

Southend-on-Sea Borough Council

Agenda
Item No.

Report of Corporate Management Team
to
Cabinet
on
13 February 2018

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Capital Programme 2018/19 to 2021/22
All Scrutiny Committees
Executive Councillor: Councillor Lamb
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 The purpose of this report is for Members to consider a proposed programme of capital schemes and their funding for 2018/19 to 2021/22 that can be submitted to Council for approval.

2. Recommendation

That the Cabinet recommend to Council that it:

- 2.1 Note the current approved Programme for 2018/19 to 2020/21 of £166.5m (Appendix 1);**
- 2.2 Approve the changes to the approved Programme (Appendix 2);**
- 2.3 Consider and approve the proposed new schemes and additions to the Capital Programme for 2018/19 to 2019/20 totalling £20.1m (Appendices 6 and 7);**
- 2.4 Consider and approve the proposed scheme subject to external funding approval for the period 2018/19 to 2021/22 totalling £19.0m (Appendices 2 and 7);**
- 2.5 Note that the proposed new schemes and additions (Appendices 6 and 7) and other adjustments (Appendix 2) will result in a proposed capital programme of £192.0m for 2018/19 to 2021/22 (Appendix 8);**
- 2.6 Note that, of the total programme of £192.0m for the period 2018/19 to 2021/22, the level of external funding supporting this programme is £75.0m (paragraph 9.1);**

- 2.7 Note that a final review has been undertaken on the 2017/18 projected outturn and that the results have been included in this report;**
- 2.8 Approve the proposed Capital Programme for 2017/18 to 2021/22 (Appendix 8);**
- 2.9 Approve the Capital Strategy for 2018/19 to 2021/22 (Appendix 9).**

3. Background

- 3.1 The Council is required to review its capital spending plans each year and set a Capital Programme. A key consideration when setting the programme is the projected level of available capital resources.
- 3.2 A variety of resources are available to local authorities to fund capital investment. The primary one is borrowing and the Council has to borrow in order to fund any additional commitments that are not funded from external sources. The Medium Term Financial Strategy has set aside revenue funding to enable the Council to fund borrowing over the period from 2018/19 to 2021/22. The purpose of this funding is to complement other sources of funding, such as external grants, to enable the Council to deliver an ambitious capital programme that supports its objectives.
- 3.3 A second source of funding is capital receipts which arise from the sale of assets such as surplus land and the sale of council dwellings. The Council's approach to property disposals is geared to reflect members' requests to ensure that, wherever possible, assets are used to generate revenue, with freehold disposals being a last option. This recognises the Council's increasing revenue pressures but the impact of this approach is that a much lower level of capital receipts is delivered.
- 3.4 A third source of funding is capital grants, or external funding, issued by Government departments and agencies, which are often allocated on a competitive bidding basis for specified purposes. Many of these require local authorities to make a financial commitment through match funding and to the on-going running costs of the schemes.
- 3.5 Capital expenditure is defined as expenditure incurred on the enhancement, acquisition or creation of assets needed to provide services, such as houses, schools, vehicles etc. This is in contrast to revenue expenditure which is spending on the day to day running costs of services such as employee costs and supplies and services. Capital grants, borrowing and capital receipts can only be spent on capital items and cannot be used to support the revenue budget. However, it should be noted that revenue funding can be used to support capital expenditure.
- 3.6 Under the Local Government Act 2003 each authority can determine how much it can borrow within prudential limits (unsupported borrowing). The Government does have powers to limit the aggregate sum for authorities for national economic reasons, or for an individual authority.

3.7 Unsupported borrowing is not specifically financed by capital grant and no longer as a separate stream in the Government revenue grant. However, the Council has full discretion on how it allocates its main revenue Government grant funding. Therefore, any unsupported borrowing undertaken is financed from the total available revenue resources to the Council from Council Tax, Business Rates and Government Grant.

4. Capital Programme Planning

4.1 An important part of planning is for the Council to have a Capital Strategy and Corporate Asset Management Strategy in place. In addition, there are other service capital plans that are required by Government departments and they need to link clearly to the overall Capital Strategy and Corporate Asset Management Strategy.

4.2 The Chartered Institute of Public Finance & Accountancy (CIPFA) Prudential Code for Capital Finance was updated in December 2017. The revised Code requires authorities to look at capital expenditure and investment plans in the light of overall organisational strategy and resources and ensure that decisions are being made with sufficient regard to the long term financing implications and potential risks to the authority. Effective financial planning, option appraisal and governance processes are essential in achieving a prudential approach to capital expenditure, investment and debt.

