

2 February 2023	ITEM: 7
Corporate Overview and Scrutiny Committee	
Capital Bids and Capital Programme Update	
Wards and communities affected: All	Key Decision: Key
Report of: Gareth Moss – Chief Financial Officer	
Accountable Assistant Director: N/A	
Accountable Director: Gareth Moss – Chief Financial Officer	
This report is public	

Executive Summary

This report presents the committee with the recommended additions and approach to the new capital project programme for 2023/24 and subsequent years.

The total cost of the draft Capital Programme in 2023/24 is currently projected to be £62.158m, broken down as £37.043m relating to the General Fund and £25.115m relating to the HRA. The HRA capital programme is part funded by borrowing, grants and reserves and the associated revenue costs are managed from within the HRA budget envelope. The General Fund projects require prudential borrowing of £19.859m and the associated revenue impacts are also budgeted.

This programme has been prepared against a background of significant funding pressures as set out in the Financial Update Report considered by Cabinet on 14 December 2022 and hence the programme has been restricted to essential projects only and remains subject to further reviews. Following the issue of a Section 114 Notice by the Chief Financial Officer on 19 December 2022, only when sums contribute to statutory service provision, or where existing contractual obligations are in place, can new expenditure be incurred. The impact of the attached programme on the revenue budgets, in the form of interest and debt repayment costs, have been included in the Draft Budget and Medium-Term Financial Strategy (MTFS) Report, which also forms part of this agenda. This report sets out the requirements for additional projects proposed to be added to the capital programme and scheduled to commence in 2023/24.

As well as considering the impact of any new projects, the existing programme has been further scaled back as part of a high-level review of capital activities. As part of this exercise, a number of projects have been put 'on hold' meaning that the budgets and financing for these have been temporarily removed from the programme

pending a decision on whether they can be reinstated. This will be continued, in conjunction with a review of the remaining programme, in greater detail throughout the year as part of the wider review of the Council's finances and impact of proposed government support. A revised position will be reported to Members as early as is practical in the new financial year.

1. Recommendations:

That the Corporate Overview and Scrutiny Committee:

- 1.1 Note the changes to the capital programme as set out in this report and associated appendices**
- 1.2 Note the impact of new Prudential Borrowing on the debt levels of the Council as set out in Appendix 1**
- 1.3 Note the programme will be subject to a further review as set out in the report and following the issue of a Section 114 Notice**
- 1.4 Note the projected revenue impact of the MRP costs as set out in Section 5.2**
- 1.5 Comment on the proposed delegation to Cabinet to approve additions to the programme based on the criteria set out in section 5.2**

2. Introduction and Background

- 2.1** The capital programme has been prepared within the context of the Council issuing a Section 114 Notice on 19 December 2022, following government intervention on 2 September 2022, with the appointment of commissioners to oversee the financial management of the Council. Both recognise the current financial position of the Council is unsustainable and the urgent need to address ongoing costs. Part of the exceptional financial support to be provided by government is expected to be the permitted use of a Capitalisation Direction, the permission to finance revenue costs with capital resources, usually Prudential Borrowing, which will require the Council to take on additional debt in the short-term.
- 2.2** In respect of the capital programme, the impact on the revenue budget mainly occurs in respect of projects that are financed from Prudential Borrowing and this is in the form of Interest (the financing cost of the loan) and Minimum Revenue Provision (MRP) (the sum that is required to account for the principal repayment of a loan). Therefore, to the extent that projects are financed in this way, there will be an impact on the Council's revenue budgets. The updated projected revenue impact of the changes to the programme reflected in this report have been built into the Medium-Term Financial Strategy (MTFS) and will be considered by Members as part of the budget setting process.

- 2.3 As part of the recovery measures agreed with government, the Council is reviewing its asset base to identify any that could be disposed of to generate a capital receipt (the term for the proceeds of an asset sale). These receipts will be used to repay debt, which will, in turn, reduce the interest and MRP costs associated with this debt.
- 2.4 As part of the budget setting, the Council needs to set its capital programme for the following financial years. The development of the Medium-Term Financial Strategy (MTFS) will need to take account of future capital spending plans over the period of the strategy.
- 2.5 The following sources of funding can be used to fund capital in the General Fund:
- a) Capital Receipts – these are the receipts realised from the disposal of capital assets such as land and buildings;
 - b) Grants and Contributions - these could be grants awarded from government or other funding agencies or contributions from developers and others;
 - c) Prudential Borrowing – the Council can increase its borrowing to finance schemes subject to the plans in place being assessed and considered affordable; and
 - d) Revenue – the Council can charge capital costs directly to the General Fund, but this will create additional pressure on revenue resources.
- 2.6 Further work is being facilitated on Grants and Contributions, so to develop plans and secure grant funding from external agencies, or, from developers, for in-borough Capital Projects. The funding associated with the two Towns Fund bids are examples and, in the context of the section 114 notice, further work is being undertaken with officials at the Department of Levelling Up, Housing and Communities to ensure assurance is provided over the ongoing deliverability of the schemes.
- 2.7 Funding from capital receipts will also become available as part of the ongoing asset review. This continues to challenge the rationale for holding property assets. There are three potential outcomes which means assets are either:
- Released (for example to dispose of immediately to generate useable capital receipts)
 - Re-used (for example for different services or more intensive or changed use); and
 - Retained (to support existing service delivery or wider transformation).

