

# North Lanarkshire Council Report

## Policy and Strategy Committee

Does this report require to be approved?  Yes  No

Ref GT/VR

Date 19/03/26

## Strategic Capital Investment Programme 2024/25 to 2028/29 - Profile

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### Executive Summary

This report provides an annual update on the Council's Strategic Capital Investment Programme including an update on available resources and expected profile of expenditure of the remainder of the current five-year capital planning period from 2024/25 to 2028/29.

The report highlights record levels of capital investment of £880.942m over the five-year period as the Council continues the delivery of its long-term place shaping transformation of North Lanarkshire's towns and communities. Alongside record levels of investment in the Council's housing provision through the Housing Revenue Account, this represents potential investment of £1.658 billion in North Lanarkshire's town and communities.

Key highlights in the proposed investment programme include:

- £347m to continue investment in the Town and Community Hub programme
- City Deal investment of £97m, including resources to progress the East Airdrie Link Road project,
- £44m investment in the Council's Economic Regeneration Delivery Plan to support the ongoing transformation of North Lanarkshire's town centres, including ongoing work to transform Cumbernauld town centre,
- £41m key infrastructure investment in bridges, flooding, active travel and road safety improvements,
- £19 million investment in the Parks Masterplan, including funding to enable the redevelopment of Strathclyde Park Watersports Centre,
- £23 million investment in business and digital systems as the Council continues its digital offering, and
- £14 million investment in Community Boards with a key aim of evolving the Council's approach to facilitating community asset transfers.

### Recommendations

It is recommended that Policy and Strategy Committee:

- (1) Acknowledges the forecast resources available to fund the capital programme,
- (2) Approves the 2026/27 Strategic Capital Investment Programme as outlined in Appendix 1,

- (3) Approves the updated profile of the Strategic Capital Investment Programme from 2027/28 to 2028/29 as outlined in Appendix 1,
- (4) Acknowledges the Trend Based Adjustment applied as detailed in paragraph 2.15,
- (5) Approves the updated Terms of Reference for the Strategic Capital Delivery Group in Appendix 2.
- (6) Acknowledges that a new five-year Strategic Capital Investment Programme 2027/28 to 2031/32 will be brought to Policy and Strategy Committee in December 2026 for consideration.

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## **The Plan for North Lanarkshire**

Priority	All priorities
Ambition statement	All ambition statements
Programme of Work	Statutory / corporate / service requirement

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### **1. Background**

- 1.1. The Council's capital investment plans are underpinned by the Capital Strategy 2024/25 to 2028/29 that was approved at Policy and Strategy Committee in March 2024. The Capital Strategy aims to create an asset base that meets the aspiration for North Lanarkshire to be the place to Live, Learn, Work, Invest and Visit.
- 1.2. The Council adopted this strategy in preparing the Council's Strategic Capital Investment Programme, also approved at Policy and Strategy Committee in March 2024. At that time the programme recognised General Services investment of £659.509 million over the five-year capital planning period to support the Council's aims for place shaping transformation of North Lanarkshire's towns and communities. Following an annual update in March 2025 investment increased to a record £856 million for the five-year period.
- 1.3. The current capital investment plan is aligned to the Plan for North Lanarkshire to 2028/29 through to Programme of Work activities and importantly aligns with the Council's Corporate Asset Management Plan approved in 2022.
- 1.4. The capital plan continues to ensure capital investment resources are maximised by leveraging additional funding through the Council's transformative Community Investment Fund.

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### **2. Report**

#### **Updated Forecast Resources**

- 2.1 The updated Strategic Capital Investment Programme has been developed based on the latest estimates of available resources, including government grant, Community Investment Fund and Prudential Borrowing. The following table provides an update on the five-year resource profile:
- 2.2 The forecast resources of £880.942 million represents an increase of £24.406 million from the capital budget approved by Policy and Strategy Committee in March 2025.

## Funding Profile

	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£000	£000	£000	£000	£000	£000
Core General Capital Grant (GCG)	23,350	27,637	23,923	21,334	20,254	<b>116,498</b>
Capital Grant in Lieu of Revenue Grant	20,000	20,000	0	0	0	<b>40,000</b>
Capital receipts	6,288	3,375	3,375	3,375	337	<b>16,750</b>
Residual Pension Cost Underspends	21,375	23,416	0	0	0	<b>44,791</b>
Service Concession One-Off Benefit	0	0	0	22,400	22,400	<b>44,800</b>
Council Borrowing (inc. Community Investment Fund)	24,297	80,796	83,258	108,447	230,999	<b>527,797</b>
External Income Specific Grants	23,739	26,734	10,908	22,027	6,898	<b>90,306</b>
<b>Total Funding</b>	<b>119,049</b>	<b>181,958</b>	<b>121,465</b>	<b>177,583</b>	<b>280,887</b>	<b>880,942</b>

### General Capital Grant

- 2.3 The General Capital Grant for 2026/27 has been updated to reflect the confirmed Core General Capital Grant of £23.923 million which represents an increase from previously assumed figures of £5.851 million.
- In addition, both the 2024/25 and 2025/26 additional capital grant was provided following the Scottish Government's decision to replace £20.000 million (each year) of Council General Revenue Grant with Capital Grant to support the pay award. This additional capital funding reduced the need for borrowing within the capital programme.

### External Income Specific Grants

- 2.4 Since the 2025 update to the capital investment strategy, additional External Funding has been accounted for of £18.555 million bringing the total external capital funding in support of the Council's capital programme forecast to £90.306 million over the five-year period. This is largely reflective of City Deal Grant and known Scottish Government grant contributions for areas such as Vacant and Derelict Land Fund, Regeneration Capital Grant Fund and Placed Based Investment Programme. As well as accounting for developer contributions of £7.640 million reflecting planning obligations linked to new developments which can support, for example, education infrastructure, play areas, road infrastructure etc. depending on the legal agreement with the developer.

