

**27 January 2021**

<b>Report of</b>	<b>Chief Operating Officer</b>	<b>Author</b>	<b>Paul Cook</b> <input type="checkbox"/> <b>505861</b> <b>Mark Jarvis</b> <input type="checkbox"/> <b>282774</b>
<b>Title</b>	<b>Resetting the Capital Programme and the Capital Strategy</b>		
<b>Wards affected</b>	All		

## 1 Executive Summary

- 1.1 In the context of the national and local health and economic challenges posed by the pandemic and the wider financial position of the Council, this report resets the Capital Programme 2021/22 to 2024/25.
- 1.2 The report also sets out the capital strategy for 2021/22 to 2024/25.

## 2 Recommended Decision

- 2.1 To approve the revised capital strategy set out in Appendix A
- 2.2 To approve the additional capital programme set out in Appendix B.
- 2.3 To approve the additional schemes set out in Section 14 of this report.

## 3 Reason for Recommended Decision

- 3.1 To take forward continuing investment in Colchester, in the interests of regeneration and the health, social and economic wellbeing of residents and how they are housed, local businesses and the local economy, and the attractiveness of Colchester as a destination.

## 4 Alternative Options

- 4.1 A reduced Capital Programme would reduce the benefits investments will provide in the health and wellbeing of our town, impacting regeneration, the quality of services, the accessibility of housing and the state of the public realm, regeneration and economic recovery.

## 5 Background Information

- 5.1 The Capital Programme is the Council's long-term investment in land, buildings and other infrastructure and facilities, in accordance with the Council's Strategic Plan and in response to the needs of our residents.
- 5.2 The very significant economic and financial challenges faced by the Council are set out separately in the Council's 2021/22 Budget and Medium-Term Financial Forecast. They take account of available and lost income, partial but welcome government support and steps being taken to ensure, with help from the reserves this year and next, to deliver a

balanced budget. That budget takes account of the financing and repayment costs of the capital programme as well capital receipts and income generated by capital investment, housing, leisure and other commercial income. Where borrowing is needed it is over the medium to longer term and well within prudential indicators set out in the Budget papers, that help test affordability and risk.

5.3 These circumstances and past prudence allow the Council to continue to invest in an ambitious capital programme. The programme completes current capital projects - from the Mercury to Northern Gateway -and makes further investments in housing, leisure and community facilities. The programme as a whole helps economic recovery, creates or retains employment and improves our borough as a destination, for further investment and as a place to work, live or visit. The programme includes the 'Town Deal' that - if approved -will enable further investments in our public realm and town centre; invest in cycling and walking and young people; and help our most disadvantaged residents.

5.4 The Capital Programme accordingly includes:

- The Housing Investment Programme for the ringfenced Housing Revenue Account. This is around £40m a year for the next few years. The HIP will deliver a much-needed increase in our stock of housing at social rent levels. This will be achieved through acquisitions and building new properties. We will also carry out major repairs and improvements to our existing stock.
- Investment through the Revolving Investment Fund to secure the long-term development of Colchester and its economy.
- The Town Deal of up to £25m of government funding may lever in up to £75m of additional external investment. Accelerated funding of £1m has already been secured for improvements in the public realm at the Balcerne Gate and St Nicholas Square. Approval is awaited from the Ministry of Housing, Communities and Local Government for the full programme. As individual projects are approved by the Ministry of Housing, Communities and Local Government separate reports will be brought forward to the Cabinet.
- Improving Council services and fulfilling the Council's Carbon Commitment.

## **6 Overview**

6.1 Capital investment follows the strategic priorities of the Council - raising commercial income and creating long term development opportunities. The programme meets the short and longer-term regeneration needs of Colchester, as well as the health, social and economic wellbeing of residents, and how they are housed, the local economy and the attractiveness of Colchester as a destination.

6.2 Summaries of the new schemes are set out in section 14 of the report. Appendix B sets out the revised capital programme in its totality.

## **7 MTFF Consultation**

7.1 The cost of funding the recommended programme is provided for as set out in the 2021/22 Budget and later years MTFF paper.

7.2 The budget was further considered as part of the Task and Finish Group review of green waste collection charges, as a contribution to revenue and capital costs. Their recommendation not to implement charges was confirmed at the 19 August 2020 Cabinet.

