

Nottinghamshire County Council Capital Strategy

Contents

Page Section

E2.	Purpose and Aims
E2.	Longer Term Influencers
E5.	The Nottinghamshire Plan 2021 -31: Healthy, Prosperous, Green
E6.	Capital Ambitions
E13.	Future Strategy Developments
E14.	Key Strategies
E16.	Partnership Working
E17.	What is Capital Expenditure?
E17.	Funding Streams
E18.	Capital Prioritisation
E19.	Governance Arrangements
E21.	Skills and Training
E21.	Overview of the Capital Programme & Major Schemes
E23.	Capital Receipts Forecast
E24.	Prudential Indicators 2023/24
E31.	Treasury Management 2023/24

Purpose and Aims

1. The importance of having a meaningful and comprehensive capital strategy was recognised in the Prudential Code for Capital Finance in Local Authorities that was updated by the Chartered Institute of Public Finance and Accountancy in 2021. This requires that all Local Authorities have a Capital Strategy to ensure that capital investment is directed to programmes and projects which maximise the delivery of organisational objectives. This report has been developed with reference to the updated Capital Strategy Guidance document that was published in 2021.
2. The objectives of the Prudential Code are to ensure that the capital expenditure plans of local authorities are affordable, prudent and sustainable, that risks associated with investments for commercial purposes are proportionate to their financial capacity and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.
3. The Prudential Code requires authorities to look at capital expenditure plans, investments and debt in the light of overall organisational strategy and resources and ensure that decisions are made with sufficient regard to the long run financing implications and potential risks to the authority. Effective financial planning, option appraisal, risk management and governance processes are essential in achieving a prudential approach to capital expenditure, investments and debt.
4. The Prudential Code sets out that in order to demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, authorities should have in place a capital strategy. The capital strategy should set out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
5. This capital strategy sets out a framework for the self-management of capital finance and examines the following areas:
 - Capital expenditure and investment plans
 - Prudential Indicators
 - External debt
 - Treasury Management

Nottinghamshire County Council – Longer Term Investment Influencers

6. Nottinghamshire County Council is the upper-tier Local Authority for the county of Nottinghamshire. The Council is responsible for providing such important public services as Education, Transport, Social Care, Libraries, Trading Standards and Waste Management. How the Council is structured, how it listens to its stakeholders, how it meets its environmental targets and delivers services

to its residents will have a major impact on the capital investment decisions that will be made over the longer term.

7. Nottingham and Nottinghamshire councils have been working together to identify areas for greater collaboration and opportunities to make an even bigger difference for our residents in the future. In August 2022, bids worth more than £250m were sent to the Government to apply for funding to revitalise and transform town centres across Nottinghamshire. The national policy context is a driver for this work with £4.8bn of Levelling Up Fund being made available as part of the Government's Levelling Up agenda.
8. On 30 August 2022, the leaders of Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council all signed up to work on a devolution deal following an announcement from the Government that a package of new powers and funding, worth £1.14bn, were available for the area. The four Councils agreed in November 2022 to go ahead with a public Consultation as the next step in the process to gather residents' views on the proposal. Devolution would mean that a future mayor and combined authority could:-
 - Work towards Net Zero and cleaner air with new low carbon homes, retrofit existing houses with external wall insulation, promote the use of renewable energy, and protect and enhance green spaces, like areas for wildlife and green verges.
 - Build on the region's existing knowledge and expertise in green technology and promote the growth of a future low carbon economy by investing in related skills training at colleges and other training facilities.
 - Set up and coordinate smart integrated ticketing and enhanced concessionary fares schemes.
 - Work with Homes England to build more affordable homes, by using new powers to buy land and housing (With district and borough council consent).
 - Enhance the region's economy by developing new commercial space to maximise opportunities.
 - Work with national government on initiatives to address homelessness, domestic abuse, community safety, social mobility, and support for young people.
 - Take advantage of economies of scale by using combined and devolved budgets to deliver more value for taxpayers and more cost-efficient services.

If the devolution deal is formally approved, the Government will pass legislation bringing a new combined authority for the East Midlands into existence. The first election for a regional mayor for Derby, Derbyshire, Nottingham and Nottinghamshire would be in May 2024. Altogether Nottinghamshire County Council is working towards a stronger, more prosperous Nottinghamshire for everyone.

9. In March 2020, the County Council resolved to bring forward proposals for a new Environment Strategy to support the Government's national aspiration to achieving a legally binding target of net-zero greenhouse gas emissions by 2050. The Climate Emergency, which the Council declared in May 2021, heightened

expectation further with the Cabinet Member for Transport and Environment being tasked with overseeing the measures required to achieve the Authority's commitment to achieve carbon neutrality in all its activities by 2030.

10. The current and changing connectivity and access needs across the county with regards to travel and expected changes in user behaviour have been addressed as part of a full highways services review which has been overseen by the Cabinet Member for Transport and Environment.
11. A Highways Review report was presented to Cabinet on 15 December 2022 that sets out the recommendations that have been agreed. The recommendations were shaped into a Highways Improvement Plan and, from a resident perspective, they were designed to improve the Council's highway maintenance offer and provided an opportunity to :-
 - Move to a right first-time approach to highway maintenance and reduce the need to use reactive short-term maintenance
 - Publish a longer-term programme of capital works to keep residents informed of future plans
 - Maintain network condition and seek to improve it within financial constraints
 - Prioritise local roads and footways 11
 - Work with communities alongside improving communications, so that residents understand our approaches and are better informed about future plans
 - Increase our effectiveness and efficiency, maximising return on investment by ensuring that our highways maintenance and management works are driven by our policies and strategy.
 - Developing a new Highways Strategy which will set out the highways service the Council wants and the quality / outcomes required within the context of the new Council Plan 2021 – 31
 - Refreshing and updating the current Highways Infrastructure Asset Management Plan and Policy
 - Embedding a 'right repair, right first time' approach in our Asset Management Plan
12. Other major areas of service delivery will continue to inform the capital strategy over the next ten years as follows:
13. The Council has a statutory duty to ensure that there continues to be sufficiency of school places for children resident in the county, including special school provision. The Council is also responsible for ensuring that all mainstream schools are maintained to suitable condition.
14. The Council has a rich history and a considerable level of maturity around Smarter Working. As such we were in a good position to respond to the COVID19 pandemic. There have been unforeseen impacts and far-reaching changes to how the Council views its property portfolio. A review of the Investing in Nottinghamshire programme will capture the opportunities provided by the

Hybrid Working Strategy, address the Climate Emergency declaration, maximise the environmental benefits available and connects with our communities and ensure that the Council maximises the use of our buildings and office spaces. This programme of work will continue to evolve and capital investment will be kept under review.

15. The Council has a continuing successful record of delivering world-class digital infrastructure throughout Nottinghamshire. The Council has achieved 98% superfast broadband coverage to make Nottinghamshire one of the top three most digitally connected in the UK. The Council will continue to invest in new technology to improve individuals' access to and experience of services, as well as making businesses more fit for purpose, more efficient and more effective, delivering both national and local priorities
16. It is important to note that the capital strategy has been prepared against a background of funding difficulties being experienced by local authorities. At the same time the Council's own resources available to finance capital projects have reduced to a low level and will need to be replenished before any substantial further capital investment can be made. The Council will however work to lever in external funding wherever possible to ensure that continuing capital investment can be made.
17. In summary, the next decade promises both opportunities and challenges for our public services. With the growing, increasingly ageing population, demand for our services will continue to grow. Many services will need to be re-invented and rebuilt to meet the new challenges ahead and the Council is in a good position to meet these challenges.

