

TRAFFORD COUNCIL

Report to: Executive and Council

Date: 20 February 2019

Report for: Decision

**Report of: The Executive Member for Finance and the Corporate Director
Finance and Systems**

Report Title

CAPITAL STRATEGY, CAPITAL PROGRAMME AND PRUDENTIAL & LOCAL INDICATORS 2019/22

Summary

This report highlights the Council's investment plans for the next three years taking into account the estimated resources to be made available from Government as well as the Council's own resources and consists of :-.

Capital Strategy (Appendix 1) – The Capital Strategy which includes the core principles that underpin the Council's Capital Programme.

General Capital Programme (Appendix 2) - The level of resources forecasted to be available for general capital investment purposes during the period is £109.34m. The proposals included in this report will result in a Capital Programme totalling £112.28m. This equates to £2.94m of over-programming over the three year programme and will be reviewed each year to ensure actual capital resources are not overcommitted. To assist with the delivery of the capital programme individual scheme proposals are included for a number of key programmes.

Asset Investment Strategy (Appendix 2) – This report highlights the Council's proposals to utilise the fund created during 2017 by acquiring a range of investment assets to provide a sustainable revenue stream and cover any related borrowing costs whilst facilitating development and regeneration and also support local authority functions. The fund originally approved at a level of £300m is recommended to increase by a further £100m in 2019/20 to give a total fund value of £400m.

Prudential and Local Indicators (Appendix 3) – the Council is required to set indicators in accordance with the CIPFA Prudential Code which are designed to support decisions taken on affordability, sustainability and professional good practice.

Recommendations

That the Executive approve the:-

1. Capital Programme as detailed in Appendix 2 of the report;
2. Schemes to be undertaken from the “block” budget allocations reported in paragraph 21 and detailed Appendix 4.

That Executive recommends the Council to approve:-

3. The Capital Strategy included in Appendix 1;
4. the overall Capital Programme in the sum of £212.28m for the period 2019/22, comprising £112.28m in respect of the General Programme and £100m for the Asset Investment Fund;
5. approve additional prudential borrowing of £6.91m to support revenue generating investment opportunities as detailed in Paragraph 13 and a further £100m which will be added to the Asset Investment Fund as detailed in Paragraph 33; and
6. the Prudential and Local Indicators as set out at Appendix 3 of this report.

Contact person for access to background papers and further information:

Name: Mark Hughes

Extension: 2072

Background Papers – None

BACKGROUND

1. The Capital Strategy attached at Appendix 1 to this report is a new requirement for Councils' to produce from April 2018 following the publication of the revised Prudential Code for Capital Finance in Local Authorities 2017.
2. The Capital Strategy focuses on core principles that underpin the Council's capital programme as presented in this strategy and it gives a position statement with regards to capital expenditure and the resources available. It also focuses on the key issues and risks that will impact on the delivery of the Council's capital investment plans and the governance framework required to support delivery of the Strategy.
3. The three year Capital Programme 2019/22 and update of available resources is detailed in Appendix 2. This includes specific reference to a number of budget areas which historically have had subsequent reports to Executive to approve the programme of schemes for these areas e.g:- Public Building Repairs and Highway Programmes.
4. As a change to this process this report includes details of each programme for 2019/20. This will allow early preparation of individual schemes and assist in the full delivery of programmes during 2019/20.

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial Implications	Planned capital expenditure over the next three year period will be contained within available capital resources.
Legal Implications:	None arising out of this report.
Equality/Diversity Implications	The Council has complied with the requirements of its Public Sector Equality Duty.
Sustainability Implications	None arising out of this report.
Staffing/E-Government/Asset Management Implications	A number of improvement schemes are being undertaken in 2019/22.
Risk Management Implications	Assumptions have been made on land sale projections and the level of receipts to be generated in 2019/20 to 2021/22. An annual review will be undertaken of the future Land Sale Programme and in the event that there is a shortfall in resources to finance the Capital Programme adjustments will be made to our expenditure plans. Any other properties or other assets acquired as part of the Investment Fund will be subject to the annual review and revaluation. If the fair value of these assets falls then consideration will be given to making additional charges to the revenue budget.
Health and Safety Implications	A number of schemes are being undertaken on the grounds of health and safety.

RECOMMENDATIONS

That the Executive approve the:-

- Capital Programme as detailed in Appendix 2 of the report;
- Schemes to be undertaken from the “block” budget allocations reported in paragraph 21 and detailed Appendix 4.

That Executive recommends the Council to approve:-

- the Capital Strategy as included at Appendix 1;
- the overall Capital Programme in the sum of £212.28m for the period 2019/22, comprising £112.28m in respect of the General Programme and £100m for the Asset Investment Fund;
- approve additional prudential borrowing of £6.91m to support revenue generating investment opportunities as detailed in Paragraph 13 and a further £100m which will be added to the Asset Investment Fund as detailed in Paragraph 33; and
- the Prudential and Local Indicators as set out at Appendix 3 of this report.

Other Options

The Executive could decide to use capital receipts to repay debt which would generate revenue savings on the Medium Term Financial Plan. However, the proposed application of the capital receipts are to schemes with mandatory requirements, schemes to protect the long-term viability of the Council’s assets; enabling efficient and effective service delivery and avoiding potential increases in maintenance costs in future years, the benefits of which are greater than just using the receipts to repay debt.

Consultation

Consultation has taken place with budget holders, responsible officers and professional services to ascertain the new projects to be put forward for inclusion in the Capital Investment Programme for 2019/22 . Consultation with the public and user-groups will follow, where appropriate, once the programme is set and specific proposals within the budget allocations are developed.

Reasons for the Recommendation

The Authority is regularly assessed on the performance of its Capital Programme and how delivery matches corporate policies and proposed spending plans. To reflect budgets in line with revised expectations will assist in evidencing that compliance with the above is being met.

Finance Officer Clearance (type in initials)GB.....

Legal Officer Clearance (type in initials)JLF.....

CORPORATE DIRECTOR’S SIGNATURE



TRAFFORD COUNCIL

Capital Strategy



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INTRODUCTION

The effective management of capital resources is an important aspect in the delivery of the Council's corporate objectives and associated priority areas. The Capital Strategy provides the framework for this delivery and ensures there is a focused approach to our capital investment.

This first iteration of the strategy will build from the Council's existing Capital Investment Strategy and developing Capital Programme, which was approved by the Council in February 2018.






The Strategy maintains a strong and current link to the Council's priorities and to its key strategy documents notably the Corporate Plan and Place Shaping Strategy, Medium Term Financial Strategy, Treasury Management Strategy, Asset Management plans and the Asset Investment Strategy.

The Strategy will be reviewed annually and updated to take account of the new challenges facing the Council and the aspirations of our residents - ensuring that we provide a Capital Strategy which meets the Council's long-term vision of ***"Working together to build the best future for all our communities/everyone in Trafford"***.

OBJECTIVES

The high level objectives for the Council's capital investments over the medium term are:-

- ❖ Support the Medium Term Financial Strategy (MTFS) by ensuring that capital investment decisions are not taken in isolation from revenue spending with specific emphasis on delivering future savings and income streams capable of supporting the revenue budget. Also ensuring the right capital assets are fit for purpose for the Council and partners and supports the priorities in the asset management plans
- ❖ Ensure health and safety and other schemes of a statutory nature are delivered
- ❖ Support achievement of Corporate Objectives and key priorities :

-  Building Quality, Affordable and Social Housing
-  Health and Wellbeing
-  Successful and Thriving Places
-  Children and Young People
-  Pride in Our Area
-  Green and Connected
-  Targeted support

Specific priorities include:-

- ❖ Leisure Centre Strategy
- ❖ Investment in Highways
- ❖ Secondary Schools - Expansion Programme and Improvement
- ❖ One Public Estate, particularly relating to new health related provision and best use, including rationalisation of public sector assets
- ❖ Adult Social Care – In-house dementia support
- ❖ Affordable Housing
- ❖ Regeneration of Strategic Locations including, Stretford Civic Quarter, Sale Town Centre development and the Stretford Town Centre Masterplan
- ❖ Major infrastructure schemes to support new housing development, including Carrington Relief Road - A1 Route
- ❖ Asset Investment Strategy, including the acquisition of commercial properties, provision of senior development or investment debt and direct development of council owned sites.

