Melton Borough Council

Capital Strategy 2025/26

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1. Introduction

1.1 Purpose of the Capital Strategy

1.1.1 The main purpose of the Capital Strategy is to define how Melton Borough Council will maximise the impact of its limited capital resources to deliver its key aims and priorities. It considers future capital investment needs, especially in relation to regeneration and the growth agenda, and ensures the optimum impact of those investments. It also helps the Council to be clear on its priorities for bidding for external funding.

1.1.2 In managing its Capital Strategy, the Council will have regard to its statutory obligations within the context of a changing operational environment, the longer-term impact of its decisions, the delivery of value for money and the risks associated with any course of action.

1.1.3 The strategy is designed to fully comply with the Prudential Code of Practice for local authority capital investment by the Chartered Institute of Public Finance and Accountancy (CIPFA) in parallel with guidance to local authorities from the Ministry of Housing, Communities and Local Government (MHCLG). The main purpose of the Code is to ensure that capital investment proposals are affordable, prudent, and sustainable.

1.1.4 By the very nature of capital investment, it is necessary that this strategy takes a longer-term view. However, the strategy also focusses on the medium term to fit in with the Medium-Term Financial Strategy, the latest version of which covers the period from 2025/26 to 2028/29.

1.2 Key Strategies and Plans

This Capital Strategy is also underpinned by a number of other key strategies and plans.

- Corporate Strategy - A Corporate Strategy underpinned by a 2036 Vision, and a 4-year Corporate Delivery Plan came into effect from April 2024. This sets out the Council's aims, priorities and long-term aspirations.

  By 2036, we want Melton to have:

  1. A new, single, custom-built leisure centre and swimming pool fit for the next generation, supported by wider recreation and physical activity facilities across the borough.
  2. Greater access to healthcare services, increasing the availability of primary care, and to meet the needs of a growing population and encourage activities to improve people's health.

3. More sustainable homes, that meet the needs of our communities, supported by the right infrastructure and facilities, including the Melton Mowbray Distributor Road (MMDR) and adequate school places.
4. High quality homes, across all tenures, supported by accountable and enabling landlord services.
5. A bustling, vibrant and regenerated town centre, recognised as a regional destination, and supported by a thriving tourism sector.
6. Cherish and celebrate our villages and rural heritage, delivering on the Rural Capital of Food and maximising investment in our waterways, canals, walkways and green infrastructure.
7. Harnessed new technologies, diversifying our business base, and securing more high skilled, higher paying jobs, creating a brighter future for young people.
8. Be recognised as clean, green, and attractive; well on our way to becoming a net zero borough.

The priority themes set out in the Corporate Strategy are:

1. Healthy communities and neighbourhoods
2. High quality council homes and landlord services
3. Tourism and town centre regeneration and vitality
4. Sustainable growth and infrastructure
5. Right conditions to support delivery
6. Engaging and connected Council

- Local Plan – On 28 September 2023, the Council undertook the required five-year review of the adopted Melton Local Plan and agreed that it was appropriate to undertake a partial update to ensure the effectiveness of the policies is maintained and to reflect the changes to national guidance. The Local Plan sets out the council's vision and aims for the development of the Borough, focusing on housing, employment, and infrastructure. The current plan was adopted in 2018 and will run up to 2036.

- Melton Town Centre Vision – The Town Centre vision is an important framework document for Melton and the collaborative process taken to develop it has led to the development of an action plan. The Melton Mowbray Town Centre Vision document was adopted on 21 September 2022 and is available to view below. The vision for the town is to strengthen Melton's position as the 'Rural Capital of Food' and to maximise the potential of Melton Mowbray as a rural market town. The document builds on an extensive body of work, including consultation with the community and local stakeholders, along with the existing evidence base, establishing a direction for future developments, setting out how tangible change and increased investment could take place to capitalise on opportunities. It brings together the plans of all relevant stakeholders in a coherent way and demonstrates how the shared vision will be achieved by collaborative efforts of all involved. The vision will be used to develop and support further documents, providing strategic backing for any future funding and investment opportunities relating to the town centre.

- Corporate Asset Management Plan – The current Corporate Property and Assets Portfolio compromises of a wide range of property types and assets, each with its own considerations, challenges, and opportunities. These include operational offices, commercial units, leisure centres, community centres, parks and open spaces, car parks, footpaths, bridges, and public toilets. A detailed Asset Management Plan was approved by Cabinet in February 2024.

- Climate Change Strategy - The Council declared a climate emergency in 2019 and signed up to the Leicestershire Climate and nature pact in 2023. The Council undertook a wide-ranging climate change consultation in 2022. Following the consultation and informed by the steer provided by the members working group, a draft strategy was prepared following consultation that closed in January 2024. The borough wide strategy provides a foundation to inform and guide the wider communities to get to net zero and become more resilient to the impacts of climate change locally.

- Housing Strategy - The Housing Strategy (2021-2026) was adopted by the Council in December 2021. It sets out our ambitions to deliver high quality homes for all, to meet the housing needs of our growing and aging population and to provide the right types of housing in the right places to meet local people's needs, including support for local people who want to own their own home. The strategy collates issues and actions for the Council and its partners across the borough in addition to the Council's role as a planning authority as well as a registered provider for social housing. There were 2,376 homes delivered during the period 2011-2023 with a surplus of 186 dwellings above the housing requirement for the Local Plan. The annual monitoring of Local Plan Policies has demonstrated that 75 affordable homes have been delivered every year since 2018, exceeding the housing needs target of 70. However, this may not be sustained through the whole Local Plan period (2018-2036) due to a variety of factors, including lower house prices and higher infrastructure costs for some developments.

- Housing Revenue Account Business Plan This was approved by Council in July 2022 and sets out the Council's expectations and plans for council homes for a 30 year period (2022 – 2052) and the financial sustainability of the Council's housing services. It looks at the money available for the Council to maintain and improve council housing and ensures that Council homes remain safe and meet decent homes standards. It also sets out what other housing improvements and investment choices can be made within the budget available, examines how the Council can build new council housing in an affordable and sustainable way to meet the needs of residents in Melton, and considers the implications of the changing regulatory context for the housing sector. A smoothing of investment over the long term has enabled a positive financial trajectory for the HRA, which remains financially sustainable over the 30 year period and supports continued investment in tenants homes.

