

TELFORD & WREKIN COUNCIL

**CABINET - 26 FEBRUARY 2015
COUNCIL - 5 MARCH 2015**

SERVICE & FINANCIAL PLANNING 2014/15 – 2017/18: CAPITAL PROGRAMME

REPORT OF THE MANAGING DIRECTOR, CHIEF FINANCE OFFICER (THE ASSISTANT DIRECTOR: FINANCE, AUDIT & INFORMATION GOVERNANCE), THE ASSISTANT DIRECTOR: DEVELOPMENT, BUSINESS & EMPLOYMENT AND THE DIRECTOR: NEIGHBOURHOOD, CUSTOMER & CULTURAL SERVICES

LEAD MEMBER: CLLR BILL McCLEMENTS

PART A – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

The report details the revised capital programme for 2014/15 and the proposed capital programme for 2015/16 to 2017/18, together with the Capital Strategy (including the proposed Asset Management Plan and related Building Maintenance and the Highways and Transport capital investment programme).

2. RECOMMENDATIONS

Members are asked to:-

2.1 Approve the report and associated capital estimates for 2014/15 and 2015/16 – 2017/18, which incorporates the Capital Strategy, the Capital Programme (Annex I), the Planned Building Maintenance Programme (Annex II), and Asset Management Plan (Annex III) and the three year Highways and Transport capital investment programme (Annex IV).

2.2 Delegate authority to the Assistant Director: Development, Business & Employment to deliver the planned programme of works within the Asset Management Plan and to the Director: Neighbourhood & Customer Services the Highways and Transport capital investment programme in line with the approved budgets with any variations or changes to schemes in these programmes, that remain within overall approved budgets, after consultation with the appropriate Cabinet Members.

2.3 Delegate authority to the Managing Director to finalise the terms of the HCA Agreement and enter into the Agreement on behalf of the Council in consultation with the Cabinet Member for Finance and Enterprise.

2.4 Delegate authority to the Managing Director to authorise the directors of the Wholly Owned Company to proceed with the purchase of existing properties within the funding allocations already approved by Cabinet for the Housing Investment Project after consideration of separate business cases for each proposed purchase with the Cabinet Member for Finance and Enterprise and the Cabinet Member for Neighbourhood Services, Employment & Skills

3. **SUMMARY IMPACT ASSESSMENT**

COMMUNITY IMPACT *Do these proposals contribute to specific priority plan objectives?*

Yes/No All priorities are covered by the report. The overall budget framework contains funding to support the Council's work to promote Equalities & Diversity across the Borough. As part of the Planned Maintenance funding an allocation had been identified to improve accessibility, and service delivery from the Authority's buildings

Will the proposals impact on specific groups of people?

Yes/No An element of the capital improvements to Council buildings will be focused on improving accessibility. The allocation is prioritised using the full range of asset management data and specifically using the accessibility audits as well as working with Assistant Directors and the Equalities team.

TARGET COMPLETION / DELIVERY DATE

There are many different capital projects and each one has a different target completion date. Some of the programmes are ongoing, others will complete during the period of the programme as shown in Annex I.

FINANCIAL/VALUE FOR MONEY IMPACT

Yes/No Where appropriate these are detailed in the body of the report.

LEGAL ISSUES

Yes/No All proposals are covered by the legislative framework within which the council operates

OTHER IMPACTS, RISKS AND OPPORTUNITIES

Yes/No The Council's current strategic risks has been considered as part of allocating resources in the overall programme

IMPACT ON SPECIFIC WARDS

Yes/No Proposals affect all wards in the Borough

PART B – ADDITIONAL INFORMATION

4.0 SUMMARY

- 4.1 This report presents the Council's Capital Strategy for 2014/15 – 2017/18 and later years and a capital programme of £293.560m that includes the proposed investments included in the overall budget strategy. It also sets out the Council's Asset Management Plan and proposed planned Building Maintenance programme, particularly focusing on 2015/16 and the three year Highways & Transport capital investment programme. The programme includes the schemes associated with the Housing Company, but not the MOD scheme which is yet to receive approval.
- 4.2 The strategy and programmes address our corporate priorities in conjunction with the service and financial planning strategy.
- 4.3 The revenue cost of the use of the Council's own resources and unsupported borrowing are built into the proposed 2015/16 budget and future projections, while the cost of government supported allocations is currently met through a combination of Revenue Support Grant and direct capital grants., No new government supported allocations have been issued for 2015/16 or 2016/17, this is offset by a partial switching to capital grant.
- 4.4 The Asset Management Plan sets out the framework for assessing and prioritising property related issues. The approved framework has been adhered to in prioritising the planned building maintenance programme for 2015/16. The building maintenance programme has been set in accordance with the proposed budget 2015/16 – 2017/18.

