

Cabinet



Date of meeting: 09 February 2021
 Title of Report: **Capital & Revenue Monitoring Report 2020/21- Quarter 3**
 Lead Member: Councillor Mark Lowry (Cabinet Member for Finance)
 Lead Strategic Director: Brendan Arnold (Service Director for Finance)
 Author: David Northey – Head of Integrated Finance
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 Your Reference:
 Key Decision: No
 Confidentiality: Part I - Official

Purpose of Report

This report:

- Outlines the capital and revenue finance monitoring position of the Council as at the end of December 2020;
- Sets out the capital budget 2020-25, taking into account changes to the capital programme and adjustments to income assumptions as a result of the pandemic.

The forecast revenue outturn after the application of Covid grants and council mitigating actions is shown in Table 2.

Table 1: End of year revenue forecast

	Budget £m	Forecast Outturn £m	Variance £m
Total General Fund Budget	193.677	193.650	(0.027)

Recommendations and Reasons

That Cabinet:

1. Notes the current capital and revenue monitoring position;
2. Approve the non-delegated virements which have occurred since 1st October 2020
3. Notes the Capital Budget 2020-2025 as revised to £778.671m (as shown in appendix 1).

Alternative options considered and rejected

None – our Financial Regulations require us to produce regular monitoring of our finance resources and take the necessary actions to ensure that resources are in place to meet the Council's expenditure commitments.

Relevance to the Corporate Plan and/or the Plymouth Plan

This report is fundamentally linked to delivering the priorities within the Council's Corporate Plan. Allocating limited resources to key priorities will maximise the benefits to the residents of Plymouth.

Implications for the Medium Term Financial Plan and Resource Implications:

Robust and accurate financial monitoring underpins the Council's Medium Term Financial Plan (MTFP). The Council's Medium Term Financial Forecast is updated regularly based on on-going monitoring information, both on a local and national context. Any adverse variations from the annual budget will place pressure on the MTFP going forward and require additional savings to be generated in future years.

Carbon Footprint (Environmental) Implications:

No impacts directly arising from the recommendations of this report.

Other Implications: e.g. Health and Safety, Risk Management, Child Poverty:

The reducing revenue and capital resources across the public sector has been identified as a key risk within our Strategic Risk register. The ability to deliver spending plans is paramount to ensuring the Council can achieve its objectives and priorities as set out in the Corporate Plan.

Appendices

Ref.	Title of Appendix	Exemption Paragraph Number (if applicable) <i>If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.</i>						
		1	2	3	4	5	6	7
1.	Detailed Breakdown of the Capital Programme							

Background papers:

*Add rows as required to box below

Please list all unpublished, background papers relevant to the decision in the table below. Background papers are unpublished works, relied on to a material extent in preparing the report, which disclose facts or matters on which the report or an important part of the work is based.

Title of any background paper(s)	Exemption Paragraph Number (if applicable)						
	If some/all of the information is confidential, you must indicate why it is not for publication by virtue of Part 1 of Schedule 12A of the Local Government Act 1972 by ticking the relevant box.						
	1	2	3	4	5	6	7
Capital & Revenue Monitoring Report 2020/21 – Month 4							

Sign off:

Fin	pl.20. 21.22 7	Leg	Lt/35 926/2 /0402 21	Mon Off		HR		Asset s		Strat Proc	
Originating Senior Leadership Team member: Brendan Arnold (Service Director for Finance)											
Please confirm the Strategic Director(s) has agreed the report? Yes											
Date agreed: 04/02/2021											
Cabinet Member approval: Councillor Mark Lowry (Cabinet Member for Finance)											
Date approved: 03/02/2021											

