



Report To: Cabinet 7 December 2020

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

Lead Officer: Peter Maddock, Head of Finance

Capital Programme Update and New Bids

Executive Summary

1. To report to the Cabinet on the performance of the Council's Capital Programme during 2019/2020 and to consider the new Capital Programme bids from 2021/2022.
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. That Cabinet is requested to consider the report and, if satisfied, to:
 - (a) Acknowledge the performance achieved in relation to the Capital Programme schemes substantially completed in 2019/2020, summarised at Appendix A in the report.
 - (b) Consider the capital programme bids for new projects outlined in the report at Appendix B and to determine whether to approve the new capital schemes.
 - (c) Recommend to Full Council the revised capital programme for the period 2020/2021 to 2025/2026, at Appendix C for the General Fund and at Appendix D for the Housing Revenue Account, to reflect the new scheme bids, amendments to the programme and the reprofiling of expenditure identified in the report.

Reason for Recommendation

4. To enable the Cabinet to consider the outturn performance of the Council's Capital Programme in 2019/2020, new capital project bids for 2021/2022 and the updated capital programme incorporating new items and reprofiling of expenditure.

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 2019/2020

6. A summary of the performance achieved in relation to the Capital Programme schemes (excluding rolling programmes) substantially completed in 2019/20 is detailed in **Appendix A**.
7. In summary, the Cabinet will note that, in many cases, schemes that commenced on time were completed on time and in budget. It is relevant, however, that there was an expenditure under-spend of £1.928 million and equivalent financing underspend in relation to the approved 2019/2020 Capital Programme, with outturn expenditure of only £42.301 million compared to the original funding allocation of £44.229 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. It is appropriate for Cabinet to consider, 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**. The 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 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).

Investment Strategy

12. An updated Investment Strategy was approved by Council at its meeting in November 2019. The Strategy sets out how the Council determines its capital investment priorities and, of the identified sum of £340 million, £314.6 million is due for spend between 2020/2021 to 2024/2025 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).

13. The economic conditions caused primarily by the Coronavirus pandemic has had an impact on investment confidence, with much caution with long term property investment commitments. In reviewing the capital programme it is appropriate to consider the projection of likely investments in all three investment streams and a more realistic allocation of funding is as follows:

Funding Allocation	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Stream 1	19,000	20,000	20,000	20,000	13,600
Stream 2	14,000	48,000	11,000	12,000	7,000
Stream 3	18,000	29,000	37,000	38,000	9,000
Totals	51,000	97,000	68,000	69,000	29,600

Capital Programme Financing

14. The 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.
15. The ability to generate capital receipts to contribute to the capital programme funding is limited and relates entirely to HRA right to buy sales, with only £200,000 currently forecast for 2021/2022. It would not be prudent, given uncertainty in terms of timing and the planning framework, to include them in projections at this time.
16. 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.
17. 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.
18. 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.
19. The Capital Programme is prepared on a five-year rolling programme. As such Cabinet/Council in February 2021 will be considering the programme for the financial years 2021/2022 through to 2025/2026.
20. 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 £800,000), the additional cost of the capital programme in 2021/2022 will be **£44,000** (reflecting the relatively short-term life of the assets). This is in addition to the borrowing required for the existing capital scheme approvals for 2021/2022 (i.e. £99.5 million) at an estimated revenue cost of **£3.49 million**. This is based on an interest rate of 1.5% but the Council is currently able to borrow at significantly lower rates.

21. The total additional cost to revenue for the borrowing costs of the full capital programme (including existing approvals plus the above new bids) is **£3.534 million** in 2021/2022.

