

Infrastructure Programme Board Capital Programmes 2023/24

Purpose

- 1.1 As part of the development of the 2023/24-2025/26 budget, considered by full Council on 18 January, our capital programme went through a process of review in 2022. This was in response to both the increasing revenue pressures faced by the Council, the soaring cost of inflation and energy, construction material and labour costs, industry shortages, and the significant capital slippage over the last two years.

The Highways and Transport programme was highlighted in the Medium Term Financial Plan (MTFP) report (section 4.9) because of the levels of slippage, the work undertaken as part of the review and the resulting improvements proposed.

- 1.2 As set out in the budget report (item 4.9.11), this programme has had a reduction in planned capital budget. This report takes these changes into account and sets out the following proposed 2023/24 work programmes for approval, which includes reprofiled and slipped budgets from 2022/23 (see Table 1):

• Highways and Transport (H&T)	£12.656m
• Vehicles, Plant and Equipment (VPE)	£7.038m
• Flood Defence (FD)	£0.436m

The H&T programme includes a provisional 3-year Asset Management programme for 2023/24, 2024/25, and 2025/26, as required by the Department for Transport (DfT) and in accordance with sound asset management principles.

Recommendations

- 2.1 To approve the proposed Highways and Transport programme for 2023/24, which includes Asset Management schemes for 2023/24 as detailed in appendix 1 and note the indicative Asset Management schemes for future years as detailed in appendix 4 (2024/25) and appendix 5 (2025/26).
- 2.2 To approve the proposed Vehicle, Plant and Equipment programme for 2023/24, as provided in appendix 2.
- 2.3 To approve that no new funds be allocated to the Flood Defence programme for 2023/24, as detailed further in paragraph 4.9 of this report.

- 2.4 To give delegated authority to the Strategic Director for Communities and Place, in consultation with the **Cabinet Member for Streetpride and Public Spaces and the Cabinet Member for Regeneration, Decarbonisation, Strategic Planning and Transport** and the Section 151 officer, to respond to changing priorities through the year by introducing new schemes or bringing forward schemes to replace others, within the scope of the latest approved budget. In line with financial procedure rules, subject to funding being available, any new scheme(s) to be added to the capital programme will seek cabinet approval for the addition.

Reasons

- 3.1 Approval and noting of indicative work programmes prior to the start of 2023/24 financial year allows effective planning and programming, particularly for asset management schemes allocated in 2024/25 and 2025/26. This allows a move away from design and delivery in the same year and means schemes can be delivered in the best possible way and achieve value for money. Having sight of indicative programmes facilitates the early identification of any risks to delivery, which will enable us to review and monitor risks and costs more efficiently and effectively.
- 3.2 In the interests of effective programme management, it is appropriate to maintain the delegated approvals as outlined in the Infrastructure Board Terms of Reference as provided in appendix 6.

Supporting information

4.1 **Medium Term Financial Plan (MTFP) 2023/24 to 2025/26**

As set out in the MTFP report, approved by Council Cabinet on 21 December 2022, the Authority is facing major financial challenges because of the impact of uncertainties in macro and local economics, and social and environmental conditions. Capital funding attracts revenue costs through charges made for borrowing, as well as the on-going maintenance costs of capital funded assets and infrastructure. The MTFP report set out, in 4.9 section, an overview of the Capital Programme and proposed reductions. This was informed by a detailed review in 2022 across the whole Council capital programme, which aimed to:

- reduce spend - limit addition of new schemes in 2023/24; and
- decrease cost - reduce exposure to higher interest linked with capital borrowing.

A review of eligible capital expenditure has taken place in the Highways Maintenance area to maximise the use of government capital grants, to help reduce the revenue pressure on schemes funded from borrowing. A review is also taking place about how we can maximise the use of capital funding to reduce the demand on revenue budgets.

4.2 **Infrastructure Board and the H&T Capital Programme**

Infrastructure Board led a detailed review of H&T programme delivery (section 4.3) and put forward proposals into the corporate review based on the findings. These will improve performance and has enabled reductions in allocations for 2023/24. During this year, the programme will undergo a process of consolidation and reset. At the same time, we will build on our strong asset management approach and plan longer-term to create a pipeline of phased schemes and projects. This shift will allow for a reduction in spend next year; previously, the 2022/23 programme was supported by £2.436m capital borrowing, however, no new capital borrowing will be sought in 2023/24. We will continue to use our DfT block allocations, a considerable proportion of which will be spent on maintaining the structure and fabric of our road network through highway maintenance schemes.

4.3 **Review of Programme Delivery**

History and make up: The H&T capital programme is historically based on the Local Transport Plan 3 (LTP3) 2011-2026 and the associated block funding allocation for highways, transport, and infrastructure. The funding is allocated to strategy areas, with common headings to LTP3, and closely aligned to service structures. Over time, this has evolved, and the programme has stretched to include new capital funding streams and ad-hoc funding, broadening its overall drivers for projects coming onto the programme which are now much more varied:

- concerted investment in asset management has established robust pipeline of evidence-based interventions, e.g. Highways Maintenance and Intelligent Transport Systems;
- schemes proposed by services, e.g. small road safety schemes based on accident rates or observations, in line with national standards;
- Neighbourhood Board priorities, where each ward selects two priorities per year regardless of complexity or resources;
- schemes such as those in Structures Maintenance and Land Drainage tend to be large and complex and need much greater development time before being added to the programme.

4.4 **Programme Performance:** Highlights from the review are:

- ### 4.4.1 **Covid-19:**
- The findings clearly showed that the programme delivers significant capital improvements for the city. It highlighted, however, the on-going impact from delays caused by the Covid-19 pandemic which compounded a back log of schemes. There was an implicit expectation of catch up, while continuing to add to the programme overall, but no assessment of resource implications in turn leading to inevitable slippage, both financial and timescales.

4.4.2 **Annual delivery:** The review found that the annual nature of the capital programme had led to an implicit assumption of annual delivery. This has created unrealistic stakeholder expectations and in-built, annual underperformance. This was both demoralising for officers and frustrating for stakeholders. Evidence showed that the programme cannot support annual targets, because of its wide range of projects phases – concept, study, feasibility, consultation, design and delivery – cannot take place in a single year. This means that while some areas have performed well in terms of delivery, others are patchy. Scheme completion is, however, highly dependent on complexity. Some projects are joint funded with external partners, which adds delays because of the approvals required both internally and within external agencies. Some have strict funding criteria that then mean they must take priority to achieve spend within prescribed timescales. Others can be subject to complicated design, requiring numerous surveys and inspections, which become unachievable in a single year.

4.4.3 **Programme resilience:** Analysis exposed the impact of unexpected projects added in year to the programme, typically because of:

- emergency events: weather, failing structures, third-party asset failure
- changing corporate/political priorities: emerging opportunities or ideas
- national funding: Government funding calls with varying delivery timescales

Given the small pool of skilled and experienced staff, responding to the unexpected inevitably falls on the same resource that would otherwise be engaged in delivering the planned programme.