The Council's 2019-2022 Capital Programme, associated financing and prudential borrowing requirements is attached as an appendix to this strategy.

CONTEXT

In December 2017 CIPFA issued an update to the Prudential Code requiring that authorities should have a Capital Strategy with the purpose of establishing a long term direction for the management and use of capital resources for the organisation

The Capital Strategy is closely linked to a number of other key strategies including :-

- ❖ Corporate Plan
- ❖ Medium Term Financial Strategy
- ❖ Asset Management Plans
- ❖ Asset Investment Strategy and Town Centre Strategies
- ❖ Treasury Management



CORPORATE PLAN

The corporate plan describes Trafford Council’s vision and priorities for the borough and the priorities we have identified as an organisation as being key to the delivery of that vision. It includes an overview of our strategies which provide the detail of what the council will do and how we will work with our communities and our partners to deliver change to Trafford in line with these commitments.

At the heart of our vision is a common cause – we want to make Trafford a better borough. We want to make it a place where everyone has a chance to succeed and where everybody has a voice. We know we need to do things differently as the council cannot do it all. The council, by virtue of its democratic mandate, will lead the way in ensuring that this is a shared endeavour and that across Trafford there will be a more joined up approach to service delivery. Through our new vision, we are making a commitment to work together across different services and agencies to make the best use of our resources. It is aligned with our aspirations as we develop the future model for our statutory obligations and existing partnership arrangements.

The Council's Vision
Working together to build the
best future for all our
communities/everyone

Our vision is about giving people in Trafford greater choice about where they live; to build and sustain in thriving communities; and to develop areas which we can all take pride in. Our vision is about people living healthily; receiving care when they need it and having access to our green spaces. It is also about making Trafford a great place to live and work through connected transport links, so that there is a real choice of how we travel in and around our borough.

Far too many people are still getting left behind. Too many people's lives are still blighted by not having access to good housing and employment opportunities; by child poverty and health inequalities. Our vision is a call for fairness – for all children and young people to have a fair start no matter their circumstances and to ensure people get support when they need it most.

These are exciting times for Trafford and our vision aims to meet the opportunities and challenges that lie ahead. Over the next few years, this vision will be at the forefront of everything the Council does and aims to achieve.

The Priorities and outcomes for Trafford

The Council has identified seven strategic priorities that we believe are key to enabling Trafford residents, businesses and staff to thrive. Our priorities set out our aspirations for our people, place and communities, and how they can affect and improve their daily lives.

Our people are our greatest resource. Through engagement with our staff we will create an environment for staff to grow and develop life- long skills and see the benefit of their contribution to the borough. We want to be an employer of choice.

Our Priorities :



Building Quality, Affordable and Social Housing

Trafford has a choice of quality homes that people can afford



Health and Wellbeing

Trafford residents health and Well-Being is improved and Reducing Health Inequalities



Successful and Thriving Places

Trafford has successful and thriving town centres and communities



Children and Young People

All Children and Young People in Trafford will have a fair Start



Pride in Our Area

People in Trafford will take pride in their Local Area



Green and Connected

Trafford will maximise its Green Spaces, Transport and Digital Connectivity



Targeted support

People in Trafford will get support when they need it most

These priorities are not just for the Council but for the whole community and have been shared with members of the Trafford Partnerships. In order to make the difference we want to make, we will need to work closely and effectively with partners, residents, businesses and communities to make this a success.

PLACE SHAPING BOARD

The Trafford Place Shaping Board is led by the Executive Member for Investment, Regeneration and Strategic Planning, chaired by the Corporate Director, Place and comprising directors and senior council officers meets weekly to develop, direct and deliver a Place Shaping Programme encompassing a number of inter-related programmes including Leisure, Investment and enabling projects.

The purpose of the Place Shaping Board is to ensure that development, disposal, investment and acquisitions taken forward by the Council realise and maximise the financial and strategic objectives for growth and regeneration.

The Strategic Place Shaping Board applies the direction of the Executive:

- ❖ To establish a Place Shaping Programme comprising projects from: Place Shaping, Leisure, Schools, Investment, Disposal; and Enabling categories;
- ❖ To consider the inclusion of new projects within the Place Shaping Programme;
- ❖ To consider strategic development sites and how these can contribute to place shaping objectives;
- ❖ To drive the implementation of the Place Shaping Programme through weekly meetings;
- ❖ To review a monitoring report on a monthly basis on the financial, legal, commercial (including risk management) and development milestones of the Place Shaping Board Programme to ensure programme delivery;
- ❖ To receive, review and agree Outline Business Cases and (subsequent) Full Business Cases for projects within the Place Shaping Programme prior to Executive or Investment Board approval.

- ❖ To receive and review regular updates from any Place Shaping sub / working groups including the Adult Care (place shaping) working group and Leisure Board.
- ❖ The Place Shaping Programme sponsor is the Corporate Director Place and responsibilities for individual projects will be delegated/allocated to Place Shaping Board members (See below)

The Board will comprise of the following:

- ❖ Executive Member for Investment, Regeneration and Strategic Planning
- ❖ Chief Executive
- ❖ Corporate Director, Place
- ❖ Corporate Director of Finance and Systems
- ❖ Corporate Director of Governance and Community Strategy
- ❖ Head of Financial Management
- ❖ Head of Planning and Development
- ❖ Director of Property

Other Trafford Council officers will attend and contribute to the meetings according to operational need.

MEDIUM TERM FINANCIAL STRATEGY

The objectives and supporting policies of the Medium Term Financial Strategy (MTFS) are designed to assist the Council in ensuring that the people of Trafford will continue to be provided high performing, efficient and effective services for now and into the future, whilst avoiding unnecessary tax burdens and ensuring best value for money.

These objectives of the MTFS are:

- ❖ Keeping the Council Tax low
- ❖ Increasing the resources available to the Council
- ❖ Delivering value for money
- ❖ Delivering a robust, balanced and sustainable budget (both capital and revenue)

ASSET MANAGEMENT PLANS

The Council has historical data on both the property and highways infrastructure portfolios to assess the condition and backlog maintenance.

The condition data and backlog maintenance requirements identified in the asset management plans for corporate property, schools and highways infrastructure are then used to determine the priorities for investment to ensure statutory compliance along with improving the assets.

These plans set out the current and longer term condition of Trafford's infrastructure and provide information on the 10-20 year requirements of these assets, which informs the decisions made on capital investments plans into the future.

ASSET INVESTMENT STRATEGY

The Council's Asset Investment Strategy was originally approved by the Executive in July 2017 when approval was given to increase the Capital Investment Fund to £300m with a further update in October 2018. The Strategy seeks to acquire a balanced portfolio of investment assets capable of providing sustainable income streams to support the MTFP, facilitate development and regeneration and support local authority functions. Any activity is financed through prudential borrowing and included in the capital programme.