Details on the potential use of these receipts has been included in the Capital and Treasury Management Strategy. Under the requirements of the intervention, it is important the Council considers all opportunities for the

reduction of debt, and this will be a primary consideration as assets are considered on a case-by-case basis.

- 2.8 Annually, all services consider their future capital needs and submit bids for schemes a range of projects that are required to support operational service delivery or provide essential works to address health and safety concerns – such as capital repairs to operational buildings and system upgrades.
- 2.9 In addition, there are transformational projects that provide service enhancements that will ultimately reduce costs or increase income. These will be subject to individual business cases to support the transformation activity identified.
- 2.10 The current context has required a wider review of the proposed capital bids and further reductions have been made. Of those that have been included, the further progress of the projects will be considered in conjunction with the requirements of the Section 114 notice.

3. Current Programme

- 3.1 The report also provides a summary of the existing programme that has been agreed in previous years. These are summarised in Appendix 1 and cover the period 2022/23 through to 2025/26 and have been shown at both Directorate and Portfolio level. Within this programme several projects are financed, at least in part, from Prudential Borrowing and a breakdown of these for the same period is included in Appendix 2.
- 3.2 The programme has also been subject to an initial review to consider further opportunities to remove projects. The initial focus has been on those projects that have not yet commenced or at an early stage of development and which are funded by prudential borrowing. The current programme has been amended to remove a number of projects in this category which total £22m.
- 3.3 The Committee should note that the capital programme will continue to be reviewed as part of a wider review of the Council's finances as part of the response to the intervention and in the context of the section 114 notice. It is expected that a revised capital programme will be presented to Members later in the year, along with any necessary changes to the Capital Strategy, once this has been undertaken.
- 3.4 It is also noted that debt funding projects in the General Fund and debt funding projects in the HRA should be considered in context. Where the HRA undertakes capital works financed from borrowing, these costs must be met in full within the HRA and are not subsidised by the General Fund (and vice versa). Therefore, when the HRA incurs capital costs financed by borrowing, this fund will be expected to meet the full costs of these, there will be no impact on the General Fund.

4. Draft Capital Proposals

- 4.1 As set out above the proposed additions to the capital programme have been included at Appendix 3.
- 4.2 Having reviewed these capital requests, they fall within one of three categories and are summarised in the table below. The amounts have been calculated using the respective bid totals and are shown under the relevant portfolio holder. Once projects are approved by members, funding is only committed in response to a specific need by the relevant service and is subject to further finance approval. These projects have been assessed for the forthcoming year specifically to ensure priority work can be delivered. Subsequent years will be considered in the relevant year and in the context of the financial position at that point.

Portfolio	Total Budget	Total Budget	Total Budget	Total Budget	Total Budget	Total Budget
	£'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Expenditure:						
Portfolio for Central Services	3,846	2,083	723	355	355	330
Portfolio for Environment	2,474	447	471	494	518	544
Portfolio for Children and Education	1,386	888	313	185	0	0
Portfolio for Transport and Public Safety	4,785	1,285	1,100	1,100	850	450
Total Expenditure	12,491	4,703	2,607	2,134	1,723	1,324

- 4.3 The table above includes all new bids that have been received for inclusion in the 2023/24 capital programme, with the expenditure budgets being profiled over a number of years as set out in Appendix 3.
- 4.4 In addition, the General Fund capital programme also includes the Highways and Education. These are largely funded by government grants and will be considered by their respective Overview and Scrutiny Committees and the Cabinet under separate reports. The HRA capital programme is managed from within its own ring-fenced resources, so does not impact the General Fund.

5. Issues, Options and Analysis of Options

- 5.1 The proposed changes to programme are set out in the section above. The key context remains the financial position of the Council and the need to manage spend appropriately under the requirements of the Section 114 notice. As noted, in this context the capital programme remains under review and further options will be provided to members where opportunities to manage capital expenditure and the associated level of debt is found.

5.2 It is also noted the recommendations to Council include delegations to Cabinet to agree additions to the capital programme under the following criteria:

- If additional third-party resources have been secured, such as government grants and s106 agreements (or potentially the Community Infrastructure Levy – should such an arrangement be introduced in the future), for specific schemes;
- Where a scheme is identified that can be classed as ‘spend to save’ and can demonstrate this clearly in an associated business case that it will lead to cost reductions or income generation that will, as a minimum, cover the cost of borrowing.

5.3 The capital programme, as set out in this report, will impact the revenue resources of the Council. As well as any interest cost associated with any additional debt undertaken, there will be an additional charge to revenue in the form of MRP. The projected increases in costs to the General Fund revenue budget set out in the following table:

Year	Current Forecast	Increase	Revised Forecast
	£'000	£'000	£'000
2024/25	7,732	290	8,022
2025/26	7,702	436	8,138
2026/27	7,638	549	8,187
2027/28	7,487	652	8,139
2028/29	7,251	756	8,007

It should be noted that MRP is first incurred the year following that in which asset the borrowing relates to is first brought into use. Therefore, in the above table, MRP increases shown in 2024/25 relate to capital costs incurred in 2023/24.

6. Reasons for Recommendation

6.1 The capital programme forms part of the formal budget setting in February and is an integral part of the Council’s overall approach to financial planning.

7. Consultation (including Overview and Scrutiny, if applicable)

7.1 The various capital bids put forward have all been considered by the service management teams and by the Directors’ Board. Some projects will have also been reported separately to the relevant Overview and Scrutiny Committee.