- 7.3 The budget strategy and timetable has ensured that information is available for scrutiny and input from all Members.
- 7.4 Budget workshops were held on 4 August; 26 August; 5 October and 7 December 2020 so that all Members have had the opportunity to get a better understanding of the budget challenge and share their ideas and concerns.
- 7.5 The Shadow Portfolio Holder has been briefed and the Leader of the Opposition is able at any stage of the budget process to meet with officers to assist with consideration of any alternative budget proposals.
- 7.6 The normal statutory consultation with business ratepayers will take place on 9 February 2021.

## **8 Risk Management Implications**

- 8.1 Modelling has been undertaken with service managers to assess the potential range of impacts before adopting the assumptions described within the report.
- 8.2 Capital and construction projects have been affected by Covid-19, with delays and additional costs arising, with our contractors and their supply chain. Work has been disrupted by the national lock down, by supply chain shortages and by changes to working practices. To the extent possible these impacts have been taken into account in the updated Capital Programme, for costs and delays incurred and or expected, subject to robust defence of the Council's commercial position where appropriate.

## **9 Strategic Priorities and Recovery**

- 9.1 The new schemes will deliver the Council's strategic priorities and aid recovery in Colchester.

## **10 Financial implications**

- 10.1 As set out in the report.

## **11 Environmental and Climate Change Implications**

- 11.1 All budget measures are assessed for their likely environmental impact, reflecting the Council's commitment to be 'carbon neutral' by 2030. Environment and Climate Change is an essential cross-cutting theme in the Council's recovery planning, a core theme of the new Strategic Plan and a clear category of investment through the capital programme.

## **12 Equality and Diversity Implications**

- 12.1 Consideration will be given to equality and diversity issues in respect of budget changes proposed as part of the budget process. This will be done in line with agreed policies and procedures including production of Equality Impact Assessments where appropriate.


## **13 Other Standard References**

- 13.1 There are no direct Publicity, Human Rights, Community Safety or Health and Safety implications as a result of this report.


## 14 Reset Capital programme

### 14.1 Approved Schemes


#### CARBON REDUCTION

Electric Vehicle Recharging Points		
Charging infrastructure to support the upgrade to electric vehicles. Rowan House has been identified as the best location for this as the Shrub End depot requires significant electrical supply investment. Rowan House has already been pre-surveyed earlier in 2020 and it is believed the required number of chargers will be supported with the necessary infrastructure upgrades <i>Approved by Cabinet 23 November 2020</i>		
	£m	
Total Project Cost	0.114	
External Funding	0.014	
CBC funding	0.100	


Light Fleet Replacement	
Replacement of light fleet vehicles with an electric vehicle fleet, helping to fulfil the Council's carbon reduction commitment. Revenue implications will be met from existing budgets. <i>Approved by Cabinet 23 November 2020</i>	
	£m
Total Project Cost	0.726
External Funding	0.000
CBC funding	0.726




#### SERVICE IMPROVEMENT

Fleet Upgrade - Caged Tippers		
The current fleet of caged tipping vehicles are coming to the end of their contract hire over the next ten months: thirteen in September 2020, one in October 2020, four in April 2021 and three remain on spot hire (these can be replaced at any time), so for operational reasons the Council will need to purchase/contract hire replacement vehicles. <i>Approved by Cabinet 14 October 2020</i>		
	£m	
Total Project Cost	0.520	
External Funding	0.000	
CBC funding	0.520	

## INVEST TO SAVE


Leisure World pool view cameras		
Insert pool view cameras above and below water to improve safety and enable efficiencies at off peak times saving lifeguard costs of £65k pa. <i>Approved by Cabinet 23 November 2020</i>		
	£m	
Total Project Cost	0.120	
External Funding	0.000	
CBC funding	0.120	

Sports Park Signage	
Promote the visibility of new Sports Park by the installation of place making and wayfinding signage to raise awareness of the new facility with families. This will increase usage and generate additional income.	
Approved 23 November 2020 Cabinet	
	£m
Total Project Cost	0.100
External Funding	0.000
CBC funding	0.100




