

## Appendix A: Section 7 – Capital Strategy

### Contents

1: Introduction	Appendix 1: Allowable capital expenditure
2: Vision and priorities	Appendix 2: Sources of capital funding
3: Operating framework	Appendix 3: Capital investment proposal (abbreviated)
4: Capital expenditure	Appendix 4: Capital investment appraisal
5: Capital funding	
6: External environment	
7: Working in partnership	
8: Asset management	
9: Development of the Capital Programme	
10: Delivering statutory obligations	
11: Revenue implications	
12: Managing the Capital Programme	
13: Summary of the 2015-16 Capital Programme	

## 1: Introduction

This Capital Strategy describes how the Council's investment of capital resources in the medium term will optimise the ability of the authority to achieve its overriding vision and priorities. It represents an essential element of the Council's overall Business Plan and is reviewed and updated each year as part of the Business Planning Process.

The Strategy sets out the approach of the Council towards capital investment over the next ten years and provides a structure through which the resources of the Council, and those matched by key partners, are allocated to help meet the priorities outlined within the Council's Strategic Framework. It is also closely related to, and informed by, the Cambridgeshire Public Sector Asset Management Strategy. It is concerned with all aspects of the Council's capital expenditure programme: planning; prioritisation; management; and funding.

## 2: Vision and outcomes

The Council achieves its vision of *"Making Cambridgeshire a great place to call home"* through delivery of its Business Plan which targets key priority outcomes. To assist in delivering the Plan the Council needs to provide, maintain and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year.

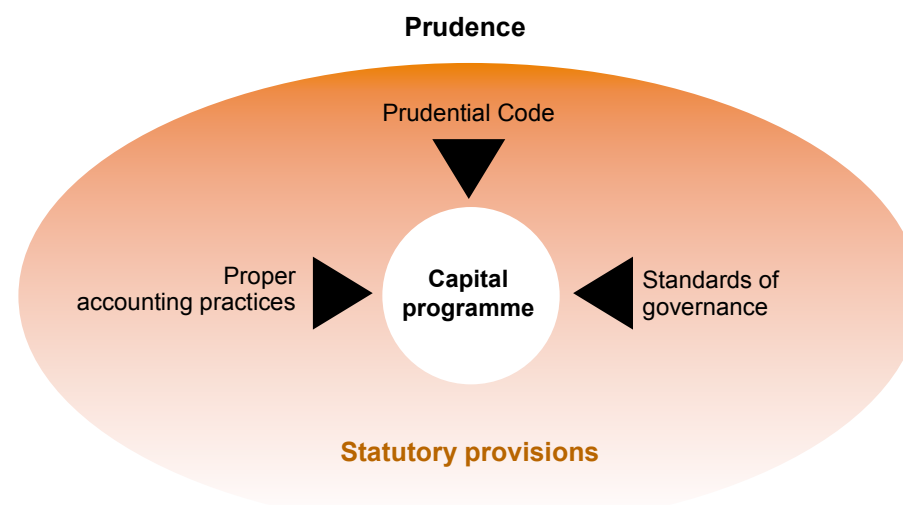
Expenditure on these long term assets is categorised as capital expenditure, and is detailed within the Capital

Programme for the Authority. Fixed assets are shaped by the way the Council wants to deliver its services in the long term and they create future financial revenue commitments, through capital financing and ongoing revenue costs.

## 3: Operating framework

Local Government capital finance is governed and operates under the Prudential Framework in England, Wales and Scotland. The Prudential Framework is an umbrella term for a number of statutory provisions and professional requirements that allow authorities largely to determine their own plans for capital investment, subject to an authority following due process in agreeing these plans and being able to provide assurance that they are prudent and affordable.

The framework is based on the following foundations:



#### 4: Capital Expenditure

Capital expenditure, in accordance with proper practice (as defined by CIPFA's Code of Practice on Local Authority Accounting in the United Kingdom 2015-16) results in the acquisition, creation or enhancement of fixed assets with a long term value to the Council. If expenditure falls outside of this scope<sup>1</sup>, it will instead be charged to revenue during the year that the expenditure is incurred. It is therefore crucial that expenditure is analysed against this definition before being included within the Capital Programme to avoid unexpected revenue charges within the year. A guide to what can and cannot be included within the definition of capital expenditure is provided in Appendix 1.

The Council applies a self-determined de minimis limit of £20,000 for capital expenditure. Expenditure below this limit should be expensed to revenue in the year that it is incurred. However, as the de minimis is self-imposed, the Code does allow for it to be overridden if the authority wishes to do so.

All capital expenditure should be undertaken in accordance with the financial regulations; the Scheme of Financial Management, the Scheme of Delegation included within the Council's Constitution and the Contract Procedure

<sup>1</sup> In addition, expenditure can be classified as capital in the unlikely scenario that:

- It meets one of the definitions specified in regulations made under the 2003 Local Government Act;
- The Secretary of State makes a direction that the expenditure can be treated as capital expenditure.

Rules. Further, detailed guidance can also be found in the Council's Capital Guidance Notes.

#### 5: Capital funding

Capital expenditure is financed using a combination of the following funding sources:

Earmarked Funding	Central Government and external grants
	Section 106 (S106), Community Infrastructure Levy (CIL) and external contributions
	Private Finance Initiative (PFI) / Public Private Partnerships (PPP)
Discretionary Funding	Central Government and external grants
	Prudential borrowing
	Capital receipts
	Revenue funding

Explanation of, and further detail on these funding sources is provided in Appendix 2.

