

REPORT TITLE: CAPITAL INVESTMENT STRATEGY 2022-2032

17 FEBRUARY 2022

REPORT OF CABINET MEMBER: Cllr Neil Cutler - Deputy Leader and Cabinet Member for Finance and Risk

Contact Officer: Richard Botham Tel No: 01962 848421 Email: rbotham@winchester.gov.uk

WARD(S): ALL

PURPOSE

The Capital Investment Strategy sets out the council's capital spending programme and the principles which underpin this in order to deliver the desired priorities as set out in the Council Plan.

It details the overall programme for the next 10 years, how this will be financed, and the impact of the programme on the council's Medium Term Financial Strategy.

It includes several prudential indicators as required by the CIPFA Prudential Code for Capital Finance and the Department for Levelling Up, Housing and Communities (DLUHC) Statutory Investment Guidance and, in addition to outlining how the council ensures it has access to the right knowledge and skills (internal and external), it details how it ensures elected Members have sufficient knowledge and skills to undertake their governance role.

RECOMMENDATIONS:

That Cabinet recommends to Council:

1. The Capital Investment Strategy be approved including:
 - the Capital Programme and Capital Programme Financing (Appendices A and B to the report);
 - the Minimum Revenue Provision (MRP) Policy Statement (Appendix E);

- the Flexible Use of Capital Receipts Strategy (Appendix G); and
- the prudential indicators detailed in the report and its appendices.

That Cabinet:

2. Subject to Council approval of the capital programme, approves IMT equipment and software expenditure (£343,000 in 2022/23) as detailed in paragraph 11.8.7.
3. Notes the requirement to ensure Members have the right knowledge and skills to undertake their governance role.

IMPLICATIONS:

1. COUNCIL PLAN OUTCOME

- 1.1. The investment of capital resources will contribute to the achievement of the council's main objectives and priorities in the Council Plan. The Capital Strategy is an integral part of the Medium Term Financial Strategy and impacts directly on the Treasury Management Strategy.

2. FINANCIAL IMPLICATIONS AND COMMENTS OF THE S151 OFFICER

- 2.1. The forecast capital programme over the next 10 years to 2031/32 totals £417.3 million of which £60.7 million is General Fund and £356.6 million is Housing Revenue Account.
- 2.2. The proposed financing is made up of £174.7 million of prudential borrowing, £119.9 million from revenue including earmarked reserves, £95.4 million of capital receipts and £27.3 million of capital grants and contributions.
- 2.3. Further details are provided in the supporting information section below and in the appendices to the strategy.
- 2.4. The council will need to increase its external borrowing but the amount and timing of this is dependent on the delivery of the capital programme and on the council's overall reserve position. Further information, including borrowing limits, is set out in the Treasury Management Strategy (CAB3333).
- 2.5. Included in the Prudential Code is the requirement that "the chief finance officer should report explicitly on the affordability and risks associated with the capital strategy and, where appropriate, have access to specialised advice to enable them to reach their conclusions". The statement below is the Winchester City Council Chief Finance Officer's response:
- 2.6. Affordability and risk are key considerations within this capital strategy. The strategy aims to support the financial viability of the organisation. Return on investment/ payback is also a key consideration. The strategy provides an overall positive return to the General Fund as well as supporting the delivery of the key priorities in the Council Plan. The risk section is articulated below and importantly, business cases for new schemes are required to ensure that risks are adequately covered. One of the most significant risks is capacity to deliver the individual projects contained within the strategy and adequately identifying resources required at the commencement of projects is a crucial element of the business case process. The HRA capital programme is a key element of the Housing Revenue Account (HRA) Business Plan which is refreshed annually; individual schemes are assessed for affordability within the overall context of this plan, which now reflects the investment required to deliver 1000 new homes over the next 10 years in line with the "Homes for All" Council Plan priority.

- 2.7. From 2022/23 the strategy includes the remaining unallocated funding for the Strategic Asset Purchase (SAP) scheme of £20.5m as well as £1.0m for the provision of parking at The Dean in Alresford. There is a strong governance programme around the process for purchases made through the SAP scheme, ensuring a positive contribution to the Council Plan objectives. It should be noted that income from property investments cannot be used to support wider services but should be incidental and required to support the viability of the specific scheme. It is possible for any surplus income to be used for similar projects (e.g. regeneration) in the district, but not to underpin the medium term financial strategy or address future forecast deficits. This has recently been clarified through the publication of updated regulations from CIPFA and the Public Works Loan Board. The total funding set aside for this programme is reasonable within the overall context of the council's capital strategy and the scale of the Council's balance sheet. However, the aims and terms of the scheme will be reviewed in 2022 in light of the latest regulations.
- 2.8. Over the next ten years, the strategy forecasts up to £417.3m of capital spend. Within this financial context and the council's balance sheet (£661.7m of fixed assets as at 31 March 2021), the council has a long history of managing and acquiring assets to support its objectives. The council also utilises its treasury management advisors, Arlingclose, to consider the implications of the prudential code and the impact on the treasury management strategy.
- 2.9. The strategy articulates a wide range of new and existing activities. This blends some major regeneration ambitions, new infrastructure, and significant investment in housing as well as smaller schemes that are more local.

3. LEGAL AND PROCUREMENT IMPLICATIONS

- 3.1. The council's Capital Investment Strategy Statement follows the latest codes of practice, and the Department for Levelling Up, Housing & Communities (DLUHC) and the Chartered Institute of Public Finance & Accountancy (CIPFA) guidance.
- 3.2. Individual projects included within the programme will be carefully considered in relation to legal and procurement issues and separate approvals sought as appropriate.

4. WORKFORCE IMPLICATIONS

- 4.1. Project resources for individual projects are identified as part of the business case development.

5. PROPERTY AND ASSET IMPLICATIONS

- 5.1. Many of the projects and schemes within the Capital Programme are related to the council's properties and assets and therefore aligning the programme

with the Council's draft Asset Management Strategy is an important consideration. The Programme and Capital Board (PAC) plays a key role in ensuring that this process takes place and that funds are identified to improve the council's assets in line with its Strategies and Plans.