4.3 The Capital Strategy gives a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability. The overarching objectives for the Capital Strategy are as follows:

- Demonstrating that capital expenditure and investment decisions take account of stewardship, value for money, prudence, sustainability and affordability;
- Successfully deliver a Capital Programme which is consistent with the Council's key priorities;
- Maximising external funding to support the delivery of the Capital Programme consistent with the Council's key priorities, both from the private sector and through Government grant funding;
- Maximising the utilisation of the Council's assets by:
 - Ensuring that all investment properties are making sufficient returns;
 - Ensuring that non-profitable investment properties and assets surplus to requirements are disposed of as efficiently as possible;
 - Monitoring the utilisation of assets on a regular basis.

4.4 The authority's Capital Strategy is updated on an annual basis and is approved alongside the Capital Programme. A review of the Capital Strategy has been undertaken and this is attached at Appendix 9.

4.5 The Capital Strategy and the Corporate Asset Management Strategy are integral to the Council's future capital investment planning process. The

Capital Strategy links policies and priorities to capital investment and provides a framework for the operational work of asset management. The Corporate Asset Management Strategy, which covers all of the Council's assets, provides essential information in determining capital investment needs.

4.6 The Corporate Asset Management Strategy (CAMS) was comprehensively reviewed and updated for the period 2015 – 2025 and was approved at the Cabinet meeting in September 2015 to provide high-level strategic focus to enable flexibility over the plan period and to reinforce the current Vision and Strategic Aims of the CAMS that all the Council's assets are corporately held and managed strategically to:

- Support efficient and effective service delivery;
- Support regeneration and development and enable the Council to achieve its objectives;
- Rationalise, develop and improve the portfolio to underpin the capital programme and revenue budget through development, income generation, property acquisition and disposals;
- Actively support co-location and integration with other public-sector partners.

4.7 The CAMS also includes a property investment strategy with its own set of governance to enable investment opportunity decisions to be taken quickly against a pre-agreed set of investment performance criteria such as and including lot size, yield, property type, lease terms and covenant strength. The first acquisition under this was made during 2017-18.

4.8 The CAMS also supports the Council's high priority major projects such as, and including Better Queensway, Airport Business Park, Care and Learning Disability re-provision.

4.9 It is now appropriate that some further updates are made as follows:

- Departmental terminology and governance changes to reflect the current structure of the Council;
- To update the schedule of charges relating to property transactions;
- To reflect the revised CIPFA Treasury Management Prudential Code updates;
- To monitor the Government's position on Commercial Property Investment;
- To update the Property Metrics section with 2015-16 and 2016-17 activity;
- To ensure that the framework is in place to move forward with recommendations arising from the space utilisation study currently underway, including facilitating the co-location of the Clinical Commissioning Group and other partners to improve collaboration, share costs and generate income;

- To clearly and more appropriately distribute responsibility for particular assets (e.g. footpaths, non-adopted roads, water-courses) to ensure these are managed efficiently in the most appropriate section of the business.

4.10 In addition, each year the Council agrees a Treasury Management Strategy and prudential borrowing indicators that includes identifying how planned capital investment is to be funded. This Strategy and indicators are included in a separate report elsewhere on this agenda.

4.11 The formulation of the 2018/19 to 2021/22 Capital Programme has taken account of the Council's Capital Strategy and Corporate Asset Management Strategy and consequently capital schemes are assessed and approved on the basis of this strategy.

4.12 It is the Chief Finance Officer's view that the capital programme resulting from the Capital Strategy is affordable and the risks associated with it are manageable.

5 Capital Accounting Arrangements

5.1 The enabling legislation for the current capital regime is set out in the Local Government Act 2003 which came into force on the 1 April 2004. Since this date, authorities have been empowered with greater freedoms to borrow than under the previous system, providing they can meet the revenue costs of the borrowing and the running costs of the resultant capital scheme.

The capital system provides for an integrated approach to capital investment decision making with an authority having to take account of the following when setting its prudential indicators:

- Affordability;
- its asset management plans;
- the implications of external borrowing;
- Value for money through options appraisal and its strategic plans.

The aim is to bring together revenue and capital resources to meet service delivery objectives.

5.2 The current system places reliance on a series of prudential indicators that must be determined by each local authority for the forthcoming year and the following two years. These indicators assist Council's in determining an appropriate level of borrowing and to provide benchmarks against which they can monitor their borrowing levels.