4.4.4 Other key findings included:

- varied programme entry leading to un-resourced/unplanned schemes being added in year;
- inconsistent performance management at a programme level;
- varied resource management;
- interdependencies and alignment with other programmes or funding;
- excellence in asset management but need for this to be across all disciplines;
- national and local skills shortage of specialist staff;
- robust analysis and evidence of learning from large scale projects;
- inconsistency in review and implementation of continuous improvement, particularly learning from success.

4.5 **Improving programme performance in 2023-24 and beyond**

To address the identified issues, it is proposed in that H&T moves from a one-year to a five-year programme. The focus will be on improving programme delivery, communication and transparency. The change should create an evidence based, profiled programme which moves away from the in-built failure in programming with design and delivery in the same year. We will seek to:

- a) establish a Year 1 consolidation and reset in the 5-year cycle
- b) consolidate scheme backlog
- c) develop an entry and prioritisation criteria, using intelligence from asset management and carbon reduction strategies, benefits and investment value
- d) review governance and refresh of outcomes and objectives in line with overall Council and city ambitions
- e) strengthen risk management and programme resilience
- f) accelerate investment in asset management protocols and develop data and intelligence to support our investment priorities
- g) identify future investment projects across asset groups and with locality themes, beginning with early investigatory work

4.5.1 **Proposals for 2023/24 (Year 1)**

In 2023/24, the first year of the new 5-year programme, we will continue to develop our new approach and to test and trial the proposals set out in this report. In this first year, any new scheme proposals, including Neighbourhood Board schemes, will be added to a provisional list. This will then be assessed for possible inclusion in future years programme based on the entry criteria developed. As locality working arrangements emerge, strategy and asset managers will engage with Neighbourhood Boards on the development of local investment plans for 2024 – 2026. Highway maintenance schemes will continue to be designed and delivered in line with the asset management and prioritisation approach already in place.

4.6 **Risks to programme**

4.6.1 **Market and Commercial**

Our Capital Programme has suffered impacts from the uncertain global economy. Several projects have seen significant price shifts within the year, between initial estimated to final costs. Volatile market forces have meant that labour, plant and materials costs have risen exponentially and unpredictably. The engineering and construction industry are greatly affected by increasing energy costs and the shortage of raw materials, including semiconductors, and the demands of national programmes like HS2.

Increased costs have been mitigated by balancing existing capital allocations, however, because of continuing market fragility, combined with significant budget pressures, additional capital may not remain a viable option. In some cases, planned schemes may have to discontinue if they become unaffordable. Current experience and intelligence at both national and local level suggest that there are significant risks to the delivery of the 2023/24 programme. This is set to continue over the life of the new 5-year programme. The Infrastructure Board have been aware of these trends throughout 2022/23 and will continue to monitor them through our organisational risk management processes.

4.6.2 **Revenue implications of Capital Schemes**

Local Government has experienced a dramatic rise in revenue costs, which adds pressure on maintaining our assets beyond initially funded capital installation. Increased energy prices inevitably give rise to increased running costs of street lighting, traffic signals, bus stops, variable messaging signs (VMS) etc. While inflation is monitored through monthly revenue monitoring to assess the level of risk and volatility, sensitive and considered choices must be made about introducing new capital assets, as these will add to existing revenue pressures.

Two projects referenced in the 2023-2026 MTFP report will be delivered as part of the new 5-year programme, and will upgrade assets whilst reducing energy costs:

a. Street Lighting LED improvements

Infrastructure Board have invested in an opportunity to mitigate some street lighting revenue costs by investing in energy efficient LED technology, adding to the current energy saving programme:

- Phase 1: Traffic route lighting converted to a Central Management System (CMS) - completed 2012.
- Phase 2: Converted 14,500 lights to LED - completed 2018.
- Phase 3: Converting 5500 lights to LED – due to complete in 2023.

Investment through the H&T capital programme has enabled a Phase 4. Work has commenced on converting a further 1,333 old lantern/lamp technology emitting orange lights to white LED. It is estimated that this conversion will save the authority £84,000 of energy cost and £2,800 of maintenance per annum. Furthermore, approximately 1,200 tonnes of carbon would be eliminated over the remainder of the PFI project.

b. Intelligent Transport System upgrades

Older traffic signals are powered by a low voltage supply (240v) like domestic homes, but they can now be converted to extra low voltage (50v). The most cost-effective window to intervene is when a site is being refurbished. Accordingly, Infrastructure Board will look to invest in opportunities to mitigate some energy cost pressures by investing in this energy efficient technology. Schemes IM U03 (Ashbourne Road/Surrey Street Pelican Crossing) and IM U04 (Ashbourne Road/Windmill Hill Lane crossing) present such an opportunity because both sets of signals have reached the end of their life and require total refurbishment. Replacing them in 2023/24 means that we can reduce their operational costs and thus their ongoing revenue commitment.

4.7 **Asset Management**

The DfT require strong asset management principals and processes; failure to manage assets systematically may undermine critical Government funding.

A significant proportion of our annual programme involves assets which require tracking and monitoring to ensure they remain functional and cost-effective. Good asset management is underpinned by a robust and data driven understanding of assets to enable informed decision making and ensuring:

- Efficiency - the right intervention at the right time to maximise asset life
- Best value - most cost-effective manner selected in the whole life of the asset
- Future budget planning – predicting future needs in the short, medium and long-term, enabling informed decisions against other Council priorities

Good Asset Management however goes beyond managing the condition, we also need to understand how the community interacts with our assets and the social and economic systems that impact on how we use our infrastructure. It requires detailed analysis of the current condition and assessment of future use and tying into a place based, locality approach.

We have exemplar asset management protocols in our highways maintenance programme and need to accelerate the alignment of all strategy areas to the same standard. In 2023/24 we will work with expert support to make significant strides and accelerate data collection and management. From this, our priorities for future asset investment will start to emerge. We propose therefore, to invest further in our asset management schemes, with 94% of the 2023/24 H&T programme dedicated to asset management works alone (appendix 1).

4.8 **S106**

The 2023/24 year 1 activity will focus on reset and will only introduce new schemes by exception. There are therefore no proposals to programme any additional s106 money in the initial year. As we develop our profile over the medium term we will work with colleagues to improve our alignment with S106 overall.

4.9 **Vehicles, Plant & Equipment (VPE) Programme**

The Cleaner Fleet Policy was adopted in December 2019 to move away from petrol and diesel vehicles. The policy encourages 'sweating' our assets; either through using them beyond their predicted replacement dates (where financially viable) or redeploying them across services to maximise their use and life. It also seeks to acquire battery electric vehicles for all new cars and small vans with a revenue weight (maximum authorised mass) of less than 2500kg or 2.5 metric tonnes. For all other vehicle categories, a hierarchy of procurement would be applied to ensure that the cleanest fuels are always considered first. Stores Road depot and local grid infrastructure are not, however, equipped to meet demands for an all-electric fleet (below 2.5 tonnes). A depot review is in progress to understand our infrastructure needs and how to move forward. In line with this, we are utilising our existing fleet in the first instance, and where new cars and small vans are necessary, we are transitioning by procuring hybrid vehicles in the interim.

