

<b>Report to:</b>	Overview and Scrutiny – 9 <sup>th</sup> February 2023 Cabinet – 15 <sup>th</sup> February 2023 Council – 22 <sup>nd</sup> February 2023
<b>Subject:</b>	Capital Strategy 2023/24 to 2025/26
<b>Report of</b>	Cabinet Member for Finance and Communities

## Executive Summary

In line with good practice, the Capital Strategy forms part of the Council's strategic and financial planning and provides a framework within which the investment plans will be delivered. The Capital Strategy 2023/24 to 2025/26 has been prepared to cover a 3-year period. It is anticipated that this will be extended to a 5-year time frame in line with the Council's medium term financial strategy. The current strategy recognises the uncertainty in relation to funding in future years.

The format of the Capital Strategy reflects the Prudential and Treasury Management Codes issued by CIPFA in 2017 which require Councils to prepare a Capital Strategy and include specific information within it. The strategy in order to comply with the code includes:

- A high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- An overview of how the associated risk is managed.
- The proposed capital programme 2023/24 to 2025/26.
- Financing of the capital programme.

The Capital Strategy is prepared to ensure Members are fully aware of the overall long term capital investment objectives, capital strategy requirements, governance arrangements and risk appetite.

The strategy cannot be viewed in isolation and links directly to the medium- term financial strategy and the treasury management strategy.

## Recommendation(s)

### That Overview & Scrutiny:

- Note the content of this report.
- Consider whether they wish to make any recommendations to Cabinet on the content of this report.

### That Cabinet:

- Approve and commend the capital strategy to Council.

## 1. Background

### CAPITAL STRATEGY

The Council is committed to an integrated approach that develops a Capital Programme to reflect the priorities with an organisation-wide approach rather than being determined by individual services. This approach aims to ensure our scarce resources are used in the most effective way and support our corporate priorities as set out in the *Let's Do It Strategy*:

- A local, place-based approach to working with communities to improve social, environmental, health and economic outcomes.
- Harnessing the enterprise of local people and businesses to drive economic growth, and ensuring every resident has the opportunity to connect to the opportunity of this growth through their skills, networks and scope for meaningful work.
- A new collaborative approach to delivering together with communities, to share ownership of issues and opportunity and combine all resources
- A strengths-based approach to public service delivery, to build on the resources people have to solve issues and target resources on the gaps rather than taking a deficit-based view.

### CAPITAL RESOURCES

When assessing the level of planned capital investment to undertake, we make a judgement about the level of capital resources that are likely to be available over the period of the programme. Our main capital resources are service specific grants, third party contributions, capital receipts, lease, finance and borrowing.

Historically, the Capital programme required any additional by the Council. This is no longer considered a sustainable position borrowing is likely to be a key source of funding for new schemes in the future. There are revenue consequences of this, as the Council must incorporate the associated borrowing costs and minimum revenue provision in its revenue budget. Any further opportunities for grant funding that may emerge from central Government will be maximised as part of the overall approach. In developing the capital programme, any revenue costs needed to support potential borrowing have been identified and reflected in the Council's Medium Term Financial Strategy.

The new funds being made available by the Government are subject to competitive bidding rounds and to maximise the opportunity that these present, the Council needs to ensure it has the required resources to develop these bids.

## 2. CENTRAL GOVERNMENT ALLOCATIONS AND EXTERNAL GRANTS AND CONTRIBUTIONS

**2.1** Some capital projects are financed through the allocations received directly from the Government Departments or external grants and contributions, which are mostly specific to projects and cannot be used for other purposes. Examples of these would include the allocations for

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schools or highway maintenance direct from Central Government or through the Greater Manchester Combined Authority.

**2.2** Grants from external organisations are a valuable source of capital finance for the Council and have enabled the Council to realise a substantial number of Capital developments in the past that would otherwise have been unable to progress.

**2.3** The Council will continue to explore cost effective opportunities for grants from external bodies. However, support through grants cannot be accurately predicted and therefore the Council recognises that it cannot depend on this source entirely. The Council will also ensure that exit strategies are prepared in the case of on-going projects funded through external support, in the event of the support being withdrawn.

### **Capital Receipts**

**2.4** The Council generates capital resources through the sale of surplus land and buildings. The Cabinet, at its meeting on 24 November 2020, approved an accelerated land disposal programme aimed at generating significant capital receipts for the Borough. Subsequently a number of phases have been approved by the Cabinet: Phase 1 on 24 March 2021, Phase 2 on 30 June 2021 and Phase 3 on 13 October 2021.