1. Introduction

- 1.1 This report outlines the capital and revenue finance monitoring position of the Council as at the end of December 2020. The primary purpose of this report is to detail how the Council is delivering against its financial measures using its capital and revenue resources and report new schemes approved in the capital programme.
- 1.2 This paper provides an update to the report presented to Cabinet on 10 November 2020 which set out the month 6 position and issues arising from the Covid 19 pandemic.
- 1.3 As shown in Table 1 the estimated revenue position is a near-balanced variance of £0.027m. The overall forecast net spend equates to £193.650m against a budget of £193.677m.
- 1.4 The Council's budget for 2020/21 was approved by Council in February only a month before the country was placed into its first lockdown as a response to the COVID-19 pandemic. At the time of writing this report the country was in its third national lockdown.
- 1.5 The major contribution to the overall improvement in the quarter is the savings of £0.591m reported against the Finance department budget. This reflects an in-depth review of the Treasury Management budget which has been undertaken. Interest rates have fallen significantly compared to the assumptions in the budget and now reflect the impact of the Bank of England base rate of 0.1% on our short term borrowing.
- 1.6 The Ministry for Housing, Communities and Local Government (MHCLG) has to date paid the Council un-ringfenced grant in four tranches in response to the additional costs faced by Plymouth arising from the pandemic. These total £23.046m.
- 1.7 As the Council incurred costs and income losses in March 2020, £0.459m of this grant was consumed in the last financial year, giving a net grant available for 2020/21 of £22.587m.
- 1.8 In addition to the grant set out above, the Government announced an Income Compensation Scheme which will partially offset the council's lost income arising from sales, fees and charges. This compensation will be 'one off' in nature for 2020/21 and has a set of parameters and rules.
- 1.9 In summary, after applying a deduction equivalent to 5% of the Council's budgeted income for 2020/21, the government will compensate 75 pence in every pound of losses thereafter from all eligible sales, fees and charges. Certain types of income have been deemed ineligible and will attract no compensation under the scheme. Ineligible income includes income from commercial rents and Treasury Management investments.

- I.10 By introducing a 5% deductible the government has stated it is accounting for an acceptable level of volatility, whilst shielding authorities from the worst losses. Like all other local authorities, Plymouth is required to absorb this initial portion of loss.
- I.11 In line with the submission timetable, the Council submitted a claim in September 2020 covering the losses incurred during the period 1st April – 30th July 2020. The claim was successful and we have included the net £2.972m compensation in the outturn forecast.
- I.12 The first claim is net of the full year 5% deductible of £1.000m against eligible income budgets. Although we received our claim in full at £2.972m this leaves the Council with the unrecoverable 25% of £0.990m.
- I.13 The second return for the period 1st August to 30th November 2020 has not been included as we are awaiting confirmation of the status of the amount to be received.
- I.14 It should be noted there will be a third compensation claim for the period 1st December 2020 to 31st March 2021 which is due to be submitted in April 2021. Confirmation of the amount to be received will not be received until the end of May 2021.
- I.15 Based on current calculations and on the premise that both claims are settled in full, the 25% impact would leave the Council with another approximately £0.800m shortfall.
- I.16 The Income Compensation Scheme excludes certain income including commercial rents and treasury investments. This is estimate to leave a further £3.500m of income for which the Council will not be compensated. The total impact of irrecoverable income losses are therefore estimated in excess of £6.300m.
- I.17 The monitoring does not reflect income lost to the Council as a result of lower collection of both council tax and business rates, both directly as a consequence of COVID-19. As these losses impact on next year's resources, they have been built into the 2021/22 Budget assumptions.
- I.18 Cabinet Members and senior officers will continue to explore all opportunities to manage the impact of COVID-19 together with existing in-year budget pressures. Forecasts will be refined and updated over the coming weeks to reflect the on-going national lockdown.
- I.19 The financial challenges facing the Council should not be underestimated and managing them continues to be a principal priority for the Council both in the current year and over the duration of the Medium Term Financial Plan.
- I.20 During the first quarter of the financial year, the Council was not aware of the value of government grants to cover the additional costs of our COVID-19 response. The pandemic has had a major impact on the delivery of a range of services during the current financial year. Our "business as usual" services were put on hold and delivery delayed to ensure resources were deployed where most needed.
- I.21 There is still a large amount of uncertainty about the COVID-19 funding requirements for the next financial year, as the Council sets about the remedial work and delivers the activity deferred in the current year. To this effect, within Corporate Items is a set-aside Deferred Activity provision of £0.750m.

I.22 The five year capital budget 2020-2025 is currently forecast to be £778.671m as at 30 December 2020. The capital budget has been adjusted to take into account the rolling forward of the programme from 2019-2024 to 2020-2025 as well as changes to the capital programme and adjustments to the income assumptions shown in the appendix to this report.