The Council will only look to borrow money to fund a scheme either to allow for cashflow issues for schemes that will generate payback (via either savings or income generation), or if all other sources of funding have been exhausted but a scheme is required. Therefore in order to facilitate this, the Council will re-invest 100% of all capital receipts received

(after funding costs of disposal up to the allowable limit of 4% of receipt) back into the Capital Programme.

## 6: External environment

The Council uses a mixture of funding sources to finance its Capital Programme. The downturn in the housing and property market after the credit crunch initially caused development to slow and land values have subsequently been struggling to recover. Over the last few years this has negatively affected the ability of the Council to fund capital investment through the sale of surplus land and buildings, or from contributions by developers. Although this situation still exist for the north of the County, recent indications suggest that in south Cambridgeshire the market is showing good signs of recovery. This is particularly true for the city of Cambridge, where values look to be rising over and above pre-credit crunch levels. This is leading to increased viability of development once again, and therefore greater developer contributions in these areas.

Developer contributions have also been impacted by the introduction of Community Infrastructure Levies (CIL). CIL works by levying a charge per net additional floorspace created on all small-scale developments, instead of requiring developers to pay specific contributions towards individual projects as per the current developer contribution process (Section 106, which is set to continue for large developments). Although this is designed to create a more consistent charging mechanism, it also complicates the ability of the Council to fund the necessary infrastructure requirements created by new development due to the changes in process and the

involvement of the city and district councils who have exclusive legal responsibility for determining expenditure. The Council also expects that a much lower proportion of the cost of infrastructure requirements will be met by CIL contributions. Huntingdonshire and East Cambridgeshire District Councils are currently the only districts within Cambridgeshire to have adopted CIL – Cambridge City Council and South Cambridgeshire were due to implement in April 2014, but this is now more likely to be Summer/Autumn 2015, and Fenland District Council has decided not to implement at present. In addition, since April 2015 it is no longer possible to pool more than five developer contributions together on any one scheme, further reducing funding flexibility.

Central Government and external capital grants have also been heavily impacted during the last few years, as the Government has strived to deliver its programme of austerity. However, as part of the Autumn Statement 2014 the Government reconfirmed its commitment to prioritise capital investment over day-to-day spending over the next few years, in line with the policy of capital investment to aid the economic recovery. Therefore, as a general principle, the Business Plan anticipates that overall capital grant reductions will, as a minimum, plateau from 2015-16. Any necessary changes will be made following the results of the Emergency Budget on 8<sup>th</sup> July; however it is more likely that greater clarity will not be available until the next Spending Review, which is due autumn / winter 2015.

Alongside the Local Government Finance Settlement for 2014-15, the then Minister of State for Schools announced capital funding to provide for the increasing numbers of school-

aged children to enable authorities to make sure that there are enough school places for every child who needs one. He also announced that longer-term capital allocations would be made in order to aid planning for school places. Unfortunately, the new methodology used to distribute funding for additional school places did not reflect this commitment as although Cambridgeshire's provisional allocation for 2014-15 was as anticipated, the allocation of £4.4m across the period 2015-16 to 2016-17 was £32m less than the Council had estimated to receive for those years according to our need. Almost all of this loss relates to funding for demographic pressures and new communities, i.e., infrastructure that we have a statutory responsibility to provide, and therefore we have limited flexibility in reducing costs for these schemes.

Given the growth the County is facing, it was difficult to understand these allocations and as such, the Council has continued to lobby the Department for Education (DfE) for a fairer funding settlement that is more closely in line with the DfE's commitment to enable the Council to provide all of the new places required in the County. The DfE did acknowledge one error in their calculations which resulted in the Council receiving an additional £3m on top of the original allocation for these years.

In addition to lobbying the DfE, the Council has also sought to maximise its Basic Need funding going forward by establishing how the new funding allocation model works and seeking to provide data to the DfE in such a way as to maximise our allocation. This resulted in a significantly improved allocation for 2017-18 of £32.4m. This goes some way to reduce the Council's shortfall, but still does not come

close to covering the costs of all of the Council's Basic Need schemes.

The DfE have also recently revised the methodology used to distribute condition allocations, in order to target areas of highest condition need. A floor protection has been put in place to ensure no authority receives more than a 20% cut in the level of funding until 2018. The £1.2m reduction in allocation for Cambridgeshire for 2015-16 has hit this floor; therefore from 2018 it is expected that the Council's funding from this area will reduce further.

The mechanism of providing capital funding has also changed significantly in some areas. In order to drive forward economic growth, Central Government announced in 2013 that it would top-slice numerous existing grants, including transport funding, education funding and revenue funding such as the New Homes Bonus, in order to create a £2 billion Single Local Growth Fund (SLGF) which Local Enterprise Partnerships (LEPs) can bid for. In line with this announcement, the Council's Integrated Transport allocation was reduced from £5.7m in 2014-15 to £3.2m in 2015-16.

However, as part of the Autumn Statement 2014 the Department for Transport (DfT) announced indicative Highways Maintenance funding for the next six years which includes an increase of £5m for the Council for 2015-16, and an additional £2m - £3m for each of the following five years (over the original base). This is not, however, all additional funding, as the increase will in part replace one-off, in-year allocations of additional funding that the Council has received in recent years for aspects such as severe weather funding.