4.10 **Flood Defence (FD) Programme**

The complexity of projects and condition of assets means that several FD schemes are outstanding. The associated funds will be carried over from 2022/23 as we consolidate and complete these projects. To ensure we do not build in further underperformance, no new funds are sought in 2023/24.

After 2023/24, the work programme will be underpinned by our statutory functions as Lead Local Flood Authority (LLFA) and the Flood Risk Management Plan. This also covers our inclusion as part of the Environment Agency's Humber Flood Risk Management Plan (HFRMP) which Cabinet approved last year and our own findings from the November 2019 floods, approved for publication by Cabinet in November 2022. The role of drainage in infrastructure schemes is increasingly important in the challenges of adapting to and mitigating against climate change. We will continue to improve our engagement with the planning and design of complex cross-disciplinary schemes, such as Cotton Brook Culvert replacement, so that we can take a place-based approach, maximising value for the community.

4.11 Reprofiting and Slippage

Throughout 2022/23 funds have been reprofiled to 2023/24 where it was not feasible to spend in year. Reasons for reprofiling/slippage include:

- Schemes require longer than 12 months for completion;
- Works rescheduled to school holidays to minimise disruption for motorists on critical routes; and
- Motor vehicle manufacturers 'closing books' to new quotations and parts.

Table 1 details funds reprofiled and slipped from 2022/23 subject to approval:

Table 1 2022/23 Budget Reprofile and Slippage

Capital Programme Names	2022/23 Budget Reprofile and Slippage subject to approval (£m's)
Highways and Transport	6.005
Vehicles, Plant and Equipment	0.729
Flood Defence	0.426
Total	7.160

Public/stakeholder engagement

- 5.1 The outline proposals for the programmes were consulted on publicly as part of the Medium Term Financial Plan 2023/24 – Update and Proposed Consultation from 21 December 2022.

Other options

- 6.1 The development of the H&T programme has involved the consideration of various schemes for inclusion. The draft programme is the best fit to the objectives of LTP3 and the Council's MTFP, with the level of budget available. It also contributes to our statutory functions.
- 6.2 The VPE and FD programmes have been developed in consideration against Council objectives, Streetpride service standards and statutory obligations. They offer the maximum value for money considering available budgets.

Financial and value for money issues

- 7.1 This report seeks to continue delegated authority as outlined in the main body of the report. The programmes are managed in accordance with the current financial and contract procedure rules.
- 7.2 All scheme changes are reported to Infrastructure Programme Board and are recorded appropriately, identifying the details and reasons for scheme variation. Scheme changes are managed in consultation with the respective technical, legal and financial colleagues as appropriate.

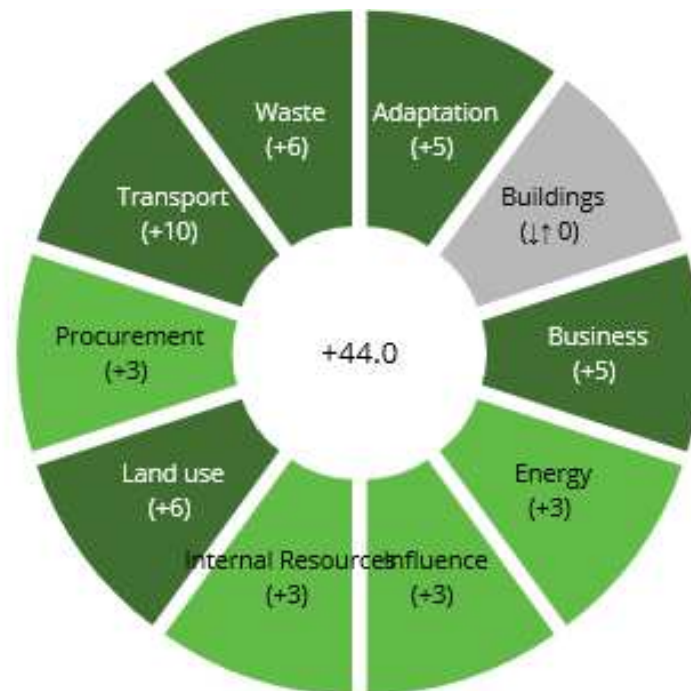
Legal implications

- 8.1 As a local authority we are responsible for a range of statutory functions, including those contained in the following pieces of legislation, effective compliance with and regulation of which rely on the provision of funding for the three programmes that are the subject of this report:
 - Environmental Protection Act 1990
 - Household Recycling Act 2003
 - Landfill Allowance and Trading Scheme (England) Regulations 2004
 - Waste and Emissions Trading Act 2003
 - Refuse Disposal (Amenity) Act 1978
 - Controlled Waste Regulations 1992
 - Clean Neighbourhoods and Enforcement Act 2005
 - Flood and Water Management Act 2010
 - Flood Risk Regulations
 - Water Industry Act 1991
 - Litter Act 1983
 - Dogs (Fouling of Land) Act 1996
 - Control of Pollution Act 1974
 - Highways Act 1980
 - Road Traffic Regulation Act 1984
 - Traffic Management Act 2004

Climate implications

- 9.1 These programmes provide direct positive contributions to the environmental sustainability of the city as follows:
 - The H&T programme seeks to encourage and promote use of sustainable transport;
 - The VPE programme promotes recycling, encourages use of outside space for recreation through grounds maintenance activities, and promotes the use of more zero carbon options for Council fleet; and
 - The FD programme strives to reduce flooding in the city through the implementation of sustainable drainage systems that encourage biodiversity.

- 9.2 A Climate Impact Assessment of the Infrastructure Board Capital Programmes has been undertaken as detailed in the infographic below, demonstrating a net positive impact on carbon emissions. The Board will continue to work towards reducing the carbon impact of its programmes.



Socio-Economic implications

- 10.1 The programmes provide a direct and positive socio-economic impact on the city in various ways:
- Sustained investment in our highway infrastructure directly enables high quality assets which enable and attract increased walking and cycling.
 - Investment in upgrading 1,333 city street lights from yellow to white lighting improves visibility and thus perception of safety, which is also a key enabler in active travel.
 - Investment in the Bus Service Improvement Plan will enable higher quality bus service provision.
 - Investment in flood defence enables a resilient network ensuring access to services.

Other significant implications

- 10.1 None.

This report has been approved by the following people:

Role	Name	Date of sign-off
Legal	Olu Idowu, Head of Legal Services	19.1.2023
Finance	Toni Nash, Head of Corporate Finance and Governance	7.2.2023
Service Director(s)	Verna Bayliss, Director of Planning and Transportation	27.1.2023
	Samantha Dennis, Director of Public Protection and Streetpride	27.1.2023
Report sponsor	Rachel North, Strategic Director of Communities and Place	
Other(s)	Infrastructure Programme Board	10.1.2023
	Councillor Jerry Pearce, Cabinet Member for Streetpride, Leisure and Public Spaces	10.2.2023
	Councillor Steve Hassell, Cabinet Member for Regeneration, Decarbonisation, Strategic Planning and Transport	10.2.2023

Background papers:	None
List of appendices:	1 2023/24 Proposed H&T Work Programme 2 2023/24 Proposed Vehicles, Plant & Equipment Work Programme 3 2023/24 Proposed Flood Defence Programme 4 H&T Asset Management 2024/25 total allocations by strategy area 5 H&T Asset Management 2025/26 total allocations by strategy area 6 Infrastructure Board's Terms of Reference

2023/24 PROPOSED HIGHWAYS AND TRANSPORT WORK PROGRAMME

Table 2 provides a summary of the proposed Highways and Transport Programme in 2023/24 across the strategy areas. A more detailed breakdown of the strategy areas is provided in the proceeding tables as indicated.