Capital Programme Monitoring

22. Full Council, at its meeting on 20 February 2020, approved new schemes for inclusion in the General Fund and HRA capital programme for the period 2020/2021 to 2024/2025 and also the re-profiling of the existing programme.
23. The full General Fund capital programme, approved by Council in February 2020, is summarised in the table below:

General Fund Capital Programme	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Gross Directorate Budgets:					
• Corporate Services	98,632	72,799	72,814	72,804	304
• Health & Environmental	2,206	1,389	1,051	1,188	650
• Housing (General Fund)	1,829	3,905	5,305	11,305	1,305
• Advances to Housing Company	16,603	0	0	0	0
Gross Total	119,270	78,093	79,170	85,297	2,259
Financed By:					
• Grants/Contributions	1,319	4,031	5,191	10,855	1,054
• Revenue	4,133	860	766	1,044	418
• Capital Receipts	1,031	702	713	713	787
• Borrowing	112,787	72,500	72,500	72,685	0
Total Financing	119,270	78,093	79,170	85,297	2,259

24. The full HRA capital programme, approved by Council in February 2020, is summarised in the table below:

HRA Capital Programme	2020/20 21 £'000	2021/20 22 £'000	2022/20 23 £'000	2023/20 24 £'000	2024/20 25 £'000
Gross Directorate Budgets:					
• Existing Stock Improvements	7,158	6,985	7,124	7,267	7,412
• Other Improvements	70	70	70	70	70
• New Build	26,871	18,906	4,911	11,200	11,200
• Other	429	341	341	466	466
Gross Total	34,528	26,302	12,446	19,003	19,148
Financed By:					
• Grants/Contributions	1,145	350	550	550	550
• Direct Revenue Financing	15,149	8,798	60	6,136	7,363
• Capital Receipts	6,366	8,122	6,122	3,750	3,090
• Major Repairs Reserve	6,868	7,032	5,714	8,567	8,145
• Borrowing	5,000	2,000	-	-	-
Total Financing	34,528	26,302	12,446	19,003	19,148

25. There is a need to update the capital programme to take into account amendments to and the re-phasing of the 2020/2021 and future year schemes following ongoing monitoring of project progress and factors influencing the timing of deliverability.
26. The table below sets out a summary of the revised General Fund Capital Programme with an explanation of the key variations.

General Fund Capital Programme	2020/20 21 £'000	2021/20 22 £'000	2022/20 23 £'000	2023/20 24 £'000	2024/20 25 £'000
Gross Directorate Budgets:					
• Corporate Services	2,024	1,714	275	34	68
• Finance	51,200	97,269	68,220	69,200	29,800
• Transformation	180	307	104	104	104
• Health & Environmental	2,239	2,415	1,835	2,053	1,490
• Housing (General Fund)	1,435	4,596	5,425	11,325	1,325
• Planning	15	-	-	-	-
• Advances to Housing	13,824	3,288	-	-	-

Company					
Gross Total	70,917	109,589	75,859	82,716	32,787
Financed By:					
• Grants/Contributions	717	5,201	5,635	11,160	1,710
• Revenue	10,520	2,162	1,226	1,746	632
• Capital Receipts	1,856	1,938	998	810	845
• Borrowing	57,824	100,288	68,000	69,000	29,600
Total Financing	70,917	109,589	75,859	82,716	32,787

Key variations can be summarised as follows:

- (a) Lending to Ermine Street Housing has been rephased with the final amounts required to reach 500 properties being lent during quarter 1 of 2021/2022.
 - (b) The remaining amounts of the Investment Strategy allocation from 1 April 2020 (£314.6 million) have been rephased over the life of the programme with £45 million being re-profiled from 2020/2021 to future years with the programme ending in 2024/2025 a year later than originally profiled in the previous capital programme.
 - (c) Reprofiled of some of the allocation made in 2020/2021 for the Greening of South Cambs Hall and the Parish Maintained Street lights into 2021/2022 in recognition of delays to the programme.
 - (d) Reprofiled of a number of other smaller capital budgets due to delays including the Telephony Project, New Housing, Environmental Health and Shared Waste systems and Air Quality monitoring equipment.
 - (e) Inclusion on the new bids listed at **Appendix B**.
 - (f) On the financing side borrowing is required to finance the remaining lending to Ermine Street and the Investment Strategy.
27. Details of the full General Fund Capital Programme from 2020/2021 (current year) to 2025/2026, incorporating new scheme bids, is shown at **Appendix C**.
28. The table below sets out a summary of the revised HRA Fund Capital Programme with an explanation of the key variations.