The details of the strategy:

- ❖ The target income return should be between 5.0% and 6.5% to deliver sufficient margin over borrowing costs and MRP requirements, whilst still providing the investment security required. The actual returns required will depend in part on the specific MRP approach adopted.
- ❖ To achieve sustainable returns, without being over-exposed to risk, to target direct investment in prime and good secondary assets across a variety of sectors.
- ❖ Based on sector performance and the objectives, it is recommended to focus on Industrial, Retail Warehousing (including Food Stores) and alternative sectors (i.e. budget hotels).
- ❖ Other asset classes should be considered on an opportunity basis to help meet the objectives, especially where they may help achieve longer term strategic growth (i.e. regeneration).
- ❖ Creating a diversified portfolio is important, whilst balancing the need to generate a return to support local authority functions. A target average lot size of between £20m and £30m (so a fund made up of between 10 – 15 assets with a total investment of £300m). Investments outside of this range will be considered on an opportunity-led basis and considered on their merits.
- ❖ Multi-let properties will help reduce asset and tenant specific risk. No more than 10% of the portfolio income should be from a single tenant to maintain the tenant specific risk at a manageable level.
- ❖ Consideration to be given to lending to fund investment or development as part of the strategy, as this can have additional benefits especially when focused in the local area. Up to 30% of the portfolio could be allocated to debt, but consideration to a higher level on a case by case basis.

The objectives to be achieved through either:-

- ❖ Direct Investment (Medium to high risk and return),
- ❖ Development Debt (Medium risk; medium to high return), or
- ❖ Debt Investment (low to medium risk and return)

As part of the decision making process an Investment Management Board (IMB) has been established to oversee the approval of new acquisitions and to undertake a performance management role. This process is supported by independent external advice on each acquisition and also a robustness statement from the Corporate Director of Finance and Systems.

The financial performance of the investment portfolio and of each property within the portfolio will be measured and reported on a quarterly basis by an officer group to the IMB and subsequently to Executive. Performance measurement will be based on external revaluations and net yield generated and reporting will be undertaken with a view to making recommendations concerning sales or purchases and any amendments to the adopted strategy to ensure that the main objectives continue to be achieved.

The Asset Investment Strategy, along with promoting economic growth in the borough, supports the revenue budget. With the revenue funding gap expected to continue over the medium term the income streams from these investments are imperative. It is therefore intended to increase the fund, to continue investment and income streams, by £100m up to £400m. The increase will be funded from borrowing with approval being sought in February 2019 when setting the budget.

The strategy is regularly updated and reviews the current practices to focus on the direction of our investment activity going forward. Focus will still be on achieving low risk, secure and sustainable income streams into the medium to long term, with particular emphasis placed on either development or investment debt across a wider geographical area.

TREASURY MANAGEMENT

The Council also produces a Treasury Management Strategy which is approved by full Council annually as part of the budget setting process.

The Treasury Management Strategy aims to maximise investment interest whilst minimising risk to the Council. The main objective surrounding the Council's investment criteria is security of capital first, liquidity of its cash flows and finally yields.

The Strategy takes account of the Council's capital expenditure plans and ensures that any borrowing requirement to fund these plans remains robust, prudent, affordable and sustainable.

There are close links between the Capital Strategy and Treasury Management Strategy with the Capital Strategy determining the borrowing need of the Council. The take up of debt is done in accordance with the Treasury Management Strategy which involves arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives. The Council makes provision for the repayment of debt over the life of the asset that the borrowing is funding.

A copy of latest Treasury Management Strategy can be found at: <..\..\Treasury Mgt\Reports\201920\Treas Mgt report strategy FINAL.doc>

CAPITAL RESOURCES

External Resources

External resources available to support the Capital Programme are received from a number of sources. These include grants from central government departments and agencies, developer contributions in the form of S.106 and S.111 agreements and contributions from bodies interested in specific projects. These resources can be very specific with little, if any, discretion on how they can be applied.

Internal Resources

The restrictions on the ability to apply external resources to specific schemes means that only internal resources are available for application on discretionary investment. Internal resources mainly comprise **Prudential Borrowing** and **capital receipts** from the sale of surplus council assets. The programme of identifying and sale of these surplus assets is known as the Land Sales Programme.

Prudential Borrowing

Prudential Borrowing is an alternative way of financing capital expenditure. In considering the use of borrowing to support its' capital investment proposals the Council must show how stewardship, value for money, prudence, sustainability and affordability can be demonstrated. Examples of schemes that would be appropriate for this type of financing include:

- ❖ Invest to save schemes
- ❖ Investing in income generation schemes

Generally a scheme will only be considered for Prudential Borrowing if the impact on the revenue budget is at least neutral and the scheme has gone through the capital prioritisation and appraisal process. This will ensure that the scheme will contribute to the delivery of council objectives, whilst not placing any additional pressure on the council tax.

The bulk of Council borrowing is linked to the Invest to Save Programme, which generates a financial return to the Council above the borrowing cost and a lot of the schemes are asset backed.

The Council is required to set prudential indicators, supplemented by local indicators, in accordance with the CIPFA Prudential Code which are designed to support and record decisions taken on affordability, sustainability and professional good practice and these are included within the annual capital budget setting report and approved by full Council.

Capital Receipts

Capital receipts are the income the Councils receives from the sale of surplus assets. In line with the Local Government Act 2003 this can only be applied to support capital expenditure, or to repay debts or other liabilities.

Traditionally local authorities have maintained a property review and disposal programme to rationalise property holdings and raise capital. This traditional approach has changed significantly in recent years for many Councils. This process of review and disposal continues. However, the disposal element is now much more focused on revenue rather than capital in line with financial requirements.

Rather than the traditional direct sale of surplus assets which only generates a capital receipt the council also looks into direct development which can increase the value of the eventual capital receipt or may produce a revenue stream which can be used to support wider Council objectives.

In order to maximise the returns from these surplus assets the Corporate Landlord Strategy Group reviews the sites to identify the optimum use for the asset. The result of this review process is an annual Strategic Land Review Programme which reports the delivery method for each site and the potential returns, both capital and revenue, that can be used to support future capital investment and revenue pressures.

GOVERNANCE FRAMEWORK

It is important given the risks surrounding Capital Projects that the appropriate governance framework is in place hence the following processes are in place:

- ❖ The Capital Strategy itself to be presented annually alongside the Medium Term Financial Strategy at Council
- ❖ All new bids are prioritised and assessed by the Corporate Leadership Team
- ❖ All schemes and the overall Capital Programme are subject to approval by the Executive with the overall resource envelope agreed by Council.
- ❖ Responsible Officers are assigned projects in line with their responsibilities
- ❖ The Strategic Place Shaping Board is led by the Executive Member for Investment, Regeneration and Strategic Planning and chaired by the Corporate Director, Place. The group monitors the strategic direction of the council's capital investment plans.
- ❖ The progress of the programme is reported to the Executive on a bi-monthly basis.
- ❖ The Council's Finance Procedure Rules identify the parameters within which officers need to manage capital expenditure
- ❖ Regular budget monitoring meetings are held with Directorate Departmental Management Teams.
- ❖ The Capital Programme is subject to Internal and External Audit Review
- ❖ Scrutiny Committee can call in Executive Reports.

The Capital Programme is agreed annually by the Executive and Council. The Programme, to assist in planning and delivery of schemes, covers three years. Each year the Executive confirm the next three years' Programme, in light of available resources. If priority schemes come forward but insufficient resources are available then the opportunity is taken to review the priority of schemes in the Programme that are not contractually committed alongside new proposals. This ensures that the capital resources available to the Council are used as affectively as possible. The overall process will continue to be led by the Financial Planning Team in the Financial Management Service.

A de-minimis level of £10,000 exists for capital schemes. Schemes with a lower value are assessed for inclusion into the revenue budget. The only exceptions to this are if the scheme is supported by specific external resources.

As part of the budget process and annual review of the Programme a capital bidding round for those projects requiring support from discretionary resources, i.e. capital receipts and prudential borrowing is undertaken. This includes uncommitted schemes in the existing programme giving priority to:-

- ❖ Support the Medium Term Financial Strategy (MTFS) by ensuring that capital investment decisions are not taken in isolation from revenue spending with specific emphasis on delivering future savings and income streams capable of supporting the revenue budget. Also ensuring the right capital assets are fit for purpose for the Council and partners and supports the priorities in the asset management plans.
- ❖ Ensure health and safety and other schemes of a statutory nature are delivered.
- ❖ Support achievement of Corporate Objectives and the 7 key priorities.