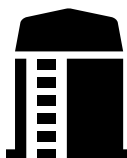
## 14.2 New Schemes


### CARBON REDUCTION

Rowan House Air Source Heat Pump & Ventilation		
The replacement of the main gas boilers for Rowan House (existing boilers now regularly suffering repairs and unable to source parts due to age of installation) plus connected renewal of the ventilation system to a Covid-safe system. This project will help fulfil the Council's carbon reduction commitment. External funding from Salix anticipated.		
Category: Carbon Reduction		
	£m	
Total Project Cost	0.500	
External Funding	0.500	
CBC funding	0.000	

### INVEST TO SAVE

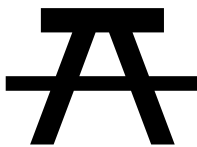
Leisure World conversion of artificial pitch		
Conversion of artificial pitch at Leisure World to a regional netball centre. Leisure World pitch is closed because the surface is at the end of its life.		
	£m	
Total Project Cost	0.250	
External Funding	0.000	
CBC funding	0.250	


<b>Colchester Northern Gateway wastewater improvements/pumping station</b>		
To avoid additional, ongoing repair costs to the existing inadequate facilities. It is intended the improved pumping station will be adopted by the water authority.		
	£m	
Total Project Cost	0.250	
External Funding	0.000	
CBC funding	0.250	


Sheepen Road retention payment		
The final contract payment for this project		
	£m	
Total Project Cost	0.020	
External Funding	0.000	
CBC funding	0.020	

### SERVICE IMPROVEMENT


Sports Park Recreational Play Equipment	
Introduction of recreational play equipment at Sports Park to enhance offer for families and encourage usage of the 76 acres across the summer especially. The Sports Park has fantastic formal sports facilities, but to drive secondary spend on catering and parking over the summer months when rugby is off site, we need to offer more for	


families with a trail of activities similar to Notley Country Park and Cudmore Grove		
	£m	
Total Project Cost	0.250	
External Funding	0.000	
CBC funding	0.250	


<b>Rowan House</b>		
The refurbishment of Rowan House will enable portions of the building to be rented to other organisations.		
	£m	
Total Project Cost	1.327	
External Funding	0.000	
CBC funding	1.327	


<b>Garrison Gym Playground</b>		
The project is to build a playground and multi-use games area. Money has been sourced through Section 106 to help build the site, but there is not enough funding. The project is part of the Planning Approved Scheme for the area.		
	£m	
Total Project Cost	0.306	
External Funding	0.221	
CBC funding	0.085	


## ECONOMIC RECOVERY


<b>Mercury Theatre Redevelopment additional costs</b>		
As part of the wider Mercury Rising £9.5m development, there have been unexpected archaeological finds leading to additional works. Extensive asbestos removal and additional fire regulation requirements have also added costs to the programme. The Arts Council England's Kickstart Capital Fund is providing £864k. The Council is providing matched funding.		
	£m	
Total Project Cost	1.245	
External Funding	0.864	
CBC funding	0.381	


<b>Queen Street Grow-on facility</b>		
Colchester Borough Council is in a long-term and ongoing process of bidding to SELEP’s Local Growth Fund (LGF) to secure funding for a new facility to aid the expansion of small businesses in the Creative, Digital and Tech sectors, responding to a long-standing market failure. The proposed scheme may include (subject to approval as part of the Town Deal project submission process and ultimate award of part or all of the £25m Town Deal) a digital working hub. A detailed report is to be submitted to 03 February 2021 RIF Sub-Committee.		
	£m	
Total Project Cost	5.678	
External Funding	4.778	
CBC funding	0.900	

Mercury Theatre landscape works		
To set the renovated theatre in a high quality landscape to maximise this attractive cultural asset. The project is funded by the £1m first release of the Towns Deal		
Category: Economic Recovery		
	£m	
Total Project Cost	0.350	
External Funding	0.350	
CBC funding	0.000	

St Nicholas Square		
To improve this attractive town centre location. The project is majority funded by the £1m first release of the Towns Fund		
Category: Economic Recovery		
	£m	
Total Project Cost	0.671	
External Funding	0.671	
CBC funding	0.000	

A12 Junction 28 Highways Works		
Complete this key development for the future of Colchester. Additional works required in partnership with Highways England and Essex County Council to progress Sports Park and later developments. Additional services and functionality to the pedestrian crossings.		
Category: Economic Recovery		
	£m	
Total Project Cost	0.350	
External Funding	0.000	
CBC funding	0.350	


Detailed Planning Colchester Northern Gateway		
To take forward this key element of the wider development of Colchester		
	£m	
Total Project Cost	0.575	
External Funding	0.000	
CBC funding	0.575	

