

<b>Report to:</b>	Cabinet Council	<b>Date of Meeting:</b>	11 February 2021 4 March 2021
<b>Subject:</b>	Capital Strategy 2021/22 to 2025/26		
<b>Report of:</b>	Executive Director of Corporate Resources and Customer Services	<b>Wards Affected:</b>	All Wards
<b>Portfolio:</b>	Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

### **Summary:**

The Capital Strategy sets out the long-term context in which capital expenditure and investment decisions are made and considers the impact of these decisions on the priorities within the Council's Core Purpose and Framework for Change Programme and the promises made in the 2030 Vision for Sefton.

At the heart of the Capital Strategy is the Council's core objective to continue deliver financial sustainability. As such a flexible capital investment programme is more important than ever as a method to stimulate and enable economic growth and strategic investment, ensuring best use of existing assets and of generating future income streams to pay for and deliver day to day services.

### **Recommendation(s):**

#### **Cabinet is asked to:**

Recommend that Council approve the Capital Strategy as set out in Annex A.

#### **Council is recommended to:**

Approve the Capital Strategy as set out in Annex A.

### **Reasons for the Recommendation(s):**

The Capital Strategy is a key policy document for Sefton Council and follows guidance issued in the Prudential Code for Capital Finance in Local Authorities (2017 Edition).

### **Alternative Options Considered and Rejected: (including any Risk Implications)**

None

**What will it cost and how will it be financed?**

**(A) Revenue Costs**  
N/A

**(B) Capital Costs**  
N/A

**Implications of the Proposals:**

The following implications of this proposal have been considered and where there are specific implications, these are set out as follows:

**Resource Implications (Financial, IT, Staffing and Assets):**

The Capital Strategy outlines the governance and framework for future capital investment decisions. Proposals may have an impact on physical assets and/or ongoing revenue income and expenditure, and this will be assessed during the approval process.

**Legal Implications:**

The Council's decision-making processes resulting in the implementation of any capital programme must be transparent.

**Equality Implications:**

N/A

**Contribution to the Council's Core Purpose:**

**Protect the most vulnerable:**

The Capital Strategy will enable the Council to continue to seek to protect the most vulnerable within available resources.

**Facilitate confident and resilient communities:**

The Capital Strategy demonstrates a clear commitment to early intervention and prevention and working with partners, communities and local businesses to reduce the reliance on the public sector.

**Commission, broker and provide core services:**

The Capital Strategy recognises that where it is necessary to do so, the Council will continue to be a provider of those core services that the community expects to see delivered but will use new service delivery models and new forms of partnership.

**Place – leadership and influencer:**

The Capital Strategy will see the Council continue to demonstrate strong and effective leadership building on its proven track record of engagement, consultation, listening and considering feedback in the decision-making process.

The Council continues to work with partners towards common goals, moving away from traditional ways of working focused around delivering services and is demonstrating a greater role in influencing, shaping, enabling and building community capacity.

**Drivers of change and reform:**

The Capital Strategy demonstrates the Council is playing a key role in leading and driving change and reform to improve outcomes for Sefton residents and continuously improve the Borough.

**Facilitate sustainable economic prosperity:**

The Capital Strategy clearly articulates the Council's approach to investing in order to achieve financial sustainability and the ambitions of Sefton 2030.

**Greater income for social investment:**

The Capital Strategy recognises the Council's commitment to developing a commercial nature, looking at what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose.

**Cleaner Greener:** The Capital Strategy recognises the Council's commitment to work with others to maintain Sefton's natural beauty and ensure that its many assets provide a contribution to Sefton's economy, people's wellbeing and the achievement of the 2030 Vision.

**What consultations have taken place on the proposals and when?**

**(A) Internal Consultations**

The Executive Director of Corporate Resources and Customer Services (FD6284/21) is the author of the report.

The Chief Legal and Democratic Officer (LD4485/21) has been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

N/A

**Implementation Date for the Decision**

1st April 2021

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**Appendices:**

Appendix 1 – Capital Programme 2021/22 to 2022/23.

**Background Papers:**

There are no background papers available for inspection.

## **1. Introduction**

- 1.1 The CIPFA Prudential Code for Capital Finance in Local Authorities (2017 Edition) requires all Local Authorities to adopt a Capital Strategy. It is mandatory for all authorities to have this approved and in place and have it considered alongside the Council's other key budget reports such as the Treasury Management Strategy.