Larger schemes have specific working groups, for example leisure strategy developments. The make-up of the groups include service departments, professional services, finance services to ensure that schemes are progressed, monitored and completed in line with the originals proposals. The results and findings of these meetings are reported, on a bi-monthly basis, to Members and Senior Officers. These reports give a progress report on all schemes as well as reporting any amendments to the Investment Programme for scheme slippage and new approvals.

As part of the decision making process for the Asset Investment Programme an Investment Management Board has been established to oversee the approval of new acquisitions and to undertake a performance management role. This process is supported by independent external advice on each acquisition and also a robustness statement from the Corporate Director for Finance and Systems.

RISK MANAGEMENT AND RELATIONSHIP WITH OTHER PROCESSES

It is important to note that the risk appetite is a high level view on the key areas of risk that the Council is willing to accept in pursuit of its objectives.

The risk appetite is also supported by the following:

- ❖ The Council's risk management framework and strategic risk register
- ❖ The governance structure and responsibilities, particularly around the Asset Investment Strategy
- ❖ Risk reporting
- ❖ Monitoring and escalation procedures

It should be noted that aspects of these will be bespoke to individual areas where risk is undertaken, e.g. the treasury portfolio, asset investment strategy, place shaping strategy and direct development strategy for land development etc.

KNOWLEDGE AND SKILLS

The Capital Programme and Treasury Management Strategy are managed by a team of professionally qualified accountants with extensive Local Government finance experience between them. They all follow a Continuous Professional Development Plan (CPD) and attend courses on an ongoing basis to keep abreast of new developments and skills. The Council's Section 151 Officer is the officer with overall responsibility for Capital and Treasury activities, who is also a professionally qualified accountant and follows an ongoing CPD programme.

All the Council's commercial projects have project teams from all the professional disciplines from across the Council and when required external professional advice is taken.

Internal and external training is offered to members on an annual basis to ensure they have up to date skills to make capital and treasury decisions. A register is also kept on member attendance. The Council also involves members at a very early stage of a projects life cycle.

The Council's Investment Management Board reviews all commercial and investment deals from inception right through to project completion and ongoing performance management and this process is supported by a number of external advisors including CBRE.

The knowledge and skills of officers and members are commensurate with the Council's risk appetite.

SUMMARY

Trafford is committed to ensuring that the quality of services we provide continues to improve and that we meet the changing needs of all our customers and our capital investment plans are tailored towards ensuring this happens.

This Capital Strategy is a document that is reviewed annually to set the standards for optimising investment opportunities for the community of Trafford.

Capital Programme & Prudential Indicators

CURRENT CAPITAL PROGRAMME

1. In February 2018 the Council set an indicative capital programme with a value of £144.65m for the period 2018/19 to 2020/21 and in doing so allocated all available and estimated capital resources. The current value of the programme, including re-profiled expenditure from 2017/18 and other changes as reported in the period 8 budget monitoring report is £439.01m, including £340.26m in 2018/19.
2. The Programme can be split into two distinct areas, firstly the General Capital Programme, worth £182.70m, which aims to ensure that the Council can deliver its services in line with the priorities reported above and secondly the Asset Investment Fund, worth £256.31m, which has been set to support regeneration in the borough and also generate income streams which will support the revenue budget for years to come. These two elements are shown in the table below and are included in this report as :
 - Section 1 : General Capital Programme
 - Section 2 : Asset Investment Fund

Table 1 - Capital Investment Programme 2018/21	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Service Analysis:				
Children's Services	13.29	20.98	2.64	36.91
Adult Social Care	2.59	2.19	2.19	6.97
Place	64.16	38.44	32.01	134.61
Governance & Community Strategy	1.98	0.05	-	2.03
Finance & Systems	1.93	0.25	-	2.18
General Programme Total	83.95	61.91	36.84	182.70
Asset Investment Fund	256.31	-	-	256.31
Total Programme	340.26	61.91	36.84	439.01
Resourcing :				
Capital Grants	18.18	25.26	6.92	50.36
External contributions	8.93	14.16	1.50	24.59
External Resources	27.11	39.42	8.42	74.95
Reserves & revenue	13.05	0.61	-	13.66
Borrowing(*)	285.81	20.32	15.49	321.62
Receipts – Land Sales Programme	10.07	8.44	10.63	29.14
Internal Resources	308.93	29.37	26.12	364.42
Resourcing total	336.04	68.79	34.54	439.37
Surplus / (Deficit)	(4.22)	6.88	(2.30)	0.36

(*) Borrowing level includes £256.31m for Asset Investment Fund

SECTION 1 - GENERAL CAPITAL PROGRAMME

2018/19 PROGRAMME

3. The current forecasted expenditure for 2018/19 to 2020/21 is £182.70m of which £83.95m relates to 2018/19 and will deliver a number of key projects including:-
- School Places and condition works of £12.85m
 - Adult Social Care of £2.59m
 - Corporate landlord investment of £3.22m
 - Town centre regeneration and investment of £4.63m
 - Leisure Centre Strategy of £20.33m
 - Highways improvements of £17.99m
 - Metrolink extension contribution of £5.00m
 - Investment in Manchester Airport developments of £11.28m
 - Parks and Open Space improvements of £1.52m
 - ICT investment of £1.93m
 - Other investment of £2.61m

BUDGET PROCESS

4. As part of the budget process this year the Programme has been reviewed to ensure it continues to meet Council priorities and remains affordable within the level of resources available; this has involved:-
- Undertaking a capital bidding round for those projects requiring support from discretionary resources, i.e. capital receipts and prudential borrowing. This included uncommitted schemes in the existing programme giving priority to:-
 - support invest to save schemes or reduce revenue liabilities,
 - ensure schemes of a mandatory / contractual nature are prioritised and
 - support schemes that meet Council priorities.
 - An update to the level of all capital resources available to support the new programme.
 - Identifying those schemes that can be financed from other sources e.g. prudential borrowing and external contributions.

CAPITAL BIDS

5. All service areas were requested to submit new capital bids for the three years from 2019/22. This has included re-bidding for schemes in the current 2019/21 programme where those schemes were uncommitted. A full review of all bids was undertaken by the Corporate Leadership Team.
6. The value of bids received totalled £38.49m. A number were assessed as low priority and a number of self-funded schemes being those which can be financed through prudential borrowing or external contributions.
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CAPITAL RESOURCES UPDATE 2019/22

7. A review of capital resources was undertaken to determine the scope for including schemes in the Programme over the next three years and allowing for the requirement for funding the 2018/19 programme the level of available resources. This indicates total resources of £109.34m, an increase of £21.29m

Table 2 – Changes to available resources	Current £m	Additions £m	Total £m
Capital Grants	32.22	7.65	39.87
External contributions	15.66	-	15.66
External Resources	47.88	7.65	55.53
Borrowing	24.71	6.91	31.62
Reserves & revenue	0.61	1.55	2.16
Receipts – Land Sales Programme	14.85	5.18	20.03
Internal Resources	40.17	13.64	53.81
Resourcing Total	88.05	21.29	109.34