6. CONSULTATION AND COMMUNICATION

- 6.1. Appropriate engagement and consultation is undertaken for all individual projects and schemes.
- 6.2. The Scrutiny Committee discussed the report at its meeting held on 15 February 2022. Due to the dispatch date any particular matters that the Committee wishes to raise with Cabinet will be reported at the meeting.

7. ENVIRONMENTAL CONSIDERATIONS

- 7.1. Tackling the climate emergency and creating a greener district is a key priority for the council. A number of the schemes in the programme deal specifically with the climate emergency and environmental considerations will be part of the business case supporting all capital projects.

8. EQUALITY IMPACT ASSESSEMENT

- 8.1. Equality Impact assessments are considered as part of the business case for specific capital projects.

9. DATA PROTECTION IMPACT ASSESSMENT

- 9.1. Data Protection Impact assessments are considered as part of the business case/approvals for specific capital projects

10. RISK MANAGEMENT

- 10.1. In setting out this strategy, and when considering the programme and the projects within in it, reference is made to the council's risk appetite as set in section 11.11.

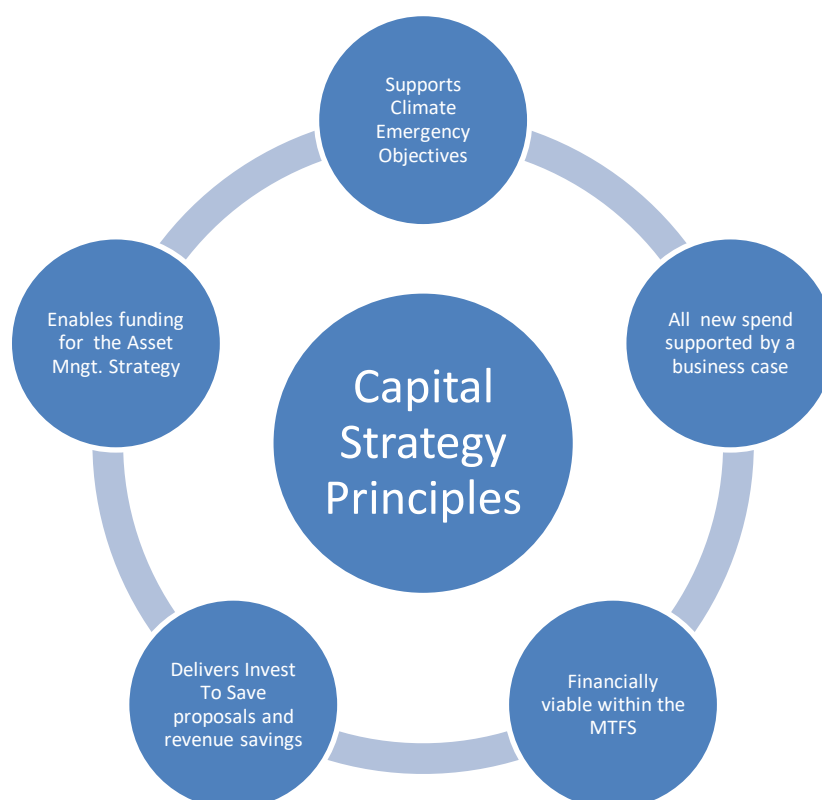
Risk	Mitigation	Opportunities
<i>Property</i> Council assets not fully utilised	An effective capital strategy and its delivery helps to ensure council assets are used to	Investment in the council's assets can increase income generation

	achieve the council's priorities	Identification of assets suitable for sale can generate capital receipts which can be reinvested in assets or used to reduce the overall borrowing need.
<i>Community Support</i> Projects are unsupported by the community or the community's needs are not met	Engagement is undertaken for key projects to ascertain community and stakeholder views	Engagement with the community ensures the council's capital programme meets the needs of the district's citizens and businesses
<i>Timescales</i> Projects not delivered on time resulting in a delay in benefits to the council	The 10 year strategy and its associated governance structures including regular review by the Programme and Capital (PAC) Board and quarterly by Scrutiny/Cabinet	
<i>Project capacity</i> Failure to deliver major capital schemes due to insufficient staff resources	Ensure robust business cases are taken forward and sufficient resources are available to deliver the projects.	Consideration of a wide base of potential capital / investment schemes to enable a balanced risk portfolio and other schemes to be chosen should any schemes not progress
<i>Financial / VfM</i>	Detailed elsewhere within the report	None
<i>Legal</i>	Considered as part of the approval process for individual capital schemes	None
<i>Innovation</i>	Considered as part of the approval process for individual capital schemes	Strategy includes new schemes to innovate
<i>Reputation</i>	Considered as part of the approval process for individual capital schemes	None
<i>Other</i>		

11. SUPPORTING INFORMATION:

11.1. Purpose

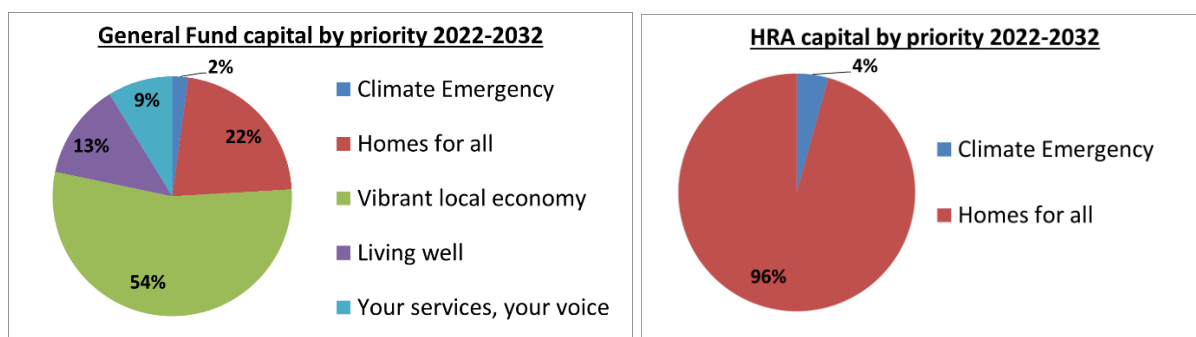
- 11.1.1. The primary purpose of this strategy is to identify and progress schemes to help deliver the Council Plan and to help make the council self-sufficient in order to be able to deliver the level of required services. It outlines how the council ensures that individual schemes and the programme as a whole are both deliverable and financially viable.
- 11.1.2. The Strategy sets out the council's capital spending programme and the principles which underpin this to deliver the Council Plan:



- 11.1.3. The council's capital programme incorporates both the General Fund (GF) and the Housing Revenue Account (HRA) capital requirements to support service provision and links with the Council Plan, Housing Business Plan, the draft Asset Management Strategy, IMT strategy and Medium Term Financial Strategy. This capital investment strategy provides a framework for the development and implementation of the capital programme.
- 11.1.4. As detailed in the council's Medium Term Financial Strategy (MTFS), the council is facing a significant reduction in its anticipated financial resources over the next 4 years. It is vital therefore that the council maximises the use of its capital investment in the district over the next decade. As government grant to the council reduces, the council needs to utilise its capital

programme to drive the most effective and efficient use of financial resources for the district's residents.