8. Impact on corporate policies, priorities, performance and community impact

8.1 Capital budgets provide the finance to meet the Corporate Priorities. If a capital project was not to proceed, this may impact, positively or negatively, on the delivery of these priorities and performance with a corresponding impact on the community.

9. Implications

9.1 Finance

Implications verified by: **Jonathan Wilson**
Assistant Director - Finance

The financial implications have been set out throughout the body of the report. The financial impact of the borrowing decisions required to support the programme has been accounted for within the MTFS to date.

9.2 Legal

Implications verified by: **Gina Clarke**
Corporate Governance Lawyer and
Deputy Monitoring Officer

In financing capital expenditure local authorities are governed by the framework established by the Local Government Act 2003. Local authorities are free to borrow or invest so long as their capital spending plans are affordable, prudent, and sustainable.

The Council is under a duty to determine and keep under review how much it can afford to borrow. In complying with this duty, the Council must have regard to Prudential Code of Capital Finance in Local Authorities published by CIPFA. The Code requires that in making borrowing and investment decisions, the Council is to take account of affordability, prudence, and sustainability, value for money, stewardship of assets, service objectives, and practicality. The Capital Project Programme is an important part of the overall budget setting process. In considering the report Members must take into account the financial advice available.

The Council must have effective processes and practices in place to control, manage and govern capital investment and borrowing decisions. The Council's Chief Financial Officer has issued a section 114 Notice; therefore, the Council will need to keep the Capital Project Programme under review to ensure that the Council is proactive in ensuring that its capital spending plans support the financial recovery of the Council.

Full Council is responsible for approving the Capital Programme. As to recommendation 1.5 of this report, 3.17 of the Financial Procedure Rules provides that any proposal to amend an approved Capital Programme by including a new project or deleting an approved project shall require the

approval of the Cabinet. This must include all applications for schemes to be funded from Government sources, grants or other external funding. Where additional funding for a scheme is fully funded by external resources and is consistent with the Council's corporate priorities, to the satisfaction of the Corporate Director Resources and Place Delivery, the scheme shall be added to the capital programme with a subsequent report to the Cabinet.

9.3 Implications verified by: **Natalie Smith**
Strategic Lead - Community Development and Equalities Manager

All local authorities are required to have due regard to their duties under the Equality Act 2010. The capital programme is assessed at key stages to ensure the impact of each scheme is measured in a proportionate and appropriate way to ensure this duty is met and the needs of different protected characteristics are considered.

9.4 **Other implications** (where significant) – i.e. Staff, Health Inequalities, Sustainability, Crime and Disorder, Climate Change and Impact on Looked After Children)

None

10 **Appendices to this Report:**

- Appendix 1 – Current Programme Summary
- Appendix 2 – Current Programme Financed by Prudential Borrowing
- Appendix 3 – New Capital Projects

Report Author:

Mark Terry

Senior Financial Accountant

Current Capital Programme

(based on Forecast)

Directorate	Total Budget 2022/23 £'000	Total Budget 2023/24 £'000	Total Budget 2024/25 £'000	Total Budget 2025/26 £'000
Expenditure:				
Adults; Housing and Health	1,908	1,300	0	0
Children's Services	5,499	10,879	10,266	0
HR; OD and Transformation	8,482	880	0	0
Public Realm	19,450	9,759	232	0
Resources & Place Delivery	24,111	14,225	300	0
Strategy; Engagement & Growth	279	0	0	0
Housing HRA	48,763	25,115	75,501	36,548
Total Expenditure	108,492	62,158	86,299	36,548
Financed by:				
Capital Receipts	1,517	0	6,802	4,535
S106 Contributions	712	1,576	0	0
Grants	14,102	17,840	12,560	0
Major Repairs Reserve (HRA)	10,554	11,169	11,307	0
Reserves	739	0	0	0
Prudential Borrowing - General Fund	44,857	19,859	470	0
Prudential Borrowing - HRA	36,010	11,714	55,160	32,014
Total Financing	108,492	62,158	86,299	36,548

Portfolio	Total Budget 2022/23 £'000	Total Budget 2023/24 £'000	Total Budget 2024/25 £'000	Total Budget 2025/26 £'000
Expenditure:				
Portfolio for Growth	13,961	13,529	300	0
Portfolio for Adults and Health	1,443	1,200	0	0
Portfolio for Culture and Communities	597	199	0	0
Portfolio for Central Services	7,944	630	0	0
Portfolio for Environment	2,403	1,963	62	0
Portfolio for Children and Education	5,944	11,629	10,266	0
Portfolio for Transport and Public Safety	27,343	7,893	170	0
Portfolio for Housing	48,857	25,115	75,501	36,548
Total Expenditure	108,492	62,158	86,299	36,548

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Existing Projects Funded by Prudential Borrowing

