

NORTH LINCOLNSHIRE COUNCIL

Council

Capital Programme 2017/20

1. OBJECT AND KEY POINTS IN THIS REPORT

1.1. The main objectives of the report are to:

1.1.1 Approve a future capital investment programme

1.1.2 Set Prudential Indicators

1.2. The key points in the report are:

1.2.1 There are specific accounting arrangements for capital investment

1.2.2 There are a range of funding sources

1.2.3 The council is required to demonstrate the affordability of capital investment

1.2.4 The Prudential Code framework helps the council decide on a prudent and affordable level of borrowing

1.3 The paper proposes a programme of £122.8m over the next three years, to be funded from grant and external funding, capital receipts from asset sales, external borrowing and leasing.

2. BACKGROUND INFORMATION

Paying for capital Investment

2.1. Capital is a key enabler and investment in the right things can underpin and support the achievement of the Council's strategy.

2.2. The Local Government Act, 2003 requires capital spending to be accounted for separately. The council also has to fund capital expenditure in certain ways. These include:

- Grants and other external funding;
- Borrowing;
- Capital receipts from the sale of council assets;
- Direct contributions from the council's revenue budget.

2.3. There are restrictions to each type of funding;

- **Grants and external funding** are usually from government, non-governmental public bodies and from private sector partners. These are allocated for specific schemes or areas of spending. Many government grants, however, are no longer ring-fenced (except for investment in schools) and this allows the council to allocate funding to areas of priority.
- For funds raised through **borrowing** Part 1, section 3 of the Local Government Act 2003 sets some specific requirements. It places a duty on the council to set an affordable limit to its borrowing and to keep this under review. The cost of all future borrowing for capital purposes falls wholly on the council and it must ensure that its revenue budget is sufficient to carry the cost of financing its debt.
- **Capital receipts** come from the sale of surplus assets – for example buildings or land no longer required for council purposes. Normally councils must use these receipts for new capital investment- they cannot be used to cover the day-to-day costs of running council services. However for 2016/19 government has waived these rules so that councils can apply receipts to short-term expenditure on service transformation.
- **Direct contributions from revenue** are also permitted. In addition if the council chooses to **lease an asset** rather than purchase it the lease costs are paid for from the revenue budget. Because accounting rules reclassify some leases as capital spending and for reasons of value for money, the council has purchased new vehicles and equipment rather than entering into lease arrangements for a number of years now. From 2016/17 leasing will be reconsidered and used where overall it represents better value for money than purchasing assets.
- Access to other forms of funding to promote regional growth and infrastructure development in the region are available to support business through the **Local Enterprise Partnerships**.
- Through the **Priority Schools Building Programme (PSBP)** the Education Funding Agency provides investment in schools which meet criteria relating to condition and basic needs. Under this arrangement school improvements have been commissioned as part of a national contract funded through the Agency and do not appear as part of the Council's capital programme. However, related improvements at schools covered by the PSBP, for example the addition of further buildings or improved road access, remain the responsibility of the council. Schools are required to enter into an arrangement to ensure that the buildings will continue to be maintained to a specified standard.
- The council also operates a **Property Trading Account (PTA)**, which is a ring fenced account through which the council manages its commercial properties. PTA development schemes are funded through borrowing, capital receipts and grant funding and are focussed on generating a commercial return to the council. This is an increasingly important area of council activity.

Deciding what is affordable

- 2.4. The council is required to take into account the advice of the Chief Financial Officer on the affordability of the capital programme being proposed. This advice is contained in sections 3 to 5 of this report and in section 3 of the revenue report. It sets limits on the size of the potential capital programme and emphasises the need for priorities to be determined.
- 2.5. Councils are required by regulation to give due regard to the CIPFA 'Prudential Code of Practice' when setting their capital programme. The objectives of the code are to ensure that the capital investment plans of the council are:
- Affordable
 - Prudent , and
 - Sustainable

And that the council has regard to:

- Service objectives
 - Value for money
 - Proper stewardship of its assets
 - Practicality of achieving its investment plans
- 2.6. The prudential code requires that the council agree a series of ***indicators and limits*** for the forthcoming year. This is to help in deciding what is affordable and what is prudent. They are specific to the council with key indicators and limits being set for each year of the capital programme.