However, having up-front allocations provides significant benefit to the Council in terms of being able to properly plan and programme in the required work.

The DfT have also announced that the Council will have the opportunity to access or bid for funding for an Incentive Element, based on each Council's record in pursuing efficiencies and asset management, and a Challenge Fund for major maintenance schemes. The Council submitted one bid to the new Challenge Fund in January 2015, however this was unsuccessful.

At the same time as some external funding is plateauing or reducing, the County's population continues to grow. This places additional strain on our infrastructure through higher levels of road maintenance, increased pressure on the transport network, a rise in the demand for school places, a shortage of homes and additional need for libraries, children's centres and community hubs.

As part of the Budget 2014, Central Government announced their agreement for a Greater Cambridge City Deal which will deliver a step change in investment capability; an increase in jobs and homes with benefits for the whole County and the wider LEP area. The agreement provides a grant of up to £500million for new transport schemes. However, only £100million of funding is initially guaranteed with the remaining funding dependent on the achievement of certain triggers.

Despite this deal, as with the revenue position, the external operating environment poses a significant challenge to the

Council as it determines how to invest in order to meet its outcomes, whilst facing reduced levels of funding in several areas but increasing demands on its infrastructure.

## **7: Working in partnership**

The Council is committed to working with partners in the development of the County and the services within it. There are various mechanisms in place that provide opportunities to enhance the investment potential of the Council with support and contributions from other third parties and local strategic partners.

The Making Assets Count (MAC) programme is one of the key partnerships in relation to the overarching Capital Strategy, and allows partners, including the district councils, health partners and the emergency services, to effectively collaborate on strategic asset management and rationalise the combined operational property estate within the County.

The Local Transport Plan is a key document and is produced in partnership with the city and district councils. There has been a strong working relationship for many years in this area, which has succeeded in bringing together the planning and transport responsibilities of these authorities to ensure an integrated approach to the challenges facing the County.

The Council continues to work with partners and stakeholders to secure commitment to delivery, as well as funding contributions for infrastructure improvements, in order to support continued economic prosperity. For example, the Council has been working with the Greater Cambridge /

Greater Peterborough Local Enterprise Partnership (LEP) plus the New Anglia LEP and the South East Midlands LEP, as well as neighbouring local authorities, the city and district councils and the Department for Transport to agree a funding package for improvements to the A14 between Cambridge and Huntingdon. The Council will continue with this approach where infrastructure improvements are shown to have widespread benefits to our partners.

The Greater Cambridge / Greater Peterborough Local Enterprise Partnership (LEP), is now a key mechanism for distributing Central Government and European funding in order to drive forward and deliver sustainable economic growth, through infrastructure, skills development, enterprise and housing. The LEP strives to do this in partnership with local businesses, education providers and the third sector, as well as the public sector including the Council. The LEP has developed a Strategic Economic Plan in order to bid on an annual basis for a share of the Single Local Growth Fund (SLGF). The LEP submitted a bid to the 2015-16 process, the results of which were announced in July 2014. A number of proposals put forward by the LEP were approved, including £5m for the Council's King's Dyke Crossing scheme. The LEP subsequently submitted a bid to the 2016-17 SLGF, which the Government announced in January 2015 was successful and the LEP would be receiving an additional £38m. The LEP agreed to allocate £16m of this funding to the Council's Ely Crossing Scheme, in addition to a further £1m for work on the Wisbech Access Strategy. This is a new scheme, added to the 2015-15 Capital Programme.

The Council has worked closely with Cambridge City Council, South Cambridgeshire District Council, Cambridge University and the LEP to negotiate the City Deal with Central Government. This has resulted in a changed set of governance arrangements for Greater Cambridge, allowing the County, Cambridge City Council and South Cambridgeshire District Council to pool a limited amount of funding and powers; initially through a Joint Committee with the intention of moving to a Combined Authority should legislation be changed to allow for this. This will help to deliver a more joined-up and efficient approach to the key economic issues facing this rapidly-growing city region.

Due to the introduction of the Community Infrastructure Levy (CIL) on all but large scale developments, the Council will also be working more closely with the city and district councils on the creation of the new infrastructure needed as a result of development. CIL is at the discretion of the Local Planning Authority i.e. the city and district councils, who are responsible for setting the levy and have the final decision on how the funds are spent. However as the County Council has responsibility for the provision of much of the infrastructure resulting from development, it is imperative that it is involved in the CIL governance arrangements of the city and district councils, and that it works closely with these authorities to ensure that it is able to influence investment decisions that affect the Council's services.

Examples of specific capital schemes currently being delivered in partnership include;

- Rolling out and exploiting better broadband infrastructure across the County; with Peterborough City Council, the



district councils, the Local Enterprise Partnership, local businesses and the universities;

- Building the Cambridge Science Park Station; working with Central Government and Network Rail; and
- MAC projects, including a scheme aiming to deliver property-related benefits in key market towns (currently focused on March), including public services, housing, retail and regeneration. This project is being delivered in conjunction with the MAC partners.

## 8: Asset management

The Council's Capital Strategy inevitably has strong links to the Council's Asset Management Strategy, which provides detail on the framework for operational asset management; this includes defining the principles which guide asset management, its role in supporting service delivery, why property is retained, together with the policies, procedure and working arrangements relating to property assets.

The 2011-2021 Cambridgeshire Public Sector Asset Management Strategy, led by the Making Assets Count Programme, is an innovative and sector-leading document that considers the combined property portfolio of the public sector in Cambridgeshire as a single strategic resource for service delivery.