- HRA Asset Management Plan 2024-2029. This was approved by Cabinet in January 2024 and provides a framework for capital investment planning. The Asset Management Plan will be used to set budgets each year and will be updated on an annual basis. This will ensure that it remains current and relevant in line with a changing financial context and regulatory environment. The Asset Management Plan is an evidence led document. It is informed by a comprehensive condition survey of over 93% of the Council's housing stock and by consultation with residents as part of the development of the HRA Business Plan. It provides responses to policy recommendations arising from the HRA Business Plan, ensures an emphasis on decent and safe homes, and is set within the context of regulatory change to enable continued compliance and tenant safety. The HRA Asset Management Plan represents a mature and sustainable approach to investment planning and enables investment in tenants homes, options to acquire or convert assets to create new homes and maximises opportunities to match fund external grant funding to support decarbonisation efforts.

- Risk Management Framework 2022/2025 - It is important for us to apply the corporate Risk Management Framework principles to the risk approach adopted in our Capital Strategy. Our Capital Strategy includes a high-level risk assessment, which will be linked to our corporate risk assessment. The Capital Strategy risk assessment matches the corporate scoring approach and takes into consideration the CIPFA Prudential Code 2021 requirements for the assessment of risk on investments.

- Treasury Management Strategy - The Treasury Management Strategy sets out how the Council's treasury management service will support the capital decisions taken, the day-to-day treasury management activity and the limitations on activity through treasury prudential indicators.

1.3 Principles on which the Capital Strategy are based

The Chartered Institute of Public Finance and Accountancy (CIPFA) published an updated Prudential Code for Capital Finance in Local Authorities (2021 Edition), which strengthens the basic principle that local authorities must not borrow to invest primarily for commercial return. Following the Prudential Code and guidance from MHCLG Guidance_on_local_government_investments. This strategy is also cognisant of the latest guidance issued by CIPFA on Prudential Property Investment.

2 The Context of the Capital Strategy

2.1 Corporate Rationale

The Corporate Strategy outlines the Council's aims and priorities setting out under the key priority themes as highlighted earlier in the document along with its long-term aspirations. Of course, all that the Council does is set within a legislative context, so meeting its statutory obligations is a key component determining the actions it takes in the context of the capital strategy.

2.2 Growth and Demographic Change in Melton

2.2.1 In Melton, the population size has increased by 2.8%, from around 50,400 in 2011 to 51,752 in 2021. This is lower than the overall increase for England (6.6%), where the population grew by nearly 3.5 million to 56,489,800. At 2.8%, Melton's population increase is lower than the increase for the East Midlands (7.7%). In 2021, Melton ranked 305th for total population out of 309 local authority areas in England, moving up one place in a decade. As of 2021, Melton is the fifth least densely populated of the East Midlands' 35 local authority areas. Overall, in England, there has been an increase of 20.1% in people aged 65 years and over, an increase of 3.6% in people aged 15 to 64 years, and an increase of 5.0% in children aged under 15 years. In Melton, there has been an increase of 29.6% in people aged 65 years and over, a decrease of 4.0% in people aged 15 to 64 years, and a decrease of 3.6% in children aged under 15 years.

2.3 Current Challenges

2.3.1 All public sector bodies are under financial pressure as well as there being a need to offer the public a more coherent means of accessing services, and the One Public Estate (OPE) project aims to achieve the rationalisation of publicly held assets. The Council will work closely with its strategic partners to look for opportunities to utilise our collective assets to improve public services and generate savings.

2.3.2 The financial pressures on local authorities, caused in large part by cuts in Government grant funding, but also significant increases in demand for services and more recently inflationary pressures, led to the exploration of alternative sources of income. The increase in surplus assets provides an opportunity for the Council to invest in the repurposing of assets to be able to generate additional income and help the Council to shape the post-Covid recovery in Melton from a regeneration and economic recovery perspective. The Asset Development Programme – Council approved the phase 1 of the Asset Development Programme (ADP) in January 2021. The ADP seeks to maximise the value of the Council's assets, generating additional revenue or capital income, whilst also creating jobs, building homes and strengthening community facilities.

2.3.3 Cost of living continues to impact households across the country. Melton is concerned about the impact on households and associated financial resilience and wellbeing of our communities. Whilst there are some measures to mitigate the impacts being implemented at a national level, it is important that the Council also considers how it can advise and support households and communities across Melton. The Council has worked hard to support households in need, whilst also seeking to make sensible and prudent decisions that benefit households, for example pension credit support to investment in energy efficiency measures within tenants homes to support a reduction in household bills.

3 Capital Investment Objectives and Areas for Investment

3.1 Priorities for 2025/26

The following sections map out our capital investment ambition by Corporate Priority, including the expected outputs and outcomes from the delivery of this ambition. It is important to explain what we plan to achieve from our capital investment plans in terms of the clear priorities and delivery plan that we have put in place to meet the needs of our area, to support our unique brand, to address our community consultation feedback and to ensure that we manage our resources on a value for money basis.

Shaping Places Priorities

Ongoing key strategic projects are:

1. **Asset Development Programme** - In April 2020, Cabinet agreed to accept £500k funding from the Business Rate Pool (BRP), secured by the LLEP, to support proposals for the development of Council owned sites. An asset rationalisation review has assessed the development potential for all key assets in council ownership. The current work focuses on the disposal of North Cattle Market site, Site B – Scalford Road car park and 5-7 King Street, options for The Cove Community Centre including for housing or temporary accommodation, and the future use of Phoenix House and Parkside to maximise the utilisation and income potential. A members working group has continued to provide a steer on proposals.
2. **Levelling Up Fund -** Work continues with Rutland County Council to deliver £23m investment secured from the Government. Subject to planning, the Stockyard development at the Cattle market site will create a multifunctional events space and associated infrastructure, food and drinks production units and spaces where visitors can enjoy our local produce. This will be developed with £12m grant funding and £1m match provided by the Council through capital receipts ring fenced from the disposal of the North Cattle market site.
3. **UK Shared Prosperity Fund (UKSPF) Investment Plan** – Melton’s investment plan for £1.19million to invest in our local communities and economy was submitted to the Government in August 2022 with indicative allocations for three financial years up until the end of March 2025. The programme as agreed is therefore coming to an end and includes a business grant scheme and a community grant scheme. Other projects delivered were health-checks for farmers, a borough wide business support programme, a range of activities supporting town centre improvements and working with partners to support those in the job market into employment. In December 2024, the Government announced a further year of funding, £390k for Melton, of which £72k is capital.

4. **Delivery of asset rationalisation and planned maintenance** - There is a crossover with the Asset Development Programme and any planned maintenance takes account of any potential disposals. A schedule of works for planned maintenance has been prepared for 2024/25 and 2025/26 and these works will mostly be delivered during 2025/26.