Description	Procurement Stage	2023	2024	2025	2026
A13 Widening (Works) (E2910)	Scheme completed	12,522,392.30	-	-	-
Aspriational Capital Pot - Feasibilities - Civic Offices (R1000-AP002)	Scheme completed	5,500.00	-	-	-
Aspriational Capital Pot - Feasibilities - Culver Centre/Callan Grove (R1000-AP006)	Feasibility Stage	139,426.11	-	-	-
Aveley Community Hub (R0740)	Completed retention o/s	129,680.20	-	-	-
Bridge Repair and Strengthening (E2828)	Work commenced	2,000.00	-	-	-
Coalhouse Fort Improved Access (R0800)	Work commenced	31,451.06	-	-	-
Contract Management System (T0508)	Work commenced	15,503.24	-	-	-
Creation of multi-purpose training rooms (T3060)	Scheme completed	-	-	-	-
Digital Enablement - Transformation of the Council (T0020)	Scheme completed	-	-	-	-
Digital Enablement 0-19 Yrs Transformation (B3004)	Work commenced	93,366.40	-	-	-
Document and Information Management - Phase 2 (T0013)	Scheme completed	-	-	-	-
Grays Riverside Park - Replace Splash Pool & Water Features (N0274)	Work commenced	25,181.00	25,000.00	-	-
ICT Infrastructure Refresh and Extension (T0505)	Work commenced	74,748.85	-	-	-
ICT Operating Software System Upgrades (T0506)	Work commenced	189,928.90	-	-	-
Implementation of Corporate Property Database (T0702)	Work commenced	26,572.50	-	-	-
Implementation of back office/mobile working solution (N0269)	Scheme completed	-	-	-	-
Kerb & Highways (E1870)	Work commenced	554,463.55	-	-	-
LGF - Ossett Road Two-way (E2950-T6003)	Scheme completed	43,623.97	-	-	-
Leisure Centre Works (L0410)	Work commenced	1,419,502.28	825,000.00	-	-
Libraries provision of RFID units (B5003)	Demand led	12,378.99	-	-	-
Network Infrastructure Upgrades (T0511)	Scheme completed	4,540.00	-	-	-
Oracle Improvement / Cloud Upgrade (T0015)	Work commenced	123,204.26	-	-	-
Oracle Improvement / Cloud Upgrade - Evosys (T0015-TC050)	Work commenced	152,670.03	-	-	-
Pupil Referral Unit Relocation (D0020)	Scheme completed	233,385.46	750,000.00	-	-
Purfleet Centre Fees Budget (R0500)	Work commenced	366,804.44	143,868.70	300,000.00	-
Purfleet Land Assembly Development Agreement (R0501)	Demand led	666,409.41	1,500,000.00	-	-
Purfleet SELEP Land Acquisition (R0502)	Demand led	130,765.82	-	-	-
Redevelopment of Household Waste & Recycling Centre (Linford) (N0280)	On hold	62,000.00	-	-	-
Replacement of Bus Passenger Shelters (E1839)	Work commenced	331,667.91	500,000.00	-	-
The Central Grays Civic Buildings Optimisation project (T3010)	Scheme completed	351,164.34	-	-	-
Thurrock On-Line Phase 2 (T1001)	Work commenced	250,000.00	359,921.72	-	-
Thurrock Park Way Environmental Improvements (78/00601/OUT) (T3506)	Work commenced	-	50,831.33	-	-
Traffic Signals (E2833)	Work commenced	47,841.32	-	-	-
Transformation Programme Management Support (T3050)	Demand led	747,143.61	-	-	-
Upgrades to the Drainage System; Gully Frames and Lids (E2882)	Work commenced	49,838.63	-	-	-
Vehicle & Plant Replacement Programme (N0256)	Demand led	3,000,648.27	-	-	-
White Lining (E2832)	Work commenced	36,683.07	-	-	-
Chadwell Information Centre - Shutters (P0300-P0096)	Scheme completed	-	-	-	-
Civic Offices - Replace/Refurbish various extract fans (P0300-P0090)	Scheme completed	-	-	-	-

Civic Offices 2 - Chilled Water Services (P0300-P0097)	Scheme completed	686.25	-	-	-
Stanford Children Centre - Replace heating boilers and associated pipework (P0300-P0094)	Scheme completed	-	-	-	-
Tilbury Town Centre Public Realm Improvement Packages (R0745)	Work commenced	-	45,926.60	-	-
Street Lighting LED Completion	Work commenced	74,025.86	-	-	-
Carriageway Summer Damage Treatments	Scheme completed	432,503.44	-	-	-
Purchase and Development of Navigator Park	Scheme Removed	2,999.71	-	-	-
VMS Purchases and Installation	Work commenced	156,000.00	-	-	-
Vehicle Restraint System	Work commenced	238,521.22	-	-	-
Replacement of Wheeled Containers	Demand led	181,260.19	-	-	-
Stonehouse Lane Improvement Works	Work commenced	86,188.03	-	-	-
Corporate Landlord Compliance	Demand led	1,358,045.70	1,794,500.00	-	-
Tilbury Link Road	Work commenced	33,894.14	-	-	-
Headstart Housing	Work commenced	22,951.00	-	-	-
Investment Portfolio Compliance	Demand led	127,777.54	1,010,000.00	-	-
New River Development	Design stage	9,231.00	75,000.00	-	-
SEND Synergy Upgrade/Improvement	Work commenced	10,304.68	-	-	-
Strategic Wi-Fi - non Civic Offices	Work commenced	87,818.00	-	-	-
Investment Portfolio Spend to Save	Demand led	136,472.82	1,098,000.00	-	-
Plotbox Burial Software Project	Scheme completed	8,525.50	-	-	-
Agile Working	Work commenced	243,793.65	-	-	-
Corporate Landlord Spend to Save	Demand led	287,006.00	1,299,292.34	-	-
Customer Contact Centre	Work commenced	125,510.00	-	-	-
CO1 Infrastructure Decommissioning	Work commenced	250,000.00	250,000.00	-	-
High Risk Concrete Lamp Column Replacement	Work commenced	226,621.40	-	-	-
Footway Slab Replacement Programme (2020-2025)	Work commenced	416,195.00	-	-	-
School Transport – Synergy Project	Work commenced	12,299.99	-	-	-
Jetty Structure at Cory's Wharf	Scheme completed	7,305.45	-	-	-
Microsoft 365 Design, Build and Delivery (Phase 2)	Work commenced	605,765.83	250,000.00	-	-
Renewal of Roof Coverings and Associated Elements at St Clements	Scheme completed	-	-	-	-
Thurrock Adult Community College - Essential Building Works	Work commenced	425.00	-	-	-
Local Full Fibre Network	Work commenced	382,526.00	-	-	-
Flats Recycling	Work commenced	326,729.96	250,000.00	-	-
Data Analytics - Phase 4	Work commenced	241,749.08	-	-	-
Blackshots Regeneration Study	Feasibility Stage	1,022.00	-	-	-
Stanford Childrens Centre Windows & Doors	Scheme completed	839.50	-	-	-
Woolmarket External Decoration	Work commenced	14,862.00	-	-	-
Private Works	Work commenced	72,189.74	-	-	-
Robotic Process Automation	Work commenced	591,590.00	-	-	-
Oracle Cloud Recruitment (OCR)	Work commenced	56,564.00	-	-	-
N13 Cycle Route	Work commenced	706,855.49	-	-	-
Replacement Enforcement Software	Work commenced	7,425.50	-	-	-
4Me Service Desk Self Service Enhancement	Work commenced	33,062.00	-	-	-
Deployment of overt 4G CCTV camera systems	Work commenced	56,065.00	-	-	-
Core Licencing	Work commenced	37,954.51	-	-	-

