A5

Decision maker and date of Leadership Team meeting or (in the case of individual Lead Member decisions) the earliest date the decision will be taken	Leadership Team 12 December 2018 Forward Plan reference: 05350/18/K/A. Portfolio: Cllr Mary Weale, Lead Member for Finance and Modernisation	THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
Report title	**CAPITAL STRATEGY 2019/20 TO 2022/23**	
Reporting officer	Executive Director (Resources and Assets)	
Key decision	Yes	
Access to information classification	Public	

1. EXECUTIVE SUMMARY

1.1 The changes in circumstances arising post Grenfell and the 2018 changes to the CIPFA prudential code for capital guidance means that the Council needs to set out a clear framework and robust processes within which the Council's capital investment plans are prioritised and delivered. This Capital Strategy and builds on that published in January 2017. The strategy forms the basis for developing the Capital Programme both in respect of the general fund and the HRA.

2. RECOMMENDATIONS

2.1 Leadership Team is recommended to:

(i) Approve the attached Capital Strategy and recommend that the Council agree its adoption as part of the Council's budgetary and policy framework within Council policies.

(ii) Consider the bids for new capital investment that have been put forward by service areas and agree for these to be reviewed by Executive and Corporate Scrutiny Committee so that the Committee can provide feedback before Leadership Team in February 2019. Details are set out in Appendix 1.

(iii) Agree for progression in 2018/19 £3.7m of new capital investment, to be funded by the £19m underspend on the current in year Capital Programme as reported to Leadership Team on 13 November. Details are set out in Appendix 2.

3. REASONS FOR DECISION

3.1 Under the CIPFA prudential code, all Local Authorities are required to publish an annual Capital Strategy, setting out the approach for prioritising capital investment. In addition, the fire at Grenfell Tower on 14 June 2017 placed unprecedented demands on the Council's Capital Programme which means that not all capital investment bids are affordable, so a process of prioritisation has been used to ensure that investment is aligned to the Council's priorities. This process has fed into the development of the Council's Capital Programme which is subject to approval by Council in March 2019.

4. BACKGROUND

4.1 The background to this report is the Quarter 2 Capital Programme Monitoring Report considered by the Leadership Team in November 2018 and the CIPFA prudential code.

5. DETAIL

5.1 The Council's main priority since 14 June 2017 and for many years to come will be the Council's response to the Grenfell tragedy. However, the challenge faced now is to ensure that while doing this, the Council continues to deliver good quality and efficient public services to all people who live, work, do business, go to school and college and visit the borough.

5.2 As a result, the Council is re-shaping its priorities for the future and is undertaking a series of community conversations and listening events to inform these priorities. These will shape the Council's financial strategy for both revenue spending and capital investment over the next four to five years and will be aligned to the Council's Corporate Plan that will be published early in 2019. This is an interim Capital Strategy and both this and the Medium Term Financial Strategy will be updated in July 2019 to ensure they continue to provide a robust financial framework for delivery of the Council's priorities.

5.3 In the interim period whilst these priorities are being defined, further capital investment is typically focused around health and safety requirements, rolling maintenance programmes, investment to support the transport infrastructure and support to develop the Council's digital infrastructure.

5.4 The draft capital programme as presented in this report takes into account the latest phasing of spending on schemes across financial years and also the results of the capital review process for new capital investment, which proposes approval of new schemes totaling £67.245m. (These are highlighted as shaded in Appendix 1) The revenue costs of financing capital, including prudential borrowing have been factored into the draft revenue budget.

	2018/19 Revised Budget £'000	2019-20 Revised Budget £'000	2020-21 Revised Budget £'000	2021-22 Revised Budget £'000	Total £'000
Adult Social Care and Health	622	8,129	900	0	9,651
Children's and Education	13,957	33,365	9,720	0	57,042
Chief Executive's	4,178	2,876	528	75	7,657
Environment and Communities	14,166	15,152	8,968	35,474	73,760
Grenfell	45,512	27,075	0	0	72,588
Resources and Assets	18,680	26,378	2,027	60	47,145
Total general fund	**97,115**	**112,975**	**22,143**	**35,609**	**267,842**

HRA	**23,076**	**26,295**	**104,126**	**0**	**153,497**
Total	**120,191**	**139,270**	**126,269**	**35,609**	**421,339**

Made up by	**Total £'000**
Current approved programme	371,013
Savings on existing schemes	(16,919)
Proposed new schemes	67,245
	421,339

5.5 As part of the review of the capital programme and as reported to Leadership Committee in November, savings of £19.2m have been identified on existing approved schemes. Members are asked to agree £3.724m of new investment required in 2018/19 to be funded by the £19.2m underspend on the current in year Capital Programme as reported to Leadership Team on 13 November.