- 11.1.5. The Council Plan details how the council will deliver its five strategic priorities: Tackling the climate emergency and creating a greener district, Homes for all, Vibrant local economy, Living well, and Your services Your Voice. Several of these priorities will be delivered through capital spend and associated projects including for example: additional investment in the council's housing stock to improve energy efficiency and help tenants reduce their carbon emissions; the provision of new housing and maintenance of existing housing stock; major regeneration schemes; the refurbishment of council's existing assets; and provision of leisure facilities.
- 11.1.6. The following charts illustrate the percentage of total capital expenditure forecast for each of the council's priorities (NB the charts are based on the main priority for each project or scheme; however, many meet more than one priority. For example, while a project may have a primary purpose of improving the local economy it may contain elements such as the installation of solar panels in order to tackle the climate emergency):



11.2. The Capital Programme

- 11.2.1. The council has made further progress in 2021/22 in delivering its ambitious capital programme. In the General Fund, works completed or due to complete this year have included:
- Winchester Sport & Leisure Park which opened in May 2021
 - A major flood defence scheme at Durngate
 - A new multi-storey car park on the former Vaultex site
 - The provision of 3 small business units at the former depot site in Bishop's Waltham
 - The conversion of the former 1871 café at the Guildhall into a self-contained restaurant

- The installation of Solar PV at Marwell Zoo and on the council's depot at Barfield Close
- Disabled facilities grants (totalling £0.7m by the end of December) enabling those in private or housing association to stay in their homes by funding necessary adaptations

11.2.2. In addition to works to the existing stock, a number of HRA new build schemes have been completed, or are in progress:

- The Valley with 77 units (23 shared ownership and 54 social)
- 35 units at Hookpit (8 shared ownership, 25 affordable, and 2 sales)
- 3 affordable housing acquisitions
- Winnall Flats with 76 units (35 shared ownership, and 41 market rent) – not complete
- 54 units at North Whiteley (27 shared ownership, and 27 affordable) – not complete

11.2.3. Over the period 2022 to 2032, the council's total estimated capital expenditure is £417.3m of which £60.7m is General Fund and £356.6m is Housing Revenue Account. The programme includes an ambitious target to deliver **1000 new homes** in the HRA as well as plans to get the most from our existing estate including a proposed development at the **former goods shed**, and refurbishments in order to secure new tenancies at **158-159 High Street, 59 Colebrook Street** and the **Casson block** have been added to the programme.

11.2.4. The following table summarises the capital programme by year for the period. Further detail by project is included in Appendix A.

Capital Expenditure 2022 - 2032	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	TOTAL Est. £m
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
General Fund	30.6	11.2	5.9	2.1	1.9	1.8	1.8	1.8	1.9	1.7	60.7
HRA	43.2	53.7	43.5	35.7	31.7	30.5	32.1	32.1	33.5	20.6	356.6
Total Expenditure	73.8	64.9	49.4	37.8	33.6	32.3	33.9	33.9	35.4	22.3	417.3

11.2.5. The programme includes the following **key projects** (quoted budget figures are for the period 2022-2032 and do not include prior years):

Priority: Tackling the Climate Emergency & creating a greener district (£16.7m)

Tackling the Climate Emergency is a theme that is integral to *all* that the council does.

- £15m has been allocated over the next 10 years to invest in the **council's housing stock to improve energy efficiency and reduce emissions**.
- Following the installation of Solar PV at the council's depot and at Marwell Zoo in 2021/22, a further £1m budget has been allocated for **energy management projects** over 4 years from 2022/23 funded by prudential borrowing. Expenditure will be subject to a business case as new projects are identified. As well as reducing the council's carbon emissions it is anticipated that projects will provide additional income and/or savings to the council over and above the cost of borrowing.
- The installation of up to 36 **Electric Vehicle (EV) charging points** in car parks across the district was completed in 2021/22 and additional charging points were added for the council's own fleet in the Guildhall Yard and Cipher House.
- The council was successful in securing a £260,000 grant from the Salix Decarbonisation Fund (SDF) in order to **decarbonise City Offices** and in line with the council's target to be carbon neutral by 2024. Works to remove asbestos have commenced this year and the installation of new windows will be completed in early 2022/23.
- In addition to the projects outlined above, measures to tackle the climate emergency are included in other projects. For example, additional EV charging points and solar PV have been installed at the new Sport & Leisure Park, at the new decked car park at the former Vaultex site, and as part of the redevelopment of Bishop's Waltham depot.

Priority: Homes for all (£354.5m)

- Over the next 10 years, £246m has been allocated to the council's New Build programme to enable the delivery of **one thousand council homes**.
- A total of £79m has been allocated to major repairs and maintenance of our existing housing stock in addition to £1.7m to improve fire safety.
- Following a review of delivery models which identified a leasing model could deliver the same outcomes without the need for a significant capital loan, the budget of £4m has been reduced to £1m for the establishment of a **Housing Company** to support the delivery of sub-market rented housing and alternative tenures. This change in approach will reduce the risk to council tax payers.
- An estimated £12.3m of Disabled Facilities Grant to provide necessary adaptations to private homes in addition to £9.1m for adaptations to the council's own stock.