5. **Melton Mowbray Distributor Road (MMDR)** – The Council has worked in partnership with developers and landowners to prepare masterplans for the Southern and Northern Sustainable Urban Neighbourhoods to deliver over 4500 homes as per Local Plan allocation. The Council continues to support Leicestershire County Council to deliver the much-needed highways infrastructure of Melton Mowbray Distributor Road (MMDR) as well as education, health and employment provision. In November 2021, the Council entered an infrastructure funding agreement with the County Council to facilitate delivery of the southern section of the road. The works to construct the north and east sections are well underway Working with the County Council to secure sufficient funding to deliver the southern section of the MMDR remains a key priority.

Following the broad range of work that is currently being undertaken during the next 12 months, the Council will continue to update and refine the capital programme where projects can be taken forward for development.

All these activities, along with the delivery of the Local Plan by working with private and public sector partners, developers and landowners will help in delivering growth in housing, business activities and health and wellbeing provision that shapes the place that Melton is aspiring to be.

Helping People Priorities

The following have been identified as strategic priorities and projects:

1. Deliver the commitments set out in the **Housing Revenue Account Business Plan** and associated **Asset Management Plan** to ensure investment and improvement of council homes, including investment in properties, neighbourhoods and assistive technology. Both plans will continue to be reviewed and updated annually to ensure they remain relevant, reflective of local and financial context and incorporate updated stock condition data (20% stock will be surveyed each year).

2. Meet **Decent Homes Standard** – through significant capital programmes as referred to above, focusing on new kitchens, bathrooms and heating improvements to ensure our properties remain safe and meet the Decent Homes Standard – to be profiled and planned in response to the stock condition surveys. Further development of the Councils housing and asset management system will enable robust data capture, monitoring and reporting. The Council has reached a level of 95% decent homes, which shows significant improvement because of these plans and delivery arrangements and remains on track to achieve as close to 100% as possible by 2028. The Council will keep a close eye on future changes to the Decent Homes Standard and will update its investment plans accordingly. The Council will also deliver commitments to improve energy efficiency in tenants' homes where possible and will seek external funding to support these ambitions.

3. Provide **new high quality council homes** – An Affordable Housing Development Plan has been agreed and will guide this work, led by the Councils Housing Development Manager. Core principles of the plan include energy efficiency and ambitious standards of design. An assessment of non-housing HRA asset is underway, enabling consideration of future development, reconfiguration or disposal options. The Council's development ambitions are constrained by a tight financial position and borrowing during 25/26 is unlikely to be a viable or prudent solution. The Council will focus in 25/26 on ensuring capital receipts are accessed where possible (for example through disposal) and spent on affordable housing, alongside Right to Buy receipts, section 106 monies and where possible, access to grant funding. Through creative use of monies currently available, a small pipeline of affordable housing acquisitions is underway and a proposal for acquisitions in 25/26 will be presented to Cabinet at the start of the 25/26 financial year. As part of this years Asset Management Plan a number of conversion projects have been proposed for non domestic HRA buildings for delivery in 25/26 to increase the supply of social or affordable housing.

4. **Lifeline Services** support residents to remain safely and independently at home. Customers pay to receive this service. The equipment used to deliver the service

needs to be upgraded / digitally enabled in order to transition to the digital switchover (through which all analogue technology will become obsolete) and this work is actively underway but has not yet concluded. Work to transition to digital units has been taking place and must continue in 25/26, ensuring this concludes ahead of the digital switchover in 2027. A budget and project has been included in 25/26 Asset Management Plan for the digitisation of all of the HRA Sheltered Schemes and Gretton Court Extra Care. Separately, a project to upgrade existing private lifeline customers to digital technology has concluded and arrangements are in place to ensure that the service can grow and accept new customers through the provision of digital technology. Work is underway to ensure contract delivery arrangements are reviewed to maximise effectiveness and value for money.

5. The Thorpe Road **Cemetery** has an estimated 3–5-year operational viability remaining due to available plot space for burials and cremations. In 2022/23 an assessment of options was undertaken to review the viability of a crematorium for Melton, options to expand capacity at the current cemetery and options to develop a new cemetery. It has been confirmed that a crematorium is not viable based on current projections. Expansion of capacity at the current site was costed into the budget for 2023/24 and delivery of this project is planned for 2025/26. An options appraisal regarding future cemetery provision will be discussed with Cabinet in 2025/26.

6. Following a successful procurement exercise, a new **leisure contract** commenced on 1st April 2024, securing the future of both sites for the next ten years. Both facilities have been greatly enhanced through a capital investment fund of £1.735m in 24/25 and works are nearing completion, supported also through a successful bid to the national Swimming Pool Support Fund. Ongoing work will assess the energy consumptions benefits from some of the changes made. A strategic contract management framework has been implemented, ensuring close oversight from both a property and service delivery perspective. The need to develop realistic and affordable plans for a **new leisure centre** in the longer term remains, and is a key ambition set out in the new corporate strategy. During 25/26, the Council will need to start considering what those future options could be, to support the development of a long term business plan for leisure provision for consideration in 2027/28.

7. The **Leicestershire Resources and Waste Strategy 2022-2050** has been developed through a collaborative approach by the Leicestershire Waste Partnership. It has been finalised further to an extensive public consultation and sets out how the Leicestershire Waste Partnership intends to manage municipal waste up until 2050.

    a. The government has confirmed that councils will need to introduce **food waste collections** from April 2026 and has confirmed an allocation of circa £560k capital to fund food waste receptacles and vehicles. Funding from government is not sufficient to meet modelled service needs and contingency arrangements within the capital budget are required. Further details are awaited on revenue funding to support implementation and delivery of the service.

b. The government has also recently announced a requirement for councils to implement **new waste and recycling collection arrangements** including the separation of paper and card, other dry recyclable materials, garden waste, food waste and residual waste streams. This creates the need for detailed modelling and analysis of options for Melton's Municipal Waste contract and potential for a procurement process. Initially, the council will carry out an assessment of the viability of delivering such a change by April 2026 (known as a TEEP assessment) and alongside this, will need to review its waste collection policy to support strategic decision making on things such as restricting capacity of residual bins, options for collection cycles, future requirements for garden waste and options to support behaviour change and awareness for residents. This is large scale and complex transformation project and will require specific staffing capacity.
c. Linked to the above, the Council will need to consider medium and long term needs and aspirations regarding the **Lake Terrace site** to ensure it meets operational needs now and in the future.

8. A **Play Equipment** (Play Parks) strategy and cyclical replacement programme is required. This will be developed in 25/26 and presented for approval, as it will require an in-year adjustment to the capital programme. There is a capital reserve in place to support this work.