External Resources

8. External resources available to support the Capital Programme are received from a number of sources. These include grants from central government departments and agencies, developer contributions in the form of S.106 and CIL agreements and contributions from bodies interested in specific projects. These resources can be very specific with little, if any, discretion on how they can be applied.
9. **Capital Grants - £39.87m** : These include grants from central government departments and agencies and the major areas include :-
- **£25.39m** for schools related investment from the Department for Education.
 - **£6.05m** from the Ministry of Housing, Communities and Local Government for disabled facilities grants
 - **£7.31m** from the Department of Transport to support investment in highways and infrastructure
 - **£0.60m** from the Football Foundation to support investment through the football facility strategy
 - **£0.48m** from the Department for Education create places and to improve facilities for pupils with special educational needs and disabilities (SEND).
10. Included in the estimate of grants available the opportunity has been taken to adjust allocations for 2019/20 and 2020/21 and make assumptions as to the level of grant expected in 2021/22 resulting in additional resources of **£7.65m**.
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Table 3 : Updated Level of Capital Grants	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
<i>New notifications/ Assumptions</i>				
• Schools - SEND	0.48			0.48
• Football Foundation	0.60			0.60
• Schools Devolved Formula			0.30	0.30
• Schools Maintenance			1.70	1.70
• Disabled Facilities			2.10	2.10
• Highways Structural Maintenance			1.90	1.90
• Highways - Pot Hole Funding			0.18	0.18
• Highways Incentive Fund			0.39	0.39
Total	1.08		6.57	7.65

11. **External Contributions - £15.66m** : The majority of other external resources are made up of Section 106 contributions from developers which cover all areas of investment. The major areas currently included are :

- **£8.00m** contribution to the Metrolink extension. A total contribution of £20m to Transport for Greater Manchester for the extension works. The first two tranches of £7m and £5m have been made the final tranche of £8m is due in 2019/20.
- **£4.41m** for the continuing investment in public realm improvements in Altrincham and Stretford town centres. Funded from a mixture of developer contributions including the anticipated S.106 and S.111 contributions relating to the redevelopment of Barton Square.
- **£1.30m** contributions to support affordable housing provision with social landlord providers.
- **£1.00m** contributions to support proposed improvements in leisure facilities.
- **£0.95m** of contributions to support a range of other projects.

Internal Resources

12. The restrictions on the ability to apply external resources to specific schemes means that only internal resources are available for application on discretionary investment. Internal resources mainly comprise prudential borrowing and capital receipts.

13. **Prudential Borrowing - £31.62m** : Current investment financed from borrowing is £24.71m and includes:

- £21.71m for development of new leisure centres in Stretford and Altrincham.
- £3.00m of general borrowing to support general investment.

As part of the review of new bids the ability to provide additional income or savings to support borrowing was assessed and a number of schemes can support being funded in this manner. The proposals put forward for inclusion in the Capital Programme, which total **£6.91m**, are:

- **Manchester Airport £5.60m** – Investment opportunity at Manchester Airport. The total cost of the proposals is £56m of which each of the ten Greater Manchester Authorities will contribute £5.6m. The cost of the borrowing will be offset by the return on the loan.

- **Town Centre and Business Loan Schemes £0.60m** – to continue the successful town centre loan scheme and introduce a new business loan scheme. The borrowing costs will be supported by the repayment of the loans.
 - **Greater Manchester Full Fibre Initiative £0.71m** – Greater Manchester has secured £23.8m from Department of Culture, Media and Sport to support the provision of full fibre connectivity across the region. Each authority is to provide match funding and Trafford’s investment is estimated at £0.71m. The cost of the borrowing will be offset by revenue savings.
14. In a few instances, short term borrowing (up to 3 years) will need to be taken out prior to a receipt or income stream being received which would then be used to service debt costs. Based on the current capital programme spend profile this is currently forecasted to cost the Council £184k for the period 2019 to 2022 and this expenditure totalling £9.9m which will be temporarily funded from the Council’s reserves.
15. **Reserves and Revenue – £2.16m** : There are currently a range of projects supported by the application of reserve including:
- **£0.59m** for investment in residents parking schemes to reduce congestion in specific locations across the borough
 - **£0.37m** in support of a range of ICT initiatives and developments.
 - **£0.43m** to support invest through the football facility strategy
 - **£0.77m** in support of a range of other initiatives.

Capital Receipts

16. **Capital Receipts – £20.03m** : A review of the sites included in the current Land Sale Programme has been undertaken and an estimate for 2021/22 has been built-in. These will be subject of a future report to the Executive.
17. **Self-Development Sites** - Included in the estimate of receipts of £20.03m is £11.35m from the sites that have been identified for self-development by the Council.
18. The table below gives the current position of capital receipts for 2018/19 to 2020/21 and the commitment against them along with an estimate for 2021/22 to give the value of receipts available to support any new investment. A proportion of the capital receipts are already allocated to a number of projects in the capital programme leaving £8.55m available to support new investment.

Table 4 : Capital Receipts	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Land Sales Programme	7.85	6.75	4.31	18.91
Self-development Returns		7.25	4.10	11.35
<i>Less costs :</i>				
Disposal costs / MRP allowance	(0.57)	(0.53)	(0.46)	(1.56)
In-house Self-Development Team	(0.55)	(0.55)	(0.55)	(1.65)
Total Estimated Receipts	6.73	12.92	7.40	27.05
Capital Programme requirement				(7.02)
Net Receipts				20.03

INDICATIVE CAPITAL PROGRAMME

19. The value of the indicative three year Capital Programme is £112.28m and a summary shown in the table below, with detailed analysis shown in Annex 1. At this stage the figures for 2019/20 are known in detail, whereas the resource position for 2020/21 and 2021/22 is less certain, but these will be updated as resources are confirmed.

Table 5: Capital Programme and funding	Budget 2019/20	Budget 2020/21	Budget 2021/22	Budget Total
<i>Investment :</i>	£m	£m	£m	£m
Children's Services	21.81	2.66	4.35	28.82
Adult Social Care	3.41	2.86	2.85	9.12
Place	41.76	27.47	4.16	73.39
Governance & Community Strategy	0.05	-	-	0.05
Finance & Systems	0.90	-	-	0.90
General Programme Investment	67.93	32.99	11.36	112.28
<i>Funding :</i>				
Grants	26.37	6.92	6.58	39.87
External Contributions	14.16	1.50	-	15.66
Revenue & reserves	2.16	-	-	2.16
Prudential Borrowing	19.58	11.94	0.10	31.62
Capital Receipts availability (*)	(0.28)	12.91	7.40	20.03
Total Funding	61.99	33.27	14.08	109.34
Surplus / (Deficit)	(5.94)	0.28	2.72	(2.94)

(*) 2019/20 availability accounts for the receipts required to cover the shortfall in 2018/19 and may result in the requirement to undertake some short term borrowing supported by reserve.

20. Included in the programme are number of "block" allocations which historically have required a further report be presented to a future Executive Meeting to agree the individual schemes to be undertaken over the period.

21. This process has resulted in delays in the ability to deliver the schemes within the appropriate timeframe and therefore affecting delivery of years two and three as schemes have to be carried forward.

22. In order to reduce these delays attached, at Appendix 4, is a list of the schemes to be undertaken in 2019/20 for the areas of the programme covering :

- Public Building Repairs and Compliance Programme - £600k
- Integrated Transport Programme - £400k
- Highways Structural Maintenance (including pot holes) - £5.84m
- Greenspace Programme - £240k.

23. **Public Building Repair and Compliance Programme** - Schemes suitable for capital funding and part of the maintenance and repair programme are assessed by surveyors and categorised in terms of priority. The programme prioritises works (category 1) required to:

- Address safety issues
- Negate higher maintenance repair bills in the future
- Support commercial decisions such as preparing assets for immediate lease or disposal.

24. **Integrated Transport Programme** – The programme of schemes to be undertaken in 2019/20 has been compiled in line with the adopted Highways Infrastructure Asset Management Plan (HIAMP). The proposed schemes cover the following areas:

- Casualty Reduction Schemes
- Area Parking Schemes
- Minor Traffic Management schemes
- Traffic Regulation Order Programme

25. **Highways Structural Maintenance** – The programme of schemes to be undertaken in 2019/20 has been compiled in line with the adopted HIAMP. The rationale for investment in roads and bridges is threefold:

- through resident surveys, “better roads and pavements” are consistently cited as one of the top service areas that residents and businesses wish to see supported;
- roads and bridges are a vital part of ensuring economic growth in the area, providing access to education and recreation for residents and revitalisation of town centres.
- to reduce the deterioration rate of the highway asset, there must be continual investment in maintenance.