## **2. Content**

- 2.1 The content of the capital strategy is defined; however, it is recognised that individual authorities final document will reflect its own individual circumstances. As such the document aims to provide information on how the capital programme and future decisions will be made and what considerations will be taken into account in the management of the programme.

- 2.2 The key areas that will be included in the capital strategy are:

- governance and prioritisation
- capital expenditure and resources
- asset management and strategy
- commercial investment
- debt, borrowing and treasury management
- risk management
- knowledge and skills.

A summary of the council's current capital programme is also included (Appendix 1), and this will be updated as future capital decisions are made.

ANNEX A

# Capital Strategy

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2021/22 to 2025/26

## 1. Background

- 1.1 The Capital Strategy is a key policy document for Sefton and follows guidance issued in the Prudential Code for Capital Finance in Local Authorities (2017 Edition), and it was first presented in 2019/20. It is an overarching document which sets the policy framework and governance for the development, management and monitoring of capital investment and the use of capital resources. The strategy reflects the Council's Vision for 2030, Core Purpose, and sets out how capital expenditure will play a significant role in its delivery through the Framework for Change and Growth Programme. The Capital Strategy is aligned to the Treasury Management Strategy, Medium Term Financial Plan (MTFP), Asset Management Strategy and the Disposal Policy and all other approved policies and frameworks.
- 1.2 During 2016 Sefton Council led on developing a new and exciting vision for the future of the Borough. The Imagine Sefton 2030 consultation engaged with thousands of people, local businesses and potential investors to create a vision that collectively promotes shared prosperity, coordinated public investment and a healthy environment and population. On the back of this work the Vision 2030 was agreed in November 2016, together with the Vision Outcomes Framework and the Council's Core Purpose.
- 1.3 The Council's major change programme - the Framework for Change - is the way in which the Council will deliver the 2030 Vision whilst maintaining its commitment to financial sustainability.
- 1.4 There are three pillars that underpin the programme, and which will help the Council deliver against its stated objectives. These are:
  - Economic Growth and Strategic Investment – physical regeneration and enabling infrastructure for our economic growth priorities and supporting investment opportunities the Council may wish to directly sponsor or support in an enabling or commissioning role where there is a sound commercial and financial justification/reason to do so.
  - Public Sector Reform (Council of 2023) – this will further enable the Council to define what it will do and how (within the budget available); what outcomes are expected, how these will be measured, what resources will be allocated and where it will focus its influence.
  - Public Sector Reform (Demand Management) – demand led budgets across the Council (for example Adult Social Care and Children's Social Care) must due to the size, complexity and demand for these services, undergo continual review to ensure that the cost base for these services reduces, an early intervention and prevention programme is embedded, and residents are supported in 'moving down the system' so as to reduce the demand for Council services and particularly those at the acute end.
- 1.5 One of the fundamental requirements and drivers to maintain and continually update the Council's Capital Strategy is the greater emphasis on locally

generated income (e.g. Council Tax and Business Rates) to support local government funding. The reliance on this income to support the delivery of frontline services means that it is important that the Council, working with its partners, optimises the opportunity. As a result, development of economic growth is important in ensuring that financial sustainability for the Council is achieved, and the ambitions as set out in Vision 2030 are met. This is particularly relevant and important as a result of the global pandemic and the impact on residents, communities and businesses.

- 1.6 The Capital Strategy also recognises that regeneration is a priority and that where it is appropriate to do so the Council can acquire strategic property for regeneration purposes where business cases provide a satisfactory payback period / profile.
- 1.7 The Strategy is brought forward in the recognition that Cabinet has approved and published a number of Town Centre Investment Frameworks and other policies and that should the opportunity present itself the Council might be the investor, subject to consideration of a robust business case by Cabinet.
- 1.8 The Capital Strategy will be the framework from which capital expenditure and investment decisions in Sefton are made to enable the Framework for Change to have the desired impact. The decision-making process will consider stewardship, value for money, prudence, sustainability and (long-term) affordability. The Capital Strategy contains:
  - An overview of the governance process for prioritisation, approval and monitoring of capital expenditure;
  - A longer-term view of capital expenditure plans;
  - An overview of asset management planning;
  - The authority's approach to commercial activities including due diligence and risk appetite;
  - Expectations around debt and use of borrowing to support capital expenditure;
  - The knowledge and skills in the authority in relation to capital investment activities.