Table 2 - 2023/24 Total H&T allocations by strategy area (values are £'000's)

Strategy area	LTP	S106	Revenue	Other	Total
ASSET MANAGEMENT					
Highways Maintenance (see table 2)	3680	0	0	*943	4623
Structures Maintenance (see table 3)	365	0	0	*790	1155
Land Drainage	0	0	0	*1011	1011
ITS Network Management Maintenance (see table 4)	250	0	0	*682	932
Highway Trees (see table 5)	90	0	0	*60	150
Highways Infrastructure	0	0	0	*188	*188
Asset Management TOTAL	4385	0	0	3674	8059
INTEGRATED TRANSPORT					
Strategic Network Management (see table 6)	190	0	0	*302	492
Casualty Reduction	0	0	0	0	0
Local Traffic Management (see table 7)	105	0	0	*200	305
Network Management TOTAL	295	0	0	502	797
Pedestrian Accessibility	0	0	0	0	0
Active Travel – Cycling	0	0	0	*398	398
Active Travel TOTAL	0	0	0	398	398
Public Transport	0	0	0	**2522	2522
Public Transport TOTAL	0	0	0	2522	2522
Integrated Transport Total	295	0	0	3422	3717
STREET LIGHTING					
Street Lighting	0	0	0	*880	880
Street Lighting TOTAL	0	0	0	880	880

STRATEGY AREA	LTP	S106	Revenue	Other	Total
Asset Management Total	4385	0	0	*3674	8059
Integrated Transport Total	295	0	0	* 3422	3717
Street Lighting Total	0	0	0	*880	880
TOTAL	4680	0	0	*7976	12,656

*2022/23 Reprofile/Slippage requests subject to approval - see paragraph 4.10

** Includes 2022/23 Reprofile/Slippage requests subject to approval and 2023/24 award

Further to Table 1, the proceeding section provides further information about the breakdown of allocations across the strategy areas.

Asset Management

The Asset Management component of the programme entails managing and maintaining all highways and transport assets, including carriageways, footways, highway structures, drainage and intelligent transport systems, to minimise lifetime costs and to maintain safety for highway and transport users.

In 2023/24 Asset Management is split into and funds 4 strategy areas as follows:

- Highways Maintenance (HM) (Table 3)
- Structures Maintenance (SM) (Table 4)
- Intelligent Transport Systems Maintenance (IM) (Table 5)
- Highway Trees (HT) (Table 6)

Table 3 - 2023/24 Total Asset Management allocation to Highways Maintenance

AM – Highway Maintenance (HM)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Highway Maintenance						
HM U01	Design of Future Year Schemes - Ongoing design to ensure a rolling programme of schemes	50	0	0	0	City
HM U02	Asset Management - Strategic Development	120	0	0	0	City
Carriageways						
HM U03	Planned Carriageway Maintenance (condition surveys) - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	1300	0	0	0	City
HM U04	Planned Carriageway Maintenance (Inspector identified) - Locations identified following assessment by Highway Inspectors to deliver small scale patching adding residual life as a treatment integrated into lifecycle analysis and whole life costing	500	0	0	0	City
HM U05	Preventative Carriageway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	632	0	0	0	City
Footways						
HM U06	Planned Footway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	727	0	0	0	City
HM U07	Planned Footway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	351	0	0	0	City
Total		3,680	0	0	0	3,680

Table 4 - 2023/24 Total Asset Management allocation to Structures Maintenance

AM – Structures Maintenance (SM)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Structural Maintenance						
SM U01	Principal Bridge Inspections - Statutory Principal Bridge Inspections and structural reviews programme to identify and maintain important structures on the highway network	100	0	0	0	City
SM U02	Asset Management and Programming – Development of maintenance strategies and life cycle plans to maintain the City's Highway Structures Stock and the associated Capital Works Programme.	100	0	0	0	City
SM U03	Design of Future Years Schemes - Continued feasibility and detailed design to ensure a rolling programme of schemes for future years	10	0	0	0	City
SM U04	Structural Asset Improvement Works – Schemes could include Post-tensioned structures, Markeaton Lane structures, drainage and traffic calming, Derwent Street Underpass, Uttoxeter Road Old Bridge, Ponsonby Terrace Retaining Wall, Cathedral Green Footbridge and St Mary's Bridge	50	0	0	0	City
SM U05	Low bridge sign upgrading - Upgrading and replacement of low bridge signing	30	0	0	0	City
SM S14	Caxton Street railway footbridge replacement (design) - Replacement/major upgrade of existing structure (design phase)	75	0	0	0	Normanton
Total		365	0	0	0	365

Table 5 - 2023/24 Total Asset Management allocation to Intelligent Transport Systems

AM - Intelligent Transport Systems Maintenance (IM)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Signal Refurbishments						
IM U01	Asset Management Development - Development of asset management data and prioritisation of intelligent transport assets.	50	0	0	0	City
IM U02	Design of Future Years Schemes - Schemes include: <ul style="list-style-type: none">• A5111 Newdigate Street/ Osmaston Park Road/Sinfin Lane;• A5111 Manor Road/A5250 Burton Road;• A514 Chellaston Road/Boulton Lane; Pride Parkway / Pacific Way;• A514/High Street, Chellaston; A514 Chellaston Road (Golden Pheasant);• Normanton Road/Lower Dale Road;• Normanton Road/Rose Hill Business Centre;• Station Road/Park Road;• Uttoxeter New Road/Uttoxeter Old Road (Rowditch); and• Uttoxeter Road/City Hospital Roundabout.	80	0	0	0	City
IM U03	A52 Ashbourne Rd/Surrey St Pelican - Critical refurbishment of life expired Pelican Crossing (over 20 years old); identified as a priority by the Road Safety Foundation	60	0	0	0	Mackworth
IM U04	A52 Ashbourne Rd / Windmill Hill Lane Pelican Crossing - Critical refurbishment of life expired Pelican crossing (over 20 years old); identified as a priority by the Road Safety Foundation	60	0	0	0	Mackworth
Total		250	0	0	0	250

Table 6 - 2023/24 Total Asset Management allocation to Highway Trees

AM – Highway Trees (HT)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Highway Trees						
HT U01	Highway Trees Maintain City highway tree stock both reactively and through set programmed works, to include the replacement of tree stock to improve and retain canopy cover across the City.	90	0	0	0	City
Total		90	0	0	0	90

Integrated Transport

The Integrated Transport Component of the Highways & Transport Programme is made up of three key transport themes; Network Management, Active Travel and Public Transport. These themes are further broken into strategy areas that deliver individual work programmes as detailed in Table 7. Due to budgetary pressures the Council will only undertake essential capital works in 2023/24, in only those Strategy Areas identified with an asterisk (*). The remaining strategy areas will continue to work towards the 'consolidation and reset' plan with funding from previous years as detailed in paragraph 4.2.

