lily Lane Primary	-19			
St. James Primary Academy	-26			
Webster Primary Schools	-19			
Basic need - unallocated funds	88			
Universal Infant Free School Meals (UIFSM) - Allocated	266			
Universal Infant Free School Meals (UIFSM) - Unallocated	-266			
Crowcroft Park PS-Rewire	-2			
Broad Oak Primary School Kitchen		146		
All Saints Prim Rewire	-58			
Armitage Prim Windows	-20			
Bowker Vale Prim Heating	5			
Buton Lane Prim Roof	-9			
Cheetwood Prim Heating	16			
Crosslee Comm Heating	1			
Crowcroft Park Roof Repairs	-26			
Higher Openshaw Rewire	-76			
Moston Fields Joinery	-37			

Project Name	2019/20 In yr virement proposed	2020/21 In yr virement proposed	2021/22 In yr virement proposed	2022/23 In yr virement proposed
Ringway Prim Roof	-56			
Sandilands Prim Windows	-17			
St Mary's Junior Windows	-9			
Ringway Primary School	10			
Schools Capital Maintenance - unallocated	278	-146		
Total Children's Services Programme	0	0	0	0
Core Infrastructure Refresh	-26			
Care Leavers Service	-14			
Replacement Coroners System	-60			
ICT Investment Plan	100			
Total ICT Programme	0	0	0	0
Total Manchester City Council Capital Programme	0	0	0	0

Appendix B - Proposed Revised Capital Budget

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Planned Highways Maintenance Programme	400	75	0	0	0	475
Drainage	3,575	2,051	1,871	0	0	7,497
Large Patching repairs	2,884	1,311	1,311	0	0	5,506
Carriageway Resurfacing	6,485	3,697	3,563	0	0	13,745
Footway schemes	892	4,050	3,857	0	0	8,799
Carriageway Preventative	6,096	6,325	3,054	0	0	15,475
Bridge Maintenance	370	3,782	3,048	0	0	7,200
Other Improvement works	122	6,595	7,186	0	0	13,903
Hyde Road (A57) Pinch Point Widening	1,535	3,579	0	0	0	5,114
Manchester/Salford Inner Relief Road (MSIRR)	7,783	100	0	0	0	7,883
Great Ancoats Improvement Scheme	2,121	6,074	105	0	0	8,300
Mancunian Way and Princess Parkway NPIF	4,178	4,111	87	0	0	8,376
School Crossings	3,017	2,653	0	0	0	5,670
Cycle City Phase 2	1,475	2,843	0	0	0	4,318
Green Bridge at Airport City	2,055	839	71	0	0	2,965
A6 Stockport Road Pinch Point Scheme	183	730	8	0	0	921
Velocity	54	0	0	0	0	54
Safe Routes to Loreto High School	212	0	0	0	0	212
20mph Zones (Phase 3)	70	86	0	0	0	156
Flood Risk Management - Hidden Watercourses	0	49	0	0	0	49
Flood Risk Management - Higher Blackley Flood Risk	0	41	0	0	0	41
Cycle Parking	15	0	0	0	0	15
Shadowmoss Rd / Mossnook Rd	12	0	0	0	0	12
Princess Rd Safety Review	47	439	0	0	0	486
Public Realm	1,056	1,366	400	0	0	2,822
Street Lighting PFI	9,000	3,657	0	0	0	12,657

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Didsbury West	1	23	0	0	0	24
A56 Liverpool Road	83	0	0	0	0	83
A56 Chester Road	51	0	0	0	0	51
Sunbank Lane	40	0	0	0	0	40
Sharston Roundabout SCOOT	40	0	0	0	0	40
Derwent Avenue	6	8	0	0	0	14
Woodhouse Park	50	15	0	0	0	65
Christie Extension RPZ	40	306	9	0	0	355
Residents Parking schemes	133	545	0	0	0	678
Arena Security Measures	185	12	0	0	0	197
Ladybarn District Centre	223	20	0	0	0	243
Levenshulme Mini Holland Cycling and Walking scheme	151	606	0	0	0	757
CCTV Operating System Upgrade	150	283	0	0	0	433
Northern/Eastern GW Walking and Cycling scheme- devel costs	119	601	0	0	0	720
Chimebank	34	0	0	0	0	34
Local Roads (temp SEMMMS A6 Stockport)	255	0	0	0	0	255
SEMMMs A6 to Manchester Airport	50	0	0	0	0	50
Bus Priority Package - Oxford Road	5	302	0	0	0	307
Bus Priority Package - Princess Street/Brook Street	140	13	0	0	0	153
Total Highways Programme	55,393	57,187	24,570	0	0	137,150
Waste Reduction Measures	250	1,209	0	0	0	1,459
Waste Contract	2,089	3,840	0	0	0	5,929
Smart Litter Bins	258	0	0	0	0	258
Hollyhedge Park Drainage IMPS	2	0	0	0	0	2
Heaton Park Pay & Display	8	0	0	0	0	8
PIP - Park Events Infrastructure	289	0	0	0	0	289

