Council

22 February 2024

Title	**Capital Strategy 2024/25**
Purpose of the report	To approve the report
Report Author	Prithiva Janaka Treasury Management and Capital Accountant
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Community Addressing Housing Need Resilience Environment Service Delivery
Recommendations	**Council is asked to approve the recommendations below, as agreed at the Corporate Policy & Resources Committee meeting on 19th February:** 1. the Capital Strategy as set out in this report. 2. that all development and investment projects, along with all significant projects follow the previously approved business case governance process as set out in section 11 of this report. 3. that no financing sources, unless stipulated in regulations or necessary agreements, are ring fenced. 4. the Council plans to continue its use of capital receipts to fund the costs of eligible proposals (subject to full business cases for each project). 5. the financing of the Capital Programme and revenue implications as set out in section 14 of this report. 6. the financing of the Capital Programme being delegated to the Corporate Policy & Resources Committee to provide sufficient flexibility to allow for the most effective use of Council resources.
Reason for Recommendation	The Council is required by law to approve before start of each financial year a Capital Strategy for the medium to long-term setting out its approach to identifying needs for capital expenditure. managing capital expenditure, financing it, and managing risks associated with delivering capital objectives.

	. When long term investment decisions are undertaken, decision makers can rely on clear and informed information. This would include: • A long-term view of capital expenditure plans and any financial risks to which the Council is exposed. • Ensuring due regard to the long-term financing, affordability implications and potential risks. • A clear overview of the Council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications. The Capital Strategy will continue to help support informed decision making in the delivery of Spelthorne Borough Council's long-term plans and ambitions.

1. Summary of the report

What is the situation	Why we want to do something
Councils have a statutory responsibility to refresh and approve a Capital Strategy each year before the start of the financial year. Moving forwards there continues to be a number of capital pressures on the Council including financing the leisure centre, mitigating climate change, investing in technology and transformation. In the last few years, it has become more challenging to finance capital expenditure as a result of the recent rises in interest rates	have a medium to long term strategy which identifies need to incur capital expenditure and how we will finance on a sustainable basis
Approve the Strategy	Use the strategy to inform approach to Capital Programme and Treasury Management Strategy Review on an annual Basis
Approve the Strategy	se the strategy to inform approach to Capital Programme and Treasury Manual Basis

2. Executive Summary

2.1 The report sets out the Council's Capital Strategy for 2024/25 and subsequent years.

2.2 The proposed Capital Programme for period 2024-25 to 2027-28, as detailed in Appendix A, proposes a gross Capital budget of £36 m and a net budget of £32 m after funding for 2024/25 to 2027-28.

2.3 The Council's long term capital investment is underpinned by the objectives of the Corporate Plan which has recently been refreshed with a new plan approved for 2024 to 2028. Capital proposals are considered within the Council's overall medium to long-term priorities, and the preparation of the Capital strategy and Programme is an integral part of the financial planning process. This includes taking full account of the revenue implications of the projects as part of the revenue budget setting process.

2.4 In addition to the capital budgets and revenue implications, the report sets out the following:

- Policy and contextual background
- The Council's asset base
- Delivery Strategies
- Budget setting and prioritisation
- Governance
- Key projects and programmes
- Capital funding.
- Risk management

3. Policy and Contextual background

3.1 Spelthorne Borough Council's Corporate Plan 2024 to 2028 provides the starting point for this document, dealing with our five priorities:

- Community
- Accessible Housing
- Resilience
- Environment
- Service Delivery

3.2 The Capital Strategy helps to underpin these plans.

3.3 during the period 2016to 2018, the Council embarked on an ambitious capital programme with a plan to invest over £1bn in investment properties, to generate sufficient funds to:

- Support Council services, especially discretionary services such as day centres and meals on wheels
- Support the regeneration and transformation of the Borough.
- Support the Delivery of much needed affordable housing for our younger residents and families in the Borough.

- The strategy was to invest for the future success and wellbeing of the population, and all its stakeholders in Spelthorne.

Since 2018/19 the focus of the Capital Strategy has been on a) Effectively managing investment assets already acquired but not purchasing anymore and b) delivering housing (affordable and key worker rental) programme and service capital schemes such as the new Leisure Centre. In October 2023 the Council took the decision to step back from directly funding housing and regeneration and as a result the scale of its Capital Programme has reduced by £380m in gross terms.