**2.5** The completion of the programme will generate significant receipts over a 3-year period which can be used to support the Council's capital ambitions.

**2.6** Colleagues in the Business Growth and Infrastructure Department have undertaken work to try and identify when these capital receipts will be achieved and also to adjust the anticipated values by undertaking risk analysis based upon if the disposal is on track, or if there is a risk to the anticipated timeframe or value of capital receipt. A summary of the anticipated capital receipts is included in the table below

<b>Confidence Level</b>	<b>Adjustment Factor</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
High	80%	2,360,001	0	414,718
Medium	65%	4,949,750	3,412,500	0
Low	33%	363,000	664,950	0
Complete	100%	639,826	127,087	127,087
<b>TOTAL Estimated Receipts</b>		<b>8,312,577</b>	<b>4,204,537</b>	<b>541,805</b>

**2.7** For prudence it is recommended that only those values of high confidence or already complete are taken forward and recognised as a

funding source for the capital programme or ring fenced as part of the flexible use of capital receipts each year. The receipts are kept under review and as more are realised a decision can be made at that time as to whether they should be used to fund the capital programme or be used as part of the flexible use of capital receipts to fund transformation.

- 2.8** The Council will continue to pool both Housing and General Capital Receipts to reflect its commitment to a priority-led approach to the allocation of resources and continue to maintain a policy of not ring-fencing the use of capital receipts to fund new investment in specific schemes or service areas. However, it does recognise that exceptionally there will be instances in which it will be necessary to earmark receipts to particular schemes, and if earmarking is necessary, then a report will be taken to the Cabinet for consideration of the specific circumstances.
- 2.9** From April 2016 the Government introduced the flexibility for capital receipts to be used to fund revenue expenditure which meets certain criteria. To meet the qualifying criteria the revenue expenditure needs to relate to activity which is designed to generate ongoing revenue savings or to transform a service which results in revenue savings on improvements in the quality of service provision. Local Authorities are only able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use the existing stock of capital receipts to finance the revenue costs of service reform. There is a separate report at Appendix 2 setting out how the Council proposes to use capital receipts to fund transformation in 2023/24.

## **BORROWING**

- 2.10** From 1 April 2004 Authorities have had the discretion to borrow in line with the CIPFA Prudential Code, which is known as 'Unsupported Borrowing'.
- 2.11** The Council can make use of the opportunity for the Prudential Borrowing where it is most cost effective and as long as its capital investment plans are affordable, sustainable and prudent. It hence makes a choice on whether revenue resources are used to fund direct service delivery or reserved to finance costs of borrowing for capital investment.
- 2.12** The Council will consider the use of unsupported borrowing in three particular circumstances:
- Discretionary unsupported schemes - where individual services can meet the full borrowing, and other revenue costs from within existing resources and where the related expenditure meets with Council ambitions/priorities and would not be able to proceed through another funding source. Any such schemes must be specifically approved by the Cabinet or Council and be supported by a detailed Business Case.
  - Invest to save schemes - where pump priming assistance is required but overall, costs are met from additional revenue/capital income or savings generated by the scheme. Pump priming can be funded from unsupported borrowing or from slippage/internal resources.
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- Strategic investment – where strategic investment to support the Borough's economy is required, subject to a detailed business case and Cabinet approval.

## **REVENUE CONTRIBUTIONS AND RESERVES**

- 2.13** The Council can also use revenue resources to fund capital projects, although revenue budgets have come under increased pressure over recent years and the ability to use revenue is restricted. The proposed Capital Programme requires borrowing and the cost of borrowing to support the 2023/24 programme has been factored into the 2023/24 budget. Any requirements beyond this will need to be factored into the Medium Term Financial Strategy (MTFS). The Council may also finance capital schemes from S106 monies.

## **LEASE FINANCING**

- 2.14** The Council has traditionally used funding by way of leases to mainly acquire or use vehicles and grounds maintenance equipment where the revenue budget did not allow for a full capital repayment. Before determining whether to proceed with a lease arrangement there must be a robust business case accompanying any consideration of this type of arrangement.
- 2.15** The Council is currently part way through a programme to replace all of its vehicles and equipment held on operational leases. A strategy to cover replacement was agreed as part of the 2020/21 capital programme the phasing of which is over several financial years. The replacement strategy continues into 2023/24.