HRA Capital Programme	2020/2021 £'000	2021/2022 £'000	2022/2023 £'000	2023/2024 £'000	2024/2025 £'000
Gross Directorate Budgets:					

• Existing Stock Improvements	8,769	7,293	7,122	7,265	7,410
• Other Improvements	70	70	70	70	70
• New Build	11,659	22,326	15,173	10,200	10,200
• Other	250	250	250	250	250
Gross Total	20,748	29,939	22,615	17,785	17,930
Financed By:					
• Grants/Contributions	1,045	450	400	400	350
• Direct Revenue Financing	8,840	13,191	5,099	5,256	6,307
• Capital Receipts	3,100	7,499	7,084	4,880	3,800
• Major Repairs Reserve	7,763	6,799	7,032	7,249	7,473
• Borrowing	-	2,000	3,000	-	-
Total Financing	20,748	29,939	22,615	17,785	17,930

Key variations can be summarised as follows:

- (a) Budgets for improvements to existing stock are reprofiled each year in line with requirements. The allocation is high in 2020/2021 revised due to amounts carried over from 2019/2020.
- (b) The Housebuilding programme allocations are reprofiled regularly. The previously unallocated amount in 2020/2021 has now been allocated or reprofiled into 2021/2022 where amounts are not expected to be spend in this financial year.
- (c) On the financing side borrowing was originally expected to be required in 2020/2021 for HRA schemes but due to slippage this is now not expected until 2021/2022.

29. Details of the full HRA Capital Programme from 2020/2021 (current year) to 2025/2026, incorporating new scheme bids, is shown at **Appendix D**.

Options

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

Implications

31. 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

32. 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.
33. The Capital Strategy was approved by Council at its meeting on 20 February 2020 and provides the framework for submitting and considering new bids and for reviewing the performance of schemes in the approved programme.
34. 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

35. 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.
36. 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

37. 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.
38. The report outlines a range of new scheme bids, proposed amendments to the programme and the re-profiling of expenditure. The revised programme for the period 2020/2021 to 2025/2026 in relation to General Fund projects is

reproduced in full at **Appendix C** and in relation to HRA projects at **Appendix D**.

Risk Implications

39. The main risks associated with the capital programme are that budgets are not adequate, leading to overspend and the financial implications arising from this or that the schemes will not meet the desired objectives.
40. 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 overspending with consequent financial implications.

Environmental Implications

41. 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

42. 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 – Cabinet: 4 December 2019

- Budget Report – Report to Cabinet: 5 February 2020
- Budget Report – Report to Council: 20 February 2020
- General Fund Revenue & Capital Budget Provisional Outturn – Report to Cabinet: 2 September 2020
- Housing Revenue Account Revenue & Capital Budget Provisional Outturn – Report to Cabinet: 2 September 2020

APPENDICES

- A Completed Capital Projects 2019/2020: Performance
- B Capital Programme General Fund – New Bids
- C Updated General Fund Capital Programme 2020/2021 – 2025/2026
- D Updated HRA Capital Programme 2020/2021 – 2025/2026

REPORT AUTHORS: Peter Maddock – Head of Finance
e-mail: peter.maddock@scambs.gov.uk

