

Appendix 2 – Capital Strategy 2025/26

1. This report presents the Capital Strategy for 2025/26 which sets out the proposed Capital Programme for 2025/26 with future years projected to 2031/32.
2. The Capital Strategy is an annual requirement that must be approved by Full Council.
3. The purpose of the Capital Strategy is to clearly set out the priorities and framework within which Wiltshire Council determines its resourcing priorities for capital investment, decides the level of borrowing, the affordability of the borrowing and sets the level of the risk appetite.

BACKGROUND

4. The Prudential Code for Capital Finance in Local Authorities (2017) introduced a new requirement for Local Authorities to prepare an annual Capital Strategy to be authorised by Full Council.
5. The purpose of the Capital Strategy is to clearly set out the priorities and framework within which Wiltshire Council determines its resourcing priorities for capital investment, decides the level of borrowing, the affordability of the borrowing and sets the level of the risk appetite.
6. The Prudential Code sets out that the Capital Strategy is intended to give a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability.
7. The Capital Strategy does not duplicate more detailed policies, procedures or plans; it is intended to sit above and reference these to allow those seeking more detail to know where to find it.
8. Capital Expenditure is defined within the Chartered Institute of Public Finance and Accountancy's (CIPFA) Accounting Code of Practice as; Expenditure that results in the acquisition, construction, or the enhancement of non-current assets (tangible or intangible) in accordance with proper practices. All other expenditure must be accounted for as revenue expenditure unless specifically directed by the Secretary of State.

CAPITAL EXPENDITURE

Capital Programme

9. The Capital Programme is approved by Full Council. The proposed Capital Programme 2025/26 to 2031/32 is attached in Appendix 1, annex 9, and totals £998.856m. A summary position is set out in the tables below for both the capital spend and how it is planned to be financed.

10. The Capital Programme sets out the capital projects that the council plans to invest in over the next 7 years from 2025/26 to 2031/32; the amount of budget per project per year and the indicative sources of funding.

Service	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m	Total Budget £m
Corporate Director - People	64.329	25.909	18.465	15.200	123.903
Corporate Director - Resources	50.307	46.490	14.083	26.366	137.246
Corporate Director - Place	97.650	80.952	62.046	268.150	508.798
Total General Fund	212.286	153.351	94.594	309.716	769.947
Housing Revenue Account	41.109	58.186	39.441	90.173	228.909
Total Capital Programme	253.395	211.537	134.035	399.889	998.856

Funding	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m	Total Budget £m
Grants	78.273	61.117	48.856	239.424	427.670
Other Contributions	0.627	0.565	-	32.090	33.282
S106 Contributions	6.138	4.400	0.100	-	10.638
CIL Contributions	22.223	6.345	-	-	28.568
HRA	41.108	58.186	39.441	90.173	228.908
Capital Receipts	0.481	1.075	0.250	0.500	2.306
Stone Circle Loans	16.519	4.119	0.141	0.472	21.251
Revenue Contribution to Capital	9.280	0.597	-	-	9.877
Borrowing	78.746	75.133	45.247	37.230	236.356
Total Funding	253.395	211.537	134.035	399.889	998.856

11. The Capital Programme has been reviewed by the Capital Investment Programme Board. This officer governance process provides oversight across the programme and alignment with the Business Plan priorities. This governance also provides additional challenge to ensure all figures are validated and profiled realistically, in consultation with Capital Project leads where necessary, as the council has seen over-confidence with the deliverability of the scale of the programme that has been set previously in any given year. Profiling of the programme is critical not only to ensure deliverability but also due to the funding assumptions for those that impact revenue are realistic.
12. The revenue impact of financing capital investments are twofold; external interest payable and Minimum Revenue Provision (MRP). For the proposed capital programme 2025/26 to 2031/32 these have been factored into the 2025/26 revenue budget setting process and MTFs.
13. In setting the Capital Programme, the council will consider projects that can generate new or additional future on-going income revenues to replace reducing grant funding and enable services that are required by the community to be provided. Opportunities will also be explored to develop new ways of relieving future pressures. These

projects will meet wider council priorities for example support economic activity, development or regeneration so will not be purely for yield.

14. The council will look to maximise opportunities to secure external funds and work with partners, both private and other government agencies, to increase the overall level of investment within Wiltshire to support priorities and economic development.