The Strategy allows partners to effectively collaborate on strategic asset management and rationalise the combined operational property estate. It ensures that property assets and resources are used efficiently and effectively to support

the delivery of services to all communities across Cambridgeshire.

The aim of the Strategy is that delivery of the Asset Management Action Plan, through sharing of assets across the public sector in Cambridgeshire, will contribute towards:

- Reducing costs
- Co-locating front and/or back-office services
- Reducing carbon emissions
- Increasing returns on capital
- Opening up investment opportunities
- Improving service delivery to communities
- Taking advantage of lease breaks
- Selling poor quality and surplus estate
- Producing regenerative town centre schemes
- Ensuring opportunities are not lost to the public sector by unilateral decision making by partners

Examples of specific capital schemes recently delivered or being delivered in order to make better use of our property assets include;

- Smarter Business Working (IT), to facilitate flexible working following the consolidation of Castle Court and Shire Hall offices within Shire Hall;
- Renewable Energy Soham, to maximize potential revenue from Council land holdings, helping to secure national energy supplies and helping Government meet carbon reduction targets.



The Capital Strategy also has strong links with the Council's Local Transport Plan (LTP), adopted in March 2011 and refreshed in 2014, covering the period 2011-2031. The Plan sets out the existing and future transport issues for the County, and how the Council will seek to address them.

The LTP demonstrates how the Council's policies and plans for transport contribute towards the vision of the Council, whilst setting a policy framework to ensure that planned, large-scale development can take place in the County in a sustainable way, as well as enabling the Council to take advantage of opportunities that may occur to bring in additional or alternative funding and resources.

The Plan highlights the following eight challenges for transport, as well as the strategy for addressing them:

- Improving the reliability of journey times by managing demand for road space, where appropriate and maximising the capacity and efficiency of the existing network
- Reducing the length of the commute and the need to travel by private car
- Making sustainable modes of transport a viable and attractive alternative to the private car
- Future-proofing the Council's maintenance strategy and new transport infrastructure to cope with the effects of climate change
- Ensuring people – especially those at risk of social exclusion – can access the services they need within

reasonable time, cost and effort wherever they live in the County

- Addressing the main causes of road accidents in Cambridgeshire
- Protecting and enhancing the natural environment by minimising the environmental impact of transport
- Influencing national and local decisions on land-use and transport planning that impact on routes through Cambridgeshire

## **9: Meeting statutory obligations to provide school places**

The majority of the schools' Capital Programme, which makes up a significant proportion of the Council's total Capital Programme, is generated in direct response to the statutory requirement to provide sufficient school places to meet demand. There is therefore a limit to the amount of flexibility that can be used to curtail, or reduce the costs for these schemes.

The Education Organisation Plan is refreshed every year and sets out the What, How and Why in relation to planning and delivering the additional school capacity required to meet current and forecast need, including information on how the schools' Programme is prioritised.

Although the geographical areas where places are required is driven by the populations of those areas, the Council still has an element of choice or influence over how it develops its Programme to meet those needs as follows:

- **General costs of construction**

The Council seeks to minimise construction costs on all projects and builds to the latest Government area guidelines that set out accommodation schedules. These detail the specification and size of building required for a given number of pupils. The Council's contractor framework seeks best value for money and mini competition between framework partners helps to ensure this.

- **Quality of build**

In general, the Council aims to build at mid-point in terms of quality. This balances the need to ensure that the materials the Council uses are robust and fit for purpose in respect of both an adequate life cycle for the asset and also maintenance requirements that are not overly burdensome to the end user or operator, but whilst at the same time providing Value for Money in terms of initial capital investment.

- **Future proofing**

The Council aims to build in the most efficient manner possible in order to minimise financial risk and also to avoid future disruption to schools. In some cases building a school or extension in phases may be the best option; in other situations where it is possible that the need for places will come forward, it may be more cost effective overall to build in one phase (even if this costs more in the short term). Early during the review process for each scheme, a recommendation is made as to the most suitable solution; however the Council also tries to be flexible if circumstances change.

- **Temporary accommodation**

The Council uses temporary 'classroom' accommodation when it is felt that this provides a suitable short-term solution in addressing a need. Such cases include meeting a temporary bulge in population, filling a gap prior to completion of a permanent solution or in an emergency.

- **Home to School Transport**

If the Council has some places available within the County overall, then it has the option of using Home to School Transport (funded by revenue) to transport children from oversubscribed areas to locations where schools do have capacity. The Council tries to minimise the use of this, as it is often an expensive solution. It is also not ideal to require children to travel longer distances to school and is not a sustainable option in the longer-term.

- **Location (within the geographical area of need)**

In many cases there may be a choice available between two or more schools in order to deliver the additional places for a certain geographical area of need. In these circumstances, a full appraisal is carried out, taking into consideration costs, the opinion and endorsement of the schools, the child forecasts, and the premise and site constraints.

- **Type – extension or new build**

The type will be dependent on a full appraisal of the situation.

- **Planning stipulations**

National and local planning policies and high aspirations of local members, planners and schools – especially Academy Trusts – to provide a higher specification than is statutorily required can cause costs to increase. Cambridge City Council and South Cambridgeshire District Council also require public art which can add an additional cost of up to 1% of the construction budget. All new schools also have to go through the Design Quality Panel, which adds an additional step into the planning process and extends the design phase and is funded by the project. Finally, some of the requirements of a S106 can have an impact on the levels of external funding available – for example, an increased requirement for affordable housing will reduce the amount available to fund education schemes for a development.