### Community Investment Fund

- 2.5 The annual Community Investment Fund update was presented to Policy and Strategy Committee in December 2025 highlighting a slight decrease in resources of £13.247 million over the revised 10-year period to 2033/34. Given the change in assumption is immaterial over the ten-year period and recognising increases in both External Funding and Government Grant, combined with a trend to levels of slippage within the programme, no resource adjustment has been made for this. This will however continue to be subject to annual review with amendments made in future programmes as required.
- 2.6 A key part of the Community Investment Fund modelling is the requirement to complete an annual review of the assumptions and projections. Each review has been presented to Policy and Strategy Committee and in the event that the assumptions change significantly this would be considered by the Council's Strategic Capital Delivery Group (SCDG) in line with its Terms of Reference and ensuring ongoing compliance with the principles of the Council's Capital Strategy.
- 2.7 The annual review includes a sensitivity analysis indicating the impact of a significant changes in assumptions linked to decisions of the Council to earmark Council Tax

increases to support the Community Investment Fund, the wider economic climate including any impacts on house building and cost of borrowing assumptions. The next scheduled update will be presented to Policy and Strategy Committee later in 2026.

#### Capital Receipts

- 2.8 Projected capital receipts of £16.750 million have been included in the programme based on the current estimates of likely future receipts from asset sales. Capital receipts can be significantly influenced by external market factors so, like all areas of capital resources, this will be kept under continual review.

#### Residual Pension Cost Underspends

- 2.9 The programme continues to reflect the application of one-off resources totalling £44.791 million from the cost reductions associated with Strathclyde Pension Fund employer contributions to augment the capital programme and the Town and Community Hub programme as approved by Council in February 2024.

#### Service Concessions

- 2.10 Assumptions of applying the one of benefit arising from the change in accounting treatment of existing service concession arrangements remain unchanged.

#### One off Investment

- 2.11 As part of the 2026/27 Budget setting in February 2026, £10 million was allocated from reserves to support one off investment, some of which will be specifically allocated for capital purposes. Services are currently finalising their spending profiles for this funding and will be incorporated into the first financial monitoring reports for 2026/27 presented at committee cycle 3.

#### **Strategic Capital Investment Programme**

- 2.12 The following table outlines the updated programme phasing over the current five-year capital planning period per service area:

## Expenditure Profile

Project / Theme	Year 1	Year 2	Year 3	Year 4	Year 5	5 Year Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£000	£000	£000	£000	£000	£000
Assets and Procurement	24,481	29,781	33,508	46,055	20,032	<b>153,857</b>
Town and Community Hubs	38,449	78,773	49,493	12,648	167,432	<b>346,794</b>
Community Operations	23,800	32,222	32,153	28,822	18,657	<b>135,654</b>
Place	24,888	31,901	22,697	80,576	27,316	<b>187,378</b>
Housing and Communities	1,789	2,251	4,517	2,850	3,070	<b>14,477</b>
<b>Total Enterprise and Communities</b>	<b>113,407</b>	<b>174,927</b>	<b>142,368</b>	<b>170,952</b>	<b>236,507</b>	<b>838,161</b>
Adult Social Care	2,007	2,364	1,994	2,303	2,303	<b>10,971</b>
Chief Executives (Finance & Technology)	3,635	4,666	7,468	4,328	3,057	<b>23,155</b>
Corporate Contingency	0	0	0	0	8,655	<b>8,655</b>
Trend Based Adjustment	0	0	(15,183)	0	15,183	0
<b>Total Expenditure</b>	<b>119,049</b>	<b>181,958</b>	<b>136,648</b>	<b>177,583</b>	<b>265,704</b>	<b>880,942</b>

- 2.13 This programme delivers significant ongoing capital investment in North Lanarkshire's communities which will support the Council's ambitions for place making transformation while supporting the creation and maintenance of jobs in the local economy. It should be noted that modelling is based on the continuation of 2% ring fencing of Council Tax increases in 2027/28 for allocation to the Community Investment Fund which follows a similar approach delivered as part of the 2026/27 budget setting process. This will be subject to annual review as part of the Revenue Budget setting process.
- 2.14 In line with the SCDG Terms of Reference, the programme outlined above and in Appendix 1 will remain under continual review as the programme evolves and will continue to be reported for approval at Policy and Strategy Committee in Cycle 1 each year to ensure that the programme continues to reflect any changes in priorities and / or changes in the resources available.
- 2.15 A 10% Trend-Based Adjustment has been applied to reflect historic profiling challenges in delivering major capital projects, often caused by procurement challenges, contractor issues, and site conditions. This adjustment provides a more realistic forecast for the Treasury Management Strategy and informs the Council's borrowing needs. While the full programme investment is approved, this reduction will be applied at theme level during monitoring to recognise the practical programming challenges inherent in the delivery of some projects.

## Future Years

- 2.16 Committee has previously been informed of risks associated with expenditure requirements out with the current five-year capital planning period to 2028/29. These include commitments for the City Deal programme in areas such as the East Airdrie Link Road.
- 2.17 In planning for these future commitments, Committee should be aware that they may limit scope for other capital investment priorities or may require re-prioritisation of projects. In addition, this may create additional recurring revenue consequences. These potential

consequences will be monitored through the SCDG and, if appropriate, factored into the Council's Medium Term Financial Plan.

- 2.18 As agreed during the 2026/27 revenue budget setting process, a new five-year Capital Programme for 2027/28 to 2031/32 will now be developed. Officers will commence preparation of the programme for consideration by the Policy and Strategy Committee in December 2026. The programme will incorporate proposals for the additional £32.122 million of capital funding approved as part of the revenue budget decisions.

### **Housing Revenue Account Capital Programme**

- 2.19 While this report focuses on the Council's General Fund capital programme, Committee should be aware of the record levels of forecast investment in the Council's current and future housing stock. Over the same 2024/25 to 2028/29 period the HRA's 30-year business plan assumption includes forecast investment of £777 million across the mainstream programme and new supply programme. This represents the current planning assumption while recognising that it continues to be subject to agreement on future investment targets and funding from rental increases.
- 2.20 Combining the updated General Fund Strategic Capital Investment Programme with forecast investment in the Housing Revenue Account means that the Council currently forecasts total Community Investment of £1.658 billion within this five-year period.