Martin Lee – Housing Accountant
e-mail: martin.lee@scambs.gov.uk

David Hill – Accountant
e-mail: david.hill@scambs.gov.uk



South
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APPENDIX A

COMPLETED CAPITAL PROJECTS [GENERAL FUND]: PERFORMANCE - 2019/2020 PROJECTS

Capital Funded Project	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Network Security	10	0	NO	NO	-	Alex Young
Housing Management System	387	180	YES	NO	Ongoing	Geoff Clark
Financial Management System (FMS)	10	0	NO	NO	NO	Peter Maddock
Health & Environmental Services System	50	3	YES	NO	Ongoing	Trevor Nicoll
Waste Management System	150	102	YES	NO	Ongoing	Trevor Nicoll
Cash Receipting System	69	0	NO	NO	-	Katie Kelly
Desktop Transformation Programme	233	298	YES	YES	NO	Susan Gardner-Craig
Telephony Replacement	30	0	NO	On going	Ongoing	Clare Mapes
Secure Phone Payments	34	0	NO	NO	-	Katie Kelly
Other ICT	0	49	NO	NO	-	Steven Windsor
South Cambs Hall	248	251	YES	YES	NO	Lee Jones
Housing Company: Advance Funding	13,500	12,991	YES	NO	Ongoing	Duncan Vessey
CLIC Investment	1,145	1,145	YES	YES	YES	Peter Maddock
Investment Strategy	26,500	25,400	YES	YES	YES	Peter Maddock
Refuse Collection Vehicles	105	228	YES	YES	NO	Trevor Nicoll
Pavement Street Sweepers	67	67	YES	YES	YES	Trevor Nicoll
Mechanical Sweeper/Truck Replacements	79	24	YES	YES	YES	Trevor Nicoll
Air Quality Monitoring Equipment	100	0	NO	NO	Delayed	Jane Hunt
Northstowe Sports Pavilion	25	18	YES	On going	Ongoing	Kirstin Donaldson
GF Share of HRA Capital Expenditure	25	0	-	-	-	Peter Maddock

Sheltered Properties - Repurchase	500	822	YES	YES	NO	Geoff Clark
Home Repairs Assistance	100	121	YES	YES	NO	Julie Fletcher
Disabled Facilities Grants	862	602	YES	YES	YES	Julie Fletcher
TOTAL	44,229	42,301				

REVIEW OF COMPLETED SCHEME: [PROJECT]

Network Security: Due to the work involved to complete the Internet Service Provider (ISP) migration from CPSN (Virgin Media) to Eastnet (MLL), there was a delay in commencing the network security project.

Housing Management System: There have been some delays to the project and rent accounting element of the system has been delayed further as the staff involved have been delivering the Covid business grants schemes.

Environmental Health System: There have been some delays to the implementation programme which should be complete during 2020/2021.

Waste Management System: There have been some delays to the implementation programme which should be complete during 2020/2021.

Cash Receipting System: There has been a delay to the implementation of the new income management system due to the availability of a Project Manager. The project has, however, now commenced.

Desktop Replacement Programme: The programme completed toward the end of 2019/2020 but over budget, this overspend was funded from underspends elsewhere.

Secure Phone Payments: This will follow the telephony replacement project, which has now commenced.

Ermine Street Housing: Purchases in quarter 4 of 2019/2020 were less than expected hence the underspend. It is expected that the 500 homes target will not now be met until quarter 1 of 2021/2022 so the budget will be reprofiled accordingly.

Investment Strategy: Whilst the budget was underspent, the properties purchased were as expected. The underspend will be profiled into future years.

Air Quality Monitoring Equipment: Equipment was to be bought toward the end of 2019/2020 but this did not occur and the Covid response has meant this has been delayed further. This will be re-profiled as appropriate.

Disabled Facilities Grants: These are applications for grant funding and, as such, the Council is dependent upon residents applying or referrals through an Occupational Therapist. The budget was underspent last year due to fewer referrals than the budget assumed but the County funding for this can be applied to expenditure in future years.

**COMPLETED CAPITAL PROJECTS [HOUSING REVENUE ACCOUNT]:
PERFORMANCE - 2019/2020 PROJECTS**

Capital Funded Project: Improvements to Existing Stock	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Water / Drainage Upgrades	81	61	YES	YES	YES	Wayne Newman
Drainage Upgrades	310	196	YES	YES	YES	Wayne Newman
Disabled Adaptations	866	894	YES	YES	NO	Wayne Newman
Change of Tenancy - Capital	500	889	YES	YES	NO	Wayne Newman
Rewiring	325	36	YES	NO	On going	Wayne Newman
Heating Installation	1,520	306	YES	NO	On going	Wayne Newman
Electrical Heating Replacement	500	773	YES	YES	NO	Wayne Newman
Energy Conservation	386	41	YES	NO	On going	Wayne Newman
Estate Roads, Paths & Lighting	93	136	YES	YES	NO	Wayne Newman
Garage Refurbishment	53	0	NO	NO	Delayed	Wayne Newman
Parking/Garages	211	46	YES	YES	YES	Wayne Newman
Window Replacement	276	443	YES	YES	NO	Wayne Newman
Re-Roofing	455	525	YES	YES	NO	Wayne Newman
Full Refurbishments	200	199	YES	YES	YES	Wayne Newman
Structural Works	250	330	YES	YES	NO	Wayne Newman
Asbestos Removal	60	46	YES	YES	YES	Wayne Newman
Kitchen Refurbishment	723	433	YES	NO	On Going	Wayne Newman
Bathroom Refurbishment	282	202	YES	NO	YES	Wayne Newman
Fire Door Replacement Programme	180	0	NO	NO	Delayed	Wayne Newman
TOTAL	7,271	5,556				

