

CABINET

12 October 2011

THE OVERVIEW & SCRUTINY COMMITTEE

17 October 2011

CAPITAL STRATEGY AND PROGRAMME 2011/12 – 2014/15

REPORT OF HEAD OF FINANCE

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RECENT REFERENCES:

[CAB2112](#): Capital Programme 2010/11 to 2013/14, 9 February 2011

[CAB2125](#): Budget and Council Tax 2011/12, 9 February 2011

[CAB2174](#): Capital Expenditure Outturn 2010/11, 6 July 2011

[CAB2202](#): Financial Strategy 2011/12 to 2014/15, 6 July 2011

EXECUTIVE SUMMARY:

The report presents the draft Capital Strategy for 2011 together with an updated Capital Programme for consideration and approval.

RECOMMENDATIONS:

That Cabinet:

1. Recommends to Council the approval of the draft Capital Strategy for 2011 (Appendix A),
2. Approves the updated Capital Programme for 2011/12 to 2014/15 as provided at Appendix B (noting that individual schemes within the Capital Programme each require appropriate approval by Cabinet or Portfolio Holders in accordance with Financial Procedure Rules before any funds are committed).

That The Overview & Scrutiny Committee:

1. Considers any recommendations it wishes to make to the Council for its consideration of the Council's draft Capital Strategy and updated Capital Programme.

To Council:

1. That the Capital Strategy be approved.
2. That the updated Capital Programme be noted.

## CABINET

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## THE OVERVIEW & SCRUTINY COMMITTEE

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## CAPITAL STRATEGY AND PROGRAMME 2011/12 – 2014/15

### REPORT OF HEAD OF FINANCE

#### 1 Introduction

- 1.1 The Council produces an annual Capital Strategy based on the Government's good practice guidelines issued in 2000 to assist local authorities in asset management and control of capital programmes. It is important that the principles of effective capital planning and asset management are maintained so the Strategy is reviewed and updated each year.
- 1.2 The Capital Programme has also been updated to reflect approvals and changes to forecasts since the Programme was approved in February. In accordance with the relevant guidance, the Capital Programme covers a medium term (3 year) planning horizon.

#### 2 Prudential Code

- 2.1 The Council has adopted the CIPFA Prudential Code which is designed to ensure that capital investment plans of local authorities are affordable, prudent and sustainable, and due regard should be given to the Prudential Code in determining the Council's Capital Programme.
- 2.2 The adoption by the Council of an updated Capital Strategy is in accordance with the principles embodied in the Prudential Code.

#### 3 Capital Strategy

- 3.1 The Capital Strategy (Appendix A) sets out the context of the Capital Programme, and supports the corporate Change Plans and the District Sustainable Community Strategy.
- 3.2 Individual schemes within the Capital Programme each require appropriate approval by Cabinet or Portfolio Holders in accordance with the Council's Constitution before any funds are committed.
- 3.3 The revenue implications of the Capital Programme are considered as part of Budget setting and also when each individual scheme is presented for approval. This includes the consequent loss of interest on the use of the balances for the approved Capital Programme through the Strategy period. Where a Capital Financing Requirement (CFR) is assumed, the Revenue consequences include: any relevant interest costs and repayment of the principal; plus any Minimum Revenue Provisions or Voluntary Revenue

Provisions required by the accounting regulations and the Council's Treasury Management Strategy.

#### 4 Capital Programme

- 4.1 The current Capital Programme was approved as part of the Budget in February 2011. This has been reviewed and updated to reflect :
- Brought forward unspent budgets from 2010/11 considered by Cabinet on 6 July ([CAB2174](#)) and approved by Council on 20 July 2011.
  - Revised forecast timing of projects included in the programme.
  - All supplementary capital approvals since the budget was set.

The updated Capital Programme is provided at Appendix B.

- 4.2 There remain some projects and forward programmes that are not included in the proposed capital programme because of funding constraints. These will be considered as part of the Budget process for 2012/13.