The Nottinghamshire Plan 2021 – 2031: Healthy, Prosperous, Green

18. At the Full Council meeting held on 25 November 2021, the Council approved The Nottinghamshire Plan 2021-31: Healthy, Prosperous, Green. This ambitious, new plan sets out the strategic vision for the future of Nottinghamshire and the local authority.
19. The activity in the Nottinghamshire Plan is built around achieving a bold 10-year vision for a 'healthy, prosperous and greener future for everyone'. The plan will focus on:
 - Improving health and well-being in all our communities
 - Growing our economy and improving living standards
 - Reducing the County's impact on the environment
 - Helping everyone access the best of Nottinghamshire.
20. These are broad themes that will build resilience in our communities into the future and are supported by nine ambitions which will act as a framework for all County Council activity:
 - Helping our people live healthier, more independent lives

- Supporting communities and families
 - Keeping children, vulnerable adults and communities safe
 - Building skills that help people to get good local jobs
 - Strengthening businesses and creating more good-quality jobs
 - Making Nottinghamshire somewhere people love to live, work and visit
 - Attracting investment in infrastructure, the economy and green growth
 - Improving transport and digital connections
 - Protecting the environment and reducing our carbon footprint
21. The Plan sets out what the County Council will do over the next four years to achieve these ambitions as well as how it will measure progress and success. This will have a particular focus on supporting Nottinghamshire's communities and businesses to recover from the socio-economic impacts of the COVID19 pandemic. The Plan also details the Council's on-going journey of improvement as we continue to deliver services in a responsive, efficient, financially sustainable and forward-looking way.
22. Finally, the Plan sets the approach the Council will take in planning and delivering its services. Our approach is to:
- Listen to our communities
 - Support independence
 - Reduce inequalities
 - Spend money wisely
 - Make decisions based on evidence
 - Work together
 - Lead with optimism
23. The vision and ambitions of the Council Plan are far-reaching and cannot be delivered by the County Council alone. The Council is proud to be working towards a stronger future with a wide range of public, private and voluntary sector organisations as well as communities themselves.

Capital Ambitions

24. The Council's ambitious Capital Strategy is prepared principally to enable the Council to achieve its vision and its ambitions. Despite the unprecedented financial and non-financial challenges that Local Government is currently facing, Nottinghamshire's Capital Strategy has delivered and will continue to deliver capital investments that the residents of Nottinghamshire can be proud of. The following section of the Capital Strategy will set a flavour of the capital projects that have been or will be undertaken to help deliver the Council's nine ambitions. The links will take you to a short YouTube video which outlines each ambition.
25. [The Nottinghamshire Plan - Ambition 1: Helping our people live healthier and more independent lives - YouTube](#)

The Council continues to work with partners to use its land to supply new homes that meet the needs of people of all abilities in Nottinghamshire and help them to

live independently. The Top Wighay Farm site, a 40-hectare site situated north-west of the Nottinghamshire town of Hucknall will feature an 805-property housing development, a new primary school and a local community centre. Developers will use modern building techniques to accelerate construction of the housing units, 30% of which have been designated as affordable.



26. [The Nottinghamshire Plan - Ambition 2: Supporting communities and families - YouTube](#)

A key element of the Children and Young People's capital strategy is to provide support to children with special educational needs and their families. The range of local, specialist service provision will be improved as the Council looks to find ways to better support those preparing for adulthood. The replacement Orchard Special School in Newark was delivered in March 2021 and further funding has been secured to support the provision of new places for children with special educational needs and disabilities in future years.



27. [The Nottinghamshire Plan - Ambition 3: Keeping children, vulnerable adults and communities safe - YouTube](#)

The Council will keep improving support for vulnerable children and adults and continue to make improvements where we can. Clayfields House is a secure children's home run by the Council. A new, robust modern wing has recently been completed and delivered through our partnership with ARC. The new wing has created a more homely, inspiring space for young people to live, yet making security a top priority. Additional external funding has already been secured to carry out further improvements at Clayfields House.



28. [The Nottinghamshire Plan - Ambition 4: Building skills that help people get good jobs - YouTube](#)

Working alongside the Government and local developers, the Council will address the growing demand for secondary school places in Gedling, Rushcliffe and Worksop and primary schools in East Leake, Carlton, Colwick and Edwinstowe. We will also ensure sufficient places are provided alongside new housing developments. The Rosecliffe Spencer Academy, a new primary school in West Bridgford, opened in Spring 2021. The new school provides 315 pupil places for the local area together with a 26 place nursery.



29. [The Nottinghamshire Plan - Ambition 5: Strengthening businesses and creating more good-quality jobs - YouTube](#)

The Council's ambition to develop new opportunities for business growth within the Council's land and premises portfolio has already been seen at the Worksop Turbine Centre. The Centre has been developed through previous capital programmes and is a dedicated business centre which assists small businesses to achieve growth. Further innovative opportunities will be created at Top Wighay Farm where plans are in place to build a range of offices, green spaces and other infrastructure opening up more jobs for local people.



30. [The Nottinghamshire Plan - Ambition 6: Making Notts somewhere people love to live, work and visit - YouTube](#)

The Council will deliver the Nottinghamshire Visitor Economy Strategy to grow tourism across the county. More opportunities to invest in and improve our beautiful country parks and green spaces, like Rufford Abbey and Sherwood Forest as well as our sporting venue, the National Water Sports Centre. A project to create the Sherwood Forest Visitor Centre has been completed and it is hoped that new, RSPB led building brings higher footfall, increases tourism, aids education, learning and engagement as well as benefitting the local community. Additional external funding was also secured to carry out pioneering work which introduced cutting-edge digital technology in the heart of Sherwood Forest and Rufford Country Park.



31. [The Nottinghamshire Plan - Ambition 7: Attracting investment - YouTube](#)

The Council will continue to deliver the major development programme at Lindhurst and Top Wighay Farm. Top Wighay Farm in particular will be developed as a blueprint for sustainable living in Nottinghamshire and will develop more sites over the coming years to supply quality housing and new job opportunities for our residents.



32. [The Nottinghamshire Plan - Ambition 8: Improving transport and digital connections - YouTube](#)

The Council will continue to improve and join up local and regional transport connections, opening up employment, training and leisure opportunities to everyone and securing funding to develop new infrastructure where it is needed most. The Gedling Access Road (GAR) is a new 3.8km single carriageway road which has provided a link between the B684 Mapperley Plains and the A612 Trent Valley Road. The new road has provided significant economic and congestion relief benefits and has unlocked new housing in the Gedling Local Plan, create jobs and provide business opportunities locally. Additional funding has been allocated by the Department for Transport, subject to a Full Business Case, to carry out a major scheme to improve the road network along the A614 and A6097 corridor between Ollerton and Lowdham.



33. [The Nottinghamshire Plan - Ambition 9: Protecting the environment and reducing our carbon footprint - YouTube](#)

As part of the Council's ambition to restore our landscapes, ecosystems and biodiversity, the Council will plant 250,000 trees on Council land and set up five new nature reserves to restore our green spaces. The Council has already secured significant external funding from the Department for the Environment, Food and Rural Affairs to create a new community forest in Nottinghamshire. This new 'Trees for Climate' programme was announced as part of the Government's 'Nature for Climate' fund to deliver widespread woodland creation to help combat the climate emergency.



34. In summary, the capital strategy is not intended to be static, it is a dynamic plan that will evolve and change over time alongside the Council's changing priorities. The strategy ambition is set over a ten-year period but will be updated annually and include short, medium and long-term investment ambitions.

Future Capital Strategy Development

35. As set above, it is recognised that the capital strategy is a continually changing document that will need to develop over time. Potential development actions will be identified during 2023/24 as part of a process of continuous improvement. Such actions include:
- Building on an initial data gathering exercise identifying capital pressures and risks over a ten-year horizon
 - Assessment of service asset management plans to inform decision making and inform prioritisations.
 - Clear scope and post project evaluations to identify learnings
 - Review the existing capital strategy and identify any areas that require improving.

Key strategies and policies impacting on the Council's Capital Strategy

36. The Council has a number of strategies and policies in place which significantly influence the Council's Capital Programme. The major ones are as follows.

Corporate Property Strategy

37. The Corporate Property Strategy (2018-2023) provides a framework to support the development and management of the Council's land and property assets to achieve our ambition of delivering collaborative property solutions which achieve corporate objectives.
38. The Corporate Property Strategy is publicly available at:
<https://www.nottinghamshire.gov.uk/policy-library/60247/corporate-property-strategy-2018-2023>
39. Aligned to the Corporate Property Strategy is a five-year Property Asset Management Plan (PAMP). This is updated annually and its main purpose is to:
- set out the Council's objectives, priorities, programmes and performance in relation to land and property assets
 - provide a clear statement of direction for other land and property stakeholders and customers
40. Service Asset Management Plans (SAMPs), also updated annually, are developed to support the PAMP and to clearly articulate a service's land and property needs. Each will contain important information to help inform capital bids such as anticipated changes to the service, supply and demand detail, prioritised solutions and a delivery plan.