Table 7 – Integrated Transport Strategy Areas

Integrated Transport		
Transport theme	Description	Strategy Areas
Network Management	The efficient management of the transport network and improvements to the existing network to improve the efficiency of junctions and links. Network Management is split into 3 strategy areas.	<ul style="list-style-type: none"> • Strategic Network Management* (NM) (see Table 8) • Casualty Reduction (CR) • Local Traffic Management (TM)* (Table 9)
Active Travel	Supporting and encouraging travel choice, providing information on travel alternatives available through promotion and training, delivering and promoting walking and cycling schemes and initiatives.	<ul style="list-style-type: none"> • Pedestrian Accessibility Improvements (PA) • Active Travel – Cycling (CD)
Public Transport	Supporting and encouraging travel choice, providing information on travel alternatives, working in partnership with public transport providers to improve services.	<ul style="list-style-type: none"> • Public Transport* (PT) (see Table 10)

Table 8 - 2023/24 Total Integrated Transport allocation to Strategic Network Management

NM – Strategic Network Management (NM)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Strategic Schemes						
NM U01	Crossing Assessments - Identification and prioritisation of locations for new controlled crossings as per DCC crossing assessment policy	10	0	0	0	City
NM U02	Strategic Signal Maintenance - Programme of Asset Enhancing Improvements	60	0	0	0	City
NM U03	Asset Management - Development of asset management data and prioritisation of network management assets	70	0	0	0	City
NM U04	Design of Future Years Schemes - Preparation pool of schemes for delivery in future years	50	0	0	0	City
Total		190	0	0	0	190

Table 9 - 2023/24 Total Integrated Transport allocation to Local Traffic Management

NM – Local Traffic Management (TM)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Traffic Management schemes for Implementation						
TM U01	Design of Future Years Schemes - Preparation pool of schemes for delivery in future years	50	0	0	0	City
TM U02	Minor Amendment Order - Delivery of minor TRO changes	10	0	0	0	City
TM U03	City wide speed management - Continuation of work with Derby and Derbyshire Road Safety Partnership and Derbyshire County Council following the adoption of a county wide speed management protocol	10	0	0	0	City
TM U04	Surface car park security improvements Replacement of life expired CCTV equipment at Sacheverel Street, Little City, Darwin Place, Grove Street, Abbey Street and Abbey Street East car parks	35	0	0	0	Arboretum
Total		105	0	0	0	105

Table 10 - 2023/24 Total Integrated Transport allocation to Public Transport

NM – Local Traffic Management (TM)						
Ref	Scheme	Contribution (£'000s)				Ward
		LTP	S106	Rev	Other	
Traffic Management schemes for Implementation						
PT U01	*Bus Service Improvement Plan – Continuation of work to establish an Enhanced Partnership (EP) and to develop and deliver a Bus Service Improvement Plan (BSIP)	0	0	0	1970	City

*Further £1.959m awarded for 2024/25 programme

2023/24 Vehicles, Plant & Equipment Work Programme

Table 11 - 2023/24 Vehicles, Plant & Equipment Work Programme

Work Area	2023/24 Budget (£000's)	2022/23 Slipped/Reprofiled Budget (£000's)
Grounds Plant & Equipment The purchase of plant and equipment to undertake grounds maintenance activities including grass cutting.	238	152
Street Cleaning Equipment The purchase of equipment to enable street cleansing activities throughout the city.	572	443
Refuse Vehicles & Plant The purchase of vehicle and plant to enable refuse services throughout the city.	2,104	0
Highways Fleet To purchase vehicles, plant and equipment for the highways service at Stores Road	250	0
Replacement of Leased Vehicles Purchase of vehicles to replace those currently leased.	0	96
Safer Street Fund – Phase 4 Phase 4 of the Home Office led programme to deliver a number of initiatives with an aim to reduce neighbourhood crime and Anti-Social Behaviour	75	28
Outdoor facility for Markeaton Park Provision of outdoor facility in Markeaton Park	70	0
Crematorium TBC	3000	0
Public Realm Equipment The purchase of Public Realm Equipment in Streetpride	0	10
Total	6309	729

2023/24 Flood Defence Programme

Table 12 - 2023/24 Flood Defence Work Programme

Work Area	2023/24 Budget (£000's)	2022/23 Budget (£000's)
2022/23 Reprofilng/slippage requests – see paragraph 4.10	N/A	436
Total	0	436

H&T - Asset Management 2024/25 total allocations by strategy area

Asset Management entails maintaining all highways and transport assets, including carriageways, footways, highways structures, intelligent transport systems and drainage, to minimise lifetime costs and to maintain safety for highway and transport users. Table 13 provides a summary of 2024/25 Asset Management allocations by strategy area.

Asset Management is split into 4 strategy Areas:

- Highways Maintenance (HM) (Table 14)
- Structures Maintenance (SM) (Table 15)
- Land Drainage (LD) (Table 16)
- Intelligent Transport Systems Maintenance (IM) (Table 17)

Table 13 - Asset Management total allocations by strategy area 2024/25 (values are £'000's)

Strategy area	LTP	S106	Revenue	Other	Total
Asset Management					
Highways Maintenance (see Table 14)	3,530	0	0	0	3,530
Structures Maintenance (see Table 15)	365	0	0	0	365
Land Drainage (see Table 16)	150	0	0	0	150
ITS Network Management Maintenance (see Table 17)	250	0	0	0	250
Asset Management TOTAL	4,295	0	0	0	4,295

The proceeding tables provide a breakdown of spends across the individual asset management strategy areas.

Table 14 - 2024/25 total Asset Management allocation to Highways Maintenance

AM – Highway Maintenance (HM)						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Highway Maintenance						
HM V01	Design of Future Year Schemes - Ongoing design to ensure a rolling programme of schemes	50	0	0	0	City
HM V02	Asset Management - Strategic Development	120	0	0	0	City
Carriageways						
HM V03	Planned Carriageway Maintenance (condition surveys) - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	1300	0	0	0	City
HM V04	Planned Carriageway Maintenance (Inspector identified) - Locations identified following assessment by Highway Inspectors to deliver small scale patching adding residual life as a treatment integrated into lifecycle analysis and whole life costing	500	0	0	0	City
HM V05	Preventative Carriageway Maintenance - Locations identified following assessment	632	0	0	0	City

	of condition surveys and application of value management/scheme prioritisation					
Footways						
HM V06	Planned Footway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	727	0	0	0	City
HM V07	Planned Footway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	201	0	0	0	City
Total		3,530	0	0	0	3,680