Proper practice also requires that over the medium term borrowing will only be for a capital purpose. The council should ensure that gross external debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year, plus the estimate of the financing requirements for the current and next two financial years.

- 2.7. These indicators must be reviewed regularly and revised where necessary. Details of these are shown in either **Appendix A** to this report or are as part of the Treasury Management report also included on the Council agenda.

3. OPTIONS FOR CONSIDERATION

The Current programme

- 3.1. Cabinet reviewed the current programme on 31 January and approved changes to phasing and funding. That included the addition of a number of new grant-funded schemes. A summary of the revised programme is shown in the following table:

Planned programme	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
People	6,482	4,694	3,355	2,739	17,270
Policy & Resources	884	576	100	50	1,610
Places	34,361	52,315	25,038	13,758	125,472
Total	41,727	57,585	28,493	16,547	144,352

3.2. The current programme includes significant investment in priority areas:

- schools and children centres;
- and transport infrastructure including road, rail, bridges and road safety.

Funding for these two priority areas is predominantly grant; but additional council funding has been added for both schools and roads over the plan period. Grant funding includes the usual road maintenance funding from the DfT, supplemented by other incentive funding including a pothole action fund.

There is also substantial investment from the Government relating to the development of the South Humber Bank and Lincolnshire Lakes.

3.3. The programme also provides investment for:

- Extensive flood prevention works
- A range of indoor and outdoor leisure facilities
- Housing support and housing developments
- Office and other developments which contribute to town centre renewal
- IT infrastructure to support modern ways of working and a digital first approach for services to the public
- Grants for community facilities
- And other core programmes which provide annual funding to maintain council assets.

New Schemes

3.4. Given the scale and cost of the planned capital programme over the next three years it is important that any new investment is proportionate and focuses on the council's key priority areas. This would mean a focus on service transformation which will deliver operational cost savings and sound commercial opportunities with the potential to generate significant income.

3.5. That would include improved technology or a reconfigured asset base which facilitates transformation; schemes which leverage Local Growth Fund and other external funding to support economic growth; and schemes that can demonstrate a financial return.

3.6. Business cases have been prepared for a range of new initiatives:

- There is significant spend proposed on new IT developments which underpin service transformation initiatives and deliver revenue savings already assumed in the Medium Term Financial Plan (MTFP).
 - There is a significant proposal for investment in property development to generate a commercial return.
 - Other schemes propose additional investment to improve existing facilities and service infrastructure.
- 3.7. Where capital schemes underpin the councils transformation ambitions and support the delivery of revenue savings already built into the revenue budget, not proceeding would create a significant revenue pressure.
- 3.8. The proposed programme is shown by scheme in **Appendix C**. It is for council to confirm or modify this programme, taking into account its affordability alongside other investment proposals.

4. ANALYSIS OF OPTIONS

Affordability & Prudence

- 4.1. In considering the capital programme it is necessary to balance the benefits of proposed projects and the need to prioritise the council's limited resources - in particular the impact on the revenue budget and other resources. Where schemes generate income equal to or in excess of operating and financing costs investment can make a positive contribution to the revenue resources needed to run council services. Where schemes add to revenue costs compensating savings are needed as the council's revenue resource position is broadly flat over the plan period.
- 4.2. Appendix B identifies resources of £122.8m needed to finance the capital programme over the three years if all the bids are included. Within this total there are two schemes which are intended to generate a commercial return:
- The Ongo office development in Church Square
 - The proposed investment in commercial property

The proposed funding breakdown is outlined below:

Grant and External Funding (£62.0m)

- 4.3. The council seeks to maximise external funding sources to deliver council objectives for the area. This includes grant funding and funding through partners and private sector investment. The programme includes substantial government funding.

Capital Receipts (£14.8m)

- 4.4. The council has a programme of asset disposals, to release underperforming assets or ones which are no longer needed. This generates capital receipts which reduces the need for long term borrowing. The overall programme requires £14.8m of receipts to be delivered over three years for use in funding general

programme expenditure; and a further £0.9m to fund PTA schemes. There is also the opportunity to use receipts to fund revenue transformation spending over the three years to 2018/19.