5.0 STRATEGIC OVERVIEW

In the short to medium term, Telford & Wrekin Council is in a period of significant transformation and change. The drivers of this are:

- The retrenchment of public spending by the coalition Government - the Council is facing the challenge of making significant savings, totalling over £70m over the past 6 years whilst trying to protect front-line services as far as possible. Our Service and Financial Planning Strategy sets out our response to this challenge and how these savings are being identified and delivered.
- Being a Cooperative Council and reshaping the relationship between the Council, its employees, the community and partners to:
 - **Improve and bring public services together;**
 - **Involve local people and our employees more in planning and running our services;**
 - **Strengthen and develop our communities and encourage people to do more to help their own communities;**

Both of these drivers have required the Council to review its 'priorities' which have been adopted as:

As a Cooperative Council, we will work with our communities to create:

'Telford & Wrekin – the Place of Enterprise, Innovation & Partnership'

We will:

- ***put our children and young people first***
- ***protect and create jobs as a 'Business Supporting, Business Winning Council'***
- ***improve local people's prospects through education and skills training***
- ***protect and support our vulnerable-children and adults***
- ***ensure that neighbourhoods are safe, clean and well maintained***
- ***improve the health and wellbeing of our communities and address health inequalities***
- ***regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing***

Capital investment clearly plays a key role in the achievement of our local priorities. Through our Asset Management Plan and Capital Strategy **we seek to maximise the value and opportunities of our assets to take forward the delivery of emerging strategic priorities.**

Our Capital Strategy and Asset Management programme are not, however, just about 'concrete, tarmac, buildings etc', they are about making a positive difference to the quality of local people's lives through specific projects, services, technology and facilities. In recent years, key initiatives progressed/ delivered through targeted capital investment include:

- "Pride in your Community" – we are completing the second year of this programme which includes an investment of £8m capital and £1.86m revenue funding over 2 years (2014/15 and 2015/16) across the Borough to regenerate communities by improving the physical environment and the appearance of our neighbourhoods. This is a resident focused investment programme, to complement the Council's business and housing growth agenda and will help ensure that the Borough is an attractive place for people to live in and to locate businesses in so supporting our growth agenda and the £8.8m additional income that is projected from retained business rates, council tax and New Homes Bonus by 2015/16.
- A commercial Housing Investment Programme which will see over 400 housing units built for private rent by a wholly owned company producing an income to help reduce the cuts to essential front-line services as well as creating an appreciating asset and associated commercial development by the Council's Property Investment Portfolio.
- "Investing in our Roads" - The Council is committing to a programme of £2m pa (over and above the allocations that we receive from Government and the part of the "Pride in your Community" funding that will also supplement the roads programme) to maintain our road network for the next 3 years – a total investment by the Council over this period of £6m.
- Investing in land stability schemes to protect the Ironbridge Gorge – the area's biggest tourist attraction and the West Midlands region's only World Heritage Site.

- Regeneration schemes currently in progress in Hadley, Brookside and Oakengates with a new scheme totalling £650,000 included for St Georges for and £0.4m funding for regeneration works in Dawley approved at Cabinet on 29th January 2015.
- Nearly £200m is to be invested in Building Schools for the Future which will see seven new secondary schools re-built and a further six secondary schools re-modelled, alongside two re-built Primary Schools and new or refurbished community leisure facilities.
- A commitment to re-run the very successful Community Pride Fund in 2017/18 making a further £1m of capital grants available to our community.