Table 15 - 2024/25 total Asset Management allocation to Structures Maintenance

AM – Structures Maintenance (SM)						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Structural Maintenance						
SM V01	Principal Bridge Inspections - Statutory Principal Bridge Inspections and structural reviews programme to identify and maintain important structures on the highway network.	100	0	0	0	City
SM V02	Asset Management and Programming – Work on development of Maintenance Strategies and Life Cycle Plans for the City's Highway Structures Stock to maintain the highway structures, and the associated Capital Works Programme	100	0	0	0	City
SM V03	Design of Future Years Schemes - Continued feasibility and detailed design to ensure a rolling programme of schemes for future years	10				City
SM V03	Structural Asset Improvement Works – Schemes could include Post-tensioned structures, Markeaton Lane structures, drainage and traffic calming, Derwent Street Underpass, Uttoxeter Road Old Bridge, Ponsonby Terrace Retaining Wall, Cathedral Green Footbridge and St Mary's Bridge	50	0	0	0	City
SM V04	Low bridge sign upgrading - Upgrading and replacement of low bridge signing	30	0	0	0	City
SM S14	Caxton Street railway footbridge replacement - Replacement/major upgrade of existing structure	75	0	0	0	Nor
Total		365	0	0	0	365

Table 16 - 2024/25 total Asset Management allocation to Land Drainage

AM – Land Drainage						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Land Drainage						
LD V01	Design of Future Years Continued feasibility and detailed design to ensure a rolling programme of schemes for future years	50	0	0	0	City
LD V02	LDFD Forward Works Programme Flood risk remedial works	50	0	0	0	City
LD V03	LDFD Data Capture Capture of data via surveys and investigations	50	0	0	0	City
Total		150	0	0	0	150

Table 17 - 2024/25 total Asset Management allocation to Intelligent Transport Systems

AM - Intelligent Transport Systems Maintenance (IM)						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Signal Refurbishments						
IM V01	Asset Management Development - Development of asset management data and prioritisation of intelligent transport assets.	50	0	0	0	City
IM V02	Delivery of designed schemes – Schemes could include: A5111 Newdigate Street/ Osmaston Park Road / Sinfin Lane; A5111 Manor Road / A5250 Burton Road; A514 Chellaston Road / Boulton Lane; Pride Parkway / Pacific Way; A514 / High Street, Chellaston; A514 Chellaston Road (Golden Pheasant); Normanton Road/Lower Dale Road; Normanton Road/Rose Hill Business Centre; Station Road/Park Road; Uttoxeter New Road/Uttoxeter Old Road (Rowditch); and Uttoxeter Road/City Hospital Roundabout.	200	0	0	0	City
Total		250	0	0	0	250

H&T Asset Management 2025/26 total allocations by strategy area

Asset Management includes looking after all highways and transport assets, including carriageways, footways and highways structures, intelligent transport systems and drainage to minimise lifetime costs and to maintain safety for highway and transport users. Table 18 provides a summary of 2025/26 Asset Management allocations by strategy area.

This is split into 4 sub-sections:

- Highways Maintenance (HM) (Table 19)
- Structures Maintenance (SM) (Table 20)
- Land Drainage (LD) (Table 21)
- Intelligent Transport Systems Maintenance (IM) (Table 22)

Table 18 - Asset Management total allocations by strategy area 2025/26 (values are £'000's)

Strategy area	LTP	S106	Revenue	Other	Total
Asset Management					
Highways Maintenance (see Table 19)	3,530	0	0	0	3,530
Structures Maintenance (see Table 20)	365	0	0	0	365
Land Drainage (see Table 21)	150	0	0	0	150
ITS Network Management Maintenance (see Table 22)	250	0	0	0	250
Asset Management TOTAL	4,295	0	0	0	4,295

The remaining tables provide a breakdown of spends across the individual asset management strategy areas.

Table 19 - 2025/26 total Asset Management allocation to Highways Maintenance

AM – Highway Maintenance (HM)						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Highway Maintenance						
HM W01	Design of Future Year Schemes - Ongoing design to ensure a rolling programme of schemes	50	0	0	0	City
HM W02	Asset Management - Strategic Development	120	0	0	0	City
Carriageways						
HM W03	Planned Carriageway Maintenance (condition surveys) - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	1300	0	0	0	City
HM W04	Planned Carriageway Maintenance (Inspector identified) - Locations identified following assessment by Highway Inspectors to deliver small scale patching adding residual life as a treatment integrated into lifecycle analysis and whole life costing	500	0	0	0	City
HM W05	Preventative Carriageway Maintenance - Locations identified following assessment	632	0	0	0	City

	of condition surveys and application of value management/scheme prioritisation					
Footways						
HM W06	Planned Footway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	727	0	0	0	City
HM W07	Planned Footway Maintenance - Locations identified following assessment of condition surveys and application of value management/scheme prioritisation	201	0	0	0	City
Total		3,530	0	0	0	3,680

Table 20 - 2025/26 total Asset Management allocation to Structures Maintenance

AM – Structures Maintenance (SM)						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Structural Maintenance						
SM W01	Principal Bridge Inspections - Statutory Principal Bridge Inspections and structural reviews programme to identify and maintain important structures on the highway network.	100	0	0	0	City
SM W02	Asset Management and Programming – Work on development of Maintenance Strategies and Life Cycle Plans for the City's Highway Structures Stock to maintain the highway structures, and the associated Capital Works Programme.	100	0	0	0	City
SM W03	Design of Future Years Schemes - Continued feasibility and detailed design to ensure a rolling programme of schemes for future years.	10				City
SM W03	Structural Asset Improvement Works – Schemes could include Post-tensioned structures, Markeaton Lane structures, drainage and traffic calming, Derwent Street Underpass, Uttoxeter Road Old Bridge, Ponsonby Terrace Retaining Wall, Cathedral Green Footbridge and St Mary's Bridge.	50	0	0	0	City
SM W04	Low bridge sign upgrading - Upgrading and replacement of low bridge signing	30	0	0	0	City
SM W14	Caxton Street railway footbridge replacement - Replacement/major upgrade of existing structure	75	0	0	0	Nor
Total		365	0	0	0	365

Table 21 - 2025/26 total Asset Management allocation to Land Drainage

AM – Land Drainage						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Land Drainage						
LD W01	Design of Future Years Continued feasibility and detailed design to ensure a rolling programme of schemes for future years	50	0	0	0	City
LD W02	LDFD Forward Works Programme Flood risk remedial works	50	0	0	0	City
LD W03	LDFD Data Capture Capture of data via surveys and investigations	50	0	0	0	City
Total		150	0	0	0	150

Table 22 - 2024/25 total Asset Management allocation to Intelligent Transport Systems

AM - Intelligent Transport Systems Maintenance (IM)						
Ref	Scheme	Contribution (£'000s)				Ward/Priority See ward key
		LTP	S106	Rev	Other	
Signal Refurbishments						
IM W01	Asset Management Development - Development of asset management data and prioritisation of intelligent transport assets.	50	0	0	0	City
IM W02	Delivery of design – Schemes could include: A5111 Newdigate Street/ Osmaston Park Road / Sinfin Lane; A5111 Manor Road / A5250 Burton Road; A514 Chellaston Road / Boulton Lane; Pride Parkway / Pacific Way; A514 / High Street, Chellaston; A514 Chellaston Road (Golden Pheasant); Normanton Road/Lower Dale Road; Normanton Road/Rose Hill Business Centre; Station Road/Park Road; Uttoxeter New Road/Uttoxeter Old Road (Rowditch); and Uttoxeter Road/City Hospital Roundabout.	200	0	0	0	City
Total		250	0	0	0	250



Infrastructure Programme Board Terms of Reference (ToR)

Change History

Date	Summary of changes made
15/12/2021	<ul style="list-style-type: none"> - Update to Cabinet Member Areas of Responsibility - Update to job titles - Increase in financial approval limit for Strategy Managers with HoS agreement - Clarification on approval limits between Programme Areas
13/09/2022	<ul style="list-style-type: none"> - Strategy Manager approval amendment - Amendment to Strategy Manager definition - Update to terminology used in approval requirements

INFRASTRUCTURE PROGRAMME BOARD TERMS OF REFERENCE

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Scope and Purpose

Infrastructure Programme Board's scope includes:

All capitally funded infrastructure related schemes, projects, initiatives, policies and strategies.

