



Report To: Council **28 November 2019**

Lead Cabinet Member(s): Councillor John Williams,
Lead Cabinet Member for Finance

Lead Officer: Peter Maddock, Head of Finance

General Fund Capital Programme Update and New Bids

Executive Summary

1. To consider the allocation of funding from earmarked reserves for priority projects and an updated capital programme for the period 2019/2020 to 2024/2025. This follows the consideration by Cabinet, at its meeting on 6 November 2019, of the performance of the Council's Capital Programme during 2018/2019 and proposed amendments to the capital programme, including a number of new Capital Programme bids from 2020/2021 to be incorporated into the programme.
2. This is a key decision as there are resource implications directly arising from the report; the report provides monitoring information to ensure awareness of capital scheme progress and new capital bids for consideration and allocation.

Recommendations

3. **Council is requested to consider the report and, if satisfied, to approve:**
 - (a) **The allocation of additional funding of £545,000 from the Renewables Reserve to complete the footpath lighting upgrades given the environmental benefits, acknowledging that a full report would be submitted to Cabinet for approval that outlines the programme of work, timescales, costs and payback period;**
 - (b) **The allocation of funding of £1,300,000 from the Renewables Reserve for a range of energy efficiency and green energy measures at South Cambridgeshire Hall, acknowledging that a full report would be submitted to Cabinet for approval that outlines the range of modifications and enhancements proposed, costs and payback period;**
 - (c) **The revised General Fund capital programme for the period 2019/2020 to 2024/2025, reproduced at Appendix C, to reflect the new scheme bids, amendments to the programme and the reprofiling of expenditure identified in the report.**

Reason for Recommendations

4. To enable Council to consider the allocation of funding from earmarked reserves to enable key projects to be funded and to seek approval for the updated capital programme that incorporates new capital project bids for 2020/2021, amendments to the programme and reprofiling of expenditure outlined in the report.

Details

Capital Programme – Performance Monitoring

5. The Council's approved Capital Strategy and good practice requires that:
 - (i) Effective arrangements are established for the management of capital expenditure, including the assessment of project outcomes, budget profiling, deliverability and the achievement of value for money;
 - (ii) It is appropriate that, in terms of project outcomes and deliverability, the Cabinet receive an annual report covering:
 - the details of schemes commenced on time;
 - the details of schemes completed on time;
 - how many schemes were completed within budget.

Capital Programme – Performance 2018/2019

6. A summary of the performance achieved in relation to the Capital Programme schemes (excluding rolling programmes) substantially completed in 2018/2019 is detailed in Appendix A.
7. In summary, it will be noted that, in many cases, schemes that commenced were completed on time and within budget. It is relevant, however, that there was an expenditure underspend of £7.316 million and equivalent financing underspend in relation to the approved 2018/2019 Capital Programme, with outturn expenditure of only £27.190 million compared to the original funding allocation of £34.506 million.
8. A more detailed post implementation review of key capital projects has been undertaken by relevant Officers in accordance with the Capital Strategy and a summary of the scheme progress is also identified in Appendix A.

New Scheme Bids

9. Cabinet has considered, in line with the Capital Strategy, all new bids for capital investment before making recommendations to Council.
10. It should be recognised that the Council has finite resources and there are competing pressures and affordability issues that need to be taken into account. The corporate focus of capital investment should align with the expectations of the approved Capital Strategy and accordingly there will be a need to:
 - (a) invest where the Council has a statutory, contractual or safety obligation including unavoidable requirements emanating from the Council's approved Corporate Asset Plan;
 - (b) invest in discretionary schemes which meet Business Plan priorities;
 - (c) invest in schemes which provide value for money (i.e. invest to save) provided they are consistent with Business Plan priorities.

