2025/26 CAPITAL STRATEGY

Introduction

1. The 2021 CIPFA Prudential code requires all Councils to have an approved annual capital strategy.
2. The Capital Strategy is developed in conjunction with the Treasury Management Strategy Statement (TMSS) and the Medium Term Financial Plan (MTFP), to ensure the revenue budget implications are understood and accounted for. This refers to the Minimum Revenue Provision (MRP) (i.e. the notional repayment of any loan principal) and any debt financing costs (i.e. interest on loans taken out).
3. The Capital Strategy sets out the framework for the management and governance of the 2025/26 – 2034/35 ten year capital programme and demonstrates how the capital programme supports the delivery of the Enfield Council Plan 2023-26. Specifically, the Capital Strategy seeks to:

   a) Ensure capital investment is aligned with the Council's strategic priorities as detailed in the Council Plan 2023-26

   b) Establish a 2025/26 capital programme budget and ten-year capital plan that is affordable over the longer term. This means the revenue impact of borrowing within the capital programme and ten-year plan is affordable (target below 10% and ceiling of 12% of Net Revenue Budget).

   c) Establish measures to reduce the Council's overall borrowing requirement (capital financing requirement otherwise known as CFR) through the prudent use of capital receipts and other external funding sources to repay historic borrowing.

   d) Maximise available resources by actively seeking appropriate external funding and disposal of surplus assets.

   e) Ensure there is a robust programme for the generation of future capital receipts through the disposal of surplus assets and a clear plan for utilisation of these future capital receipts.

   f) Ensure that that risks and opportunities highlighted in the capital strategy are clearly identified and processes are in place to mitigate and review these risks.

   g) Provide an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.

4. The Capital Strategy is an overarching document which sets the policy framework for the development, management and monitoring of the Council's capital investment. The strategy focuses on the core principles that underpin the Council's capital programme. It sets out the key issues and risks that will impact on the

delivery of the programme and the governance framework required to ensure the capital programme is affordable, delivered and supports the delivery of the Council's corporate objectives as detailed in Enfield's Council Plan 2023 to 2026.

5. The financial implications of the ten-year capital programme, including the Minimum Revenue Provision (MRP) (the notional repayment of principal) and debt financing costs are incorporated into the Medium Term Financial Plan and the Ten Year Treasury Management Strategy and

   i. Provide an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.

   ii. Ensure capital investment is aligned with the Council's strategic vision and corporate priorities.

Context

6. The significant change in the economy over the last few years (including the increase in interest rates, inflation and construction costs) means that, like any organisation with a substantial capital programme, the Council has had to adapt. This has happened through the ongoing review of all capital programmes, particularly those funded by borrowing to ensure non-borrowing sources of funding are maximised and new projects are subject to an updated capital programme governance process, including the production of a business case.

7. In the last two financial years, affordability of the capital programme has been assessed primarily using the Prudential Indicator 'Ratio of financing costs to Net Revenue Budget. This will be maintained for 2025/26 with a target of 10%, and a cap of 12%, with the recognition that any single indicator cannot fully capture the risks and considerations around a major capital programme – so fuller reviews and assessments of affordability and risk appetite will continue.

8. The Council's financial challenges including increasing temporary accommodation demands and reducing revenue reserves mean that growth to borrowing funded programmes will be limited to essential projects, in order to avoid additional pressure on already stretched revenue budgets. This has reduced the Council's risk appetite in relation to the capital programme, with the Council currently only prepared to take minimal financial risk, in the context of a challenging economic climate.

9. To help ensure the medium to long term financial sustainability of the capital programme and the ongoing ability to invest in Council priorities and maintain its assets, the following measures are set in the Capital Strategy:

   a. Affordability: A target of 10% for the proportion of the net revenue budget used for capital financing, with an absolute cap of 12%. This is consistent with the 2024/25 strategy.

   b. Meridian Water will continue to focus on optimising and delivering Capital receipts to repay historic debt. Whilst there is the option to make Voluntary MRP contributions, this has not been assumed in the current strategy. The position will be reviewed on completion of the current review of the financial model and delivery phasing assumptions. There are currently no assumptions regarding voluntary MRP contributions for the HRA.