The Council proposes to take advantage of the Capital Receipt Flexibility introduced in 2016/17 where capital receipts may be used on transformational revenue expenditure. The capital programme presented here includes proposals to use a total of £2.9m of capital receipts in this way in 2017/8 and 2018/9.

Should insufficient capital receipts be generated to finance both the capital receipt flexibility and the assumed level for the capital programme there will be a requirement to undertake additional borrowing to finance the approved capital programme, this would further increase the capital financing ratio in the prudential indicators.

However, the Director of Places has an active programme of disposals and with initiatives to generate extra disposals have confirmed the forecast of general receipts in this report.

4.5. Borrowing (£45.0m)

The borrowing required to underpin the proposed capital programme is significant and adds to the council's existing debt. This debt can be for periods of between five and fifty years, and the anticipated revenue cost of borrowing for the programme presented here is included in the council's three year budget plan (MTFP).

4.6. It is expected that by the end of 2016/17 the council will need to undertake additional long-term borrowing of £20m to cover investment in the 2016/17 capital programme and to replace existing debt. Additional short-term borrowing will be required for cashflow purposes, and further long-term borrowing will be needed in future years. The future borrowing strategy is detailed in the Treasury Management Strategy 2017/18 on this agenda.

4.7. The Prudential Indicators present the revenue impact of current and planned borrowing in several ways (**see Appendix A**);

- the cost of borrowing as a percentage of the council's revenue stream;
- the increased cost expressed as a notional addition to Band D council tax.
- A further prudential indicator compares actual net debt to the council's underlying need to borrow as measured by the Capital Financing Requirement (CFR).

4.8. These measures show that the proposed programme increases the proportion of revenue resources committed to debt financing to 10.99% by 2020.

4.9. The decision concerning the appropriate level of borrowing is one for the Council advised by its Chief Financial Officer. It is also a matter of judgement as to what

proportion of the revenue budget should pay for day-to-day costs and what proportion should finance longer term investment.

4.10. My advice on affordability at Council in February 2016 was to set this in the range of 10% to 12% of the revenue stream. This took account of:

- Historic debt levels, which constitute a high proportion of financing costs
- The uncertainty and volatility surrounding future levels of grant funding
- The potential impact on revenue stream of reductions in the level of settlement funding and business rate retention
- The extent of other priorities on revenue resources

4.11. I would affirm that these parameters remain appropriate for the core capital programme given the council's overall resource position. However, it may become appropriate to consider a separate control for those schemes which are specifically designed to generate a commercial return equal to or greater than the financing and operating costs of the asset. In the current programme two schemes with a total borrowing requirement of £14.2m meet these criterion, equivalent to 0.6% of the revenue stream.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Financial

The Capital programme needs to be contained within available resources and levels of borrowing which are affordable within the revenue budget. The capital financing budget 2017/20 increases from £12.8m to £13.9m during that period. This budget purely serves to fund external interest payments and debt repayment.

5.2 Part 1, section 3 of the Local Government Act 2003 places a duty on the council to determine an affordable borrowing limit and to keep this under review. A proposed basis for measuring what is affordable is discussed in section 4.

5.3 The further reduction of available revenue resources and service pressures faced by the council over the next four years make it imperative that careful consideration is given to the extent that capital expenditure may impact on the revenue budget. Calls for additional internally resourced capital schemes or contributions to match funded schemes should be carefully considered against other priorities and where possible financing costs should be kept to the lower end of the affordability benchmark.

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

6.1 Individual Capital Schemes are subject to impact assessment as appropriate.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

7.1 The capital programme is developed from the council's strategic and service planning, and the capital strategy and asset management plan. There is also a Local Transport Plan and an Asset Management Plan for schools.

7.2 These plans demonstrate how the council identifies its priorities for capital investment. Service managers and users, including head teachers, take a full role in drawing up the plans. The stakeholders support fully the various plans.

8. RECOMMENDATIONS

8.1 To approve a capital programme for 2017/20.

8.2 To confirm that, subject to the approval of the Cabinet Member for Governance and Transformation, further capital projects, fully funded by external sources or which are self-financing, may be added to the capital programme when known and assessed by a proper business case.