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Parks Development Programme	413	3,136	2,965	2,965	2,965	12,444
Heaton Park Bowls	48	0	0	0	0	48
Somme 100 Year Memorial	33	0	0	0	0	33
Painswick Park Improvement	30	0	0	0	0	30
Heaton Park Southern Play Area	370	0	0	0	0	370
Wythenshawe Park Sport Facilities	139	0	0	0	0	139
Northenden Riverside Park	75	0	0	0	0	75
King George V Park	81	0	0	0	0	81
Indoor Leisure - Abraham Moss	1,408	5,962	13,168	902	0	21,440
Indoor Leisure - Moss Side	93	0	0	0	0	93
Boggart Hole Clough - Visitors Centre	0	535	0	0	0	535
Mount Road	32	0	0	0	0	32
Velodrome Track	71	0	0	0	0	71
HSBC UK NCC Immediate Works	450	0	0	0	0	450
Active Lifestyle Centre Artificial Grass Pitch Replacement	198	0	0	0	0	198
Interactive Football Wall - Platt Fields Park	84	0	0	0	0	84
MAC - Booth St Car Park	148	0	0	0	0	148
Culture Website	42	0	0	0	0	42
Festive Lighting Strategy	138	0	0	0	0	138
Manchester Regional Arena Track Replacement	812	254	434	0	0	1,500
Cremator & Mercury Abatement Plant Replacement Strategy	0	1,007	544	0	0	1,551
Hough End Master Plan - Strat Football Hub Development Costs	52	189	0	0	0	241
Range Stadium Capital Project	465	0	0	0	0	465
Relocation of Manchester Visitor Info Centre (MVIC)	59	0	0	0	0	59
GM Archives Web Portal	48	80	0	0	0	128

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Central Library Wolfson Award	32	0	0	0	0	32
Roll Out of Central Library ICT	7	0	0	0	0	7
Newton Heath Library	17	0	0	0	0	17
Open Libraries	157	301	0	0	0	458
Contact Theatre loan	200	0	0	0	0	200
Total Neighbourhoods Programme	8,598	16,513	17,111	3,867	2,965	49,054
First Street Cultural Facility	14	0	0	0	0	14
The Factory (Build)	29,860	53,959	13,277	0	0	97,096
The Factory (Public Realm)	210	1,723	457	0	0	2,390
Asset Management Programme	9,317	11,650	9,030	0	0	29,997
MAC feasibility works	933	0	0	0	0	933
Town Hall Complex Transformation Programme	67	0	0	0	0	67
Hammerstone Road Depot	163	9,333	4,761	0	0	14,257
Carbon Reduction Programme	697	6,388	2,885	0	0	9,970
Estates Transformation	0	0	800	0	0	800
Estates Transformation - Hulme District Office	702	0	0	0	0	702
Estates Transformation - Alexandra House	5,639	5,994	133	0	0	11,766
Ross Place Refurbishment	434	0	0	0	0	434
Proud Trust - Sidney Street	250	0	0	0	0	250
The Space Project - Phase 2	0	987	0	0	0	987
The Sharp Project	60	540	0	0	0	600
Digital Asset Base - One Central Park	3,651	0	0	0	0	3,651
Strategic Acquisitions Programme	5,860	3,000	1,323	0	0	10,183
Sustaining Key Initiatives	0	0	5,000	8,600	0	13,600
Northern Gateway	6,175	6,675	7,275	4,875	0	25,000
Eastern Gateway - Central Retail Park	400	729	0	0	0	1,129
Eastern Gateway - New Islington Marina	3,522	61	0	0	0	3,583
Hall and Rogers	57	0	0	0	0	57