The following annual capital work programmes:

- Highways & Transport
- Land Drainage & Flood Defence
- Vehicles, Plant & Equipment

These programmes, regardless of funding source, include:

- Asset Management
- Integrated Transport
- Major transport schemes
- Streetpride Vehicles
- Local Flood Alleviation schemes

Additionally, Infrastructure Programme Board's remit extends to the following revenue funded activities:

- Highways Maintenance revenue programme

Infrastructure Programme Board will have consideration to other related programmes, without directly influencing or monitoring them. These currently include the Street Lighting PFI and the Regeneration Capital Programme.

The purpose of Infrastructure Board is to:

- Maintain an overview of the progress and delivery of the annual capital work programmes
- Monitor scheme progress in respect of timescales and budget
- Approve proposals for changes to the work programmes including recommendations to reallocate budgets depending on priorities and funding pressures (in line with delegated approval levels and the Financial Procedure Rules)
- Refer decisions beyond delegated approval levels appropriately
- Ensure that all schemes are managed in accordance with the Financial Procedure Rules
- Ensure that the work programmes comply with the Council's capitalisation policy
- Make certain that all schemes are managed in line with agreed project and programme management processes
- Ensure that decisions taken are recorded and reported appropriately
- Provide strategic direction and coordination
- Endorse future years work capital programmes for Cabinet approval

2. Personnel

Infrastructure Board core membership:

- Director of Planning, Transport & Engineering (co-chair and programmes owner)
- Director of Public Protection and Streetpride (co-chair and programmes owner)

- Head of Street Cleansing, Waste and Fleet Management
- Head of Highways and Grounds Maintenance
- Head of Engineering
- Head of Traffic and Transportation
- Head of Finance – Corporate Finance & Governance
- Head of Planning
- Programming and Policy Team Leader (Programme Manager)

Others as required:

- Flood Defence Team Leader
- Strategy and/or Project Managers
- Director of Community and Place (alternate service director)

3. Roles and responsibilities

The Senior Responsible Officers (SROs) are the Director of Planning and Transport and the Director of Public Protection and Streetpride. They are responsible for making programme decisions in accordance with delegated approvals and in consultation with Cabinet Member and/or refer recommendations to Cabinet for approval as appropriate.

Their responsibilities are:

- Ownership of the work programmes within the remit of Infrastructure Programme Board
- Ensuring the effective delivery of the work programmes
- Provision of strategic direction and mandates for issue mitigation and resolution
- Endorsement of future years work programmes that contribute to relevant policies, strategies and operational requirements
- Guiding the meeting according to the agenda
- Ensuring all discussion items and recommendations reach a decision, action or clear outcome

The inclusion of the Director of Community and Place is intended to be a temporary arrangement, in place whilst Infrastructure Programme Board is minus a director in its core membership. The Strategic Director of Communities and Place has authorised this arrangement. When the Director of Communities and Place's input is required, full explanations and details of any required changes will be provided.

The Programme Manager ensures the operation of the Infrastructure Programme Board and sub-groups to provide an overview of programme development, approval and delivery.

Responsibilities are:

- Present programme issues and recommendations for mitigation and resolution
- Refer issues in accordance with delegated approval levels
- Develop annual work programmes for board endorsement
- Provide timely and accurate progress reports to board and Corporate Capital Programme Board
- Facilitating meetings – agendas, papers, minutes, meeting requests

Each Head of Service's responsibility within the remit of Infrastructure Board is in line with their individual service area responsibilities, including:

- Attending Infrastructure Board and provide direction and steer to the Programme Manager and Strategy/Project Managers as necessary.
- Taking action within their respective service areas to remove barriers to effective programme and project delivery
- Ensuring that all resource issues are highlighted and addressed to meet approved commitments

In the case of the Head of Finance – Corporate Finance & Governance, or their representative, advising on the financial implications of recommendations and decisions to support the effective delivery of the programme

4. Cabinet Member Areas of Responsibility

The following Cabinet Members' portfolios include responsibility regarding the direction and decision in respect of Infrastructure Programme Board's work programmes and the schemes within them:

Cabinet Member for Streetpride and Public Spaces – Councillor Jerry Pearce

- Street Cleaning, Waste and Fleet Management
- Highways Maintenance, Grounds Maintenance, Land drainage
- Streetpride

Cabinet Member for Regeneration, Decarbonisation, Strategic Planning and Transport – Councillor Steve Hassell

- Traffic, Transportation and Engineering
- Strategic Transport
- Strategic Planning including Enforcement

NB – these responsibilities are taken directly from the Democratic Services Team.

5. Delegated Authority – Financial Approval Limits

i. Financial Approval Limits

In line with the Council's Financial Procedure Rules, a Strategic Director can approve a £100k variation as long as it is contained within a Programme Area. The Strategic Director of Communities and Place has delegated absolute authority to the Infrastructure Programme Board. This approval is included in the report that accompanies the work programmes to Cabinet each year, and will normally be made via the Infrastructure Programme Board. However in exceptional circumstances, approval can be made by the Director of Planning and Transport and/or the Director of Public Protection and Streetpride outside of scheduled board meetings.

In instances where neither the Director of Planning and Transport nor the Director of Public Protection and Streetpride are present at board meetings, there are two alternative routes

available for decision-making outcomes. The first involves the remaining board members who have been delegated authority to recommend approval. Their decision is however subject to ratification, retrospectively securing formal consent from either director. The Strategic Director of Communities and Place has agreed a further delegation if neither the Director of Planning and Transport nor the Director of Public Protection and Streetpride are available. In that instance, the Director of Communities and Place can approve, however this will only be utilised in extenuating circumstances.

Infrastructure Programme Board, with the approval of the appropriate Cabinet Member can approve budget variation between £100k and £250k subject to being contained within the approved funding. This includes budget variations up to £250k moving between Programme Areas contained within a Cabinet Member's portfolio, or with approval of both portfolio holders. This approval will normally be secured at the briefings attended by the Director of Planning and Transport and/or the Director of Public Protection and Streetpride and Cabinet Member.

Each year, when seeking Cabinet approval for the Highways & Transport, Vehicles, Plant & Equipment and Flood Defence work programmes, a specific recommendation is included to seek delegated approval to permit Infrastructure Programme Board, in consultation with the relevant Portfolio Holder, to introduce new schemes or bring forward the implementation of schemes at the expense of others.