## **2. Capital Programme Governance and Prioritisation**

- 2.1 All capital programme expenditure will be governed through the Capital Strategy framework. Individual programmes and projects will commonly fall into three main categories:
  - Capital maintenance and improvement – to sustain the condition of existing assets and/or to avoid the short, medium and long-term revenue costs of “do nothing”.
  - Capital Investment for financial return – i.e. for commercial purposes to deliver an ongoing revenue return.
  - Capital Investment for non-financial return – investment in an asset of strategic importance linked to the 2030 Vision and Council's Core Purpose.



- 2.2 This categorisation will help to determine, for officers and members, the route that a project proposal must follow in order to gain approval into the capital programme. It will clarify the governance pathway and the degree of due diligence required before approval to spend is granted.
- 2.3 A robust planning and prioritisation process has been designed with clear approval stages at which risk, reward, value for money and alignment to the Council's priorities is tested.
- 2.4 The Capital Strategy proposes a governance structure that enables the effective management of whole capital programme. New capital schemes will typically take one of two routes to approval for inclusion in the capital programme.
- A. For recurrent capital schemes funded 100% from external resources the Finance Procedure Rules state:
- Schemes up to £100k can be approved by the Section 151 Officer and Chief Executive;
  - £100k - £250k the S151 Officer and Cabinet Member – Regulatory, Compliance and Corporate Services;
  - £250k - £1m Cabinet;
  - £1m+ Cabinet and Council.
- B. Projects that require the use of council resources and meet strategic objectives will follow internal governance arrangements before submission to Cabinet and where appropriate Council for approval as set out in the Council's Financial Procedure Rules.
- 2.5 The Council will approve this strategy and in accordance with the Council's constitution and legislation, Cabinet will make decisions to implement the strategy.
- 2.6 Financial management and performance of the Council's approved and published Capital Programme is reported to Cabinet and Overview and Scrutiny Committee with an Annual Report being produced at the end of each financial year.
- 2.7 The draft and indicative Capital Programme is summarised in Appendix 1 and this will be continually updated as part of each budget cycle and taking into account any decisions made in the year.

### **3. Capital Expenditure and Resources**

- 3.1 Capital Expenditure must be incurred in line with the Financial Procedure Rules. The Executive Director of Corporate Resources and Customer Services (Section 151 Officer) is responsible for ensuring that a capital programme is prepared on an annual basis for consideration by Cabinet before submission to Council for approval alongside the annual revenue budget.
- 3.2 Capital resources are held corporately and are allocated according to the priorities outlined in section 2. The Council will seek to maximise the use of

external grants and contributions; and to consider joint funding initiatives with partners if the benefits of doing so align with Council priorities.

3.3 Capital expenditure is typically funded from:

- Government Grants
- Section 106
- External Contributions
- Prudential Borrowing
- Capital Receipts

*Prudential Borrowing*

3.4 Local authorities are able to borrow to invest in capital works and assets provided that the cost of that borrowing is affordable/repayable and in line with principles set out in the Chartered Institute of Public Finance and Accountings (CIPFA) Prudential Code Guidelines.

<http://www.cipfa.org/policy-and-guidance/publications/t/the-prudential-code-for-capitalfinance-in-local-authorities-2011-edition-book>

3.5 Each year the Council approves a Treasury Management Strategy and a range of prudential indicators that reflect its compliance with the CIPFA guidance and the approach to capital expenditure and borrowing for the forthcoming year. As such, projects that are identified and which support the Council's corporate objectives (including financial sustainability) may utilise prudential borrowing once they have been formally reviewed and subject to robust business case scrutiny. Within such cases a full financial appraisal will be required to ensure that all revenue implications of the cost of borrowing are considered.

3.6 Any capital expenditure funded from prudential borrowing will have a future impact on the revenue budget as the Council is required to set aside a minimum revenue provision (MRP) to repay the principal and interest, i.e. the debt, over the life of the asset.