CAPITAL STRATEGY: 2014/15 – 2017/18

- 6.1 During 2015/16, we are planning to invest **£110.380m** as part of a **£293.560m** capital programme, to build and improve the facilities, assets and infrastructure to support the delivery of these objectives. This investment has been secured primarily through a combination of Government grants and supported borrowing allocations, use of the Council's own resources (capital receipts), and Prudential Borrowing by the Council. Over the planning period, our capital programme is as follows:

Priority Area	Total £m	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Later Years £m
Adult Social Services	2.959	1.850	1.059	0.000	0.000	0.000
Development, Business & Employment	106.540	35.949	56.023	12.754	2.064	-0.250
Neighbourhood & Leisure Services	83.763	31.080	27.403	15.494	7.008	2.778
Education & Corporate Parenting	90.804	64.808	24.595	0.469	0.529	0.403
Customer Services	5.340	2.360	1.300	0.680	1.000	0.000
Cooperative Delivery & Commercial Unit	4.039	4.039	0.000	0.000	0.000	0.000
Managing the Organisation	0.115	0.115	0.000	0.000	0.000	0.000
	293.560	140.201	110.380	29.447	10.601	2.931

- 6.2 Supporting Telford & Wrekin's role as a focus for continued growth and development until 2026 underpins all our priorities. This is very much a 'capital' agenda – though it must be supported by the day-to-day delivery of high quality and efficient and improving services for the community - and we will look creatively to utilise local resources such as the Council's land assets and land owned by other partners, and external funding and investment to turn vision into reality.
- 6.3 Details of the major projects and investments that we are looking to resource are shown in Annex I. In particular, the Council has committed to spend £8m over 2 years in its 'Everyday Telford – Pride in Your Community' programme which will improve the physical environment and regenerate communities; and will work with residents to improve the appearance of our neighbourhoods. Some of this funding forms part of

the Highways and Transport Capital Investment Programme in Annex IV. Many of the investments contribute in to the delivery of more than one Priority.

6.4 In addition to the projects and investments shown in Annex I there are a number of projects currently being confirmed which will have an impact on the Capital Programme for 2015/16 and future years. We are currently awaiting final confirmation that Local Growth Fund bids relating to the Telford Bus Station and Eastern Gateway (T54 employment sites) have been approved. If Local Growth Funding is approved these schemes, will be added to the Capital Programme for 2016/17. Negotiations are currently underway with the Homes and Community Agency (HCA) and the DCLG to finalise the details of an HCA land receipt sharing agreement as outlined in the report to Cabinet on 2 July 2014. The cash-flow implications of this agreement will be managed by Telford & Wrekin Council and this may necessitate short term borrowing. Approval is sought to give the Managing Director delegated authority to finalise the terms of the Agreement in consultation with the Cabinet Member for Finance and Enterprise. Any necessary changes to the Capital and Revenue budgets arising from these negotiations will be reported to Cabinet and full Council in financial monitoring reports and approvals for changes to the revenue and capital budgets sought as necessary. A report will be brought forward to Cabinet on 19 March providing an update on the proposed HCA agreement.

6.5 The Business Case for the Housing Investment Project that has been considered by both Council and Cabinet currently assumes that all properties will be newly built by the Council's Wholly Owned Company. However, opportunities may be identified where existing housing stock may be available for purchase at discounted rates, for example bulk purchase of new properties from developers or purchase of properties that developers have taken in part-exchange. This would enable the Council to take advantage of current low interest rates and enable a return to be generated more quickly. However, any such purchases would need to be subject to detailed business cases being prepared for any opportunities including assessment of the discount on market value available, mix of unit type and size, likely management and maintenance costs, anticipated voids, prevailing interest rates and rental income levels. To provide flexibility and enable advantage of any opportunities to be taken quickly, authority is sought for the Directors of the Wholly Owned Company to purchase properties if such a purchase is justified by a business case that at least takes into account the details referred to in this paragraph and after consulting with the Council's Managing Director and any proposed purchases are within the funding allocations already approved by Cabinet and Council for the Housing Investment Project.

7.0 CAPITAL PLANNING FRAMEWORK

7.1 The Council's Capital Strategy is driven by our shared Vision for the Borough and our Priorities. All our plans and spending proposals (both capital and revenue) are developed within a partnership framework. The capital strategy is seen as a key opportunity to:

- drive forward the Vision and Priorities for the Borough;
- influence the development of the Borough and the actions of other agencies;
- work in partnership with other bodies to pursue national and regional objectives;

- ensure that funding mechanisms are used effectively and external funding maximised;
- maintain and improve the condition and suitability of our assets.