People (£123.903m in the period 2024/25 to 2031/32)

Scheme Name	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m
Adult Services				
Disabled Facilities Grants	6.883	3.472	3.000	6.000
Adult Services Total	6.883	3.472	3.000	6.000
Education & Skills				
Access and Inclusion	0.100	0.100	0.100	0.200
Basic Need	10.604	8.300	6.455	3.950
Devolved Formula Capital	0.500	0.500	0.500	1.000
Schools Maintenance & Modernisation	8.105	10.305	8.355	4.050
Early Years & Childcare	0.877	0.000	0.000	0.000
Early Years Buildings	0.460	0.210	0.000	0.000
Silverwood Special School	4.430	0.747	0.000	0.000
SEND High Needs	7.906	2.000	0.000	0.000
High Needs Provision Capital Allowance	16.266	0.000	0.000	0.000
Education & Skills Total	49.248	22.162	15.410	9.200
Families & Children's Service				
Childrens Homes Phase 1 (DfE)	0.116	0.000	0.000	0.000
Families & Children's Accomodation	4.932	0.000	0.000	0.000
Canon's House	3.150	0.275	0.055	0.000
Families & Children's Total	8.198	0.275	0.055	0.000
Corporate Director - People TOTAL	64.329	25.909	18.465	15.200

15. The Disabled Facility programme is funded by government grant and is forecast to be £19.355m across this capital programme period. This programme enables vulnerable individuals to remain in their homes through providing means tested adaptations.
16. We want to give the children of Wiltshire the best start in life as it is a fundamental part of improving their long-term life chances and affords them the best opportunity to live long, full and healthy lives as well as supporting the Business Plan priority principle of Empowering People. Wiltshire invests in Early Years and Schools to ensure places are available, offering choice and inclusivity and ensuring buildings are in a good condition and provide the right environment for learning and to keep children safe.
17. Included within the programme are significant schemes that cover the planned maintenance of Wiltshire schools from roof replacements to heating systems, that

help support the council's commitment to carbon neutrality. Other schemes provide for expansions and new schools as well as ensuring facilities are accessible for pupils with additional needs. Schools Basic Need ensures that there are enough school places for children in their local area.

18. The Budget Report 2025/26 Appendix 3 provides the full detail of the projects included under the Schools Capital programme.
19. In recognition of rising national need for specialist places, the Department for Education (DfE) have provided annual High Need capital grants – of varying amounts since 2018/19 to facilitate creation and expansion of Special School and Resource Base provision. These grants are included in the programme as High Needs Provision Capital Allowance. The budget for 2025/26 includes amounts from previous year's allocations that are committed against projects to increase specialist places in mainstream schools through the development and expansion of resource base provision and projects to increase special school provision. The budget also includes the additional High Needs Provision Capital Allowance of £5.7m allocated to the council under the Safety Valve programme which will deliver 120 additional special school places in the south of the county. No further allocations have yet been announced for 2025/26.
20. The SEND High Needs budget was approved by Cabinet in December 2023 in lieu of any further capital grants that the DfE may announce over the MTFS period. In conjunction with the high needs provision capital allowance, this funding supports the proposals in the draft Safety Valve plan and delivery of the plan is dependent on the creation of additional places included in the proposal.
21. Capital investment of £4.932m is set aside in 2025/26 for providing housing for care experienced and asylum seeking young people and children's residential homes for children and young people with complex needs in Wiltshire enabling the council to provide accommodation and commission providers at reduced rates. This provision will expand the existing marketplace for supported accommodation in Wiltshire, which is limited and support the continued development of inclusive housing, close to transport links, education and workplace opportunities in Wiltshire for care experienced young people and unaccompanied young people seeking asylum.