26. To ensure the available funding is used optimally, the Integrated Transport and Highways Structural Maintenance programmes are the result of an analysis of condition survey data by officers, in conjunction with feedback from Elected Members, communities, businesses, residents, schools, and focus groups such as the Trafford Cycle Forum.

27. **Greenspace Programme** – The Council’s greenspace resource is required in order to meet the objectives of Trafford’s Greenspace Strategy. The list of proposed schemes and associated budget allocations have been developed in the context of available conditions surveys and inspection results in the form of:

- Parks infrastructure audit.
- Trafford Countryside Management Partnership infrastructure audit.
- Play Areas annual safety inspection and infrastructure audit.
- Allotments annual conditions survey.

28. Opportunities for increased investment in the Highways Programmes for 2020/21 and 2021/22 will be prioritised as part of future budget reports.

SECTION 2 – THE ASSET INVESTMENT STRATEGY






29. The Council's Asset Investment Strategy was originally approved by the Executive in July 2017 with a further update in October 2017 when approval was given to an overall fund of £300m. The Strategy was further updated in October 2018 and seeks to acquire a balanced portfolio of investment assets capable of providing sustainable income streams to support the MTFP, facilitate development and regeneration and support local authority functions. Any activity is financed through prudential borrowing and included in the capital programme.
30. The Investment Management Board is a cross-part decision making board consisting:
- Leader of the Council
 - The Chief Executive
 - Leader of the Green Party Group
 - Leader of the Conservative Group
 - Leader of the Liberal Democrat Group
 - Executive Member for Finance
 - Executive Member for Investment, Regeneration and Strategic Planning.
31. The Board is advised by the Corporate Director of Finance and Systems, the Corporate Director of Place and the Corporate Director of Governance and Community Strategy and has made a number of approvals with a value of £174m leaving £126m available in the fund.
























Table 6: Asset Investment Strategy	2017/18 £m	2018/19 £m	Total £m
Total Investment Fund	295.00	5.00	300.00
Activity to date :			
K Site, Talbot Road, Stretford	1.24	23.62	24.86
Acquisitions :			
Sonova House, Warrington	12.17		12.17
DSG, Preston	17.39		17.39
Grafton Centre incl. Travelodge Hotel, Altrincham	10.84		10.84
Trafford Magistrates Court, Sale		4.30	4.30
Walthew House Lane, Wigan		13.75	13.75
Committed: Future purchase of a strategic property in Trafford		23.83	23.83
Loan Advances:			
No.1, Old Trafford : Debt financing for residential development	3.13	(3.13)	0.00
The Crescent, Salford : Debt financing for residential development		60.80	60.80
Development Sites :			
Brown Street, Hale		6.21	6.21
Total investments	44.77	129.38	174.15
Balance available			125.85






32. The Strategy was updated and approved by Executive in October 2018 to ensure the most appropriate approach is taken going forward. Focus will still be on achieving balanced risk, secure and sustainable income streams into the medium to long term, with particular emphasis placed on either development or investment debt across a wider geographical area.
33. This activity has generated important income streams which are supporting the revenue budget and in order to provide sufficient headroom for new approvals it is prudent that the fund be increased by a further £100m to £400m.
34. Further guidance is expected from CIPFA around councils' commercial investment activity and this will be taken into account when considering future opportunities.

PRUDENTIAL AND LOCAL INDICATORS

35. The Council is required to set indicators that are designed to support and record decisions taken on affordability and sustainability. There is also a requirement to impose *limits* on the Council's treasury management activities to ensure decisions are made in accordance with professional good practice and risks are appropriate (these are included in the Treasury Management Strategy Report). The Corporate Director of Finance and Systems will monitor these and report on them at appropriate times. The Council can revise these indicators and limits at any time.
 36. All the indicators take account of the proposals in this report and a list of Prudential and Local Indicators is included at Appendix 3.
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2019/2022 INDICATIVE CAPITAL PROGRAMME					
DESCRIPTION	Council Priority	2019/20	2020/21	2021/22	Total
		£000	£000	£000	£'000
Schools					
Basic Need : School Places & Condition Issues		18.10			18.10
Devolved Formula Capital		0.37	0.37	0.37	1.11
Capital Maintenance Grant		1.75	1.75	1.76	5.26
Special Educational Needs Grant		1.06	0.34		1.40
Kings Road Primary School – Provision for vulnerable 2 year olds		0.30			0.30
PRU Accommodation at former Brentwood School site				0.85	0.85
Condition Issue Investment				1.20	1.20
Sub-total		21.58	2.46	4.18	28.22
Children's Services					
Foster Carers - Accommodation improvements		0.20	0.19	0.18	0.57
Talkshop, Sale Waterside - YOS development works		0.02			0.02
Sub-total		0.22	0.19	0.18	0.59
Adults Social Care					
Disabled Facility Grants		2.69	2.69	2.68	8.06
Assistive Technology/Technology Innovation		0.17	0.17	0.17	0.51
16Plus Care Leaver Accommodation - Access to Accommodation		0.55			0.55
Sub-total		3.41	2.86	2.85	9.12
Place					
Town Centres Loans Fund		0.10			0.10
Business Loan Scheme		0.25	0.15	0.10	0.50
Altrincham Town Centre – Public Realm		2.38	0.50		2.88
Stretford Town Centre – Public Realm		1.52			1.52
Greater Manchester Full-Fibre Initiative		0.71			0.71

	Council Priority	2019/20 £000	2020/21 £000	2021/22 £000	Total £'000
Public Building Repairs and Compliance Programme		0.60	0.40	0.40	1.40
Leisure Centres - Essential Safety & Compliance Works		0.45	0.15	0.15	0.75
Sale Waterside - Improvement (Phase 3)		0.30			0.30
Standing Desk Provision - Trafford TH & Sale Waterside		0.03			0.03
Trafford Town Hall - Working space expansion		0.01			0.01
Leisure Strategy - "Increasing Physical Activity"		12.98	20.83		33.81
Urmston Leisure Centre - Sensory Room		0.22			0.22
Integrated Transport Schemes		0.40	0.30	0.30	1.00
Residents Parking Schemes		0.59			0.59
Metrolink Extension Works - Council contribution		8.00			8.00
Integrated Transport : S.106 Funded Programme		0.06			0.06
Manchester Airport Investment		3.70	1.90		5.60
Highways Structural Maintenance (Inc Pot Hole & Highways Incentive grants)		5.84	2.94	2.94	11.72
Highway Maintenance - S.106 Funded Programme		0.07			0.07
Parks Infrastructure		0.10	0.10	0.10	0.30
Countryside Access – Infrastructure & Biodiversity		0.04	0.04	0.04	0.12
Play Area Refurbishments		0.10	0.10	0.10	0.30
Parks - Mandatory Signage		0.01			0.01
Football Facility Provision		1.03			1.03
Parks & Open Space, Outdoor Sports & RRF - S.106 Funded Programme		0.82			0.82
Parking - Tariff change requirements		0.09			0.09
Assistance to Owner Occupiers		0.04	0.04		0.08
Housing Standards / Empty Property Initiatives		0.03	0.03	0.02	0.08

	Council Priority	2019/20 £000	2020/21 £000	2021/22 £000	Total £'000
Affordable Housing Fund : S.106 Funded Programme		1.30			1.30
Sub-total		41.77	27.47	4.16	73.40
Governance & Community Strategy					
CCTV Transformation Programme - Phase 2		0.05			0.05
Sub-total		0.05			0.05
Finance & Systems					
ICT Investments		0.40			0.40
SAP Systems Landscape – Upgrades		0.25			0.25
Windows 10 - Implementation & Rollout		0.25			0.25
Sub-total		0.90			0.90
GENERAL PROGRAMME TOTAL		67.93	32.99	11.36	112.28
Capital Investment Portfolio		100.00			100.00
TOTAL INVESTMENT		167.93	32.99	11.36	212.28