3.4 As at the 31 March 2023 the draft unaudited accounts show that the Council had total assets with a net book value as shown in the table below:

Asset type	£000
Land & Buildings - Municipal	85,003
Vehicles Plant & Equipment	2,023
Community Assets	188
Assets under Construction	61,059
Heritage Assets	209
Investment Property	756,206
Intangibles	365
Total	**905,053**

3.5 All the land and building acquisition costs together with all design and construction expenditure incurred prior to completion of the final premises are included in the above table and will move into the appropriate category once the project is completed.

3.6 As a result of the suspension of the Council's direct delivery programme for accessible housing, the Council will be exploring alternatives methods for delivering much needed homes for our younger and needy residents.

3.7 The Council has a planned maintenance budget for the property properties.

4. Key projects

4.1 There are several key projects and programmes that require future capital investments for the Council to achieve its strategic goals and these are shown below:

- A new leisure centre in Staines-upon-Thames being built in the UK to Passivhaus standards, to deliver a greener building, to protect the wellbeing of our residents over the coming years and making the building carbon neutral, with phase 1 on track to be completed in the late summer 2024.

  Continued investment in municipal infrastructure, such as local parks supporting the river Thames flood scheme.

- An ongoing investment in digital transformation, where we aim to utilise technology to continue to deliver efficient, good quality services.

4.2 Our Capital Programme's delivery objectives continue to take place against a background of financial challenges. The potential impact of the Fair Funding Review potentially in 2026-27 could have a significant negative impact on the Council and some difficult decisions lay ahead, as the Council looks to ensure that despite further funding pressures it may encounter it can continue to ensure balanced budgets across all four years of the Outline Budget period.

4.3 The Capital Strategy is intended to evolve each year, it is a dynamic plan that will respond to threats, opportunities and will change over time. For example, the need to invest in Climate Change mitigation and de-carbonisation measures will become increasingly important.

4.4 The strategy is set over 4 years but is updated annually and includes short-, medium- and long-term investment revenue streams, or delivers key strategic priorities.

5. Our delivery strategies

5.1 The Council's capital programme is categorised into Five main areas, the net costs per area and detailed below.

1 Community Wellbeing & Housing- Disabled Facilities Grants (DFG) Nil net expenditure (Fully funded by Grant)

2 Environment & Sustainability £3.3m

3 Neighbourhood Services £0.35k

4 Corporate Policy & Resources £27m

5 Regulatory & Administration £1.3m

Ongoing Investment Assets and Regeneration Assets Portfolios • Support Council services • Invest in regeneration projects. • Provide for the future	**Affordable and Keyworker Housing** • Regeneration of key strategic sites • Provide affordable housing for the residents of SBC
Efficiency • Produce ongoing revenue savings and additional income. • Digital transformation enabling residents to have better access services	**Operational** • Reduce running costs • Greener outcomes • Rationalise property portfolio

6. Regeneration

For 2024/25 – 2027/28 the Council requires £32m to support the regeneration and transformation of the Borough. These are non-housing schemes to transform the built environment.

7. Asset Management Plan

The 2024/25- 2027/28 asset management plan for our current property portfolio will soon be available on the Spelthorne borough council's website https://www.spelthorne.gov.uk/article/19655/asset-management-plan

8. Property Acquisition

Following the Council's decision to seek alternative routes to delivering accessible housing, the Department for Levelling Up, Housing & Communities (DLUHC) established a Local Authorities Housing Fund (LAHF), which provides the Council with up to 40% funding to support the acquisition of 18 properties in the Borough but it might go up if the 3[r] round is introduced in 2024-25

9. Knowle Green Estates Ltd (KGE)

9.1 KGE is a wholly owned subsidiary of Spelthorne Borough Council and following a restructure of its property portfolio in the year end 31 March 2020, effectively started from scratch.

9.2 The Company has been established to manage each property as mentioned in 7.2 above and is looking at a 50-year time horizon for its properties.