### **Capital Strategy**

- 2.21 In accordance with Prudential Code requirements, the Council carries out ongoing reviews of the Capital Strategy. The most recent Capital Strategy to 2028/29 was approved at Policy and Strategy Committee in March 2024. At this stage no changes are required to the strategy.

### **Review of Strategic Capital Delivery Group Terms of Reference**

- 2.22 Following a change to the Council's senior management team structure as outlined in the 'Realising North Lanarkshire as the place to live, learn, work, invest, and visit' report to Policy and Strategy Committee in December 2025, the SCDG has reviewed its Terms of Reference.
- 2.23 The changes are summarised as follows:
- Updated membership to reflect senior management team changes,
  - Provision of clarity around eligibility and approval of use of the Corporate Capital Contingency as approved by the SCDG
- 2.24 Committee is asked to approve the revised Terms of Reference.

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## **3. Measures of success**

- 3.1 The SCDG will continue to monitor the financial performance and operational delivery of the strategic capital investment programme to ensure completion of the programme in line with available resources.
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#### **4. Supporting documentation**

- 4.1 Appendix 1 Strategic Capital Investment Programme 2024/25 to 2028/29 – Detailed Service Profile.
- 4.2 Appendix 2 Strategic Capital Delivery Group – Terms of Reference and Governance Framework



**Greg Telfer**  
**Chief Officer (Finance and Technology)**

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## 5. Impacts

<p><b>5.1 Public Sector Equality Duty and Fairer Scotland Duty</b> Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>If Yes, has an assessment been carried out and published on the council's website? <a href="https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments">https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.2 Financial impact</b> Does the report contain any financial impacts? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p> <p>The financial impacts are outlined within the report.</p>
<p><b>5.3 HR policy impact</b> Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.4 Legal impact</b> Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?</p>
<p><b>5.5 Data protection impact</b> Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to <a href="mailto:dataprotection@northlan.gov.uk">dataprotection@northlan.gov.uk</a> Yes <input type="checkbox"/> No <input type="checkbox"/></p>

<p><b>5.6 Technology / Digital impact</b>  Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p> <p>Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?  Yes <input type="checkbox"/> No <input type="checkbox"/></p>
<p><b>5.7 Environmental / Carbon impact</b>  Does the report / project / practice contain information that has an impact on any environmental or carbon matters?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.8 Communications impact</b>  Does the report contain any information that has an impact on the council's communications activities?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the impact?</p>
<p><b>5.9 Risk impact</b>  Is there a risk impact?  Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>  If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?</p> <p>Through SCDG the Council will be managing ongoing risks associated with the strategic capital investment programme, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Failure to spend in-year capital grant which may result in any unspent portion being returned to the Scottish Government. However, given the significant level of Community Investment Fund investment this risk is currently deemed to be low.</li> <li>• Project delays and programme issues that impact on the delivery of the programme and result in increased costs or reduced outcomes. These risks will be managed through individual project governance arrangements with oversight provided by SCDG.</li> <li>• Commitments beyond the current 5-year cycle will continue to be monitored and refined with updated funding strategies and incorporated into the Council's established medium term financial planning processes.</li> </ul>
<p><b>5.10 Armed Forces Covenant Duty</b>  Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?  Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.</p>

**5.11 Children's rights and wellbeing impact**

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes  No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes  No

Strategic Capital Investment Programme 2024/25 - 2028/29 - Detailed Service Profile

Appendix 1

Project / Theme	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£	£	£	£	£	£
<b>Assets and Procurement</b>						
Maintaining Existing Assets (windows, re-roofing, re-wiring and condition survey works for the Council's building assets)	6,978,815	8,204,307	7,782,187	10,254,434	4,986,925	38,206,668
Maintaining Existing Assets (Targeted Investment per Budget Decision February 2025)	-	4,957,184	10,580,477	19,655,000	9,463,847	44,656,508
Carbon Management	1,466,951	1,554,477	433,513	798,560	388,982	4,642,483
Office Rationalisation	2,818,958	1,065,718	4,104,139	5,602,998	800,000	14,391,813
Health & wellbeing and Digital Classrooms	153,735	150,759	150,000	150,000	92,534	697,028
Rationalisation including ASN & Social Work	3,894,601	5,563,855	1,000,000	-	-	10,458,456
Curriculum Development	328,144	555,908	955,000	223,632	258,103	2,320,787
Sustainable Estate	1,513,969	902,148	1,030,734	3,104,059	1,000,000	7,550,910
Outdoor Education and Outdoor Spaces	3,929,363	603,870	400,000	200,000	24,000	5,157,233
Future Capital Receipts Investment	484,046	957,879	586,284	596,926	557,834	3,182,969
Design Fees	1,641,980	1,773,185	1,928,284	1,984,465	1,519,009	8,846,923
1140 Early Learning and Childcare Expansion	682,004	162,000	-	-	-	844,004
Water Quality	78,843	113,653	95,000	110,000	105,000	502,496
Demolitions / RAAC Repairs	509,587	3,215,616	4,462,797	3,375,000	835,842	12,398,842
<b>Sub-Total Assets and Procurement</b>	<b>24,480,996</b>	<b>29,780,559</b>	<b>33,508,415</b>	<b>46,055,074</b>	<b>20,032,076</b>	<b>153,857,120</b>
<b>Town and Community Hubs</b>						
Town and Community Hubs	38,448,593	78,772,579	49,492,718	12,648,113	167,432,010	346,794,013
<b>Sub Total Town and Community Hubs</b>	<b>38,448,593</b>	<b>78,772,579</b>	<b>49,492,718</b>	<b>12,648,113</b>	<b>167,432,010</b>	<b>346,794,013</b>
<b>Community Operations</b>						
Operational and Infrastructure Development	8,507,070	7,213,833	7,300,304	6,811,440	2,210,951	32,043,598
Greenspace and Cemeteries	2,878,779	3,704,153	2,918,957	3,958,749	3,819,483	17,280,121
Greenspace Climate Resilience and Wellbeing	635,488	912,893	97,750	97,750	97,750	1,841,631
Parks Master Plan (including Strathclyde Park Watersports Centre Redevelopment)	1,149,231	1,901,709	9,012,729	6,283,567	782,634	19,129,870
Roads and Street Lighting/Asset Mgt	10,275,977	17,711,140	12,178,910	11,142,321	11,218,546	62,526,894
Contaminated Land and Resilience	353,610	777,922	644,210	528,663	527,644	2,832,049
<b>Sub-Total Community Operations</b>	<b>23,800,155</b>	<b>32,221,650</b>	<b>32,152,860</b>	<b>28,822,490</b>	<b>18,657,008</b>	<b>135,654,163</b>
<b>Place</b>						
Economic Regeneration (including investment in town centre regeneration and business and industrial infrastructure)	8,882,681	9,911,736	6,548,529	6,872,371	11,624,744	43,840,061
City Deal	6,166,532	6,964,191	9,508,285	66,256,254	7,911,495	96,806,757
Enterprise Projects	980,498	1,022,804	750,000	1,333,000	1,333,000	5,419,302
Infrastructure and Transportation improvements (including investment in bridges, reservoirs, flood risk mitigation and road safety improvements)	8,858,586	14,002,522	5,890,378	6,114,358	6,446,501	41,312,345
<b>Sub-Total Place</b>	<b>24,888,297</b>	<b>31,901,253</b>	<b>22,697,192</b>	<b>80,575,983</b>	<b>27,315,740</b>	<b>187,378,465</b>