## **JOINT VENTURES**

- 2.16** The Council is currently engaged in significant regeneration activity in Both Bury and Prestwich Town Centres, for which the Authority has procured Joint Venture partners. Both arrangements were completed in 2022, and the respective teams are currently developing plans for large scale regeneration over the medium to long term. The Council is currently engaged in significant regeneration activity in Both Bury and Prestwich Town Centres, for which the Authority has procured Joint Venture partners. Both arrangements were completed in 2022, and the respective teams are currently developing plans for large scale regeneration over the medium to long term.
- 2.17** **Prestwich Village Regeneration (Your Prestwich)** - This programme is a Joint Venture between Bury Council and Muse Developments. The development is focused on creating a people first place that promotes health and wellbeing by improving the public realm and adding green infrastructure to the site. The project plans currently consist of creating a community hub building, a travel hub, a village square, residential, retail and commercial space. The project is currently in an early-stage public conversation to present and collect feedback on a draft masterplan.
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**2.18 Bury Millgate** - This programme will bring about transformation of the Mill Gate shopping centre and associated estate. It is a joint venture with Bruntwood Group and will provide improvements to public realm, housing and retail alongside other commercial and leisure uses.

**2.19** At present, material allocations have not been made in the Council's capital programme to fund these programmes. This is because the programmes are currently in the very early stages of development and the Joint Venture partners are considering a number of specific funding strategies for the development, alongside development design and phasing arrangements. Each programme team is engaging widely with a variety of stakeholders to set the strategy for each programme of work and will return to decision makers later in the year with emerging plans and development appraisals.

### **3 CAPITAL SPEND PROPOSALS**

**3.1** The Council's 2023/24 to 2025/26 capital programme is set out at Appendix 1. The proposed programme takes account of the latest monitoring position on the 2022/23 capital programme including any identified rephasing that has been agreed for carry forward into the 2023/24 financial year. Several new schemes reflecting the priorities are proposed and are included in the draft programme.

**3.2** The proposed Capital Programme is focused on some main themes that align to the Council's objectives and outcomes including:

- Regeneration of key areas within the borough
- Strategic Investment to support economic growth
- Sport and Leisure
- Operational Fleet
- Housing
- Highways
- Children and Young People, including schools
- Carbon Neutrality
- Estate Management

The capital budget for 2022/23 is £81.148m, with a forecast outturn at quarter 3 of £75.037m, therefore, it is anticipated there will be further rephasing requested once the outturn is known. The following schemes have already had some of their 2022/23 budget rephased into 2023/24:

### **4 LEVELLING UP FUND SCHEMES**

The Council was successful in two levelling up bids for Radcliffe (£20m) and Bury (£20m). These schemes are both supported by an element of match funding from both capital receipts and borrowing. The total investment being £65.8m included in this capital plan which may be subject to change as detailed plans are developed.

**4.1** The Levelling Up Fund (LUF) was announced as part of the 2020 spending review, it focuses capital investment on local infrastructure by regenerating town centres, investment in cultural facilities and upgrading local transport

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infrastructure. It will have a visible impact on people and places and support economic recovery.

4.2 The Bury project comprises a number of inter-related and coordinated elements that will collectively regenerate Bury town centre and support the prosperity of Bury Market. The works consist of three main elements consisting of market improvement works, new Flexi-Hall and public realm improvements.

4.3 The Radcliffe project comprises several inter-related and coordinated elements that will collectively regenerate Radcliffe town centre acting as a catalyst for further redevelopment and investment in support of strategic growth aspirations for the town. The project includes the development of a new build wellness and civic hub, refurbishment of the market basement and market chambers building and improved public realm. Within the funding contribution from the Council £5m of capital receipts was assumed from the disposals of Whittaker Street, Green Street and School Street. Current estimates for these three schemes are that they will now realise £3.094m, a shortfall of £1.906m.

**Regeneration.** As part of the 2022/23 capital budget a significant amount of regeneration works were approved covering all major sites and areas across the Council. In addition, the Council has committed to the Radcliffe Strategic Regeneration Framework (SRF) which requires significant funding over a 3- year period. Other key areas of regeneration across the Borough include Prestwich Town Centre and Bury Town Centre.