Great Council Priorities

Our Great Council priorities as set out in the Corporate Plan focus on ensuring we have in place the right conditions to support service delivery and that we are connected to and led by the community. We aim to maintain a personal approach but also harnessing appropriate technology to make our services more accessible and fit for the digital economy. This latter aim in terms of capital requirement does necessitate investment in ICT.

1. **ICT Digital Strategy:** Our IT services are provided in partnership with Hinckley and Bosworth BC (The provider) with web services also provided in partnership and Blaby District Council. Following a diagnostic review, it was identified that IT infrastructure across the partnership needs significant investment. The cost of this is provided for in the 2024/25 capital programme and implementation is currently underway. This investment is driving the capital needs of this service in the short term. Following which when the core infrastructure is stable the IT and digital strategy and roadmap for the medium to longer term can be developed including web and front facing digital services.

2. **ICT General Principles:** The current estate is deployed into a single data centre hosted at Hinckley and Bosworth Borough Council (HBBC), with an additional data centre at Melton Borough Council (MBC) acting as a Business Continuity / Disaster Recovery location. Most of the estate is virtualised. End user compute is predominantly 'fat client' Windows devices, complimented by Citrix as the Virtual desktop environment delivering a suite of Line of Business systems. A common Mobile Device Management solution has been deployed across the partnership providing management of mobile devices. Wi-Fi is provided as a single solution across MBC and HBBC allowing staff to use the Wi-Fi at either location. Future plans include publishing NHS and Government Wi-Fi to support partner working with the wider sector.

   As the LICTP has matured it has taken opportunities to consolidate solutions and / or co-terminate support and maintenance- for example there are common solutions in place for Antivirus, Web and Mail security, approved builds for End User Devices (EUD) and shared Business Continuity and Disaster Recovery (BCDR) arrangements. The partnership works to identify common business solutions and align version control, to benefit from efficiencies in upgrade testing and economies in supplier management.

   The focus of the Capital Strategy for ICT over the coming years is to consolidate and develop the ICT infrastructure, strengthen security and maintain a supported environment that will be able provide a robust and reliable service for our Staff and their Customers.

Another focus of the capital strategy will be to use assistive technologies, such as AI and Robotic Process Automation and Business Process Management tools to enhance the staff and customer experiences as well as to provide capability and support enabling staff to focus on delivering excellent services.

3.2 Action Plan

An updated action plan is included in the table below covering progress made over the past 12 months and the targets for the forthcoming year relating to capital programme and strategic development of Council assets:

Influence	Action	Responsibility	Progress against timescale
Update the General Fund Asset Management Plan (AMP)	The AMP was approved by Cabinet in February 2024 and includes: • Planned maintenance programme • Asset management module • Disposals of assets • Appropriation for assets with HRA and SE • Further work to be undertaken for preparing a management plan for assets managed and maintained by environmental maintenance service • Further business cases to be prepared for investment in operational assets identified in the AMP. For examples, car parks and open spaces.	Director for Place and Prosperity	Ongoing delivery of the action plan for AMP according to the approved timescales.

Influence	Action	Responsibility	Progress against timescale
Asset Development Programme	Business case for redevelopment of Parkside, Phoenix House, The Cove, The Edge and other assets to be prepared as per Cabinet and Council approval.	Director for Place and Prosperity	March 2026
Levelling Up Fund	Delivery of the programme of works as approved by the LUF Executive Board	Director for Place and Prosperity	March 2026
UKSPF	Delivery of UKSPF action plan as agreed by the Cabinet and the Local Advisory Board (LAB)	Director for Place and Prosperity	March 2026
ICT Service Delivery	Deliver a suite of infrastructure improvements to stabilise the IT service, following which a ICT strategy will be developed to inform future ICT priorities.	Director for Corporate Services	2024/25 to 2025/26
ICT Transformation	Implement appropriate Assistive technologies such as AI and RPA to enhance and strengthen front line service deliver and capability.	Director for Corporate Services	2025/26 to 2027/28
Decent Homes Standard	Work towards meeting Decent Homes Standard across housing stock, through delivery of asset management capital programme.	Director for Housing and Communities.	The Council has reached a level of 95% decent homes. The trajectory to achieve full compliance by 2028 is on track.

Influence	Action	Responsibility	Progress against timescale
Housing Asset Management Plan	Deliver commitments set out in the Housing Asset Management Plan	Director for Housing and Communities	Capital programme 24/25 delivered in time / on budget and preparation for 25/26 programme is underway.
Lifeline (Digital Switchover)	Digital upgrades for Lifeline Customers	Director for Housing and Communities	Private Lifeline – complete. IHMS review now complete and exit interviews underway with tenants. They will have the option to pay for their own lifeline service. A budget has been allocated in 25/26 for digitisation of sheltered and extra care schemes ahead of digital switch over deadline.

Influence	Action	Responsibility	Progress against timescale
Disposal of Warwick Road Flats	Working with the NCHA board to sell Warwick Road flats to generate a capital receipt of circa £900k for the HRA.	Director for Housing and Communities	Approved by Cabinet and with NCHA for board decision. Expected disposal in April 2025

3.3 List of Investments

3.3.1 - Our 5-year capital investment plan incorporates the 2025-2026 Capital Programme and a forecast of capital investment requirement up to 2029/30, based on our capital investment ambition. It has been prioritised in line with our corporate plan and Treasury Management Strategy to ensure that the 5-year position is affordable, and deliverable as planned. Our risk assessment examines the risk against the affordability and deliverability assumptions, and this will inform the ongoing review of performance and update of the investment plan to ensure that it is effectively managed.

The Capital Programme is not only for maintaining core assets to ensure Melton can continue to do business but also to positively intervene in key investments areas which may require borrowing, but this would be focused by the outcomes of the asset and transformation development appraisals where it would be expected that any borrowing to generate a return.

The following tables provide an overview of the 5-year investment plan from an investment and financing perspective, an affordability perspective and in terms of the contribution to the achievement of our Corporate Priorities, our community improvements and our growth targets. More detailed capital plans are included in Appendix A.

GENERAL FUND

5 YEARS INVESTMENT PROGRAMME	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total
GREAT COUNCIL	-	-	91	61	51	**203**

PEOPLE	410	345	345	345	345	**1,790**
PLACE	10,087	213	50	50	-	**10,400**
Total Programme	**10,497**	**558**	**486**	**456**	**396**	**12,393**

5 YEAR FUNDING PROGRAMME	**2025/26 £'000**	**2026/27 £'000**	**2027/28 £'000**	**2028/29 £'000**	**2029/30 £'000**	**Total**
Repairs & Renewal / Sinking Funds	65	0	91	61	51	**268**
Grant Funding	9,382	508	345	345	345	**10,925**
Capital Receipts	1,050	50	50	50	-	**1,200**
Total Programme	**10,497**	**558**	**486**	**456**	**396**	**12,393**

The Council has some large grant funded projects which are being delivered and straddle multiple financial years specifically the Stockyard project along with the UKSPF and the Asset Development Programme. Operationally, there are schemes linked to maintaining our assets which are driven by the Council's Asset Management Plan and ICT strategy.