Resources (£137.246m in the period 2025/26 to 2031/32)

Scheme Name	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m
Finance				
North Wiltshire Schools PFI Playing Fields	0.300	0.000	0.000	0.000
Evolve Project	1.187	0.000	0.000	0.000
Finance Total	1.487	0.000	0.000	0.000
Assets				
Capital Receipt Enhancement	0.286	0.000	0.000	0.000
Depot & Office Strategy	4.044	0.000	0.000	0.000
Facilities Management Operational Estate	6.017	4.540	4.360	9.632
Gypsies and Travellers Projects	1.250	0.000	0.000	0.000
Health and Wellbeing Centres - Live Schemes	0.143	0.387	0.000	0.000
Non-Commercial Property Purchases	0.000	0.019	0.000	0.000
Property Carbon Reduction Programme	2.750	0.000	0.000	0.000
Park & Ride Solar Panel Canopies	2.467	0.000	0.000	0.000
Public Sector Decarbonisation Scheme Projects	0.000	0.000	0.000	0.000
Facilities Management Investment Estate	0.175	0.250	0.250	0.500
Social Care Infrastructure & Strategy	0.634	0.000	0.000	0.000
Salisbury Resource Centre	0.000	0.825	0.000	0.000
South Chippenham	0.150	0.073	0.000	0.000
Housing Acquisitions	3.068	26.172	0.000	0.000
Assets Total	20.984	32.266	4.610	10.132
Capital Loans				
Stone Circle Housing Company Loan	11.519	0.119	0.140	0.472
Stone Circle Development Company Loan	5.000	4.000	0.000	0.000
Capital Loans Total	16.519	4.119	0.140	0.472
Information Services				
ICT Applications	2.181	1.550	1.629	0.000
ICT Business as Usual	0.782	0.723	0.000	0.000
ICT Other Infrastructure	0.545	0.201	0.598	0.000
ICT Get Well	0.725	1.200	0.988	0.000
ICT Stay Well	7.083	6.431	6.117	15.763
Information Services Total	11.316	10.105	9.332	15.763
Corporate Director - Resources TOTAL	50.306	46.490	14.082	26.367

22. The council's Asset Management Plans set out the approach to managing the council's land and property assets. The council has asset management policy frameworks which support the overall approach of managing assets by portfolio and include areas such as disposals and acquisitions, as well as active management of the council's operational, commercial, and rural estate. These assets support all 4 Business Plan priorities.
23. The council continues to focus on the most efficient use of its buildings, which includes sharing space. The council is moving to a market rent position for its tenants and has implemented a third party charging policy.
24. Wiltshire Council is on the path to meet its carbon neutral commitment and included within the programme are schemes and projects for the estate that will assist with this. These projects include lighting upgrades, PV installations, upgraded air handling units and installation of air source heat pumps.

25. £0.480 investment has been added to the programme to carry out essential interim maintenance to the Maltings Car Park, Salisbury under the terms of an underlease. Works will include brickwork, drainage, parapet and handrails (replacement/refurbishment) and protective coating to exposed brickwork.
26. £0.250m investment has been added to the capital programme to establish a dedicated maintenance budget for non-operational assets, providing greater transparency of maintenance for these assets and preserving the operational budget for its intended purposes.
27. An inflationary uplift of £0.206m has been added annually to the programme to the Facilities Maintenance Capital scheme budget. This covers capital maintenance, repair and replacement of building systems and infrastructure in council buildings, ensuring they remain compliant and operational. The budget has stayed static for several years. This inflationary increase will help prevent an effective real term decline in capital maintenance.
28. Investment of £5.630m is included to provide dedicated maintenance/upgrade funding to four strategic buildings that have a long-term future and will address critical infrastructure and deferred cosmetic improvements.
29. Stone Circle Housing and Development companies were established in 2019 to meet a range of Wiltshire's strategic housing needs and undertake residential development, predominantly on council owned land to ensure these needs are met while increasing the potential return to the council.
30. The aim of Stone Circle Housing Company is to meet a range of strategic housing needs facing the council that cannot easily be addressed by the council's current approaches. Accommodation to meet the needs of specific vulnerable households in a timely manner from the existing housing stock in Wiltshire is not a priority for the council's registered provider partners. The council procures accommodation for homeless households that is costly and the quality and cost could be improved by private rented sector accommodation provided by a local housing company.
31. Improving housing supply is critical for ensuring people can live and work locally and play an active part in their community. We want to ensure that residents have easy access to high quality and affordable housing that's close to their family, that's right for them and in beautiful places.
32. The total budget for these schemes across this capital programme period is £21.250m and will be financed by external borrowing which will be funded by returns from the Stone Circle companies.