11. The schedule of capital programme bids for new projects (i.e. over and above those needed for continued operational purposes, or that form part of a rolling programme) is attached at [Appendix B](#).
12. The capital bids have been subject to the completion of a business case in accordance with the Capital Strategy. This covers, amongst other things, project risks, resource implications and compliance with the key priorities of the Council. The bids, summarised at [Appendix B](#), are considered to fall into the following categories:
 - (1) Legally/contractually unavoidable;
 - (2) Essential for health and safety reasons;
 - (3) Support Business Plan objectives;
 - (4) Benefit from external funding opportunities; and
 - (5) “Invest to Save” projects (for which regard should be given to the length of the investment payback period).
13. The schedule of new bids includes additional funding for Business Plan priorities of (i) £545,000 in 2020/2021 for essential investment in footpath lighting upgrades given the level of need and energy consumption benefits (topping up an existing allocation of £750,000 from this source) and (ii) £1.3 million for a range of energy efficiency and green energy measures at South Cambridgeshire Hall. There is an uncommitted balance of **£3.425 million** in the established Renewables Reserve which could be used for these projects, subject to a detailed report to Cabinet on the scheme proposals, options, timescales and costings.

Investment Strategy

14. An updated Investment Strategy was considered by Cabinet, at its meeting on 2 October 2019, and has been recommended to Council for approval. The Strategy sets out how the Council determines its capital investment priorities and the updated version identifies the sum of £340 million in the period 2019/2020 to 2023/2024 for potential investment in the following streams:

Stream 1: Prime and close to prime commercial real estate investment let on long leases to good covenants which will provide a secure long-term income over and above their ability to pay back the purchase price debt;

Stream 2: Investment which can generate regeneration or economic development benefits as well as positive financial returns for the Council (e.g. energy storage projects or investments with regeneration benefits);

Stream 3: Investment partnerships with third party developers to deliver new homes (subject to completion of the Members Agreements).

15. The projection of likely investments in all three streams as follows:

Funding Allocation	2019/2020 £'000	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000
Stream 1	40,000	60,000	80,000	100,000	120,000
Stream 2	10,000	20,000	30,000	40,000	50,000
Stream 3	-	42,500	85,000	127,500	170,000
Totals	50,000	122,500	195,000	267,500	340,000

Vehicle, Plant and Equipment

16. The renewal of vehicles, plant and equipment, including IT equipment, has relied on capital programme bids and funding. As an alternative, a Renewal and Repairs (R&R) Fund could be established for the purpose of defraying expenditure to be incurred from time to time in repairing, maintaining, replacing and renewing buildings, works, plant or equipment belonging to the Council. This would require annual revenue contributions to the R&R Fund to equalise costs over the life of the asset. A similar arrangement could apply to IT replacement systems by establishing a Software Fund with annual contributions set to meet the cost of replacement software systems.
17. It is proposed that, in preparing the 2020/2021 revenue budget, such Funds are established with revenue contributions built into the budget rather than recourse to borrowing and its associated costs. The extent to which this can be achieved will depend on the extent of savings achieved and other funding pressures that will impact on the delivery of a balanced budget.

Capital Programme Financing

18. Council will need to rely on borrowing to fund capital investment going forward and this has a direct impact on the revenue budget. The level of borrowing is clearly a factor that needs to be considered by the Council, but excessive borrowing must be considered with caution as repayment of any loans would fall on Council Tax, at a time when significant budgetary savings must be made to avoid an unacceptable increase in Council Tax or reductions in key services.
19. The ability to generate capital receipts to contribute to the capital programme funding is very limited and relates entirely to HRA right to buy sales, with only £25,000 currently forecast for 2020/2021. It would not be prudent, given uncertainty in terms of timing and the planning framework, to include them in projections at this time.
20. In determining its Capital Programme, the Council must comply with the regulations relating to the Prudential Framework for Capital Finance in local authorities and related prudential indicators, i.e. is it prudent, affordable (in Council Tax terms) and sustainable (in the Medium Term). Due regard should, therefore, be given to:
 - (i) The estimate of available capital finance (from borrowing and capital receipts if any) needed to cover existing committed schemes and any residual sum available for uncommitted and future priority schemes;
 - (ii) The estimate of capital finance resource becoming available in the ensuing four years for uncommitted schemes and new priority schemes (e.g. from external borrowing, forecast new capital receipts (if any) or external funding);
 - (iii) The estimated revenue implications (estimated at £55,000 per year per £1 million borrowed over 25 years) of the proposed total programme and impact on Council Tax in terms of affordability.
21. Consequently, the number of new priority capital schemes which can be approved at each annual review of the programme will be limited by these affordability factors.