c. The strategy assumes General fund capital receipts generated through the disposal of assets will not be used to fund historic or in year borrowing. The current flexible use of capital receipts scheme has been extended to 31 March 2030.

d. Ongoing regular reviews of all borrowing funded programmes, to identify alternative funding sources.

e. Any new loan agreements for Energetik are subject to the approval of the updated Business plan by Cabinet

f. Review and update of Housing Gateway Limited's (HGL) future Loan requirements, following approval of updated Operating Plan

10. A key driver of the Council's challenging financial position is the increased demand for temporary accommodation. The Council continues to explore a wide range of options, including entering into long leases for appropriate properties, as an alternative to outright purchase. In accordance with International Financial Reporting Standard16-Leases (IFRS16), the lease obligation will be recognised in the Capital programme, funded from the revenue lease payments.

Enfield Council Plan 2023-26

11. The Capital Strategy will support the delivery of the Enfield Council Plan 2023-26, which focuses on 5 Priorities

    a. Clean and green places

    b. Strong healthy and safe communities

    c. Thriving children and young people

    d. More and better homes

    e. An economy that works for everyone

12. The Council Plan Framework identifies five principles to support the delivery of those priorities. The Capital Strategy also reflects the same principles:

    a. Fairer Enfield

    b. Accessible and responsive services

    c. Financial Resilience

    d. Collaboration and early help

    e. Climate conscious

13. The table below provides an overview of how the current programme supports the delivery of the Council Priorities and is alignment with Council plan principles:

Priority or Principle	How the Capital Programme will support the aim	Anticipated capital investment requirements
Clean and green places	Improving access to the countryside and green corridors Creating and enhancing habitats for wildlife including woodlands, meadows, and wetlands. Waste fleet	New development via the local plan Lead the Enfield Chase Landscape Recovery Project which aims to convert up to 1,000 hectares of farmland into a publicly accessible nature space Purchase and lease vehicles to ensure smooth operation of the waste service New cycle routes, active travel arrangements, flood alleviation measures, refurbishment of parks and playground equipment, investment in Edmonton leisure centre, and continuing work to increase capacity at Sloeman’s Farm natural burial ground.
Strong healthy and safe communities	Improve our leisure and sports opportunities to enable more active lifestyles Promote accommodation options for Older People and Vulnerable Adults Provide good quality spaces to deliver mental health services Continued investment in independent living for elderly and disabled residents	Direct investment in leisure centres, playgrounds and outdoor gyms as well as working with partners to bring in external investment for the benefit of Enfield residents Provide and fit out a space to deliver a new Mental Health Hub Reconfiguration at Formont Day Centre to create a larger delivery space, increasing capacity by 16%(6-8clients)
Thriving children and young people	Increase educational provision for SEND pupils Invest in the existing school estate	Address the Council’s corporate landlord responsibilities to support and facilitate capital works to ensure the safety and wellbeing of pupils and staff. This includes works and services to maintain

Priority or Principle	How the Capital Programme will support the aim	Anticipated capital investment requirements
	Establish in-house children's residential care homes Support foster carers Invest in preventative provision Investment in Children and Family hubs	and improve the school's estate, meet the demand for additional Special Education Needs (SEN) Pupil Places and works that contribute to the decarbonisation of the school's estate in line with the Council's Climate Action Plan.
More and better homes	Continue to deliver homes at Meridian Water Building and purchasing Council Homes Invest in existing Council homes to ensure they are safe and well maintained Purchasing and leasing homes for temporary accommodation	Deliver infrastructure works to enable developers to build homes Including at Joyce & Snells, Bury Street West, Reardon Court, Upton & Raynham, Alma, Ladderswood and New Avenue Achieve the Decent Homes Standard by 2026, achieve regulatory requirements, retrofit homes to reduce tenants heating costs, address building safety risks. Both in Enfield and outside Enfield if necessary
An economy that works for everyone	Develop town centres that are vibrant, healthy and inclusive Transform our industrial land to create modern and low carbon spaces for business Invest in our highways, carriageways and bridges	In Enfield Town: deliver new and improved public spaces, alongside better pedestrian, bus and cycling facilities that will mean people can arrive to and get around the town centre by foot, cycle, bus or car. In Angel Edmonton £11.9m levelling up funding has been secured, which has already funded a number of projects, with additional projects planned.
Accessible and responsive services	Invest in Digital infrastructure and new technologies such as AI	In line with the Digital & AI Strategy (in development) to provide our services as effectively as possible.