9.3 The initial 50-year projections indicated that KGE would be able to provide substantial revenue contributions to SBC over the period and given the profiling of our tenants, will be operating on a small cash surplus based on the properties being delivered to time and to the number of apartments specified The decision by Council to suspend the direct development of accessible housing has had a significant impact on KGE and based on the report presented to Council in February 2023, the Council needs to provide short term financial assistance to ensure that KGE can continue to deliver its key priorities.

9.4 Once Council have established an updated strategy for KGE, officer will be able to update the Council's Capital Strategy. In the meantime, Officers are preparing revised cashflows for KGE, to ensure it remains financially viable and explore a range of different funding options, including issuing equity shares.

10. Efficiency

10.1 The £1.5m of schemes in this category include improved use of technology to support our car parks and improve the customer experience, as well as investing in IT network storage upgrades and new hardware for improved ways of working.

11. Operational

The Council's operational capital strategy amounting to £6.2m is centred on capital improvement works to the Council's operational asset portfolio. This falls into two main categories:

Land and Buildings, includes new community assets including toilet facilities, extensions to our day centres and new pavilions in our parks.Infrastructure, this includes new flood defences along the river Thames, replacement refuse vehicles and improvements to the River Ash broad walk improvement.

11.1 The main objectives of the operational element of the Capital Strategy are to ensure assets meet health and safety standards, are fit for purpose in terms of statutory guidance and legislation, as well as helping the Council to reduce costs and reduce its environmental footprint.

11.2 Another key objective of the operational element is to ensure that the Council continues to invest in its current buildings and long-term assets to avoid incurring significant future costs. As well as our municipal buildings, we have other operational assets, including vehicles, plant, and equipment.

11.3 The Council has a scheduled programme of condition surveys which ensures the Council's operational estate is fit for purpose.

11.4 Every 5 years on a rolling basis, the Council will review its municipal and land and buildings to identify sites, where there are development opportunities for both the Council and others, such a small strip or parcels of land, as well as, looking to pass over the running of community assets, such as village halls, to the community.

12. Governance

12.1 The main forum for reviewing all financial aspects of the Capital Programme is the Corporate Policy & Resources Committee who will make recommendations to Council.

12.2 The Development Sub Committee looks after the Council's investment, development and regeneration properties and makes recommendations to the Corporate Policy & Resources Committee

12.3 The Corporate Policy & Resources Committee review the strategic direction of the Capital Programme, ensures outcomes are aligned with a viable Business Case and that Value for Money (VfM) is delivered for the Council. It also monitors the expenditure and funding requirements of the capital programme and subsequent revenue impacts.

12.4 All business cases will require approval by Corporate Policy & Resources Committee and although development projects may have a budget allocation in the capital programme the approval to draw down the budget will only be obtained via Corporate Policy & Resources Committee approval and will align to the business case stage the project is at.

12.5 Assessment of the business cases will ensure that all aspects of a potential schemes are analysed and the impact on all the Borough's stakeholders identified. Therefore, the Council will be able to gain a full understanding on how a specific scheme will comply with the current Corporate Plan, and how it will influence the Council's overall strategy, local business economy, residents, officers, and impact on the resources of the Council.

13. Capital Funding

13.1 The Council is required to have a funded capital programme that is affordable, i.e., all capital expenditure should have a source of funding and if that funding source is borrowing, the cost of the borrowing should be built into a balanced revenue budget without adversely impacting on the delivery of services.

13.2 The key sources of funding for the Council are:

- Grants, including Homes England and Local Authority Housing Fund
- Contributions
- S106/Community Infrastructure Levy
- Capital Receipts (including principal repayment of loans from KGE and SDS which are accounted for as capital receipts)
- Direct Revenue Funding
- Borrowing

13.3 **Grants**

These are predominantly government grants and are usually provided to the Council for the specific use of funding either revenue or capital expenditure for certain schemes and programmes, including Disabled Facilities Grant (DFG) can also include homes England grants and Local Authority Funding Grants (LAHF). In the future we will want to explore potential for grant funding to support carbon reduction programme. The Council will look to maximise any funding from Homes England and Local Authority Housing Fund (LAHF) to help funding the housing delivery programme, this will help reduce the amount of borrowing required to fund these schemes.

13.4 **Capital Contributions**

In comparison to grants, capital contributions are specific contributions received for projects and are normally provided by the government, external agencies, or private companies, who have a specific output or outcome they would like achieved through the capital works the Council is providing. Quite often, the scope of these projects is dependent on this external funding, without which the Council may decide to reduce the objectives and scope of a scheme.