Priority: Vibrant local economy (£32.9m)

- The **Strategic Asset Purchase Scheme (SAPS)** seeks to identify assets for the council to acquire which will assist it in meeting its strategic objectives such as regeneration whilst also generating ongoing revenue streams in order to ensure a scheme is financially viable overall or to be recycled in to other similar schemes. Following a number of acquisitions a budget of £20.5m remains in order to continue the acquisition of property to support the council's ambitions.
- Budgets of £0.5m and £0.55m respectively have been included for the refurbishments of **158-159 High Street** and **59 Colebrook Street** in order to bring the assets into a lettable condition. The estimated potential gross income for each site is in the region of £40,000 per annum.
- A provisional budget of £0.7m has been included in 2023/24 for refurbishment works to the **Casson Block** offices. Further feasibility work will be carried out and initial estimates are that rental income of up to £120,000 per annum could be generated following the work.
- A budget of £0.5m has been allocated for the demolition of **Friarsgate medical centre** and the installation of an interim open space prior to further development. Demolishing the building now rather than waiting for the main development will bring forward estimated savings on business rates and ongoing maintenance (circa £64,000 per annum).
- Works to **Kings Walk** at an overall cost of £0.4m including: ground floor & public realm - external greening, lighting, internal alterations to create a refreshed image; loading bay activation - create external event space for letting and/or regeneration of the area; and to enhance connectivity and visibility between Kings Walk and the High Street.
- A provisional budget of £5m has been included to redevelop the **former Goods Shed site** which would provide several small business units. After borrowing costs, this could generate an estimated surplus income of between £50,000 and £70,000 per annum.
- In addition, a total of £3.9m has been identified for various car park improvements throughout the district including refurbishment works at **Chesil car park**, and provision of a new **car park at the Dean in Alresford**.

Priority: Living Well (£7.8m)

- A budget of £2.3m has been allocated to replace the **King George V (KGV) pavilion** and £0.8m to replace **North Walls pavilion**. The council is working closely with key stakeholders and is exploring funding sources such as external grants. Following design work, the estimated cost of KGV

pavilion has increased by £0.9m; as well as offering a modern facility for its users, it will help the council achieve its carbon neutral goals by incorporating several features including EV charging points, solar panels, an air source heat pump, and a green roof.

- Over the next 4 years, £0.8m has been allocated for the **replacement or refurbishment of several play areas and a skate park**.
- **Community Infrastructure Levy (CIL) – Community projects.** In addition to previous years, £1.2m of CIL funded capital grants have been awarded to community groups for projects expected to take place in 2022/23. The scheme allows community groups to apply for a share of between £10,000 and £200,000 for essential infrastructure projects.
- £120,000 has been set aside in the 10 year programme for replacement equipment at **Meadowside Leisure Centre** as well as £40,000 in 2022/23 for 3G pitch drainage improvements to address flooding issues.
- £2m has been included in 2024/25 for the **demolition of River Park leisure centre** although the exact timing is uncertain and to be determined as part of the wider plans for the site. This expenditure will be funded from the capital receipts reserve and offset by any capital receipt from the disposal of the site.

Priority: Your services Your voice (£5.3m)

- The majority of the budgets are for long term capital maintenance works to the council's operational assets. This includes the replacement of the City Offices heating system which is nearing the end of its economic life and is inefficient to run. Its replacement with a more efficient system will reduce carbon emissions and provide ongoing energy savings; a budget of £100,000 has also been allocated for additional solar PV so that further savings can be made if an electric system replaces the current gas-powered heating.
- The council continues to invest in keeping its **IMT** up to date including the provision of appropriate equipment to reduce cost and the consumption of paper and investing in remote working solutions to reduce the need for staff to travel and therefore the council's carbon footprint.

11.2.6. Future capital ambitions and **key considerations for future years:**

- Following the council's declaration of a **Climate Emergency** and its goal of becoming carbon neutral as a council by 2024 and as a district by 2030, further capital projects will be required to meet this goal in addition to those already carried or in the capital programme. Exploratory work has been undertaken on the potential for the council to invest in a solar farm in the district with more feasibility to be carried over the next 12 months. In some cases, such as with the installation of solar panels, the projects pay for themselves and deliver a small surplus to the council. However, some

projects may not provide sufficient income or savings to cover the associated cost of borrowing and will therefore increase the overall revenue costs to the council; there are a number of possible sources of grant funding for these projects and the council will explore these opportunities where appropriate in order to reduce the financial impact.

- **Central Winchester Regeneration (CWR)** – The CWR project aims to deliver a mixed use, pedestrian friendly quarter that is ‘distinctly Winchester’ and supports a vibrant retail and cultural/heritage offer; set within an exceptional public realm. Ultimately, it will support business and the city economy, and make it a more attractive place for residents and visitors alike. Working with a development partner, it is not anticipated that the council will be making further capital investment in CWR but it is expecting to put its assets into the scheme in exchange for a capital receipt.
- A number of potential schemes will be required following the publication of the **Winchester Movement Strategy** Phase 2 report. Where possible, external funding sources will be explored including Community Infrastructure Levy (CIL) contributions and grant funding such as the Local Enterprise Partnership (LEP).
- **North Walls Park Plan** – the North Walls Park Plan was brought to Winchester Town Forum in November 2021 following a public consultation (WTF303). Feasibility work is required to determine future funding requirements and this will be reported back to the forum in due course for the required improvements to the site.
- Up to £1m will be required to the **Brooks car park ventilation system** which has been in operation since its opening. The exact timing and cost will need to be determined and the solution will not only provide cleaner air but will reduce carbon emissions and running costs.

