

## Appendix E – Strategy & Resources Capital Programme

COMMITTEE SCHEMES	Current Programme 2022/23 £	Estimated Programme 2023/24 £	Estimated Programme 2024/25 £	Estimated Programme 2025/26 £	Total Programme 2022-26 £
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### Strategy & Resources

#### Current Continuing Programme

Council Offices Major Works Programme	50,000	25,000	25,000		100,000
IT - Hardware/infrastructure/Projects	542,400	155,500	257,000		954,900
Quadrant House	2,628,100	400,000	0		3,028,100
Land / Asset Development	181,000	0	0		181,000
Croydon Road Regeneration	1,439,700	0	0		1,439,700
<b>Total Current Continuing Programme</b>	<b>4,841,200</b>	<b>580,500</b>	<b>282,000</b>	<b>0</b>	<b>5,703,700</b>

#### Revisions and New Bids

Council Offices Major Works Programme				25,000	25,000
IT - Hardware/infrastructure/Projects		91,100	92,900	94,800	278,800
Quadrant House					0
Land / Asset Development					0
Croydon Road Regeneration		1,000,000			1,000,000
Quadrant House - Solar Panels & Suite Refurb		150,000	100,000	50,000	300,000
<b>Total Revisions and New Bids</b>	<b>0</b>	<b>1,241,100</b>	<b>192,900</b>	<b>169,800</b>	<b>1,603,800</b>

#### Proposed Programme

Council Offices Major Works Programme	50,000	25,000	25,000	25,000	125,000
IT - Hardware/infrastructure/Projects	542,400	246,600	349,900	94,800	1,233,700
Quadrant House	2,628,100	400,000	0	0	3,028,100
Land / Asset Development	181,000	0	0	0	181,000
Croydon Road Regeneration	1,439,700	1,000,000	0	0	2,439,700
Quadrant House - Solar Panels & Suite Refurb	0	150,000	100,000	50,000	300,000
<b>Total Proposed Programme</b>	<b>4,841,200</b>	<b>1,821,600</b>	<b>474,900</b>	<b>169,800</b>	<b>7,307,500</b>

## CAPITAL PROJECT SUMMARY - STRATEGY & RESOURCES

<b>Title of Scheme</b>	<b>Council Offices Major Maintenance Programme</b>
<b>Description of Scheme</b>	A 25 year planned maintenance programme to enable compliance with legislative and health and safety requirements, achieved through replacement or refurbishment of the major components of the Council Office in line with their deterioration and new compliance requirements.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	This scheme will include the progression of decarbonising the Council Offices.

<b>Title of Scheme</b>	<b>IT - Hardware/Infrastructure Projects - GF</b>
<b>Description of Scheme</b>	The Customer First project envisaged significantly enhancements & development of the existing IT systems. However, Customer First was implemented before the technology solutions, in particular on line capability, were put in place. This has been one of the issues which has led to the performance and staffing issues following the implementation. Consequently, the savings expected under Customer First were removed from the budget prior to the technology being available. Additional projects outside the original scope of Customer First have been identified as essential due to failing software/hardware, system modules bought 3 years ago but not implemented and further possible savings resulting from automation.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	<p>It is necessary to invest in a number of areas :-</p> <ol style="list-style-type: none"> <li>1. Disaster recovery solution</li> <li>2. Replacement cycles for laptops, desktops, servers, switches, firewalls on a cyclical basis (2021/22 onwards)</li> <li>3. Automation of book and pay</li> <li>4. Planning – end to end migration from one salesforce org to another (completed)</li> <li>5. Civica disposal module and licence to comply with GDPR</li> <li>6. Orchard – implementation of Promaster, Asset Go, DLO AND Service Charge models</li> <li>7. Replacement of outdated telephony which is not fit for purpose</li> <li>8. Northgate – cloud-based on line solution for Revenues, benefits and NNDR</li> <li>9. Replacement of Adelante and implementation of automated bank reconciliation</li> </ol> <p>An IT Strategy Board has been formed to develop the Council's IT Strategy and to agree the development and implementation of specific IT schemes to improve service delivery and reduce staffing costs if possible. The IT Strategy Board will be officer based and will report to the Council's Improvement Working Group. The commissioning of each project will be based on a detailed business case being approved by the IT Strategy Board.</p>

