Cumbria Office of the Police, Fire and Crime Commissioner

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POLICE, FIRE & CRIME COMMISSIONER

Public Accountability Conference – 15 February 2024

Cumbria Commissioner Fire and Rescue Authority (CCFRA) Capital Investment Strategy 2024/25

Report of the Chief Finance Officer

Recommendation

The Commissioner is **RECOMMENDED** to:

a. Approve the Capital Investment Strategy as set out in this report.

1.0 Introduction

1.1 The Capital Investment Strategy (CIS) is a key policy document for the Service and provides guidance on the Capital Programme and the use of capital resources and Asset Management Plans. The strategy reflects the links to other Service plans and is based on the guidance in the Medium-Term Financial Plan (MTFP). The Capital Investment Strategy is written following guidance included in the Prudential Code (2021) and reflects the new CIPFA Capital Strategy Guidance 2021 ‘A whole organisation approach’.

The objectives of the Capital Investment Strategy are to:

- Provide an overview of the governance process for approval and monitoring of capital expenditure;
- Provide a longer-term view of capital expenditure plans;
- Provide an overview of asset management planning;
- Provide expectations around debt and use of internal borrowing to support capital expenditure;
- Define the authority’s approach to commercial activities including due diligence and risk appetite;
- Defines the available knowledge and skills to the authority in relation to capital investment activities.

1.2 Capital spending is strictly defined and is principally incurred in buying, constructing or improving physical assets such as buildings, land and vehicles, plant and machinery. It also includes grants and advances to be used for capital purposes. The Service’s policy on capitalisation is included in the Financial Regulations and in the Accounting Policies of the Statement of Accounts. The policy states that items of vehicle, plant and equipment over £10,000 will be capitalised and expenditure on land, buildings and other structures over £20,000 will be capitalised. Expenditure under these limits is deemed to be a revenue cost.

1.3 Evaluation and Monitoring of Capital Projects

The evaluation and monitoring of capital projects is important to enable the Service to determine:

- If projects have met their individual objectives for service provision,
- If projects have been delivered on time and to budget, or whether lessons need to be learned to improve processes in the future,
- If projects have contributed to the overall aims and objectives of the Service.

1.4 To assist with these processes, the Service has a series of procedures in place as a capital project develops. These consist of: -

- Consideration of all aspects of a capital project by the Strategic Finance and Governance Board, comprising senior officers of the Service and the OPFCC, whose purpose is to lead on the prioritisation of capital investment through the consideration of business cases and the ongoing monitoring and evaluation of individual capital projects. All proposals for investment will be submitted for consideration as part of the normal budget process.

- The development of a risk-assessed project plan for every project, which is subject to regular monitoring against key milestones by a nominated project officer.

- Changes to capital budgets, scheme costs, the inclusion or removal of individual schemes and information on remedial action needed to bring projects back on track are reported to the Commissioner.

- The Chief Officer team and Commissioner receive quarterly monitoring reports on the Capital Programme to review progress on the delivery of projects. This process also includes the evaluation of completed capital projects to assess if their individual aims and objectives have been met and makes recommendations where necessary to improve the delivery of similar projects in the future.

1.6 Current Asset Portfolio

The Service holds a modest asset portfolio that supports its operational activities. The balance sheet valuations are shown below:

Asset Category	Valuation 31/03/2022 £000
Land & Buildings	40,379
Vehicles	4,892
Plant & Equipment	1,753
TOTAL	**42,132**

N.B. The 2022/23 balance sheet from County Council has yet to be provided.

Land & Buildings (Operational)
These are operational properties that are used to deliver services and for the Service primarily relate to Fire Stations.

Vehicles, Plant and Equipment (Operational)
These assets are used in the delivery of Services and include owned vehicles, IT equipment, and other equipment

The assets held on the balance sheet are offset by the long-term debt currently held on the balance sheet. As at 31 March 2022, this totalled £23.077million (which included £13.466million of long term PFI liabilities and £7.5million in PWLB debt).

2.0 Financial Principles supporting the Capital Investment Strategy.

2.1 Capital expenditure is to be incurred in line with Financial Regulations as follows:

- The Chief Finance Officer (s.151) is responsible for ensuring that a capital programme is prepared on an annual basis for consideration by the Commissioner and covers at least the current and forthcoming three financial years' (B3);

2.2 The key principles to be applied to the Capital Investment Strategy are set out below:

- Capital resources are held corporately and are allocated according to the priorities set out in the Fire Plan (i.e. there is no automatic ring-fencing of resources for specific purposes);
- Capital receipts will be allocated in accordance with Service priorities;
- Income generated from the sale of vehicles, plant and equipment will be reinvested in the programme and be used initially to fund future replacements;
- The Service will seek to maximise the use of grants and external funding;
- The Service is committed to deliver capital investment with partners to maximise benefits where this fits with Service priorities;
- Redirection of capital resources from one project to another will be contained within existing budgets, unless increases can be justified through the budget process;
- Capital budgets are generally cash-limited i.e. no provision is made for inflation which effectively means that over time there is a real reduction in the value of resources allocated to specific capital projects;
- Council Tax increases will be limited to fair and reasonable levels. This requires a full assessment of the revenue consequences of capital projects and their respective methods of finance (e.g., borrowing costs);
- Any shortfall against the capital receipts forecast to be received will have significant implications on the ability to deliver the forecast levels of investment without incurring borrowing;
- Review of capital financing decisions which will likely have a revenue budget impact due to lack of capital resources (E.g., through re-profiling of capital receipts and borrowing);
- In order to reduce the exposure of the service to a borrowing requirement the following steps should continue to be examined:
    - Review of existing capital programme to ensure that schemes are still required and are accurate;
    - Maximisation of the use of grants and contributions from external sources;
    - Providing a recurring revenue contribution to the capital programme;
    - Invest to save schemes that can repay the capital investment over a period of time.