**Replacement of the vehicle fleet.** This is the continuation of the programme that was agreed as part of the 2020/21 capital programme. A vehicle replacement strategy was approved by Cabinet in July 2020 and the procurement of the vehicles is anticipated to take place over a 3-year period although delays related to the Covid 19 pandemic has slowed the pace of this scheme.

**Highways.** Continued investment in highways services and phasing of the works that have previously been approved. A Highways Strategy was approved by Cabinet in September 2020 and showed that the funds available would be spent over 3 financial years. The draft capital programme reflects the latest position on the agreed Highways Strategy.

**Cycle Ways.** The Council has been provided with grant funded income from the Greater Manchester Combined Authority to support greater use of cycle ways and to promote greater use. The funds are to be phased over several financial years to reflect the spending profile.

**Education and Schools.** Anticipated grant income for schools related expenditure has been assumed for the funding that is known. £15m of the funding received in 2022/23 is to be rephased into 2023/24. Further potential Education Capital allocations are still awaited and will be reflected in the strategy as and when the information becomes available.

**Sports and Leisure.** Investment in external sites, including parks, as well as leisure facilities is assumed within the capital programme to promote healthier lifestyles and wellbeing. Some of the schemes are grant funded. A parks strategy (Phase 1) was approved by Cabinet in December 2020 which continues into 2023/24.

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## **5. NEW SCHEMES**

5.1 The capital budget for 2023/24 includes: £20.154m of new schemes

**Housing Revenue Account (HRA).** The continuation of annual investment in properties of circa £14m is assumed to maintain the housing stock and meet statutory compliance requirements. This follows the existing programme of works and is funded from the HRA, the Major Repairs Reserve and carbon reduction grants where applicable and grant is secured.

**Operations.** £0.65m of new projects have been included for schemes related to health and safety, maintenance and other urgent works to ensure both the safety of Bury residents and protect income streams for the Council mainly relating to leisure centres.

**Street Lighting Energy Savings – Dimming.** £1.4m over two years to upgrade older infrastructure with modern, energy saving options.

**Children and Young People.** £2m in 2023/24 will enable the continuation of local SEND resourced provision to reduce the need to send pupils out of borough, at a significant cost to the Council. The capital programme includes a total of £18m across three years for a new primary special school. A bid to the DfE for funding to support the new school has been submitted which if successful will negate or reduce the need for Council's resources.

Discussions are ongoing with the DfE in relation to the opening of the new secondary school in Radcliffe and the date of the first intake. Delays have been experienced with the procurement of a developer which may necessitate a modular solution to allow for the first year 7 in take in September 2024. If this was to be needed the Council is in discussion with the DfE with regards to making a financial contribution of 50% of the costs of the modular solution. The total costs of which are estimated to be between £0.800m to £1.000m. The Council would cap its contribution at £0.500m to avoid the risk of inflationary pressures. This would likely be funded from capital receipts should there be capital receipts available in 2024/25 or unused from 2023/24. However, using the criteria above there are no capital receipts in 2024/25 identified as being of high certainty or delivered which are of sufficient value and therefore, at this point this is identified as requiring capital borrowing. This situation will be kept under constant review

An Onside Youth Zone in Bury to be delivered over the next three years is proposed, subject to a further report to Cabinet in March 2023 with the view that external funding and grants will be secured to fund the capital contribution to the scheme.

**Business Growth and Infrastructure.** £1.45m to facilitate the relocation of Pennine Care Foundation Trust staff and clinics from Humphrey House. There is a separate report on the February Cabinet in relation to this. This will be funded by £1.1m use of capital receipts in 2023/24 and a further £0.350m in 2024/25 or 2025/26 when Pennine Care take floors three and four. This will necessitate the carry-over of capital receipts generated in 2023/24 to facilitate.

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5.2 Total budget in 2023/24 is planned at £127.072m, of which, £66.717m is funded externally or through the HRA or major repairs reserve and £3.875m is identified as funded through the use of capital receipts.

The position is however likely to evolve as:

- There may be further government funding allocations announced prior to the start of 2023/24. As noted above we are still awaiting the outcome of a bid to DfE for funding of the new special school. If this is supported this funding will replace the ask of the Council's funding in the capital programme.
- It is likely that new initiatives will be announced later in the financial year. The Council may identify other funding sources, including capital receipts, to finance additional capital expenditure.
- Phasing of the expenditure as more detailed implementation plans evolve.