<b>Title of Scheme</b>	<b>Quadrant House</b>
<b>Description of Scheme</b>	Phase 1 - refurbishment of common parts (lobbies, WCs, communal kitchens, lifts, stairwells, corridors) and setup of a Business Hub. Phase 2 - refurbishment of the exterior and the vacant suites and a package of environmental improvements. Phase 2 includes improvements to the external fabric including better insulation and decoration, replacement roof coverings and fire escape route upgrades, a green wall for the Croydon Road elevation, a roof terrace for the third floor in Quadrant South, refurbishment of vacant suites to include heat pump VRF heating cooling technology (gradual phasing out of reliance on gas boilers) and, if budget allows, photovoltaic panels on the flat roof.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	The works at Quadrant House will deliver a significantly improved building which will be more sustainable, both economically and environmentally and which is a key project for Caterham regeneration. The direct benefits of the works include ability to let vacant suites and generate higher rental returns as well as contribute to our carbon reduction objectives. Phase 1 (internal common parts refurbishment) took place throughout 2021. Phase 2 (living wall, roof terrace, new lifts, new escape stairs, improved wall and roof insulation, refurbishment of some vacant office suites with heat recovery AC and renewed services) commenced in autumn 2021 and is anticipated to complete in autumn 2022.

<b>Title of Scheme</b>	<b>Land/Asset Development</b>
<b>Description of Scheme</b>	Capital budget for refurbishment works as required to the property portfolio, to maximise revenue.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	This scheme is to ensure that sufficient budget is available to refurbish commercial space that becomes vacant during the year, and requires modernisation in order to attract a new tenant. The office market in particular is demanding high specifications. Poor quality space is not letting. Tenants are demanding top quality space. Failure to achieve this is likely to lead to lengthy void periods and failure to generate income from lettings, which would have a significant impact on revenue budgets.

<b>Title of Scheme</b>	<b>Croydon Road Regeneration</b>
<b>Description of Scheme</b>	Improvements to the Croydon Road streetscape including provision of better amenity space such as parklets and seating, more greenery including trees and planting, improved road safety, new surfacing materials for pavements and parking areas, cycle parking and so forth.
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	Key benefits including: helping to revitalise the local economy, in conjunction with other investment that is going into the town; encouraging new businesses into the town and inspiring existing businesses to improve their premises; introducing greenery into the town centre, reducing street clutter, renewing materials, slowing traffic speeds, thereby improving the quality of the environment for shoppers, visitors and workers, encouraging greater wellbeing, longer dwell times and higher spend; encouraging active travel and redressing the current imbalance that favours car users over pedestrians & cyclists; attenuating excess surface water via trees and new planting thus contributing to a wider flood mitigation strategy for the town; providing a small amount of good quality public realm space e.g. parklets and some outdoor licensable space for businesses. Stage 1 highways design is complete; stage 2 highway design (detailed design) is scheduled to commence Jan 2022 and is expected to last approximately 6 months; construction is expected to last approx 6 months and timing will need to be sympathetic to the needs of the businesses i.e. may commence in early 2023 rather than late 2022. Contractor to be procured on conclusion of detailed design and achievement of highways approval to proceed. SCC placemaking and transport development planning teams to be closely involved, together with Caterham BID.
<b>Title of Scheme</b>	<b>Quadrant House Solar Panels &amp; Suite Refurbishment</b>
<b>Description of Scheme</b>	Installation of solar panels and refurbishment of remaining unrefurbished suites
<b>Key Aspects of Scheme (including benefits, contract details, key dates and reasons for revisions where applicable)</b>	<p>1) Installation of solar panels on the roof of Quadrant House. The roof was upgraded recently as part of the refurbishment. A solar array was designed but had to be omitted due to budgetary constraints. Installation of the solar array would reduce energy costs and carbon emissions, which in turn will reduce occupational costs and help to attract and retain tenants. This work could be done in 23/24 and would have an immediate benefit in reducing occupational costs and carbon emissions. Budget cost £50k which includes inflation and contingency</p> <p>2) Refurbishment of non-refurbished vacant areas to remove perimeter radiators and introduce heat recovery heating and cooling. Also, installation of partitions in 2nd floor central section to sub-divide the large suite to better suit size requirements in the local market. This work could be done in 23/24 or in 24/25. Budget cost £100,000, which includes for inflation and contingency</p> <p>3) New balustrade, waterproofing and lighting for rear walkway at retail unit level. The balustrade was due to be replaced as part of the recent refurb but had to be taken out due to budgetary constraints. Temporary repairs were made to make it safe, but a replacement is needed. The walkway also needs re-waterproofing and better lighting. Budget cost £100,000 to which waterproofing and lighting, inflation and contingency have been added. This work could be done in 23/24 or 24/25</p> <p>4) upgrade insulation to basement soffit (this would reduce heating costs for ground floor units).</p>