#### 5 Financing the Capital Programme

- 5.1 The financing of the Programme (by capital receipts and the Council's reserves) is reducing and the Capital Financing Requirement is becoming a more significant means of funding the programme. Over the Strategy period, it is expected that the Council will need to borrow externally to support the spending plans.
- 5.2 The Major Investment Reserve is the principal reserve used for supporting the Budget, both Revenue and Capital. Although any deficit in the Revenue budget would have the first call on these funds, the Financial Strategy supports the use of this Reserve to fund the Capital Programme. However, reserves are finite and the possible revenue demands on this Reserve arising from the next budget setting round are currently unquantified.
- 5.3 The balance on the Capital Receipts Reserve at 31 March 2011 was £2,950k. In the current economic climate, forecast asset sales are low. As part of the current work on the draft Asset Management Plan, the asset sales programme is under review.
- 5.4 There are various reserves earmarked for specific purposes to fund the relevant elements of the capital programme e.g. the Car Park Property Reserve, the ICT Reserve and the Property Fund, and the Budget for 2011/12 made some revenue provision for these capital requirements.
- 5.5 Some of the Council's capital expenditure is not fully funded, resulting in a Capital Financing Requirement (CFR). The policy adopted (as per [CAB1963](#), February 2010) is that CFR will be matched against specific assets: being generally those for which the financial appraisal can demonstrate value for money in terms that the financial benefits outweigh the financing costs (including the Minimum Revenue Provision).

## 6 Approval of Capital Schemes

- 6.1 Individual schemes within the Capital Programme each require appropriate approval, by Cabinet or under the scheme of delegation involving Portfolio Holders, in accordance with Financial Procedure Rules before any funds are committed.

## 7 Housing Finance Reform

- 7.1 The Government's proposals for the Reform of Housing Finance may have implications on the Council's Capital Strategy, and if necessary, amendments will be brought forward at the appropriate time.

## OTHER CONSIDERATIONS

### 8 SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO)

- 8.1 The investment of capital resources will contribute to the achievement of the Council's main objectives and priorities in the Sustainable Community Strategy and Change Plans. The Capital Strategy is an integral part of the overall Financial Strategy which was considered by Cabinet on 6 July 2011 ([CAB2202](#)).

### 9 RESOURCE IMPLICATIONS

- 9.1 Historically, much of the financing for the capital programme has come from capital receipts, the Major Investment Reserve, and specific earmarked reserves where balances were accumulated specifically to support major projects. These balances are now depleted and the Council has a Capital Financing Requirement. Asset sales are difficult to predict and it is expected that the Council will need to borrow externally to support the spending plans, over the Strategy period.
- 9.2 The effect of the Capital Programme on the Revenue Budget will impact on the revenue projections and will be considered as part of the budget setting process.
- 9.3 It will also need to be ensured that there are sufficient internal resources to deliver the Capital Programme. Where this is not the case, details will be included in specific reports on each project.

### 10 RISK MANAGEMENT ISSUES

- 10.1 There are various risks inherent in the delivery of the individual capital schemes, the most obvious being time and cost overruns. Project management of the individual schemes is designed to ensure that these are mitigated.
- 10.2 Changes to the timing of expenditure will affect cash flow and interest income and, more importantly, the delivery of the benefits to be achieved from the capital expenditure. There is monthly monitoring and reporting of the Capital Programme.

BACKGROUND DOCUMENTS:

Various documents held in Finance and other teams.

APPENDICES:

Appendix A: Draft Capital Strategy 2011

Appendix B: Updated capital programme for 2011/12 to 2014/15



**Winchester**  
City Council

# CAPITAL STRATEGY

2011

# Winchester City Council

## Capital Strategy 2011

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# CAPITAL STRATEGY 2011

## BACKGROUND

1. Winchester City Council is a district council within the County of Hampshire. At its heart lies the ancient cathedral town of Winchester, the former capital of England and burial place of early English Kings. It covers a large area of 660 square kilometres (250 square miles) and has a population of around 110,000 people. Of these about 33% live in the town itself and the remainder live in market towns and rural areas around the District. Winchester's rich heritage and natural landscape make conservation, planning, tourism and archaeology important features of the Council's work. The City is also a centre for education and learning with many higher and further educational institutions as well as being the home of Winchester College, the oldest school in England.
2. The District is within easy commuting distance of London and some of the major south coast conurbations and this gives rise to very low unemployment levels, currently at about 1.3%. There are over 48,000 households in the District and the Council faces a particular challenge in trying to provide sufficient affordable housing for local people. To the south of the District Whiteley offers a modern industrial base for many of the area's high-tech employers. The armed services also play an important part in the life of the District with several army establishments in the northern part, the Military Police at Southwick Park and naval establishments to the south.