Highway Street Lighting Central Management System	Work commenced	1,022,257.06	-	-	-
Highways Lit signage replacement programme	Work commenced	446,593.01	343,000.00	-	-
A1014 The Manorway - Footway Protection	Work commenced	537,165.80	305,000.00	-	-
Wharf Road, SLH - Drainage scheme	Work commenced	187,976.73	-	-	-
Applications Alignment to Office 2019	Work commenced	36,655.97	-	-	-
Disaster Recovery replacement design	Work commenced	9,000.00	-	-	-
Thurrock Adult Community College Tech Refresh	Work commenced	33,036.70	-	-	-
Softphone capability	Work commenced	34,934.39	-	-	-
Teams Enabled Meeting Rooms	Work commenced	1,217.86	-	-	-
Thurrock WAN Upgrade	Work commenced	519,806.37	-	-	-
Property Pot	Demand led	-	1,759,200.00	-	-
Service Review Board Pot	Demand led	362,304.00	1,489,056.00	-	-
Digital Pot	Demand led	2,338,347.01	20,000.00	-	-
Property Demolitions	Work commenced	2,541.47	-	-	-
TTF Heart - Youth Zone	Design stage	70,000.00	-	-	-
TTF Hub - Station Gateway	Design stage	61,000.00	-	-	-
Food Caddies	Work commenced	-	500,000.00	-	-
LADO Recording Functionality within LCS	Work commenced	42,000.00	-	-	-
1934 Fort Road Tilbury - Bridge repairs	Work commenced	85,000.00	700,000.00	-	-
Junction 31 Electrical Repairs	Work commenced	170,000.00	170,000.00	170,000.00	-
Orchard Footbridge renewal	Work commenced	85,000.00	560,000.00	-	-
Grove Walk Street Lighting Refurbishment	Work commenced	48,000.00	-	-	-
Carriageway Concrete Slab Replacement	Work commenced	355,000.00	-	-	-
Works to Council Car Parks and Pay and Display Machines	Work commenced	116,000.00	-	-	-
Ground Floor CO2 Refurbishment	Work commenced	10,000.00	-	-	-
Oaktree Centre Feasibility Study and Surveys	Feasibility Stage	100,000.00	-	-	-
Education Health Care Plan (EHCP) Hub	Work commenced	175,500.00	-	-	-
Surface Renewal Oliver Close Depot	Work commenced	78,000.00	-	-	-
Demolition of Buildings	Work commenced	300,064.00	250,000.00	-	-
Civic Offices Tenanted Areas Alterations	Work commenced	227,000.00	-	-	-
Community Environmental Developments Fund	Demand led	329,196.14	-	-	-
21st Century Care Home (S0220)	On hold	200,000.00	-	-	-
Community Hubs (T3100)	On hold	11,000.00	-	-	-
Environmental Enhancements at Play Sites (N0277)	Work commenced	269,064.11	250,000.00	-	-
Grays South and Rail Station Regeneration (R0670)	Design stage	400,000.00	-	-	-
Improvement to Library Facilities (B5001)	Demand led	16,742.36	-	-	-
Improvements to Village Halls (D0010)	Demand led	33,042.00	150,000.00	-	-
Libraries replacement of PC's (B5002)	Demand led	3,540.00	-	-	-
Priority Suitability and Condition Programme (B0661)	Demand led	36,266.00	-	-	-
Purfleet Thurrock School Contribution (R0503)	Work commenced	25,000.00	-	-	-
Safety Fencing (E2831)	Demand led	-	30,000.00	30,000.00	-
Stanford Le Hope Interchange (E2920)	Work commenced	550,000.00	-	-	-
Structural Maintenance A Class Roads (E2826)	Work commenced	138,940.51	-	-	-
Target Hardening of Various Sites (N0278)	Demand led	2,221.19	-	-	-