5.6 The projects proposed for progression in 2018/19 are set out in Appendix 2.

6. OPTIONS AND ANALYSIS

6.1 The Council's financial position is challenging and it must prioritise financial resources for capital projects in the future. This is partly as a result of reduction in resources post Grenfell which means the Council will need to ensure its limited resources are aligned to priorities.

6.2 All service areas have been invited to bid for new capital investment from 2019/20. An initial prioritisation has been undertaken by officers through the Capital Strategy and Asset Management Board. These are set out in the report and will be subject to review by the Executive and Corporate Services Scrutiny Committee before being considered as part of Council Tax setting in February 2019 and approved by Council as part of the Capital Programme in March 2019.

6.3 Some schemes have alternative funding, such as those relating to highways which may be funded from Transport for London or the parking account or school's schemes where Department for Education funding is available. Other schemes will be funded through external borrowing.

7. CONSULTATION

7.1 There are no specific consultation issues relating to this report.

8. EQUALITY IMPLICATIONS

8.1 There are no equality implications arising from this report.

9. INFORMATION, COMMUNICATION AND TECHNOLOGY IMPLICATIONS

9.1 Information, Communication and Technology Implication are as set out in the report and attached Appendix.

10. LEGAL IMPLICATIONS

10.1 The Council has a duty under section 3(1) of the Local Government Act 2003 to determine and keep under review how much money it can afford to borrow. Section 3(5) of the Local Government Act 2003 provides that the Secretary of State may by regulations make provision about the performance of that duty. Regulations made by the Secretary of State require the Council to have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA regarding the affordability of the Capital Programme.

11. FINANCIAL IMPLICATIONS

11.1 These are addressed throughout the report and attached appendices.

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report

2018/19 Monitoring Report – Quarter 2 (see Leadership Team agenda)

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Reporting to: Mike Curtis, Executive Director, Resources and Assets

Cleared by Finance (officer's initials)	TE
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Cleared by Communications & Community Engagement (officer's initials)	MC

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Royal Borough of Kensington and Chelsea

Draft Capital Strategy 2019/20 to 2022/23

November 2018

1. Purpose of the Capital Strategy

The purpose of the Capital Strategy is to provide the framework and robust processes within which the Council's capital investment plans are prioritised and delivered and forms the basis for developing the Capital Programme both in respect of the general fund and the housing revenue account (HRA).

The purpose of the Capital Strategy is not to allocate resources for capital investment. These decisions are made through the annual budget setting process but instead the strategy sets out a basis for addressing the competing demands for investment across the Council, the approach for addressing the gap between aspirations and available resources and the options for identifying alternative sources of funding.

In line with best practice, the capital strategy is reviewed on an annual basis to ensure that it reflects the changing needs and priorities of the Council and the community and the resources available to fund capital investment.

2. Key Principles

The current key principles for capital investment decision making are as follows:

- To ensure that capital investment and the use of the Council's capital assets is aligned with the Council's priorities.
- Where appropriate, to align and co-ordinate funding with priorities of partner organisations and regional strategies to maximise the outcomes from capital investment across the borough.
- To maximise the beneficial use of the Council's existing assets. To maintain and refurbish those assets economically, having regard to all relevant costs and income over the asset life cycle;
- To identify and seek sustainable funding sources to support capital investment;
- To be a basis for determining the council's Medium Term capital programme;
- To identify opportunities for delivering improvements to the Borough's assets and infrastructure in partnership with other organisations and agencies;
- To help ensure the most cost effective use is made of existing assets. To identify and seek to minimise under-use and dispose of surplus assets promptly to best advantage.
- To ensure a rigorous approach to options appraisal is applied, particularly for significant investment proposals.
- To ensure that investment proposals which result in a revenue saving or income generation are encouraged.

3. Key Priorities

The Council's main priority since 14 June 2017 and for many years to come will be the Council's response to the Grenfell tragedy. However, the challenge faced now is to ensure that while doing this, the Council continues to deliver good quality and efficient public services to all people who live, work, do business, go to school and college and visit the borough.