8.3 To approve the Prudential Indicators contained in Appendix A, as modified by changes made to the capital programme, in accordance with Part 1, sections 3 and 5 of the Local Government Act, 2003.

8.4 To authorise the Chief Financial Officer to determine the methods of capital financing within the available funding (revenue budget, capital receipts, borrowing, specific external funding and leasing)

8.5 That the Chief Financial Officer be delegated authority to:

- borrow within authorised limits and the operational boundaries for external debt
- effect movement between agreed borrowing figures and long term liabilities, in accordance with option appraisal and the achievement of value for money for the council. Movements are to be reported to cabinet or council as appropriate at the next meeting following the change

8.6 To report any amendments required to Prudential Indicators during 2017/18, to cabinet or council as appropriate

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Background Papers used in the preparation of this report: none

PRUDENTIAL GUIDELINE INDICATORS

	Indicator	2017-18 £'000	2018-19 £'000	2019-20 £'000
(i)	Estimates of capital expenditure	74,637	30,893	17,233
(ii)	The ratio of financing costs to the net revenue stream (Prudential Code 2013)	10.42%	10.93%	10.99%
(iii)	An estimate of the capital financing requirement	240,667	242,571	238,135
(iv)	The incremental impact on Band D council tax of total programme	£9.91	£8.14	£1.79
(v)	Comparison of Gross Debt to Capital Financing Requirement ((-) Below CFR)	-61,621	-63,637	-62,717

Proposed Capital Programme 2017/20

APPENDIX B

Planned programme	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
People	4,694	3,355	2,739	10,788
Policy & Resources	576	100	50	726
Places	52,315	25,038	13,758	91,111
Total	57,585	28,493	16,547	102,625
<u>Funding Analysis</u>				
External & Grant Funding	28,617	19,277	12,747	60,641
Internal Funding:				
Revenue Funding	28	0	0	28
Internal & External Borrowing	25,040	6,216	800	32,056
Property Trading Account	900	0	0	900
Capital Receipts	3,000	3,000	3,000	9,000
Total	57,585	28,493	16,547	102,625

New Bids

Planned programme	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
People	0	0	0	0
Policy & Resources	1,127	726	296	2,149
Places	15,925	1,674	390	17,989
Total	17,052	2,400	686	20,138
<u>Funding Analysis</u>				
External & Grant Funding	1,347	0	0	1,347
Internal Funding:				
Revenue Funding	0	0	0	0
Internal & External Borrowing	11,142	1,116	686	12,944
Property Trading Account	0	0	0	0
Capital Receipts	4,563	1,284	0	5,847
Total	17,052	2,400	686	20,138

Planned programme	2017/18 £000's	2018/19 £000's	2019/20 £000's	Total £000's
People	4,694	3,355	2,739	10,788
Policy & Resources	1,703	826	346	2,875
Places	68,240	26,712	14,148	109,100
Total	74,637	30,893	17,233	122,763
<u>Funding Analysis</u>				
External & Grant Funding	29,964	19,277	12,747	61,988
Internal Funding:				
Revenue Funding	28	0	0	28
Internal & External Borrowing	36,182	7,332	1,486	45,000
Property Trading Account	900	0	0	900
Capital Receipts	7,563	4,284	3,000	14,847
Total	74,637	30,893	17,233	122,763