3.7 The financing of the capital programme will be delegated to and determined by the Executive Director of Corporate Resources and Customer Services (Section 151 Officer). Consideration will be given to the long-term impact of capital expenditure and any ongoing revenue implications. The capital financing charges and any additional running costs arising from capital decisions are incorporated within the annual Budget and Medium-Term Financial Plan. This enables members to consider the consequences of capital spend alongside other competing priorities for revenue funding.

3.8 Capital expenditure decision making is not only about ensuring that the initial allocation of capital funding meets corporate and service priorities but also that the asset is fully utilised, sustainable and affordable throughout its whole life. This overarching commitment to long term affordability is a key principle in all capital expenditure appraisal decisions.

- 3.9 The Prudential Code was introduced as part of the Local Government Act 2003. It details several measures/parameters known as prudential indicators that are set each year. When setting these indicators, the Prudential Code requires the Council to have regard to service objectives, affordability, prudence and sustainability. The Prudential Indicators Report is approved as part of the annual budget setting process and is also presented for monitoring purposes to the Audit and Governance Committee on a quarterly basis.
- 3.10 The indicators are based upon capital programme expenditure and its funding requirements and ensure that the budgeted capital expenditure limit is monitored, along with the level of the Capital Financing Requirement which represents the Council's underlying need to borrow for the capital programme. Maximum borrowing limits are set for the Council, the affordability of which is assessed against total income from Government grants, Council Tax and Business Rate payers.

#### **4. Asset Management Strategy**

- 4.1 A core part of the Council's capital programme is informed by the Asset Management Strategy. The schedule of capital improvement works required to support the Council's operational property portfolio is derived from this strategy. The Asset Management Strategy sits alongside the Asset Disposal Policy.
- 4.2 The main objectives of capital expenditure on operational assets is to ensure that they meet health and safety standards, are fit for purpose in terms of statutory guidance and legislation, as well as helping the Council to reduce costs from unnecessary revenue expenditure on poorly maintained and/or redundant stock. A key objective of the capital strategy is that it links with the Asset Management Strategy to protect current buildings and long-term assets to avoid incurring significant future costs.
- 4.3 The asset management capital expenditure decision making process must consider the Council's Asset Disposal Policy. A regular review of Council owned assets will identify whether assets should be held for operational or heritage purposes, should form part of the Council's future investment and capital programme or should be disposed of.
- 4.4 The Asset Management Strategy and Asset Disposal Policy are key documents to inform all long-term capital and revenue implications. These documents are reviewed on an annual basis and a review has taken place this year.
- 4.5 A structured approach to any disposal and the likely capital receipt will mean that medium and long-term resourcing estimates can be made and aligned to future investment decisions.

#### **5. Commercial Investment**

- 5.1 As reliance on Government funding reduces, the importance of local income generation increases, and this is a key stated central government objective for local government and one which reflects their future model for how local

government will be funded. As a result, the Council has had to develop its commercial mindset in order to continue to support the achievement key service priorities, a balanced budget, and at the same time, safely finance the Framework for Change Programme.

- 5.2 A commercial approach will lead to more commercial activities being developed, assessed and delivered and means that processes and financial controls, regarding material capital investment, need to be robust. Due diligence and ongoing budget management will be effective and proportional to the level of investment and risk. It is also critical that such options are considered not in isolation on a project by project basis, but across the whole portfolio of projects in order that the risk profile for all activity is understood as part of the Council's requirement to deliver financial sustainability.
- 5.3 The governance structure for all capital investment and expenditure decisions, explained in section 2, contains additional gateway processes which allow further scrutiny, checks and levels of approval for commercial activity in recognition of the enhanced risk involved.
- 5.4 The Council already operates on a commercial basis in some areas of its core activity. The success of these functions provides assurance in terms of the Council's ability to manage commercial activity.

## **6. Southport Town Deal**

- 6.1 Southport is one of 100 towns identified as potential recipients of the Government's Towns Fund, Cabinet approved a bid submission and Town Investment Plan (TIP) at the October 2020 Cabinet meeting. The process requires leadership of a Town Deal Board, with a private sector Chair, but the Council is required to undertake the role of Accountable Body for the bid and to be the organisation through which funding will flow.
- 6.2 The objective of the Town Deal Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:
  - Urban regeneration, planning and land use
  - Skills and enterprise infrastructure
  - Transport and Digital Connectivity
- 6.3 If successful, the bid for Sefton could bring up to £50m of investment into the town. The Capital Strategy sets the governance framework from which the Council as Accountable Body for the bid will ensure: good governance, transparency, public consultation (building on the Community Engagement Plan – May 2020), developing detailed and robust business cases, monitoring and evaluating projects, receiving and accounting for the funding allocation.