5.3 In simple terms the Council is now able to borrow at whatever levels it feels are necessary so long as any borrowing is prudent, affordable and sustainable.

5.4 The prudential guidelines require the Council to set out various indicators on its capital plans, investments and borrowing limits.

5.5 New capital expenditure plans proposed in Appendices 6 and 7 along with previously approved capital investment plans, require the Council to externally borrow approximately £73m (£51m net of invest to save schemes) over the period 2018/19 to 2021/22. £70m of this level of borrowing is driven by the capital programme over the period 2018/19 to 2021/22, £3m is to start to reverse the under-borrowed position against CFR.

6. Capital Programme 2017/18 to 2020/21 - Movements

6.1 The Council's current agreed capital programme for 2017/18 to 2020/21 is attached as Appendix 1 and totals £233.1m.

6.2 Movements and proposed new schemes and additions since the agreement of the revised programme at Cabinet in November 2017 have an overall effect of increasing the capital programme by £23.2m to £256.3m for the period 2017/18 to 2021/22 and are set out in Appendix 2, with more detail in Appendices 3 to 7.

7. Spending Plans 2018/19 to 2021/22

7.1 The proposed new schemes and additions to the Capital Programme for 2018/19 to 2021/22 of £20.1m are set out in Appendix 6, with the details of each scheme and its funding explained in Appendix 7. In preparing these proposals consideration has been given to the following key criteria:

- Maintain the essential infrastructure of the organisation;
- Essential Health and Safety works;
- Essential rolling programmes;
- Are wholly financed by external/internal funding;
- Match funded investment for regeneration projects;
- Outcome of feasibility studies for Pier and New Museum;
- Are invest to save borrowing schemes.

Additionally, consideration has been given to:

- Revenue impact of the proposals on the Medium Term Financial Plan;
- Borrowing position of the Council;
- Whether schemes are profiled to the appropriate financial year;
- Recognition of the future vision of the authority;
- Recognition of the ability to prioritise and refocus following the recent transformation overview;
- Recognition of the capacity in the organisation to deliver such a programme.

As part of this year's budget process consideration has also been given to a new wider strategic approach to the formulation of the capital programme which has resulted in:

- Identifying essential capital investment for 2018/19 and 2019/20 only;
- Utilising feasibility studies where needed;
- Adopting a gateway approach review for larger strategic schemes to enter the programme at the required time;

- The ability to enter items into the capital programme in a managed way through firstly the annual budget round and secondly when the programme is reviewed mid-year and consequently the November Cabinet cycle;
- Being mindful of the current level of the programme in relation to capacity to deliver, the relevant financing of schemes and any other running costs.

The key areas of investment and funding for the Council are identified in the sections below.

7.2 Education

7.2.1 In February 2017 the Government confirmed the Education Maintenance Capital allocations and Devolved Formula Capital (DFC) for 2017/18 and gave an indication that a similar level of grant would be available for 2018/19, subject to downwards adjustments as more schools convert to academy status. Basic Need Grant was confirmed for the three years 2017/18 to 2019/20.

The grant funding was confirmed as follows:

- £0.849 million of basic need funding to provide school places to be paid in 2017/18 with indicative sums of £4.83million to be paid in 2018/19 and £3.82 million in 2019/20.
- £0.944 million of Maintenance Capital (2017/18) to support the needs of the schools we maintain and for the Sure Start children's centres;
- £0.173 million of Devolved Formula Capital for schools (2017/18);

7.2.2 All of these allocations will be delivered as capital grant.

7.2.3 The Government is due to confirm in February 2018 the 2018/19 grant figures and issue indicative grant figures for the years 2019/20 and 2020/21. If these figures are available in time they will be reported to Cabinet on 13 February 2018.

7.2.4 The education capital programme for 2017/18 onwards will continue to be dominated by the need to provide more school places to cope with the current high pupil numbers, as the demand moves from the primary sector to the secondary schools.

7.2.5 The Basic Need Grant awarded to Local Authorities includes expansion at academies. The Government also expected all Local Authorities to fund capital works for any new academy arising from a Basic Need requirement unless the new school is funded directly from Central Government.

7.2.6 The Secondary School Expansion Programme is now moving forward. Expansions have been agreed with the eight non-selective schools. One school is in the construction stage and a second is awaiting planning permission. The remaining six are in various stages of feasibility and planning. The Primary School future demand will continue to be monitored closely.