## INTRODUCTION

3. All local authorities are required to adopt the principles of good asset management in managing their capital assets. A key element of this process is the production of a capital strategy, which has been developed in conjunction with an Asset Management Plan (AMP), a Housing Strategy (which sets out the Housing Investment Programme (HIP)) and a Business Plan. The Government's good practice guidelines have been observed in producing the City Council's plans and strategies. The Strategy for 2011 is in similar format to that produced in 2010 but updated for new developments and any policy changes.
4. The City Council's capital programme incorporates both the General Fund and the Housing Revenue Account capital requirements to support service provision and links with the Council's Change Plans, Housing Business Plan, Asset Management Plan and ICT strategy.
5. The Council's commitment to value for money and efficiency is also an important consideration in formulating the capital strategy, especially where cross cutting issues are involved.

## KEY CAPITAL SPENDING OBJECTIVES

6. The Council's capital spending priorities are to invest in supporting the key outcomes and priorities of the Winchester District Sustainable Community Strategy and associated Change Plans, supporting the Housing Strategy, and ensuring the Council's assets are maintained and enhanced to an appropriate standard.

7. Capital investment contributes to the achievement of the Council's objectives by producing the finance and other resources necessary to provide facilities for the people of the District either directly or in partnership with others. It can also be a powerful mechanism for leveraging in other sources of finance, either directly or through other parties. Enablement is a key factor in determining where best to invest resources and may determine whether facilities are provided directly by the City Council or by partner organisations. Recent capital schemes involving partnerships include: Knowle Community Building, 'It's ok to play' Project, Alresford 'Putting Pedestrians First', Winnall Moors Project, and improvements to Winchester High Street.
8. In determining capital investment the Council is keen to use the best practices in relation to procurement and construction. Although major construction projects are scarce in the capital programme, where they are included then best practice is followed. Much of the housing maintenance work is procured through partnering and framework agreements and upgrading of the Council's sewage treatment works is carried out where appropriate to the standard where they can be adopted by the local water company. The project to refurbish the Guildhall was progressed using construction management techniques. Under this mechanism the Council lets individual work packages by tender following public advertisement. This basis of procurement ensures a competitive bidding process develops ensuring that the Council secures value for money, greater control of the cost of projects and a direct relationship with contractors. In all cases of procurement, the Council's objective is to obtain Best Value, which by definition evaluates both cost and quality. Therefore the Council's objective is not just lowest cost (although this does not imply any lack of cost consciousness).
9. Optimum use of scarce resources is also inherent in this approach and Best Value is achieved using appropriate competitive methods. In the case of contract works formal tendering procedures are undertaken. In the case of new social housing supply there is a healthy, competitive process which for several years has very closely mirrored Joint Commissioning procedures, and was mutually agreed between the Council and the Housing Corporation in order to ensure cost effectiveness. In this latter respect, the evaluation of financial information (e.g. rent levels) was married to an evaluation of softer social issues with quality of life a strategic objective of the Council.

## **CAPITAL PROGRAMME 2011/12**

10. The Council's updated capital programme for the year 2011/12 is summarised at Appendix B.

## **DRAWING UP THE CAPITAL PROGRAMME**

11. The Council considers the total capital programme as part of the budgetary process. Four-year capital projections are produced as part of the overall Financial Strategy.
12. The revenue implications of the capital programme are considered as part of Budget setting and also when each individual scheme is presented for approval. This includes the consequent loss of interest on the use of the balances for the approved capital programme through the Strategy period. Where a Capital Financing Requirement (CFR) is assumed the Revenue consequences include;

any relevant interest costs; and repayment of the principal; plus any Minimum Revenue Provisions or Voluntary Revenue Provisions required by the accounting regulations and the Council's Treasury Management Strategy.

13. There is emphasis on ensuring that the Council's housing stock is maintained to a high standard and encouraging the provision of affordable housing within the District to meet the shortages being experienced. In tandem with this is the recognition that other facilities are essential for a balanced community. Although the capital programme cannot meet all of the community's aspirations, effective capital planning will ensure value for money in the use of the resources available.
14. The capital programme is updated annually by an officer "Capital Programme & Assets Group" (CPAG) on the basis of identified needs and priorities and is reviewed by the Corporate Management Team (CMT) before being submitted to the Cabinet each year as an integral part of the budget consultation process. It is also updated during the year, taking into account legislative changes, new schemes approved and any roll forward of budget from the previous year.
15. With regard to prioritisation, the Council has detailed forward plans for each major element of capital investment required. The Council aims to be realistic about the speed at which those plans can be delivered in line with available resources.