Civic Offices 2 - Replace Heating Boilers (P0300-P0089)	Design stage	2,062.50			
A13 Eastbound Slip Roads	Feasibility Stage	40,000.00	-	-	
Travellers Site Refurbishment Works	Work commenced	6,000.00	-		
Corporate Payments	On hold	17,046.20	-	-	-
Libraries Services Technology Modernisation	On hold	1,000.00	-		
Traveller Injunction	Demand led		45,641.15		
Principal Bridge Inspections and Remedial Works	Work commenced	1,381,000.00	-		
A1013 School Access Improvements (Treetops)	Design stage	115,000.00	-		
Core Website Rebuild (Drupal 7 to Drupal 9)	Not yet started	98,354.00			
IRL - Scheme Development - Staff Costs	Not yet started	500,000.00			
Grays Underpass Land Acquisitions	Not yet started	3,740,290.83	2,859,709.17		
Well Homes Offers	Demand led	5,064.55	200,000.00		
General Fund Total		44,857,278.86	19,858,947.01	470,000.00	-

Aspriational Capital Pot - Feasibilities - Loewen Road	Feasibility Stage	17,171.93	-	-	-
Blackshots Housing Development	Feasibility Stage	20,000.00	-	38,167,455.00	25,458,303.00
Teviot Avenue Housing Development	Feasibility Stage	350,000.00	-	9,483,182.00	6,555,455.00
Loewen Road Construction	Work commenced	580,083.00	1,220,055.00	-	-
Affordable Housing - Calcutta Road	Completed retention o/s	107,000.00	-	-	-
Thurston New Standard - Wates	Work commenced	1,356,000.00	-	-	-
HRA Fire Safety Works	Work commenced	3,249,000.00	397,000.00	1,000,000.00	-
Non Additional Properties	Work commenced	2,359,000.00	2,921,000.00	-	-
HRA Garages	Work commenced	682,000.00	548,000.00	500,000.00	-
Sheltered Housing Improvements Works	Work commenced	349,000.00	-	-	-
Adapted Bathrooms	Work commenced	300,000.00	193,000.00	200,000.00	-
Tower Block Refurbishment	Work commenced	20,167,000.00	990,000.00	-	-
Heating Replacement Programme	Work commenced	824,000.00	658,000.00	600,000.00	-
Lifts Refurbishment	Work commenced	184,000.00	209,000.00	190,000.00	-
Door Entry Installation	Work commenced	507,000.00	549,000.00	500,000.00	-
Water Mains	Work commenced	138,000.00	176,000.00	160,000.00	-
Transforming Homes Programme Support	Work commenced	160,000.00	176,000.00	160,000.00	-
Stock Condition Survey	Work commenced	300,000.00	-	-	-
HRA Highways and Lighting	Work commenced	400,000.00	439,000.00	300,000.00	-
Carbon Reduction Requirements	Work commenced	685,000.00	2,964,000.00	3,649,000.00	-
Electrical infrastructure Testing - Check Revenue implications	Work commenced	500,000.00	274,000.00	250,000.00	-
HRA Property Purchases	Demand led	422,265.00	-	-	-
H2920-HRA Phi Property Purchases	Demand led	2,353,781.00	-	-	-
HRA Total		36,010,300.93	11,714,055.00	55,159,637.00	32,013,758.00

All Projects		80,867,579.79	31,573,002.01	55,629,637.00	32,013,758.00
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Capital Programme - New Bids for 2023/24

Project Name	Description of Project	Total Funding £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Re-opening of Belmont Nursery, Grays	<p>Belmont Nursery will be one of the six Family Hubs which will be spread across three localities in Thurrock delivering universal and targeted parenting family support for 0-18s including outreach into family homes.</p> <p>Belmont Nursery is currently closed to the community yet only requires minor refurbishment to be operational. Its rooms are perfectly designed for delivering a wide spectrum of family friendly services and support to families.</p> <p>There is ample space within Belmont Nursery for a wide spectrum of services (including Maternity, Health Visiting, School Health, Education, Job Centre Plus, Library services, debt counselling etc) to deliver much needed integrated support to families and the opportunity to develop stronger partnerships with faith, community and voluntary groups .</p>	24	24	-	-	-	-
MSE ICS Shared Care Record	Implementation of Shared Care Record software within Adult Social Care and Children's Social Care case record management systems (LAS & LCS) to both 'embed' the Shared Care Record - giving the system user access to an overview of important/key information relating to that individual from our partner organisations within the Mid & South Essex Integrated Care System (MSE ICS) and 'export' our key agreed data into the Shared Care Record that is embedded into the data systems used by our partner organisations within MSE ICS to allow them access to key social care information.	200	130	70	-	-	-