Building Quality, Affordable and Social Housing



Health and Wellbeing



Successful and Thriving Places



Children and Young People



Pride in Our Area



Green and Connected



Targeted support

Prudential and Local Indicators – Estimates

Capital Prudential Indicators	2018/19 Revised £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Capital Expenditure: General Programme Investment Strategy	83.80 256.31	67.93 100.00	32.99 0.00	11.36 0.00
Capital expenditure - the table above shows the estimated capital expenditure to be incurred for 2018/19 and the following three years.				
Capital Financing Requirement as at 31 March	473.49	547.77	546.48	532.66
Capital Financing Requirement (CFR) - this reflects the estimated need to borrow for capital investment (i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts).				
Financing Cost to Net Revenue Stream	5.6%	4.5%	6.3%	6.3%
Financing costs to net revenue stream - this indicator shows the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the Council's net revenue stream. The movement from 2019/20 to 2020/21 reflects a change to the Minimum Revenue Provision calculation in respect of the completion of Investment Fund Reserve.				
Incremental Impact on Band D Council Tax (£)	£0.00	£0.00	£0.00	£0.00
Incremental impact on band D council tax – reflects the incremental impact on the Council Tax arising from new borrowing undertaken in order to finance the capital investment decisions taken by the Council during the budget cycle. The figures above reflect that any additional borrowing is supported by revenue savings or external support.				

Local Indicators for the Asset Investment Strategy	2018/19 Revised £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Gross Commercial Income	5.19	8.09	8.26	5.21
Gross Commercial Income – this is the total estimated level of income to be received from the acquisitions of commercial property and provision of senior debt finance and is required to support new debt costs associated the transactions, with any balance supporting the overall revenue budget.				
Net Commercial Income Stream	1.37	2.41	2.68	0.75
Net Commercial Income Stream – this is the estimated level of income net of any borrowing and other costs to be received from the acquisitions of commercial property and provision of senior debt finance.				
External Interest Cost	(1.32)	(3.04)	(2.93)	(2.10)
External Interest Cost – this is the interest cost of the new debt required to cover the capital cost of the new commercial activity.				
Minimum Revenue Provision (2.0% = 50 years)	(0.95)	(1.33)	(1.33)	(1.33)
Minimum Revenue Provision - this is the amount of income set aside as a provision for the repayment of the debt, required to cover the capital cost of the new commercial activity.				
Risk Reserve	(0.10)	(1.07)	(1.07)	(0.79)
Risk Reserve - this is the amount of income set aside to reserve as contingency in the event of a reduction in commercial income levels.				
Gross Commercial Income as proportion of Net Budget	3.16%	4.78%	4.57%	2.73%
Gross Commercial Income as proportion of Net Budget – this illustrates the proportion of the net budget which is supported by the new commercial income streams.				

All the indicators are monitored on a regular basis. If the situation arises that any of the prudential indicators appear that they will be breached for a sustained period, then this will be reported to the Council at the earliest opportunity.

Public Buildings Repairs and Compliance Programme 2019/20			
Location	Ward	Scheme Description	Value
			£000
Shawe Hall Community Centre	Flixton	Replace the existing gas heaters.	53
War Memorials All (Phase 1)	Borough-wide	Rebuilding works	59
Ascot House	Ashton-on-Mersey	Replacement of damaged floor tiles	11
Stretford Library	Stretford	Replacement fire escape / damp works.	84
Stretford Library	Stretford	Replacement fire alarm system	33
Stretford Library	Stretford	New boiler plant and associated works	66
Unforeseen Urgent Works	Borough-wide		45
Partington Children's Home	Bucklow St.Martins	Replacement of damp floor	10
Claremont Centre	Priory	Fire Alarm	11
Watling Gate - (Phase 2)	Timperley	Protection of listed building	20
16/18 Shaw's Road	Altrincham	Boundary wall works	10
Shawe View Hostel	Flixton	Replacement lighting controls and fittings.	19
Broome House	Longford	External repairs, windows and pointing	80
Sale Water Park	Priory	Health & Safety works	26
DDA	Borough-wide	Compliance with the Equalities Act 2010	73
Public Building Repairs Programme Total			600

Integrated Transport Programme 2019/20			
Location	Ward	Scheme Description	Value
Casualty Reduction Scheme			£000
Speed surveys	Borough-wide	Various speed surveys	5
Speed Reduction Signs	Borough-wide	Moved to different locations around the Borough	30
Glebelands Road	Ashton-on-Mersey	Collision reduction scheme	77
Casualty Reduction Scheme Total			112
Collision Studies			
Park Road, (to include speed and traffic counts)	Timperley	Feasibility	5
Stockport Road , (to include speed and traffic counts)	Timperley	Feasibility	5
Barton Road junction of Urmston Lane	Stretford	Feasibility	3
Bentinck Road	Altrincham	Feasibility	3
Collision Studies Total			16
Residents Parking Schemes			
Trafford General Hospital - Review	Davyhulme West	Review	12
Proposed Traffic Regulation Orders (TRO)			
Introduction of TRO's	Borough-wide	Feasibility, design & Implementation of TRO's	57
Proposed Minor Works			
Various Borough-wide Minor Works	Borough-wide	Various works inc. dropped crossings, bollards	100
Disabled Persons Parking Places	Borough-wide	Introduction/removal of DPPP	35
Electronic Vehicle Charging Points	Borough-wide	New application	4
VMS And VAS	Borough-wide	Assessment/repair of existing asset	34
Safety around schools	Borough-wide	Experimental Closures /20mph zones around schools	30
Proposed Minor Works Total			203
Integrated Transport Programme Total			400

Highways Structural Maintenance Programme 2019/20			
Location	Ward	Scheme Description	Value
General Schemes			£000
Patching and Pot Holes	Borough-wide		175
Street Lighting	Borough-wide		200
Public Rights of Way	Borough-wide		30
Drainage	Borough-wide		150
Markings, Signs and Street Furniture	Borough-wide		120
Cycleways - Resurfacing Programme	Borough-wide		65
Footway Resurfacing Programme	Borough-wide		163
Surveys			70
Incentive Fund Requirements			25
Advanced Design			75
Joint Treatment and overbanding	Borough-wide		19
General Schemes Total			1,092
Surface Dressing / Micro Asphalt			
Alexandra Road	Sale Moor	Surface Dressing / Micro Asphalt	11
Alphonsus Street	Clifford	Surface Dressing / Micro Asphalt	13
Balmain Road	Davyhulme West	Surface Dressing / Micro Asphalt	14
Boyer Street	Longford	Surface Dressing/Micro Asphalt	11
Eldercroft Road	Village	Surface Dressing / Micro Asphalt	24
Harold Street	Clifford	Surface Dressing / Micro Asphalt	13
Hadfield Street	Clifford	Surface Dressing / Micro Asphalt	22
Iona Way	Davyhulme East	Surface Dressing / Micro Asphalt	15
Lambourn Road	Davyhulme West	Surface Dressing / Micro Asphalt	13
Lansdowne Road	Flixton	Surface Dressing / Micro Asphalt	16
Lawrence Road	Altrincham	Surface Dressing / Micro Asphalt	15
Lester Street	Stretford	Surface Dressing / Micro Asphalt	10
Malvern Avenue	Flixton - Urmston	Surface Dressing / Micro Asphalt	12