As a result, the Council is re-shaping its priorities for the future and is undertaking a series of community conversations and listening events to inform these priorities. These will shape the Council's financial strategy for both revenue spending and capital investment over the next four to five years and will be aligned to the Council's Corporate Plan that will be published early in 2019. Therefore, this document is an interim Capital Strategy and both the Medium Term Financial Strategy and this document will be updated in July 2019 to ensure they continue to provide a robust financial framework for delivery of these priorities.

In the interim period whilst these priorities are being defined, further capital investment is typically focused around the ongoing support for managing the response to the Grenfell Tower fire, health and safety requirements, rolling maintenance programmes, investment to support the transport infrastructure and support to develop the Council's digital infrastructure.

4. Capital and Investment Needs

The Capital Strategy is implemented through the development and delivery of the Capital Programme.

Capital investment is technically described as "Expenditure on the acquisition, creation, or enhancement of 'long term assets'". These are items of land, property and plant which have a useful life of more than 1 year.

At the most basic level, capital investment should be about ensuring that the Council holds the assets it requires to deliver its statutory services and fulfil its legal functions. Service areas play a key role in identifying the potential need for capital investment in assets. This will take account of issues including the condition of council owned assets (including reference to the council's Asset Management Plan), health and safety requirements, statutory obligations of the council and other operational considerations.

However, at a more strategic level, the Council must also ensure that capital investment enables corporate priorities to be delivered and it improves outcomes for people who live, work and visit the borough.

In determining the level of capital investment to be undertaken, affordability and available resources is a key consideration. This must include the long term impact of borrowing and other forms of capital funding on related revenue budgets. This principle should also apply to the use of leases, public-private partnerships and outsourcing arrangements to procure public assets.

Investment need normally arises from the consideration of four basic criteria:

- Condition of the council's existing assets (condition).
- The need to meet increasing demand in the borough (sufficiency).
- The need to ensure that council assets are fit for purpose (suitability).
- Financial return from the expenditure in terms of revenue income, reduced

expenditure or capital receipts (growth).

Condition Requirements

Condition requirements associated with the Council’s assets are identified through the undertaking of condition surveys. The purpose of these is to identify any major defects within an asset and any areas of future expenditure that are likely to be encountered. Condition surveys are intrinsically linked to the production of asset management plans which will mainly deal with the Council’s property base and highways infrastructure. An asset management plan will consider how the asset supports the achievement of the Council’s objectives, the services provided and sets out principles, priorities and action to ensure the assets are used and managed as efficiently and effectively as possible. Capital investment will be planned accordingly to meet the needs identified through the condition survey and asset management planning process.

Sufficiency Requirements

Sufficiency requirements will primarily result from demographic and other related changes. For example, one of the most pressing issues in the Borough is affordable housing and in particular social rent homes which are in extremely short supply. To address this need, proposals are being developed for the implementation of a phased programme to deliver in the order of 600 new homes, including a minimum of 300 social rent homes, on sites within the Council’s ownership, alongside new/re-provided community and employment facilities.

Suitability Requirements

Suitability requirements reflect the need to develop services to meet changing needs, including changing government agendas. The Council’s assets must be subject to review to ensure they are fit for purpose and are supporting the delivery of the Council’s priorities. This Capital Strategy will need to reflect the evolving policy agenda and will be updated on an ongoing basis to facilitate this.

Growth Requirements

Growth requirements reflect the Council’s need for revenue generation from its asset base to deal with the financial challenges ahead. This will include income arising from rents and use of property, reduced running costs of assets, income from future sale of assets as well as growth in both the Business Rate and Council Tax base.

Investment Property

The acquisition of Investment Property is one means through which growth requirements can be delivered.

Investment Property is defined as property (land or a building) to earn rentals or for capital appreciation, rather than for:

- Use in the production or supply of goods or services or for administrative purposes; or
- Sale in the ordinary course of operations.

It is widely recognised that Council's should be using their commercial assets to benefit their local areas. Investment in commercial property can provide a valuable source of alternative income. However, like many other local income sources, it can be volatile and reactive to market and economic conditions and therefore does carry a risk. As such the authority must ensure that any investments entered into are prudent and sustainable, taking account of the requirements for the repayment of debt, including the impact of the Minimum Revenue Provision (MRP) and consideration of the wider implications to overall fiscal sustainability ensuring the security of funds.