Place (£508.798m in the period 2025/26 to 2031/32)

Scheme Name	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m
Highways & Transport				
Churchyards & Cemeteries	0.028	0.000	0.000	0.000
Fleet Vehicles	3.683	1.705	2.526	7.389
Integrated Transport	2.431	1.781	1.781	3.562
Local Highways and Footpath Improvement Groups	1.800	0.800	0.800	1.600
Structural Maintenance & Bridges	16.274	16.139	16.139	32.278
Drainage Improvements	0.315	0.000	0.000	0.000
Major Road Network M4 Junction 17	1.453	12.355	12.085	0.000
A338 Salisbury Junction Improvements MRN	1.746	0.000	0.000	0.000
A350 Chippenham Bypass (Ph 4&5) MRN	13.944	13.430	0.000	0.000
A3250 Melksham Bypass LLM - Full Scheme	3.222	6.294	6.446	219.874
Safer Roads Fund - A3102	4.067	0.000	0.000	0.000
Highways Investment Plan Tranche 2	10.455	0.000	0.000	0.000
Lyneham Banks	0.883	0.000	0.000	0.000
Central Area Depot & Strategy	3.000	12.000	15.000	1.770
Short Term Depot Provision	4.927	0.000	0.000	0.000
Highways & Transport Total	68.228	64.504	54.777	266.473
Economy & Regeneration				
Chippenham Station HUB	0.109	0.000	0.000	0.000
Corsham Mansion House	0.047	0.000	0.000	0.000
River Park	0.022	0.022	0.000	0.000
Porton Science Park	0.050	0.827	0.000	0.000
Salisbury Future High Streets	1.610	0.000	0.000	0.000
Trowbridge Future High Streets	0.230	0.010	0.000	0.000
UK Shared Prosperity Fund Projects	1.000	0.000	0.000	0.000
Carbon Reduction Projects	0.009	0.009	0.000	0.000
Wiltshire Ultrafast Broadband	1.011	0.000	0.000	0.000
Wiltshire Online	0.097	0.000	0.000	0.000
Economy & Regeneration Total	4.185	0.868	0.000	0.000
Environment				
Waste Projects	1.631	5.675	0.439	0.878
Environmental Projects	6.508	0.000	0.000	0.000
Environment Total	8.139	5.675	0.439	0.878
Leisure Culture & Communities				
Area Boards Grants	0.400	0.400	0.400	0.800
Community Projects	0.685	0.485	0.262	0.000
Fitness Equipment for Leisure Centres	0.236	0.110	0.000	0.000
Trowbridge Leisure Centre	14.044	8.593	6.167	0.000
Leisure Requirements	1.663	0.317	0.000	0.000
History Centre Reception and Performing Arts Library	0.070	0.000	0.000	0.000
Leisure Culture & Communities Total	17.098	9.905	6.829	0.800
Corporate Director - Place TOTAL	97.650	80.952	62.045	268.151

33. Wiltshire invests in its infrastructure. This includes the resurfacing of roads, reactive patching, surface dressing, drainage and pothole repairs and Real Time Passenger Information. This is funded by a combination of external grants from central government, borrowing and developer contributions.
34. £0.505m investment is required for a 5 year plant and equipment replacement plan to support Winter and Resilience, Local Highways and Fleet Services. The plan will provide snow ploughs, blowers and emergency equipment (welfare units/lighting). Where feasible carbon neutral solutions will be sought.
35. £0.800m additional investment in 2025/26 that is to be funded from borrowing is required to complete the Hindon Stagger depot. The Hindon Stagger project is the last of 7 projects that form the Depot & Office Strategy Phase 1 capital programme of works. The overall programme commenced in 2018/19 and had a total budget envelope of £11.310m to deliver all projects. Cost increases over time have resulted in an increase in the total programme forecast being circa £0.800m over the budget available. The Hindon Stagger project has faced numerous challenges including its location requiring a significant volume of additional survey work and associated mitigations to secure approval for construction and inflationary cost pressures.
36. A total of £0.113m has been added to the Environmental Projects capital programme in 2025/26 for two air quality equipment schemes to support the council's statutory responsibilities and provide data to inform the development and planning process, secure s106 contributions and support decision making around health impacts. £0.035m for the purchase of two new real time sensor-based air quality monitors for Marlborough and Devizes and £0.078m for the purchase of a new air quality monitoring station street box for monitoring nitrogen dioxide and fine particulates in Calne. These will be funded through contributions from revenue. Funds are also held in this budget line for the grant funded Nutrient Neutrality work committed to in 2024/25.
37. Waste Projects budget for 2025/26 includes grant funding of £4.990m received from Government under New Burdens funding in preparation for the collection of food waste in 2026/27.
38. Work to deliver a new leisure centre for Trowbridge continues at pace. The planning application was submitted at the beginning of September with a decision originally expected in January 2025. Excellent progress has meant that the project actually received planning consent at Strategic Planning Committee on 11 December 2024. Meanwhile detailed design development is progressing well with contract award scheduled in early 2025
39. The council secured Department for Levelling Up, Housing and Communities (DLUHC) grant funding in 2022/23 for Future High Streets and combined with a local contribution will deliver projects in Trowbridge and Salisbury.
40. Salisbury Future High Streets budget of £1.610m for this period will focus on the Station Forecourt and Fisherton Street in Salisbury. This will enhance the public realm and improve accessibility to make it easier, safer, and more convenient to travel into the city centre.