## **7. Non-Financial Investment Strategy**

- 7.1 The Council's non-treasury investments consist of an Investment Property portfolio of over 200 properties. They delivered a return for the Council after

deducting for the cost of maintenance, net income of £2.2m in 2019/20, which contributes towards the provision of services.

- 7.2 The investment property portfolio is fully owned by the Council and no outstanding loans are held against it. No new investment properties have been added for several years. Any future purchases of such assets will follow the procedures set out in sections 2 and 3.
- 7.3 All properties classified as investment properties are revalued on an annual basis as part of the Statement of Account process and valuations are externally audited. The value at 31<sup>st</sup> March 2020 was £61.8m. All investment properties are valued at greater than original purchase price and have hence produced an unrealised capital return.
- 7.4 The liquidity of the portfolio will depend upon the prevailing market conditions. However, access to funds is not considered an issue as the portfolio does not provide security against loans and is providing an adequate return.
- 7.5 Any loans made by the Council that will support projects aligned to the Framework for Change programme, will require a full business case including robust due diligence and will be approved in accordance with the Councils governance processes. Any loan granted will be within the Councils approved prudential indicators.

## **8. Debt, Borrowing and Treasury Management**

- 8.1 The Council has adopted CIPFA's revised 2017 Code of Practice on Treasury Management in public services which recommends the production of an annual Treasury Management Policy and Strategy documents. These documents are approved as part of the annual budget setting process and are monitored by the Audit and Governance Committee. The strategy document sets out in detail how the treasury management activities are to be undertaken in a particular year to comply with the Council's Treasury Management policy.
- 8.2 The Treasury Management Strategy details how the Council will manage its borrowing, investments and cash flow and therefore forms an important part of the overall Capital Strategy. The Capital Programme and the mix of funding sources determines the borrowing requirement of the Council, which will require management of the Council's cash flow to ensure that the Council can meet both its future revenue and capital obligations.
- 8.3 If the Council is required to borrow funds, it can seek to support the capital programme through prudential borrowing from the Public Works Loan Board (PWLB). This borrowing is not supported by government grant. It means that there will be a future charge to the revenue budget to pay back the principal amount borrowed plus accrued interest. As a result, robust financial appraisals are used to determine a future financial benefit from the initial investment, which will be able to fund the future charge to the revenue budget and potentially achieve further cashable savings or income generation, for instance an invest to save (or earn) scheme, strategic investment or major regeneration schemes.

8.4 An evaluation of funding options will be undertaken with external advisor support, thus ensuring the most advantageous position for the Council by securing the greatest value for money option to fund new capital schemes.

8.5 The Council's borrowing limit is contained within the Prudential Indicators Report:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Authorised Limit	244.000	245.000	233.000	227.000

8.6 In recent years, the Council has followed a policy of internal borrowing, whereby borrowing for the capital programme is deferred whilst the Council holds healthy cash balances. This is advantageous as it avoids cost of carry and reduces the overall borrowing costs. This position requires careful management of interest rate risk in conjunction with our treasury consultants.

8.7 The Council has regard to the Ministry of Housing, Communities and Local Government's (MHCLG) guidance on the application of minimum revenue provision (MRP). The recommended MRP policy is summarised below:

<u>Category</u>	<u>Basis of MRP Calculation</u>
Supported Borrowing	Annuity Basis over 50 years (commencing from 1 April 2015)
Unsupported (prudential) borrowing	Annuity Basis – Calculated using the estimated life method

Standard asset lives applied to calculate MRP charge vary from 3 years for intangible assets to 50 years for land.

## 9. Public Works Loan Board (PWLB) Consultation

9.1 Borrowing by local authorities from the PWLB has increased markedly during the last ten years, with many councils borrowing to fund the acquisition of commercial assets with the intention of generating an income stream from such assets. The National Audit Office estimates that £6.6bn of commercial property was purchased by local authorities between 2016/17 and 2018/19 which coincided with a reduction in the price of PWLB loans.

9.2 Government want to guard against councils taking advantage of low rates to purchase commercial assets, and where the anticipated income does not materialise, avoid the risk of taxpayers having to service the loan repayments.