22. To enter into excessive long term borrowing would only exacerbate the position and, on this basis, it is strongly recommended that the Council carefully considers the level of capital investment.
23. The Capital Programme is prepared on a five year rolling programme. As such Cabinet/Council in February 2020 will be considering the programme for the 2020/2021, 2021/2022, 2022/2023, 2023/2024 and 2024/2025 financial years.
24. In the event that all new bids in **Appendix B** are eventually approved, and new borrowing is required for those schemes not financed from Earmarked Reserves (totalling £731,100), the additional cost of the capital programme in 2020/2021 will be **£145,000** (reflecting the relatively short-term life of the assets). This is in addition to the borrowing required for the existing capital scheme approvals for 2020/2021 (i.e. £32.903 million) at an estimated revenue cost of **£1.085 million**.
25. The total additional cost to revenue for the borrowing costs of the full capital programme (including existing approvals plus the above new bids) is **£1.23 million** in 2020/2021. Additional borrowing for the purposes of the revised Investment Strategy (over and above the £20 million per annum in the approved capital programme) will have an estimated revenue cost of £2.72 million in 2021/2022 (if acceptable property investments are identified and commitments made), bringing the total borrowing costs to be met from revenue to £3.95 million for this period. This will be offset by the revenue returns from the property investment portfolio.

Options

26. The option exists of not approving new capital funding bids.

Implications

27. In the writing of this report, taking into account the financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Policy

28. The Council has two policies which underpin the Capital Programme, namely the Capital Investment Strategy and the Medium Term Financial Strategy (MTFS). The former provides the framework for the evaluation, approval and monitoring of capital schemes and this includes a requirement for an annual report each September relating to schemes completed in the previous financial year. The MTFS provides the framework for funding the Capital Programme and, in line with good practice, no capital scheme can be authorised and no commitment made until:
 - Capital finance is in place to cover the full capital costs; and
 - It has been determined by Council that the ongoing revenue cost consequences are affordable in the light of forward three year Revenue Budget forecasts and related Council Tax consequences.
29. The Capital Strategy was approved by Council at its meeting on 21 February 2019 and provides the framework for submitting and considering new bids and for reviewing the performance of schemes in the approved programme.

30. Specifically, it is appropriate to submit an annual report (as part of performance monitoring arrangements) in respect of capital schemes that have reached practical/substantial completion in terms of whether or not the scheme has met the objectives and, where appropriate, relevant performance measures.

Legal

31. The Council is not legally required to have a Capital Programme but from time to time legally unavoidable schemes, such as those relating to Health and Safety, are required for which the Council has to identify an appropriate source of funding.
32. The Local Government Act 2003 introduced the Prudential Code which requires the Council to agree and comply with a number of Prudential Indicators that underpin the Council's capital investment demonstrating that the investment is prudent, sustainable and affordable.

Resource Implications

33. The net budget for the capital programme will need to be financed from the Council's resources (e.g. capital receipts), revenue financing or, primarily, by borrowing. The borrowing costs are approximately £55,000 per year for every £1 million borrowed and these borrowing costs will need to be factored into the revenue budget when preparing the Medium Term Financial Strategy.
34. Full Council, at its meeting on 21 February 2019, approved new schemes for inclusion in the General Fund capital programme for the period 2019/2020 to 2023/2024 and also the re-profiling of the existing programme. The full programme is summarised in the table below:

Capital Programme: General Fund	2019/2020 £million	2020/2021 £million	2021/2022 £million	2022/2023 £million	2023/2024 £million
Expenditure					
Housing Services	2.380	2.380	2.380	2.380	2.380
Health & Environmental Services	0.721	0.462	0.741	0.486	0.734
Corporate Services	20.753	25.053	20.142	20.153	20.153
Planning Services	-	-	-	-	-
Advances to Housing Company	12.507	12.689	-	-	-
Total	36.361	40.584	23.263	23.019	23.267
Funding					
Capital Receipts	1.698	1.284	1.373	1.384	1.384
Grants/Contributions	2.156	6.397	1.448	1.293	1.218
Borrowing	32.507	32.903	20.442	20.342	20.665
Total	36.361	40.584	23.263	23.019	23.267

35. The outturn in relation to the 2018/2019 Capital Programme, reported to Cabinet on 2 October 2019, identified an expenditure underspend of £7.316 million and equivalent financing underspend. This is shown in the table below:

	Revised Budget £ million	Outturn £ million	Variance £ million	C/F
Housing Services	2.212	1.063	(1.149)	0.030
Health & Environmental Services	0.921	0.976	0.055	0.052
Corporate Services	0.839	0.678	(0.161)	0.330
Planning Services	0.080	0.071	(0.009)	0
Advances to Housing Company	28.054	23.147	(4.907)	4.907
CLIC Investment	2.400	1.255	(1.145)	1.145
Expenditure	34.506	27.190	(7.316)	6.464
Capital Receipts	1.702	1.773	0.071	
Revenue (Inc. Reserves & HRA)	0.690	0.299	(0.391)	
Contributions (Inc. Section 106)	0.814	0.716	(0.098)	
Borrowing (Internal & External)	31.300	24.402	(6.898)	
Funding	34.506	27.190	(7.316)	

36. There is a need to update the capital programme to take into account the roll-over of funding from 2018/2019 to 2019/2020, the updated Investment Strategy, other amendments to the phasing of work and to include the proposed new bids. The revised programme is reproduced at [Appendix C](#).

Risk Implications

37. The main risks associated with the capital programme are that budgets are not adequate, leading to over spend and the financial implications arising from this or that the schemes will not meet the desired objectives.
38. The future aspirations for capital schemes must be affordable (i.e. there is identified capital resource to fund schemes) and capital budgets must be adequate to avoid over spending with consequent financial implications.

Environmental Implications

39. There are no environmental implications arising directly from the report. A number of the proposed bids would have environmental impacts that would be considered prior to implementation.

Equality Impact

40. The report is exclusively a support or administrative process and has no direct relevance to the Council's duty to promote equality of opportunity, promote good relations and eliminate unlawful discrimination. Individual bids may have specific equality impacts. For example, the highways bid would include improvements to street lighting and footways that would directly benefit people with restricted mobility.

Background Papers

Where the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require documents to be open to inspection by members of the public, they must be available for inspection:

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

The following documents are relevant to this report:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 November 2018
- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 21 February 2019
- General Fund Revenue & Capital Budget Provisional Outturn – Report to Cabinet: 2 October 2019
- Investment Strategy – Report to Cabinet: 2 October 2019

Appendices

- A Completed Capital Projects 2018/2019: Performance
- B Capital Programme – New Bids
- C Updated Capital Programme 2019/2020 – 2023/2024

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Appendix A

Completed Capital Projects [General Fund]: Performance - 2018/2019 Projects

Capital Funded Projects: Housing Services	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?
Social Housing Grants	502	50	YES	YES	YES
Home Repairs Assistance	100	76	YES	YES	YES
Disabled Facilities - Mandatory	490	564	YES	YES	NO
Disabled Facilities - Discretionary	10	10	YES	YES	YES
General Fund Housing Refurbishments	10	34	YES	YES	NO
Sheltered Properties - Repurchase	1,100	329	YES	YES	YES
TOTAL	2,212	1,063			

Lead Officer
Julie Fletcher
Geoff Clark

Capital Funded Projects: Health & Environmental Services	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?
Refuse Collection Vehicles	846	846	YES	YES	YES
Waterbeach Depot Solar Panels		36 *			
Underground Bins		11 *			
Land Drainage Trailer	8				
Pavement Street Sweepers	67	67	YES	YES	YES
Noise Monitoring Equipment		16 *			
TOTAL	921	976			

Lead Officer
Trevor Nicoll
Trevor Nicoll
Trevor Nicoll
Pat Matthews
Trevor Nicoll
Jane Hunt

Capital Funded Projects: Advances to Housing Company	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?
Housing Company: Advance Funding	28,054	23,147	YES	YES	YES
TOTAL	28,054	23,147			

Lead Officer
Duncan Vessey

Capital Funded Projects: Corporate Services	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
PC Refresh Programme	15	13	YES	YES	YES	Alex Young
Financial Management System (FMS)	130	109	YES	YES	YES	Peter Maddock
Revenues/Benefits System	28	45	YES	YES	NO	Dawn Graham
Environmental Health System		29 *				Jane Hunt
Housing Management System		125 *				Geoff Clark
Yotta Waste Management System		150 *				Trevor Nicoll
Income Management System		9 *				Katie Kelly
Desktop Transformation Programme	180	180	YES	YES	YES	Susan Gardner-Craig
Customer Portal to Website	15	7	YES	YES	YES	Sonia Constant
Secure Storage Facility at SC Hall	30	-]			Phil Bird
Fire Escape Enclosures	50	-] Projects deferred pending further review of priority requirements.			Phil Bird
Planning Service: Adoptions for Flexible Working	28	-] review of priority requirements.			Phil Bird
Ground Floor Adaptations	363	11]			Phil Bird
TOTAL	839	678				