2.3 Links to other Strategies

The Medium-Term Financial Plan takes account of other Strategies, which have a potential impact on the use of resources by the Service. Particularly consideration is given to the following key strategies: -

- The CRMP and Fire Plan
- The Medium-Term Financial Plan, which provides information on the proposed revenue budget and considerations that will impact on future budgets.
- The Treasury Management Strategy Statement, Investment Strategy and Minimum Revenue Provision Strategy, which sets out the assumptions for financing requirements and interest rates and their effect on the revenue budget.
- The Estates Strategy, which provides forecasts of necessary investment in the estate's portfolio.
- The Fleet Strategy, which provides information on the investment, maintenance, and aspirations of the Service's fleet.
- The Asset Disposal Strategy.
- The Productivity and Efficiency Strategy
- The Procurement and Commissioning Strategy.
- The ICT Strategy.
- People Strategy

3.0 Strategic Vision / Long Term ambitions

3.1 The Service recognises the vital contribution its Capital Investment Strategy and its asset portfolio play in the delivery of an effective and efficient fire service for Cumbria. To achieve that the CIS needs to reflect and inform other key strategic documents, namely, the Estates Strategy and Asset Management Plan and the Fleet Strategy.

3.2 External and Partner Influences

Capital investment decisions will be influenced by both internal and external factors.

Projects for inclusion in the capital programme arise from a variety of sources, some of them internally generated and some arising from external factors. The more significant of these are summarised as follows:

Internal Factors

- Service Priorities
- Investment identified in strategies, policies and plans
- Work needed to maintain Property assets
- Vehicles, Plant and Equipment replacement needs
- ICT Investment and replacement
- Invest to save projects

External Factors

- Government sponsored programmes
- Unforeseen emergency works, e.g. RAAC
- Works required to comply with legislation e.g. disabled access, health & safety
- Projects resulting from partnership activity
- Availability of external funding
- Public expectation that works should be carried out

The Service works with a wide range of partners from the public, private, voluntary and community sectors, all of which may have an influence over its spending priorities. These include, but are not limited to:

- Central Government
- Other Local Authorities
- Health sector
- Further and Higher education sector
- Charity, social and not for profit sector
- Private sector
- Community Projects

4.0 Capital Expenditure

4.1 Capital Investment Priorities

The Capital Investment Strategy needs to ensure that any capital investment decisions are both affordable and achieve the priorities as set out in the Fire Plan. The Service is at a point where it has limited capital resources and as such any investment in assets will have implications on the revenue budget (either through direct revenue contributions or borrowing costs).

The Capital Investment Strategy must therefore recognise the implications of capital investment decisions and ensure that they are in line with Service priorities and financing requirements are robustly evaluated and understood.

The current capital programme includes provision for investment in replacement fleet vehicles and includes allowances for work to estates and ICT and replacement of equipment and PPE.

Other capital investment opportunities may present themselves over the lifetime of the MTFP; each will be subject to further business cases on investment opportunities and the benefits that could be made from those investments.

All business cases are subject to due diligence to ensure that they afford the best value for money for the Service, align with its core priorities and do not expose the Service to unnecessary risk that could put future delivery of services in jeopardy.

The table below shows the current capital resources before any new decisions around capital investment are made. These forecasts have been updated with a detailed programme of capital expenditure as part of the 2024/25 MTFP and budget setting process.

	Forecasts				
	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Opening Borrowing Requirement (Excl PFI)	10,474				
Estimated resources available in year (Table 3)	0	0	0	0	0
Proposed Programme (Table 2)	3,145	2,683	3,146	2,928	2,065
In-Year Borrowing Requirement (Excl PFI)	**3,145**	**2,683**	**3,146**	**2,928**	**2,065**
MRP And Repayment of Debt	**(697)**	**(932)**	**(1,227)**	**(1,588)**	**(1,797)**
Cumulative Borrowing Requirement (Excl PFI)	**12,922**	**14,673**	**16,592**	**17,932**	**18,200**

The Service also has a borrowing liability arising from the PFI contracts in place. The Borrowing position including PFI is as follows:

	Forecasts				
	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Opening Borrowing Requirement (Incl PFI)	23,488				
Estimated resources available in year (Table 3)	0	0	0	0	0
Proposed Programme (Table 2)	3,145	2,683	3,146	2,928	2,065
In-Year Borrowing Requirement (Incl PFI)	**3,145**	**2,683**	**3,146**	**2,928**	**2,065**
MRP And Repayment of Debt	**(1,189)**	**(1,466)**	**(1,805)**	**(2,214)**	**(2,476)**
Cumulative Borrowing Requirement (Incl PFI)	**25,444**	**26,661**	**28,002**	**28,716**	**28,305**

4.2 Current Expenditure Forecast

The table below shows the current projected expenditure forecasts for capital investment. A full breakdown of the 10-year plan is shown in **Appendix A**.