9.3 Following a period of consultation, the government proposed:

- Councils that wish to access the PWLB, should confirm that they do not plan to buy investment assets primarily for yield.

- To publish guidance on the activities that the PWLB will no longer support, with clear protections for service delivery, regeneration, housing, and refinancing existing debt.
- Standardising the information currently gathered during the application process for the PWLB certainty rate and using this as the primary way to confirm that their plans conform with the guidance.

9.4 Local authorities can still purchase commercial assets, or assets primarily for yield, if they so wish but this cannot be funded from the PWLB. Following the publication of HM Treasury's response to the consultation on the 20<sup>th</sup> November 2020 a 1% surcharge (applied in October 2019) has been removed. In due course the Government is publishing revised lending terms for the PWLB and guidance to support councils to determine if a proposed project is an appropriate use of a PWLB loan.

## **10. Risk Management**

10.1 Risk management across the Council has been reviewed in a process led by the Chief Internal Auditor. A corporate risk register is in place, as are service area risk registers. The final stage has seen operational, project and transformation risk registers developed.

10.2 Section 2 in the strategy describes the consistent approach to project management from concept stage through to full business case approval. The Project Charter has a risk section which means that consideration of risk and its mitigation is at the forefront throughout the project design and feasibility stage.

10.3 Risk management is embedded in project and programme boards. Live projects are subject to challenge in project board meetings from the Project Sponsor and Senior Responsible Officer. Significant risks will move on to Service and Corporate risk registers and be reported through capital scheme updates in the monthly budget monitoring report to Cabinet.

10.4 Treasury management risk is managed in line with MHCLG investment guidance principles of security, liquidity and yield. The Council's risk appetite for financial investments is detailed in the Treasury Management Strategy. The risk appetite is low, security and liquidity being the key principles underlying the investment strategy. The Treasury Team balance the risks associated with cash management, mitigating risks as much as possible to seek maximum financial return.

10.5 Treasury management activity will be reported to Audit and Governance via quarterly reports and an outturn report. Cabinet and Council receive a half yearly report and the annual outturn report.

## **11. Knowledge and Skills**

- 11.1 The Council has a wide range of expertise to call upon, including professionally qualified legal, finance and property officers, to support the delivery of the Capital Strategy and Framework for Change.
- 11.2 There is commercial expertise across the Executive Leadership Team and Senior Leadership Board and a commercial approach is being embedded across the organisation.
- 11.3 Recent changes to the senior management structure have been made to better meet the resource requirements to support Framework for Change going forward.
- 11.4 Support services, including Finance, Legal, Property and Business Intelligence and Commissioning, are regularly reviewed with a focus on providing the right support and officers with the necessary skills, to work with the frontline service and project managers. Where gaps in knowledge are identified the relevant training is co-ordinated for individuals or teams.
- 11.5 The Capital Programme and Treasury Management Strategy is managed by a team of qualified accountants who follow a programme of continual professional development, attending tailored courses offered by the Council's retained treasury consultancy.
- 11.6 As part of the Treasury Management Strategy it is a requirement that all members involved in treasury management understand this complex area. Annual training is open to all members and is delivered by external treasury consultants. A record is maintained of member attendance.