## **HOUSING INVESTMENT**

16. The Council's Active Communities Change Plan takes full account of priorities detailed in the Council's Housing Strategy and HRA Business Plan. Clear plans addressed through these two key documents include:
  - make the most effective use of land and other assets to promote affordable housing,
  - improve standards of private sector dwellings,
  - provide disabled facilities grants aimed at helping residents manage their lives in their own home
  - to ensure that Council stock complies with the Decent Homes standard
  - to review and improve the provision of older persons housing and
  - that the Council's Landlord Service takes full account of tenant aspirations are all addressed through these two key documents.
17. The Council commissioned a Housing and Planning Urban Capacity Study in 2002 which identified that good development opportunities exist, subject to planning approval, to provide new affordable homes, as well as a range of community facilities, on suitable sites held in the Housing Revenue Account. This has resulted directly in the provision of 75 new affordable homes being developed on these sites since then with another 94 currently in the pipeline. A further review of potential housing land for development is to be completed in 2012 to identify additional sites for both social housing and market development.

18. Whilst significant investment over the last 20 years has ensured that the Council's Housing stock complies with the Government's Decent Homes Standard, the current subsidy system provides insufficient allowances to meet investment needs. As a result, over 800 properties have kitchens and bathrooms over 30 years old.
19. Government plans to abolish the existing subsidy system and allow all stock holding councils to retain all rent income in exchange for taking on a proportion of the national public housing debt will result in the City Council taking on an additional £160 million of borrowing to maintain services. However, this should result in increased resources to fund investment over the next 30 years.
20. A detailed stock condition survey has been completed and updated this year. This highlights capital investment needs of £12.4 million per annum over the next five years, compared to a current programme of £9m per annum.
21. The Council will also be considering a number of additional emerging issues as part of its Housing Revenue Account business planning and preparation for Housing Finance Reform, including:
- Potential for Council new build
  - The provision of additional extra care schemes
  - Further improvements to the energy efficiency of the housing stock, including renewable energy measures.
  - Introducing discretionary maintenance items such as internal decoration for older residents.
  - Provision of additional temporary accommodation to address the increasing demand from homeless households
22. In the last four years, the Council has disposed of 15 properties that required major repairs and improvement or which were considered to be unsuitable for continued use as social housing. The receipts generated have resulted in over £1 million of investment in repairs to council stock and has also supported the development of 43 units of affordable housing in partnership with local registered providers. A proportion of the receipts generated may be subject to Government pooling and these have retained whilst the matter is clarified with auditors and Government. Two further large properties are currently due for disposal, although an option to re-commission them to meet increasing demand for temporary accommodation is also under consideration.
23. There is also an ongoing requirement to maintain and improve sewage treatment works which serve the Council's housing stock. There are around 40 such plants requiring differing levels of investment. These works may also enable some treatment plants to be adopted by Southern Water in the future if they can be improved sufficiently to meet the standards set by Southern Water. It is estimated that between £100,000 and £200,000 p.a. is required for these purposes. .

## **INITIATION AND APPROVAL OF CAPITAL PROJECTS**

24. All capital projects must be initiated by a sponsoring client officer (normally the relevant Corporate Director or Assistant Director) and have a named project manager who has overall responsibility for delivering the project on time and within budget.
25. Initiation and monitoring of capital items is in accordance with limits set out in the current Financial Procedure Rules and the Council's Project Management procedures.
26. Inclusion of a scheme in the capital programme does not constitute authority to incur expenditure until a project report has been submitted to CMT and CPAG by the appropriate Head of Team in consultation with the Head of Finance, and the scheme then approved by either Cabinet or under the portfolio holder decision-making scheme, and/or the appropriate committee.
27. All projects estimated to cost in excess of the limit set out in the Financial Procedure Rules (£100,000) must have a feasibility report approved either by Cabinet or under the portfolio holder decision-making scheme
28. Winchester Town Forum may authorise incurring expenditure up to a limit of £50,000 on Town Account capital schemes within the approved capital programme without a separate report to Cabinet.