11.3. Financing the Capital Programme

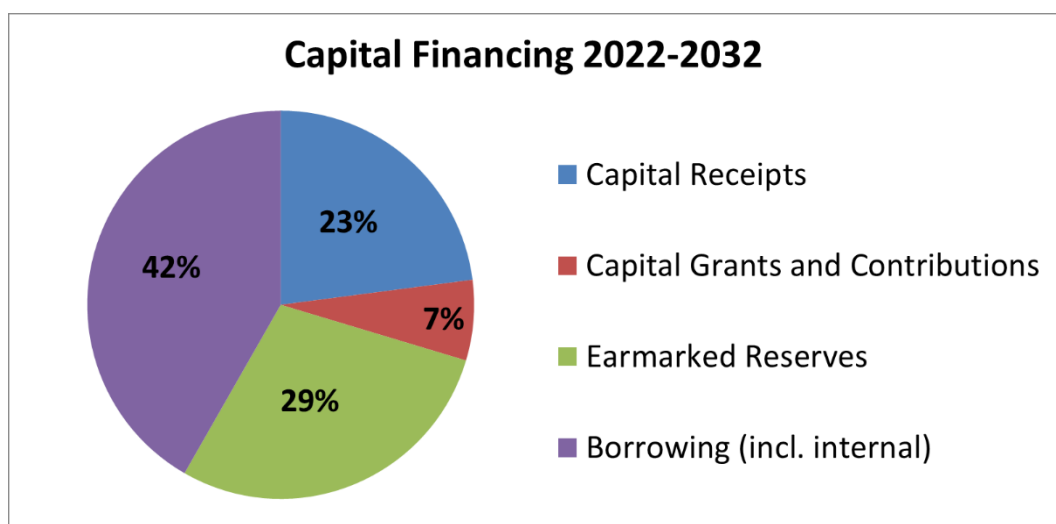
11.3.1. The council can invest in a capital programme so long as its capital spending plans are “affordable, prudent and sustainable”.

11.3.2. The main sources of finance for capital projects are as follows:

- Capital receipts (from asset sales);
- Capital grants (e.g. Disabled Facilities Grant);
- External contributions (e.g. Section 106 developers’ contributions and Community Infrastructure Levy (CIL));

- Earmarked Reserves (e.g. the Major Investment Reserve, the Property Reserve, the Car Parks Property Reserve, and the IMT Reserve);
- Revenue contributions; and
- Borrowing, including internally (also known as the “Capital Financing Requirement”).

11.3.3. Full details of the proposed financing for the 2021-2031 capital programme are provided in Appendix B and is summarised in the following graph:



11.3.4. Borrowing (or Capital Financing Requirement) makes up a significant element of the council’s proposed financing over the next 10 years. In recent years the council has had sufficient cash and investment balances to be able to internally borrow but will, in the future, need to increase its external borrowing in addition to the £166.7m the council has already borrowed on behalf of the HRA. The impact of this borrowing is estimated as part of the revenue consequences of the capital programme (see Appendix C) and is incorporated into the Medium Term Financial Strategy and the Housing Revenue Account business plan. The council works closely with its external treasury advisors (Arlingclose) to identify the optimum borrowing strategy to provide a balance between achieving certainty of future costs (i.e. locking-in on long-term fixed rates) and the overall cost of borrowing.

11.3.5. Before committing the council to borrowing, consideration is giving to the forecast savings and/or income a new project may generate and how this will contribute to the financing costs as part of its respective business case. The capital financing requirement is reduced over the life of individual assets in the General Fund by a statutory annual contribution from revenue referred to as the Minimum Revenue Provision (MRP). In addition, the

council can elect to reduce its borrowing need by making additional contributions from revenue or from the sale of assets (capital receipts). Planned MRP is as follows:

Replacement of debt finance in £ millions

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
Minimum Revenue Provision (GF)	0.4	0.5	1.2	1.3	1.3
Reserves (HRA)	0.0	0.0	0.0	0.0	0.0
Total	0.4	0.5	1.2	1.3	1.3

The council's full MRP statement is available at Appendix E.

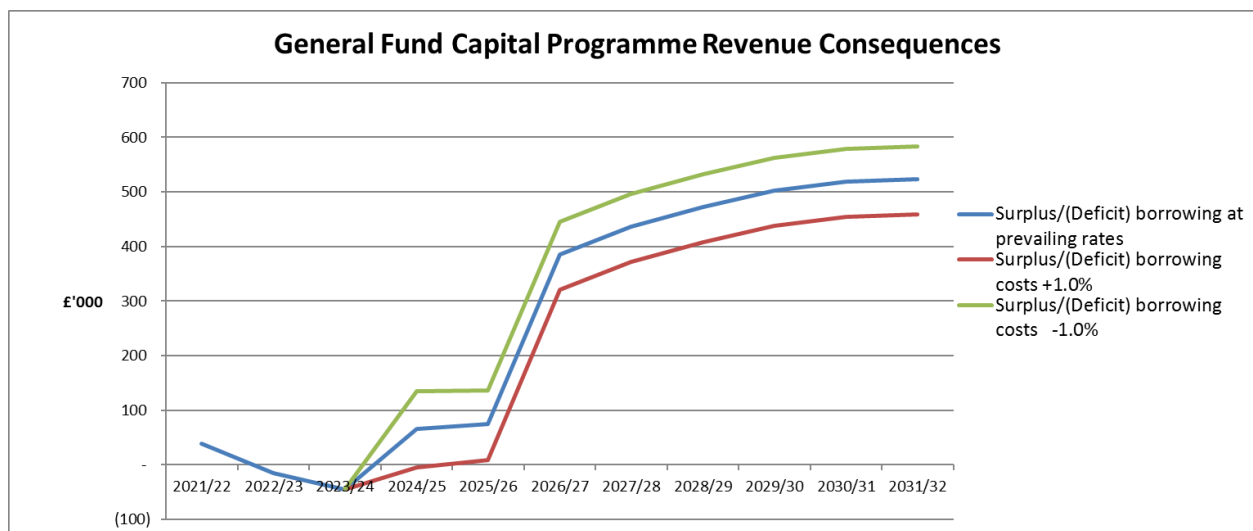
- 11.3.6. The council's cumulative outstanding amount of debt finance (borrowing need) is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and voluntary contributions from revenue or capital receipts. CFR is estimated to increase by up to £54.4m during 2022/23 subject to full delivery of the Capital Programme.