	Forecasts				
	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Fleet	1,436	1,348	1,856	1,411	938
Property Enhancements	1,065	450	501	872	482
Equipment & ICT	644	885	789	645	645
Total Programme	**3,145**	**2,683**	**3,146**	**2,928**	**2,065**

4.3 Current Resource Forecasts

The Service's capital programme can be financed, (or paid for), through a variety of sources and the Chief Finance Officer (s.151) will make recommendations on the most effective and efficient way of financing the Capital Programme to optimise the overall use of resources. The availability of staff resources to deliver the approved programme will need to be considered during the budget process.

4.3.1 Capital Grants

The Service does not receive any specific capital grants, however, one-off grants linked to applications for particular projects could provide external funding. The Service received £2m from Home Office as part of the disaggregation from the County Council to support transformation and investment in the Service and this is intended to be utilised in 2023/24.

4.3.2 Revenue Contributions and Reserves

The capital programme can also be financed using reserves (both capital and revenue) although revenue contributions will have an overall effect on the General Fund revenue budget. Revenue contributions will have to be found from existing revenue budgets but may be more cost effective than incurring borrowing costs.

4.3.3 Capital Receipts

Capital Receipts arise principally from the sale of capital assets.

The sale of assets, particularly from fleet replacement can be utilised to support the Capital Programme in the Capital Strategy. Capital receipts will be used to finance capital expenditure as and when they arise.

4.3.4 Borrowing Requirement

The cumulative in-year borrowing requirement identifies a potential need to borrow an additional £13.967million to fund the capital programme over the next five years. The brought forward borrowing requirement (excluding PFI liabilities) of £9.140million compares to actual brought forward external debt of £7.5million. The balance of £1.640million represents internal borrowing.

The Medium-Term Financial Plan includes an expectation of incurring new borrowing in each year from 2024/25. The revenue cost of the borrowing will need to be paid for from the revenue budget and although allowance is included in the MTFP, this will be subject to market factors when borrowing is required (e.g., interest rates).

5.0 Debt, Borrowing and Treasury Management

5.1 Borrowing

Rules on borrowing have been relaxed since the introduction of the Prudential Code in April 2004 with authorities now able to borrow as much as it wishes provided that it can afford the repayments from its revenue budget.

The Service has identified that it will need to undertake additional borrowing to fund the current and forecast capital programme. The cost of this borrowing is included in the Medium-Term Financial Plan however, the cost of borrowing will be subject to the underlying interest rates

Borrowing can be undertaken through external loans with, for example, the Public Works Loan Board (PWLB), or can be undertaken by utilising internal resources, i.e. cash and investment balances. This is known as internal borrowing. Using internal borrowing still requires provision for Minimum Revenue Provision (MRP) to be made and will result in the loss of investment income interest.

The Chief Finance Officer (s.151) is delegated with responsibility for the financing of the capital programme and as such may make borrowing decisions based upon interest rates, the Service's cash flow projections and other economic factors, in order to optimise the overall use of resources. External advice will be sought from the Service's Treasury advisors, Link, if necessary.

To reduce the exposure of the Service to a borrowing requirement the following steps should be examined when determining proposed capital programmes:

- Review of existing capital programme to ensure schemes are still required and are accurate;
- Maximisation of the use of grants and contributions from external sources;
- Providing a recurring revenue contribution to the capital programme;
- Invest to save schemes that can repay the capital investment over a period of time.

Where possible the Service will attempt to minimise the use of any debt financing for capital projects, however, it is recognised that this is will not be possible with no other forms of capital resource available. Where debt financing is unavoidable, the Service will consider robust business cases to ensure the servicing of debt costs can be adequately met from revenue resources without having an adverse impact on service delivery or taxpayers. Where possible, debt will be repaid at the earliest opportunity, and the type of borrowing undertaken will always reflect the need the Service has at the point in time it is taken out.

5.2 The Capital Financing Requirement

The Capital Financing Requirement (CFR) represents the Service's underlying need to borrow. This is different to any actual borrowing. If the Service generates the same amount of capital resources (excluding borrowing) in a year to meet its capital expenditure requirements, then there is no change to the CFR. However, if the Service spends more than the resources it generates in year, the CFR will increase as the Service has created a borrowing requirement to bridge the gap in the resources it needs and the resources it has.

The CFR does not necessarily reflect actual borrowing taken from an external source, it can reflect the use of internal cash resources, i.e., internal borrowing.

