

**FAREHAM**  
BOROUGH COUNCIL

**CAPITAL STRATEGY**  
**2024/25**



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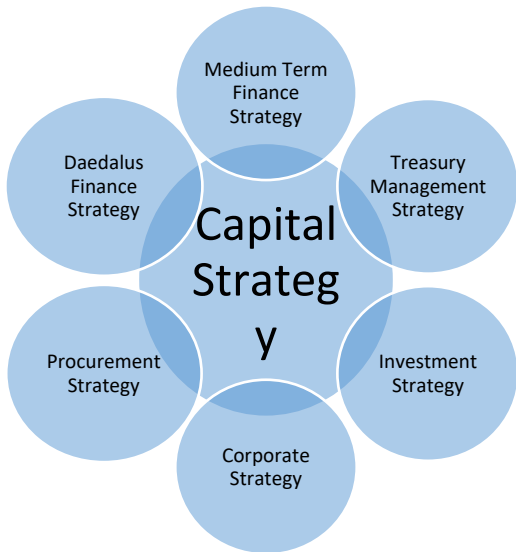
# INTRODUCTION

## WHAT IS THE CAPITAL STRATEGY?

- 1. The Capital Strategy has been developed to meet the requirements of the CIPFA Prudential Code.
- 2. It gives a high-level overview of how **capital expenditure, capital financing, asset management and treasury management** activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 3. Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future.
- 4. The Capital Strategy covers:

Capital Expenditure	<ul style="list-style-type: none"><li>• Estimates of Capital Expenditure</li><li>• Major Capital Schemes</li><li>• Prioritisation</li></ul>
Capital Financing	<ul style="list-style-type: none"><li>• External Sources</li><li>• Own Resources</li><li>• Debt and MRP</li></ul>
Asset Management	<ul style="list-style-type: none"><li>• Asset Management</li><li>• Asset Disposals</li></ul>
Treasury Management	<ul style="list-style-type: none"><li>• Borrowing Strategy</li><li>• Investment Strategy</li><li>• Commercial Activities</li></ul>

- 5. The capital strategy complements other Council strategies, including those in the diagram below:



## PRUDENTIAL INDICATORS

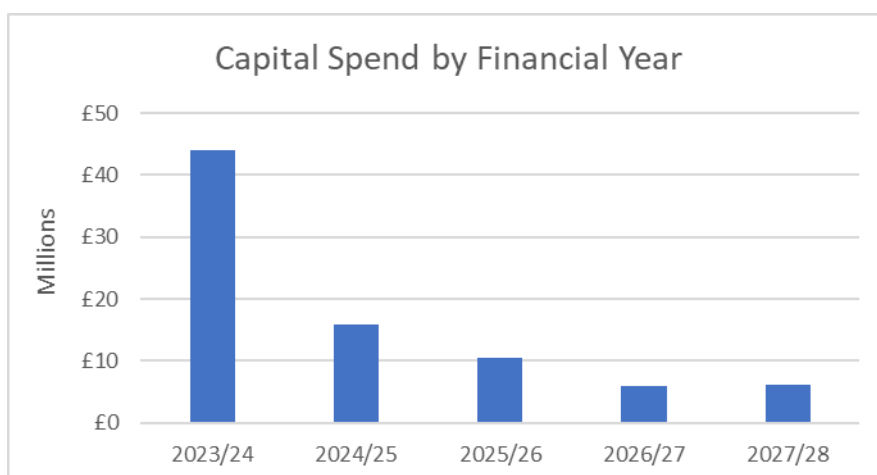
6. The objectives of the CIPFA Prudential Code aim to ensure that capital investment plans are **affordable, prudent and sustainable**, and that treasury decisions are taken in accordance with good professional practice.
7. To achieve these objectives, five prudential indicators are included in the capital strategy:
  - Prudential Indicator 1 - Estimates of capital expenditure and financing
  - Prudential Indicator 2 - The Council's borrowing need
  - Prudential Indicator 3 - Gross debt and the capital financing requirement
  - Prudential Indicator 4 - Limits to borrowing activity
  - Prudential Indicator 5 - Net income from commercial investments to net revenue stream
  - Prudential Indicator 6 - Proportion of financing costs to net revenue stream

## CAPITAL EXPENDITURE

8. Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this also includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

## ESTIMATES OF CAPITAL EXPENDITURE

9. The Council agrees a rolling five-year capital programme each year consistent with the Medium-Term Finance Strategy and the resources available, along with any impact on the revenue budgets.
10. The capital programme for the period 2023/24 to 2027/28 has been updated to take account of re-phased schemes and newly approved schemes such as the purchase of Fareham Shopping Centre and the Streetscene asset management plan.
11. Total capital expenditure is one of the risk indicators required by the Prudential Code. The Council is planning capital expenditure of £82.3 million in the 5-year capital programme as summarised below (detailed schemes are in **Annex 1**):