## APPENDIX 1 - Capital Programme 2021/22 & 2022/23

<b>CURRENT CAPITAL PROGRAMME</b>	<b><u>2021/22</u></b> <b>£'000</b>	<b><u>2022/23</u></b> <b>£'000</b>
<b><u>ADULT SOCIAL CARE</u></b>		
Disabled Facilities Grant	1,421	
Double to Single Handed Care Equipment	282	
Community Equipment Store - Vehicle Replacement	242	
Assistive Technology Supported Living	190	
Changing Places	200	
Retail Model within Health and Wellbeing Hubs	450	
Extra Care Housing		750
Improvement Programme - Complex Needs	1,200	
Wider Social Care Programme (unallocated)	2,770	
<b><u>COMMUNITIES</u></b>		
Libraries	265	
<b><u>CORPORATE SERVICES</u></b>		
Corporate Maintenance	18	
Council Wide Essential Maintenance	2,462	
Victoria Baths Essential Works	147	
PSR - Cost of Change	221	
<b><u>ECONOMIC GROWTH AND HOUSING</u></b>		
Strategic Acquisitions - Land at Bootle	149	
Town Centre Commission - Bootle	250	
Southport Market Redevelopment	500	
Cambridge Road Centre Redevelopment	70	
Crosby Lakeside Redevelopment	2,100	
Strategic Acquisitions - Ainsdale	1,000	
HMRI	50	
Southport Pier	131	
<b><u>EDUCATION EXCELLENCE</u></b>		
School Funding (unallocated)	629	
School General Maintenance	52	
Birkdale Primary - Replace Fire Alarm	46	
Christchurch Primary - Windows, Roof, Playground	271	
Farnborough Rd Infants - Boiler	6	
Farnborough Rd Junior - Wiring, Fire Alarm, Lightning Protection	191	
Farnborough Rd Site - Boundary Walls & Brickwork, Roof	150	
Forefield Juniors - Asbestos Removal	118	
Freshfield - Boiler Replacement and Replace Wiring	103	103
Grange - Boiler, Rewiring, Lightning Protection, Roof Refurb	536	
Great Crosby Remodelling - Phase 4	27	
Hatton Hill - Roof Refurbishment	67	
Hudson Primary - Windows, Roof Refurbishment, Heating Ducts	524	24
Jigsaw - Thornton Family WB - Upgrade Fire Alarm System	19	
Kings Meadow Primary - Replace Wiring Systems	113	115
Lander Road - Replace Fire Alarm System	29	1

<b>CURRENT CAPITAL PROGRAMME (continued)</b>	<b><u>2021/22</u></b> <b>£'000</b>	<b><u>2022/23</u></b> <b>£'000</b>
Larkfield Primary - Refurbishment of Toilets	38	
Linacre CP - Repoint and Repair Brickwork, Walls, Kitchen Dining Link	15	
Linaker Primary - Cold Water Storage	81	
Lydiate Primary - Rewiring & Windows, Roof, Playground, Sanitary	760	
Marshside Primary - Lighting, Fire Alarm, Roof, Playground, Car Park	265	2
Meols Cop - Roof Refurbishment, Car Park Surface	210	
Merefield - roof works, playground	27	
Netherton Moss - Rewiring and Roof, Toilets, Brickwork, Windows	350	
Northway Primary - Hall Floor Refurbishment, Toilet Refurbishment	42	
Norwood Primary - Upgrade Fire Alarm System	36	1
Oakfield - Re-surface Car Park and Re-lay Footpaths	28	
Sand Dunes - Replace Fire Alarm System	10	
St. Philip`s CEP (Litherland) - Replace Boilers	130	
Summerhill Primary - Replace Wiring Systems	151	155
Waterloo Primary - Roof refurbishment, Brickwork Repairs	21	
Woodlands Primary - Rewiring, Repointing Brickwork & Flue Repairs	179	
Crosby High - Accessibility Works	1	
Rowan Park School - Expansion	11	
Rowan High 6th Form - 3 Classrooms	725	25
Daleacre - Toilets, Changing Rooms, Fire Doors, Security	50	
Oakfield - Lockdown Facility, Fire Doors	18	
Pinefield - Internal Alterations	30	
<b><u>HIGHWAYS &amp; PUBLIC PROTECTION</u></b>		
Area Accessibility	150	
Pedestrian Refuges	30	
Travel Awareness Cycling & Health	50	
Kirkby to Maghull Cycle Route	162	
Southport East West Links	250	
ERDF SUD Environmental Improvements	98	
Local Safety Schemes	125	
Thornton Area Traffic Management	60	
A565 Corridor Improvements - Great Georges Road	290	
Crosby Coastal Park	930	
Strategic Design	30	
Crosby Town Centre Access / Accessibility	15	
Electric Vehicle Charging	25	
Environmental Improvements in Residential Areas	15	
A59 Maghull Route Management	250	
Active Travel Tranche 2	700	
Schools Streets Schemes	30	
Scarisbrick Avenue	820	
Bridges	1	
A565 Northern Key Corridor Improvements	200	
<b><u>LOCALITY SERVICES</u></b>		
Blue Recycling Wheeled Bins	1,230	
Vehicle Replacement Programme	7,282	113
Burials & Cremation Insourcing - Vehicles & Equipment	90	