Strategic Capital Investment Programme 2024/25 - 2028/29 - Detailed Service Profile

Appendix 1

Project / Theme	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2024/25	2025/26	2026/27	2027/28	2028/29	
	£	£	£	£	£	£
<b>Housing and Communities</b>						
Community Board Project Investment Fund	1,789,202	2,251,070	4,516,971	2,850,000	3,070,000	14,477,243
<b>Sub-Total Housing Management and Communities</b>	<b>1,789,202</b>	<b>2,251,070</b>	<b>4,516,971</b>	<b>2,850,000</b>	<b>3,070,000</b>	<b>14,477,243</b>
<b>Total Enterprise and Communities</b>	<b>113,407,243</b>	<b>174,927,111</b>	<b>142,368,156</b>	<b>170,951,660</b>	<b>236,506,834</b>	<b>838,161,004</b>
<b>Adult Social Care</b>						
Equipment and Adaptations	2,006,851	2,364,472	1,994,077	2,302,962	2,302,961	10,971,323
<b>Total Adult Social Care</b>	<b>2,006,851</b>	<b>2,364,472</b>	<b>1,994,077</b>	<b>2,302,962</b>	<b>2,302,961</b>	<b>10,971,323</b>
<b>Chief Executives (Finance &amp; Technology)</b>						
Line of Business (LOB) System Portfolio	359,178	1,819,326	5,765,014	2,971,250	1,886,125	12,800,893
End User Device (EUD) Refresh	1,614,280	845,656	729,319	1,042,098	965,760	5,197,113
Digitisation & Innovation	1,661,730	2,001,061	974,000	315,140	205,000	5,156,931
<b>Total Finance &amp; Technology</b>	<b>3,635,188</b>	<b>4,666,043</b>	<b>7,468,333</b>	<b>4,328,488</b>	<b>3,056,885</b>	<b>23,154,937</b>
<b>Corporate Contingency</b>						
Contingency	-	-	-	-	8,654,566	<b>8,654,566</b>
<b>Sub-Total Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,654,566</b>	<b>8,654,566</b>
Trend Based Adjustment (10%)			(15,183,057)		15,183,057	<b>0</b>
<b>TOTAL GENERAL SERVICES CAPITAL PROGRAMME</b>	<b>119,049,282</b>	<b>181,957,626</b>	<b>136,647,509</b>	<b>177,583,110</b>	<b>265,704,303</b>	<b>880,941,830</b>
HRA Mainstream Investment	59,351,000	83,730,000	87,923,000	101,512,000	106,340,000	438,856,000
HRA New Supply Investment (Indicative)	44,487,000	53,916,000	86,612,000	70,263,000	83,452,000	338,730,000
<b>TOTAL HRA CAPITAL INVESTMENT (INDICATIVE)</b>	<b>103,838,000</b>	<b>137,646,000</b>	<b>174,535,000</b>	<b>171,775,000</b>	<b>189,792,000</b>	<b>777,586,000</b>
<b>TOTAL COMMUNITY INVESTMENT</b>	<b>222,887,282</b>	<b>319,603,626</b>	<b>311,182,509</b>	<b>349,358,110</b>	<b>455,496,303</b>	<b>1,658,527,830</b>

# STRATEGIC CAPITAL DELIVERY GROUP

## TERMS OF REFERENCE & GOVERNANCE FRAMEWORK

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### 1. ROLE

The Strategic Capital Delivery Group (the Group) is a working group convened of senior officers. The Group advises elected members in terms of capital allocation and project approval and has responsibility for the strategic management of the capital programmes, including the realignment of resources to facilitate the effective delivery of the Council's Strategic Capital Investment Programme, including:

- General Services Core Investment Programme (including Town and Community Hub delivery)
- HRA Mainstream Investment Programme
- HRA New Supply Programme

The Group makes recommendations on and amendments to the approved capital programmes, as required, with any amendments reported to Committees in line with the financial regulations and the agreed limits, as outlined in the Terms of Reference & Strategic Framework.

#### 1.1 Chair

The Depute Chief Executive will act as Chair of the Group, with the Chief Officer (Finance & Technology) as Depute.