Table 2: Revenue Monitoring Position

Directorate	Gross Expenditure	Gross Income	2020/21 Latest Approved Budget	Forecast Outturn	Forecast Year End Variation	Movement from previous quarter
	£m	£m	£m	£m	£m	£m
Executive Office	6.136	(0.490)	5.646	5.680	0.034	(0.043)
Finance	18.367	(3.132)	15.235	14.644	(0.591)	(0.387)
Customer and Corporate	97.284	(67.398)	29.886	32.704	2.818	0.219
Children's Directorate	150.317	(97.590)	52.727	57.294	4.567	0.277
People Directorate	125.981	(36.766)	89.215	91.740	2.524	(2.629)
Office of the Director of Public Health	19.281	(19.710)	(0.430)	(0.215)	0.215	(0.121)
Place Directorate	84.578	(60.174)	24.404	35.536	11.132	1.063
Corporate Items	3.820	(26.827)	(23.007)	(18.173)	4.834	0.825
TOTAL – Prior to use of Covid Grants	505.764	(312.087)	193.677	219.210	25.533	(0.796)
Less balance of COVID 19 grants – Tranche 1-4,				(22.588)	(22.588)	
Less Income Compensation Scheme				(2.972)	(2.972)	
TOTAL				193.650	(0.027)	

Integrated Fund

The financial position for the Plymouth Integrated Fund is not being reported for 2020/21 due in part to the financial uncertainties for both the Council and Devon Clinical Commissioning Group (CCG) arising from the Covid-19 crisis. It is also a reflection of the CCG operating without a formal budget for the period April to July 2020, with all costs being compensated on a claims basis by NHS England. For these reasons, it has been agreed by both parties that the Risk Share Agreement is reset to 0% for both parties for the full financial year.

Table 3: Key Issues and Corrective Actions

Issue	Total £m	Management Corrective Action
<p>EXECUTIVE OFFICE</p> <p>There are savings pressures of £0.045m along with additional costs which have been incurred due to newspaper publications covering narrative on Covid19. These have been more than offset by savings from management actions and vacancy management.</p>	(0.150)	<p>The department will continue to seek efficiencies by reducing costs and increasing potential income opportunities. Risks will be closely monitored and mitigated wherever possible.</p>
<p>EXECUTIVE OFFICE – Legal</p> <p>There is currently a pressure, £0.189m. £0.100m was to be achieved from a Service review as indicated in the MTFP and £0.089m is apportioned Transformation savings.</p> <p>Income relating to enforcement activity is under pressure due to impact of Covid 19 and Lockdowns.</p>	0.184	<p>A small vacancy savings is offsetting this slightly and a budget review is underway, with particular focus on income lines.</p>

<p>FINANCE</p> <p>Transformation programme savings remain in part and currently being offset by savings made within Treasury Management and with vacancies.</p>	(0.591)	<p>An in depth review of the Treasury Management budget has been undertaken. Interest rates have fallen significantly reflecting the Bank of England base rate of 0.1%. Interest on investments is forecast to be below the budget target. The interest charged on fixed debt remains unchanged but the council is benefiting from the reduction in the cost of short term borrowing. This is reflected in the forecast which is showing an in year saving.</p>
<p>CUSTOMER and CORPORATE – Customer Services</p> <p>Housing Benefit additional costs incurred due to the impact of Covid19 and pressures related to recovery of overpayments. This remains a volatile area and the pressure has increased.</p> <p>Covid19 has also impacted on income on Court Fees and Registration.</p>	1.799	<p>Pressures are being offset in part by salary savings. The department will continue to seek further savings where possible.</p>
<p>CUSTOMER and CORPORATE – Service Centre</p> <p>Savings totalling £0.600m with an offset from salary savings.</p> <p>In addition there is £0.054m costs related to Covid.</p>	0.539	<p>Pressures are being offset in part by salary savings. The department will continue to seek further savings where possible.</p>