<b>CURRENT CAPITAL PROGRAMME (continued)</b>	<b><u>2021/22</u></b> <b>£'000</b>	<b><u>2022/23</u></b> <b>£'000</b>
Green Sefton - Plant & Machinery	123	
Flood Management Schemes	542	786
Parks Schemes	257	127
Golf Driving Range Developments	480	
<b>Total Current Grant Allocations and Other Funding</b>	<b>34,412</b>	<b>2,202</b>
Less: Unallocated Education Funding c/fwd	-629	
Less: Unallocated Adult Social Care Funding c/fwd	-2,770	
<b>TOTAL PROGRAMME</b>	<b>31,013</b>	<b>2,202</b>

<b>GRANT ALLOCATIONS 2021/22 to 2022/23</b> <b>(indicative amounts)</b>	<b><u>2021/22</u></b> <b>£'000</b>	<b><u>2022/23</u></b> <b>£'000</b>
<b><u>School Allocations</u></b>		
Devolved Formula Capital (direct school allocation)	346	346
Capital Maintenance Grant	1,466	1,466
Unallocated Funding b/fwd	629	
	<b>2,095</b>	<b>1,466</b>
<b><u>Proposed Schemes: -</u></b>		
Schools General Maintenance	450	
Birkdale CP - Roof, fire precaution work, replace windows, brickwork	150	65
Daleacre Impact - Repoint brickwork	20	
Farnborough Infant - Roof system - Wellbeing Centre	25	
Farnborough Road Junior - Roof incl. RWPs, gutters, fascias, soffits	90	50
Forefield Infants - Land drains, high level windows, brickwork	40	20
Hudson Primary - Roof phase 2, drainage, repoint and concrete sills	60	140
Linacre Primary - Outdoor play canopy and main hall improvements	70	40
Lydiate CP - Drain repairs and roof repairs Phase 2	20	115
Marshside Primary - Rewire	190	
Merefield Special school - Roof repairs phase 2 and playground	115	120
Netherton Moss - Fire doors	25	25
Northway Primary - Toilets - additional W/Cs	30	
Northway Primary - Security	38	
Pinefield PRU - Replace ceilings and light fittings and fire doors	45	
Redgate Primary - Accessible ramps to classrooms and brickwork	33	
SEND provision - Hudson Primary and Impact	500	
St John Crossens - Repoint brickwork	24	
St Johns Crossens - Specialist toilets	80	
St Philips Litherland - Roof repairs	45	
Valewood Primary - Ceilings and lighting in classrooms and rewire	25	
Waterloo Primary - Repoint brickwork	20	
	<b>2,095</b>	<b>575</b>

<b>(Indicative Amounts Continued)</b>	<b><u>2021/22</u></b>	<b><u>2022/23</u></b>
	<b>£'000</b>	<b>£'000</b>
<b><u>Transport Allocations</u></b>		
LTP - Highways Maintenance Block	1,800	1,800
LTP - Integrated Transport Block	990	990
LTP - Key Route Network	900	900
Pot Hole Funding	175	175
	<b>3,865</b>	<b>3,865</b>
<u>Proposed Schemes: -</u>		
Southport East-West Links (Phase 2)	260	
Southport Liveable Neighbourhoods	500	
Southport Environmental Improvements	98	
Crosby Coastal park	930	
Southport Eastern Access	500	
Maritime Corridor	500	
Crosby Town Centre	140	
A59 Damfield Lane	200	
Scarisbrick Avenue	50	
Southport Town Centre Improvement	90	
Bootle Town Centre Connectivity	60	
A565 Ince Woods Corridor Improvements	80	
A59 – Northway Corridor	200	
Liveable Neighbourhood scheme	50	
	<b>3,658</b>	-
<b><u>Adult Social Care Allocation</u></b>		
Better Care Fund	4,251	4,251
Unallocated Funding b/fwd	2,770	
	<b>7,021</b>	<b>4,251</b>
<u>Proposed Schemes: -</u>		
Disable Facilities Grants – Core Grants	2,700	
Children's Social Care – Support for Fostering Placements	100	
Technology Enabled Care (TEC) – Equipment & Service Development	444	
ICT Development & Transformation	773	
Recurrent Funding for officers already in post	104	
Occupational Therapy Support	256	
Care Home Improvements	1,700	
Community Equipment	377	
	<b>6,454</b>	-