7.2.7 Government funding is not ring fenced and Southend, like many other authorities, will be spending more on Basic Need than the awarded grant.

- 7.2.8 Once the 2018/19 maintenance grant has been published officers will produce a draft condition programme. It is hoped, as in previous years, future years indicative amounts will also be included to allow a multi-year programme to be set that will allow schools to plan ahead.

- 7.2.9 The income received from Central Government for maintenance only covers maintained schools and will continue to reduce in relation to the increase in the number of academies. Academies are able to bid into a central pot directly to the Department for Education for capital funding.
- 7.2.10 Although the maintenance grant will decrease as more schools convert to academy status the education condition programme will continue to address high priority condition items at schools and children’s centres, which if not done could result in a closure as far as funds allow. The replacement of boilers, curtain walling and rewiring continues to dominate the investment programme.

7.3 Housing

- 7.3.1 The housing scheme for Phase 2 of new Council housing is progressing well. The tender for the overall build contractor was extended until January 2018 and an appointment is expected to be made in April.
- 7.3.2 The Housing Revenue Account (HRA) capital programme for the 2017/18 financial year is £6,555,000 which comprises mainly Decent Homes work to the Council’s housing stock including kitchen and bathroom modernisations, together with improvements to the common areas. This also includes a budget of £370,000 for the construction of new housing on HRA land as included above (with the remainder in the 2018/19 financial year) and £565,000 for disabled adaptations works.
- 7.3.3 The overall capital programme for the next three financial years 2018/19 to 2020/21 includes a commitment of over £20 million for major repairs and Decent Homes work to the Council’s housing stock.

7.4 Highways and Transportation

- 7.4.1 The expenditure will be delivered mainly by fully un-ringfenced capital grants.
- 7.4.2 The indicative settlement is as follows:

	2018/19 £'000	2019/20 £'000	2020/21 £'000
Integrated Transport	1,401	1,401	1,401
'Needs Based' Highways Capital Maintenance Block	1,121	1,121	1,121

- 7.4.3 The allocations for the Integrated Transport Block (ITB) 2018/19 to 2020/21 are indicative and are awaiting confirmation from the Department for Transport (DfT).
- 7.4.4 Pothole Funding of £250 million was announced in the Budget 2015. This funding is allocated by formula shared by Local Highways Authorities between 2016/17 and 2020/21 based on the road length for which each authority is responsible. The allocated sum to Southend Borough Council is £65k per year until 2020/21.

7.4.5 To allow the full delivery of the 2017/18 Local Transport Plan (LTP) programme, the full spend is proposed to be met 100% by capital grant.

- Typical schemes are presented in the context of four 'Actions' as set out in the Local Transport Plan (LTP3) Implementation Plan 2015/16 to 2020/21.
- The recommended allocation to the 'Actions' is set out in Appendix 5a for the years 2018/19 to 2020/21. Appendix 5b shows the complete set of schemes for Transport and Highways for 2018/19, funded by Government grant, third party contributions and Council funding. The Deputy Chief Executive for Place will progress a prioritised list of schemes for both Integrated Transport and Highways Maintenance in consultation with the portfolio holder for Public Protection, Waste and Transport and the Director of Finance and Resources. A list of capital schemes developed by the Traffic and Parking Working Party and Members requests will come from part of this funding stream.
- The prioritisation process is set out in diagram 1 of the implementation plan. In addition, maintenance schemes will be progressed using the latest information from the Gaist Asset Management work.
- As in previous years, there is flexibility to allocate funding between the two blocks and the LTP actions.

7.5 Other Services

7.5.1 In respect of the other proposed general fund schemes these are to be funded through borrowing, grants, capital receipts and from earmarked reserves and the required relevant borrowing costs have been factored into the Medium Term Financial Strategy.

7.5.2 The other proposed general fund schemes encompass the following key themes:

- A budget provision to grow a commercial property investment portfolio;
- Fire improvement works across the corporate property estate;
- Refurbishment of the Council's core property stock to deliver a planned condition programme;
- Essential refurbishment and renovation works to theatres, parks, leisure centres and other leisure assets;
- Upgrade and modernisation of the ICT core infrastructure;
- ICT schemes in support of business transformation;
- The continuation of the Better Queensway project through the next phase of development;
- Implementation of security measures in line with current threat levels.