Linked to its approach to prudential borrowing, if suitable opportunities arise, the Council must ensure that the associated financing and running costs are taken into consideration.

Proposals for the acquisition of Investment Property in the future will therefore be considered and prioritised in line with the Council's bidding criteria and scoring mechanism. It will also be required that any such proposals are submitted on an Invest to Save basis where the scheme is expected to achieve an overall net saving or generate a new income scheme in the long term. Each scheme will be considered individually and although a set return on investment will not be specified, it will be expected that the return arising will at a minimum meet any cost of borrowing, including MRP, and that this will be sufficient to complete repayment of the full investment within the term of the asset life prescribed per the MRP calculation.

Loans for a capital purpose can also be approved subject to a business case and due diligence on the borrower including, as appropriate, guarantees and bonds to secure the repayment of the loan.

5. Funding Sources

There are a number of ways in which capital expenditure can be funded. The principle methods used by the Council are outlined below:

Prudential Borrowing

The Council has traditionally funded capital investment from the sale of assets (capital receipts), supplemented by revenue contributions, grants and third party developer contributions required by planning obligations entered into under Section 106 of the Town and Country Planning Act 1990 or via the requirement to pay the community infrastructure levy (CIL). The requirement to borrow has been avoided and the associated additional revenue expenditure to meet the cost of borrowing. However, the impact of the fire at Grenfell Tower has changed the Council's financial position and going forward, the Council is likely to need to both borrow and seek other sources of income to provide a balanced capital programme.

The Treasury Management Strategy, which is reviewed annually, enables borrowing to fund capital expenditure as required.

Borrowing levels for the Capital Programme are limited by the availability of the revenue budget to meet the cost of prudential borrowing and this is taken into account when considering capital investment. The associated financing costs need to be built into the Council's Medium Term Financial Strategy (MTFS).

Capital Receipts

The Council is able to generate capital receipts through the sale of surplus assets such as land and buildings, which provides a source of finance to assist in funding the capital programme.

The council's policy is to treat all general fund capital receipts as a corporate resource, enabling investment to be directed towards funding those schemes or projects with the highest corporate priority. This means that individual services are not reliant on their ability to generate capital receipts.

HRA capital receipts are applied for HRA purposes such as affordable housing or regeneration projects, or for housing debt redemption.

Changes to Council objectives and priorities will require that assets are kept under regular review and where they have become surplus to requirements, disposed of. In addition, one of the key strategic decisions the Council will need to take as it develops its on-going capital programme is the requirement to fund any maintenance backlog on asset holdings and the extent to which this could drive the need to dispose of assets.

Revenue Contributions

The Council can use revenue resources to fund capital projects. However, given the pressures on the general fund revenue budget of the Council, the Council will not prioritise this method of funding if other sources are available. In the case of the HRA, a budget is included annually for a revenue contribution to capital.

Grants

The principle funding sources for grants are central government and the Greater London Authority (GLA). Where grants are determined on a formula basis, the council often has limited ability to influence the amount it receives. The council is pro-active, however, in pursuing grant funding subject to bidding regimes and will continue to pursue opportunities to maximise grant funding. In 2018/19, the Council successfully bid for grant from the GLA of £33.6m to fund 300 social homes in the borough.

Third Party Contributions (S106 & Community Infrastructure Levy)

The Council ensures that contributions required by planning obligations (section 106 contributions) are within the legislative framework and that monies are spent in the ways set out in the agreement.

Historically the Council has treated the use of S106 contributions as a separate exercise to the setting of the overall Capital Programme. Work is currently underway to ensure that processes are in place which mean that such development funds are aligned to the Council's priorities and will be approved by the Capital Strategy and Asset Management Board (CSAMB) to ensure that the use of funding is maximised and is supporting the Council's priorities.

Community Infrastructure Levy (CIL) is a charge levied on the net increase in floor space arising from development and is paid directly to the Council by developers upon commencement of a planning permission. The Council's CIL Charging Schedule sets out the rates that will be levied across the borough.

CIL receipts can be used to fund a wide range of infrastructure that is needed to support development in the borough. This includes:

- Roads and other transport facilities;
- Flood defences;
- Schools and other educational facilities;
- Medical facilities;
- Sporting and recreational facilities; and
- Open spaces.

However, the National Planning Practice Guidance on CIL clarifies that charging authorities may not use the levy to fund affordable housing.