#### 1.2 Group objectives

- Monitor the Council's Strategic Capital Investment Programme, including performance against delivery aims and objectives;
- Advise Elected Members on capital allocations and project approval, making recommendations on and amendments to the approved capital programme;
- Ensure the proper alignment of capital resources to allow for effective delivery of the programmes;
- Monitor expenditure projections against budgets and available resources, revising these where necessary, subject to the limits set out in Section 4 – Authority;
- Ensure robust governance arrangements around the delivery, monitoring and reporting of capital programmes;
- Monitor outputs and outcomes delivered by capital programmes against planned outputs and outcomes with services to report exceptions and remedial actions to the Group;
- Consider the quarterly capital monitoring report to Finance and Resources Committee to ensure appropriate actions are agreed for review by Elected Members;
- Ensure Participatory Budgeting principles are embedded in key capital investment decisions of the Council;

- Arrange and undertake training/awareness sessions as required to reinforce skills/knowledge across the Council in respect of capital monitoring and capital financing;
- Ensure all decisions made by the Group are Intra Vires and in line with The Plan for North Lanarkshire.

## **2. MEMBERSHIP**

### **2.1 Membership**

Membership to include:

Depute Chief Executive (Chair)  
 Chief Officer (Finance and Technology)  
 Chief Officer (Assets and Procurement)  
 Chief Officer (Place)  
 Chief Officer (Housing and Communities)  
 Chief Officer (Education)  
 Chief Officer (Community Operations)  
 Chief Officer (Planning, Performance and Quality Assurance)  
 Business Finance Manager (Resources Solutions)

Membership of the Group reflects the composition of the capital programmes and ensures the fair representation of Council services responsible for investment in all Council assets. Substitutes in the event of a core member's unavailability are acceptable but must be from the SCDG maintained list of agreed substitute officers.

The Finance Manager (Treasury, Capital and Controls) and Finance Manager (Assets & Procurement and Community Operations) will attend as key advisors to the Group.

The Group must make decisions on a corporate basis, in line with The Plan for North Lanarkshire, Financial Strategy, Financial Regulations and other relevant plans and policies.

In the event that the Council structure changes the membership will be aligned to the new structure, unless membership is formally changed by the Policy and Strategy Committee.

### **2.2 Attendance**

Where group members are unable to attend meetings, nominated deputies should attend. Group membership should be representative of the Council services, with members acting in an independent manner.

Quorum is achieved with 70% attendance (including substitutes). In the event that a meeting is not quorate, the Group is required to reconvene.

Officers and external parties may be invited to attend meetings of the Group to provide information/ support and to answer questions in respect of the Council's capital programmes.

## **3. PROCEDURES**

### **3.1 Meeting Frequency**

The Group will meet, as a minimum, quarterly, prior to each cycle of Policy and Strategy Committee.

### **3.2 Administration**

Administrative support will be arranged by the Chair to coordinate and distribute agendas, minutes and meeting papers. Records of all minutes, decisions and actions will be maintained.

### **3.3 Submissions and Reports**

Group members may make submissions to the Group. Submissions and progress reports should reach the nominated administrative support no later than five working days before each meeting.

Urgent matters may be submitted later than this deadline, but only with the approval of the Chair.

### **3.4 Agendas and Papers**

Agendas will be prepared and distributed to Group members with supporting papers at least three working days before each meeting.

### **3.5 Minutes**

Minutes will be taken of meetings and will be distributed in draft via email within five working days of the Group meeting. Minutes will be approved by the Group at the following meeting.

### **3.6 Responsibility for Actions and Communication**

Group members shall ensure that any decisions relevant to their Service are actioned by relevant officers. Responsibility for actions within minutes will be recorded in an updated work plan as per the outcome of the meeting.

The Depute Chief Executive and Chief Officers shall refer Group decisions to individual Service Committees for approval or noting, in accordance with agreed limits outlined in Section 4 – Approvals below, and will advise the Group of outcomes and decisions made by Committee.

### **3.7 Special Meetings**

Special meetings of the Group may be called at the discretion of the Chair. As far as possible, normal procedures will be followed.

## **4. AUTHORITY**

### **4.1 Resources**

The Capital Programmes are based on estimates of future investment targets funded by a combination of Scottish Government Grants, capital receipts, CFCR and prudential borrowing, including Community Investment Fund. When confirmation of investment targets are reviewed or amendments to resources are known, the Group will give consideration to adjusting the Programme accordingly. Recommendations for a revised programme, based on the actual level of resources will subsequently be referred to Policy and Strategy Committee for approval annually.

### **4.2 Virement & Re-profiling**

#### **4.2.1 General Fund Capital Programme**

In the event the Group agrees a virement between approved Project / Thematic Categories, this will be up to a maximum of £500,000. Virements above this value require the approval of the Individual Service Committee (if they remain within Service-headings), or the Finance and Resources Committee if the virement is across Services.

#### **4.2.2 Housing Capital Programmes**

The Group has the authority to redirect resources across the following Thematic Categories. These virements should be reported to the Housing Committee:

- Estate Regeneration
- Energy Efficiency
- Major Repairs
- Internal Upgrading
- Tower Strategy
- Community Care
- Fees/Miscellaneous
- New Build
- Council Buy Back Schemes

The Group has the authority to agree virements up to £1,000,000, virements in excess of this amount will be reported to the Finance and Resources Committee for noting. Virements above this value require the approval of the Housing Committee.

#### **4.3 Re-profiling of Capital Allocations**

The Group has authority to re-profile capital allocations within Project / Thematic Categories up to a maximum of £10,000,000 to and from future years of the Programme to ensure effective delivery over the 5 year timeframe, provided this can be managed within the overall annual budgeted resources (i.e. does not create additional unbudgeted borrowing costs). This will be reported to appropriate Service Committees, and Finance and Resources Committee for noting.

#### **4.4 Emerging Priorities Protocol**

In the event that an unfunded burden is identified, reference should be made to the agreed Emerging Priorities Protocol as detailed at Appendix 1.