<p>CUSTOMER and CORPORATE – Human Resources & OD</p> <p>The overall position has improved due to savings made on salaries and training costs. Risks remain with the Repairs and Maintenance (R&M) budget within Facilities Management which is being monitored.</p>	0.204	<p>The R&M budget will be targeted primarily to undertake essential maintenance.</p> <p>No other risks identified.</p>
<p>CUSTOMER and CORPORATE – Departmental</p> <p>The budget includes savings of £0.573m from Transformation.</p>	0.573	<p>Plans are continuing to be developed e.g. a review of management overheads across the directorate and challenging decisions will need to be made to address these pressures.</p>
<p>CUSTOMER and CORPORATE – Transformation</p> <p>Costs incurred for funding laptops for officers and Members and remote working, offset by salary savings.</p>	(0.297)	<p>The forecast saving against budget is helping to offset other pressures across the directorate.</p>
<p>CHILDREN'S DIRECTORATE Savings Plans:</p> <p>£0.527m attributable to Covid19 due to: 1) restructure delays, 2) planned placement reviews stalled as a result of increased demand.</p> <p>Placements - Independent Sector Providers</p>	4.567	<p>Current position is 87% of the savings plans are realised / on track for delivery by the end of the financial year. Directorate to identify further plans to mitigate shortfall</p> <p>All placements continue to be reviewed with a view to reduce costs.</p>

<p>Placements BAU -£0.264m. Placements COVID £4.340m</p> <p>The Covid impact has had an effect on looked-after children placements. From April to December there has been an increase of 54 new Looked After Children placements equating to full year effect of £3.913m. Using trend analysis, an increase of +16 placements bimonthly is forecast; this would increase costs by year end by £0.427m if realised.</p> <p>There has also been an increase in the cost of young people's placements due to the high levels of demand from our neighbouring local authorities and nationally. We have been able to release some savings in lower cost placement budgets as the pressure in higher cost placements continues. The temporary transfer of agency foster carers to in-house is also offsetting this pressure.</p> <p>Education Participation and Skills (EP+S)</p> <p>£0.104m lost income; from training courses fees.</p> <p>£0.050m costs: home to school transport from lack of sufficient vehicles to allow for social distancing and SEND costs due to the implementation of emergency short break packages for some children with complex needs with 1 to 1 support replacing group based sessions.</p>		
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<p>PEOPLE – Community Connections</p> <p>B&B numbers have dropped slightly, which has been reflected in the forecast. However this has been offset by an additional cost to the Esuasive homelessness data recording system.</p>	0.897	<p>All pressures being reported are Covid19 related.</p> <p>The department has been tasked with achieving delivery plans of £0.113m, as well as £0.268m of savings brought forward from 2019/20 that were realised from one off savings and needed to be achieved in this financial year. They are achieved in full, however, some of these have been achieved through one off savings again, which could cause further pressure in 2021/22.</p>
<p>PEOPLE - Strategic Cooperative Commissioning</p> <p>Includes additional Covid-19 payments made to providers and also reflects additional payments relating to Discharge claims from Health</p> <p>There is a large backlog in Continuing Health Care (CHC) clients following COVID cessation of reviewing activity, however joint assessment work has now started and assumptions within the current position allow for the transfer of some cost from NHS to ASC budget lines this year.</p> <p>Covid19 has also had a large impact on the department, with increased costs to providers, both one off and ongoing, as well as a very large cost of Personal Protective Equipment (PPE) that is being used for the local authority and also for providers.</p>	1.627	<p>The market will continue to be monitored over the coming months and risks and issues will be escalated to CMT and Cabinet.</p> <p>At the moment, most of the pressures being reported are Covid19 related.</p> <p>At this time, the service have covered off all delivery plans, however most of these are from one off grants again, which will cause further pressure in 2021/22.</p> <p>The development of the next phase of transformation is underway to support the delivery of sustainable savings during 2020/21 and thus reduce the reliance on one off savings in future years.</p>