13.5 **Community Infrastructure Levy/ Section 106 Receipts.**

Community Infrastructure Levy (CIL) is a planning charge introduced by the Planning Act 2008. The Council started charging CIL in May 2016. Developers must pay a levy linked to planning applications - this is based on a Council approved policy and charging schedule. The income from this levy is held corporately and the Council decides how to allocate these funds via a Council.

The majority of CIL funding is used to fund strategic infrastructure projects with Surrey County Council. Where practical Council should utilise this resource to fund the capital programme.

S106 differs from CIL, as it is essentially a contract between a developer and the Council and like capital contributions they must be used for specific projects and outcomes rather than a more general objective.

13.6 **Capital Receipts**

Capital receipts are generated from the sale of non-current assets (for example. strips of land), and apart from exceptional circumstances, can only be used to fund the capital programme.

The Council holds all capital receipts corporately, which ensures they can be used to fund the overall programme; therefore, individual services are not reliant on their ability to generate capital receipts.

Once the schemes in the current housing delivery programme are completed this will mean a more significant stream of capital receipts will be available in future years to help fund the Capital Programme going forward.

13.7 **Direct Revenue Financing**

1. The Council, can, if it chooses to, fund capital expenditure via its revenue budget. In Previous years council made Revenue Contributions to Capital of £750k per annum but from 2024/25 the contributions are nil. the Council will keep under review whether it feels this is the appropriate. This can be through in year underspends or via general or earmarked revenue reserves. Any funding of the capital programme via revenue resources would have to be considered considering the Council's overall revenue budget and the Medium-Term Financial Plan.

13.8 **Borrowing**

Borrowing can take the form of internal or external borrowing.

13.9 **Internal borrowing** is a temporary position where the Council uses its cash balances instead of externally borrowing at that point in time. If not used for internal borrowing, these cash balances would be invested on a medium to long term basis providing the Council with a return on investment. As such there is an opportunity cost associated with internal borrowing that is built into the revenue implications of the capital programme.

The Council's main objective when borrowing externally is to achieve an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required, particularly when dealing with assets under construction, which are funded via the short-term money market, as interest rates are currently cheaper.

13.10 **External borrowing** occurs when the Council borrows money from the open market, via financial institutions and investors or the government, via the Public Works Loan Board (PWLB). The current certainty rate on 26th January for 50-year maturity is 4.98.

In September 2021, the PWLB implemented new lending criteria so that councils focus on housing delivery, regeneration, and service delivery projects rather than invest for a return to support services. The Council intends to only undertake capital expenditure which relates to these categories. SBC must regularly assess how to finance its external borrowing needs and the financial viability of capital projects in their capital programme particularly following the recent increases in the cost of local authorities' borrowing.

The Council have built this into the interest cost as part of the revenue implications of the programme.

Although the Capital Programme may identify a need to borrow to fund capital expenditure, the timing and type of borrowing (internal/external) is dependent on cashflow modelling in line with the Council's Treasury Management Strategy, which is also being presented to Council at this meeting.

As a general principle, SBC will borrow from the short-term money market as the loan interest rates are cheaper than borrowing from PWLB. Although it must be noted that the short-term money market is geared to the bank of England base rate which can be volatile and quick to react to market changes. Whereas the PWLB interest rate is dependent on the more stable Gilts Rate.

The Council's total borrowing requirement based on capital expenditure incurred historically but to be financed is represented by the Capital Financing Requirement (CFR). This is published in the statement of accounts, and as at 31 March 2023 was £1,119.7m.

All capital financing costs, i.e., interest costs and minimum revenue provision must be treated as a revenue cost and built into the Council's MTFP. In essence, the more the Council borrows, the greater the call on the revenue budget which then requires further service savings to be identified to fund this in the longer term. For this reason, the Council monitors carefully its borrowing limits and prudential indicators.