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
St. Peters Square	999	0	0	0	0	999
Medieval Quarter Public Realm	76	1,587	0	0	0	1,663
City Labs 2	2,023	0	0	0	0	2,023
Manchester College	5,000	5,000	0	0	0	10,000
Digital Business Incubators	2,000	0	0	0	0	2,000
Lincoln Square	0	0	1,200	0	0	1,200
Hulme Hall Rd Lighting	36	0	0	0	0	36
New Smithfield Market	0	469	0	0	0	469
Heron House and Registrars	3,085	1,388	0	0	0	4,473
Civic Quarter Heat Network	9,557	9,507	4,000	0	0	23,064
Total Growth & Development Programme	90,787	118,990	50,141	13,475	0	273,393
Our Town Hall refurbishment	17,051	49,132	92,739	99,321	34,652	292,895
Total Town Hall Refurbishment Programme	17,051	49,132	92,739	99,321	34,652	292,895
Brunswick PFI Land Assembly	1,176	550	558	0	0	2,284
Collyhurst Regeneration	0	178	1,000	2,700	0	3,878
Collyhurst Environmentals	0	55	0	0	0	55
Collyhurst Land Assembly Ph1	4	29	0	0	0	33
Collyhurst Land Acquisitions Ph2	0	0	210	799	0	1,009
Eccleshall Street - 3 Sites	0	500	0	0	0	500
Site Investigation and Early Works HIF Pilot Sites	185	65	0	0	0	250
Miles Platting PFI Land Assembly	6	550	0	0	0	556
Disabled Facilities Grant	6,500	7,501	6,200	0	0	20,201
Toxteth St CPO & environmental works	15	141	0	0	0	156
Bell Crescent CPO	0	0	0	0	482	482
HCA Empty Homes Cluster Phase 2	386	415	891	0	0	1,692
Princess Rd	0	100	0	0	0	100
Empty Homes Scheme (s22 properties)	0	2,000	0	0	0	2,000
Redrow Development Phase 2 onward	3	20	0	0	0	23

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
West Gorton Compensation	0	4	0	0	0	4
West Gorton Ph 2A Demolition & Commercial Acquisitions	15	433	904	0	0	1,352
HMRP	100	40	54	0	0	194
Collyhurst Acquisition & Demolition (Overbrook & Needwood Close)	-3	0	664	0	0	661
Extra Care	0	1,245	1,200	0	0	2,445
Moston Lane Acquisitions	0	0	0	0	7,500	7,500
Equity Loans	0	397	0	0	0	397
West Gorton Community Park	1,026	805	0	0	0	1,831
Ben St. Regeneration	379	877	0	0	0	1,256
Marginal Viability Fund - New Victoria	505	6,705	3,290	0	0	10,500
Total Private Sector Housing Programme	10,297	22,610	14,971	3,499	7,982	59,359
Charlestown - Victoria Ave multistorey window replacement and ECW	3,740	8,209	3,574	0	0	15,523
External cyclical works phase 3	2	0	0	0	0	2
Harpurhey Lathbury & 200 Estates external cyclical works ph 3b	0	-18	31	0	0	13
Environmental works	19	0	0	0	0	19
Harpurhey Shiredale Estate externals	0	0	15	0	0	15
Moston Miners Low Rise externals	0	0	18	0	0	18
Newton Heath Limestone Drive externals	0	0	6	0	0	6
External cyclical works ph 3b Moston Estates (Chauncy/Edith Cliff/Kenyon/Thorveton Sq)	0	0	2	0	0	2
External cyclical works ph 3b Ancoats Smithfields estate	156	25	0	0	0	181
External cyclical works ph 4b Charlestown Chain Bar low rise	0	0	45	0	0	45

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
External cyclical works ph 4b Charlestown Chain Bar Hillingdon Drive maisonettes	0	0	15	0	0	15
External cyclical works ph 4b Cheetham Appleford estate	0	0	2	0	0	2
External cyclical works ph 4b Crumpsall Blackley Village	0	0	34	0	0	34
External cyclical works ph 4b Higher Blackley South	6	0	1	0	0	7
External cyclical works ph 4b Newton Heath Assheton estate	0	0	27	0	0	27
External cyclical works Ph 4b Newton Heath Troydale Estate	0	0	89	0	0	89
External cyclical works Ph 5 New Moston (excl corrolites)	0	0	9	0	0	9
Environmental improvements Moston corrolites	75	21	0	0	0	96
ENW distribution network phase 4 (various)	222	5	0	0	0	227
Dam Head - Walk up flats communal door renewal	140	0	0	0	0	140
Various Estate based environmental works	65	100	135	0	0	300
Delivery Costs	816	918	440	0	0	2,174
Decent Homes mop ups ph 9 and decent homes work required to voids	1	0	89	0	0	90
One offs such as rewires, boilers, doors, insulation	3	0	30	0	0	33
Ancoats - Victoria Square lift replacement	427	0	0	0	0	427
Job 40502 Aldbourne Court/George Halstead Court/Duncan Edwards Court works	12	0	0	0	0	12
Boiler replacement programme	-5	-6	0	0	0	-11
Harpurhey - Monsall Multis Internal Works	1,500	1,062	200	0	0	2,762
Newton Heath - Multies Internal Works	200	3,153	250	0	0	3,603
Higher Blackley - Liverton Court Internal Works	800	45	0	0	0	845