Vineyard Car Park Lift replacement		
Replacement of the lifts within Vineyard car park. The lifts are continually problematic and are often out of service, impacting on visitor experience. Engineers are required to visit repeatedly.		
	£m	
Total Project Cost	0.130	
External Funding	0.000	
CBC funding	0.130	




## STRATEGIC PRIORITIES


St Mark's Community Centre	
Create a vibrant and much needed new Community Centre to serve Highwoods, as well as other newly established or prospective communities, such as the Rosewood and Northern Gateway developments, and in partnership with the Diocese. Funding includes an initial allocation provided in the 2020/21 capital budget. S106 developer contributions from the Northern Gateway development will now primarily be directed towards the Council's requirement for 30% affordable housing.	
	£m
Total Project Cost	1.500
External Funding	0.400
CBC funding	1.100





## HOUSING REVENUE ACCOUNT (HRA)


Housing Investment Programme		
The Housing Investment Programme for the ringfenced Housing Revenue Account. At around £40m a year for the next few years, this includes a much needed increase to our housing stock at social rent levels through acquisitions and building new properties, as well as major repairs and improvements to our existing stock.		
	£m	
Total Project Cost	40.292	
External Funding	0.000	
CBC funding within the Housing Revenue Account	40.292	

## ASSET IMPROVEMENT AND PROTECTION

Floating pontoon at Coast Road, West Mersea		
Improvement works to resolve damage caused by tidal erosion affecting the safe use of the floating pontoon at Coast Road, West Mersea.		
	£m	
Total Project Cost	0.086	
External Funding	0.000	
CBC funding	0.086	

Cemetery Extension – Summer House		
To provide a summer house in the new Cemetery extension area for the bereaved to use to shelter or rest when attending loved ones graves		
Category: Asset Improvement and Protection		
	£m	
Total Project Cost	0.030	
External Funding	0.000	
CBC funding	0.030	

Cemetery Grounds - Electric Gates		
To complete the works to instal electronic gates to the Cemetery grounds		
Category: Asset Improvement and Protection		
	£m	
Total Project Cost	0.030	
External Funding	0.000	
CBC funding	0.030	

Cemetery Grounds – Solar Lighting		
To replace the solar power lights in the Cemetery grounds.		
Category: Asset Improvement and Protection		
	£m	
Total Project Cost	0.020	
External Funding	0.000	
CBC funding	0.020	

## 14.3 Proposed Town Deal Schemes

*For information only at this stage subject to MHCLG approvals and partnership decisions on the delivery and programme governance for specific schemes*

<b>Balkerne Gate Phase 2</b>	
Public Realm work within main Town Deal Continues Phase 1 public realm scheme up to Jumbo, continuing southwards as far as Church Street Incorporation of the Taylor Sisters' Statue, an element led by the High Steward of Colchester. There is also a one-off award of £80k to the Jumbo Development Trust for a lighting scheme.	
Category:	
	£m
Total Project Cost	1.100
External Funding	1.100
CBC funding	0.000

<b>Youth Zone</b>	
Youth Zones provide state-of-the-art facilities including social, sporting and artistic spaces for children between the ages of 8-19 (or up to 25 for those with additional needs). The project will be subject to future reports. £400k revenue provided from 2023-24 in the MTF. Town Deal project requiring MHCLG approval.	
	£m
Total Project Cost	8.400
External Funding	7.350
CBC funding	1.050

<b>Holy Trinity Church Community Hub</b>	
Will bring the church back into a long-term sustainable, community use. C360 applied to Architectural Heritage Funding spring 2020 and were successfully awarded £13,000 for initial phase project viability work in partnership with CBC and CBH. The Town Deal would offer the remaining £517k match funding.	
	£m
Total Project Cost	0.540
External Funding	0.530
CBC funding	0.010

<b>Trinity Square</b>	
The project uncages the churchyard including removing and repositioning graves. The landscape will be improved to create attractive publicly accessible garden, parklet and public spaces north and south of the Church.	
	£m
Total Project Cost	0.500
External Funding	0.500
CBC funding	0.000

<b>Kerbless and Green Streets</b>	
Transforming all the streets within the core pedestrianised town centre which have pavements.	
	£m
Total Project Cost	1.500
External Funding	1.500