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14. Capital Programme Funding: 2024/25 to 2027/28

14.1 The table below summarises the Council's funding of the proposed Capital Programme as outlined in this report:

Type Of Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Capital Receipts, CIL and S106 funding and Grants	4,252	250	250	173	4,925
Lease Funding for Refuse vehicles	850	850	850	0	2,550
Borrowing	21,894	2,268	479	0	24,638
Total Funding	26,993	3,368	1,579	173	32,113

14.2 As most of the Capital Programme except Spelthorne Leisure Centre has been suspended for 2024/25 Capital financing requirement has been reduced compared to 2023/24.

15. Revenue implications of the programme

15.1 A summary of the revenue implications of the Capital Programme is shown below:

	2024/25	2025/26	2026/27	2027/28	Total
	£000s	**£000s**	**£000s**	**£000s**	**£000s**
Planned New Borrowing	21,913	2,290	501	0	24,704
Capital Financing Costs - Existing Borrowing	39,496	39,587	39,669	39,740	158,492
Commercial Income	(50,959)	(51,395)	(53,852)	(55,755)	(211,961)
Financed by:					
Net revenue stream	(13,507)	(13,899)	(13,384)	(12,219)	(53,009)
Sinking fund net contributions	2,850	5,030	1,400	0	9,280
	(207)	(18,387)	(25,666)	(28,234)	(72,494)

15.2 The Council aims to maximise its Balance Sheet assets and as such can utilise cash balances derived from working capital (such items as the appeals provision, reserves, etc.) before it borrows externally to finance the net cost of the capital programme.

15.3 Over the four-year Capital Programme, it is currently estimated that the Council will cumulatively generate net financial income, through its revenue budget of £53 m. This is made up of £212 m of commercial income fewer financing costs (including Minimum Revenue Provision) of £158.4m.

15.4 The revenue costs of the Capital Programme are not uniform across the four years of the capital programme and are subject to significant fluctuations in line with the profiling of capital expenditure and funding (particularly capital receipts).

16. Minimum Revenue Provision (MRP)

16.1 MRP is applied where the Council must set aside a revenue allocation for provision of debt repayments (borrowing in the capital programme). The Council aligns the majority of its MRP with its annual principal repayments of debt to enable the MRP to be applied on an annual basis, i.e. the Council is paying its debt down on a year-by-year basis and applying the MRP to cover the repayment. MRP replaces, in line with local government accounting regulations, other capital charges (e.g., depreciation) in the statement of accounts and has an impact on the Council's bottom line.

MRP will increase in the next few decades as principal repayments increase and interest payments on existing debt falls MRP is sensitive to both expenditure and funding changes.

16.2 The Council will continue to balance the use of capital receipts, grants, internal borrowing, and external borrowing to ensure the most efficient use of resources, including the need to fund MRP. The Council will keep its MRP Policy under review in light of potential changes to the Regulations but does not anticipate that the MRP changes being consulted on will cause any issues for the Council.

17. Risk Management

17.1 Major capital projects require careful management to mitigate the potential risks that can arise. These risks include risk that construction and capital scheme costs will rise and prove higher than estimated and that financing costs are higher than expected. The effective monitoring, management and mitigation of these risks is a key part of managing the capital strategy.

17.2 **General Risks**

General risks are those that are faced because of the nature of the major projects being undertaken. Most of these risks are outside of the Council's control, but mitigations have been developed as part of the business planning and governance process.

These risks are set out below along with key mitigations:

17.3 **Interest Rate Risk**

The Council is planning to externally borrow £25m less internal sources of finance, as set out in this Capital Strategy over the next four years.