Housing Revenue Account (£228.909m in the period 2025/26 to 2031/32)

Scheme Name	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m
Housing Revenue Account				
Council House Build Programme (Phase 2)	0.068	0.000	0.000	0.000
Council House Build Programme (Phase 3)	25.128	42.854	24.189	38.072
Refurbishment of Council Stock	15.373	14.832	14.752	49.506
Highways Road Adoptions	0.540	0.500	0.500	2.596
Housing Revenue Account TOTAL	41.109	58.186	39.441	90.174

41. The Housing Revenue Account is overseen by the Wiltshire Housing Board. The Board is responsible for setting the vision and strategic direction of the service. It is appointed to by the Service and the term of office is linked to the local government cycle. The Board has to be reappointed every 4 years at a minimum and is a 9-person board comprising 3 independent members, 3 resident members and 3 councillor members. Officers report regularly to the board to provide assurance on the adequacy and effectiveness of running the service. There is a separate HRA budget report for 2025/26 financial year that provides greater detail of the HRA capital programme.
42. The Council House Build Programme is aligned to the remodelled Housing Revenue Account (HRA) business plan 2021-2051 that was approved by Cabinet in January 2021. The 30-year business plan aims to deliver a substantial increase in the amount of money available to be invested in capital works on existing dwellings and to deliver new housing to replace properties that have been sold under the Government's Right to Buy scheme and to address housing need. This Business Plan is reported, approved, and monitored through the Housing Board. The 2025/26 revised plan shows significantly increased costs reflecting the significant changes in global economics and supply chains, substantial cost inflation and borrowing costs and reports on the financial implications of these changes. As a result, the debt levels have risen significantly, and the build programme timing has been extended. Further modelling is therefore planned with an aim of re-evaluating options and reducing risk. This will be brought to Cabinet during 2025/26 for approval.
43. The total budget for the Council House Build programme will be funded by a mixture of grants & contributions, HRA capital receipts or by the HRA, either directly or via external borrowing (funded by the HRA). The aim of the Business Plan is to deliver carbon zero new builds and investment in all existing stock to achieve energy performance rating B.
44. The Refurbishment of Council Stock programme is for the cyclical repairs and maintenance on the council's housing stock e.g. bathrooms, kitchens, roofs boilers etc. This also includes the work to improve the Energy Efficiency of the Council's Housing Stock.

Capital Financing

45. The Capital Programme financing can be summarised as follows:

Funding	2025/26 Budget £m	2026/27 Budget £m	2027/28 Budget £m	Future Years Budgets £m	Total Budget £m
Grants	78.273	61.117	48.856	239.424	427.670
Other Contributions	0.627	0.565	-	32.090	33.282
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Borrowing	78.746	75.133	45.247	37.230	236.356
Total Funding	253.395	211.537	134.035	399.889	998.856