ICT Strategy

41. The ICT strategy 2022-2025 built on the previous strategy and was drawn up with linkages to the new Council Plan. The key themes of this strategy revolve around Cloud based technologies, technical debt, safe and ethical use of systems and data, reducing ICT's environmental impact, accessible services, transparency and governance.
42. This strategy is publicly available here:
[ICT Strategy](#)

Pupil Place Planning and School Capital Policy

43. This Policy is a key document enabling the Local Authority to meet its statutory duty to provide sufficient places for the children and young people of Nottinghamshire. It provides a context for all to understand the pressures and considerations when addressing demand for the expansion of existing provision or the creation of new provision across the County.

44. The Pupil Place Planning and School Capital Policy is publicly available at:
<https://www.nottinghamshire.gov.uk/policy-library/41408/pupil-place-planning>

Highway Infrastructure Asset Management Plan

45. This document sets out the asset management strategy and plan for Nottinghamshire, promoting best practice and the implementation of asset management principles in all highway maintenance activities.
46. The Highway Infrastructure Asset Management Plan is publicly available at
<https://www.nottinghamshire.gov.uk/transport/roads/highway-infrastructure-asset-management-plan>

Highways Capital Programme 2022/23-2024/25

47. This consists of a suite of programmes stating how the Council plans to meet the transport objectives set out in the Nottinghamshire Local Transport Plan and to satisfy locally identified priorities.

The Highways Capital Programme 2022/23-2024/25 is publicly available at
<https://www.nottinghamshire.gov.uk/transport/roads/highways-capital-programme>

Commercial Strategy

48. The Commercial Strategy sets out the high-level framework for the commercial approach of the Council across a wide number of activities.
49. The Commercial Strategy is publicly available at:
<https://www.nottinghamshire.gov.uk/policy-library/55851/commercial-strategy>
50. The area of Property Investment comes with risk. For example, items such as Brexit, the COVID-19 pandemic and the expected economic situation as at late 2022. The Council takes a largely risk-averse approach and does not tend to invest in Commercial Property for the sole purpose of revenue return.
51. Investment Properties represent only 3.9% of total Long-Term assets.
52. Sales of property has and continues to deliver capital receipts, but in the main the property was not originally acquired for this purpose.
53. The Council owns a number of commercial units and farms that deliver a return through rental income but these were not originally purchased for the purpose of generating a commercial return. The net figure for rental income and expenditure from these properties in 2021-22 was £308k.

Corporate Environmental Policy

54. The Council recognises the impact its operations and decisions have on the environment and how its position as a service provider, major employer, community leader and partner can have positive environmental outcomes. This policy outlines the Council's commitment to protecting and enhancing the environment for today and for future generations.
55. The Corporate Environmental Policy is publicly available at: <https://www.nottinghamshire.gov.uk/policy-library/72901/corporate-environmental-policy>

Working with External Partners

56. Delivering investment across the county to meet the Council's ambition needs a strategic approach with the public, private, voluntary and community sectors. In delivering its capital strategy the Council works with a number of external partners, each of whom have their own strategies, priorities and availability of funding, which in turn interact with the Council's capital strategy. These partners include:
 - Central government and its Agencies
 - D2N2 Local Enterprise Partnership
 - Other local authorities in the region
 - Local NHS providers
 - Local Universities and Further Education Providers
 - Charities and other voluntary organisations

Working in Partnership

Arc and Via – A Collaboration to Deliver Economic Growth

57. Arc Partnership and Via East Midlands are Alternative Service Delivery Models established by the Council to deliver services in line with their Service Agreements and empowered to deliver third party works under the auspices of Local Authority Trading Companies, as both are classed as 'Teckal Companies'. Both companies are either wholly or partly owned by the Council.
58. Arc Partnership delivers multi-disciplinary property design, consultancy, master planning, regeneration, project/programme management, construction; emergency, reactive, compliance, asset management and planned servicing on behalf of the Council and the communities and people it represents.
59. Via East Midlands delivers multi-disciplinary engineering and fleet management services, including highways maintenance, design and consultancy, project/programme management, construction, signals and lighting, drainage, landscaping, environmental assessment, road safety, fleet services and a highway training centre.
60. Both organisations already collaborate and partner in a number of areas in delivering projects and programmes of work that deliver value for money, quality

of output and customer excellence. They are looking to formalise this collaboration in order to deliver greater joint working, cross selling, and establish a framework which will bring forward a number of key regeneration, inward investment and economic growth opportunities.

What is Capital Expenditure?

61. An understanding of what constitutes capital expenditure is fundamental to realising the benefits that an authority can obtain under the Prudential framework. Unless expenditure qualifies as capital it will normally fall outside the scope of the framework and be charged to revenue in the period that the expenditure is incurred. If expenditure meets the definition of capital, there may be opportunities to finance the outlay from capital receipts or by spreading the cost over future years' revenues.
62. Capital expenditure is where the Council spends money on buying, building or enhancing long-term fixed assets that will yield benefits for the Council and be used for more than one financial year.
63. Examples of long-term assets include but are not limited to: land and buildings, vehicles, infrastructure such as roads and bridges.
64. In Local Government this includes spending on assets owned by other bodies and loans / grants to other bodies enabling them to buy assets.

Funding Streams

65. Nottinghamshire County Council's Capital Programme is funded from a mix of sources including: -
 - **Prudential Borrowing** – The introduction of the Prudential Code in 2004 allowed the Council to undertake unsupported borrowing itself. This borrowing is subject to the requirements of the Prudential Code for Capital Expenditure for Local Authorities. The Council must ensure that unsupported borrowing is affordable, prudent and cost effective. This funding can also be used as an option to front fund development to stimulate growth. This has provided the Council with the flexibility to raise capital funding as demand and business need have dictated. This type of borrowing has revenue implications for the Council in the form of financing costs.
 - **External Grants** – The largest form of capital funding comes through as external grant allocations from central government departments such as the Department for Transport and the Department for Education.
 - **Section 106 and External Contributions** – Elements of the capital programme are funded by contributions from private sector developers and partners. Growth in Nottinghamshire has resulted in Section 106 contributions from developers accounting for significant elements of funding of the capital programme in recent years.
 - **Revenue Funding** – The Council can use revenue resources to fund capital projects on a direct basis and this funding avenue has been used in the past.

However, the impact of austerity on the Council's revenue budget has reduced options in this area and therefore the preference is for Invest to Save options to be adopted where feasible.

- **Capital Receipts** – The Council is able to generate capital receipts through the sale of surplus assets such as land and buildings. The Council seeks to maximise the level of these resources which will be available to support the Council's plans.
66. The size of the Capital Programme will be influenced by funding sources and financing costs and any related constraints. The Strategy has been prepared against a background of continuing reductions in funding provided to local authorities by central government and its agencies, arising from the need to restrain public expenditure owing to the ongoing economic conditions and to rebalance public finances.
67. The main limiting factor on the Council's ability to undertake capital investment is whether the revenue resource is available to support in full the implications of capital expenditure, both borrowing costs and running costs, after allowing for any support provided by central government, now mainly through capital grants.

Approach to Capital Investment

68. Nottinghamshire County Council's Capital Strategy defines and outlines the Council's approach to capital investment and is fundamental to the Council's financial planning processes. It aims to ensure that:
- Capital expenditure contributes to the achievement of the Council's strategic plan.
 - An affordable and sustainable capital programme is delivered.
 - Use of resources and value for money is maximised.
 - A clear framework for making capital expenditure decisions is provided.
 - A corporate approach to generating capital resources is established.
 - Access to sufficient long-term assets to provide services are acquired and retained.
 - Invest to save initiatives to make efficiencies within the Council's revenue budget are encouraged.
 - An appraisal and prioritisation process for new schemes is robust.

Capital Prioritisation

69. It is usual that demand for capital resources to meet investment needs and aspirations will exceed the resources available to the Council. In times of financial difficulty this situation is exacerbated.
70. To ensure that capital resources are allocated to the Council's priorities it is essential that an objective, structured prioritisation process is adopted when determining new schemes within the capital programme. This capital prioritisation process will then assist the Corporate Asset Management Group in making recommendations to the Corporate Leadership Team and Members in respect of the content of the Capital Programme.