Northumberland Road	Clifford - Longford	Surface Dressing / Micro Asphalt	14
Valley Road	Davyhulme West	Surface Dressing / Micro Asphalt	13
South Lonsdale Street	Gorse Hill	Surface Dressing / Micro Asphalt	14
North Lonsdale Street	Gorse Hill	Surface Dressing / Micro Asphalt	15
Sibson Road	Priory	Surface Dressing / Micro Asphalt	6
Woodlands Avenue	Flixton	Surface Dressing / Micro Asphalt	5
Willow Road	Partington	Surface Dressing / Micro Asphalt	5
Walnut Road	Partington	Surface Dressing / Micro Asphalt	18
Gorse Square	Partington	Surface Dressing/Micro Asphalt	3
Plane Tree Road	Partington	Surface Dressing/Micro Asphalt	6
Daniel Adamson Avenue	Partington	Surface Dressing/Micro Asphalt	9
Marine Avenue	Partington	Surface Dressing/Micro Asphalt	3
Constance Road	Partington	Surface Dressing / Micro Asphalt	5
Dean Close	Partington	Surface Dressing / Micro Asphalt	5
Wellfield Road	Hale Barns	Surface Dressing / Micro Asphalt	28
Surface Dressing / Micro Asphalt Total			338
Highways Resurfacing			
Balmoral Road	Flixton	Junction of Mansfield Road to junction with Chassen Rd	37
Barton Dock Road	Davyhulme East	(2 year- annual investment programme) South Section from Peel Circle (not inclusive) to slip road of Park Way (500m)	209
Ayres Road	Clifford	100m East from end of speed table - junction with Addison Crescent (Including area of Width Restriction)	21
Barton Road	Stretford	Barton Road Gyratory to No. 128 (4 year- annual investment programme)	85
Bent Lane	Bowdon	Paddock Lane to 2 Newton Bank Cottages Identified for 40mm inlay.	82
Bow Green Road	Bowdon	Dunham Road to Bow Lane	84

Brooklands Road	Brooklands	From Junction with Framingham to Baguley Brook MCC boundary middle of road. (4 year- annual investment programme)	66
Dane Road	Priory	From junction with Cross St to Metrolink station	13
Sydney Street	Stretford	A56 Chester Road to Cyprus Street	17
Pheasant Rise	Bowdon	Full extent. (Stripped out surface)	49
A56 Manchester Road	Broadheath	Navigation Rd to traffic lights at George Richards Way	94
Wadham Way	Hale Barns	Full extent	31
Fearnlea	Hale Barns	Full extent	28
Highways Resurfacing Total			816
Highways Reconstruction			
Adamson Circle	Davyhulme East	Full roundabout 150m	99
Alderley Road	Flixton	Full extents 190m	73
Back Lane	Bowdon	330m from Station Road East Bound (3 year- annual investment programme)	88
Bent Lanes	Davyhulme West	From junction with Woodhouse Road to Junction with Shipley View including Bent Lanes stretch to junction of Daveylands	74
Barton Dock Road	Davyhulme East	From Ellesmere Circle to Bright Circle	206
Carrington Lane	Bucklow St Martins	325m from layby near Sale Sharks to beginning of layby near Bury FC Training Ground	141
Clarendon Road	Flixton	Full extents from Woodsend Road to end of adoption 56m into Cul De Sac + 10sqm from Clarendon Rd towards the shop frontages	33
Craven Road	Broadheath	Sinderland Rd roundabout to Barlow Rd	330
Hale Road	Hale Barns	Rivington Road to Grange Avenue (4 year programme investment)	160
Henshaw Street	Stretford	School to School Road	97

Hope Road	Brooklands - Priory	Marsland Rd to South Grove 200m (3 year programme of investment)	66
Kings Road (West)	Longford	Edge Lane to Truro Avenue	189
Kingsway	Stretford	(Eastbound) Stretford (Barton Road to Bennett St (5 year- annual investment programme)	155
Moreton Avenue	Stretford	Full extents From Derbyshire Lane to Pritchard Street	68
Norfolk Gardens	Flixton	Full extents from Woodbridge Road junction to Woodsend Road junction	130
Norris Road (West)	Brooklands	Derbyshire Road South to Cumberland Rd (4 year- annual investment programme)	204
Oldfield Road	Altrincham	Walton Road to No352	191
Park Road	Timperley	Meadowbank to Riddings Road	93
Redclyffe Road	Davyhulme East	From Bridge to B&Q Entrance (306m)	88
Stockport Road	Timperley/Altrincham	530m from Woodlands Parkway to Wellington Road	179
Stockport Road	Timperley - Village	Mottram Drive to Shaftsbury Ave	56
Warburton Lane	Bucklow St Martins	275m from junction with Dunham Rd towards Partington	203
Highways Reconstruction Total			2,923
Concrete Repairs and Reconstruction			
Braemar Avenue	Stretford	Concrete repairs	89
Kendal Road	Gorse Hill	Concrete repairs	83
Kingsley Avenue	Urmston	Concrete repairs	19
Warwick Drive	Urmston	Between Canterbury Rd and Leamington Rd junctions	38
Craig Avenue	Urmston	From junction of Bowfell Rd to Moorside Rd	10
Concrete Repairs and Reconstruction Total			239
Bridges Programme			
Asset Management			
Principal and General Inspections	Borough-wide	6-yearly and 2-yearly inspections	75

Asset Management	Borough-wide	PONTIS development and maintenance. Identify structures require structural reviews and carry out the required structural reviews management plans	20
Structural Assessment, Studies and Advanced Design of 2020/21 schemes	Borough-wide	Assessment, studies and design subject to finding of structural reviews	30
Minor remedial works and routine maintenance	Borough-wide	General maintenance, e.g. vegetation removal, masonry repointing	40
Maintenance Schemes			
Cornbrook Culvert (Phase 2)	Clifford	Continuation of 2018/19 works	45
Brooklands Canal Bridge	Priory/Brooklands	Steps refurbishment	25
Sir Matt Busby Way Canal Bridge	Gorse Hill	Accidental damage parapet repairs	20
Wellington Road Footbridge	Altrincham/Timperley	Steelwork and concrete repairs	20
Graythwaite West	Hale Barns	Design for new bridge replacement in 2020/21	40
Churchgate Footbridge	Urmston	New bridge	60
Moat Park Bridge	Altrincham	Parapet replacement and refurbishment	20
Lakeside Culvert	Priory	Retaining wall refurbishment	20
Waterside Plaza Retaining Wall	Priory	Masonry repairs and repointing	15
Bridges Programme Total			430
Highways Structural Maintenance Programme Total			5,838

Greenspace Programme 2019/20			
Location	Ward	Scheme Description	Value
Play Area Refurbishments			£000
Abbotsfield Park	Flixton	See saw replacement	8
Crossford Bridge	Sale Moor	Fencing	10
Davies Road	Bucklow St.Martins	Revamp needed	15
Longford Park - Younger	Longford	Music play	10
Pickering Lodge	Timperley	Slide unit replace	8
Trafford Wharf Road	Gorse Hill	Remove	2
Weathercock Farm	Priory	Damage to surface	2
Woodstock Park - Older	Broadheath	Zip wire replacement	2
Flixton House	Flixton	Log Walling / surface repairs	5
Stamford Park	Hale Central	Multi-play unit replacement	20
Worthington Park	Sale Moor	Outdoor fitness equipment replacement	18
Play Area Refurbishments Total			100
Parks Infrastructure			
Longford Park	Longford	Surface has failed - used as Park Run venue	37
Victoria Park	Stretford	Greenflag park - report noted trip hazards	10
Walton Park	Brooklands	Path - highlighted in Green Flag report twice	15
Walkden Gardens	Priory	Greenflag park - sections of path flood	10
Woodheys Park (<i>New footpath</i>)	Broadheath	Greenflag park - no formal footpath	18
Davyhulme Park	Davyhulme East	Greenflag Park - noted trip hazards	10
Parks Infrastructure Total			100
Infrastructure & Biodiversity			
Broad Ees Dole	Priory	Habitat	10
Wellacre	Davyhulme West	Access	10
Queen's Field	Urmston	Bike trail	10
Torbay Road	Urmston	Access	10
Infrastructure & Biodiversity Total			40
Greenspace Programme Total			240