There are ongoing works as outlined in the previous sections of the strategy which could impact on the forward capital projections such as the progression of the Asset Development Programme to inform the ongoing management of assets linked to future disposals and developments which may be required to help generate capital receipts to be invested in existing or new assets.

As these areas become further developed and financial analysis becomes available the capital strategy with be refined as an up to date living document.

HOUSING REVENUE ACCOUNT

Alongside the General Fund the council also maintains its own housing stock. The figures in the table below are based on the recently approved business plan and the associated Housing Asset Management Plan strategy document. The plan is a rolling 5-year programme.

5 YEAR INVESTMENT PROGRAMME	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	Total
HRA Funded by						
Major Repairs Reserve	2,855	2,567	2,325	1,788	1,710	**11,245**
HRA Capital Receipts	1,054	0	0	0	0	**1,054**
Development and Regeneration Reserve	677	326	332	339	346	**2,020**
Capital Grant	760	0	0	0	0	**760**
Total Programme	**5,346**	**2,893**	**2,657**	**2,127**	**2,056**	**15,079**

The following sections examine the evaluation and prioritisation of our 5-year capital investment plan, the additional analysis that informs our Capital Strategy principles, our capacity to deliver and the potential options for addressing our capital investment ambition gap.

GENERAL FUND

Within the General Fund there are various funding sources. The Council takes a prudent approach using Replacement and Renewal funds which have been established to make annual revenue contributions into a reserve to fund future capital expenditure on areas such as vehicle, ICT and playgrounds. Alongside this the Council is highly effective in securing external funding to access grants to minimise the draw and the remaining source of funding in terms of Capital Receipts.

The table below summaries the current and future forecasts for the Capital Receipts reserve and shows there is limited capital receipts available to fund future schemes.

Financial Year	Receipts	Expenditure	Balance on Reserve
2023-24	-	-	£529k
2024-25	£1,500k	£761k	£1,268k
2025-26	-	£1,200k	£68k

There may be the opportunity to generate further capital receipts, but the council only owns a limited amount of sites / assets some of which have been used to support other key projects such as the Asset Development Programme in 2025/26. Therefore, once the future capital programme becomes more developed the future funding requirements will need to be reviewed which may lead to a borrowing requirement on the general fund which is currently debt free. Therefore, the prioritisation of capital schemes will be key with limited capital resources. As such utilising borrowing to fund such investments would mean these would need to be affordable in revenue terms through reductions in net expenditure or through generating sufficient returns on investment to offset the cost of borrowing.

The establishment of a specific Property Repairs / investment fund was established a few years ago to provide greater resilience to deal with unexpected costs relating to the councils' property / assets. Following the updated General Fund asset management plan, the residual balance has been fully utilised in supporting the funding requirements. We will therefore need to consider how to 'top' this up to provide resilience in the future – any underspends on the corporate repairs and maintenance budget will be transferred into this reserve.

Alongside this there is a provision of £636k earmarked to support delivery of any future leisure vision projects or a decision to be taken to repurpose this back to general capital receipts.

Housing Revenue Account

In the main the HRA programme is funded from the three main reserves which are utilised in a priority order:

1. Major Repairs Reserve
2. HRA Capital Receipts
3. Regeneration and Development Reserve (this is built up from contributions from the revenue account in line with the interim HRA Business Plan).

The capital programme is integrally linked to the Treasury Management Strategy in terms of informing future cashflow, interest returns, borrowing requirement and medium-term financial sustainability. The 2025/26 Treasury Management Strategy has been prepared based on the information contained within this Capital Strategy to ensure the two documents are aligned and any associated implications considered when setting the prudential indicators. Both strategies will be presented to Full Council for approval at the annual budget setting meeting in February 2025 where further information can be found.

SPECIAL EXPENSES – MELTON MOWBRAY

As outlined within the Helping People priority area Thorpe Road Cemetery (which falls within the Melton Mowbray Special Expense) is going to need an expansion in capacity due to an estimated operational viability period of 3-5 years remaining. An options appraisal regarding future cemetery provision will be reviewed with Cabinet to develop the future capital programme requests. Initial costs are in the region of £2m which will need to be funded from borrowing and will place pressure on the special expense area to create sufficient headroom in the revenue budget to afford the capital repayments.

The forecast balance on the capital reserve for Special Expenses is £227k at the end of 2025/26.

3.4 Financial Investments

3.4.1 Financial Investments can fall into three categories, as defined by the Statutory Guidance issued under section 15(1)(a) of the Local Government Act 2003: Specified Investments; Loans and Non-specified Investments

3.4.2 Specified and non-specified investments are only likely to be undertaken on either a short, or a long-term basis as part of managing the council's cash flows and are therefore covered by the Treasury Management Strategy rather than here.

3.4.3 Loans may also be used for treasury management purposes, but where they are used in support of service delivery objectives this is covered by the Loans and Guarantees Financial Instruction.

3.5 Non-Financial Investments

3.5.1 For the purposes of this strategy a non-financial investment is a non-financial asset held by the authority primarily or partially to generate a surplus. This might be through an anticipated appreciation in the capital value of the asset, or by way of delivering a regular income stream, or a combination of both. However, in the current financial climate the emphasis is likely to be on assets that generate a regular income stream.

3.5.2 Although the Council remains open minded to consider a range of opportunities the high likelihood is that non-financial investments will involve property assets; however, it will not involve the investment in property assets purely for yield. This could the Council looking to repurpose some of its portfolio to produce an income stream and meet its corporate objectives, especially in respect of regeneration, affordable housing, and economic development.

3.5.3 In addition, on occasions the Council may choose to purchase land or property for strategic reasons rather than just for a return and therefore expected rates of return may be narrower than a pure investment. This might be to protect existing service provision but will most likely be linked to its community leadership role in accommodating and facilitating regeneration, economic development, and housing growth. This will require well documented business cases and formal decisions.