5.3 The capital programme position will be kept under review and any new information in respect of funding allocations will be presented to Members in future reports.

## **6 Funding the Capital Programme**

<b>Financing the Capital Programme 2023/24</b>	
	<b>£m</b>
Prudential Borrowing	54.973
External Funding	51.165
Capital Receipts	3.875
General Fund Reserves	1.507
Housing Revenue Account / Major Repairs Reserve	15.552
<b>Total</b>	<b>127.072</b>

The Council must ensure that appropriate funding arrangements are in place, and this is monitored as part of the Treasury Management arrangements. It is proposed that the new schemes be funded through a combination of external grants and allocations, capital receipts and borrowing. The borrowing costs have been reflected in the Council's Medium Term Financial Strategy. Funding assumptions beyond 2023/24 are reflective of proposed investment for future years and confirmed external funding.

## **7 PRIORITISING, MANAGING, MONITORING, REPORTING AND EVALUATING THE CAPITAL PROGRAMME**

### **Prioritising Capital Resources**

- It has long been demonstrated that the demands for capital investment tend to exceed available resources. To alleviate this, a robust mechanism is in place to assess schemes against key criteria and strategic priorities, to assist in decision making around the prioritisation of capital resources.

- There is a cross departmental multi-disciplinary team in place which has formed a Capital Project team to review the existing capital gateway processes. This will include a review of governance and the approval and monitoring of capital schemes. This process will ensure wider ownership of the monitoring of the capital programme and will include progress updates on each scheme against forecast outcomes as well as risk monitoring.
  - The proposal, once the processes are embedded will ensure the scrutiny of capital schemes through the Capital Board and using the RAG rating scheme will focus on any flagged as red/high risk. This will allow oversight of any barriers to scheme delivery and allow them to be unblocked.
  - Preparation of the Capital Programme is undertaken in two stages. Firstly, scheme bids are submitted by each directorate and placed into the following categories:
    - 100% funded schemes.
    - Discretionary schemes (Invest to Save and Strategic Investment).  
Discretionary schemes to support priorities and outcomes.
  - The second stage involves assessing the extent of any resources that are available to fund new, discretionary schemes and then assessing the extent to which schemes reflect the Councils strategic priorities, generate revenue savings/costs and lever in additional external resources. A review of the current capital programme is also essential at this time to understand resources previously approved that may no longer be required or can be transferred into future years.
  - The framework is for the prioritisation of capital investment for the Capital Programme. By using this prioritisation process on an annual basis to decide the Capital programme for the following year, it allows the review of the whole three-year rolling capital programme. This review of schemes allows the addition, withdrawal or deferral of capital investment ensuring available capital resources are focused on corporate priorities.
  - Reviewing the Capital Programme is an on-going process and in the past several years available resources have been reducing constantly due to new identified funding requirements and a slowdown in available suitable for disposal surplus assets. A full review of the capital programme has been carried out which has provided greater insight and transparency of the programme. This means that the Council can be more effective in its monitoring and scrutiny.
  - As part of the gateway process, resource requirements including specialist support will be assessed. Ensuring that sufficient resources are available across the organisation to support the delivery of the capital programme is key and the Capital Programme Team will explore and capture the delivery dependencies of each project so teams can plan resources accordingly.
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## **8 MONITORING AND REPORTING ON THE CAPITAL PROGRAMME**

- The Capital Programme will be monitored regularly throughout the year by the Capital Board and is reported to Cabinet on a quarterly basis. This report presents detail of spend, potential re-profiling of the programme and any significant changes in funding assumptions, especially the level of asset disposals which are always critical for the delivery of the Capital Programme. An enhanced focus on funding of the capital programme is to be introduced in particular capital receipts and to ensure that all funding is received.