71. The prioritisation process specifically addresses the key requirements of the Prudential Code:-

- Affordability, prudence and sustainability – the integration of the capital and revenue planning processes ensure that coherent decision-making takes place with regard to the level of borrowing.
 - Spend to save schemes must be able to demonstrate clearly the level of forecast revenue savings. These savings will be applied towards the repayment of the capital investment required. Subsequent savings will accrue to departmental budgets.
 - External funding may include earmarked capital receipts that require agreement with Strategic Property with regard to value and timing. Any external funding must be confirmed prior to project commencement.
- There should be a regard for the stewardship of the Council's assets – with explicit regard to the Council's Asset Management Plan.
- All capital expenditure should link into, and be consistent with, current corporate / service strategic objectives and be supported by appropriate levels of option appraisal and consultation to ensure value for money.

72. The practicalities of the capital expenditure plan – i.e projects are realistically phased and are capable of being delivered in physical terms.

Particular types of projects are prioritised as follows:

- **Externally Funded Schemes**
Schemes that are totally funded by external sources and have no revenue or capital impact on the County Council are not subject to prioritisation. This would include 'spend to save' schemes where expenditure is fully funded by savings within the same financial year. These schemes are automatically absorbed into the capital programme once necessary funding and approvals are confirmed.
- **Immediate, Unavoidable Obligations**
These schemes would have the highest priority against available funding and would include, for example, compulsory and immediate legislative changes requiring funding.
- **Other schemes**
These are scored and prioritised according to the following criteria:
 - Funding criteria: for example Spend to Save initiatives and projects that lever in external funding / capital receipts
 - Service needs
 - Corporate priorities.

Governance Arrangements

Capital Programme Approvals

73. The Authority's constitution and financial regulations govern the capital programme as set out below:

- All capital expenditure must be carried out in accordance with the financial regulations and the Council's Constitution.
- The expenditure must comply with the statutory definition of capital purposes as defined within this document and wider financial standards.
- The Capital Programme approved by Full Council as part of the Council's annual budget report sets the capital funding availability for the Council, the prioritisation of funding and the schemes receiving entry into the Capital Programme.
- All schemes are formally approved into the capital programme by following a process as set out in the financial regulations.
- Officers are not authorised to commit expenditure without prior formal approval as set out in the financial regulations.
- Each scheme must be under the control of a responsible person/project manager.
- Corporate Directors must take a Latest Estimated Cost report to the appropriate Cabinet Member where the capital cost is over £1 million.
- Any agreements (such as section 106) which contractually commit to procure capital schemes will need to follow the same approval process as other capital expenditure before it can be formally incorporated into the capital programme.

Capital Programme Bodies

74. The main internal bodies that are responsible for the governance and management of the capital programme are the Full Council, Cabinet, Cabinet Members and the Corporate Asset Management Group.

75. **Full Council:**

- Approves the capital programme as part of the Annual Budget Report within the strategic boundaries set by the Council.
- Approves capital schemes into the approved capital programme to enable commencement of delivery and schemes to start to incur expenditure.

76. **Cabinet / Cabinet Members:**

- Receive Latest Estimated Cost reports where the capital costs are in excess of £1m.

77. **Corporate Asset Management Group (CAMG)** – CAMG is a cross-service group of officers with a finance, service and property management background.

It is responsible for ensuring that the County Council has a clear and cohesive strategy for managing its physical assets and to oversee the development and delivery of the County Council's capital programme in support of that strategy.

Skills & Training

78. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. All staff are encouraged to keep abreast of new developments and skills to ensure their continuous professional development.
79. The Council's property portfolio is valued by a team of internal valuers working in accordance with the statements of Asset Valuation Practice and Guidance Notes of the Royal Institution of Chartered Surveyors. The team has extensive knowledge of the Nottinghamshire property market and experience dealing with a mix of property types.

Overview of the Capital Programme

80. The following table shows Nottinghamshire County Council's overall Capital Programme by Committee and how it is funded from 2022/23 to 2026/27:-

Table E1 - Capital Programme by Committee

	Revised 2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	TOTAL £m
Portfolio:						
Children & Young People*	35.009	65.047	54.092	8.500	6.500	169.148
Adult Social Care & Public Health	0.862	0.000	0.000	0.000	0.000	0.862
Transport & Environment	46.141	58.706	39.930	31.797	28.664	205.238
Communities	2.110	1.665	0.500	0.500	0.500	5.275
Economic Devt & Asset Mngt	10.471	15.141	11.229	2.400	2.400	41.641
Finance	7.830	12.658	6.438	4.210	4.210	35.346
Personnel	0.106	0.000	0.000	0.000	0.000	0.106
Contingency	0.000	3.000	3.000	3.000	3.000	12.000
Capital Expenditure	102.529	156.217	115.189	50.407	45.274	469.616
Financed By:						
Borrowing	28.556	39.011	52.566	14.194	13.760	148.087
Capital Grants	67.555	108.098	55.535	31.077	29.077	291.342
Revenue / Reserves	6.418	9.108	7.088	5.136	2.437	30.187
Total Funding	102.529	156.217	115.189	50.407	45.274	469.616

*This table excludes funding that is given directly to schools.

Description of Major Schemes

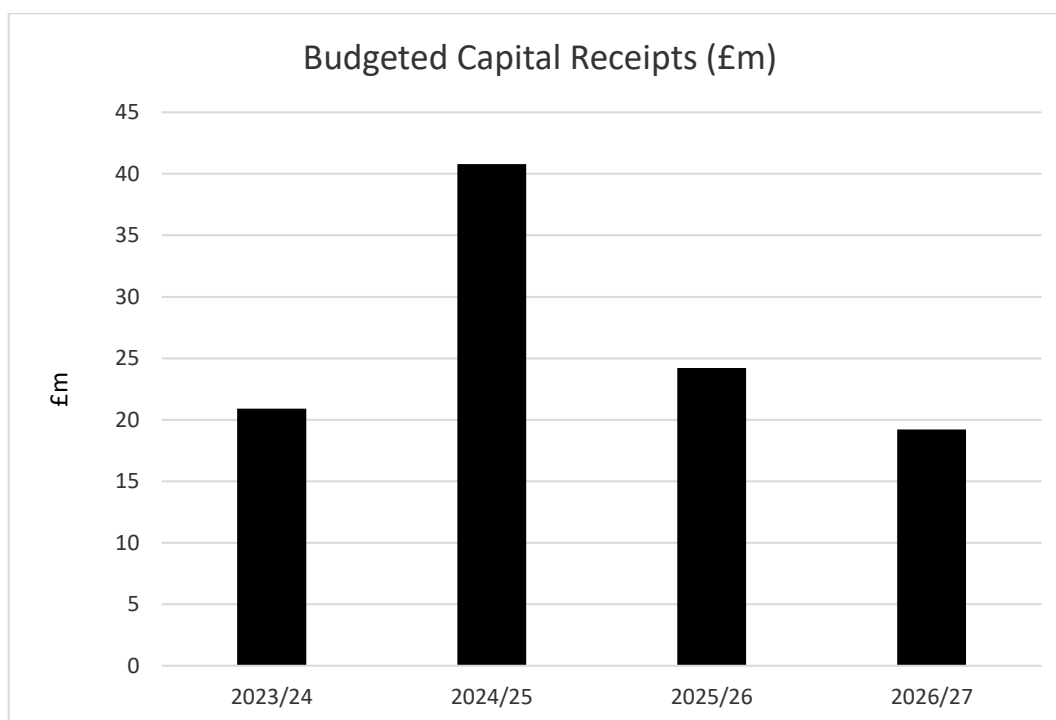
81. The main capital projects / programmes of work that are incorporated into the Authority's capital programme are identified below:

- **Schools Building Improvement Programme (SBIP)** – The SBIP focuses on the most immediate condition issues relating to heating, lighting and power, windows and roofing of the County Councils' maintained school building stock.
- **School Places Programme** - The School Places Programme focuses on the Council's statutory duty to provide sufficient school places. This applies to sufficiency planning across all schools, including academies. It is expected that local authorities will work closely with academies and the voluntary aided sector to meet this statutory responsibility and function. The fulfilment of this duty is described as meeting Basic Need. Children and Young People's Services analyse the pupil projection data available to identify schools which would be best suited to fulfil the Basic Need requirement and secure diversity of provision and increase the opportunity for parental preference.
- **New / Replacement Schools** –The Schools Place programme focuses on the Council's statutory duty to provide sufficient school places. The Council works closely with academies and the voluntary aided sector to meet this statutory responsibility and function. As part of this programme four new / replacement schools have been built in Bestwood Hawthorne Primary, Orchard Special School, Newark, Hucknall Flying High Academy and Rosecliffe Spencer Academy, Edwalton with new schools at East Leake and Bingham in progress.
- **Special Schools** – This programme of work is funded by the High Needs Provision capital allocations received from the Department for Education and focusses on supporting the provision of new places and the improvement of existing provision for children with special educational needs and disabilities.
- **Roads Maintenance and Renewals** - This major programme of work supports local highway maintenance across the County and is funded mainly from Department for Transport grant with a local top up funded from capital allocation.
- **Integrated Transport Measures (ITM)** - The ITM is a package of capital schemes developed to support the Local Transport Plan and is funded mainly by direct grant from Government with a local top up funded from capital allocation.
- **Gedling Access Road (GAR)** - This major transport scheme will enable the realisation of a key strategic development site in Gedling. It will also fulfil the long-term proposal to provide a bypass around Gedling village. The project is to be delivered by key public sector partners working jointly towards achieving common objectives for the future redevelopment of the former Gedling Colliery site.
- **Bus Service Improvement Programme (BSIP)** -
- **Building Works** - The building works capital budget funds essential capital works to maintain the condition of the Council's property portfolio.
- **Investing in Nottinghamshire** – As set out in a report to Economic Development and Asset Management Committee in November 2021, the

Council has established an Investing in Nottinghamshire capital programme that sets out to utilise the Council's property estate to deliver, environmental, economic and financial benefits in a post-COVID19 world. This programme funding allows for the delivery of a programme of projects that will improve, refurbish or build new offices across multiple sites of the Council's estate which allow the vacation and rationalisation of other buildings. The use of our offices is also a matter of interest for the Overview Committee which is undertaking a Scrutiny Review of Council buildings to inform future use.

Capital Receipts / Disposals

82. Anticipated capital receipts are reviewed on a regular basis by the Finance Committee. All forecasts are based on estimated disposal values of identified properties and prudently assume a slippage factor based on risks associated with each property.
83. The chart below shows the budgeted capital receipts for the four years to 2026/27:



84. As part of the recent capital programme review, a decision was taken to limit borrowing to what is already approved in the capital programme. To further minimise the impact of the cost of borrowing on the revenue budget it is proposed that capital receipts, to the value approved as part of the February 2021 budget report, are set against previous years' borrowing thereby reducing the impact of the Minimum Revenue Provision on the revenue accounts. This will enable excess capital receipts to be used to fund any future additional capital investment.

2023/24 PRUDENTIAL INDICATORS FOR CAPITAL FINANCE

85. This section of the capital strategy sets out the prudential indicators and outlines how expenditure will be financed by borrowing in an affordable, prudent and sustainable way.

Information and Advice

86. The Local Government Act 2003 enables local authorities to determine their programmes for capital investment and associated borrowing requirements, provided they have regard to the Prudential Code for Capital Finance in Local Authorities developed by CIPFA and also take advice from the Section 151 Officer.
87. The Executive Summary of the Code states that “The framework established by the Prudential Code should support local strategic planning, local asset management planning and proper option appraisal. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice.”
88. The Code sets out a number of prudential indicators designed to support and record local decision making and it is the duty of the Service Director – Finance, Infrastructure and Improvement (the Council’s Section 151 Officer) to ensure that this information is available to Members when they take decisions on the County Council’s capital expenditure plans and annual budget. Key issues to be considered are:
- Affordability (e.g. implications for Council Tax)
 - Prudence and sustainability (e.g. implications for external borrowing and whole life costing)
 - Value for money (e.g. option appraisal)
 - Stewardship of assets (e.g. asset management planning)
 - Service objectives (e.g. alignment with the Council’s Strategic Plan)
 - Practicality (e.g. whether the capital plans are achievable).

Affordability

89. The fundamental objective in the consideration of the affordability of the Authority’s capital plans is to ensure that the level of investment in capital assets proposed means that the total capital investment of the authority remains within sustainable limits.
90. In considering the affordability of its capital plans, the Authority is required to consider all of the resources currently available to it and estimated for the future, together with the totality of its capital plans, income and expenditure forecasts.

91. The costs of financing capital expenditure are:

- Interest payable to external lenders less interest earned on investments; and
- Amounts set aside for repayments of amounts borrowed (including repayments of amounts relating to PFI schemes and other finance lease liabilities).

The relevant figures from the 2021/22 Accounts are as follows.

Table E2 – 2021/22 Capital Financing Costs and Net Revenue Stream

Capital Financing Costs	£'m
Interest Payable (incl. PFI/Finance Leases)	33.695
Interest and Investment Income	(1.111)
Repayment of Previous Years' Borrowing	5.088
Repayment of PFI/Finance Lease Liabilities	6.470
Other Amounts Set Aside for Repaying Debt	12.117
Total Capital Financing Costs	56.259

Net Revenue Stream	648,498
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92. The Capital Financing Costs as a proportion of Net Revenue Stream for 2021/22 and future years are shown in the table below:

Table E3 – Capital Financing Costs as a Proportion of Net Revenue Stream

Capital Financing Costs as a proportion of Net Revenue Stream		
Actual	2021/22	8.7%
Estimates	2022/23	9.0%
	2023/24	8.3%
	2024/25	9.1%
	2025/26	11.1%
	2026/27	10.2%

93. The prudential indicator that sets out the proportion of capital financing costs to net revenue stream will be kept under review.

Prudence and Sustainability

94. The Prudential Code requires that the Authority shall ensure that all of its capital expenditure, investments and borrowing decisions are prudent and sustainable. In doing so it will take into account its arrangements for the repayment of debt and consideration of risk and the impact on the Authority's overall fiscal sustainability.

95. The Authority is required to make reasonable estimates of the total capital expenditure that it plans to incur in the forthcoming financial year and at least the following two financial years. These indicators, together with anticipated sources of finance, are as follows.

Table E4 – Estimates of Capital Expenditure

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Capital Expenditure	156.217	115.189	50.407	45.274
Funded from:				
Borrowing	39.011	52.566	14.194	13.760
Grants and Contributions	108.098	55.535	31.077	29.077
Revenue / Reserves	9.108	7.088	5.136	2.437
Total Capital Financing Costs	156.217	115.189	50.407	45.274

96. The proposed level of borrowing under the Prudential Code for 2023/24 is £28.6m.
97. One of the features of the Prudential Code arrangements is the need to calculate the Capital Financing Requirement. This figure covers capital expenditure which has not yet been permanently financed through the revenue account. It is derived by consolidating a number of Balance Sheet items as follows.

Table E5 – Capital Financing Requirement 2021/22

	£m
Fixed Assets	1,563
Short-term Assets Held For Sale	9
Capital Adjustment Account	(472)
Revaluation Reserve	(299)
Capital Financing Requirement as at 31/3/22	801

98. The Code states that “In order to ensure that over the medium term net debt will only be for a capital purpose, the local authority should ensure that net debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.” This is a key indicator of prudence.

99. The Capital Financing Requirement needs to be rolled forward to the estimated position at the end of 2022/23:

Table E6 – Estimated Capital Financing Requirement 2022/23

	£m
Capital Financing Requirement 2021/22	801
Borrowing in 2022/23	29
Additional PFI/Finance Lease Liabilities in 2022/23	-
Repayment of PFI/Finance Lease Liabilities in 2022/23	(6)
Capital Receipts set against previous borrowing in 2022/23	(7)
Other amounts set aside for Repayment of Debt in 2022/23	(12)
Estimated Capital Financing Requirement 2022/23	805

100. The additional Capital Financing Requirements for the next 3 years are:

Table E7 – Estimated Capital Financing Requirements 2023/24 - 2025/26

	2023/24	2024/25	2025/26
	£m	£m	£m
New Borrowing	39	53	14
Additional PFI/Finance Lease Liabilities	-	2	1
Repayment of PFI/Finance Lease Liabilities	(7)	(8)	(9)
Capital Receipts set against previous borrowing	(15)	(12)	(24)
Other amounts set aside for Repayment of Debt	(13)	(13)	(13)
Capital Financing Requirement Net Additions	4	22	(31)
Estimated Capital Financing Requirement	809	831	800

101. As such there is a requirement to ensure that net debt (the sum of borrowing and other long-term liabilities, net of investments) in 2023/24 does not, except in the short term, exceed £809m (i.e. the estimated CFR for 2023/24).