Any change of £250k or greater requires Cabinet approval.

Cabinet approval is also required where a scheme is being funded from revenue or capital reserves, which have not previously been earmarked for specific uses consistent with the purpose of the capital scheme.

In line with financial procedure rules, any new scheme(s) to be added to the capital programme must seek Council Cabinet approval for the addition, subject to funding being available. If the new scheme(s) is funded through additional borrowing full council approval is also required. Financial procedure rules define a scheme by an individual cost centre.

ii. Financial Approval Limits for Strategy Managers

Infrastructure Programme Board have approved further delegation to Strategy Managers, providing changes are contained within a single strategy area and do not result in the addition or removal of a scheme. The financial limits prescribed are:

- A minor change in scheme design or an alternative solution to better achieve the scheme outcomes, that is less costly or cost neutral (subject to any relevant grant conditions or s106 heads of terms).
- A Change to an individual scheme cost of up to £20k without Head of Service approval.
- A change to an individual scheme cost over £20k up to £100k with the agreement of the relevant Head of Service.
- All financial scheme changes are required to be reported to the Infrastructure Programme Board.

For the benefit of the Terms of Reference, the Strategy Manager is typically the Group Manager with responsibility for work programme setting, delivery and budget management for a given Strategy Area..

Regardless of value, all scheme cost changes within a strategy area will be reported to Infrastructure Programme Board and will be recorded appropriately, identifying the details and reasons for the scheme variation, and will be managed in consultation with the respective technical, legal and finance officers. Close monitoring of schemes during the financial year will allow the bringing forward of scheme variations to Infrastructure Board as soon as practicable. All decisions taken within delegated authority must be appropriately reported through the corporate governance structure. Information submitted is agreed between the Programme Manager and the Finance Leads.

Diagram A provides a graphical representation of the above delegated procedure.

Appendix 1 shows corporate delegated approval requirements as contained in the Financial Procedure Rules.

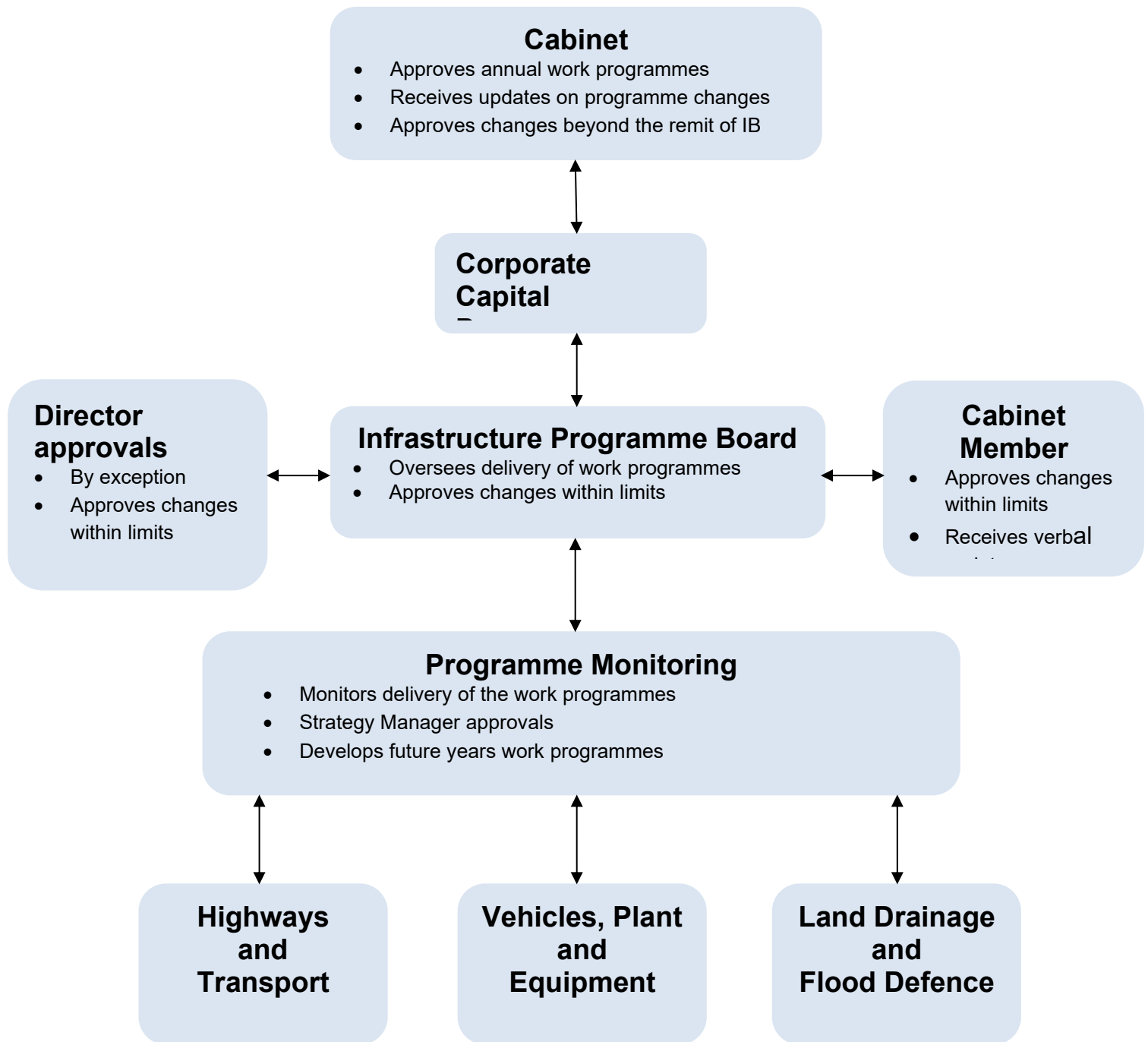
6. Frequency and Duration of Meetings

Infrastructure Programme will meet monthly. Meeting requests are 1.5 hours in duration.

Any programme issues requiring decisions by exception, outside of these meetings will be coordinated by the Programme Manager and taken to the Director of Planning and Transport and/or the Director of Public Protection and Streetpride.

7. Programme Management Processes

Diagram A: Programme Governance



8. Appendix 1: Financial Procedure Rules – Delegation Approval

Approval Requirements:	Below £10k	Below £15k	Below £100k	100k - £250k
Transfer of Budgets	SD	SD	SD	SD and CM
Bid for Funding	DoF and SD	DoF and SD	DoF and SD	DoF, SD and CM
Accept Funding	DoF and SD	DoF and SD	DoF and SD	DoF, SD and CM
Use of Reserves (in line with intended use)	CLT	CLT	CLT	CM
Accountable body/3 rd party	DoF and SD	DoF and SD	DoF and SD	DoF, SD and CM
Special Allowances/Grants to Individuals	CO	CO	Cabinet	Cabinet
Write off Stock / Equipment	CO	DoF	DoF	DoF
Write off Debt	DoF and SD	Cabinet	Cabinet	Cabinet

Abbreviations Key: Chief Officers = CO, the Director of Finance = DoF, Corporate Leadership Team = CLT and Cabinet Members = CM, Strategic Director - SD.