8. Capital Programme 2017/18 to 2021/22

8.1 The Council's proposed capital programme for 2017/18 to 2021/22 is attached as Appendix 8, which includes all of the adjustments identified in the other appendices.

8.2 The proposed capital programme represents a significant investment of £192m on the part of the Council in the Southend area over the four year period 2018/19 to 2021/22 and the projected investment in 2018/19 alone amounts to over £92m (General Fund £83m and Housing Revenue Account £9m). Key areas of new and continued investment in 2018/19 and later years include:

- Library Car Park Reconstruction and Enhancement;
- Re-development of Delaware and Priory Residential Care homes and the Viking Day Centre;
- Secondary School Expansion Programme;
- Airport Business Park;
- Digital Strategy and ICT infrastructure;
- Council and Private Housing stock;
- Highways infrastructure and Transport works;
- A127 works;
- Energy efficiency schemes;
- Essential Pier works;
- Coastal Defence and foreshore;
- Essential works for Leisure, Parks, Libraries, Theatres and Museums;
- Better Queensway.

8.3 In addition, the proposed scheme subject to external funding approval for the period 2018/19 to 2021/22 amounts to nearly £19m, relating to the Forum II.

8.4 Consideration is also being given to a scheme to introduce measures to prohibit footway and grass verges parking across the borough to improve highway safety, reduce obstructions to pedestrians, reduce maintenance costs and prevent footway damage. Further exploratory work is being undertaken on the appropriate powers that would need to be available to undertake those works. In the meantime £250,000 has been earmarked in the capital reserve and if the appropriate powers are available then this scheme will be introduced into the Capital Programme accordingly.

9. Funding the capital programme

9.1 The proposed capital programme presented in this report is currently fully funded and has been prepared based on the level of borrowing the Council can support, notified capital grants, prudent assumptions over the level of other grants, the amount of revenue available to support capital budgets and the timing and valuation of capital receipts (from the sale of existing surplus Council assets) that will be realised.

The proposed estimated funding for the programme is as follows:

Type of funding:	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
External funding – capital grant	35.7	26.5	10.1	72.3
External funding – third party contributions	2.5	0.2	-	2.7
Capital Receipts	4.3	-	-	4.3
Major Repairs Reserve (Housing Revenue Account)	5.9	7.9	6.2	20.0
Earmarked reserves/ Revenue Contributions	7.0	1.4	-	8.4
Borrowing – Main Schemes ⁽¹⁾	31.8	28.8	4.5	65.1
Borrowing – Invest to Save ⁽¹⁾	5.3	9.1	4.8	19.2
Total	92.5	73.9	25.6	192.0

Note 1 - this relates to both internal and external borrowing

The estimated amounts of internal and external borrowing are shown in the table below:

Borrowing to fund capital schemes	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Internal borrowing	0	10.9	3.3	14.2
External borrowing	37.1	27.0	6.0	70.1
Total borrowing	37.1	37.9	9.3	84.3

- 9.2 The financing of the capital programme will continue to be supported where possible by the generation of capital receipts from the sale of surplus Council assets. Since 2011, the Council's approach to property disposals has been geared to reflect members' requests to ensure that, wherever possible, assets are used to generate revenue, with freehold disposals being a last option. This recognises the Council's increasing revenue pressures whilst still delivering a modest programme of capital receipts. The impact of this approach is that a much lower level of capital receipts is delivered meaning a greater reliance on borrowing and external funding to fund the Capital Programme.
- 9.3 When the Council enters into Prudential Borrowing to fund Capital expenditure, there is a revenue impact and therefore an increase to the Council's budget requirement. As an indicative guide to the revenue consequence, there is a cost of approximately £70k for every £1m borrowed or if £10m is borrowed this would equate to an increase in Council Tax of around 1%.
- 9.4 The full impact of financing costs associated with the funding of the proposed programme has been included in the Council's current financial planning for 2018/19 to 2021/22. The 2018/19 revenue budget elsewhere on this agenda incorporates the required financing costs budget requirement for 2018/19.
- 9.5 The other revenue implications of the proposed new schemes and additions to the Capital Programme are set out in the table at the end of Appendix 7. In summary these are:

- Commercial Property Investment – the rental Incomes to at least cover the financing costs;
- Children’s Residential Provision – placement savings of £80,000 p.a. from 2019/20 from a combination of children’s residential care, part time placement and respite placements;
- Income Management System – increase in annual support and maintenance costs of £20,000 p.a. from 2019/20;
- New Artists Studios – rental income form the project for Beecroft Art Trust, which will first repay the capital reserve investment from the Council;
- Manor Road Cliff Stabilisation – £5,000 p.a. saving in footway maintenance;
- Flood Prevention Works - £10,000 p.a. maintenance costs for the pumping station.