External Debt

102. The Local Government Act 2003 requires the County Council to set two borrowing limits for next year and the following two years with respect to external borrowing.
103. Operational Boundary – has to be set for both borrowing and long-term liabilities. This measure encompasses all borrowing and is used in-year as a tool for monitoring the Council's prudent borrowing requirements. The operational boundary is calculated by taking account of existing borrowing and long-term liabilities, planned new borrowing, net change in long term liabilities and any amounts set aside for repayment of debt.
104. Authorised Limit – this higher measure, is the upper limit on the level of gross indebtedness which must not be breached without County Council approval. If it appears that the Authorised Limit might be breached, the Service Director –

Finance, Infrastructure and Improvement has a duty to report this to the County Council for appropriate action to be taken.

105. The Operational Boundary for external debt for the next three years is built up from the existing level of external borrowing, which was £487m, and the level of relevant liabilities (including finance lease liabilities), which was £104m, on the Balance Sheet at 31 March 2022.
106. These figures can be rolled forward to provide the proposed Operational Boundaries for 2023/24 and subsequent years.

Table E8 – Operational Boundaries 2023/24 – 2025/26

	Borrowing £m	Other Long-Term Liabilities £m	TOTAL £m
External borrowing at 31 March 2022	487	-	487
Other Long-Term Liabilities as at 31 March 2022	-	104	104
Net new borrowing in 2022/23	-	-	-
Net change in PFI/finance lease liabilities	-	(6)	(6)
Estimated external borrowing as at 31 March 2023	487	98	585
Capital expenditure financed by borrowing 2023/24	39	-	39
Amounts set aside for repayment of debt	(28)	-	(28)
Net change in PFI/finance lease liabilities	-	(7)	(7)
Contingency for changes in cash flow forecast	40	-	40
Operational Boundary 2023/24	538	91	629
Capital expenditure financed by borrowing 2024/25	53	-	53
Amounts set aside for repayment of debt	(25)	-	(25)
Net change in PFI/finance lease liabilities	-	(7)	(6)
Contingency for changes in cash flow forecast	40	-	40
Operational Boundary 2024/25	606	85	691
Capital expenditure financed by borrowing 2025/26	14	-	14
Amounts set aside for repayment of debt	(38)	-	(38)
Net change in PFI/finance lease liabilities	-	(8)	(8)
Contingency for changes in cash flow forecast	40	-	40
Operational Boundary 2025/26	622	77	699

107. The Authorised Limits should not need to be varied during the year, bar exceptional purposes. It is proposed to add a further £25m to the Operational Boundaries for Borrowing to provide sufficient headroom for events such as unusual cash movements. The proposed Authorised Limits are:

Table E9 – Authorised Limits 2023/24 – 2025/26

	Authorised Limit		
	Borrowing £m	Other Long-Term Liabilities £m	Borrowing and Other Long-Term Liabilities £m
2023/24	563	91	654
2024/25	631	85	716
2025/26	647	77	724

108. Both the Authorised Limits and Operational Boundaries are less than the Capital Financing Requirement because best practice in treasury management means that actual borrowing is below the notional underlying borrowing requirement.

109. The Prudential Code indicator in respect of treasury management is the adoption of the CIPFA Treasury Management Code of Practice. The County Council has formally adopted the code and approves an annual Treasury Management Policy and Strategy. This includes setting the treasury indicators:

- upper limits for fixed and variable interest rate exposures
- upper limit for investments over 364 days
- upper and lower limits for the maturity structure of borrowing.

Value for money – option appraisal

110. The County Council's Capital Programme is driven by the desire to provide high quality, value for money public services and is monitored by the CAMG. Business cases for proposed new capital schemes are reviewed by this group against an agreed prioritisation criteria. The results of this exercise are presented to the Cabinet Member for Finance or Cabinet.

Stewardship of Assets

111. The Council's Asset Management Plan sets out the condition of its assets and the arrangements for managing these effectively. The Council's Corporate Property Strategy enhances these arrangements, including increasing the awareness that efficient use of property is an important element of maximising the value obtained from the Council's overall resources.

Service Objectives

112. The option appraisal of proposed capital schemes overseen by CAMG considers, amongst other factors, the following:

- How the proposal helps achieve the objectives and priorities set out in the Council's Strategic Plan.
- How the proposal will help achieve objectives set out in Departmental Strategic Plans.
- The service improvements and other anticipated benefits expected to be delivered from the investment.

113. Practicality / Monitoring

- Capital budget holders are responsible for providing monthly forecasts to the Financial Strategy and Accounting Team. Any slippage on schemes is identified as soon as possible.
- All forecasts are collated by the Financial Strategy and Accounting Team and reported to the Cabinet Member for Finance or Cabinet on a monthly basis.

Recommendation

114. That Cabinet recommend to Full Council that the Prudential Indicators in Table E10 are approved as part of the 2023/24 budget.

Table E10 – Prudential Indicators 2023/24 – 2025/26

	2023/24	2024/25	2025/26
Estimated capital expenditure	£156.2m	£115.2m	£50.4m
Estimated Capital Financing Requirement	£809m	£831m	£800m
Authorised limit for external debt	£654m	£716m	£724m
Operational boundary for external debt	£629m	£691m	£699m
Financing costs as a % of net revenue stream	8.3%	9.1%	11.1%

Report of the Service Director (Finance, Infrastructure & Improvement)

Treasury Management Strategy 2023/24

Introduction

115. Treasury Management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as:

“the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

116. The Local Government Act 2003 (the Act) requires local authorities “to have regard –

- (a) to such guidance as the Secretary of State may issue, and
- (b) to such other guidance as the Secretary of State may by regulations specify for the purposes of this provision.”

117. The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003 state that:

“In carrying out its capital finance functions, a local authority must have regard to the code of practice in ‘Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes’ (regulation 24).”

118. The 2003 regulations further require local authorities to have regard to the code of practice entitled the ‘Prudential Code for Capital Finance in Local Authorities’ (published by CIPFA), when considering how much they can afford to borrow. Both the Treasury Management Code (the Code) and the Prudential Code were updated in December 2021.

119. With regard to investment of funds, the Secretary of State issued revised guidance in 2010 that requires local authorities to prepare an annual investment strategy which has the key objectives of security and liquidity of funds.

120. The Code has 3 key principles which are:

- the establishment of ‘comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury activities’.
- the effective management and control of risk are prime objectives and that responsibility for these lies clearly within the organisation.
- the pursuit of value for money and the use of suitable performance measures are valid and important tools.

121. In accordance with the CIPFA Code, the Council adopts the following:

- (a) The Council will create, and maintain, as the cornerstones for effective treasury management:
 - a Treasury Management Policy Statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - suitable Treasury Management Practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject to amendment only where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

- (b) The Council will receive reports on its treasury management policies, practices and activities, including an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.

- (c) The Council delegates responsibility for the implementation, scrutiny and monitoring of its treasury management policies and practices to the Treasury Management Group, comprising:

- Service Director (Finance, Infrastructure & Improvement)
- Group Manager (Financial Services)
- Senior Accountant (Financial Strategy & Accounting)
- Senior Accountant (Pensions & Treasury Management)
- Investments Officer

The responsible officer for the execution and administration of treasury management decisions is the Senior Accountant (Pensions & Treasury Management), who will act in accordance with the policy statement and TMPs.

122. With regard to cash balances that form part of the Nottinghamshire County Council Pension Fund, the Council has delegated responsibility for the setting of treasury management policies and practices to the Pension Fund Committee.

123. This Treasury Management Strategy has been prepared in accordance with regulations, guidance and codes of practice to support the Council's Medium-Term Financial Strategy and in particular the financing of the capital programme and the management of cash balances. In addition to this strategy there is a Treasury Management Policy Statement in Appendix F that underpins the strategy, together with the TMPs that govern treasury management operations.