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Various - Bradford/Clifford Lamb/Kingsbridge/Sandyhill Court Internal Works	2,598	132	0	0	0	2,730
Charlestown - Rushcroft/Pevensey Court Internal Works	700	711	150	0	0	1,561
Collyhurst - Mossbrook/Roach/Vauxhall/Humphries Court Internal Works	2,348	343	106	0	0	2,797
Decent Homes mop ups phase 10 and voids	378	384	0	0	0	762
One off work - rewires, boilers, doors	158	0	0	0	0	158
Fire precautions multi storey blocks	0	150	0	0	0	150
Installations of sprinkler systems - multi storey blocks	218	0	273	0	0	491
ERDF Heat Pumps	0	3,768	350	0	0	4,118
Charlestown - Rushcroft/Pevensey Courts Lift Refurb	0	0	525	0	0	525
One off type work (rewires/boilers/doors)	100	300	0	0	0	400
Fire Risk Assessments	300	3,046	2,500	0	0	5,846
Northwards - Harpurhey 200 Estate Internal Works	250	686	0	0	0	936
Delivery Costs	1,814	1,440	492	0	0	3,746
Bringing Studio Apartments back in use	7	0	10	0	0	17
Various Locations - bringing bedsits back into use	0	0	104	0	0	104
Delivery Costs	2	0	13	0	0	15
Improvements to Homeless accommodation city wide	1	0	36	0	0	37
Plymouth Grove Women's Direct Access Centre	0	0	28	0	0	28
Improvements to Homeless Accommodation	345	662	147	0	0	1,154
Delivery Costs	46	73	23	0	0	142
Public Sector Northwards Adaptations	200	0	0	0	0	200
Adaptations	750	770	0	0	0	1,520
Northwards Housing Programme	0	4,638	137	21,982	0	26,757
Collyhurst Maisonette Compensation & Dem	0	89	0	935	0	1,024
West Gorton PH2A Low & High Rise Demolition	10	16	0	0	0	26

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Collyhurst Estate Regeneration	0	0	0	1,541	0	1,541
Buy Back Properties - Right to Buy	155	0	0	0	0	155
Collyhurst Regen - Highways Phase 1	0	190	97	1,394	0	1,681
Collyhurst Regen - Churnett Street	0	0	0	790	0	790
Collyhurst Regen - Needwood & Overbrook acquisition / demolition	0	125	0	0	0	125
Willert Street Park Improvements	0	10	0	0	0	10
North Manchester New Builds	227	319	0	0	0	546
North Manchester New Builds 2	442	2,850	0	0	0	3,292
North Manchester New Builds 3	294	351	0	0	0	645
Parkhill Land Assembly	0	0	4,270	0	0	4,270
Collyhurst	100	3,655	13,890	955	0	18,600
Total Public Sector Housing (HRA) Programme	19,622	38,222	28,163	27,597	0	113,604
Holy Trinity VC Primary	47	0	0	0	0	47
Lytham Rd	100	0	0	0	0	100
Plymouth Grove Refurbishment	107	0	0	0	0	107
Beaver Rd Primary Expansion	94	0	0	0	0	94
Lily Lane Primary	54	0	0	0	0	54
St. James Primary Academy	8	0	0	0	0	8
Crossacres Primary School	30	0	0	0	0	30
Ringway Primary School	5	0	0	0	0	5
Webster Primary Schools	11	0	0	0	0	11
Dean Trust Expansion	1,000	2,784	0	0	0	3,784
Brookside Rd Moston	362	4,920	1,745	28	0	7,055
North Hulme Adv Playground	278	3,400	683	11	0	4,372
Monsall Road (Burgess)	290	3,717	979	20	0	5,006
Roundwood Road	330	5,525	1,127	34	0	7,016
KS3/4 PRU Pioneer Street	70	0	0	0	0	70