Priority or Principle	How the Capital Programme will support the aim	Anticipated capital investment requirements
	Investment in the Council's operational assets to ensure they remain fit for purpose	In line with Enfield's Strategic Asset Management Plan
Financial Resilience	We want to deliver services to residents in the most cost efficient way, rather than be driven by accounting (e.g. whether expenditure is capital or revenue)	All decisions will be made taking into account all revenue and capital implications to reduce whole life costs
Collaboration and early help	Investment in additional adult social care and children's facilities	New mental health hub New children's home
Climate conscious	Deliver the Energetik heat network Deliver the Climate Action Plan	Investment in Council buildings to ensure energy efficiency is maximised. On-lend heat network loans secured to Energetik to complete a functional heat network.

14. The Capital strategy is also designed to support the priorities outlined in the Fairer Enfield policy 2021-2025.Planned capital investment as demonstrated above supports a fairer and more inclusive Enfield, for example planned investment in accessible and responsive services and planned investment in delivering the thriving children and young people Council plan objectives

15. Key areas of planned investment in 2025/26 are listed below, with additional information on planned outcomes from these and other projects detailed in Appendix B.

    a. £4m - Highways, Carriageway and Bridges investment

    b. £1.4m – Leisure facilities, including parks and playground infrastructure

    c. £1.6m - Vehicle replacement programme

    d. £2m – Corporate condition programme

    e. £115m – Meridian Water (£80m grant funded)

    f. £5.4m – Special Education Needs (SEND) provision including investment in 2 new School as well as maintenance and improvement of a number of existing schools

    g. £4.5m - Schools Condition programme

h. £3.1m – Schools Decarbonisation programme

i. £1.5m – Mental Health Hub

16. Table 1 provides a summary of the current Ten year programme by corporate objective

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31-2034/35	TOTAL
	£m	£m	£m	£m	£m	£m	£m
More and better homes	429.5	437.8	386.0	120.9	93.2	316.3	1,783.7
Thriving children and young people	13.8	5.8	5.8	5.4	5.4	27.0	63.2
Strong healthy and safe communities	11.2	13.5	10.9	9.6	6.5	26.4	78.1
An economy that works for everyone	31.0	36.4	24.9	18.7	18.5	92.7	222.2
Clean and green places	8.3	7.6	4.7	3.6	3.6	17.3	45.1
TOTAL	**493.8**	**501.1**	**432.3**	**158.2**	**127.2**	**479.7**	**2,192.3**
External Grants and Contributions	164.2	90.3	75.4	59.5	44.5	74.2	508.1
S106 & CIL	2.3	1.3	0	0	0	0	3.6
Capital Receipts	15.3	12.6	25.8	15.3	32.4	60.4	161.8
HRA reserves	21.2	22.0	17.1	25.9	10.3	178.0	274.5
HRA Right to buy receipts	5.5	4.5	11.4	7.5	5.1	5.1	39.1
Other credit arrangements	189.8	237.3	237.3	0	0	0	664.4
Borrowing	95.5	133	65.3	50.0	34.9	162.1	540.8
TOTAL	**493.8**	**501.0**	**432.3**	**158.2**	**127.2**	**479.8**	**2,192.3**

Financing the Capital programme

17. The Council's treasury management strategy details the Council's borrowing and investment strategies, which ensures the Council has adequate cash for day to day requirements as well as the investment required for the capital programme.

18. The Council assumes to borrow at an average rate of 5% either to refinance existing borrowing or for growth in relation to the capital programme.