## **9 RISK MANAGEMENT**

There are some inherent risks in the Capital Strategy. These include:

- Capital receipts are not realised to the level anticipated. This is a major risk and is one that has impacted on past programmes. To manage this risk, it is strongly recommended that schemes reliant on capital receipts do not begin until there is a high degree of certainty that the relevant receipt will materialise.
  - Future rise in Interest Rates. Planning for Prudential Borrowing can be affected by rises in interest rates making the borrowing option less attractive as a funding option and putting at risk longer term large capital schemes.
  - Schemes need re-profiling from one year to the next. This is considered a normal feature of capital schemes and can occur for a number of reasons. The risk can be mitigated by slipping corresponding resources between years and is not felt to be high. It is expected that the new capital gateway processes will improve the profiling of expenditure and also the delivery of schemes in line with expectations.
  - Scheme costs increase. Whilst not unusual, increased costs can occur due to a number of factors, and sometimes cannot be mitigated without an impact on other schemes within the Programme or an impact on future years' resources. The risk can be reduced by the use of sound costing techniques, effective project management and monitoring schemes using a risk assessment approach.
  - Delivery of the programme and ensuring sufficient capacity is available is a risk. As part of the new gateway processes, resource requirements for delivery will be fully assessed and incorporated in the detailed plans. This will include ensuring appropriate specialist skills and requirements are identified and that arrangements are in place for these to be sourced.
  - Government grant funding is needed to deliver the whole of the Council's aspirations and if funding isn't secured the longer-term ambitions and delivery of the capital programme will be affected. The funding of the programme is continually assessed.
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## Links with the Corporate Priorities:

The strategic imperatives of the LET'S Do It! Strategy, to deliver economic growth faster than the national average are facilitated by this capital programme which is supporting the economic regeneration of our Borough and the building and development of new schools and educational places.

This capital budget provides the resources to maintain the Council's strategic leadership of the LET'S Do It! Strategy, including the specific delivery priorities for 2023/24 and beyond which are described in the Corporate Plan.

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## Equality Impact and Considerations:

Not applicable

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## Environmental Impact and Considerations:

The Council is working towards becoming a carbon neutral organisation by 2038. All capital build projects are developed with carbon impacts fully taken into consideration.

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## Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<p>The Council's capital resources are not managed effectively.</p> <p>The Council's capital resources are not targeted to priorities and outcomes and the benefit of the investment across the Borough is not maximised.</p>	<p>The capital programme and the gateway process ensures that all available resources are identified and that, where borrowing is required, the costs are reflected in the Council's revenue strategy.</p> <p>The approach ensures that schemes can be developed and prioritised throughout the year and that appropriate monitoring arrangements are in place.</p>

## Legal Implications

This report forms the suite of reports with Members need to consider when setting the Council's budget. Members need to give due regard to the setting of the capital budget when undertaking the budget setting process.

The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council.

The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the calculation

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of the Council tax requirement and it must be sufficient to meet the Council's legal and financial commitments in order to ensure the proper discharge of its statutory duties and lead to a balanced budget. In setting the budget the Council has a duty to ensure that it continues to meet its statutory duties.

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### **Financial Implications:**

The financial implications are detailed within the report.

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### **Appendices:**

*Appendix 1 – Capital budget*

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### **Background papers:**

*Please list any background documents to this report and include a hyperlink where possible.*

The Council Budget 2023/24 MTFS  
Quarter 3 Cabinet Monitoring Report

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**Please include a glossary of terms, abbreviations and acronyms used in this report.**

<b>Term</b>	<b>Meaning</b>
CIPFA	Charter Institute of Public Finance and Accountancy
JV	Joint Venture
DFE	Department for Education
HRA	Housing Revenue Account
SEND	Special Educational Needs and Development