3.5.4 When considering investments, the Council sets out in its Treasury Management Strategy its credit and counterparty policies which will cover environmental, social and governance (ESG) investment considerations. This is a developing area, and it is not implied that the organisation’s ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level.   This Council is supportive of the Principles for Responsible Investment (www.unpri.org) and will seek to bring ESG (environmental, social and governance) factors into the decision-making process for investments. Within this, the Council is also appreciative of the Statement on ESG in Credit Risk and Ratings which commits signatories to incorporating ESG into credit ratings and analysis in a systemic and transparent way. The Council uses ratings from Fitch, Moody’s and Standard & Poor’s to support its assessment of suitable counterparties. Each of these rating agencies is a signatory to the ESG in credit risk and ratings statement.

4. Funding Capital Investment

4.1 Sources of Funding

There are several potential sources of financing for the capital programme. These can be described as follows:

4.1.1**Grant Funding** - often specifically for capital purposes and often from central government, but they may come from, or through, other agencies.

4.1.2 **Capital Receipts** - receipts arising from the disposal of existing assets are constrained to only be used for the purposes of funding new assets. Such funds when generated are held in a Capital Receipts Reserve until such time as used. The use of surplus land to deliver additional council priorities such as affordable housing, key worker housing, supported living etc can have an impact on the residual capital receipt value to the Council. These impacts will be reflected in the financial implications of reports and there is close monitoring of the delivery of capital receipts to ensure they are in line with the capital programme funding assumptions.

4.1.3 **Developer Contributions** - S106 agreements effectively impose a tax on new development to fund infrastructure required because of the development. S106 agreements tend to relate to specific capital investment projects, but where it is more generic, the Council will use this funding to meet its capital investment priorities where these satisfy the conditions of the s106 agreement.

4.1.4 **Prudential Borrowing** - the Council can borrow to fund its capital expenditure provided that the revenue financing costs of such borrowing are affordable and sustainable. Prudential borrowing will be considered as a source of capital funding in accordance with the Government's guidelines and regarding the CIPFA Prudential Code for Capital Finance in Local Authorities.

4.1.5 **Revenue Contributions to Capital** - the Council can use its revenue resources to fund its capital expenditure, but obviously this then reduces the funding available for recurrent expenditure.

4.1.6 **Use of Earmarked Reserves** - essentially this is just a mechanism for deferring the application of one of the sources listed above, e.g. revenue contributions, or capital receipts. A typical example is the use of a Repairs and Renewals Fund.

4.1.7 **Leasing** - this is a specialised form of borrowing linked directly to the rental of an asset.

4.1.8 **RTB Receipts**– the receipts from the sales of Right to Buy properties are used to fund further investment on affordable homes with the HRA. Local authorities have time limits to spend any receipt which can be used to fund 100% of the cost of new home. In addition, these receipts can now be combined with section 106 contributions, to increase the new affordable housing supply. The Government is currently consulting on the future of the Right to Buy scheme, and any changes arising will need to be implemented into working arrangements in the future.

4.2 Availability and Constraints on Funding

The choice of funding for the capital programme and projects within it will depend upon the overall availability of resources and any constraints applicable to sources:

- Wherever possible external resources such as partner contributions, or grants will be the first preference for funding projects. It is likely that developer or partner contributions will only be available for specific projects. It is also possible that some grant funding is ring-fenced for specific purposes, although this tends not to be the case in recent times.
- Secondly, the Council's own resources (capital receipts and revenue contributions) will be used where available and affordable.
- Prudential borrowing will be the final choice of funding but will only be used where there is a strong business case offering an appropriate rate of return.

The Council will consider arranging borrowing via Public Works Loans Board (PWLB). This borrowing route will be subject to approval by Council before it is undertaken.

The Council will aim to maximise its funding for capital expenditure by bidding for grant funding, disposing of surplus assets to generate capital receipts, seeking to maximise its leverage with partners in respect of joint funding opportunities, etc. Indeed, the ability to respond to the very substantial growth agenda will be heavily dependent upon the ability to attract additional resources. This may come in the form of additional funding from Government, such as Levelling up Fund bid with Rutland and UKSPF Fund, developer contributions, or working in partnership with other bodies.

5 Risks

5.1 Key Risks

The following summarises the key risks that will impact on the development and delivery of our Capital Strategy:

- **Cost Inflation** – Currently inflation stands at around 2.6.% in November 2024 which increases the delivery costs for schemes. Where a scheme was approved in the previous capital programme but is delivered later in the year the delay in timelines can result in large increases in capital requirements.

- **Capital Maintenance** – Our assets will deteriorate if we do not invest sufficient capital maintenance in our existing assets. An assessment of the maintenance needs and provision will be made, and expenditure closely monitored in the meantime for our property and housing assets.

- **Capital Receipts** – A shortfall in the generation of capital receipts would impact on the available investment in the capital programme. Realisation of capital receipts is closely monitored and if there was any shortfall the programme would be reviewed for reductions to future years when looking at future years' capital programmes if alternative funding could not be found. This is a key risk for the council with limited surplus assets from which to generate receipts.

- **Government Capital Grants** – Although the grant funding assumptions in the capital programme are prudent and realistic. Again, any shortfall in grant funding would be adjusted for when reviewing the capital programme each financial year if alternative funding could not be found.

- **Capital Slippage** – If capital expenditure is not profiled accurately then there is the risk of significant underspend against the programme. The profile of expenditure is reviewed and challenged each year to try and get it as accurate as possible. This is much more of a service delivery risk than a financial risk, but there can be financial implications from the delay in the delivery of benefits.

- **Interest Rate Increases** – A prudent assumption is made for the likely interest rates for any borrowing costs in the programme or bids for prudential borrowing. The biggest impact could be on those capital schemes that the Council would like to support but which are only marginally viable, where any rise in interest rates may make a bid against the Prudential Borrowing facility unviable.

5.2 Sector Risk Profile

The Regulator for Social Housing (RSH) published its sector risk profile in November 2023. Although primarily intended to inform the Boards of Private Registered Providers (housing associations), it contains some useful risk summaries in relation to the Council’s landlord function. In relation to its asset management function, these are summarised below:

Counterparty risk	Organisations enter into contracts with a wide range of third parties, including funders, insurers, auditors, pension providers, construction and maintenance contractors, care providers and through joint ventures. These can represent effective ways for providers to deliver key services and help deliver value for money. However, entering into contracts with third parties exposes providers to counterparty risks and can reduce the control that providers have over the quality of delivered services. Reliance on a limited number of third parties or sources of finance also exposes providers to concentration and reputational risks. Contractors frequently operate on tight profit margins and high inflation and a tight labour market have made the environment for contractors particularly challenging. Rising interest rates and cost and wage inflation can add to company's financial distress.