<p>Office of the Director of Public Health</p> <p>At the moment the Bereavement Service is forecasting to budget for numbers of cremations, and any pressure are around the decision not to increase prices this year. For both Bereavement and PPS, all pressures are Covid related.</p> <p>Following the move to a full lockdown, Plymouth has been awarded £2.5m grant to support the undertaking of proactive containment and intervention measures.</p>	0.215	<p>At the moment, all pressures being reported are Covid19 related.</p> <p>Bereavement is, as always, being monitored closely to show the trends emerging in this financial year. However this budget is ring-fenced and cannot be counted towards any favourable variations for the Directorate.</p>
<p>PLACE - Strategic Planning and Infrastructure (SP&I)</p> <p>The main causes of this month's variation is a significant improvement in planning applications in Development Management leading to a favourable income variation of £0.080m, albeit these fees are still significantly short of budget target due to the impact of Covid-19 on development activity. However, this was offset by a Covid related decrease in Engineering Design Team income of £0.041m. EVRS Redundancy payments also caused an additional pressure of £0.036m.</p>	(0.441)	<p>The Service Director identified in July 2020 a series of emergency budget decisions. These include:</p> <ul style="list-style-type: none"> • Freezing recruitment for a number of posts for the rest of 2020/2021 £0.176m; • Shutting down or intentionally limiting project spend for the rest of 2020/2021 £0.266m plus; • One-off capitalisation for 2020/2021; • Additional In-Year Fees for Services Provided and External Partnership Income; • Negotiating one-off savings where contributions can be offset by reserves held by partnerships; • Postponing the Local Green Space Development Planning Document and stopping non-revenue generating work; • EVRS, which realised approx. £0.063 savings.

<p>PLACE - Management Support</p> <p>£0.338m Accumulated Place efficiencies target following apportionment of transformation costs.</p>	0.338	Overall Place monitoring will continue to seek one off efficiencies by reducing costs and potential income opportunities to reduce this pressure. With the in-year Covid19 impact however this is unlikely to be realised in full.
<p>PLACE - Economic Development</p> <p>There are pressures due to income no longer achievable from the Computer Complex as a result of asbestos discovery at Stoke Business Park, and lack of resource to deliver on agreed budget priorities.</p> <p>These are being offset in part from planned savings that have been achieved; including capitalisation and NNDR commitments have reduced rates delisting.</p> <p>In addition there are pressures as a result of Covid19 impacting on commercial activities: these include but not limited to; Asset Investment Fund, Mount Edgcumbe, The Box and City Market.</p>	3.181	<p>Risk based intelligence monitoring will ensure that these pressures are kept under ongoing review and reported appropriately.</p> <p>It is anticipated that National Government business grant payments to tenants will enable these PCC delayed invoice payments to be made. There remains however a significant risk of write off from tenants who do not recover and go out of business. This level of write off risk has been assessed by the Land and Property team for each area within ED.</p>
<p>PLACE - Street Services</p> <p>Street Scene & Waste (SSW) services:</p> <p>Street Scene and Waste are reporting an adverse variation of £2.276m. A substantial proportion of this is due to ongoing</p>		<ul style="list-style-type: none"> • Street Scene and Waste has undergone a series of end-to-end reviews to understand the genesis of the cost pressures that exist across the service. • The available budget for the service has not increased for a number of years despite exacting service standards, ever

<p>Highways and Car Parking:</p> <p>Highways and Car Parking are currently reporting a pressure of £5.591m which is made up of £5.467m potential loss of income from On Street & Off Street Car parking, Parking Permits, Penalty Charge Notices & Corporate Permits. This has been compounded by increased drainage costs and insurance claims.</p> <p>Other pressures include missed efficiency targets, loss of rental income from cruise operators and Highways legal fees. These are partially offset by vacancy and EVRS savings and capitalisation of some salaries.</p>	5.591	<p>The Tamar Bridge and Torpoint Ferry Joint Committee continues to monitor traffic flows and impact on income. Following receipt of financial support from central Government a deficit is currently no longer being forecast for 2020/21.</p>
<p>CORPORATE ITEMS</p> <p>There is £2.959m of pressure for The Way We Work (TWWW) programme. Business Support Review resulted in £0.241m savings being captured.</p> <p>A Deferred Activity provision has been set aside to assist with the cost of services delayed into 2021/22 as a result of the pandemic £0.750m</p>	4.834	<p>Boards have been convened to look at component of TWWW programme, including for example, the Accommodation strategy to review impact of Covid 19 on future service delivery.</p>

Costs totalling £1.222m are being forecast for the Temporary Mortuary which includes costs for PPE, equipment and signage.		
TOTAL	25.533	
Less balance of COVID 19 grants (Tranche 1-4)	(22.588)	
Less Income Compensation Scheme	(2.972)	
NET TOTAL	(0.027)	

VIREMENTS

Table 4 below includes a number of virements between specific directorate budgets. All virements in excess of £0.1m are required to be approved by Cabinet and are shown below.