7.2 A key feature of our approach is that capital and revenue expenditure are considered together through one integrated service and financial planning framework and process. The Council generally takes a business case approach to our capital strategy to understand the benefits of proposed alternative investments to the Council and the community.

The Capital Strategy process brings together all aspects of capital planning and management. It guides and acts as the focus for all work on capital issues. The capital strategy process is given firm leadership:

- at officer level by the Senior Management Team;
- at member level by the Cabinet.

Progress and the outcomes of capital expenditure are also considered by the Council's scrutiny committees as part of their service and financial performance monitoring role. They also input specifically to the strategy development process through scrutiny of the Draft Budget Strategy.

(i) Approach

7.3 Our approach to the Capital Strategy Process is described below. This process is continually evolving and has been developed to enable the Council to respond effectively to the developments in Capital and Asset Management Planning.

7.4 The Prudential Code of Borrowing requires us to look at capital and revenue spend in an integrated way. Under this regime, the Council has much more freedom to invest in capital projects as long as the borrowing is determined to be **affordable, prudent, sustainable and represents value-for-money**. The prudential system of capital finance makes the capital strategy a much more integral and essential part of the annual budget setting process and medium term financial strategy; developed through an emerging 3-year forward planning framework which brings together service and financial planning priorities and proposed developments to support delivery of our priorities.

(ii) Capital Strategy Process

a) Strategic Review of Needs

7.5 We annually review plans and priorities for capital spending. This is done as part of the annual corporate planning process and the outcome of major policy and/or service reviews. In seeking to determine priorities for investment and action, it is important to understand the key issues, needs and opportunities that need to be addressed. The following documents in particular map these out in detail, these are:

- 'Shaping Our Future: Our Journey to 2020' – what the Council and its partners will focus on over the next six years;

- Medium-term Council Plan – what the Council will focus on over the next three years.

7.6 The result is a clear strategic view of priorities which identifies both **pressures and developments** in terms of:

- Projects required to progress the Vision for the Borough – whether partner, Council or joint (developments);
- Projects required to meet service priorities (pressures and developments);
- Maintenance spending required on assets (pressures).

This process is done collaboratively through dialogue with partners and is also informed by the Council’s annual consultation strategy. This framework encourages a joined-up focus on outcomes, on major strategic initiatives and partnership working. The outcome is a broadly-based overview of capital spending priorities, business needs and opportunities, and outcomes to be realised.

b) Strategic Consideration of Priorities, Resources and Resource Implications

7.7 The financial implications of new capital spending requirements are carefully assessed within service and financial planning in terms of:

- Overall resource availability including the anticipated results of asset disposals;
- Identification and consideration of whole life costings;
- Identification of significant revenue implications for capital proposals, with overall decisions on capital programme being made (and consulted on) as part of the overall service and financial planning process;
- Consideration of appropriate procurement strategies and potential funding regimes.
- ‘Pay back’/Invest to Save potential.

7.8 The Prudential Code of Borrowing highlights the need, in making decisions on capital investment, to have regard to a number of core factors. As such, the Capital Strategy and Programme for 2015/16 has been developed around the following principles and processes:

- Corporate Strategic Planning Assessment:

7.9 Revenue and capital budgets are planned together as far as practicable each year. Desired spending has been prioritised and narrowed down into an overall capital strategy taking account of local, national and regional priorities. National priorities are considered within the parameters of the Government’s Annual Capital Guidelines (ACG’s) for major service areas.

- Options Appraisal to Secure Value for Money:

7.10 In developing the capital programme, the Council has sought to identify which of a number of alternative ways is the best way to fund and deliver a capital project to meet its objectives. Also, to ensure that the Council’s approach to prudential borrowing is

affordable, prudent and sustainable, a set of prudential indicators have been developed to monitor performance. The case for capital investment requires consideration/identification of how such spend represents or will improve value-for-money to the community.

c) Detailed Capital Programme

7.11 The Strategic Assessment of capital spending priorities is then subjected to further internal and external consultation and translated into an achievable phased programme across the whole Council with clearly agreed and identified:

- Revenue implications.
- Procurement Arrangements;
- Timescales, project management arrangements and accountabilities;

Annex I sets out details of our committed Capital Programme 2014/15 – 2017/18 and Detailed Analysis of Capital Grants.

d) Control, Monitoring, Performance Management & Review

7.12 A corporate framework for project management exists for capital schemes. Regular monitoring of progress and spend takes place both at service level and corporately. The Asset Management Plan ensures that relevant property PIs have been incorporated into corporate performance monitoring arrangements and into the monitoring of the management of the capital programme. In-year progress is highlighted as part of the reporting arrangements of the Service & Financial Performance Management Framework.