Emergency works outwith the approved Programme should be referred to the Chair who will consult with the Chief Officer (Finance and Technology) in seeking approval to proceed and this decision then reported to the Group at the next scheduled meeting.

#### **4.5 Corporate Capital Contingency**

Where the emerging priorities protocol is unable to resolve the funding issues arising, or where there is an emergency, a request for the use of the corporate contingency can be made. Appendix 2 sets out the requirements for accessing the fund.

#### **4.6 Monitoring**

Individual Service Committee reports will provide monitoring information showing the appropriate level of detail, predominately in line with the project / theme groupings as laid out within the agreed Strategic Capital Investment Programme or alternatively in accordance with the appropriate project groupings within the Housing Capital Programme.

Whilst individual budget holders have responsibility for reporting variances and ensuring compliance with Financial Regulations and General Contract Standing Orders, overall responsibility for financial management lies with the Chief Officer (Finance and Technology). Therefore, Finance staff must be provided with information for individual projects to allow for effective financial monitoring.

In addition to financial information, services are expected to monitor achievement of programme and project outputs and outcomes. The Strategic Capital Delivery Group will monitor the delivery of these outputs and outcomes on a regular basis culminating in the production of an annual capital delivery report for consideration by the group.

Significant deviation from expected plans will be reported to the group in accordance with the agreed Programme Delivery Dashboard.

#### **4.7 Sub Groups**

To ensure specific management of resources to advance the Plan for North Lanarkshire and Programme of Work objectives, the Group will establish and delegate authority to either sub-groups or other governance groups (i.e. Projects Boards), as considered necessary, including through the Programme of Work Programme Boards. The sub-groups will have Terms of Reference and Governance Framework established which shall include the requirement to report back to the SCDG.

The following is an example of the governance groups created with delegated authority from the Group to manage project delivery, including allocating resources:

- **Economic Regeneration Delivery Programme (ERDP) Steering Group**  
Delegated responsibility for managing the ERDP capital programme including town centre regeneration and external funding streams such as Vacant and Derelict Land Fund, Town Centre Fund, Place Based Investment Programme and other capital funds supporting economic regeneration.
- **Town and Community Hub Programme Steering Group**  
Delegated responsibility for managing Town and Community Hub programme delivery including assessment of external funding opportunities from the Scottish Government's Learning Estate Investment Programme.
- **City Deal and Ravenscraig Steering Group**  
Delegated responsibility for managing the Council's City Deal programme including supporting wider City Region objectives.

### **5. POST PROJECT REVIEWS**

The Group has oversight of the performance of the Council's Capital Programmes and may carry out post implementation reviews, in line with the Council's Project Management guidelines.

### **6. RISK MANAGEMENT**

All risks relating to the Programme and to individual projects will be managed in line with the Council's Risk Management Strategy and in accordance with Project Management guidelines.

**Emerging Priorities Protocol**

The strategic capital investment programme will inevitably face ongoing demands for scarce resources. These unfunded burdens can happen for a variety of reasons but would normally be linked to the changing scope of already approved projects, the impact of market conditions on the cost of delivering projects or the identification of new projects.

This protocol seeks to provide a pathway for services to consider their response to these emerging priorities to ensure there is a consistency in approach across all service areas.

Where a service identifies an unfunded burden the following process must be followed (see recording template in Appendix A):

1. Services should assess the emerging priority against the other priorities within their capital investment programme. This should include consideration of the relative risk profile created by the emerging priority and its contribution to the Plan for North Lanarkshire compared to deprioritisation of existing spending plans.

To support this assessment of risk and contribution to the Plan for North Lanarkshire, reference should be made to the original capital bid template and the original scoring matrix for the current capital programme as agreed by SCDG. Both of these factors can be found on the SCDG Teams site (links to be inserted). The risk impact section was detailed as follows:

**Risk Impact**

Audit Scotland guidance expects effective capital programme management to have robust risk management arrangements in place. This section will support the evaluation of each project and the contribution it makes to the Council’s overall risk management framework.

Which corporate or service risks will the project help to mitigate?	
What risks are inherent in the project?	
What are the risks of not undertaking the project?	
How will the project’s risks be managed?	

2. In the event that the emerging issue is of a higher priority than existing spending plans, Chief Officers should consider their current five-year allocation to identify scope to realign resources by:
  - a. Removing projects from their programme to fund the emerging burden,

- b. Rephasing projects across the five-year programme, or
  - c. Rephasing projects outwith the five-year programme.
3. In the event that the emerging issue cannot be resolved within the Chief Officer's own remit area, consideration should be given to whether points a. to c. above can be managed within the wider service capital programme in conjunction with the Depute Chief Executive.
  4. The outcome of 2. or 3. above may result in the requirement for a virement or reprofiling request which will be considered in line with the SCDG's Terms of Reference.
  5. Where no suitable funding source is identified via steps 1 to 3 above, the Chief Officer should evidence the outcome of their prioritisation assessment in the form of a briefing note to SCDG highlighting the process undertaken and the outcome determined.
  6. Thereafter, Chief Officers will be required to complete a Capital Bid Template for the emerging project (see Appendix B). This will ensure the emerging project can be assessed against the same scoring criteria and resourcing methodology deployed when assessing the current Strategic Capital Investment Programme 2024/25 to 2028/29 as approved at Policy and Strategy Committee in March 2024 (see Appendix C).
  7. Following receipt of the appropriate Capital Bid Template, SCDG will convene an appropriate evaluation group to score the emerging project. This evaluation group will include the Depute Chief Executive and Chief Officer (Finance) to ensure a degree of consistency with the original scoring. A further Chief Officer will be agreed by SCDG as appropriate and cannot be the Chief Officer submitting the additional project for scrutiny.
  8. After scoring, the project will be assessed against the original scoring outcome for the 2024/25 to 2028/29 capital programme. In the event that the project scores below the threshold for funding, no funding can be allocated to the project. Where the project scores above the threshold for funding, those projects with a lower evaluated score will have any uncommitted funding removed to ensure the emerging project can be funded ((subject to appropriate virement approvals). For reference, the lowest scoring projects from the 2024/25 to 2028/29 evaluation process are shown in Appendix D.