Table 4 Virements detail

Directorate	Directorate Budget Movement	Totals
	£'000	£'000
Executive Office	(45,269)	(45,269)
Corporate Items	1,266,928	1,266,928
Finance	(10,381,122)	(10,381,122)
Customer and Corporate Services	10,040,698	10,040,698
Children	(350,159)	(350,159)
People Directorate	(148,046)	(148,046)
Public Health	(37,052)	(37,052)
Place Directorate	(345,978)	(345,978)
TOTAL	0	0

Reasons

Transfer Facilities Management from Finance to Human Resources

Move additional pay award budget of 0.75%

Pension deficit transfer to Corporate Items

Capital Finance Report Quarter 3 2020/21

The five year capital budget 2020-2025 is currently forecasted at £778.671 as at 31 December 2020. The capital budget has been adjusted to take into account new approvals and changes to the capital programme and adjustments to the income assumptions shown in table 1.

Current Capital Resources

Table 1 The Capital budget consists of the following elements:

Description	£m
Capital Programme approved by CCIB	439.630
Income Assumptions *	339.041
Total Revised Capital Budget for Approval (2020-2025)	778.671

* Estimate of income to be received to finance future capital projects (funding see Table 2c)

The approved capital budget (representing forecast resources) is made up of two elements. One is the Capital Programme representing projects that have been approved and the other is income assumptions which are estimates of capital funding the Council is likely to receive in the future.

Capital Programme

Project officers prepare detailed business cases, which are reviewed by finance officers and then are agreed by CCIB member before going to the Leader to sign the executive decision. Once the Leader (or Section 151 Officer for projects under £200k) has approved the project it is added to the Capital Programme for delivery.

Income Assumptions

The current estimate of future capital funding for the next five years 2020-2025 is £339.041 (see table 2c).

External funding currently contributes approximately towards 65% of resources within the capital resource envelope; this is included within the income assumptions and included both ring-fenced and un-ringfenced grants, S106 and other external contributions.

Bidding for further external capital funding is strongly encouraged during the preparation of business cases for new projects.

Tables 2a and 3 below shows the revised capital programme for the period 2020-2025, as at 31 December 2020.

Revised Capital Programme

Table 2a Capital Programme by Directorate

Directorate	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
People	10.300	2.391	7.009	3.025	-	22.725
Place	135.354	129.423	84.525	13.000	2.655	364.957
Customer & Corporate	7.932	31.003	-	-	-	38.935
Public Health	5.209	7.804	-	-	-	13.013
Total	158.795	170.621	91.534	16.025	2.655	439.630
Financed by:						
Capital Receipts	4.581	3.938	2.127	1.334	0.638	12.618
Grant funding	54.958	40.132	31.225	0.100	-	126.415
Corporate funded borrowing	31.994	47.079	16.362	4.828	2.017	102.280
Service dept. supported borrowing	58.092	67.840	40.960	5.988	-	172.880
S106 & CIL	5.385	11.515	0.860	1.250	-	19.010
Other contributions	3.785	0.117	0	2.525	-	6.427
Total Financing	158.795	170.621	91.534	16.025	2.655	439.630