8.0 ASSET MANAGEMENT PLANNING & PROGRAMME

Our Strategic Approach

8.1 The Asset Management Plan (Annex III) and associated data on Property (i.e. condition, suitability, sufficiency, access, asbestos surveys) informs the Council's Building Investment Programme. The Council has completed all surveys for Operational Properties used for the delivery of its services and these are updated on a rolling programme each year. The Council's Asset Management Plan 2015 /2018 has identified a condition backlog of £7.5million for Operational Properties (excluding schools) and £21.5m for Schools / education properties. The school condition back log will be significantly addressed over the next few years with the investment from the Building Schools for the Future Programme (BSF). The Operational Property backlog will also show significant reductions as a result of Property Rationalisation and investment in retained buildings.

8.2 The Building Investment Programme as identified in Annex II, is set in accordance with the approved framework for prioritising condition backlog as included in the Asset Management Plan. The proposed level of investment included in the Capital Programme 2015/16 is £1.073m for Educational Assets and £0.7m for all other Operational Assets. The budget allocations do not take into account the capital investment relating to Schools and the secured investment relating to BSF which will greatly reduce the condition backlog for

Education Properties as part of the building rationalisation process. In addition to the above capital allocations, Schools are also in receipt of Devolved Formula Capital (DFC) which is used fundamentally for repairing and maintaining the School building stock on a day to day basis.

Condition backlog as detailed in the Asset Management Plan

Priority 1

Urgent works that will prevent closure of premises and/or address a high risk to the health and safety of occupants and/or remedy a serious breach of legislation.

Priority 2

Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address medium risk to the health and safety of the occupants and/or remedy a minor breach of legislation.

Priority 3

Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of the occupants and/or a minor breach of legislation.

8.3 Previous year condition comparisons

		2009	2010	2011	2012	2013	2014
Schools	P1-P3	£27,657,372	£29,352,678	£28,593,580	£30,652,623	£24,617,893	£21,529,991
Operational	P1-P3	£10,134,790	£11,080,659	£12,766,526	£8,770,020	£8,369,886	£7,480,279

*Note: Hadley PFI / Jigsaw / Madeley Academy / Abraham Darby Academy / Phoenix Academy have not been included within the above figures.

8.4 The Asset Management Database is analysed on a yearly basis as the priorities may change due to new findings as part of continuing re-surveys of property. Emergencies that occur within the financial year may also lead to reprioritisation of the allocated budgets and a change to the programme identified.

8.5 In accordance with prioritisation as set out in the Asset Management Plan we have identified the building maintenance programme for 2015/16 as identified in Annex II; all schemes listed are deemed necessary in order to maintain service delivery.

9.0 PARTNERSHIP AND CROSS CUTTING ACTIVITY

9.1

The Council actively works with partners to maximise assets for example through various co-locations of services which is a key feature in particular of the Learning Communities that are being developed. Amalgamation and co-location of services and community facilities is a key aim that drives our asset management and service planning.

10.0 CONSULTATION

10.1 The Council has been engaging widely with the local community around service and financial planning. Further details are set out in the over-arching Service and Financial

Planning report considered by Cabinet on 8 January 2015. As capital programmes are being rolled out there will be a need for further consideration on consultation with the public.

11.0 **RESOURCES**

11.1 **Mainstream Government Supported Borrowing**

The main borrowing allocations received, along with forward indications of minimum future allocations are as follows:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Later Years £m
Development, Business & Employment	0.079	0.000	0.000	0.000	0.000
Education & Corporate Parenting	0.000	1.268	0.000	0.000	0.000
Neighbourhood & Leisure Services	0.130	0.000	0.000	0.000	0.000
Total	0.209	1.268	0.000	0.000	0.000

The government have announced that no new borrowing approvals funded from RSG would be issued 2016/17.

The revenue cost of utilising these government allocations should be funded by Revenue Support Grant although this is impacted by the RSG damping mechanism which withholds a substantial part of the additional revenue funding due to the Council to support the cost of these allocations at present.