Estimates of Capital Financing Requirement (CFR) in £ millions

	31.3.2021 actual	31.3.2022 forecast	31.3.2023 budget	31.3.2024 budget	31.3.2025 budget
General Fund	68.1	70.6	90.5	94.7	95.2
Housing Revenue Account	178.2	195.0	229.5	278.2	279.4
TOTAL CFR	246.3	265.6	320.0	372.9	374.6

- 11.3.7. Further information including borrowing forecasts and borrowing limits are set out in the Treasury Management Strategy (CAB3333).
- 11.4. Revenue Consequences of the Capital Programme on the General Fund
- 11.4.1. Appendix C details the impact of the Capital Programme on the council's General Fund. Not all projects provide savings or generate income but, in aggregate, the capital programme is forecast to have a positive net benefit to the General Fund from 2024/25. There is an overall small negative impact on the General Fund prior to this year which reflects expenditure on preliminaries and costs associated with major projects early in their lifecycle.
- 11.4.2. A significant proportion of the council's programme is likely to be financed by borrowing and this exposes the council to the risk of changing interest

rates. The council can mitigate against this by borrowing early where it is advantageous to do so and by taking out a basket of loans of mixed duration including longer-term fixed rate loans. The graph below illustrates the impact on the General Fund at prevailing long-term rates available to the council as well as the impact of a change in those rates by 1.0%:



11.4.3. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans, MRP, and any revenue funded reductions in the borrowing need are charged to the General Fund (GF) or Housing Revenue Account (HRA) income and expenditure statements as appropriate. The net annual charge is known as financing costs - this is compared to the net revenue stream: Council Tax, Business rates, and general government grants in the case of the GF; and rents and other charges in the case of the HRA.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2020/21 actual	2021/22 forecast	2022/23 budget	2023/24 budget	2024/25 budget
GF financing costs (£m)	0.7	0.5	1.2	1.3	1.5
GF proportion of net revenue stream	3.4%	2.8%	7.1%	8.8%	11.2%
HRA financing costs (£m)	5.2	5.4	5.9	7.9	7.9
HRA proportion of net revenue stream	17.8%	18.7%	19.9%	25.8%	23.9%

11.4.4. **Sustainability** – due to the long-term nature of capital expenditure and financing, the revenue implications of the expenditure in the next few years

will extend up to 50 years in the future. It is imperative therefore that the council ensures that the proposed programme is prudent, affordable, and sustainable. This is achieved by ensuring that the governance and procedures outlined in this strategy are followed; by incorporating and considering the revenue impact in the context of the medium term financial strategy (MTFS); by undertaking financial appraisals of individual projects as part of their business cases on a whole life basis; and, for HRA expenditure, incorporating the impact in the 30 year business plan.

11.5. Capital Receipts

- 11.5.1. When a capital asset is sold the proceeds, known as capital receipts, can be spent on new assets or to reduce debt from prior year capital expenditure. Repayments of capital grants, loans, and investments also generate capital receipts. Forecast capital receipts and their use in funding capital expenditure is detailed in Appendix D.
- 11.5.2. Ordinarily capital resources, such as capital receipts, can only be used to finance capital expenditure (i.e. the creation or enhancement of a capital asset). However, in 2018 the MHCLG Secretary of State issued a direction to local authorities in order to give local authorities the freedom to use capital receipts from the sale of their own assets (excluding Right to Buy receipts) to help fund the revenue costs of transformation projects and release savings, including through redundancy. By using capital receipts, the council is able to avoid the negative impact on its annual revenue budget of significant one-off costs. The council used £194,000 in qualifying receipts for severance costs in 2020/21 which will continue to provide significant ongoing savings of over £700,000 per annum. In 2021, the government confirmed that the direction would be extended by another 3 years from 2022/23; while the council has no plans to make further redundancies, it may use qualifying capital receipts, when appropriate, to help fund the revenue costs of any transformation projects identified. Further detail is provided in the Flexible Use of Capital Receipts Strategy at Appendix G.
- 11.5.3. In order to effectively manage its estate the council commenced an asset challenge programme in 2018/19. This process involves reviewing all of the council's assets on a rolling basis to establish why the council holds assets; what options the council has, for example, to increase income, dispose, hold or develop; and when these can be realised.

11.6. The approval process and Project and Programme management

- 11.6.1. For effective delivery of the Capital Programme it is important that the programme is realistic in terms of projects which can be delivered on time, within budget, and whilst achieving the desired outcomes. The council has a number of programme and project management procedures in place to help to ensure successful delivery of the capital programme, from the

initiation and approval of projects to effective performance monitoring and post-implementation review.

- 11.6.2. The resource requirements for each corporate project are assessed as part of the development of the outline business case and associated project plan and initially identified in the Business Justification Case which is considered by the Programme and Capital Board (PAC). This is then considered in relation to the whole programme of projects to determine the cumulative impact of delivery on staff resources. This can have an impact on resourcing in key service areas such as identifying project managers, and other key areas such as the legal, finance, procurement and estates teams depending upon the nature of the projects. Where required, external support is commissioned to provide resources which cannot be met internally.
- 11.6.3. The PAC Board, the role of which is to monitor the programme and project delivery together with identifying and addressing resource issues, meets on a regular basis to consider such issues.
- 11.6.4. Cabinet and Performance Panel receives quarterly updates on financial performance as well as key projects many of which are in the capital programme.
- 11.7. Asset Management Strategy (AMS)
 - 11.7.1. The emerging AMS will seek to address both the spending priorities for the maintenance of operational property and the development of the non-operational estate to assist economic development and provide both capital receipts and revenue income streams. The most recent AMS covering was approved in December 2016 (CAB2870 refers) and a revised strategy will be published early in 2022.
 - 11.7.2. The council owns a well located portfolio of property which has the potential to provide an increasing level of income for the council, whilst other sources of income may be restricted in growth. Due to the covid-19 pandemic, rental income in the last two years has been under pressure. This has been monitored carefully and a "Rent Abatement" programme has supported tenants through this period, resulting in only one business having to give up their tenancy due to business failure. There remains the risk that, particularly with respect to retail properties within the council's portfolio, the economic impact of covid-19 may be prolonged. However, one of the council's priorities is to ensure the district continues to have a vibrant local economy once the pandemic is over through the schemes outlined in the capital investment strategy and other initiatives. The value of the council's portfolio can be unlocked by undertaking prudent development or refurbishment schemes on existing property to be let as well as identifying potential asset sales as detailed in 11.5 above.
 - 11.7.3. The Capital Programme (Appendix A) includes specific projects in line with the underlying asset management plan held by the council's Estates team.

In addition, a £200,000 annual budget, funded by the Property Reserve, has been allocated to support reactive maintenance and smaller scale refurbishments as they arise.