Where the Service has a positive CFR, i.e., an underlying need to borrow, it must make provision to repay that 'debt', or repay the cash used through internal borrowing. This is known as **Minimum Revenue Provision (MRP)**. The Service's current policy, as set out in the MRP Strategy is to charge MRP on an **asset life basis**. As MRP is a non-cash transaction it has the effect of increasing the cash balance of the Service that will then allow debt to be repaid.

The current forecast for the CFR and MRP based on the current capital programme is as follows:

	Forecasts				
	2024/25 £000	**2025/26 £000**	**2026/27 £000**	**2027/28 £000**	**2028/29 £000**
Total Capital Expenditure	3,145	2,683	3,146	2,928	2,065
Capital Resources applied in year	0	0	0	0	0
MRP & Other Repayment of Debt	(1,189)	(1,466)	(1,805)	(2,214)	(2,476)
Change in Underlying need to borrow	**1,956**	**1,217**	**1,341**	**714**	**(411)**
CFR Brought Forward	**23,488**	**25,444**	**26,661**	**28,002**	**28,716**
CFR Carried Forward	**25,444**	**26,661**	**28,002**	**28,716**	**28,305**
CFR for PFI	12,522	11,988	11,410	10,784	10,105
CFR For Prudential Borrowing Purposes	**12,922**	**14,673**	**16,592**	**17,932**	**18,200**

5.3 Investment and Reserve Balances

An important consideration to understand when making capital investment decisions, especially when a borrowing requirement exists is the relationship between the Service's available cash investment balances and its reserves.

At 1 April 2023, the Service had cash and investments of £5.850million. This included £3.850million as an initial transfer of cash balances from Cumbria County Council and £2m capital grant awarded by Home Office. If all revenue and capital budgets are spent in line with the budget and all receipts are received in line with expectations then at 31 March 2024, investment balances could be £7.5million. As a disaggregated balance sheet has not been received from the Unitary Council for 1 April 2023, much of this is still unknown:

The surplus monies / internal investments position represents how much of any borrowing requirement identified can be met from internal resources (internal borrowing) or how much will need to be met from actual external borrowing up to 2028/29. Where there is an internal investment shown this represents the use of the Service's own investments to support the borrowing requirement, i.e., internal borrowing. If interest rates were extremely low at present, there is little value added by holding cash in investments whilst undertaking external borrowing at higher rates. However, this position also must be balanced by the Service having enough cash to pay for day-to-day expenditure. The need to borrow externally at the most appropriate time is constantly reviewed and updated to ensure that the Service borrows at the best available rates and at the most appropriate time.

This can also be shown when comparing the difference in the CFR (underlying need to borrow) and the actual borrowing level.

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
CFR (Underlying Need to borrow)	25,444	26,661	28,002	28,716	28,305
Total External Borrowing	9,948	11,699	13,618	14,958	15,226
Total Internal Borrowing	2,974	2,974	2,974	2,974	2,974
Other Long Term Liabilities (PFI)	12,522	11,988	11,410	10,784	10,105
(Over)/Under Borrowing Position	**0**	**0**	**0**	**0**	**0**

The forecasts for external borrowing above have been adjusted so ensure no under or over borrowing position should occur and that actual borrowing matches the CFR.

Before undertaking no further external debt, consideration will be given to whether the Service has sufficient cash resources to minimise the externalisation of debt. This consideration will look at the investment return potential of retaining cash balances against the potential cost of borrowing.

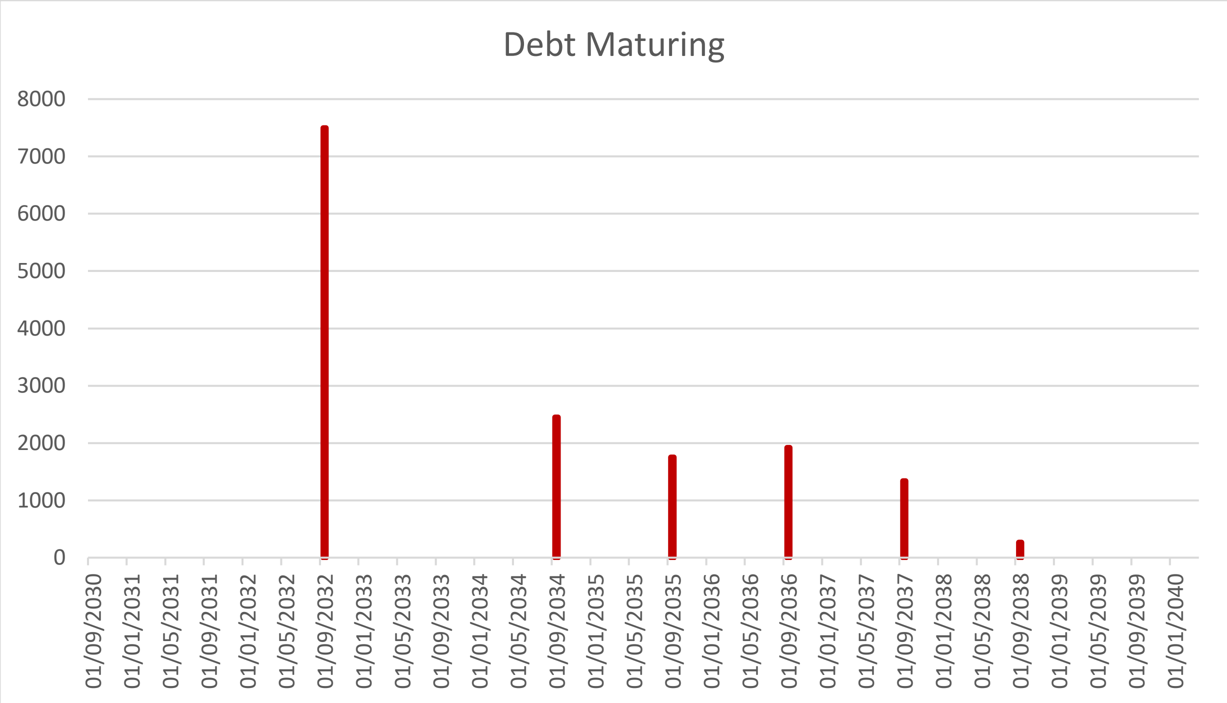
As the figures shown above are based on forecast levels of expenditure linked to current budgets and anticipated receipts, actual figures will vary in each year depending upon actual expenditure and income levels.