19. The Council currently (as at 31 Dec 2024) has £1290.7m borrowing at an average interest rate of 3.11% and £110.6m of treasury investments at an average of 4.75%

20. The underlying need to borrow to fund the capital programme is measured by the Capital Financing Requirement (CFR). The table below shows the current forecast external borrowing required to support the proposed 2025/26-2034/35 Ten year as £1.458bn, as detailed in Table 2 below

21. Table 2 Capital Financing requirement

£ MILLIONS	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
GF CFR	1,058.5	1,052.6	1,025.0	998.7	867.4	832.7	782.9	754.5	753.9	691.6
HRA CFR	466.6	531.0	549.3	572.3	570.6	580.3	578.4	576.5	583.5	583.5
Loans CFR	**1,525.1**	**1,583.6**	**1,574.3**	**1,571.0**	**1,438.0**	**1,413.0**	**1,361.3**	**1,331.0**	**1,337.4**	**1,275.1**
PFI & Fin Leases	243.2	458.8	656.0	595.4	532.8	468.6	402.6	333.0	259.9	183.0
Total Capital Debt Requirement	**1,768.3**	**2,042.4**	**2,230.3**	**2,166.4**	**1,970.8**	**1,881.6**	**1,763.9**	**1,664.0**	**1,597.3**	**1,458.1**
Made up:										
Balance sheet	86.2	76.2	71.2	71.2	71.2	71.2	71.2	71.2	71.2	71.2
External borrowing	1,438.9	1,507.4	1,503.1	1,499.8	1,366.8	1,341.8	1,290.1	1,259.8	1,266.2	1,203.9
PFI & Fin Leases	243.2	458.8	656.0	595.4	532.8	468.6	402.6	333.0	259.9	183.0
Total Capital Debt Requirement	**1,768.3**	**2,042.4**	**2,230.3**	**2,166.4**	**1,970.8**	**1,881.6**	**1,763.9**	**1,664.0**	**1,597.3**	**1,458.1**

22. Projected levels of the Council's total outstanding borrowing (which comprises external borrowing, PFI liabilities, leases) are shown in the above table, compared with the capital financing requirement

23. In accordance with the International Reporting Financial Standard 16 (IFRS16), any properties purchased under a long lease, i.e. 'right-of-use assets, must be disclosed as part of the Council's capital programme. However these will be funded from rental lease payments as opposed to borrowing. The total value of the lease will be recognised in the capital programme, with the annual lease payments paying down the debt over the life of the lease

24. In accordance with accordance with the Treasury Management Strategy Statement, the Council holds significant invested funds, representing income received in

advance of expenditure plus balances and reserves. All cash balances are invested with approved financial institutions with the aim of closing each day with a zero current bank balance ensuring all surplus cash is always appropriately invested.

25. The Council objective when investing money is to strike an appropriate balance between risk and return. Where balances are expected to be invested for more than a year, the Council will aim to achieve a return equal to or higher than inflation to maintain spending power

Governance

26. The Council's capital investment is managed through the rolling Ten year programme, which is approved on an annual basis, by Council.

27. The process for developing the 2025/26 Capital strategy and detailed 10 year programme started with the agreement of key principles with the Executive Management Team (EMT). The key agreed principles are

    a. Reduce debt through substitution and use of historic grants and substituting S106/CIL for borrowing for existing projects.

    b. Debt Financing Budgets (MRP and Interest) - Nil growth 25/26 (£4m growth removed to contribute to savings)

    c. Focus on Priority projects, to ensure deliverability of savings per MTFP & avoid worsening revenue budget position

    d. Pipeline Budgets

        i. £2m borrowing financed contingency, which will be used for new emerging priorities during 2025/26

        ii. £10m borrowing financed Pipeline Budget. This will be allocated to the indicative projects detailed in the Pipeline programme, detailed in Appendix B, subject to an approved business case.

28. The detailed programme has been developed in conjunction with individual departments. All individual new projects and rolling programmes are subject to separate decision to spend reports. This may be a separate Cabinet report or Portfolio member approval report, depending on value. Council approves the overall budget envelope

29. During 2024/25 the capital project approval process was refreshed and updated. All new one off Capital projects must complete obtain approval at 2 separate decision points, prior to starting a project

    a. Decision point 1 – approval of feasibility revenue budget, high level financial viability and outline business case

    b. Decision point 2 (Investment decision) – detailed project approval including detailed financial appraisal and full business case, as part of Cabinet or Portfolio report

30. Decision point 3(change control) - is only required where there are changes to the project which require approval including additional budget requirements or changes in project scope. In such situations, an updated investment decision is required.