Capital Funded Projects: Planning Services	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
ICT New Planning System	80	71	YES	YES	YES	Stephen Kelly
TOTAL	80	71				

Capital Funded Projects: CLIC Investment	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
CLIC Investment	2,400	1,255	YES	NO	YES	Peter Maddock
TOTAL	2,400	1,255				

* Residual costs associated with original capital programme projects/essential capital investment.

Capital Projects – Scheme Progress/Post Implementation Review

REVIEW OF SCHEMES: HOUSING GRANTS

This includes Private Sector Housing Grants including Disabled Facilities Grants (DFGs). The budget was overspent by £74,000 relating to DFGs and underspent by £24,000 in relation to home assistance grants; the overall position being an overspend of £50,000. The Council did, however, receive additional funding of £80,000 at the end of 2018/2019 so in reality a carry forward of £30,000 is appropriate. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £30,000 be carried forward to 2019/2020 for this purpose.

REVIEW OF SCHEMES: SHELTERED PROPERTIES - REPURCHASE

This relates to the re-purchase of General Fund sheltered properties. An allocation is identified in the capital programme each year, but it is unknown how many will occur. There were not as many as expected leading to an underspend and the allocation for 2019/2020, in the sum of £1.1 million, is deemed adequate. There is, therefore, no requirement to carry forward funding from 2018/2019 to 2019/2020. The Service Area have usefully provided the following additional information in relation to the project:

Project Brief: The project has derived a profit from the properties that are on the old lease and are ring fenced to be resold after they have surrendered; these are all 75% share leases. The Council buy the properties back, carry out void works to make the property marketable and then sell. A profit is generated because the Council is spending money to increase the desirability of these homes. The amount of void works completed depends on the condition of the property at time of surrender, sometimes they are negligible and other times the kitchen/bathroom/heating etc may need to be replaced. The length of time between buy back and resale usually has a positive influence on sale price due to upward trend of property prices and market forces in this district. The current figures are as follows:

Total profit generated for year 2018/2019 = £125,020

For the first quarter of 2019/2020: April to June 2019 = **£72,688** profit from 3 sales after cost of void works, estate agents and legal fees. To break that down further, a total of £3,442 was spent on void works between these 3 properties.

For the second quarter: July to Sept 2019 = **£12,150** profit from 1 sale after above costs deducted.

For the third quarter (based upon current projections): October to December 2019 – Projected profit of **£6,930** from one house sale, currently with legal to complete. 4 further properties are in the pipeline at surrender stage.

Total profit generated for 2019/2020 so far = £91,768.

Please note that this project is time limited. There are roughly 30 properties remaining on old style leases, and there is a commitment to buy the properties back; once these are exhausted the project comes to an end. There is the potential to enter the market and buy properties back that have transferred to the new leases when they are being surrendered but this will have to be a more commercial approach.

REVIEW OF SCHEMES: HEALTH & ENVIRONMENTAL SERVICES

The Health and Environmental Services budget is provided in the main for vehicle replacements for the waste and street cleansing fleet. This was overspent when compared to the revised budget mainly due to the installation of solar panels at the Waterbeach Depot and the purchase of noise monitoring equipment. There was also an order placed during February 2019 for additional tail lift vehicles but not delivered until April 2019. The cost of this acquisition in the sum of £52,000 needs to be carried forward into 2019/2020 but in any event is funded from Earmarked Reserves. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £52,000 be carried forward to 2019/2020 for this purpose.

REVIEW OF SCHEMES: CORPORATE SERVICES

The Corporate Support Services budget includes ICT projects and Capital works at the Camborne offices. Overall budgets were underspent by £161,000. The underspend on the Camborne offices was £460,000, with an overspend on ICT projects of £299,000. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £330,000 be carried forward to 2019/2020 due to slippage in the existing approved capital programme to enable priority office refurbishment projects in relation to South Cambridgeshire Hall to be completed.