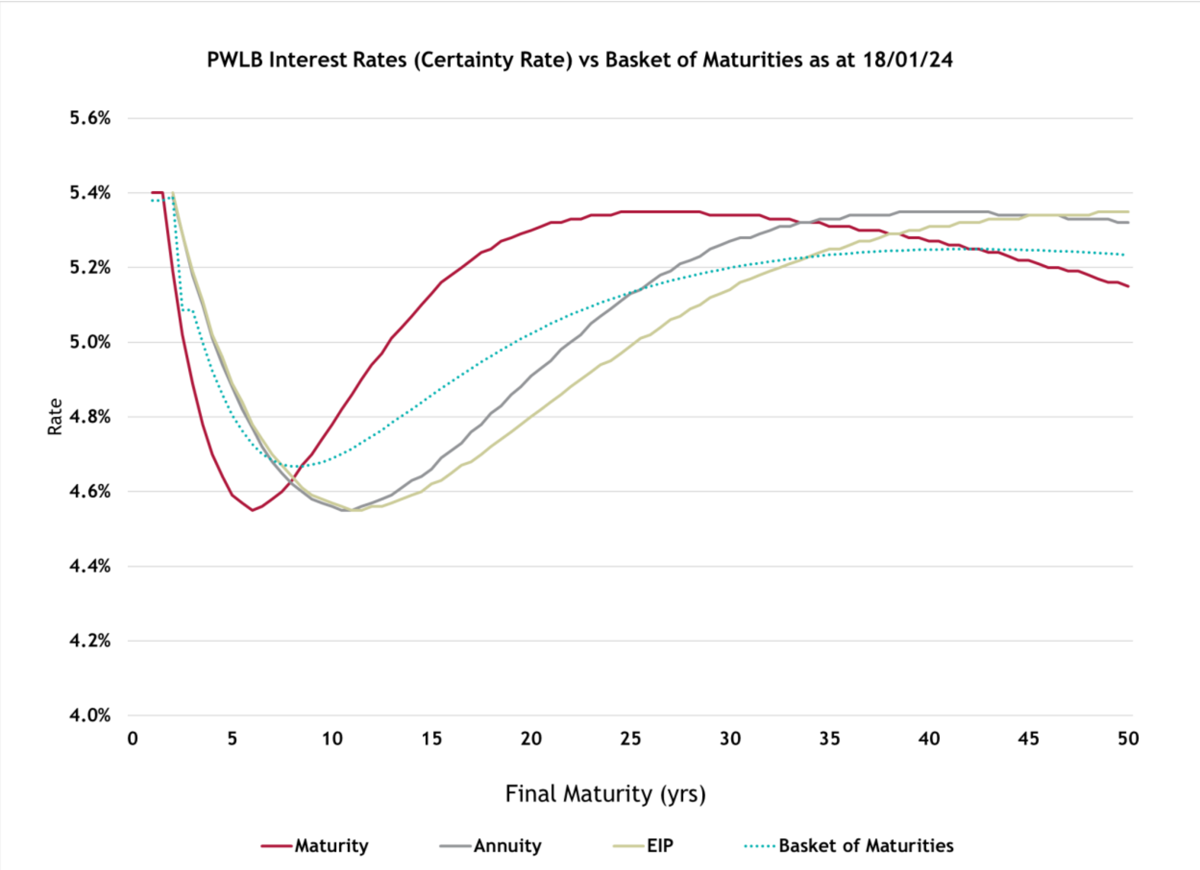
The Council will opt for fixed interest borrowing that matches the useful life of the asset, for purchases of land and buildings, this is 50 years, and we are currently able to obtain a rate of 4.19% through PWLB.

17.4 The development aspect of each project is funded through the short-term money markets, where interest rates are currently around the 5% mark saving the Council significant sums.

17.5 The interest on development properties is capitalised, in accordance with the CIPFA Local Authority Accounting (capitalising borrowing costs) Code and rolled up into the total cost price of construction and on completion the short-term funds are repaid, and a fixed term loan is taken out with PWLB.

17.6 Officers will use the above principles to mitigate our interest risk and also, look at the best options available through PWLB, which could mean that we obtain a basket of loans, including a mixture of annuity and maturity loans over the fifty-year period, in order to mitigate interest rate risk.

17.7 In some cases, officers have been able to reduce the total interest charge by significant sums by carefully monitoring the options available at the time of requiring a loan and this is best demonstrated by the chart below.



17.8 The chart shows the PWLB rates for Annuity, Maturity and Equal Instalments of Principal (EIP) loans, compared to a basket of maturities.

17.9 In the early years a maturity loan is more expensive that an annuity loan in terms of interest charge and cashflow. Around year 33 the benefits change, and a maturity loan becomes cheaper than the annuity loan.

17.10 Officer, in consultation with our advisers, will look at each loan and compare the PWLB rates over the next 50 years, to agree the actual loan, which could include a mix (basket) of annuity and maturity loans over the fifty-year term, in order to reduce cash outflow and mitigate interest risk for the Council.

17.11 **Inflation Risk**

Construction inflation over and above that budgeted by the council's professionals and advisors, and built into project budgets, could impact on the affordability of the capital programme. A 1% rise in the cost of the affordable housing programme would increase the cost of the capital programme by approximately £2.8m.