## Emerging Priorities Protocol – Decision Recording Template

Stage	Action Required	Service Assessment
1.	<p>Services should assess the emerging priority against the other priorities within their capital investment programme. This should include consideration of the relative risk profile created by the emerging priority and its contribution to the Plan for North Lanarkshire compared to deprioritisation of existing spending plans.</p> <p>To support this assessment of risk and contribution to the Plan for North Lanarkshire, reference should be made to the original capital bid template and the original scoring matrix for the current capital programme as agreed by SCDG</p>	<p><i>Please include details of assessment of relative risk profile here, including linking to the contribution to the Plan for North Lanarkshire.</i></p>
2.	<p>In the event that the emerging issue is of a higher priority than existing spending plans, Chief Officers should consider their current five-year allocation to identify scope to realign resources by:</p> <ol style="list-style-type: none"> <li>a. Removing projects from their programme to fund the emerging burden,</li> <li>b. Rephasing projects across the five-year programme, or</li> <li>c. Rephasing projects outwith the five-year programme.</li> </ol>	<p><i>Please include details of the assessment undertaken on the potential for allocating resources from the existing capital programme i.e. which projects should be removed or rephased.</i></p>
3.	<p>In the event that the emerging issue cannot be resolved within the Chief Officer's own remit area, consideration should be given to whether points a. to c. above can be managed within the wider service capital programme in conjunction with the Depute Chief Executive.</p> <p>This may lead to a requirement for a virement or reprofiling request in line with the SCDG's Terms of Reference.</p>	<p><i>Please include details of the assessment undertaken on the potential for allocating resources from the wider service capital programme i.e. which projects should be removed or rephased.</i></p>

**Only in the event that these three options have been exhausted for funding an emerging priority should a request for additional funding be made to the Strategic Capital Delivery Group. Any such request will require satisfactory completion of this template and the capital bid template before SCDG will consider further.**

**North Lanarkshire Council  
Strategic Capital Investment Programme 2024/25 to 2028/29  
Capital Bid Template**

<b>Prepared By:</b>	<b>Date:</b>	<b>Version</b>

<b>Project Title/Theme:</b>		<b>Project Ref:</b>	
<b>Service / Division:</b>			
<b>Estimated Cost / Project Bid:</b>			

### 1. Objectives

**Please provide a brief outline of the high level aims and objectives of the project / programme?**

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How should the project be classified (check box)?

- Unavoidable Commitment (legally committed or committee approved only)
- Asset Management Plan requirement
- New Investment to support the Programme of Work to 2028

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Rationale for classification:

<b>Unavoidable Commitment</b> (Details of legally committed contracts, projects that have already commenced, committee approved etc)	
<b>Asset Management Plan requirement</b> (Provide details of links to corporate or service asset management plans etc and statutory basis for the project)	
<b>New investment</b> (Highlight the relevant Programme of Work themes)	

## 2. Financial Summary

Timescales:

Estimated Start Date	
Estimated Completion Date	

	Bid Profile					
	Year 1 (24/25) £000	Year 2 (25/26) £000	Year 3 (26/27) £000	Year 4 (27/28) £000	Year 5 (28/29) £000	Total £000
<b>Estimated NLC Capital Investment requirement</b>						
<b>Estimated External Match Funding</b>						
<b>Total</b>						

Please indicate if there's an expectation that the project will span beyond the current 5-year capital planning cycle:

	Bid Profile					
	Year 6 (29/30) £000	Year 7 (30/31) £000	Year 8 (31/32) £000	Year 9 (32/33) £000	Year 10 (33/34) £000	Total £000
<b>Estimated NLC Capital Investment requirement</b>						

### Revenue implications associated with capital investment

Please outline any one-off or recurring revenue implications associated with proposed capital investment. Where possible quantify the impact and how your service proposes to fund any additional costs:

	Description of Impact	Value (£000)
<b>Savings</b> (i.e. reduced energy consumption, income generation)		
<b>Costs</b> (i.e. additional unbudgeted maintenance costs, increased staffing costs from creation of new facility)		

**3. Key Deliverables**

Financial Year	Targeted outputs for each financial year (i.e. number of window replacement projects; number of town centre sites regenerated; EUD refresh of estate etc)	Outcomes planned / anticipated for each financial year (i.e. impact of projects on overall condition of the school estate; improved occupancy of town centre sites / increased footfall; improved system and network performance / improved business continuity etc)
2024/25		
2025/26		
2026/27		
2027/28		
2028/29		

Monitoring and evaluation:

<p>How will you demonstrate that the objectives, outputs and outcomes outlined above have been achieved / delivered?</p>
Empty space for response

#### 4. Risk Impact

Audit Scotland guidance expects effective capital programme management to have robust risk management arrangements in place. This section will support the evaluation of each project and the contribution it makes to the Council's overall risk management framework.

Which corporate or service risks will the project help to mitigate?	
What risks are inherent in the project?	
What are the risks of not undertaking the project?	
How will the project's risks be managed?	

## 5. Programme of Work to 2028

This section will support the assessment of New Investment proposals in support of the Council's Programme of Work to 2028 [Programme of Work to 2028](#).

<b>Programme of Work</b>	<b>Contribution the project / programme would make to the Programme of Work (Please provide an idea of the scale of impact on PoW 'Initial Actions', 'Health Check Indicators' and 'What will be achieved')</b>
Transforming Places	
Invest In North Lanarkshire	
Sustainable Futures	
Resilient People	
Brighter Futures	
Digital NL	
One Service	

**6. Public Sector Equality Duty and Fairer Scotland Duty**

Where the project / programme has an impact as a result of the Public Sector Equality Duty and / or Fairer Scotland Duty please provide a brief summary:

<b>PSED and FSD Impact</b>

Where there is an impact services should ensure that an assessment has been carried out and published in accordance with the Council’s guidance.