The Planning Team is currently developing a framework document that will detail the governance procedures to facilitate the allocation of CIL monies received by the Council. The procedures will aim to deliver the infrastructure needed to support development in the borough. The context of this framework will be adopted within the Capital Strategy as this becomes available.

Alternative Funding

As part of the Council's ongoing review of its priorities the Capital Strategy will consider the means by which requirements can be met by funding opportunities that have not traditionally been entered into and which are more cost effective.

This may include alternative ways of procuring assets, such as:

- Renting and operating leases; and
- Public-private partnerships.

Going forward the Strategy will be further developed to include consideration of alternative options.

The Council's approach will include careful consideration of the merits (or otherwise) of new and innovative ways of funding in order to maximise the resources available for new capital investment to deliver the Royal Borough's strategic priorities.

In October 2017, Leadership Team agreed for the exact details of how individual projects will be funded to be delegated to the Section 151 officer. The basis of funding will remain that external funding such as grants and contributions will be the first call, with subsequent use of council reserves and the need to borrow the final call to finance any outstanding unfunded priority items.

6. Reviewing the Capital Programme

The process to develop the Capital Programme must be coherent and organised in order to ensure that approved projects meet the Council's priorities and are deliverable. In order to achieve this, the initial actions are to:

- Set a working assumption for the level of funding available based on affordability;
- Set the criteria for evaluating and prioritising project proposals; and
- Issue clear instructions to departments.

Assessment of proposals and timetable

The Council agrees the capital programme on an annual basis at the Council Budget meeting in March of each year. The starting point is submission of new capital proposals to the Financial Management Department in the prior Autumn. The bids are assessed and evaluated by a panel of officers on the CSAMB which is chaired by the Executive Director Resources and Assets. These are then submitted to the Leadership Team for consideration and approval. The timeline during the financial year is as follows:

Table 1 – Timetable for new capital investment

Date	Action
June to Sept	Services develop proposals for capital investment
Sept	Bids submitted to Financial Management to review against estimated resources available
Oct - Nov	Proposals considered at CSAMB and proposals prioritised using the criteria as set out in the Capital Strategy
Dec	Leadership Team considers new capital investment proposals
March	Council approves three year Capital Programme

The development of the programme will be led by the CSAMB. Each scheme proposed for inclusion in the capital programme will be assessed against the predetermined criteria. All expenditure must also comply with the statutory definition of "capital expenditure" as interpreted in guidance issued by the S151 officer. When proposing schemes for inclusion in the Capital Programme there are a number of essential criteria that should both be considered. Information must be provided to ensure that appropriate consideration can be given to proposals in the context of other competing priorities.

The Council prioritises those schemes which fully contribute to Council priorities, those which can be funded from external sources, meet urgent health and safety or statutory requirements or can deliver significant revenue budget savings. The information submitted will be considered, scored and prioritised in line with the agreed criteria.

It is recognised that in some instances there may be scheme proposals to which a scoring criteria may not be readily applied and that some degree of flexibility would need to be applied in the appraisal process in such instances.

Bid submissions to the CSAMB are through a proforma template which captures the links between the Capital Strategy and the Council's priorities and outcomes but also captures a measurement of performance and risk management issues.

Three phases of monitoring will be applied to individual schemes:

- the project appraisal process to ensure all options have been considered and costs and risks have been identified;
- project monitoring during the delivery period;
- post project appraisal (lessons learned).

The Appraisal Process

Proposals for new capital projects will generally arise from:
- Analysis of investment needs derived from the delivery of corporate and service plans and strategies;
- New policies or initiatives arising within the Council;

- Initiatives from external organisations, such as partners or funding providers; or
- External factors, such as new legislation and technical developments.

However, the requirement for investment in existing assets must be a primary consideration in the development of the Capital Programme to ensure that delivery does not become skewed towards new high profile projects resulting in an under investment in existing assets.

The level of detail for project proposals must be sufficient to enable a full evaluation and prioritisation against other proposed projects. It is not cost effective to expend resources on developing proposals for projects that will have little or no chance of being approved and as such the appraisal process should also be sufficient to limit the number of proposals submitted and preclude “wish list” submissions by focusing services on the necessity of meeting pre-defined criteria. Through the use of a defined proforma for submission of bid proposals, there is a necessity for a business case to be produced in all cases at this early stage. For large projects this will be a requirement at key stages in the delivery process. All proposed schemes requiring capital investment should set out on the pro-forma the nature and outcome of consultation with stakeholders for example in the case of the HRA, this will be with leaseholders.