124. The strategy covers:

- Current treasury position
- Borrowing requirement
- Treasury Indicators
- Interest rate forecasts
- Borrowing strategy
- Investment strategy

Current Treasury Position

125. The table below shows the Council's forecast treasury position for 31 March 2023:

Table E11		Total £m	Average Interest Rate
EXTERNAL BORROWING			
Fixed Rate	PWLB	393.6	3.87%
	Market loans	90.0	3.83%
Total External Borrowing		483.6	
Other Long-term Liabilities		98.0	
Total Gross Debt		581.6	
Less: Cash balances		(140.0)	
Total Net Debt		441.6	

Note 1: PWLB = Public Works Loans Board

Note 2: Figures exclude accrued interest

Borrowing Requirement

126. Under the Prudential Code, the Council is required to calculate the 'Capital Financing Requirement' (CFR). This represents the Council's underlying need to borrow for the approved capital programme. New capital expenditure, financed by borrowing or by credit arrangements such as finance leases and private finance initiative schemes, increases the CFR.

127. The Council also sets aside an amount each year as a provision for the repayment of debt. This is known as the Minimum Revenue Provision (MRP) and is, in effect, the principal repayment for the borrowing expected to be undertaken by the Council to finance its capital programme. MRP set aside reduces the CFR.

128. The difference between the CFR and the total of long-term liabilities and existing and new borrowing indicates that the Council has made temporary use of internal

cash balances (from its own earmarked reserves and working capital) to finance the capital programme. This is known as “internal borrowing”. Internal borrowing is a way of making short-term savings and avoiding the risks associated with holding large cash balances and is explained further in the “Borrowing Strategy” section below.

129. The Local Government Act 2003 and supporting regulations requires the Council to determine and keep under review how much it is prepared to borrow, termed the “Authorised Limit”. This limit is determined for external borrowing (including both long-term and temporary borrowing and other forms of long-term liability, such as credit arrangements). This limit reflects the need to borrow for capital purposes. The Authorised Limit is set for at least the forthcoming financial year and two successive financial years. The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that its total capital investment is ‘affordable, prudent and sustainable’.
130. In practice during the year the level of borrowing will be monitored against the “Operational Boundary”. This represents a reasonable limit for the planned level of borrowing for capital purposes and is affected by the following:
 - Existing borrowing and other long-term liabilities
 - Increased by:
 - planned new borrowing
 - net change in long-term liabilities
 - Reduced by amounts set aside for repayment of debt (referred to as Minimum Revenue Provision or MRP).
 - Contingency for changes to reserves forecast
131. The Operational Boundary is set for the forthcoming financial year and next two financial years. Any breach of this indicator would provide an early warning of a potential breach of the Authorised Limit and allow time for the Council to take any appropriate action.
132. There are two main reasons why planned actual borrowing may be lower than that shown as being required to finance the capital programme. These are slippage in capital schemes and the Council temporarily making use of its cash reserves to delay external borrowing (the internal borrowing referred to above). The main components involved in calculating planned actual borrowing over the next three years are shown in the table below:

Table E12 – Borrowing Forecasts

	2021/22 Actual £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m	2026/27 Estimate £m
Closing Capital Financing Requirement	801.0	805.0	809.0	831.0	800.0	774.0
Less:						
- Long-term liabilities	-103.0	-98.0	-91.0	-85.0	-77.0	-69.0
- Existing borrowing	-494.4	-483.6	-472.8	-462.3	-452.2	-434.9
- Cap Ex to be financed by borrowing (a)		-29.0	-39.0	-53.0	-14.0	-14.0
- Cumulative replacement borrowing (b)		27.0	40.2	55.7	17.5	14.2
Internal borrowing (A)	203.6	221.4	246.4	286.4	274.4	270.4
Cash and cash equivalents	94.8	90.0	100.0	40.0	30.0	20.0
Fixed investments	80.0	50.0	0	0	0	0
Y/E investment balances (B)	174.8	140.0	100.0	40.0	30.0	20.0
Cash deployed (A+B)	378.4	361.4	346.4	326.4	304.4	290.4
comprising:						
- Usable reserves	287.0	270.0	255.0	235.0	213.0	199.0
- Estimated provisions / working capital	91.4	91.4	91.4	91.4	91.4	91.4
Cumulative minimum borrowing requirement (-a-b)	0.0	2.0	-1.2	-2.7	-3.5	-0.2
Annual borrowing requirement (nearest £10m)	0.0	0.0	0.0	0.0	0.0	0.0
Cumulative annual borrowing requirement	0.0	0.0	0.0	0.0	0.0	0.0

133. The table above shows the latest capital expenditure, financing and reserves forecasts. From this can be calculated the Council's estimated internal borrowing and its cumulative minimum borrowing requirement, which is zero for all years to 2026/27. In other words, the Council is forecasting to use its cash balances to postpone its long-term borrowing at least until 2027/28.
134. This forecast assumes that usable reserves will be used in the first instance to postpone borrowing and thereby keep year-end cash balances to a comfortable minimum. However, if reserve balances are used quicker than forecast, or if working capital is for any reason reduced, then some borrowing will be necessary before 2027/28.
135. Under the capital finance regulations, local authorities are permitted to *fully borrow* (i.e. use no internal borrowing) up to three years in advance of need as determined by the Capital Financing Requirement. This will only be done if cashflow dictates or if market conditions indicate that it is the best course of action.
136. The main reason for borrowing more than the minimal amount would be to take advantage of, and lock in, low long-term interest rates, making long-term savings and also reducing the Council's exposure to variable interest rate risk. However, this would almost certainly result in a short-term 'cost of carry', especially as interest rates on invested surplus cash are effectively zero. The financial implications of any amounts borrowed long-term would therefore be fully evaluated by Treasury Management Group before commitment.
137. Borrowing in advance of need also increases the level of temporary investments and makes the security of those funds even more important. However, the Council's treasury management practices ensure that the risks of investing funds are minimised.

138. A summary of the proposed Treasury Management Indicators for the years to 2025/26 are set out in tables E13 and E14 below. Please note that the 'Authorised Limit and 'Operational Boundary' are detailed in paragraphs 102 to 107.

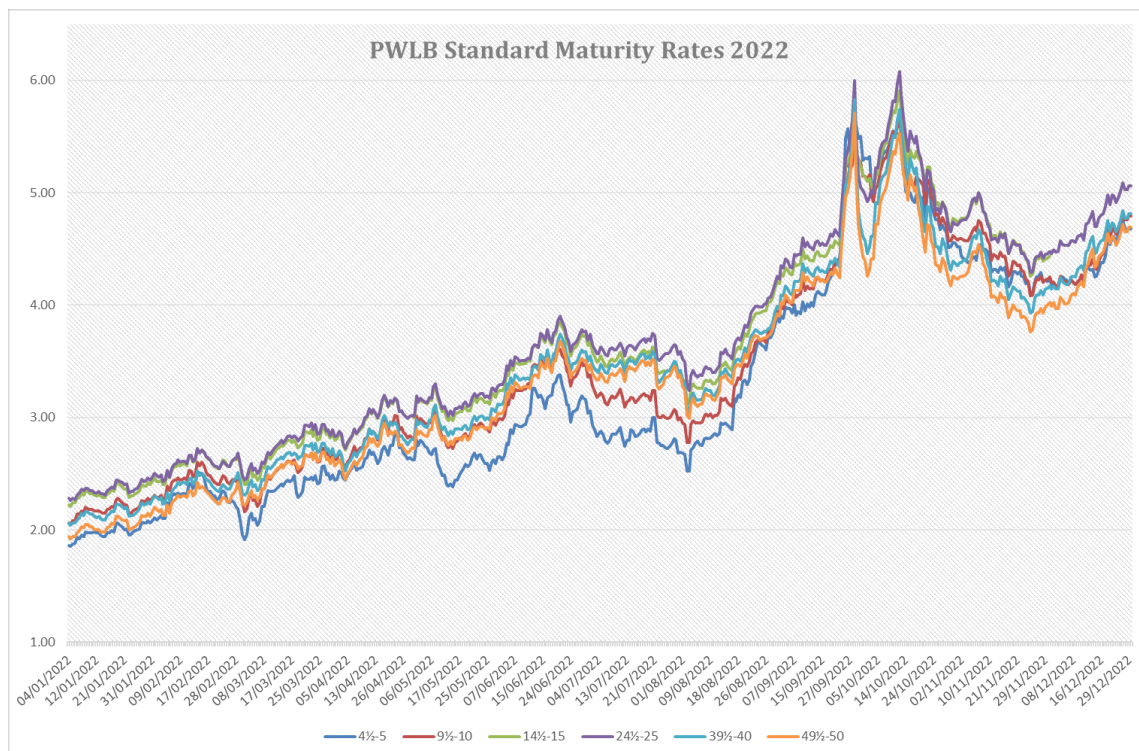
Table E13 TREASURY INDICATORS	Proposed 2023/24 £m	Proposed 2024/25 £m	Proposed 2025/26 £m
Upper limit for Rate Exposure (fixed-term investments)			
Fixed Rate	100%	100%	100%
Variable Rate	75%	75%	75%
Upper limit for principal sums invested for over 364 days	Higher of £20m or 15%	Higher of £20m or 15%	Higher of £20m or 15%