## **PERFORMANCE MONITORING**

29. The Council's Performance Management Team monitors financial performance against the agreed capital programme and also receives a project monitoring report on the progress of all of the Council's main projects.
30. Cabinet also receives an annual capital outturn report providing explanations for any significant variations to budget. This constitutes an element of the performance management framework. Monthly updates on programme spend and implications are provided to the Leader's Board in the Monthly Finance Report.
31. The Overview and Scrutiny Committee can review any major capital project or programme at any time and in the past year reviews have included; Guildhall "Secret Rooms", Urgent repairs to Jewry Street Car Park flint wall, and an increase to the Housing Estate Works Budget (See [OS03 – Annual Scrutiny Report – 20 June 2011](#)).
32. A post implementation review must be carried out six months after implementation for each major scheme approved with findings reported to the Overview and Scrutiny Panel. The post implementation review should identify learning opportunities and assess the value for money achievement, helping to identify payback on the investment of resources.

## **RESOURCING THE CAPITAL PROGRAMME**

33. The major sources of finance available for capital projects are; Capital Finance Requirement /borrowing; capital receipts; grants; revenue contributions, and reserves. Ability to spend on capital projects was historically constrained by the availability of capital approvals from Government, useable capital receipts, grants

(Government, lottery, etc) and contributions from revenue or reserves. Under the provisions of the Prudential Code, which came into effect in 2004, the Council can invest in a capital programme so long as its capital spending plans are “**affordable, prudent and sustainable**”.

34. The Council undertakes capital expenditure on long term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.); or
  - If insufficient financing is available, or a decision is taken not to apply resources, the expenditure will give rise to a borrowing need.
35. In 2010/11 the Council’s capital expenditure was not fully funded, resulting in a Capital Financing Requirement (CFR) of £1.591m for the year (2.602m for 2009/10). This was lower than the capital budget for 2010/11 because of the slippage of some projects. The policy adopted (as per [CAB1963](#), February 2010) is that CFR will be matched against specific assets; being generally those for which the financial appraisal can demonstrate value for money in terms that the financial benefits outweigh the financing costs (including the Minimum Revenue Provision).
36. Funding of HRA capital schemes, other than sewage works (which have been funded mainly from capital receipts) is primarily from the Major Repairs Allowance (MRA), and revenue. With the emerging pressures in this area highlighted above, a policy of asset sales to generate additional receipts has been implemented in the last three years.
37. Emphasis has been on funding from capital receipts (arising from both the sale of council houses and also from sale of non-operational property) and revenue. In 1997/98 the Council established a Major Investment Reserve into which revenue surpluses from the General Fund are paid and which can be used to finance capital expenditure. There are also a number of earmarked reserves established for specific capital expenditure purposes.
38. The Council’s earmarked reserves will be substantially depleted over the medium term financial strategy period and it will be necessary for the Council to consider a strategy for earmarked reserves to ensure that there are adequate balances in the future to support essential expenditure.
39. The Asset Management Plan recognises the need to keep non-operational assets under review and to identify any that could be considered for disposal whilst taking into account the market conditions and the potential effect on income. The merit of continuing to hold non-operational properties in the Housing Revenue Account (HRA) was considered by Cabinet in 2004 with some properties having been moved to the General Fund.
40. Funding from other potential sources such as European funds, lottery funds and new Government initiatives are explored and applications for funding made, with some limited success. Some funding has previously been received from the Government’s Implementing Electronic Government (IEG) programme, and funding was received in 2008/09 as part of the national free swimming scheme which Winchester signed up to.