## 10: Development of the Capital Programme

The Council operates a five year rolling revenue budget, and a ten year rolling capital programme. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.

The process of developing the Programme during each planning cycle has varied over the last few years, influenced by the external environment and the Strategic Framework priorities of the period. As part of the 2014-15 planning process, the Council implemented a structured framework within which to develop the Capital Programme, which is not

influenced by these factors (but instead allows them to be taken into account during development of the Programme).

New schemes for inclusion in the Programme are developed by Services (in conjunction with Finance) in line with the outcomes of the Strategic Framework. As stated in the financial regulations, any new capital scheme costing more than £160,000 is appraised as to its financial, human resources, property and economic consequences. The justification and impacts, as well as the expenditure and funding details of these schemes are specified in a Capital Investment Proposal (see pro forma in Appendix 3) which functions as a high level Business Case. At the same time, all schemes from previous planning periods are reviewed and updated as required.

All schemes, whether existing or new, are scrutinised and challenged where appropriate by officers to verify the underlying costs and/or establish whether alternative methods of delivery have been investigated in order to meet the relevant needs and outcomes of the Council.

An Investment Appraisal of each capital scheme (excluding schemes with 100% ring-fenced funding) is undertaken/revised as part of the Investment Proposal, which allows the scheme to be scored against a weighted set of criteria such as strategic fit, business continuity, joint working, investment payback and resource use (see Appendix 4 for specific details of the criteria). This process allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the

schemes included within the Programme are aligned to assist the Council with achieving its targeted priority outcomes.

Service Committees review the prioritisation analysis and officers undertake any reworking and/or rephrasing of schemes as required to ensure the most efficient and effective use of resources deployed. The Capital Programme is subsequently agreed by General Purposes Committee (GPC), who recommends it to Full Council as part of the overarching Business Plan.

As part of the 2016-17 Business Planning cycle, the Council has also introduced an alternative, cross-cutting approach to deliver the Business Plan that, at least in the short term, will operate alongside the traditional process. The Operating Model identifies seven priority outcomes and five key enablers; the priorities highlight the areas the Council believes it should be focusing on, and the enablers how it should go about achieving this. For further detail on the Operating Model, please see the Strategic Framework (Section 2).

In time, it is expected that the Operating Model could have significant implications for the Capital Programme, for example, through the generation of additional Invest to Save schemes. Whilst the Council is still embedding this new process, the majority of the Capital Programme will continue to be developed in line with the 'traditional' process described above.

A summary of the Capital Programme can be found in the Medium Term Financial Strategy section of the Business Plan,

with further detail provided by each Service within their individual finance tables (Section 4).

## 11: Revenue implications

All capital schemes have a potential two-fold impact on the revenue position, due to:

- the cost of borrowing through interest payments and repayment of principal (called Minimum Revenue Provision), or through the loss of investment income; and
- the ongoing revenue impact of the scheme (such as staff salaries, utility bills, maintenance, administrative costs etc.), or revenue benefits (such as savings or additional income).

To ensure that available resources are allocated optimally, capital programme planning is determined in parallel with the revenue budget planning process, partly through the operating model process. Both the borrowing costs and ongoing revenue costs/savings of a scheme are taken into account as part of a scheme's Investment Appraisal, and therefore, the process for prioritising schemes against their ability to deliver outcomes.

In addition, the Council is required by CIPFA's Prudential Code for Capital Finance in Local Authorities 2011 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to guarantee that it achieves this, towards the start of each Business Planning Process, Council determines what proportion of revenue budget is spent on services and the corresponding maximum amount to be spent

on financing borrowing. This is achieved by setting an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. This in turn can be translated into a limit on the level of borrowing included within the Capital Programme (this limit excludes ultimately self-funded schemes).

In order to afford a degree of flexibility from year to year, changes to the phasing of the borrowing limits is allowed within any three-year block, so long as the advisory aggregate limit remains unchanged. Blocks refer to specific three-year periods, starting from 2015-16, rather than rolling three-year periods. The advisory limit on debt charges and the corresponding limit on borrowing are reviewed each year by GPC to ensure that changing factors such as the level of interest rates, or the external funding environment are taken into account when setting both.

During the 2015-16 Business Planning process, the following debt charges limits and borrowing limits for three-year blocks were set:

	2015 -16 (£m)	2016 -17 (£m)	2017 -18 (£m)	2018 -19 (£m)	2019 -20 (£m)	2020 -21 (£m)	2021 -22 (£m)	2022 -23 (£m)	2023 -24 (£m)
<b>Debt Charges Limits</b>	40.2	44.6	45.4	45.9	46.0	46.0	46.0	46.0	46.0
<b>Three-Year Borrowing Limits</b>	136.2			56.3			60.0		

Once the service programmes have been refined, if the amalgamated level of borrowing and thus debt charges breaches the advisory limit, schemes will either be re-worked in order to reduce borrowing levels, or the number of schemes included will be limited according to the ranking of schemes within the prioritisation analysis.

Due to the Council's strategic role in stimulating economic growth across the County through infrastructure investment, any capital proposals that are able to reliably demonstrate revenue income / savings at least equal to the debt charges generated by the scheme's borrowing requirement are excluded from contributing towards the advisory borrowing limit. These schemes are called Invest to Save or Invest to Earn schemes and will be self-funded in the medium term.