31. Council approval to move a project from the Pipeline to Approved capital programme will happen through the Quarterly capital programme report or the Project report, if presented to Council, as a standalone report. Once the approvals above are obtained the new project or programme will be monitored as part of the quarterly capital monitoring cycle

32. Priority Projects are projects considered to be strategically very important to the Council and are forecast to have a material impact on the Council's revenue budgets, either to support the delivery of Medium Term Financial Plan savings or cost avoidance, i.e. stop an existing budget pressure from worsening. Priority projects will be subject to in year updates to Capital Finance Review Panel (CFRP)

33. The Capital Finance Board (CFB), supported by the Capital Finance Review Panel (CFRP) is responsible for providing strategic financial oversight of the approved capital programme on behalf of the Executive Management Team

34. The main responsibilities of the Capital Finance Board are

    a. Review and agree the 10 year Capital budget and strategy annually

    b. Maintain strategic oversight of the capital programme and ensure the affordability of the programme is maintained

    c. Provide an extra level of scrutiny on Priority projects, as required

    d. Monitor the Capital programme strategic risk register

35. The Capital Finance Review Panel (CFRP) is a Finance based panel, chaired by the Director of Capital and Commercial, responsible for the regular scrutiny of the Capital programme, with a focus on Priority projects and other topical issues impacting the capital programme during the year., These will include the development of the annual strategy, in year quarterly monitoring and ensuring the overall programme remains affordable.

36. Other responsibilities include

    a. Review business cases requesting new Capital investment and make recommendations to Capital Finance Board and Budget EMT, regarding the approval of new projects or move from Pipeline to approved programme

    b. Review priority project updates

    c. Monitoring on behalf of the Executive Director of Resources available underspends, up to £500k that can be reinvested in alternative projects.

    d. Act as a Gateway review point for Pipeline projects and new projects
    e. Maintain the Capital Programme Risk Register

37. In addition to the approved capital programme, the programme includes a costed Pipeline programme of £10m.. This includes future projects as advised by Departments, where the detailed work required to ascertain viability, scope and budget requirements has not been completed. Any figures provided are high level

estimates, subject to the completion of the relevant capital programme governance and approval, prior to being added to the approved programme

38. The capital programme also includes a separate £2m Pipeline contingency, to fund new unforeseen and strategically important projects which may arise during the financial year. It will ensure the Council can respond promptly to emerging priorities. Any new projects will still be subject to the capital programme governance process described above.

Treasury Management

39. The Council's Treasury Management Strategy Statement sets out the way in which sufficient cash balances will be maintained to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short term as revenue income is received before it is spent, but cash poor in the long term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing

40. In accordance with the Treasury Management Strategy Statement, the Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves. All cash balances are invested with approved financial institutions with the aim of closing each day with a zero current bank balance ensuring all surplus cash is always appropriately invested

41. The Council objective when investing money is to strike an appropriate balance between risk and return. Where balances are expected to be invested for more than a year, the Council will aim to achieve a return equal to or higher than inflation to maintain spending power.

Investment for Service Purposes

42. The Council makes investments to assist local public services, including making loans to its wholly owned subsidiaries. As at 31st December 2024 The Council has invested £216.1m to date in its subsidiaries (HGL £147.3m made up £142.3m capital loans and £5m equity; Energetik £63.6m made up £45.8m capital loans and £17.8m equity). The table below details planned future investment in HGL and Energetik.

Investments for Service purposes (cumulative position) £m	Housing Gateway Limited			Energetik		
	Capital Loans	Shares acquired	TOTAL	Capital Loans	Shares acquired	TOTAL
31 March 2024 (pre-audit accounts)	133.0	5.0	138.0	39.2	17.8	57.0
31 Dec 2024 position	142.3	5.0	147.3	45.8	17.8	63.6
31 March 2025 estimate	146.0	5.0	151.0	56.6	17.8	74.4
31 March 2026 Approved Limit	149.5	5.0	154.5	63.3	17.8	81.1
Funding source	**Debt**	**Debt**	**Debt**	**Debt**	**Grant**	**Debt & Grant**

43. Approved limits based on capital programme less expected repayments. Funding from specific Council borrowing denotes specific loans which back these investments.