CBC funding	0.000
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<b>Heart of Greenstead</b>	
Major housing-led regeneration scheme at heart of Colchester's most deprived community. Likely to include	
<ul style="list-style-type: none"> <li>transformed housing - 103 new &amp; 36 refurbished units</li> <li>New community and social hub which may incorporate a new GP's practice</li> <li>New public realm built to 'Liveable Neighbourhood' principles</li> <li>Digital working hub</li> <li>Gigabit fibre broadband and 5G</li> <li>Up to 1,000 new loan/hire bikes</li> <li>Civic Universities Agreement with the University of Essex.</li> </ul>	
	£m
Total Project Cost	TBC
External Funding	6.700
CBC funding	TBC

<b>5G</b>	
Investment in physical 'core' 5G infrastructure	
	£m
Total Project Cost	2.000
External Funding	2.000
CBC funding	0.000

<b>Wilson Marriage Digital Hub</b>	
Redevelops part of the Wilson Marriage centre in New Town as a digital skills hub and community space. The facility will support training, development, and provide digital access and community activities. Adult Community learning will also expand digital skills development at other targeted locations throughout the town.	
	£m
Total Project Cost	1.000
External Funding	1.000
CBC funding	0.000

<b>Essex County Hospital (Essex Housing)</b>	
The redevelopment restores the site to its former glory while protecting its heritage and repurposing it for a future role in providing housing to meet known local demands. This scheme at a key gateway location to the south western edge of the Town Centre returns this landmark site to use, providing a fantastic public space in the setting of the 5 listed buildings. In this project £0.500m Town Deal funding provides new public realm.	
	£m
Total Project Cost	0.500
External Funding	0.500
CBC funding	0.000

<b>Balkerne Water Tower ('Jumbo')</b>	
Public Realm work within 'main' town deal funding allocation the trust will be awarded £1.000m as match funding for, and acceleration of their big scheme to repair and redevelop the tower.	
	£m
Total Project Cost	1.000
External Funding	1.000
CBC funding	0.000

<b>Highways Walking and Cycling</b>	
This project provides a safe, attractive and fast cycling link between the Town Centre, Greenstead and the University recognising the currently inconsistent links between these key places. In the town centre, there are currently significant constraints facing pedestrians and cyclists at St Botolph's Roundabout and an intervention is required here to unlock the New Town and Barn Hall areas which could easily be made to be very accessible on foot and bike.	
	£m
Total Project Cost	13.150
External Funding	13.150
CBC funding	0.000

<b>Liveable Neighbourhoods and School Streets</b>	
Four specific Liveable Neighbourhoods would be created in Prettygate; Monkwick; Barn Hall; and New Town. These make it much easier, safer and quicker for people to be able to access all the services they need, on foot or by bike. School Streets in 4 specific places (to be determined at business case) in the urban area will make it safe and attractive for young people to travel to school on foot or by bike	
	£m
Total Project Cost	2.100
External Funding	2.100
CBC funding	0.000

<b>Vineyard Gateway</b>	
A new residential-led scheme has been developed which features very high quality and innovative design including public realm showcasing the rich heritage features at this key gateway site including the Roman town wall and a bastion. It will include an attractive new cultural and tourism centre to greet people arriving at this key gateway which is also a key hub for active and sustainable travel.	
	£m
Total Project Cost	TBC
External Funding	1.000
CBC funding	TBC

## Appendix A – Capital Strategy and Capital Programme

1. The Chartered Institute of Public Finance and Accountancy Prudential Code requires local authorities to produce a Capital Strategy. This is in line with the Ministry of Housing, Communities and Local Government's 2018 statutory guidance on local government investments, particularly about non-financial investments.
2. In contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services, capital investment seeks to provide long-term solutions to Council priorities and operational requirements that yield benefits to the Council generally for a period of more than one year.
3. The five aims of the Capital Strategy are:
  - a. To take a long-term perspective on capital investment and to reflect the Council's wider place-making and growth agenda.
  - b. To ensure investment is prudent, affordable, and sustainable over the long term.