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
SEND Expansions - Melland & Ashgate	866	0	0	0	0	866
Basic need - unallocated funds	200	488	17,707	43,286	0	61,681
Universal Infant Free School Meals (UIFSM) - Allocated	266	0	0	0	0	266
Universal Infant Free School Meals (UIFSM) - Unallocated	75	0	0	0	0	75
Moston Lane - re-roof	19	0	0	0	0	19
Abbott Primary School Fencing	11	0	0	0	0	11
Crowcroft Park PS-Rewire	-2	0	0	0	0	-2
Broad Oak Primary School Kitchen	85	730	0	0	0	815
All Saints Prim Rewire	419	0	0	0	0	419
Armitage Prim Windows	101	0	0	0	0	101
Bowker Vale Prim Heating	267	0	0	0	0	267
Buton Lane Prim Roof	183	0	0	0	0	183
Cheetwood Prim Heating	142	0	0	0	0	142
Crosslee Comm Heating	81	0	0	0	0	81
Crowcroft Park Roof Repairs	120	0	0	0	0	120
Grange School Sports Hall	163	0	0	0	0	163
Higher Openshaw Rewire	773	0	0	0	0	773
Lily Lane Prim Windows	7	46	0	0	0	53
Moston Fields Joinery	184	0	0	0	0	184
Ringway Prim Roof	175	0	0	0	0	175
Sandilands Prim Windows	106	0	0	0	0	106
St Mary's Junior Windows	34	0	0	0	0	34
Ringway Primary School	10	0	0	0	0	10
Alma Park Gas Improvement	1	0	0	0	0	1
Schools Capital Maintenance -unallocated	1,644	2,854	3,000	0	0	7,498
Paintpots	3	6	0	0	0	9

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Early Education for Two Year Olds - Unallocated	0	52	0	0	0	52
Gorton Youth Zone	1,275	0	0	0	0	1,275
Healthy Pupil Capital Funding	257	0	0	0	0	257
North Ridge SEN	283	2,747	9	0	0	3,039
Special Educational Needs grant	0	1,160	0	0	0	1,160
Seymour Road	1,200	0	0	0	0	1,200
Commercial Wharf/ISS Refurbishment of YJS Building	294	0	0	0	0	294
Ghyll Head	25	1,091	0	0	0	1,116
Acquisition of land at Hyde Road	13,144	13	12	0	0	13,169
Total Children's Services Programme	25,197	29,533	25,262	43,379	0	123,371
Solaris	2	0	0	0	0	2
New Social Care System	1,699	0	0	0	0	1,699
End User Computing	117	0	0	0	0	117
Core Infrastructure Refresh	83	0	0	0	0	83
Internet Resilience	23	27	0	0	0	50
New Rent Collection System	33	0	0	0	0	33
Communications Room Replacement Phase 2	61	1,795	3,996	514	0	6,366
Data Centre Network Design and Implementation	2,867	250	0	0	0	3,117
End User Experience	699	3,425	0	0	0	4,124
Replacement Coroners System	83	0	0	0	0	83
Telephony	0	200	200	0	0	400
ICT Investment Plan	0	0	6,728	8,900	7,690	23,318
Wider Area Network Redesign	22	0	0	0	0	22
Total ICT Programme	5,689	5,697	10,924	9,414	7,690	39,414
ONE System Developments	11	0	0	0	0	11
Pay and Display Machines	750	174	0	0	0	924
Phase 1 Implementation - Locality Plan Programme Office	485	100	0	0	0	585

Project Name	2019/20 Proposed Budget	2020/21 Proposed Budget	2021/22 Proposed Budget	2022/23 Proposed Budget	2023/24 Proposed Budget	Total
Integrated Working - Gorton Health Hub	1,970	17,171	2,272	481	0	21,894
Alcohol Treatment for Fibroscan Machine	40	0	0	0	0	40
BioMedical Investment	7,958	6,100	2,700	0	0	16,758
Band on the Wall	200	0	0	0	0	200
Manchester Jewish Museum Loan	0	290	0	0	0	290
Manchester Airport Car Park Investment	3,700	1,900	0	0	0	5,600
FC United	250	0	0	0	0	250
Total Corporate Capital Programme	15,364	25,735	4,972	481	0	46,552
Total Manchester City Council Capital Programme	247,998	363,619	268,853	201,033	53,289	1,134,792
Housing Investment Fund	70,000		0	0	0	70,000
Total GM projects	70,000	0	0	0	0	70,000
Total CAPITAL PROGRAMME	317,998	363,619	268,853	201,033	53,289	1,204,792

Appendix C - Delegated Budget Approvals February 2020

Approvals under authority delegated to the City Treasurer February 2020

EXECUTIVE

Dept	Scheme	Funding	2019/20 £'000	2020/21 £'000	2021/22 £'000	Future £'000	Total £'000
Highways Services	Great Ancoats Improvement Works	External Contribution		231			231
Public Sector Housing	Chimebank S106	External Contribution	34				34
Total Delegated Approval Requests			34	231	0	0	265