44. In addition to investment in its wholly owned subsidiaries the Council also has invested on Montagu Joint Venture

Commercial Activities

45. The Council does not currently have any investments purely for commercial purposes

Risk Management

46. As a result of the uncertainty in the wider economy, regarding interest rates, inflation as well as current and forecast revenue budget pressures, the Council's financial risk appetite, remains at minimal, as defined by the table below. This means the Council is now prepared to accept only very limited financial risk where it is essential to service delivery. This is because ongoing revenue budget pressures and reducing reserves, mean it is not possible for the Council to absorb the same level of risk as it was previously

Revenue Budget Implications

47. Although Capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP (Minimum Revenue Provision) is charged to revenue, offset by any investment income receivable

48. The net annual is known as the Financing Cost and is used to establish the key Prudential Affordability Indicator for General Fund and HRA as follows

    a. General Fund – interest and MRP divided by net income stream consisting mainly of Council Tax and Business rates income, Government grants, trading and investment income offset by expenditure on the Council's General Fund services

    b. HRA - gross income consists mainly of rents, service charges and investment income offset by expenditure in the HRA

49. This comparison generates the Prudential indicator used to measure the affordability of borrowing undertaken and is used by the Council to measure he affordability of the capital programme on an annual basis

50. Table 3 sets out the Ratio of Financing costs to Net Revenue stream for the General Fund and the HRA

51. Table 3 – Prudential Indicator: Ratio of financing costs to net revenue

	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
General Fund	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Net interest – General Fund	11.9	15.4	18.8	19.1	18.1	17.0	20.2	19.6	19.9	15.1
MRP – policy	19.2	20.1	20.6	19.6	20.7	21.6	22.3	23.2	24.1	24.9
Capital Financing cost – General Fund (before transfers to reserves)	**31.1**	**35.5**	**39.4**	**38.7**	**38.8**	**38.6**	**42.5**	**42.8**	**44.0**	**40.0**
Transfer to Energetik Reserve reserves	0.3	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Financing cost – General Fund	**31.4**	**35.7**	**39.4**	**38.7**	**38.8**	**38.6**	**42.5**	**42.8**	**44.0**	**40.0**
Net Revenue Budget (NRB) – General Fund	353.7	363.7	373.7	383.7	393.7	403.7	413.7	423.7	433.7	443.7
Capital Financing as proportion of NRB*	**8.8%**	**9.8%**	**10.5%**	**10.1%**	**9.9%**	**9.6%**	**10.3%**	**10.1%**	**10.1%**	**9.0%**
HRA										
Net interest – HRA	16.3	18.1	19.9	19.9	20.6	20.5	20.5	20.2	20.1	22.1
Voluntary MRP	1.4	1.4	1.6	1.6	1.7	1.7	1.8	1.9	1.9	2.0
Capital Financing cost – HRA	17.7	19.5	21.5	21.5	22.3	22.2	22.3	22.1	22.0	24.1
Gross income – HRA	82.1	85.9	90.8	94.9	100.8	105.6	109.3	111.1	113.2	115.4
Capital Financing as proportion of Gross income	21.6%	22.7%	23.7%	22.7%	22.1%	21.0%	20.4%	19.9%	19.4%	20.9%

**expressed before transfers to reserves as these are the debt financing costs Council is obligated to fund before voluntary adjustments*

52. Table 3 shows the proportion of the Council's revenue budget required to service debt financing costs. In order to ensure the Capital programme remains affordable a target 10% and a cap of 12% has been set.

Knowledge and Skills

53. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council support staff to study towards relevant professional qualifications including CIPFA, as well as supporting attendance at continuing professional development events to increase general understanding of project appraisal methods as well as on the job coaching

54. As necessary, when specific skills are required use is made of external advisers and consultants that are specialists in their field. This approach ensures that the Council has access to knowledge and skills commensurate with its risk appetite

Other Strategies relevant to the Capital strategy

55. The following strategies are linked to the capital strategy:

    a. Strategic Asset Management Plan (SAMP)

    b. Digital Services Strategy

    c. Fleet Strategy

    d. Climate Action Plan