- c. To set out the arrangements and governance for capital investment decision-making.
  - d. To make the most effective and appropriate use of funds available - including revenue, capital receipts and housing right-to-buy receipts – to deliver the Council’s strategic aims.
  - e. To establish a clear methodology to prioritise capital proposals.
4. The Council has set out its Strategic Priorities in the Strategic Plan 2020 – 2023.
5. Colchester Commercial Holdings Ltd is the holding company for three separate subsidiaries, with related but distinct products, services, markets and opportunities. These companies make a high-quality commercial offer which maintains the strong public sector ethos of its shareholder.
- a. Colchester Amphora Trading will deliver high quality products and services to public and private sector clients in the Property, Leisure and Health Care industries.
  - b. Colchester Amphora Energy will design and implement low carbon energy systems and provide energy services in Colchester.
  - c. Colchester Amphora Homes will deliver high quality affordable and private sale homes in Colchester and the surrounding area.
6. Colchester Borough Council’s Asset Management Strategy will set out the vision for how we manage our assets over the next 5 years.

## Principles for Capital Planning

7. The Council operates a clear and transparent approach to the prioritisation of all capital spending. This includes decisions to invest in the Colchester Commercial Holdings group of companies.

<b>Table B1 Investment Principles</b>	
Delivering the Town Deal	The Council in partnership with other agencies is delivering the Town Deal for which it is the accountable body.
Affordability and financial sustainability, whilst risk aware	The Council will only invest in projects that are affordable and financially sustainable in the long term and where risk is at an appropriate level.
Carbon Reduction	The Council has declared a climate emergency and will prioritise investment in projects which help deliver the Climate Emergency Action Plan commitments to net zero carbon emissions by 2030.
Strategic Plan Priorities	The Council prioritises investment in its Strategic Plan Priorities.
Investing for economic recovery and growth	The Council will grow Colchester and its economy, whilst delivering whole systems solutions to demographic, social and environmental challenges sustainably across Colchester. This will generate increased business rates income for future retention.

Invest to save and to generate returns	<p>The Council will invest in projects which will</p> <ul style="list-style-type: none"> <li>• reduce service costs</li> <li>• avoid costs (capital or revenue) that would otherwise arise</li> <li>• invest to generate a financial return (return on investment - ROI).</li> </ul>
Colchester Commercial Holdings Ltd	<p>The Council will invest in and lend to Colchester Commercial Holdings Ltd to enable the subsidiary companies to provide services to residents and to the Council. The companies also generate dividend income for the Council.</p>
Investment to improve and maintain Council assets and systems	<p>The Council will improve and maintain the condition of core assets and systems to replace them or extend their life where appropriate. The Council will make provision for lifecycle investment to maintain infrastructure to a standard that effectively supports service delivery.</p>

8. The Council owns investment properties in Colchester and the portfolio generates a revenue return. The scale of investment is proportionate, and the risk is at a manageable level. Investment properties are regularly revalued to market level under a rolling programme.
9. When making non-financial investments the Council considers the balance between security, liquidity and yield based on its risk appetite. It also considers the contribution of the non-financial investment to a range of outcomes including growth and income.
10. Colchester has not borrowed for outright investment purposes and will not do so.
11. The Council's Medium Term Financial Forecast includes dividend income from Colchester Commercial Holdings Limited and investment property income to achieve a balanced budget. These contributions are at a proportionate level.

### **Funding Sources for Capital Investment**

12. The Council funds its Capital Programme from a range of sources, which are principally:
  - a. Capital receipts
  - b. Grants
  - c. Section 106 agreements
  - d. Reserves and revenue
  - e. Prudential borrowing
13. Housing Revenue Account Capital is entirely funded from the ring fenced Housing Revenue Account. It is a rolling 5-year outlook based on stock condition and planned projects. Key areas of housing investment include planned and cyclical works; mechanical and electrical and heating; accessible homes and repairs. The programme also includes development and special projects. The Housing Revenue Account capital programme is funded from:
  - a. Housing Revenue Account Self Financing (The Major Repairs Reserve)
  - b. Capital Receipts (Housing Revenue Account)
  - c. Revenue and Reserves (Housing Revenue Account)
  - d. Prudential Borrowing