Education Health Care Plan (EHCP) Hub	<p>PLEASE NOTE: This project was approved following Capital Bid submission in Oct-21. Timing wise, given the one annual bidding round, this needed to be done in advance of gaining product costs which are higher than originally expected. The option approved at Digital Board was LiquidLogic – the set-up and first year’s annual support & maintenance total £177,469. Confirmation has been received that the difference (£1,969) can be funded from contingency in Digital funding.</p> <p>Professional fees (internal) of £47,000 will be spent in this financial year. This capital bid form is being submitted for the related professional fees element etc., needed to set-up and deliver the project.</p> <p>FOR INFORMATION (PROVIDED AS PART OF SUCCESSFUL OCT-21 SUBMISSION): The hub will be a software product identified to provide digital access to professionals and children/young people and their parents/carers into the EHCP process. Currently this is managed within the internal database (Synergy) with documentation printed and sent by post or sent by email with the additional information being written or added, then returned. Those data items then need to be input into the data systems. There is not automated send of paperwork or alerts to the timescales within the process (this is currently monitored internally by a data report). The portal part of the process will allow direct access at any time with alerts to those involved automated to reflect the statutory timescales of the EHCP process (20 weeks for new and 12 weeks for review). The current process also means that those involved in the process do not have a collective view of the combined feedback until later in the process.</p>	130	130	-	-	-	-
Childrens Social Care Hub	<p>PLEASE NOTE: The EHCP hub project was approved following Capital Bid submission in Oct-21. There is a business requirement to extend the EHCP Hub to include Children’s Social Care services. This submission relates to the professional fees element etc., needed to extend set-up and deliver the social care hub elements - for consideration as part of the 2023/24 capital programme.</p> <p>The EHCP hub has capabilities to provide Children’s social care with hub at the front-end of priority processes. This will provide digital access to professionals, parents/ carers as appropriate. The service’s business needs include -</p> <ul style="list-style-type: none"> - Foster carer weekly update/log to the service - Multi Agency Common Assessment Framework (CAF) referrals to MASH - Review health assessments - Child & family assessment - Communication with parents 	70	45	25	-	-	-
Replacement Education Support System	<p>The EYES system supplied by LiquidLogic will be a software product that provide database for a range of early years and education services. It provides an IT solution that is able to continue to support the current and future data needs of this statutory service. Enables a single view of the child across education and social care and deliver the Digital priority to rationalise IT systems. Currently these services are managed within the existing internal database (Synergy). This system is not flexible, has been in use for 10 years, is operating on older technology and is very quickly becoming unfit for purpose. The project would include several workstreams including set-up and configuration of new system, followed by removal of the existing database.</p>	962	559	218	185		

High Risk Column Replacement Programme	<p>Replacement of high risk concrete lamp columns around the borough.</p> <p>Concrete lamp columns are designed to have a lifespan of 40 years and the majority in the borough exceed this, being 50-60 years old and constructed to standards much lower than required today. Of the 14,500 (approx) columns within the Borough 4700 (30%) are aged concrete columns. This bid aims to remedy the columns that would have the highest failure impact based on journeys disrupted, economic impacts and highest probable social impacts.</p> <p>From structural testing undertaken annually (which is on a 6 year programme) we are identifying approximately 100 columns pa and deemed to pose an immediate hazard and have since/or will be cut down but not replaced due to a need to prioritise certain replacements over others. On the Network currently we have approximately 40-50 outstanding stumped columns which require replacement. This leads to an increase in resident enquiries regarding replacement of these units.</p>	700	200	250	250	-	-
Footway slab replacement programme (2023-2027)	<p>A four year programme replacing slab footways with a tarmac surface at various sites across the borough with a view to reducing long term reactive maintenance costs, increase footway safety across the borough by replacing over some of higher risk slabbed footways. Visual appearance will also be improved leading to greater pride in neighbourhoods.</p> <p>A data driven approach has been used to select sites using a statistical rank of: condition (from annual surveys), unique resident service requests and both number of and costs spent on reactive repairs.</p> <p>A list of contingency works has also been produced in case works cannot be performed (e.g. no use renewing a footway if a utility company is due to do works) or if efficiencies can be found (e.g. by sharing traffic management with other schemes) and any extra works can be done.</p>	1,500	300	400	400	400	-
Carriageway Micro surfacing programme	<p>A five year programme renewing the micro surface overlay to various carriageways across the borough. Undertaking this work will reduce the reactive maintenance costs and inefficiencies caused by repeat reactive visits. Safety is also improved across the borough and 3rd party claims are reduced as a result. Visual appearance will also be improved leading to greater pride in neighbourhoods.</p> <p>A data led approach has been used to select sites using a statistical rank of: condition (from annual surveys), resident and Member service requests and the number and cost of repairs spent on reactive work. The approval of this bid allows us to address long standing issues with carriageways which generate a large proportion of complaints. These roads are predominately unclassified residential roads that cannot be prioritised over the strategic road network and therefore do not meet the final Capital Programme. The cost of officer time dealing with the complaints and claims and the reactive repairs is increasing year on year.</p> <p>Being unclassified roads the undulating surface poses a risk, as they are more likely to be walked and cycled on by residents and therefore generate additional risk of trips and falls resulting in 3rd party claims.</p>	2,100	300	450	450	450	450