However, there will still be a revenue cost to these schemes, as with all other schemes funded by borrowing. Therefore, GPC will still need to review the timing of the repayments, in conjunction with the overall total level of debt charges to determine affordability of the Capital Programme, before recommending the Business Plan to Full Council.

Invest to Save and Invest to Earn schemes for all Services are expected to fund any revenue pressures, including borrowing costs, over the life of the asset. However any additional savings or income generated in addition to this repayment will be retained by the respective Service and will contribute towards their revenue savings targets.

## 12: Managing the Capital Programme

The Capital Programme is monitored in year through monthly reporting, incorporated into the Integrated Resources and Performance Report. Services monitor their programmes using their monthly Finance and Performance reports, which are reviewed by the Service Committees. These feed into the Integrated Report which is submitted to the Strategic Management Team, then is subsequently reviewed by GPC. The report identifies changes to the Capital Programme to reflect and seek approval for;

- new / updated resource allocations;
- slippage or brought forward programme delivery;
- increase / reduction in overall scheme costs; and
- virements between schemes to maximise delivery against the priorities of the Council.

It is inevitable that new demands and pressures will be identified by the Council on an ongoing basis, however as far as is possible addressing these requirements is undertaken as part of the next Business Planning Process, in line with Regulation 6.4 of the Scheme of Financial Management.

Therefore, all new capital schemes should be approved via the Business Plan unless there is an urgent need to seek approval that cannot wait until the next planning process (i.e. because the scheme is required to start within the current financial year, or the following financial year if it is too late to be included within the current Business Plan).

In these situations, any supplementary capital request will be prepared in consultation with, and with the agreement of, the

Chief Finance Officer. The report will be taken to the Strategic Management Team by the relevant Director and the Chief Finance Officer, before any request for a supplementary estimate is put to GPC. As part of this report, in line with Business Planning Process, any new schemes costing more than £160,000 will be appraised as to the financial, human resources, property and economic consequences before detailed estimate provision is made.

New demands and pressures and changes to estimated costs and funding for ongoing schemes will also potentially result in the need for virements between schemes. All virements should be carried out in line with the limits set out in Appendix I of the Scheme of Financial Management, up to the upper limit of £250,000 by the Chief Finance Officer. Anything above this limit will be dealt with in line with the process for new schemes, and will be taken to GPC for approval as part of the monthly Integrated Resources and Performance Report. Any over spends, whether in year or in relation to the whole scheme, once approved will be funded using applicable external sources and internal, non-borrowing sources first, before using borrowing as a last resort.

### **13: Summary of the 2015-16 Capital Programme**

Total expenditure on major new investments underway or planned includes:

- Providing for demographic pressures regarding new schools and children's centres (£596m)
- City Deal schemes (£100m)
- Major road maintenance (£90m)

- Ely Crossing (£36m)
- Rolling out superfast broadband (£30m)
- A14 Upgrade (£25m)
- Housing provision (£18m)
- King's Dyke Crossing (£14m)
- Renewable Energy (£12m)
- Better Care Fund (£6m)
- Soham Station (£6m)
- CFA Management Information System IT Infrastructure (£5m)
- Cambridge Cycling Infrastructure (£5m)
- Waste Facilities – Cambridge Area (£5m)
- County Farms Investment (£5m)

The 2015-16 ten-year Programme, worth £927.5 million, was budgeted to be funded through £628.0 million of external grants and contributions, £60.2 million of capital receipts and £239.3 million of borrowing. This is in addition to an estimated previous spend of £349.2m on some of these schemes, creating a total Capital Programme value of £1.3 billion. The related revenue budget to fund capital borrowing is forecast to spend £35.5million in 2015-16, increasing to £40.3 million by 2019-20.

The 2015-16 Capital Programme includes the following Invest to Save / Invest to Earn schemes:

Scheme	Total Investment (£m)	Total Net Return (£m)
Housing provision (primarily for rent) on CCC portfolio	17.5	16.5
Renewable Energy	12.0	6.2
MAC Public Property Partnership & Market Towns Project	1.8	7.7
Disposal / Relocation of Huntingdon Highways Depot	1.6	3.6
County Farms Investment	5.0	0*

\*Scheme expected to break-even, however additional returns are not yet quantifiable.



## Appendix 1: Allowable capital expenditure

Financial regulations proscribe certain costs from being capitalised, in particular administrative and other general overheads, together with employee costs not related to the specific asset (such as configuration and selection activities). Authorities are also required to write off any abnormal costs that arose from inefficiencies (such as design faults, theft of materials etc.).

The following table provides some examples of what can and cannot be capitalised. The examples should be regarded as illustrative rather than definitive – interpretation of accounting rules requires some subjective judgement that will be affected by the specific circumstances of each project.