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Draft Capital Programme						
	Slippage brought forward	Prior Year Commitments	New schemes 2023/24	Total 2023/24	2024/25	2025/26
	£m	£m	£m	£m	£m	£m
<b>Regeneration and Economic Growth</b>						
Radcliffe Hub	19.019	8.361	0.000	27.380	8.517	0.000
Radcliffe Enterprise Centre Design Development	0.000	0.000	0.121	0.121	0.246	0.000
Radcliffe Hub - FF&E	0.000	0.000	0.000	0.000	1.125	0.000
Radcliffe Enterprise Centre	0.000	0.000	0.000	0.000	4.700	0.000
CRSTS: Radcliffe SOBC	0.000	0.000	1.380	1.380	0.000	0.000
Prestwich	3.276	5.086	0.000	8.362	11.092	0.000
Ramsbottom	0.272	0.000	0.000	0.272	0.000	0.000
Bury Flexi Hall	21.499	4.012	0.000	25.511	12.072	0.000
Commercial Sites Regeneration	0.000	0.500	0.000	0.500	0.500	0.000
<b>Sub Total</b>	<b>44.066</b>	<b>17.959</b>	<b>1.501</b>	<b>63.526</b>	<b>38.252</b>	<b>0.000</b>
<b>Place Shaping/Growth</b>	<b>2.011</b>	<b>0.030</b>	<b>0.050</b>	<b>2.091</b>	<b>0.380</b>	<b>0.000</b>
<b>Sports and Leisure</b>	<b>2.812</b>	<b>1.450</b>	<b>0.330</b>	<b>4.592</b>	<b>0.700</b>	<b>0.300</b>
<b>Operational Fleet</b>	<b>1.469</b>	<b>2.000</b>	<b>0.000</b>	<b>3.469</b>	<b>0.000</b>	<b>0.000</b>
<b>ICT and Digital</b>	<b>0.798</b>	<b>0.060</b>	<b>0.000</b>	<b>0.858</b>	<b>0.000</b>	<b>0.000</b>
<b>Highways</b>						
Cycle and Walking Routes	2.011	0.000	0.000	2.011	0.000	0.000
Highways	1.338	3.453	0.000	4.791	3.453	2.884
Street Lighting	2.000	-1.000	0.730	1.730	1.730	0.000
Traffic Calming and Improvement	0.538	0.000	0.000	0.538	0.000	0.000
City Region Sustainable Transport Core Maintenance	0.000	2.546	0.000	2.546	2.546	2.546
City Region Sustainable Transport Strategic Maintenance	0.000	0.000	0.900	0.900	0.900	0.900
Road Safety	0.200	0.000	0.000	0.200	0.000	0.000
<b>Sub Total</b>	<b>6.087</b>	<b>4.999</b>	<b>1.630</b>	<b>12.716</b>	<b>8.629</b>	<b>6.330</b>
<b>Children and Young People</b>						
Children and Young People All Schools	14.028	0.000	0.000	14.028	0.000	0.000
Children and Young People - New Special School	0.000	0.000	2.000	2.000	8.000	8.000
Children and Young People - Star Academy	0.000	0.000	0.000	0.000	0.500	0.000
<b>Sub Total</b>	<b>14.028</b>	<b>0.000</b>	<b>2.000</b>	<b>16.028</b>	<b>8.500</b>	<b>8.000</b>
<b>Estate Management - Investment Estate</b>	<b>0.085</b>	<b>0.000</b>	<b>0.000</b>	<b>0.085</b>	<b>0.000</b>	<b>0.000</b>
<b>Estate Management - Corporate Landlord</b>						
Fernhill Gypsy and Traveller Site	1.566	0.000	0.000	1.566	0.000	0.000
Springwater Park	0.750	1.100	0.000	1.850	0.032	0.000
Muslim Burial Extension	0.025	0.000	0.000	0.025	0.000	0.000
Welfare Facilities and Emergency Building Repairs	0.255	0.800	0.320	1.375	2.760	0.000
<b>Sub Total</b>	<b>2.596</b>	<b>1.900</b>	<b>0.320</b>	<b>4.816</b>	<b>2.792</b>	<b>0.000</b>
<b>One Commissioning and Disabled Facilities Grant</b>						
Older People	0.223	0.000	0.000	0.223	0.000	0.000
Disabled Facilities Grant	0.487	0.000	0.000	0.487	0.000	0.000
<b>Sub Total</b>	<b>0.710</b>	<b>0.000</b>	<b>0.000</b>	<b>0.710</b>	<b>0.000</b>	<b>0.000</b>
<b>Housing Public Sector</b>	<b>2.459</b>	<b>0.000</b>	<b>13.523</b>	<b>15.982</b>	<b>13.447</b>	<b>13.200</b>
Disabled Facilities Adaptations	0.000	0.000	0.800	0.800	0.800	0.800
Empty Property Strategy	0.368	0.000	0.000	0.368	0.000	0.000
Housing Development	0.811	0.000	0.000	0.811	0.000	0.000
<b>Sub Total</b>	<b>3.638</b>	<b>0.000</b>	<b>14.323</b>	<b>17.961</b>	<b>14.247</b>	<b>14.000</b>
<b>Climate Change</b>	<b>0.220</b>	<b>0.000</b>	<b>0.000</b>	<b>0.220</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL</b>	<b>78.520</b>	<b>28.398</b>	<b>20.154</b>	<b>127.072</b>	<b>73.500</b>	<b>28.630</b>