5.4 Debt Financing Costs

The table below shows the actual and forecast debt financing costs (Interest) for actual and forecast debt and compares to the Service's budget requirement. Interest and MRP are charges against the Service's revenue budget and any changes to the profiling of external borrowing or changes to interest rate assumptions are included in the Treasury Management forecasts when the budget is set.

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Total External Borrowing	9,948	11,699	13,618	14,958	15,226
Interest	252	342	411	470	497
Capital Financing Cost (MRP)	697	932	1,227	1,588	1,797
Total Capital Financing Cost	**949**	**1,274**	**1,638**	**2,058**	**2,294**
Revenue Budget Requirement	27,824	28,800	29,730	30,692	31,688
% Financing Costs to Budget Requirement	3%	4%	6%	7%	7%

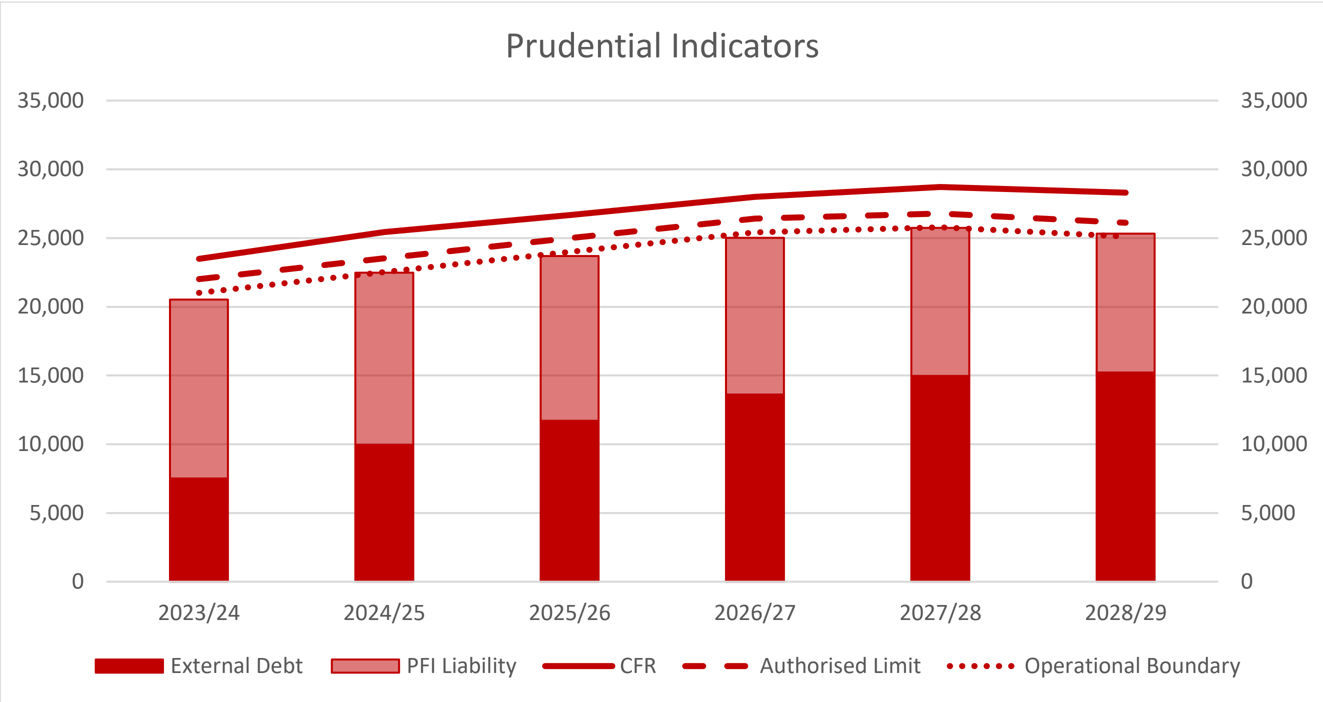
The repayment profile of the Service's actual and forecast external debt is as follows:



The following table shows the overall movement on external debt:

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
External Debt B/Fwd	7,500	9,948	11,699	13,618	14,958
New External Debt	2,448	1,751	1,919	1,340	268
External Debt C/Fwd	**9,948**	**11,699**	**13,618**	**14,958**	**15,226**

The graph below shows the forecast overall level of external debt compared to the Capital Financing Requirement (Borrowing requirement).