11.8. IMT Asset Management Plan

- 11.8.1. The purpose of the IMT Service is to deliver cost effective robust data processing and voice services to support the productivity and ambitions of the council. The IMT Service uses good practice methodologies (ITIL3) to ensure the quality control of supportable, sustainable and secure services.
- 11.8.2. The council has formulated a digital transformation strategy which has been a key focus since 2018 and aims to enhance how the council engages and transacts with its customers whilst seeking efficiencies, savings and improvements.
- 11.8.3. As part of our Covid recovery strategy, the council is exploring new ways of working for staff. A key element of this will be the IT investment to enable flexible working from a range of locations. Coupled with the digital transformation strategy, this will help to make services agile and customer focused; making them more accessible than ever to all our customers.
- 11.8.4. The council formed an IT delivery partnership with Test Valley Borough Council (TVBC) over ten years ago that shares an infrastructure platform that continues to produce both capital avoidance and revenue financial savings. The assets which constitute the shared platform are jointly procured and owned. Other capital assets which are required solely for the use of either party will continue to be funded independently. This will be reflected in setting out investment requirements.
- 11.8.5. It is paramount that a funding provision be made available to ensure that the IT infrastructure remains fit for purpose and capable of delivering sustainable and supportable services. Equipment must be maintained in a condition which supports the needs of the business.
- 11.8.6. The Asset Management Plan for IT infrastructure recognises this requirement for fit-for-purpose equipment through a programme of continuous investment. Generally, equipment will require refreshment after 4-5 years, at intermittent intervals due to the practical constraint of delivery and implementation. The Asset Management Plan for IT assumes the need to refresh infrastructure items on a like-for-like basis, and proposed costs reflect this. In reality, after five years the technology will have “moved on” and new developments, offering further advances, will be considered and may give greater benefits for the same investment.

- 11.8.7. The following table sets out the proposed IMT capital expenditure for 2022/23 to be financed from the IMT reserve:

IMT Capital 2022/23	£'000
Equipment	55
Corporate network	50
ArcServe backup	48
Telephony replacement	30
Uninterruptable power supply (UPS)	20
Meeting rooms equipment	80
New website	60
Total	343

11.9. Housing Revenue Account (HRA)

- 11.9.1. The HRA capital programme takes full account of priorities detailed in the council's Housing Strategy, its 30 year HRA Business Plan and the Housing Asset Management Strategy.

- 11.9.2. Appendix A provides summary detail on the HRA capital programme for 2022/23 and forecasts to 2031/32. Further detailed information can be found in the Housing budget paper (CAB3334).

11.10. Commercial and non-Treasury Investment Activities

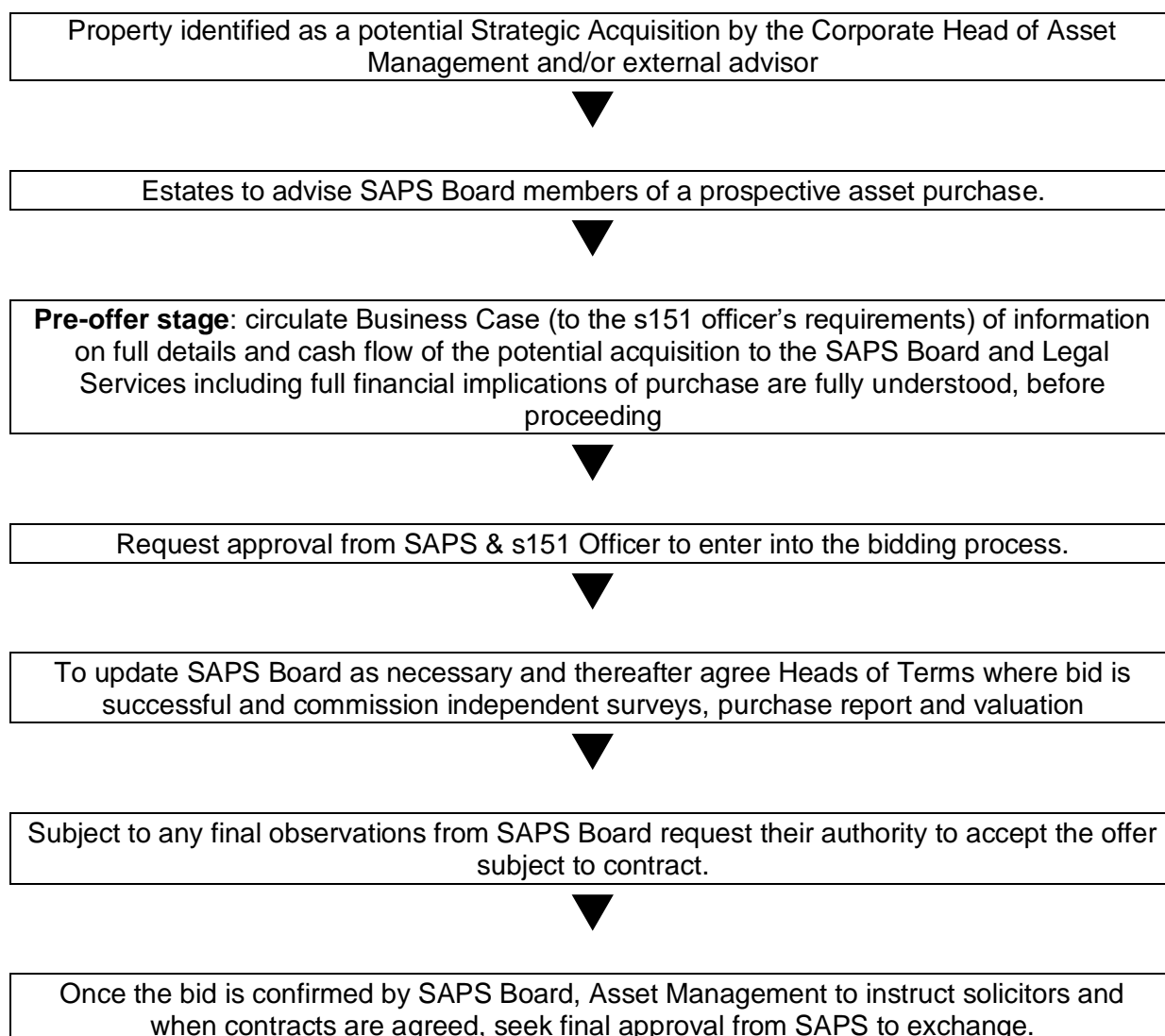
- 11.10.1. The council invests for three broad purposes:

- because it has surplus cash as a result of the reserves it holds and its day to day activities such as when income is received in advance of expenditure (known as **treasury management investments**);
- to support local public services by undertaking regeneration projects, by lending to, and by buying shares in other organisations (**service investments**); and
- to earn investment income (**commercial investments**)

- 11.10.2. The council's Treasury Management Strategy, and associated limits and indicators, is reported in CAB3333. Further detail on service and commercial investments including total investment indicators is provided in Appendix F.