	Construction businesses accounted for the largest contribution towards total company insolvencies in England and Wales, and are facing particular pressures from persistent cost inflation, a shortage of skilled staff and a slowdown in housebuilding. Some organisations have outsourced landlord services to contractors as an option to drive down costs. Contracting out services does not contract out landlord responsibility, and it is essential that providers maintain oversight of service delivery; failure to do so risks tenants' safety and the quality of their homes, as well as damaging the provider's reputation. Organisations must conform to all relevant policies, standards, and law when outsourcing to third-party organisations. Due diligence should be undertaken to ensure any potential conflicts are identified that could breach policy, regulation, legislation or cause reputational harm.
Diversification:	Diversification into non-traditional business streams can allow organisations to increase their turnover and supplement their rental income and grant funding, enabling them to invest returns back into their core activities. However, diversification introduces additional risks alongside those from social housing activity. Failure to appropriately manage these can be detrimental financially and can damage a provider's reputation. Poorly managed diversification potentially puts social housing at risk. Diversification can include market sales, student housing, portfolios of commercial property, specialist care, and many other activities. These areas of activity may be in line with a provider's core purpose, but they bring a different profile of risk. Providers forecast that 25% of income over the next five years will be accounted for by activity other than social housing lettings, though this represents a slight reduction when compared with previous years' forecasts Providers have previously undertaken substantial development of homes for market sale to cross-subsidise social activity. However, as the housing market has continued to decline, providers have substantially reduced their exposure to market sales activity, reducing the forecast number of units to be developed for outright sale over the next five years by 25%. However, the sector still expects to supply a large number of homes for sale over the next five years – in particular for shared ownership – and providers will need to manage development and sales risks carefully.

Access to labour and skills	Organisations are reliant on access to skilled workers to deliver development, undertake programmes of major repairs and maintenance, comply with health and safety requirements (including building safety), and deliver key services to tenants. The ongoing tight labour market continues to exacerbate skills shortages and could threaten providers' ability to deliver these programmes and services. There continue to be particular labour shortages in construction, building safety, support, and care. Procuring external auditors is also increasingly difficult and we are seeing cases where external auditors are having to be retained beyond their original term. Sourcing insurance is becoming more expensive, with a limited range of insurers for specific risks such as flooding and tower blocks. Organisations are finding it difficult to recruit procurement professionals due to increased demand and significantly increased consultancy rates. In the face of substantial shortages in staff and high staff turnover, providers offering support and care services are frequently reliant on high numbers of agency staff to deliver services, with potentially unsustainable increases in costs and potential for inadequate quality of care. Recruitment and retention challenges are reported by more than nine in ten local authorities, with particular difficulties relating to planning officers. A lack of fire risk assessors, specialist building surveyors, and contractors are making it harder to meet existing and future building safety requirements. Changed standards from the government's upcoming review of the Decent Homes Standard and consultation on MEES are likely to lead to further demand for skilled labour, compound existing issues. Organisations will need to ensure they understand their operating environment and how emerging and longer-term labour and skills shortages impact the delivery of organisational objectives, safety and quality. They will need to have established effective mitigation strategies to ensure that they have the necessary skills and labour to continue to deliver essential services and maintain stock decency.
Macroeconomic risk and viability:	The sector is currently facing constrained resources and significantly increased uncertainty from the deteriorating

	macroeconomic environment. Providers will need to continue to meet their core objectives and deliver in line with their strategic direction, but mitigating the economic, social, and financial impacts of the current environment will test the resilience of the sector. Organisations will inevitably face difficult trade-offs as they consider their priorities. The UK economy has been exposed to a sequence of severe shocks over the last few years. These have resulted in persistently high-cost inflation, a tight labour market, and rising interest rates. More recently we have seen inflation reduce towards the government target of 2% but is currently around 2.6%. Alongside this, base rate has started to reduce as inflation receded with base rate currently at 4.75% with forecasts suggesting it will reduce further to 3.5% by the end of 2025. UK GDP growth is expected to have slowed in the second half of 2024, but could pick up slightly to grow by 1.2% in 2025. UK consumers continue to adopt a cautious approach to spending, while building up savings at a historically significant pace. Business investment is expected to gradually recover as the effect of successive interest rate cuts and the improving growth outlook gives businesses the confidence to commit to investment plans. In this environment, it is essential that organisations continue to set a clear strategic direction. Delivering their objectives will require difficult trade-offs and will need to consider these carefully to maintain viability while prioritising essential services and safety. Organisations will need to ensure stress testing is undertaken against a range of severe yet feasible scenarios, establishing detailed mitigation plans that are periodically reviewed to ensure these remain robust. Organisations must continue to demonstrate that they provide value for money to a range of stakeholders and need to closely monitor and constructively challenge their organisation’s performance to make well informed decisions regarding the effective use of the assets and resources available to them.

6.Capital Governance and Processes

6.1 Developing proposals

Individual proposals are developed by each Director which includes development bids for their services in line with priorities. This may be informed by the reviews being carried out within the service, or the outcome from specific public consultation(s).

Business cases are reviewed by the relevant Programme Board who if they approve a project, will then undertake an exercise to prioritise all the projects submitted for the annual budget process. Any capital projects will then need to be approved appropriately or included in the annual budget process for approval by council as part of the budget.

Each project will be assigned to a Programme Board whose role is to implement and monitor the project. Highlight reports are provided to the relevant board and summary reports provided to SLT and Members. Any movements or changes on the capital programme need to be in line with relevant delegations contained with constitution. The Council’s project management toolkit sets out the requirements at each stage of the project management process

6.2 Senior Leadership Team

The Senior Leadership Team have responsibility for ensuring options for funding are considered by Cabinet and Council as part of the budget setting process. SLT provides a forum to ensure that capital expenditure on projects is allocated and prioritised through a structured corporate business planning process which aligns with our Corporate Priorities. Whilst projects are approved at Full Council each February, schemes can be considered in year by Cabinet and Council as appropriate. SLT are also supported in the review by providing guidance during the budget process via the relevant internal review boards which have been developed as part of the Councils new ways of working. There are Programme Boards set up which are aligned to directorates and priority themes that oversee the delivery of key projects. SLT will then overseeing project progress by reviewing highlight reports from the boards on a quarterly basis

A summary of the main tasks allocated to the SLT are as follows:

- To implement our prioritisation process for Capital Expenditure.
- To monitor the delivery of our approved Capital Programme
- To develop and evaluate proposals for service delivery assets.

Projects are also taken through the necessary approval process via Cabinet and Council in line with the committee approval process and in accordance with our project appraisal process.

6.3 Consultation and stakeholder engagement

The Governance review identified that greater stakeholder engagement is required by the Council. A Residents Survey took place in 2022. The results of the Residents Survey 2022 are used to inform the Capital Strategy.