Proposed Capital Programme 2017/20

APPENDIX C

Scheme by Directorate	2017/18			2018/19			2019/20		
	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
People Service Capital Programme									
<i>Prevention & Commissioning</i>									
Community Provision (Hubs/Youth Centres)	281	226	55	0	0	0	0	0	0
<i>Schools</i>									
School & Children's Centre Investment	3,669	3,169	500	2,974	2,474	500	2,358	1,858	500
Formula Capital Devolved To Schools	731	731	0	381	381	0	381	381	0
Schools Temporary Building Replacement	14	14	0	0	0	0	0	0	0
Total People Services Capital Programme	4,694	4,139	555	3,355	2,855	500	2,739	2,239	500
Policy & Resources Capital Programme									
<i>Human Resources</i>									
Integrated HR/Payroll System (TCA)	125	125	0	0	0	0	0	0	0
<i>Financial Services</i>									
Single Ledger System(TCA)	80	80	0	0	0	0	0	0	0
<i>Business Support</i>									
Council IT Rationalisation	91	0	91	0	0	0	0	0	0
Centralised IT Hardware	50	0	50	50	0	50	50	0	50
Data Centre Maintenance & Facilities Refresh	80	0	80	50	0	50	0	0	0
Single Email Platform (TCA)	60	60	0	0	0	0	0	0	0
Joint Network (TCA)	25	25	0	0	0	0	0	0	0
Logistics (TCA)	65	65	0	0	0	0	0	0	0
Total Policy & Resources Capital Programme	576	355	221	100	0	100	50	0	50
Place Service Capital Programme									
<i>Customer Services</i>									
Plowright Dressing Room Refurbishment	6	0	6	0	0	0	0	0	0

Scheme by Directorate	2017/18			2018/19			2019/20		
	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Normanby Improvements	150	0	150	0	0	0	0	0	0
The Pods	340	0	340	0	0	0	0	0	0
Community Capital Grants	500	0	500	500	0	500	305	0	305
Skate parks & Multiuse games area	150	0	150	0	0	0	0	0	0
North Axholme Sports Centre	5,092	0	5,092	0	0	0	0	0	0
War Memorials	46	0	46	0	0	0	0	0	0
Leisure Equipment	75	0	75	75	0	75	46	0	46
Barton Sports facility	250	0	250	0	0	0	0	0	0
Service Transformation	142	0	142	0	0	0	0	0	0
Additional Defibrillators	50	0	50	25	0	25	0	0	0
Burton Sports Centre	350	0	350	0	0	0	0	0	0
Relocation of Indoor Bowls Facility	500	200	300	500	200	300	0	0	0
Epworth Pool	200	0	200	0	0	0	0	0	0
Enhanced Communities Fund	600	0	600	300	0	300	300	0	300
Community Services									
Fleet Replacement Programme	1,000	0	1,000	1,000	0	1,000	609	0	609
Community Services Infrastructure	134	0	134	150	0	150	92	0	92
Street Lighting	350	0	350	200	0	200	122	0	122
Local Transport Plan	6,694	5,594	1,100	5,001	4,401	600	4,997	4,497	500
Trent and Humber Flood Works/Drainage	2,070	118	1,952	1,250	0	1,250	763	0	763
School Safety Zones	58	0	58	56	0	56	0	0	0
A18 Melton Ross Railway Bridge	400	0	400	6,410	5,560	850	0	0	0
Gauge Enhancements	3,440	3,440	0	0	0	0	0	0	0
Parks & Play Areas	100	0	100	50	0	50	0	0	0
Pothole Action Fund	380	380	0	380	380	0	380	380	0
LTP - Burringham Bypass	0	0	0	1,000	1,000	0	750	750	0
Technical and Environment									
Countryside Rights of way	50	0	50	0	0	0	0	0	0
Carbon management	78	0	78	0	0	0	0	0	0

Scheme by Directorate	2017/18			2018/19			2019/20		
	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Ancholme River Path/ Isle Cycleways	910	610	300	0	0	0	0	0	0
Belton Country Park	199	0	199	0	0	0	0	0	0
Environmental Improvements	75	0	75	75	0	75	0	0	0
Visitor Centres	250	0	250	100	0	100	0	0	0
Moors Railway	50	0	50	0	0	0	0	0	0
Town Centre Regeneration	68	0	68	0	0	0	0	0	0
Barton Car Parks	140	0	140	0	0	0	0	0	0
Disabled Facilities Grants	1,422	1,422	0	964	814	150	906	814	92
Home Assistance	601	20	581	270	20	250	173	20	153
Regional Housing Home Appreciation Loan	47	47	0	0	0	0	0	0	0
Planning and Regeneration									
Lincolnshire Lakes Flooding Prevention	4,047	4,047	0	4,047	4,047	0	4,047	4,047	0
Scunthorpe Town Centre/ Market	66	0	66	0	0	0	0	0	0
Ashby Market	50	0	50	0	0	0	0	0	0
Lincolnshire Lakes Blue Offer	5,224	5,224	0	0	0	0	0	0	0
Boosting Town Centres	150	0	150	50	0	50	0	0	0
Housing Development	476	0	476	0	0	0	0	0	0
Normanby Gateway	475	300	175	0	0	0	0	0	0
Housing Schemes	864	0	864	0	0	0	0	0	0
Westcliffe Regeneration	260	0	260	0	0	0	0	0	0
Housing Units Town Centre	2,000	1,500	500	0	0	0	0	0	0
Design Preliminaries	200	0	200	100	0	100	100	0	100
Minor Works Capital	50	0	50	0	0	0	0	0	0
Building Enhancement	275	0	275	275	0	275	168	0	168
Learning Disability & Technology	610	610	0	0	0	0	0	0	0
Poplar Drive LD Flats	73	73	0	0	0	0	0	0	0
Queens View/Millcroft Independent Living	418	418	0	0	0	0	0	0	0
Assistive Technology Retrofit	120	120	0	0	0	0	0	0	0
Accommodate Young People in Need	75	0	75	0	0	0	0	0	0