- 11.10.3. As noted elsewhere in this report, the council's Asset Management Strategy seeks to develop the estate to assist economic development and provide both capital receipts and revenue income streams.

- 11.10.4. Individual projects are supported by appropriate business cases and the programme as a whole is monitored to ensure that sufficient resources are available, both financial and in respect of staff. Where appropriate, the council will procure additional external resource when either there is insufficient officer availability or when specialist advice and support is required.
- 11.10.5. In addition to this, Council approved a Strategic Asset Purchase Scheme (SAPS) in January 2017 (CAB2872 refers). As part of this, a SAPS Board was created which includes members and officers; the board receives recommendations of potential purchases and the s151 officer has delegated authority to make acquisitions up to £4m following discussions with the board, subject to due diligence, or recommend to Cabinet and Council to approve for acquisitions above £4m.
- 11.10.6. The following flowchart details the process:



11.11. Risk Appetite

- 11.11.1. The council's Risk Appetite Statement is an integral part of the council's Risk Management Policy. It ensures that the opportunities the council is willing to take to achieve its strategic priorities and objectives are measured, consistent and compatible with the council's capacity to accept and manage risk; and that they do not expose the council to unknown, unmanaged or unacceptable risks. The Policy was most recently updated and approved in March 2021 (CAB3245).
- 11.11.2. During the course of the year the council will take fair, measured and targeted levels of risk to achieve the priority objectives included in the Council Plan. There will be opportunities for the council to be innovative or work differently and any identified risks will need to be considered against the anticipated cost or efficiency benefits.
- 11.11.3. The Risk Appetite Statement supports members and officers in decision making by setting out where the cabinet is comfortable taking different levels of risk, and which levels of risk are unacceptable. The council's risk appetite is considered in conjunction with the risk section of all committee reports when decisions are made.
- 11.11.4. The council's current overall risk appetite is defined as MODERATE (see table below for definitions). This means the council remains open to innovative ways of working and to pursue options that offer potentially substantial rewards, despite also having greater level of risks. However, the council's preference is for safe delivery options which have a lower degree of risk, especially for those services required by statute.

Risk Appetite Definitions	
Avoid	No appetite. Not prepared to take risk.
Adverse	Prepared to accept only the very lowest levels of risk, with the preference being for ultra-safe delivery options, while recognising that these will have little or no potential for reward/return.
Cautious	Willing to accept some low risks, while maintaining an overall preference for safe delivery options despite the probability of these having mostly restricted potential for reward/return.
Moderate	Tending always towards exposure to only modest levels of risk in order to achieve acceptable outcomes.
Open	Prepared to consider all delivery options and select those with the highest probability of productive outcomes, even when there are elevated levels of associated risk.
Hungry	Eager to seek original/creative/pioneering delivery options and to accept the associated substantial risk levels in order to secure successful outcomes and meaningful reward/return.

- 11.11.5. Risk appetite is not a single, fixed concept and there will be a range of appetites for different risks which may vary over time. The council's risk appetite by corporate priority and guiding principles are set out below.

Council Plan Priority	Risk Appetite	
Tackling the climate emergency	Moderate	Maintaining good levels of standards we tend towards exposure to modest levels of risk in order to achieve acceptable outcomes.
Homes for all	Open	We invest when there is a good likelihood of return and opportunities to grow, choosing innovative options in order to deliver a significant contribution.
Living well	Moderate	Often working with partners we will continue to encourage and deliver; usually taking moderate to low risk options.
Vibrant local economy	Moderate	Promoting and supporting opportunities we tend towards exposure to modest levels of risk in order to achieve satisfactory outcomes.
Your services, your voice	Cautious	It is important the council is getting its best from available resources whilst ensuring long term sustainability. We will seek best use of our resources, and generation of alternative funding in order to protect services.

11.12. Knowledge, capacity, and skills

- 11.12.1. In order to deliver the Capital Programme it is essential that the council has access to the right knowledge and skills.
- 11.12.2. Internally the council employs fully qualified and experienced staff such as accountants, solicitors and surveyors. It is fully supportive in providing access to training, both internal and external, to enable those staff to complete their Continuing Professional Development (CPD) requirements.
- 11.12.3. Where the council does not have the knowledge, capacity, or skills required, use is made of external advisors and specialists in their field. The council currently employs Arlingclose Ltd as their Treasury advisers, Wilks Head & Eve to undertake its year end valuations, and other specialists as required to support, for example, its major projects.
- 11.12.4. In addition, the council ensures that its members are suitably experienced to undertake the governance responsibilities commensurate to their roles

by providing training opportunities (internally and externally provided) and access to workshops either within the council or with its local government partners. There are a number of mandatory training sessions for members throughout the year including, for example, Code of Conduct training and training for the Audit & Governance Committee. In December 2021 several members attended a briefing session provided by the council's treasury advisors Arlingclose.

11.12.5. The council also procures, when required, expert advice and assistance externally such as financial and legal advice.

12. OTHER OPTIONS CONSIDERED AND REJECTED

12.1. The council could elect to have no capital programme at all or to plan for an alternative programme. Both these options have been rejected as the council would no longer be able to meet its objectives.

BACKGROUND DOCUMENTS:-

Previous Committee Reports:-

The Capital Strategy and Programme are approved annually.

Other Background Documents:-

None

APPENDICES:

Appendix A – Capital Programme 2022-2032

Appendix B – Capital Programme Financing 2022-2032

Appendix C – Revenue Consequences of General Fund Capital Programme 2022 to 2032

Appendix D – Capital Receipts Reserve Forecast

Appendix E – Minimum Revenue Provision Statement 2022/23

Appendix F – Investment activities

Appendix G – Flexible Use of Capital Receipts Strategy