Item of expenditure	Capital or Revenue?	
Feasibility studies	<b>Revenue</b>	Until a specific solution has been decided upon, costs cannot be directly attributable to bringing an asset into working condition. This includes all costs incurred whilst deliberating on any issues, scoping potential solutions, choosing between solutions and assessing whether resources will be available to finance a project. However, feasibility studies can be capitalised if they occur after a decision has been made to go ahead with a particular option i.e. if they are directly attributable in bringing an asset closer to a working (or enhanced) condition.
Demolition of an existing building	<b>Capital</b>	Demolition would usually be an act of destruction that would be charged to revenue; however if the costs incurred are necessary in preparing a site for a new scheme, it can be argued that they are an integral part of the new works.
Costs of buying out sitting tenants of existing building	<b>Capital</b>	Similar to demolition costs, this would help prepare a site in its existing condition for the new works.
Initial delivery and handling costs	<b>Capital</b>	Required to bring the asset closer into working condition.
Costs of renting alternative accommodation for staff during building works	<b>Revenue</b>	All costs incurred in carrying out the regular business of the authority whilst construction is underway make no direct contribution to the value of the asset.
Site security during construction	<b>Revenue</b>	Although this activity protects the investment during construction, it does not enhance it.
Installation and assembly costs	<b>Capital</b>	Required to bring the asset closer into working condition.
Testing whether the asset is functioning properly	<b>Capital</b>	Required to bring the asset closer into working condition.

Rectification of design faults	<b>Capital</b>	Required to bring the asset closer into working condition. However, the previous expenditure incurred on the defective work would need to be written off to revenue.
Liquidated Damages	<b>Revenue</b>	Paying out damages as compensation for breaching a contract does not enhance the value of the asset.
Furniture and fittings	<b>Capital – but often revenue for CCC</b>	Items required to bring an asset into working condition are often capitalised as part of the overall cost of the scheme, even if such items fall below the de minimis limit of the authority. However, the Council's policy is to not capitalise equipment, therefore if the purchase is outside of an overarching property scheme, then the costs will be revenue. The downside of capitalisation is that it will not be possible to justify future replacement of furniture and fittings as being capital.
Training and familiarisation of staff	<b>Revenue</b>	The asset will be regarded as being in working condition, irrespective of whether anyone in the authority can use it.
Professional fees	<b>Capital</b>	But only to the extent that the service provided makes a contribution to the physical fabric of the new construction (e.g. architecture design) or the work required to bring the property into working condition for its intended use (e.g. legal advice in preparation of building contracts).
Finance and Internal Audit staff costs	<b>Revenue</b>	These costs are generally incurred for governance reasons, rather than enhancing the value of the asset.

## **Appendix 2: Sources of capital funding**

### **Central Government and external grants**

Grant funding is one of the largest sources of financing for the capital programme. The majority of grants are awarded by Central Government departments including the Department for Education (DfE) and the Department for Transport (DfT). In addition, the Council receives grants from various external bodies, including lottery funded organisations. Grants can be specific to a scheme or have conditions attached, including time and criteria restrictions.

### **Capital receipts**

The sale of surplus or poor quality capital assets as determined by the Asset Management Strategy generates capital receipts, which are reinvested in full in order to assist with financing the capital programme.

### **Section 106 (S106), Community Infrastructure Levy (CIL) and external contributions**

S106 contributions are provided by developers towards the provision of public infrastructure (normally highways and education) required as a result of development. Capital schemes undertaken in new development areas are currently either completely or mostly funded by the S106 agreement negotiated with developers. The Community Infrastructure Levy (CIL) is a new levy that local authorities can choose to charge on new developments in their area that will replace a large proportion of S106 agreements once it comes into force. Other external contributions are made by a variety of organisations such as district councils, often contributing towards jointly funded schemes.

### **Private finance initiative (PFI) / Public private partnerships (PPP)**

The Council makes use of additional government support through PFI and PPP and has dedicated resource to manage schemes that are funded via this source. Previous schemes that have been funded this way include Waste, Street Lighting and Schools. The Coalition Government has announced that this form of capital finance will be redesigned to provide improved value for money.

### **Borrowing (known as prudential borrowing)**

The Council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding the affordability, prudence and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance. Borrowing levels for the capital programme are therefore constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing, considered in the context of the overall revenue budget deliberations. Further information is contained within the Treasury Management Strategy Statement (Section 8 of the Business Plan).

### **Revenue Funding**

The Council can use revenue resources to fund capital projects on a direct basis. However, given the general pressures on the revenue budget of the Council, it is unlikely that the Council will often choose to undertake this method of funding.

**Appendix 3: Investment Proposal (abbreviated)**

<b>Reference</b>	
<b>Title</b>	
<b>Proposal Description</b>	
<b>Active/Rejected Proposal</b>	Active Rejected
<b>Planning Cycle</b>	2012-13 2013-14 2014-15 2015-16 2016-17
<b>Responsible Officer</b>	
<b>Lead Portfolio Holder</b>	
<b>Service Area</b>	CFA DSG ETE CS Financing Debt Charges LGSS Public Health
<b>Committee</b>	Adults Adults, C&YP C&YP E&E E&E, H&CI GPC Health H&CI LGSS JC

<b>Status</b>	New Existing Modified
<b>Budget Type</b>	Revenue Capital
<b>Proposal Type</b>	Technical Finance Adjustment Inflation Demography and Demand Pressures Investments Savings Fees, Charges & Ring-Fenced Grants Funding
<b>Justification</b>	
<b>Supporting Information Link</b>	
<b>Supporting Information Link 2</b>	
<b>Internal Impact</b>	
<b>External Impact</b>	
<b>:: FINANCE SECTION ::</b>	
<b>Capital Scheme Category</b>	CFA – Basic Need – Primary CFA – Basic Need – Secondary CFA – Basic Need – Early Years CFA – Adoptions