**7. Additional information**

Please provide any additional information that may be relevant.

<b>Additional information</b>

## Scoring and Resource Allocation Methodology

Following the submission of capital bids from Services, SCDG members are responsible for scoring the bids. The overriding principle is to ensure that the capital investment plans align closely to the priorities of the Council, with each bid assessed as to how it helps advance these aims. This process also recognises the limits to funding levels available to support the capital investment plans.

Unavoidable commitments relating to projects that have commenced or have been committed by Committee decision but are not fully funded within the current capital programme and/or are of strategic importance should be top sliced from the available resources. This also includes an assessment of those projects or elements of projects that must be completed to reduce the risk of service failures on areas such as key digital infrastructure, key bridge infrastructure etc

Thereafter capital bids are assessed and prioritised using a weighted scoring model. The key factors and associated weightings are highlighted in the following table:

<b>Criteria</b>	<b>Score (%)</b>
1. Statutory requirement	20
2. Manages the Council's risks	20
3. Revenue consequences (high score for delivering savings, low score for increasing cost base)	15
4. Deliverability	15
5. Impact on carbon management	10
6. Contribution to Programme of Work	20
<b>Total</b>	<b>100</b>

Members of SCDG are asked to score each bid against these criteria on a range of 0 to 5, with 0 highlighting no contribution / impact and 5 highlighting maximum contribution / impact.

The individual scores are then combined to provide a consolidated score. This consolidated score is converted into a percentage which then allows all projects to be ranked in priority order.

Those projects with the highest weighted score are allocated the highest percentage of their overall bid value and conversely if projects scored below the threshold no funding is allocated.

Finally, a programme moderation may take place to assess any significant outliers from the previous funding allocations i.e. where funding allocations are significantly reduced or significantly increased. In addition, the final moderation programme may consider whether the funding allocation model would create any situations where the funding available would result in a 'do not proceed' dilemma and whether that outcome has any significant impacts on the Council's key ambitions.

### Lowest Scoring Bids from Strategic Capital Investment Programme 2024/25 to 2028/29

Service Area	Theme	Project Name	Allocation (£)	Percentage Score
Assets and Procurement	Maintaining Existing Assets	DDA Improvement Works	115,000	55%
Business and Digital	LOB	Financial Systems Transformation	340,000	55%
Assets and Procurement	Maintaining Existing Assets	Ground Structural Works	500,000	54%
Assets and Procurement	Maintaining Existing Assets	Community Facilities Condition Survey works	360,000	54%
Assets and Procurement	Maintaining Existing Assets	Condition Survey	82,000	54%
Business and Digital	LOB	ServiceNow ITSM remediation	10,000	53%
Assets and Procurement	Maintaining Existing Assets	Swimming Pools	360,000	53%
Place	Infrastructure & Transportation Improvements	Parking Infrastructure	250,000	53%
Community Operations	Capitalised Equipment	Cemeteries and Parks Capitalised Equipment	100,000	52%
Assets and Procurement	Outdoor Education and Outdoor Spaces	3G Carpet replacement for end of life education pitches	480,000	52%
Assets and Procurement	Maintaining Existing Assets	Major Maintenance	571,000	52%
Business and Digital	LOB	HRSD	150,000	52%
Assets and Procurement	Maintaining Existing Assets	General	445,570	52%
Community Operations	Parks and Open Spaces	Infrastructure - Parks and Open Spaces	250,000	51%
Business and Digital	LOB	Committee Minutes System Renewal	15,000	51%
Assets and Procurement	Maintaining Existing Assets	Renewal of Catering Equipment	85,000	51%
Community Operations	Parks and Open Spaces	Capitalised Equipment - Parks and Open Spaces	844,740	51%
Assets and Procurement	Maintaining Existing Assets	Condition survey	165,340	51%
Assets and Procurement	Maintaining Existing Assets	Janitorial Equipment	52,500	50%
Community Operations	Depot Developments	New Depot - Wardpark	500,000	50%
Assets and Procurement	Maintaining Existing Assets	Renewal of Building Cleaning Equipment	42,500	50%
Assets and Procurement	Leisure Service Development	General	97,675	50%
Business and Digital	LOB	Itrent	200,000	50%
<b>Total</b>			<b>6,016,325</b>	

Note: the Service reflects the structures when the capital bids were submitted and may not now be reflective of current service configuration e.g. building cleaning equipment will now be aligned to Community Operations rather than Assets and Procurement.

### Corporate Capital Contingency

The five year Capital programme has an inbuilt contingency to allow for unforeseen circumstances.

This guidance sets out the requirements for accessing the contingency fund.

#### Eligibility

In the first instance all emerging issues should be considered under the SCDG Emerging Priorities Protocol however, instances where the Contingency Fund may be drawn down on should satisfy the following:

- Entirely unexpected with an immediate risk to operations, safety, or legal compliance;
- OR
- Inaction would result in significant financial, reputational, or operational failure:
- AND
- No alternative funding available within existing capital budgets.

#### Approval and Reporting

Draws on the contingency must be authorised by the Strategic Capital Delivery Group on the recommendation of the Section 95 Officer except in an emergency situation when a draw down may be authorised by the Depute Chief Executive and the Chief Officer (Finance and Technology) as chair and vice chair of the SCDG. Full details must be reported to the SCDG and Finance and Resources Committee thereafter.

#### Documentation and Justification

Any use of the contingency fund must be fully documented and justified. The following are required to be provided when requesting authorisation of use of the fund.

- Why capital funding is required
- In the event of an emergency issue, identification of actions required
- Full breakdown of costs
- Potential impact i.e. on operations, compliance, service delivery, safety etc.
- Actions already taken

#### Monitoring

The Service utilising the contingency should continue to report to the SCDG on the status of the project providing an up to date account of action taken and the costs incurred against the original request in line with normal reporting processes. Any significant deviations from the initial request must be fully justified. Any adverse movements of £100,000 or over are subject to further approval from the group.