Senior management, including the Section 151 officer, Director of Financial Management and Service Directors are responsible for leading on the capital programme process and for advising members on the decisions that they take. This is achieved through the CSAMB taking the lead role in the governance process and in making recommendations to Leadership Team.

Project Monitoring

To deliver a successful capital programme there is a requirement for efficient programme management, project management and procurement as well as appropriate governance arrangements for corporate monitoring, control and scrutiny. To support the appraisal, process the project management methodology should be a driver for improved value for money in new investment. Essential key elements of this approach are:

- A defined organisational structure for the project management team;
- A planned approach;
- An emphasis on dividing projects and programmes into manageable and controllable stages;
- Flexibility in approach appropriate to the project or programme in question; and
- Provision for formal reporting requirements.

Implementation of a formalised corporate governance processes for project monitoring is managed by the CSAMB.

Post Project Appraisal

Post project appraisal provides a method of analysing the success of a project across a broad range of measures including financial cost and time with a view to improving future contract processes. This process is in continuous development and is being formalised and led by the CSAMB.

Progression of schemes

Officers must ensure that all necessary approvals have been received for a project to proceed in accordance with the Council's Financial Regulations and that the budget for each capital project is under the control of a nominated project manager and reported upon. Executive Directors are responsible for reporting on performance against capital budgets within their service area as well as reporting to Members as required for approval for in- year additions or amendments to budgets for capital projects. This is to ensure effective control against budget provision and to ensure the overall affordability of the capital programme is maintained.

Managing the Programme

The programme is managed by the service areas and reported internally through the CSAMB but also through quarterly reporting to Leadership Team.

The council will maintain as a minimum these procedures for managing and monitoring the Capital Programme.

Links to the Council's Medium Term Financial Strategy

All capital investment must be sustainable in the long term and therefore all the Council's capital investment decisions must consider the revenue implications both in terms of financing costs and running costs of the new assets abut also any income generation.

The use of prudential borrowing to finance planned capital expenditure is carefully considered and the financing costs included in the Council's Medium Term Financial Strategy but borrowing costs must be sustainable and affordable.

7. Housing Revenue Account

The principles and processes set out in this strategy apply to both the General Fund capital investment and that of the Housing Revenue Account. The financial position of the HRA is challenging and the impact of Grenfell and the results of the recent stock condition survey has created both a short and long term need for capital investment. Work is currently underway to develop the thirty-year business plan that will be agreed in March 2019.

The HRA is subject to a cap which limits borrowing. Announcements made in Autumn 2018 have indicated that the government has removed the cap and, at the time of updating this strategy, further details are awaited.

8. 2019/20 Capital Programme

The existing 2018/19 to 2020/21 Capital Programme was agreed as part of the 2018/19 budget setting process at Full Council in March 2018.

The annual bidding process for additional capital investment has just been completed and considered by the Capital and Asset Management Board in October 2018.

New Capital schemes totaling £67.2m (including £19.2m in 2019/20) are proposed which cut across all service areas. Full details are set out in Appendix 1, where the new proposed schemes are highlighted.

The draft Capital Programme for 2019/20 to 2021/22is summarised in the table below and takes account of the following:

- 2018/19 capital investment that has now been re-phased to 2019/20 as set out in the report to Leadership Team on 13 November 2018;
- 2018/19 underspend on capital investment as set out in the report to Leadership Team on 13 November 2018 of which £3.7m is proposed to be re-purposed to fund priority capital spend required in the current year; and
- New capital investment as set out in Appendix 1.

The new investment and revised Capital Programme will be agreed in March 2019 as part of the Council Tax report and HRA Business Plan, both of which will be approved by Council.

Table 2 – 2019/20 to 2021/22 draft capital programme

	2018/19 Revised Budget £'000	2019/20 Revised Budget £'000	2020/21 Revised Budget £'000	2021/22 Revised Budget £'000	Total £'000
Adult Social Care and Health	622	8,129	900	0	9,651
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	Total £'000
Made up by	
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Appendices

Appendix 1 – Draft 2018/19 to 2020/21 Capital Programme – including bids for new investment
Appendix 2 – Proposals for new capital investment in 2018/19