Table E14 Maturity structure of fixed rate borrowing	Lower limit	Upper limit
under 12 months	0%	25%
12 months and within 24 months	0%	25%
24 months and within 5 years	0%	75%
5 years and within 10 years	0%	100%
10 years and above	0%	100%
Adoption of CIPFA's Treasury Management in the Public Services Code of Practice and Cross Sectoral Guidance Notes	Adopted	

Borrowing Strategy

139. PWLB rates climbed significantly during 2022, in line with inflation, reflecting wider problems in the economy. This can be seen in the chart below:

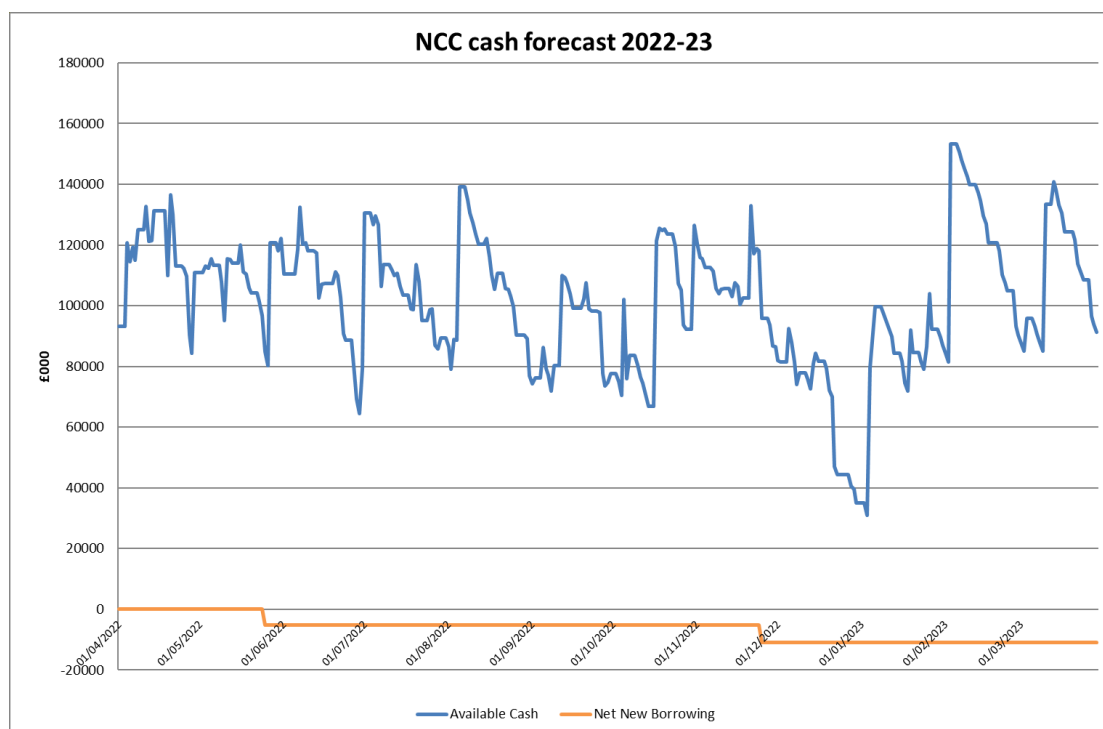
Table E15 – PWLB Standard Maturity Rates 2022



140. The chart below shows how the Council's instant-access cash position has progressed over the financial year to January 2023 and how it is forecast to progress until the year-end. This position varies over the course of the year but averages about £101m. The line reflects the day-to-day impact of the Council's revenue and capital expenditure, grant and precept income, together with any borrowing or fixed-term lending decisions made by the Council's treasury management team.

141. The lower line shows the Council's net new borrowing, which was negative over the course of the year. During 2022/23 approximately £10.8m matured and no new borrowing was undertaken.

Table E16 – NCC Cash Forecast 2022/23



142. Over the past several years the Council has in the short-term funded its capital programme by using its cash balances. These are essentially earmarked reserves, general fund reserves and net movement on current assets. As the cash in these reserves is not required in the short term for the reserves' specific purposes, it has been utilised in order to reduce external borrowing. This is known as 'internal borrowing'.
143. The advantage to the Council of internal borrowing is that it costs less than external borrowing, the cost being the opportunity cost of interest foregone by not investing the cash (investment rates are currently around 3% for short-term deposits). It therefore generates short-term savings for the Council. Another advantage is that counterparty risk is reduced by having less cash deposited with counterparties.
144. On the other hand, by postponing its long-term borrowing the Council is in effect increasing its exposure to interest rate risk, as rates will fluctuate in the intervening period until long-term fixed rate borrowing is taken. Treasury management staff monitor this risk, and regularly review interest rates.
145. As a result of all this, the borrowing strategy needs to provide funds not only to finance the capital programme but also funds (i) to replenish reserves as and when these are required and (ii) to cover principal repayments on any maturing

debt. If long-term borrowing is not taken to cover these outflows of cash then the Council would need to consider other sources of finance (such as an ongoing bank overdraft facility or a series of short-term loans).

146. These strategic factors drive the Council's objective need to secure long-term debt finance, but there are a number of day-to-day factors – relating to market conditions and the Council's own revenue budget - that must be taken into account when deciding precisely when to borrow.
147. Despite recent increases, long-term rates being offered by PWLB remain relatively attractive. In addition, long-term loans offered by the market or short-term loans offered by other local authorities can sometimes be a competitive alternative to PWLB loans, and these are worth considering.
148. It should be borne in mind that there would be a risk if the Council were to take *only* short-term debt. This is because short-term loans need more frequent refinancing and at such points the Council would find itself exposed to whatever the prevailing interest rates were at the time. If this happened the Council could find itself facing considerably higher interest rates, which would quickly undermine any saving made by taking short-dated debt.
149. In practice, a balanced portfolio will include a mix of:
 - Temporary use of the Council's cash reserves
 - Short-term debt provided by the market/other local authorities
 - Short-term or variable rate debt provided by PWLB
 - Long-term debt provided by PWLB
 - Long-term debt provided by the market or other local authorities
150. Given these contingencies the amount, type, period, rate and timing of new borrowing will be an operational matter falling under the responsibility of the Service Director (Finance, Infrastructure & Improvement) exercised by the Senior Accountant (Pensions & Treasury Management) within the approved borrowing strategy, taking into account the following factors:
 - expected movements in interest rates as outlined above.
 - current debt maturity profile.
 - the impact on the medium-term financial strategy.
 - the capital financing requirement.
 - the operational boundary.
 - the authorised limit.
151. Opportunities to reschedule debt will be reviewed as and when they occur during the coming year. However, prevailing conditions make rescheduling a costly activity.

Investment Strategy

152. During 2023/24 it is intended to keep cash balances at a low level with the aim of maintaining an adequate working cash balance. This will provide a level of

liquidity without recourse to temporary borrowing, i.e. having to seek funds at short notice when availability may be restricted and therefore expensive.

153. The Council manages counterparty risk by monitoring the ratings of the institutions in which it could invest. Exposure to the Eurozone is limited by depositing cash only in UK banks and high credit quality overseas banks. The criteria for selecting counterparties are detailed in TMP 1 in Appendix H.
154. A further measure to ensure security of the Council's cash deposits is to maintain the Council's exposure to the UK local authority sector and UK government securities. When lending to local authorities fixed-term deposits would be used but these are subject to demand and cannot be relied upon in the same way as bank lending. The use of treasury bills and UK government gilts may be considered and would ensure priority is given to security and liquidity of funds.

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