REVIEW OF SCHEMES: ADVANCES TO HOUSING COMPANY

It was expected that £28,054 million would be advanced to Ermine Street Housing Ltd, the Council's wholly owned subsidiary. In the event £23,147 million was actually advanced as the number of properties acquired in the second half of 2018/2019 was lower than expected. These loan advances count as Capital Expenditure as they are for a specific purpose and, as such, the unspent allocation should be carried forward into 2019/2020. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £4.907 million be carried forward to 2019/2020 to complete the programme.

REVIEW OF SCHEMES: CLIC INVESTMENT

The Council has been providing loan finance for the creation of an Ice Rink in the sum of £2.4 million. It was expected that the rink would be complete during 2018/2019 but, in the event, it did not complete until the summer of 2019. The outstanding amount of £1.145 million needs to be carried forward into 2019/2020 to enable the commitment to the project to be met. Cabinet, at its meeting on 2 October 2019, recommended to Council that the sum of £1.145 million be carried forward to 2019/2020 to ensure that the funding commitment to the project can be met.



Capital Budget Planning 2020-2024

Summary of New Funding Bids

New Capital Bids	2020/2021 £	2021/2022 £	2022/2023 £	2023/2024 £
Waste Service: Vehicle Costs Modelling has determined that new vehicles will be required in 2020/2021, 2021/2022 and 2023/2024 to meet the growth in new households and essential replacement programme. This is a shared service with replacements programmed equally between the partner Council's. The cost is based upon the proposed acquisition of electric vehicles, with higher initial costs but reduced revenue costs.	375,000	-	-	375,000
Upgrade AV and Delegate Systems The current facilities are in a legacy state; two of the ceiling mounted projectors have failed, and the remaining projector has a 4:3 ratio for presentations. The hearing aid loop system also needs to be replaced as it suffers from wireless interference. Management systems for controlling equipment and lighting in the Council Chamber are also recommended for efficient staging of meetings.	150,000	-	-	-
Human Resources: New IT System This relates to the apportioned cost of the new human resources software system to this Council. Transfer to the new platform will enhance efficiency, reduce costs and improve the way the service can support the organisation.	115,500	-	-	-
IT Investment: Other Projects <ul style="list-style-type: none">• Data Centre Generator• Data Centre Capacity Growth• Business Analytics Service• Replacement WIFI Access Points This relates to the cost of replacement equipment to support the ICT Service at the Council and to provide resilience in the event of an extended power cut, provide for the expected growth within the data centre and ensure compliance with Public Service Network requirements.	16,000 14,000 3,800 6,800	- - - -	- - - -	- - - -

Footway Lighting	545,000	-	-	-
A review of the structural condition of the current footway lighting stock has been concluded and the total cost of the project to replace the stock of 1,800 footway lights to LED provision is £1.295 million, of which £750,000 has been identified for funding from the Renewables Reserve. If supported, it is proposed that the balance of funding, in the sum of £545,000, is also met from the Renewables Reserves, rather than identified as a capital programme bid and included in Budget Setting Reports to Cabinet/Council in February 2020. The investment will result in reduced ongoing maintenance costs to the Council and reduced energy usage, with savings to Parish Councils.				
South Cambs Hall: Energy Efficiency	1,300,000	-	-	-
The approved Business Plan identifies the Theme "Green to Our Core" as one of four key organisational priorities. This includes the commitment to reach zero net carbon by 2050 and to reduce the environment and carbon footprints of the Council's property assets. Energy efficiency and green energy measures have been developed for South Cambridgeshire Hall, including Ground Source Heat Pump, solar canopies in the car park, internal LED lighting upgrades, electric vehicle charging points and chiller modifications and enhancements. The proposals deliver a positive payback from the investment, estimated at £79,700 per annum (a payback period of 16.3 years). If supported, it is proposed that the funding of the scheme is met from the Renewables Reserves, rather than identified as a capital programme bid and included in Budget Setting Reports to Cabinet/Council in February 2020.				
Business Plan Priorities: Other Projects	50,000	-	-	-
There is a commitment to reduce paper consumption without compromising effective working arrangements. This will require investment in technology to ensure effective access to information.				
TOTAL	2,576,100	-	-	375,000