Carriageway Summer Damage	<p>Reactive repairs to the strategic road network following extreme weather events in the summer which caused excessive shrinkage and rutting to some roads.</p> <p>We are required to undertake a system of regular highway safety inspections of our adopted highways to comply with our statutory duty to maintain highways in accordance with Section 41 of the Highways Act 1980, and to provide a special defence under Section 58 of the Act (see Section 1.2.1). Following these routine inspections It has been identified that we've experienced above average shrinkage damage and/or rutting on the strategic road network. This is similar to the rutting in that once the material has heated and deformed, this cannot return to its former state without remedial works being undertaken. To mitigate against rutting during hot weather events in the future, the asphalt mixes we use on these roads has been revised in order to provide a stiffer more durable material.</p> <p>The proposal therefore is to patch or renew deep inlay materials with a stiffer polymodified material which provides better resistance to rutting, thus coping better with modern traffic movements and extreme weather events. This will not only help reduce the number of third party claims received but it will also reduce the number of complaints received from the borough's commercial bus operator, where threats to pull services are often made as a result of poor road surfaces.</p>	485	485	-	-	-	-
OneView Data Analytics Platform	<p>Xantura have already implemented the OneView platform within Thurrock Council and as part of this project will extend the license for the platform until 31st March 2024. This core license will include;</p> <ul style="list-style-type: none"> • Ongoing maintenance of the OneView Platform to the agreed SLAs • Processing of up to 2 million records per month (currently circa 1.9 million) • Access to OneView for up to 150 users • Access to all existing OneView solutions & assets including; <ul style="list-style-type: none"> - Supporting Families - Single View of Debt - Violence & Vulnerability - Breathing Space <p>In addition to the above at least two Value Cases will also be produced</p>	488	488	-	-	-	-
Cloud Cyber security	To extend the M365 licensing to e5 to enable us to extend out cyber defences and protect our cloud and on premise assest against emerging threats.	660	140	130	130	130	130
Extend our DR capability	To extend our DR capability to include 100% of our services.	1,030	230	200	200	200	200
Oracle Development & Enhancements	Continued developement of the Oracle software system and implementation of additional functionality as well enhancements to employee / manager self service as part of our digital efficiences program. Whilst we are already enjoying or in the process of implementing new functionality such as Detailed GL Costing , Oracle Contract/Procurement, Oracle Recruitment and integration with other separate Corporate systems such as Matrix SCM, it is expected that further enhancements and/or integrations will be developed in the future.	400	400	-	-	-	-

Customer Relationship Managment Sytem (CRM)	This project fits alongside the MS365 project and would produce a single customer record and strategically alongside MS365 and power platform allow the rapid reduction in applications as they come to end of contract.	480	240	240	-	-	-
Network Infrastructure Refresh	The Council is currently operating approximately 45 network switches that either are now, or will become in the next year, End of Life / End of Support by their manufacturer. This means that critical vulnerabilities found in the appliances will no longer patched, exposing the Council to potential cyber security risks. Additionally the council is required to ensure that it operates only fully supported, current model, infrastructure appliances to maintain its PSN (Public Sector Network) compliant status It is therefore necessary to replace these appliances with models that are fully supported by the manufacturer	50	50	-	-	-	-
External Site WiFi	To provide a consistent user experience at all corporate WAN sites it is proposed to install wireless networking (WiFi) at the remaining sites without it. The current system is either present, or in the process of being provisioned, in 54 of the 68 council sites that are connected to the corporate WAN. Therefore there are 14 sites remaining that would benefit from the provision of Corporate, Guest & Govroam WiFi networks. To provide the WiFi at these 14 sites approximately 20 Cisco Access Points and licenses will be required, in addition to cabling services provided by the council's contractors.	26	26	-	-	-	-
Telephony refresh	To replace current telephony recording system and deliver the required telephony upgrades.	90	75	15	-	-	-
PowerBI Role out	This funding will support the role out of PowerBI across the council. The implementation of PowerBI will have immediate effect on the council's ability to gain insights from data and share these through dashboard. The project will also be key in supporting the Human Learning Systems approach currently being developed.	150	150	-	-	-	-
Liquidlogic Hosting	Migration of all Liquidlogic and ContrOCC applications which are currently hosted within Thurrock datacentres to a hosted private cloud solution provided by Liquidlogic.	267	154	113	-	-	-
Business Continuity Software Implementation	To implement a system to manage the Business Contunity process. This will include digitising BC Plans and using the data to model the impact of particular scenarios on critical services such as our care home, 24 hours emergency careline, Thurrock First in order to plan more effectively in the event of an incident/impending incident. Implementing a digital solution in this area will support the digital agenda by automating as much of the process as possible and utilising the data that we have available to us. Additionally, it will reduce organisational risks from managing a manual process.	205	130	25	25	25	-

Containers for the storage of waste	<p>The Environmental Protection Act 1990, Section 46 (2), allows Thurrock Council to specify the kind and number of receptacles, to allow for the separate collection of waste which is to be recycled, it also allows us to specify the size and construction of these receptacles. The Council therefore requires the following containers to facilitate the collection service:</p> <ol style="list-style-type: none"> 1. Euro-bins (4 wheeled metal containers), for the purpose of collecting waste and recycling from those who live in flatted properties and trade customers. 2. Wheeled plastic bins, for the purpose of collecting waste and recycling from those who live in houses. 3. Kitchen Caddies (25 litre & 7 litre) for the purposes of collecting food waste for those who live in houses <p>For the most part, residents and managing agents have to pay for new or replacement bins and this money is received in the revenue budget. However this are occasions where the bins have been damaged or lost through our collection operations that Thurrock Council will provide a free replacement.</p>	2,474	447	471	494	518	544
TOTAL		12,491	4,703	2,607	2,134	1,723	1,324

Portfolio	Total Budget £'000	Total Budget 2023/24 £'000	Total Budget 2024/25 £'000	Total Budget 2025/26 £'000	Total Budget 2026/27 £'000	Total Budget 2027/28 £'000
Expenditure:						
Portfolio for Central Services	3,846	2,083	723	355	355	330
Portfolio for Environment	2,474	447	471	494	518	544
Portfolio for Children and Education	1,386	888	313	185	0	0
Portfolio for Transport and Public Safety	4,785	1,285	1,100	1,100	850	450
Total Expenditure	12,491	4,703	2,607	2,134	1,723	1,324
Financed by:						
Prudential Borrowing - General Fund	12,491	4,703	2,607	2,134	1,723	1,324
Total Financing	12,491	4,703	2,607	2,134	1,723	1,324