Table 2b Funding of the 2020-25 Capital Programme

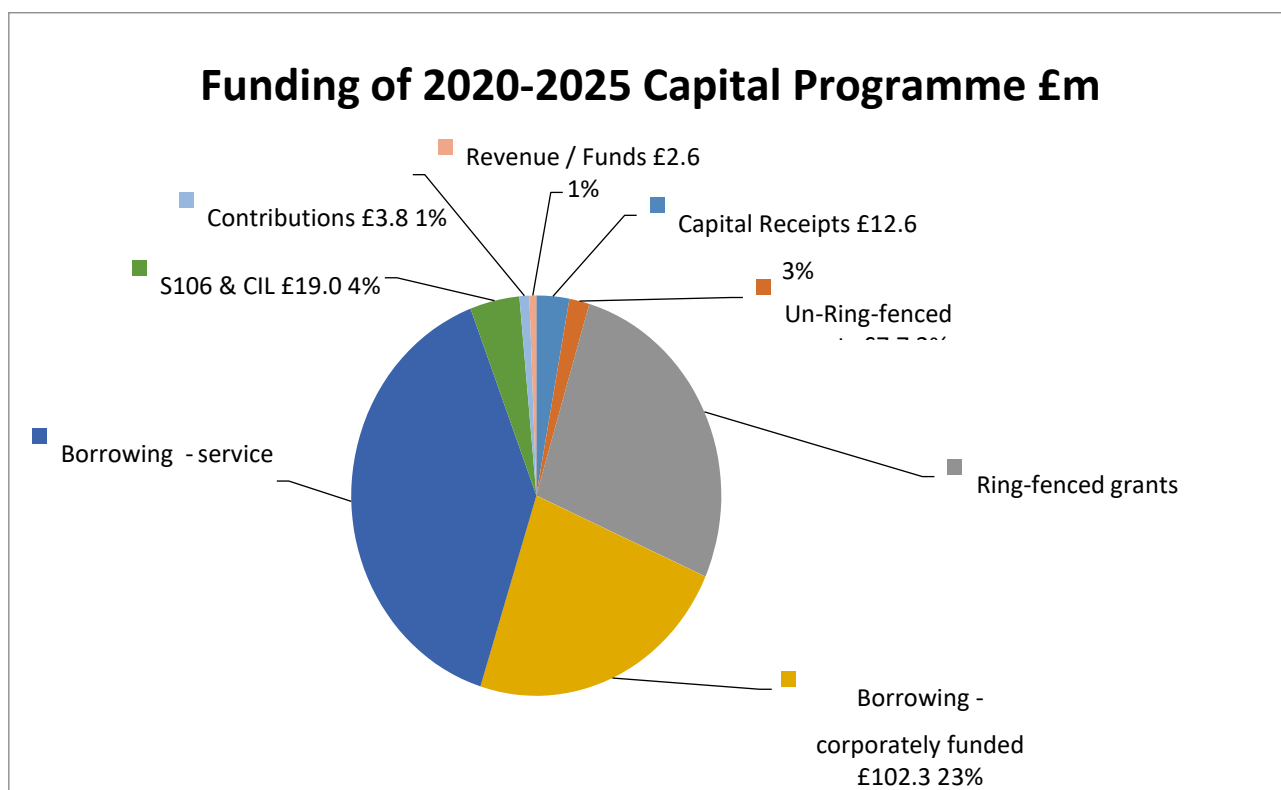


Table 2c Income Assumptions Funding Estimates

Funding Estimates	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m	£m
Capital receipts	1.515	0	0.252	0.212	0.935	2.914
Service borrowing & external loans	2.700	51.050	54.850	2.120	5.000	115.720
Corporate borrowing	0	0	0	0	0	0
Grants	9.374	22.839	7.067	146.696	2.126	188.102
SI06 and CIL	4.575	4.575	4.575	4.575	4.575	22.875
Other sources	0.534	1.298	6.398	0.6	0.6	9.430
Total	18.698	79.527	73.377	154.203	13.236	339.041

Covid 19

The effect from Covid 19 has slowed the capital programme delivery. As we come out of lock down the capital projects are all getting back to work but with the extra safety requirements of social distancing. There will be slippage in the delivery of the capital programme but the Resurgam group has been set up to accelerate the delivery of the capital programme.

Table 3: Capital Programme by Delivery Outcome

Primary Outcome of Projects	£m
Securing Growth in the City Centre/Waterfront	20.259
Securing Growth in Derriford and the Northern Corridor	57.499
Securing Growth in the Eastern Corridor	7.604
Delivering More/Better Housing	29.507
Ensuring Essential City Infrastructure	97.602
Improving Neighbourhoods and Community Infrastructure	7.916
Ensuring Good Quality School Places	1.602
Growing the Economy	74.890
Delivering Oceansgate	12.903
Connecting the City	34.405
Celebrating Mayflower	4.857
Delivering The Box	3.140
Transforming Services	87.446
Total	439.630