17.12 **Legislative Risks**

Change in Law Risk – Capital schemes need to comply with the latest law and regulations, changes in which can impact construction costs and may be retrospective in their nature. This risk is mitigated by awareness of pipeline legislative changes and provision of contingencies.

17.13 **Commercial Risks**

The Council's capital programme relies on commercial activity as a key supporting strategy. This involves generation of income from property letting, sales receipts and other revenue/capital financial flows such as land deals with developers. In some cases, the Council commits to large projects, based on assumptions about future asset values and potential income streams. Should market movements mean that these assumptions are inaccurate, then the Council may suffer financially.

To mitigate this risk, the Council relies on expert advice on future asset values in making its decisions.

17.14 **Supplier Financial Stability**, construction companies and developers contracting with the Council that experience financial instability pose a significant risk. They may not be able to raise funding to finance operations, and their potential insolvency could lead to a costly process of changing suppliers without any guarantee of remaining within the overall budget. The Council could suffer direct financial loss, and any defects or other issues may not be resolvable as anticipated.

To mitigate this risk, the Council carefully considers the financial robustness of any contractor and requests appropriate financial standing assurance and support wherever possible.

17.15 **Transfer Risk**

When the Council plans and delivers housing projects, it is important to consider the risks associated with the project and whether the Council (or its subsidiaries such as KGE) is the best placed to take on that risk.

A key consideration for major capital schemes is whether these will be developer led or whether the Council will self-develop. For a developer led scheme the developer will take on a significant proportion of the risks associated with the project. However, the developer will price this risk in, so it will come at a cost.

Considerations can include whether there is resource capacity and expertise to take on specific risks in the context of the overall capital programme. The housing subsidiaries are newly incorporated and there may be an initial set-up risk as the company gains experience and embeds its delivery plan.

17.16 **Project Risks,** relates to the delivery of capital projects, which in many cases can be controlled, influenced, or directly mitigated in ways other than making contingencies available. These risks would mostly relate to unforeseen project delays and cost increases which could arise from a range of circumstances.

The effective management of these risks is mostly linked to the following strategies:

Projects are required to maintain a risk register, to ensure effective monitoring.

- **Highlight reporting** - development projects, as an example, create monthly highlight reports to ensure stakeholders are aware of progress and risks of projects on an on-going basis.
- **Appointment of professional teams -** the Development team has recruited and retained the services of experts to provide robust planning and review to advise on financial feasibility and to ensure timely delivery of projects.

  Experts also cover key surveying and financial planning roles to give assurance on quality of work and assumptions.
- **Risk of Revenue Write Off** – the Council commits to feasibility studies on many of its significant capital schemes at the point where spend is revenue in nature or when capital spend may be written off, should the scheme in question not progress.

  This is managed through careful consideration and approval of all expenditure potentially at risk of revenue write-off. There is a further risk that any projects funded may not yield the required ongoing revenue savings and therefore may need to be written off to revenue.

18. Financial implications

18.1 Financial implications are set out in the main body of this report.

19. Legal considerations

19.1 The legal implications for each individual scheme within the capital programme will be considered when approval is sought for that scheme. Each scheme within the capital programme will be approved in accordance with the council's constitution.

20. Equality and Diversity

20.1 The Capital strategy and programme impact on all residents across the Borough. In particular, the provision for new housing within the Borough will assist a substantial number of our 1800 residents, on our housing waiting lists, many of whom are key workers, the young and most vulnerable residents to benefit from our affordable house schemes. Before major new projects and programmes are undertake, equality impact assessments are undertaken.

21. Sustainability/Climate Change Implications

21.1 Each project will be required to provide details of its impact on the sustainability for the Borough and climate. Noting that at present, we are investing over £5.5m into green initiatives and FURTHER £3M ON reducing our carbon footprint in our properties, notably, £44m to build the first leisure centre in the United Kingdom to Passivhaus

22. Timetable for implementation

22.1 The Capital Strategy will need to be approved by Council and can then be issued immediately thereafter.

Background papers: as presented at previous or current meeting(s)
2024/25 to 2027/28 Capital Programme
KGE 50-year projections