## **PARTNERSHIP WORKING AND CONSULTATION**

41. Partnership working underpins the Sustainable Community Strategy. The Winchester District Strategic Partnership comprising local authorities, the local business community, voluntary bodies, NHS, Police and other public sector agencies has worked alongside the City Council to develop its Sustainable Community Strategy. The development and implementation of this is subject to ongoing discussions with other partners within the community and has a direct impact on the future capital programme. The use of capital funding as pump priming of projects or to draw out larger contributions from partner organisations is important to achieving our corporate objectives. Recent examples include Winchester High Street Refurbishment and the Putting Pedestrians First project in Alresford where significant external funding was secured as a result of the City Council being able to demonstrate commitment by proving a financial contribution.
42. Consultation takes place at many levels within the authority. These include local tenants groups (e.g. TACT), local community groups (e.g. WACA/CAB), local business forums (e.g. Chamber of Commerce and Town Centre Manager) and with other public bodies (Hampshire County Council, NHS Hampshire, Parish Councils). The Council supports local communities in preparing their own parish/neighbourhood plans. Feedback from these various sources informs the strategies and business plans produced by and for Members.
43. Capital works undertaken by the City Council on behalf of other authorities are normally included in the capital programmes of those other funding authorities. Although strategy, priorities and funding may be determined elsewhere, supervision and management of these schemes form an element of the overall approach to capital resource management.
44. The Council works closely with Hampshire County Council on highway and transportation capital projects but all costs of these are included in the County capital programme and the Local Transport Plan.
45. Joint working with social housing providers is inherent in the strategy, both the provision of social housing grant and land at less than market value to housing associations and the direct commissioning of joint projects aimed at meeting housing need and improving housing conditions.
46. The Council is working closely with the NHS Hampshire to produce improved accommodation for a town centre GP practice to meet local healthcare needs.
47. The Silver Hill scheme provides for the regeneration of an area of Winchester involving private property and a number of properties owned by the Council, these being Coitbury House; Friarsgate multi storey car park; 6, 8 and 10 Middle Brook Street; Kings Walk; and land at Eastgate Street. The scheme requires the compulsory purchase of land in various ownerships to create a comprehensive development site. This would be leased to the developer on a geared rent. Following the acquisition of the share capital of the counter party to the Development Agreement by the Henderson UK Property Fund at the end of 2010, the scheme is now active again. The Council has resolved to use compulsory purchase powers and will continue to work with Henderson in accordance with the process set out in the Development Agreement.

48. Close working with Parish Councils on the provision of open spaces and play areas has resulted in a large number of schemes across the District being funded from developers' contributions negotiated by the City Council. The Council's approach to ensuring that developers make fair contributions towards the cost of new facilities required as a direct result of development has ensured that there is a good level of provision in these areas without the need to divert other resources.

49. Capital infrastructure in the Major Development Area (MDA) at West of Waterlooville is being planned in conjunction with three other local authorities, the NHS, Developers and Social Housing Providers.

### **LINKS WITH OTHER STRATEGIES**

50. This Capital Strategy supports the delivery of the Council's Change Plans, Housing Business Plan, Asset Management Plan and ICT Strategy. It is also aligned with the Financial Strategy and the Treasury Management Strategy.

### **SUMMARY**

56 This capital strategy has been drawn up to assist the Council in providing facilities that will benefit the local community. To do this it embraces the principles of good asset management of the Council's capital assets and obtaining value for money from the Council's limited resources. In this process the needs and priorities of the local community are paramount and a number of mechanisms are employed to ensure that the outcomes from the Council's capital programme reflect these adequately.



## Partnerships and Community Planning

*The Council actively encourages input from the community and the following from the Executive Group of Winchester District Strategic Partnership:*

- Leader of Winchester City Council;
- Hampshire Constabulary (representing Community Safety Partnership);
- Winchester Area Community Action (representing the Voluntary Sector and the Housing Board);
- Hampshire County Council (representing HCC & the local community);
- University of Winchester (representing the learning sector);
- NHS Hampshire (representing the health sector, and the Health and Wellbeing Group);
- Winchester Churches Together (representing the Faith Sector, and the Inclusive Society Group).
- Winchester Action on Climate Change (representing the High Quality Environment Group)

*In addition consultation is carried out on a range of issues with:*

- Service users
- Winchester Citizens' Panel
- Neighbouring district councils
- Various Professional Bodies
- Members of Winchester City Council
- Staff of Winchester City Council
- Contractors carrying out work for the City Council

*Consultation is carried out via:*

- Open meetings
- Special topic meetings
- Questionnaires
- Local Forums

*Feedback is considered by:*

- Cabinet
- The Overview and Scrutiny Committee
- Corporate Management Team
- Departmental Teams
- Working Groups