Scheme by Directorate	2017/18			2018/19			2019/20		
	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Property Trading Account									
Small Business Units	400	0	400	0	0	0	0	0	0
Strategic Projects									
Waste Transfer Station	198	0	198	0	0	0	0	0	0
Ongo Office Accomodation	3,746	0	3,746	680	0	680	0	0	0
Church Square House Extension	5,522	0	5,522	1,580	0	1,580	0	0	0
Winterton Gym	49	0	49	0	0	0	0	0	0
Total Places Service Capital Programme	52,315	24,123	28,192	25,038	16,422	8,616	13,758	10,508	3,250
Total Capital Programme pre Capital bids	57,585	28,617	28,968	28,493	19,277	9,216	16,547	12,747	3,800
Capital Bids									
Policy & Resources Capital Programme									
Human Resources									
Integrated Human Resources and Payroll System	191	0	191	321	0	321	106	0	106
Financial Services									
Shared Financial System	80	80	0	135	0	135	20	0	20
Business Support									
Agile Working - End User Hardware	100	0	100	100	0	100	0	0	0
Agile Working/Smart Offices - Phase 2	70	0	70	0	0	0	0	0	0
Windows 10 - Standard Licensing	136	0	136	0	0	0	0	0	0
Introduction of Microsoft Office Standard Licensing	400	0	400	0	0	0	0	0	0
Replacement ICT Infrastructure Hardware	150	0	150	100	0	100	100	0	100
Capitalised IT Project Management Costs	0	0	0	70	0	70	70	0	70
Total Policy & Resources Capital Bids	1,127	80	1,047	726	0	726	296	0	296

Scheme by Directorate	2017/18			2018/19			2019/20		
	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding	TOTAL	External Funding	Internal Funding
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Place Service Capital Programme									
<i>Customer Services</i>									
Play area improvements at Normanby Hall Country Park	295	295	0	0	0	0	0	0	0
Normanby Hall Country Park Replacement Bridges	54	54	0	0	0	0	0	0	0
<i>Community Services</i>									
Accelerated Fleet Replacement	300	0	300	300	0	300	300	0	300
IT in school kitchens	47	0	47	0	0	0	0	0	0
National Productivity Investment Fund	918	918	0	0	0	0	0	0	0
<i>Property Trading Account</i>									
Property Schemes	12,000	0	12,000	0	0	0	0	0	0
<i>Strategic Projects</i>									
EDRMS and enabling other Transformation Initiatives	349	0	349	90	0	90	90	0	90
Enabling and Supporting Agile Working	249	0	249	0	0	0	0	0	0
Sharing and Using Customer Data Across the Council ('Big Data and Single Customer View')	150	0	150	0	0	0	0	0	0
Transformation Spend (capital receipt flexibility)	1,563	0	1,563	1,284	0	1,284	0	0	0
Total Places Service Capital Bids	15,925	1,267	14,658	1,674	0	1,674	390	0	390
Total capital bids	17,052	1,347	15,705	2,400	0	2,400	686	0	686
Total Capital Programme with Capital Bids	74,637	29,964	44,673	30,893	19,277	11,616	17,233	12,747	4,486