	CFA – Condition & Maintenance CFA – Building Schools for the Future CFA – Schools Managed Capital CFA – Specialist Provision CFA – Site Acquisition & Development CFA – Temporary Accommodation CFA – Children Support Services CFA – Adults Social Care CS – Corporate Services CS – Managed Services ETE – Integrated Transport ETE – Operating the Network ETE – Infrastructure Management & Operations ETE – Strategy & Development ETE – Other Schemes ETE – Libraries, Archives & Information ETE – City Deal LGSS – LGSS Operational
<b>Capital Scheme Start Year</b>	Committed Ongoing 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24 2024-25 2025-26
<b>16-17 Capital Investment</b>	
<b>17-18 Capital Investment</b>	

<b>18-19 Capital Investment</b>	
<b>19-20 Capital Investment</b>	
<b>20-21 Capital Investment</b>	
<b>21-22 Capital Investment</b>	
<b>23-24 Capital Investment</b>	
<b>24-25 Capital Investment</b>	
<b>25-26 Capital Investment</b>	
<b>Later Years Capital Investment</b>	
<b>Link to Capital Funding Template</b>	
<b>Link to Capital Investment Appraisal</b>	
<b>Link to Revenue Proposal</b>	

## Appendix 4: Capital Investment Appraisal

Scheme Reference:	B/C.4.001
Scheme Title:	Ely Crossing
Service Area:	Economy, Transport and Environment Services
Capital Scheme Category:	ETE - Strategy & Development
Committee:	E&E
Responsible Officer:	Bob Menzies

The 100 available points have been allocated to the criteria below in an attempt to "weight" them in terms of their relative priority to the Council

Criteria	Explanation	Weighting	Scoring (points in brackets)	Score	Justification
<b>Strategic:</b>					
<b>1. Meets Outcomes and Enablers</b>	Based on the number of Strategic Framework Themes that the project meets	12	Number of outcomes addressed: (4) points per outcome up to a maximum of	8	n/a
<b>2. Bold Economic Investment</b>	A Bold Economic Investment is a major scheme of importance in Cambridge and Cambridgeshire, particularly in respect to economic growth	15	No (0); Yes (15)	15	The Ely level crossing is on the A142 Newmarket - Ely - March Road which is the main link road to East Cambridgeshire and Fenland from the A14 and east coast ports. Delays at the level crossing are a major constraint on the economic development of Ely, East Cambridgeshire and Fenland. Five railway lines that meet at Ely and almost all of the trains require the crossing to be closed. Network Rail are increasing the capacity of the rail junction which will lead to a substantial increase in the number of trains. There will therefore be a significant increase in delays if no action is taken. A major expansion of housing is also planned for Ely. There will therefore be a significant economic disbenefit if no action is taken.

**Risk Management / Continuity of Service:**

<b>3. Complies with Asset Management Strategy</b>	Projects in accordance with the KEY asset management principles detailed in the Cambridgeshire Public Sector Asset Management Strategy adopted by CCC Cabinet 25 October 2011	5	No (0); Yes (5)	5	n/a
<b>4. Urgency of investment in order to meet statutory obligations (e.g. Accessibility, Health &amp; Safety, Education Act, NHS and Community Care Act, etc.)</b>	Projects that will help to meet and address a statutory obligation, including Health and Safety and emergency repairs	15	< 2 years (15); 2 - 5 years (10); > 5 years (5); No statutory obligation (0)	0	0
<b>5. Mitigating current / avoiding future business interruption, including service delivery</b>	Based on the level of risk from failure to implement the project and mitigate current business / service interruption or risk of future interruption	10	Risk Assessed as: Red (10); Yellow/Brown (5); Green (0)	10	0

**Promotes Partnership / Joint Working:**

<b>6. External, cross-cutting partnership benefits - with public, private or voluntary sector</b>	Projects to be carried out in partnership with other agencies or departments	5	No (0); Yes (5)	5	The project has been developed in partnership with Network Rail and ECDC. It will mitigate the impact of train service improvements on the highway network, support growth in Ely and more directly by removing through traffic from the area and facilitate ECDC proposed Ely gateway enhancement project.
---	--	---	--------------------	---	---

**Adequacy of Planning:**

<b>7. Business Case</b>	The more detailed plans are available, the more likely that the project will be delivered to specification, timetable and budget.	4	Basic SharePoint Proposal (0); Clear statement of need exists (2); Outline Business Case exists (4)	2	
-------------------------	---	---	---	---	--



## Financial:

8. Life of the Asset	Based on the life of the asset that will be created by the project	7	Asset Life: < 5 years (0); 5 - 10 years (3); 11 - 25 years (5); > 25 years (7)	7	n/a
9. Value for money - produces revenue savings / generates revenue income	Where investment in the project qualifies as an Invest to Save or Invest to Earn Initiative, a measure of the estimated revenue savings / income generation (including impact on debt charges of any capital receipts)	15	Net annual savings or income as % of total capital cost: 0% (0); <100% (5); 100% - 200% (10); > 200% (15)	0	0
10. Is part or fully funded from either externally generated resources (e.g. grants) or capital receipts from disposals	Based on the proportion of funding for the project from non-borrowing sources	12	Percentage of capital cost funded by non-borrowing: <5% (0); 5 - 79% (Proportional); 80% + (12)	5	0
<b>Total</b>		<b>100</b>		<b>55</b>	

## Additional Information:

Timing Flexibility	n/a
Alternative Methods of Delivery	n/a
Details of Alternative Methods of Delivery	n/a