### **Governance of the Capital Strategy**

14. The Capital Programme is agreed by full Council as part of the annual budget setting process. Variations to the Capital Programme or any in-year additions must be ratified by Budget Group. Any changes found outside Executive Directors remit will be recommended to Cabinet for approval.
15. The Revolving Investment Fund Committee meets regularly to develop and assess investment proposals. It is supported by the Revolving Investment Fund Steering Group (both chaired by the Portfolio Holder for Business and Resources). The remit of both groups now includes the overall management of the Council's capital programme including the town deal projects that are approved by MHCLG.
16. Capital projects are overseen by the Programme Delivery Board, chaired by the Chief Operating Officer, which will identify resource issues and escalate matters as appropriate. This is supported by the Programme Delivery Group whose function is to identify risks and issues and to review all new and closed projects.
17. Financial monitoring reports on the capital programme are considered quarterly by Cabinet and monthly by the Programme Delivery Group and escalated by exception to the Programme Delivery Board.
18. Relevant requirements of the Capital Strategy will be incorporated into financial regulations and standing orders.



## Appendix B Reset Capital Programme 2021-22

<b>£m scheme cost incl. external funding</b>	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>
2020/21 Original Capital Programme	72.249	10.200	3.720	8.400	-
2020/21 HRA Original	30.163	35.349	30.389	21.316	-
<b>2020/21 Total Programme</b>	<b>102.412</b>	<b>45.549</b>	<b>34.109</b>	<b>29.716</b>	<b>0</b>
2020/21 Revised Programme	25.070	22.547	21.913	1.165	-
2020/21 HRA Revised	29.332	40.292	40.821	37.282	27.071
<b>2020/21 Revised Programme</b>	<b>54.402</b>	<b>62.839</b>	<b>62.734</b>	<b>38.447</b>	<b>27.071</b>
<b>2021/22 new schemes</b>					
Electric Vehicle Recharging Points	-	0.114	-	-	-
Fleet Upgrade Caged Tippers	-	0.520	-	-	-
Light Fleet Replacement	-	0.726	-	-	-
Leisure World pool view cameras	-	0.120	-	-	-
Sports Park Signage	-	0.100	-	-	-
Leisure World conversion of artificial pitch	-	0.250	-	-	-
Sports Park Recreational Play Equipment	-	0.250	-	-	-
CNG wastewater and pumping station	-	0.250	-	-	-
Mercury Theatre additional costs	-	1.245	-	-	-
Queen Street Grow-on facility	-	2.839	2.839	-	-
St Mark's Community Centre	-	1.000	0.500	-	-
Rowan House heat source pump	-	0.500	-	-	-
Rowan House refurbishment	-	1.327	-	-	-
Mercury Theatre landscape works	-	0.350	-	-	-
St Nicholas Square	-	0.671	-	-	-
A12 Junction 28 Highways Works	-	0.350	-	-	-
CNG Detailed Planning	-	0.575	-	-	-
Sheepen Road retention payment	-	0.020	-	-	-
Vineyard Car Park Lift replacement	-	0.130	-	-	-
Floating pontoon West Mersea	-	0.086	-	-	-
Garrison Gym Playground	-	0.306	-	-	-
Balkerne Gate Phase 2	-	1.100	-	-	-
Youth Zone	-	-	4.200	4.200	-
Holy Trinity Church Community Hub	-	0.150	0.390	-	-
Trinity Square	-	0.500	-	-	-
Kerbless and Green Streets	-	1.500	-	-	-
Heart of Greenstead	-	-	0.400	39.600	-
5G	-	2.000	-	-	-
Wilson Marriage Digital Hub	-	1.000	-	-	-
Essex County Hospital	-	0.500	-	-	-
Balkerne Water Tower Jumbo	-	1.000	-	-	-
Highways Walking and Cycling	-	-	13.150	-	-
Liveable Neighb'hoods + School Streets	-	-	2.100	-	-
Vineyard Gateway	-	-	15.000	-	-
Cemetery Extension – Summer House	-	0.030	-	-	-
Cemetery Grounds - Electric Gates	-	0.030	-	-	-
Cemetery Grounds – Solar Lighting	-	0.020	-	-	-
<b>Total Additional GF schemes</b>	<b>0</b>	<b>19.559</b>	<b>38.579</b>	<b>43.800</b>	<b>0</b>

**Total Revised Capital Programme**

	20/21	21/22	22/23	23/24	24/25
General Fund Programme	25.070	42.106	60.492	44.965	0.000
HRA Programme	29.332	40.292	40.821	37.282	27.071
<b>Total Programme</b>	<b>54.402</b>	<b>82.398</b>	<b>101.313</b>	<b>82.247</b>	<b>27.071</b>