5.5 Authorised Limit and Operational Boundary

The Authorised Limit and Operational Boundary are set in line with the requirements of the Prudential Code and are included in the Treasury Management Strategy Statement and approved by the PFCC in February each year.

The Authorised Limit is consistent with the authority's current commitments, plans and proposals for capital expenditure and it's financing. **However, the overall authorised limit should not be exceeded without prior approval.**

The operational boundary is based upon the same estimates as the authorised limit but without the headroom included within the authorised limit to allow for unusual cash movements. As with the authorised limit, the PFCC is asked to delegate authority to the Chief Finance Officer (s.151) to effect movement between the separately agreed limits for borrowing and other long-term liabilities. The operational boundary can be exceeded in exceptional circumstances without prior approval providing that it remains within the authorised limit.

The limits shown below have been reviewed during the budget process and adjusted in line with the projections for the CFR.

PRUDENTIAL INDICATOR TREASURY MANAGEMENT INDICATORS	2024/25 estimate £000	2025/26 estimate £000	2026/27 estimate £000	2027/28 estimate £000	2028/29 estimate £000
Authorised Limit for External Debt:					
- Borrowing	11,000	13,000	15,000	16,000	16,000
- Other Long Term Liabilities	12,522	11,988	11,410	10,784	10,104
TOTAL	**23,522**	**24,988**	**26,410**	**26,784**	**26,104**
Operational Boundary for external debt:					
- Borrowing	10,000	12,000	14,000	15,000	15,000
- Other Long Term Liabilities	12,522	11,988	11,410	10,784	10,104
TOTAL	**22,522**	**23,988**	**25,410**	**25,784**	**25,104**

6.0 Commercial Activity

The Service does not use its asset portfolio to operate in a commercial manner. It does not hold any investment property portfolio. Any commercial activity would require the Service to be compliant with the Prudential Code.

6.1 Prudential Code Considerations

6.1.1 The Prudential Code states, “Local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with PWLB loans. Under the Prudential Code, local authorities cannot borrow from the PWLB or any other lender for speculative purposes and must not use internal borrowing to temporarily support investments purely for yield.”

6.2.2 Having any “commercial activity” could hinder wider PWLB borrowing to support the capital programme.

6.2.3 Local authorities are to be required to submit their high-level capital and financing plans to DLUHC and will be required to split these into the following categories to ensure that capital projects are not being used to buy investments for yield:

- Service Spending
- Housing
- Regeneration
    - Addressing economic or social market failure
    - Making a significant investment in the asset beyond its purchase price
    - Projects that generate significant additional activity that would not happen without the local authorities intervention

    - Rental income generated are recycled within the project or applied and related to regeneration projects rather than applied to wider services
- Preventative Action
    - Prevents a negative outcome
    - No realistic prospect of support from a source other than the local authority
    - The local authority has an exit strategy
    - The intervention generates a balance sheet asset
- Treasury Management

6.2.4 The guidance issued by HM Treasury states that assets bought primarily for yield would usually have one of the following characteristics:

- Buying land or existing buildings to let out at market rate
- Buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification
- Buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly.

7.0 Knowledge and Skills

7.1 The Service utilises the knowledge and skills of its internal officers when considering capital investment decisions and where necessary it also relies on the expert knowledge of specialist external advisors.

7.2 The Service employs professionally qualified finance officers who are able to offer advice and guidance when considering any capital investment decisions and obtains specialist legal and property advice from external partners.

7.3 **Finance**

Finance staff are professionally qualified to advise the Service on all financial aspects of capital decisions. Finance staff also undertake Continuous Professional Development. The Service could look into becoming accredited for CPD with CIPFA. They maintain knowledge and skills through regular technical updates from appropriate bodies.

7.4 **External Advice**

The Service uses external advisors where necessary in order to complement the knowledge its own officers hold. Some of these advisors are contracted on long term contracts or are appointed on an ad-hoc basis when necessary. The main advisors the Service uses are as follows:

- **Link Asset Services** – Treasury Management, including Cash investments, borrowing and capital financing

Appendix A – Full Detailed Capital Programme 2024/25 – 2033/34

Summary Capital Programme 2024/25 - 2033/24

	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	2031/32 £	2032/33 £	2033/34 £	Total £
Fleet	1,436,000	1,348,000	1,856,000	1,411,000	938,000	1,080,000	1,320,000	902,000	1,027,000	995,000	**12,313,000**
Estates	1,064,500	450,000	501,000	872,000	482,000	421,000	423,000	430,000	432,000	425,000	**5,500,500**
Equipment and PPE	210,000	175,000	295,000	295,000	295,000	200,000	200,000	200,000	200,000	200,000	**2,270,000**
ICT	434,000	710,000	494,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	**4,088,000**
Total	**3,144,500**	**2,683,000**	**3,146,000**	**2,928,000**	**2,065,000**	**2,051,000**	**2,293,000**	**1,882,000**	**2,009,000**	**1,970,000**	**24,171,500**