46. The council seeks to utilise a wide range of funding to support its Capital Programme, maximising external funding opportunities, such as grants and contributions, and limiting internal sources, such as revenue funding. Capital funding sources are described below.
47. **Grants & Contributions** - Grant funding is one of the largest sources of financing for the Capital Programme. The majority of grants are awarded by Central Government departments, but some are received from other external bodies. Grants can be specific to a scheme, have conditions attached (such as time and criteria restrictions), or are for general use. S106 deposits account for the majority of capital contribution funding; these deposits are paid by developers and are ringfenced for particular projects as defined in the individual S106 agreements. Community Infrastructure Levy (CIL) can be used to fund capital expenditure in line with the council's CIL policy.
48. **HRA** – Capital expenditure for the Housing Revenue Account (HRA) is ringfenced from general fund capital expenditure and is financed by a combination of HRA borrowing and use of the ring-fenced HRA major repairs reserve.
49. **Capital Receipts** - The income received over the value of £0.010m from the disposal of Fixed Assets or the repayment of loans for capital purposes is defined as a capital receipt. They can normally only be used to fund capital expenditure or repay debt. Some capital receipts have additional restrictions on their use. The council seeks to obtain the highest possible receipt achievable from each disposal after considering wider community or service benefits. HRA receipts generated from the disposal of HRA assets are ringfenced to fund HRA projects.
50. **Borrowing (funded by revenue savings in service)** – This is where a scheme is in the Capital Programme to be funded by borrowing but it is anticipated that revenue savings or income generation arising from the capital investment will be utilised to fund the costs of borrowing.

51. **Borrowing** - The council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding the affordability, prudence and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance and within the Prudential Indicators set within the Treasury Management Strategy Statement. Borrowing levels for the Capital Programme are therefore constrained by the affordability assessment and by the availability of the revenue budget to meet the cost of this borrowing which is built into the council's Medium-Term Financial Strategy (MTFS).
52. **Revenue Funding** - The council can use revenue resources to fund capital projects on a direct basis. However, given the pressures on the revenue budget of the council, there are currently limited plans to finance a small amount of the current capital programme by revenue funding currently set aside in a revenue reserve due to the value for money assessment of funding those small schemes from borrowing. It is unlikely that the council will choose to undertake this method of funding in the future if other sources are available unless borrowing is not deemed to be appropriate.

Capitalisation

53. The council has a set of Accounting Policies that are approved annually by the Audit and Governance Committee that set out the council's approach to capitalisation and are based upon guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and take account of local circumstances.
54. The approved Accounting Policies are published within the Statement of Accounts and include policies on all the key accounting matters that affect the figures and disclosures in the statements.
55. Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the council and the cost of the item is directly attributable to an asset and can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) is charged as an expense to the revenue account when it is incurred.

KNOWLEDGE AND SKILLS

56. The Capital Strategy has been developed by Officers of the council, who have relevant knowledge and technical skills. In addition, external advice and management is employed by the council procuring and appointing suitably qualified advisors and managers to support the development, operation and design of the programmes.

Consultants

57. The council will use external consultancy services where there is a requirement to do so. A contract is in place for Treasury Management advice which includes advice on borrowing.

Training

58. In order to ensure that members and Statutory Officers have appropriate capacity and skills regarding their involvement in the investment decision making the following steps are required:
- Training given to Members in all aspects of the Statutory Guidance, the assessment of individual investments and risk.
 - Technical training given to Statutory Officers and those officers negotiating commercial deals in the technical fields of investment evaluation and requirements of the statutory guidance and prudential code.
 - Briefings to members of the relevant committees in advance of any investment decision making prior to a decision being brought forward to the committee covering all aspects of the assessment as well as the strategic fit.
59. The Corporate Governance arrangements around decisions on non-financial investments will follow the rigour of our normal committee arrangements. The relevant Cabinet Members will be fully briefed in terms of the full details of the assessment including external advisor reports. Scrutiny will review all such individual decisions in advance of a Cabinet decision.

Financial Implications

60. These have been examined and are implicit throughout the report.
61. The revenue implications (Minimum Revenue Provision and External Interest) of funding the capital programme have been estimated and have been included in the council's 2025/26 revenue budget setting report as well as in the Medium-Term Financial Strategy.
62. If the profiling of capital schemes funded by borrowing is incorrect there will be a direct impact on the council's revenue budget. It is therefore of vital importance that schemes are reviewed regularly.

Workforce Implications

63. Staff who are working on specific schemes within the capital programmes will be funded from the capital programme for the duration of the programme of work and therefore will be funded temporarily. This means that there may be implications for those staff at the end of the programme of work. However, the council has in place robust policies and procedures to support this.