Stakeholder and tenant engagement have shaped the priorities set out in the HRA Business Plan and Asset Management Plan. Alongside this, housing experts have reviewed and validated our plans. Tenants and scrutiny committee members have been consulted and have been able to identify priorities, which are included within the plans and associated capital programme.

7. Skills and Knowledge

7.1 In house Resources

The successful implementation of the Capital Strategy necessitates the availability of people with the necessary experience of:

- developing capital projects
- acquiring and selling properties
- commissioning partners to deliver the capital programme
- managing properties as a landlord
- sourcing suitable opportunities that match the criteria set under the adopted strategy
- Project management
- Contract management

The Council has resources allocated across three Priority areas to support key streams of work:

Growth and Regeneration Directorate (supporting Place priorities) which manages the current operational and non-operational asset portfolio but will also lead on any property investment and de-carbonising work supported by the finance team and others. Key officers included in this team are:

- Director for Place and Prosperity
- Corporate Asset Manager
- Assistant Director for Planning
- Assistant Director for Regeneration & UKSPF Delivery
- Building Surveyor

Housing and Communities Directorate (Supporting People priorities) this team has responsibility for the management of the Council's Housing Stock and all community-based services. Key Officers in this area are:

- Director for Housing and Communities
- Assistant Director, Housing Quality, Development and Landlord Services
- Assistant Director, Customer and Communities
- Housing Asset Manager
- Tenancy Services Manager
- Housing Development Manager

- Waste and Environmental Services Manager

Corporate Services Directorate (Supporting Great Council) this team has responsibility for the providing key support and form part of the project delivery teams as well as oversight around the elements of finance, legal and project support and programme management. ICT also resides in this directorate which forms an integral part of an ongoing investment programme with the strategy. Key officers in this area are:

- Director for Corporate Services
- Assistant Director for Resources
- Assistant Director for Governance and Democracy
- Assistant Director for Organisational Development
- ICT Manager (ICT Partnership)
- ICT Programme manager

7.2 Externally Available Resources

The Council also makes use of external advice in developing projects or undertaking due diligence including external valuers, property condition experts, market appraisers etc. Other advice will be commissioned as and when required. This may also include working with its Treasury Advisors as appropriate to support any associated Treasury implications.

7.3 Members

Members are familiar with the budget process and approve the Treasury Management Strategy and Budget. Any additional training requirements will be discussed with the Cabinet including the Portfolio Holder leads for key priority projects.

Appendix A – General Fund Five Year Capital Programme

The tables below are indicative figures based on latest available data and subject to Cabinet / Council approvals.

GENERAL FUND FIVE YEAR CAPITAL PROGRAMME - 2025/26 TO 2029/30							
PROJECT	**PRIORITY**						
		2025/26	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**
		£'000	£'000	£'000	£'000	£'000	£'000
Service Desk Management	GREAT COUNCIL	-	-	12	-	-	12
Privilege Access Management	GREAT COUNCIL	-	-	-	-	12	12
Data Centre	GREAT COUNCIL	-	-	79	-	-	79
Network refresh	GREAT COUNCIL	-	-	-	45	17	62
Firewall Update	GREAT COUNCIL	-	-	-	-	-	-
Wi-fi Upgrade	GREAT COUNCIL	-	-	-	-	-	-
IT Infrastructure and Security Improvements	GREAT COUNCIL	-	-	-	16	-	16
IT User Authentication	GREAT COUNCIL	-	-	-	-	22	22
EMT Vehicle/Service Machine Replacement	PEOPLE	65	-	-	-	-	65
DFG's	PEOPLE	345	345	345	345	345	1,725
LED street lighting	PLACE	50	50	50	50	-	200
Stockyard	PLACE	9,965	163	-	-	-	10,128
UKSPF	PLACE	72	-	-	-	-	72
		10,497	**558**	**486**	**456**	**396**	**12,393**
FUNDING		**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**

Repairs and Renewal Funds / Sinking funds		65	-	91	61	51	268
Grant Funding		9,382	508	345	345	345	10,925
Capital Receipts		1,050	50	50	50	-	1,200
Total Funding		**10,497**	**558**	**486**	**456**	**396**	**12,393**
CAPITAL PROGRAMME BY PRIORITY		**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**
GREAT COUNCIL		-	-	91	61	51	203
PEOPLE		410	345	345	345	345	1,790
PLACE		10,087	213	50	50	-	10,400
Total Programme		**10,497**	**558**	**486**	**456**	**396**	**12,393**

Appendix B – HRA Five Year Capital Programme

HRA FIVE YEAR CAPITAL PROGRAMME - 2025/26 TO 2029/30						
PROJECT	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
HOUSING REVENUE ACCOUNT						
Replacement Bathrooms	342	332	506	459	301	1,940
Replacement Kitchens	312	318	218	199	195	1,242
Central Heating	168	175	175	179	189	886
Replace Exterior Doors & Windows	503	387	21	1	78	990
Rewire Council Properties	184	187	191	195	198	955
Re-roof Council Properties	169	0	0	0	0	169
Boiler Replacements	279	242	289	233	228	1,271
Electric Storage Heater Replacement	249	254	259	0	0	762
Elevation Finish Replacement	0	0	12	0	0	12
Aids & Adaptations	294	300	306	312	319	1,531
Capitalisation of Housing Inspector Costs	187	190	195	199	202	973
Non-Traditional Dwelling Site Development	125	229	233	238	243	1,068
Conversion of Douglas Jane Close Meeting Room	90	0	0	0	0	90
Conversion of Fairmead Community Centre	362	0	0	0	0	362
Energy Efficiency	1,520	0	0	0	0	1,520
Void Catch Up Repairs	117	120	122	0	0	359
Switch to Digital Telecom System	200	0	0	0	0	200
Block Entrance Doors	0	133	104	85	76	398
Chapel Street Roof	150	0	0	0	0	150
Garage Improvements	25	26	26	27	27	131
Wilton & Bradgate Lift Up-grade	70	0	0	0	0	70
HOUSING REVENUE ACCOUNT TOTAL	**5,346**	**2,893**	**2,657**	**2,127**	**2,056**	**15,079**
FUNDING	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**Total**

	£'000	£'000	£'000	£'000	£'000	£'000
Major Repairs Reserve	2,855	2,567	2,325	1,788	1,710	11,245
Capital Receipts	1,054	0	0	0	0	1,054
Development and Regeneration Reserve	677	326	332	339	346	2,020
Capital Grant	760	0	0	0	0	760
Total Funding	**5,346**	**2,893**	**2,657**	**2,127**	**2,056**	**15,079**