CAPITAL PROGRAMME 2011/12 TO 2014/15										
	Funding *	2011/12					2012/13	2013/14	2014/15	TOTAL
		Original Estimate CAB2112	Brought Forward CAB2174	Supplementary approvals / Virements / Slippage	Changes	Revised Estimate				
		£000	£000	£000	£000	£000				
<b>GENERAL FUND</b>										
<b>ACTIVE COMMUNITIES</b>										
Affordable Housing / Regeneration	CR - H	1,000			(789)	211	800			1,011
Affordable Hsg funded by Developers' contributions	EF	700	242			942	200	400		1,542
Capital Grants	MIR	20	79			99	-	-		99
CCTV	CR	-	157	10		167	-	-		167
Disabled Facility Grants (Mandatory)	EF / MIR	500	104			604	378	378	378	1,738
Home Improvement Grants (Discretionary)	MIR	-	12			12	-	-		12
River Park Leisure Centre - Essential Repairs	CR	460	38			498	-	-		498
Whiteley Community Facility	ER	-	50			50	-	-		50
		2,680	682	10	(789)	3,372	1,378	778	378	5,906
<b>PROSPEROUS ECONOMY</b>										
Village Community Shop Grants	ER	-	6			6	-	-		6
		-	6	-	-	6	-	-	-	6
<b>HIGH QUALITY ENVIRONMENT</b>										
Car Parks	ER	178		(72)		106	156	162	180	604
Hockley Viaduct	CR / MIR	500				500	-	-		500
Kerbside Glass Collection - Recycling Containers	MIR	200				200	-	-		200
Magdalen Hill Cemetery -Extension	MIR (Town)	200		(170)		30	170	-		200
Open Space & Recreation Facilities	EF	70				70	20	20		110
Street Care Vehicles & Equipment	MIR	90			(45)	45	-	-		45
Tower Street	CR	-	26			26	-	-		26
Winchester High Street Improvements - Furniture	MIR	-	30			30	-	-		30
The Square, Winchester	ER	-	150			150	-	-		150
Winnall Moors Project	MIR	10				10	10	-		20
		1,248	206	(242)	(45)	1,167	356	182	180	1,885
<b>EFFICIENT &amp; EFFECTIVE</b>										
Abbey House	ER	50	16			66	-	-	-	66
Abbey Mill	CR / CFR	575	104	(575)		104	575	-	-	679
Asset Management Plans	ER	200		(39)		161	200	200	200	761
Avalon House	CFR	696				696	-	-	-	696
Car Parking Server / Pay on Foot	MIR	-	139			139	-	-	-	139
City Offices	CR	150				150	-	-	-	150
Depot	CFR	1,802	100	(500)		1,402	500	-	-	1,902
Guildhall Community Facilities/Bapsy Bequest	CFR	-	7			7	-	-	-	7
Guildhall 'Secret Rooms'	CR	21		39		60	-	-	-	60
Guildhall staff office to changing rooms	CR	50				50	-	-	-	50
Hyde	CFR	1,528	198			1,726	-	-	-	1,726
ICT E-govt	CR	-	15			15	-	-	-	15
ICT Equipment	CR / ER	60	78	40		178	60	60	60	358
ICT Microsoft Software (CAB2188)	MIR	-		195		195	-	-	-	195
Old Chesil Rectory	CR	38				38	-	-	-	38
Property Acquisition & Development	CFR	5,000				5,000	-	-	-	5,000
Urgent Property Works	ER	-	48			48	-	-	-	48
West Wing / City Offices Heating Works	ER	50				50	-	-	-	50
		10,220	705	(840)	-	10,085	1,335	260	260	11,940
<b>Total General Fund</b>		<b>14,148</b>	<b>1,598</b>	<b>(1,072)</b>	<b>(834)</b>	<b>13,841</b>	<b>3,069</b>	<b>1,220</b>	<b>818</b>	<b>18,948</b>
<b>HOUSING REVENUE ACCOUNT</b>										
<b>ACTIVE COMMUNITIES</b>										
Major repairs	EF	3,943				3,943	3,572	3,572	3,572	14,659
Re-investment in stock condition	CR - H	2,295			(1,708)	587	800	-	-	1,387
Orchard Upgrade	ER	-	64			64	-	-	-	64
Asset Management Solution	ER	80				80	-	-	-	80
Sewage Treatment Works	CR - H	135				262	100	100	100	562
<b>Total Housing Revenue Account</b>		<b>6,453</b>	<b>191</b>	<b>-</b>	<b>(1,708)</b>	<b>4,936</b>	<b>4,472</b>	<b>3,672</b>	<b>3,672</b>	<b>16,752</b>
<b>Grand Total</b>		<b>20,601</b>	<b>1,789</b>	<b>(1,072)</b>	<b>(2,542)</b>	<b>18,776</b>	<b>7,541</b>	<b>4,892</b>	<b>4,490</b>	<b>35,699</b>

\* Key - Funding  
Capital Financing Requirement CFR  
Capital Receipts CR  
Capital Receipts - Housing CR - H  
Earmarked Reserves ER  
External Funding EF  
Major Investment Reserve MIR  
Revenue Contribution to Capital RCC  
Rechargeable to the Town A/C MIR (Town)