11.2 **Supplementary Grants**

While information is still awaited on some allocations, the following allocations have been built into the overall resources position

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Later Years £m
Adult Social Services	0.950	0.431	0.000	0.000	0.000
Development, Business & Employment	12.245	3.481	0.664	0.000	0.000
Neighbourhood & Leisure Services	19.508	12.072	12.194	4.008	2.778
Customer Services	0.233	0.162	0.000	0.000	0.000
Education & Corporate Parenting	53.858	9.188	0.655	0.578	1.025
Total	86.794	25.334	13.513	4.586	3.803

11.3 Capital Receipts

The capital programme places a significant reliance on future capital receipts, totalling £66.605m shown in the table below. Any shortfall in the amounts received or re-phasing of schemes would have a revenue impact which is not built into the budget strategy. This would have to be mitigated through re-phasing of spend, re-prioritising schemes or incurring additional borrowing which would have a revenue impact which would have to be taken into account in future in the Medium Term Service & Financial Planning Strategy. Capital receipts are managed as an overall funding stream and not at individual scheme/project level.

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Later Years £m
Total	1.710	25.752	31.368	7.775	0.000

11.4 Prudential Borrowing Regime

Within the budget strategy for 2014/15 to 2017/18 the level of Prudential Borrowing assumed is as follows:

	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Later Years £m
Total	46.204	54.147	-20.159	-1.960	-0.872

11.5 Overall Resources Position

For planning purposes, some forward allocation indications have been included below. In these cases no firm scheme proposals will be put forward for approval until actual allocations are known.

Resources Available	2014/15 £m	2015/16 £m	2016/17 £m	2017/18 £m	Later Years £m	Total £m
Government Allocations						
Development, Business & Employment	0.079	0.000	0.000	0.000	0.000	0.079
Neighbourhood & Leisure Services	0.130	0.000	0.000	0.000	0.000	0.130
Education & Corporate Parenting	0.000	1.268	0.000	0.000	0.000	1.268
	0.209	1.268	0.000	0.000	0.000	1.477
Grant Allocations						
Adult Social Services	0.950	0.431	0.000	0.000	0.000	1.381
Development, Business & Employment	12.245	3.481	0.664	0.000	0.000	16.390
Neighbourhood & Leisure Services	19.508	12.072	12.194	4.008	2.778	50.560
Customer Services	0.233	0.162	0.000	0.000	0.000	0.395
Education & Corporate Parenting	53.858	9.188	0.655	0.578	1.025	65.304
	86.794	25.334	13.513	4.586	3.803	134.030
Other Resources						

Capital Receipts	1.710	25.752	31.368	7.775	0.000	66.605
Revenue/External	5.284	3.879	4.725	0.200	0.000	14.088
Prudential Borrowing	46.204	54.147	-20.159	-1.960	-0.872	77.360
	53.198	83.778	15.934	6.015	-0.872	158.053
Total	140.201	110.380	29.447	10.601	2.931	293.560

The revenue impact of the use of Council resources, government allocations and prudential borrowing in the proposed programme are built in to the budget summary.

12.0 CONCLUSION

12.1 Because Telford & Wrekin is a growing and changing area it has substantial capital spending needs:

- to support and meet the growing needs of the Borough and our aspirations to transform Telford & Wrekin;
- to maintain and develop the Council's own stock of capital assets;
- to address the 'New Town effect' of a commonly-ageing infrastructure.

12.2 As a former new town area, with the Council having limited land and asset holdings, we have a more limited capacity to generate capital receipts through disposals than some other authorities. We, therefore, take the capital strategy and its asset management planning very seriously. We look on capital spending as an integral element of our overall approach to Community Planning, partnership working and community engagement.

12.3 We are committed to maximising the effectiveness of our assets and capital spending and to identifying or creating opportunities to attract external funding resources. **Our focus is on delivering our priorities and policy objectives and on ensuring that our vision for the community can, each year, become more of a reality for local people.**

13. PREVIOUS MINUTES

13.1 Cabinet 8 January 2015 – Service & Financial Planning 2015/16 to 2016/17

14.1 Background Papers

14.1 Funding notifications, investment proposals, cabinet reports on various schemes, previous Capital Strategy documents and capital programmes.

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