9.6 In summary, it is the Chief Financial Officer’s view that the 2018/19 to 2021/22 proposed Capital Programme is Prudent, Affordable and Sustainable.

10. Other Options

10.1 The proposed Capital Programme is compiled from a number of individual projects, any of which can be agreed or rejected independently of the other projects.

11. Reasons for Recommendations

11.1 The proposed Capital Programme is compiled from a number of individual projects which either contribute to the delivery of the Councils objectives and priorities or enhances the Councils infrastructure.

12. Corporate Implications

12.1 Contribution to Council’s Vision & Corporate Priorities

The projects directly contribute to the delivery and achievement of the Councils Corporate Priorities.

12.2 Financial Implications

As set out in the report.

12.3 Legal Implications

None at this stage.

12.4 People Implications

None at this stage.

12.5 Property Implications

The Capital Strategy and Corporate Asset Management Strategy (CAMS) sets out the approach to disposals that will affect the Council's property holdings, assets and liabilities. The Capital Strategy and CAMS reflect the implications of the agreed Capital Programme.

12.6 Consultation

The draft budget approved at Cabinet on 18 January 2018 has been presented to all three Scrutiny Committees and the Business and Voluntary Sector Consultation meeting. The feedback from each of these scrutiny bodies is as follows:

- Place Scrutiny Committee sought clarification on a number of the capital programme items in respect of their areas of responsibility, namely the following proposed new schemes:
 - C19 – New Artist's Studios in regard to the cost;
 - C22 – Improve Footway Condition around Highway Trees in regard to prioritisation;
 - C23 – Manor Road Cliff Stabilisation in regard to the precise location;
 - C24 – Parking Strategy in regard to the timing of the production of the strategy;
 - C25 Coach Parking in regard to its management;
 - C27 – Flood Prevention Works in regard to location and match funding;
 - C30 – Security Measures in regard to their nature;
 - C32 – Forum II in regard to location and landscaping.
- People Scrutiny Committee sought clarification on a few of the capital programme items in respect of their areas of responsibility, namely the proposed new scheme C3 – Send Module/Liquid Logic on its scope and why it is being introduced now. Additionally, clarification was sought on the proposed new scheme C4 – Residential Care provision – why will this provide value and the related risks about providing this service.
- Policy and Resources Scrutiny Committee offered no comments on the draft Capital Programme 2018/19 to 2021/22 or the proposed new schemes and additions contained therein, in respect of their areas of responsibility;
- The Business and Voluntary Sector consultation meeting offered no comments on the draft Capital Programme 2018/19 to 2021/22 or the proposed new schemes and additions contained therein, in respect of their areas of responsibility;

12.7 Equalities and Diversity Implications

Assessments have been carried out for all capital investment proposals where appropriate.

12.8 Risk Assessment

All capital projects are delivered using best practice project management tools as appropriate. This requires a full risk assessment and management review to be carried out. The programme includes an appropriate sum within each project to cover build risk and claims.

12.9 Value for Money

All projects are required to follow and adhere to procurement guidance issued by the Council. They must also comply with procedure rules for entering into and managing contracts with suppliers.

12.10 Community Safety Implications

Assessments have been carried out for all capital investment proposals where appropriate.

12.11 Environmental Impact

Assessments have been carried out for all capital investment proposals where appropriate.

13. Background Papers

13.1 Corporate Asset Management Strategy 2015-2025:

http://www.southend.gov.uk/downloads/file/2074/corporate_asset_management_strategy_2015-2025

14. Appendices

Appendix 1 – Approved Capital Programme November 2017

Appendix 2 – Changes to Approved Capital Programme

Appendix 3 – Virements Between Approved Schemes

Appendix 4 – Re-profiles Between Years

Appendix 5 – New External Funding

Appendix 5a – LTP3 – Capital Actions and Allocations

Appendix 5b – Highways Capital Programme 2018/19

Appendix 6 – Proposed New Schemes and Additions to the Capital Programme

Appendix 7 – Proposed New Schemes and Additions - descriptions

Appendix 8 – Amended Capital Programme 2018/19 to 2021/22 (2017/18 shown for information)

Appendix 9 – Capital Strategy 2018/19 to 2021/22