Estates Management Programme 2023/24 - 2037/38

Asset Name	Type of Work	ESTIMATE CAPITAL WORKS COST									
		2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	2031/32 £	2032/33 £	2033/34 £
Penrith Station & HQ	Stores Move										
Alston	Building Fabric	£60,000.00									
Ambleside	Building Fabric	£50,000.00									
Appleby	PPE / Lockers	£10,000.00									
Arnside	Plumbing & Heating	£20,000.00									
Aspatria	PPE / Lockers	£7,000.00									
Barrow	Plumbing & Heating	£100,000.00	£20,000.00								
Bootle	Building Fabric	£2,000.00									
Brampton	Building Fabric	£0.00	£20,000.00								
Broughton	Building Fabric	£30,000.00									
Coniston	Building Fabric	£80,000.00									
Egremont	Building Fabric	£5,000.00									
Frizington	Building Fabric	£35,000.00									
Grange	Building Fabric	£35,000.00									
Kendal	Building Fabric	£120,000.00	£20,000.00								
Keswick	Decoration	£0.00	£5,000.00								
Kirkby Lonsdale	Building Fabric	£50,000.00									
Kirkby Stephen	Building Fabric	£20,000.00									
Lazonby	Building Fabric	£50,000.00									
Longtown	Building Fabric	£35,000.00									
Maryport	Building Fabric	£10,000.00									
Millom	Outdoor space	£15,000.00	£35,000.00								

Milnthorpe	Building Fabric	£20,000.00									
Patterdale	PPE / Lockers	£500.00									
Seascale	Building Fabric	£10,000.00									
Sedbergh	Building Fabric	£5,000.00									
Shap	PPE / Lockers	£5,000.00									
Silloth	Outdoor space	£20,000.00	£100,000.00								
Staveley	Building Fabric	£0.00		£15,000.00							
Walney	Outdoor space	£15,000.00	£35,000.00								
Whitehaven	Outdoor space	£80,000.00									
Wigton	PPE / Lockers	£5,000.00									
Windermere	Building Fabric	£60,000.00									
Training Department		£20,000.00	£5,000.00	£5,000.00	£400,000.00	£4,000.00	£5,000.00	£6,000.00	£7,000.00	£8,000.00	£9,000.00
All stations		£0.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00
All stations		£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00
All stations		£0.00	£5,000.00								
All stations		£10,000.00	£10,000.00	£10,000.00							
All stations		£0.00	£40,000.00	£40,000.00	£40,000.00	£40,000.00	£40,000.00	£40,000.00	£40,000.00	£40,000.00	£40,000.00
All stations		£10,000.00	£10,000.00	£10,000.00	£10,000.00	£10,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00
All stations			£30,000.00	£30,000.00	£30,000.00	£35,000.00	£35,000.00	£35,000.00	£40,000.00	£40,000.00	£40,000.00
All stations			£10,000.00	£11,000.00	£12,000.00	£13,000.00	£14,000.00	£15,000.00	£16,000.00	£17,000.00	£18,000.00
All stations		£35,000.00	£35,000.00	£35,000.00	£35,000.00	£35,000.00	£10,000.00	£10,000.00	£10,000.00	£10,000.00	£10,000.00
				£275,000.00	£275,000.00	£275,000.00	£275,000.00	£275,000.00	£275,000.00	£275,000.00	£275,000.00
		£1,064,500	**£450,000**	**£501,000**	**£872,000**	**£482,000**	**£421,000**	**£423,000**	**£430,000**	**£432,000**	**£425,000**