Capital Funded Project: Other HRA Capital Spend	Funding Allocation £'000	Actual Cost £'000	Commenced on Time?	Completed on Time?	Completed within Budget?	Lead Officer
Shared Ownership Repurchase	415	508	Ongoing	Ongoing	Ongoing	Geoff Clark
Self-Build Vanguard - Up front HRA Land Assembly Costs	190	76	Ongoing	Ongoing	Ongoing	Uzma Ali
TOTAL	605	584				

REVIEW OF COMPLETED SCHEME: [PROJECT]

Improvements to Existing Stock: There have been delays to the heating programme, for example the Elm Court boiler replacement has yet to start. The parking and energy conservation schemes have seen planning approval delays. It has proved difficult to get a suitable contactor for the fire door replacement scheme. The kitchen replacement contractor went into administration. Where it becomes evident during the year that a particular programme will not spend its allocation funds are switched to other programmes. This does sometimes, however, become evident late in the financial year and, as such, there is insufficient time to make the necessary adjustments.

In addition, the time and budget monitoring does not lend itself as well to these programmes as it does to discreet schemes as the rolling nature means that an identified underspend is either switched to fund something else in the programme or carried forward to future years.

Flats: An overspend occurred here and this was financed from underspends in the previous category.

Pembroke Way, Teversham: There have been a number of delays with this scheme including a complete re-design it was still ongoing at the end of 2019/20 but is now complete.

High Street, Balsham: This scheme started late due to planning compliance issues and therefore completed late but was within budget.

Gibson Close, Waterbeach and Highfields, Caldecote: Both of these completed on time, although there was a small underspend on the former and a small overspend on the latter.

Housebuilding Programme: There are a number of schemes in the programme that are on-going some are ahead and some behind schedule. Overall though spending was above expectations as generally the programme was ahead of that predicted in February 2020.

Other HRA: Spend here is notoriously difficult to predict as they are set based on latest trends but, overall, there was a small underspend.



CAPITAL BUDGET PLANNING 2021-2025

SUMMARY OF NEW FUNDING BIDS

New Capital Bids	2021/2022 £	2022/2023 £	2023/2024 £	2024/2025 £
<p>Waste Service: Vehicle Costs</p> <p>Modelling has determined that new vehicles will be required each year 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.</p>	1,900,000	1,595,000	1,900,000	1,390,000
<p>South Cambs Hall Adaptions</p> <p>There are a number of backlog maintenance and refurbishment works required to the offices that have been identified by the consultants engaged to carry out a structural survey. These include the window curtain walling at both ends of the building, car park resurfacing and fire alarm replacement</p>	787,000	275,000	34,000	68,000
<p>Fraud Case Management System</p> <p>The current system needs replacing or enhancing to ensure continuity of evidence and compliance and improved day to day case management. It is possible that the current CIVICA Revenues and Benefits system may meet user requirements but further investigation is required.</p>		20,000		
<p>IT Investment: Transformation Related Projects</p> <ul style="list-style-type: none"> • Performance Management System • Complaints Management System • Customer Records Management • Open Process Module 	60,000	-	-	-
	90,000	-	-	-
	20,000	-	-	-
	25,000	-	-	-
<p>IT Investment: Other Projects</p> <ul style="list-style-type: none"> • Additional Compute Capacity 	23,000	-	-	-
TOTAL	2,905,000	1,890,000	1,934,000	1,458,000