Fleet Replacement Programme 2023/24 - 2033/34

Vehicle type	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34
FORD FIESTA 1.5 TDCI ECONETIC VAN			25,000							
FORD FIESTA 1.5 TDCi ECONETIC VAN			25,000							
FORD FIESTA 1.5 TDCI ECONETIC VAN			25,000							
FORD FOCUS 1.5 ECO BLUE ZETEC ESTATE RACE RED				30,000						
FORD FOCUS 1.5 ECO BLUE ZETEC ESTATE RACE RED				30,000						
FORD FOCUS 1.5 ECO BLUE ZETEC ESTATE RACE RED				30,000						
FORD FOCUS 1.5 ECO BLUE ZETEC ESTATE RACE RED				30,000						
FORD FOCUS 1.5 ECO BLUE ZETEC ESTATE RACE RED				30,000						
FORD FOCUS 1.5 ECO BLUE ZETEC ESTATE RACE RED				30,000						
FORD TRANSIT CUSTOM 1.0 FOX LIMITED PHEV									30,000	
ISUZU D-MAX 1.9 DL40 AUTOMATIC DOUBLE CAB PICK UP								30,000		
ISUZU D-MAX 1.9 YUKON 4X4 DOUBLE CAB AUTO NAV+ RRV					30,000					
ISUZU D-MAX 1.9 YUKON 4X4 DOUBLE CAB AUTO NAV+ RRV					30,000					
ISUZU D-MAX 1.9 YUKON 4X4 DOUBLE CAB AUTO NAV+ RRV					30,000					
IVECO DAILY 65C18 JICU		75,000								
IVECO DAILY 65C18 JICU			75,000							
IVECO DAILY 65C18 JICU				75,000						
LAND ROVER 110			30,000							
LAND ROVER 110			30,000							
LAND ROVER 110			30,000							
LAND ROVER 130 DOUBLE CAB PICK		30,000								
LAND ROVER 130 DOUBLE CAB PICK	30,000									
LAND ROVER 130 DOUBLE CAB PICK		30,000								
LAND ROVER 130 DOUBLE CAB PICK	30,000									
LAND ROVER 130 DOUBLE CAB PICK			30,000							
LAND ROVER 130 DOUBLE CAB PICK	30,000									
LAND ROVER 130 DOUBLE CAB PICK		30,000								
LAND ROVER 130 DOUBLE CAB PICK			30,000							
LAND ROVER DISCOVERY SPORT 2.0TD4 SE 150		30,000								
LAND ROVER DISCOVERY SPORT 2.0TD4 SE 150		30,000								
LAND ROVER DISCOVERY SPORT 2.0TD4 SE 150		30,000								
LAND ROVER DISCOVERY SPORT 2.0TD4 SE 150		30,000								
LAND ROVER DISCOVERY SPORT 2.0TD4 SE 150		30,000								
LAND ROVER DISCOVERY SPORT 2.0TD4 SE 5DR 150		30,000								
LAND ROVER DISCOVERY SPORT 2.0TD4 SE TECH 180AUTO		30,000								
MITSUBISHI L200 CHALLENGER LC DCB D1-D4X4	31,000									
MITSUBISHI L200 CHALLENGER LC DCB DI-D4X4	31,000									
MITSUBISHI L200 CHALLENGER LC DCB DI-D4X4	31,000									
MITSUBISHI L200 TITAN 178 DCB DI-D4X4	31,000									
MITSUBISHI L200 TITAN 178 DCB DI-D4X4	31,000									

PEUGEOT EXPERT PROFESSIONAL BLUEHDI 115 1000KG					30,000						30,000
PEUGEOT EXPERT S 1.6 BHDI 115		30,000									30,000
PEUGEOT PARTNER 1000 1.6 BLUEHDI PROFESSIONAL VAN		25,000									25,000
PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
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PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
PEUGEOT PARTNER C/VAN HDI 92			20,000								20,000
Renault Master 14st Minibus			40,000								40,000
SKODA KAROQ 2.0TDI SE L 150PS 4X4 DSG							30,000				30,000
SKODA KAROQ 2.0TDI SE L 150PS 4X4 DSG							30,000				30,000
SKODA KODIAQ 2.0TDI SE L 190 4X4 DSG				30,000							30,000
Unimog utility vehicle									125,000		125,000
Unimog utility vehicle										125,000	125,000
Vehicle Wrapping	16,000	38,000	36,000	16,000	8,000		10,000	2,000	2,000		128,000
Mercedes Fire Appliance					270,000						270,000
Mercedes Fire Appliance					270,000						270,000
Mercedes Fire Appliance					270,000						270,000
Mercedes Fire Appliance						270,000					270,000
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Mercedes Fire Appliance						270,000					270,000
Mercedes Fire Appliance						270,000					270,000

Volvo Fire Appliance	290,000									
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Volvo Fire Appliance										290,000
Volvo Fire Appliance										290,000
Volvo Fire Appliance										290,000
Volvo Fire Appliance				30,000						
VOLVO V50 POLICE SPEC DRIVER TRAINING CAR		30,000								
Volvo Water Bowser			200,000							
VOLVO XC60							30,000			
VOLVO XC60							30,000			
VOLVO XC60							30,000			
Yet to join Fleet.	15,000									
	1,436,000	**1,348,000**	**1,856,000**	**1,411,000**	**938,000**	**1,080,000**	**1,320,000**	**902,000**	**1,027,000**	**995,000**

Equipment Replacement Programme 2024/25 - 2033/24

Replacement / New Equipment Description	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	2031/32 £	2032/33 £	2033/34 £
4 x Type B appliance	80,000									
3 x Type B appliance		60,000								
JICU fit out		20,000								
Dry Suit Replacement Program	59,000	59,000	59,000	59,000	59,000					
Working at Height Replacement Program	35,000									
TIC Replacement Program	36,000	36,000	36,000	36,000	36,000					
General Allowance			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total	**210,000**	**175,000**	**295,000**	**295,000**	**295,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**

ICT Replacement Programme 2023/24 - 2037/38

Replacement / New Equipment Description										ESTIMATE REPLACEMENT COST
	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £	2031/32 £	2032/33 £	2033/34 £
Upgrade to PSTN lines due to discontinuation from BT	98,000									
CAD and IX implmentation	216,000	360,000	144,000	0	0					
Data Centre Migration	120,000	0	0	0	0					
General Allowance		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Total	**434,000**	**710,000**	**494,000**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**