### Prudential Indicator 1 - Estimates of Capital Expenditure

Capital Expenditure	2023/24 Revised £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	Total £'000
Streetscene	95	354	167	50	139	805
Leisure and Community	11,679	3,403	1,992	100	100	17,274
Housing	942	859	800	800	883	4,284
Planning and Development	128	195	0	0	0	323
Policy and Resources	23,182	5,541	2,500	400	400	32,023
<b>Total General Fund</b>	<b>36,026</b>	<b>10,352</b>	<b>5,459</b>	<b>1,350</b>	<b>1,522</b>	<b>54,709</b>
<b>HRA</b>	<b>7,770</b>	<b>6,007</b>	<b>4,770</b>	<b>4,540</b>	<b>4,540</b>	<b>27,627</b>
<b>Total Expenditure</b>	<b>43,796</b>	<b>16,359</b>	<b>10,229</b>	<b>5,890</b>	<b>6,062</b>	<b>82,336</b>

### MAJOR CAPITAL SCHEMES

12. The major General Fund capital schemes include the purchase of Fareham Shopping Centre, Fareham Live, schemes at Solent Airport at Daedalus and Osborn Road Car Park.
13. The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately and includes new housing developments such as nine new affordable shared ownership flats at Ophelia Court and a new social rent house at Bellfield.
14. Technical work is progressing on the redevelopment of Assheton Court in Portchester. The total scheme costs will be added to the capital programme on the conclusion of the tender process, currently underway.
15. Major schemes over £2 million are summarised in the table below:

<b>Major Schemes</b>	<b>£'000</b>
HRA Improvements to Existing Stock	20,000
Fareham Shopping Centre	15,302
Fareham Live	13,086
Solent Airport at Daedalus	6,315
Disabled Facilities Grants	4,118
HRA New Builds	3,907
Civic Offices Improvements	3,601
HRA Stock Acquisitions	3,400
Asset Replacement Programme (ICT, Vehicles etc.)	3,183
Osborn Road Car Park	2,347

## **GOVERNANCE AND PRIORITIES**

16. Capital programme expenditure is monitored through monthly officer monitoring reports and half-yearly and annual outturn reports to the Executive.
17. All new potential capital schemes will only be considered if they make a clear contribution to the Council's objectives and priority actions or support the Council's Asset Management Plan.
18. The following factors need to be considered before a decision is made to include a new scheme in the capital programme:
  - On-going operational costs associated with the scheme;
  - Whole life costing implications of the scheme;
  - Cost of servicing the debt if the scheme is financed by borrowing;
  - Loss of investment interest if internal resources are used.
19. Where new capital schemes are included in the capital programme there will be a need to ensure that the necessary resources are in place to meet the full capital costs and the on-going revenue costs.
20. A new policy of capitalising officer salary costs that are directly attributable to capital schemes will now be considered as part of the total project costs.
21. Efforts will be made to secure external (non-borrowing) sources of funding capital schemes. Internal capital resources will only be released to fund schemes once external sources of funding (such as developers' contributions, grants, etc.) have been explored and rejected.
22. Capital schemes will normally be financed by use of capital reserves or external contributions. Borrowing will only be considered where there is a sound economic business case (e.g. for spend to save schemes) whereby borrowing costs are wholly offset by long term net revenue income or savings.

23. Resources allocated to particular capital projects but subsequently not required are returned to meet future corporate priorities rather than be retained for use by that service.
24. To ensure the Council is able to meet the financial challenges ahead, priority is given to the following:
  - Corporate priorities;
  - Providing for future liabilities;
  - Maintaining and protecting public assets;
  - Investing in the future by ensuring assets are sustainable, encourage economic growth and regeneration, and meet the needs of the community.
25. This is achieved by:
  - Building up finances for the future, such as the allocation of windfall income to the Capital Fund Account;
  - Maximising external funding opportunities to reduce the reliance on internal resources;
  - Effective project planning and management to ensure schemes are completed on time and within budget.

## **SOLENT AIRPORT AND DAEDALUS**

26. Solent Airport and the Daedalus site is a strategic asset for the Council, and as such will require significant capital investment over time. It also has the potential to generate revenue for the Council, create job opportunities for the borough and the aspiration is for the airport operations (airside and non-airside combined) to be financially self-sustaining.
27. The significance of Daedalus is such that it warrants its own financial operating framework, and the Daedalus Finance Strategy was presented to the Executive in March 2022. The strategy establishes a financial framework for the operation and investment at Solent Airport and the wider Daedalus site, including the approach to capital receipts and its use as a corporate capital resource.
28. Members have financial updates comparing figures against the strategy position at regular meetings of the Daedalus Scrutiny Panel. The Scrutiny Panel will also consider all activities and developments at the site.

## **CLIMATE CHANGE ACTION PLAN**

29. At the June 2021 Executive, members adopted the Council's Climate Change Action Plan detailing the actions the Council is taking to reach carbon neutrality in Scope 1 and 2 emissions by 2030.

30. The annual review of the action plan, presented to the July 2023 Climate Change Scrutiny Panel, highlights areas that will require future capital funding for projects such as:
- Energy efficiency improvements to Council properties and housing stock
  - Electric vehicle charging points at the Depot
  - Replacement vans and smaller vehicles that have exceeded their working lifespan with electric versions
  - Replacement of petrol-powered tools e.g., lawnmowers that have exceeded their natural lifespans with electric versions
  - A potential energy generation site on Council land
31. External sources of funding will be sought where possible to contribute towards priority environmentally sustainable projects and will be an area of spending pressure in the future.

## CAPITAL FINANCING

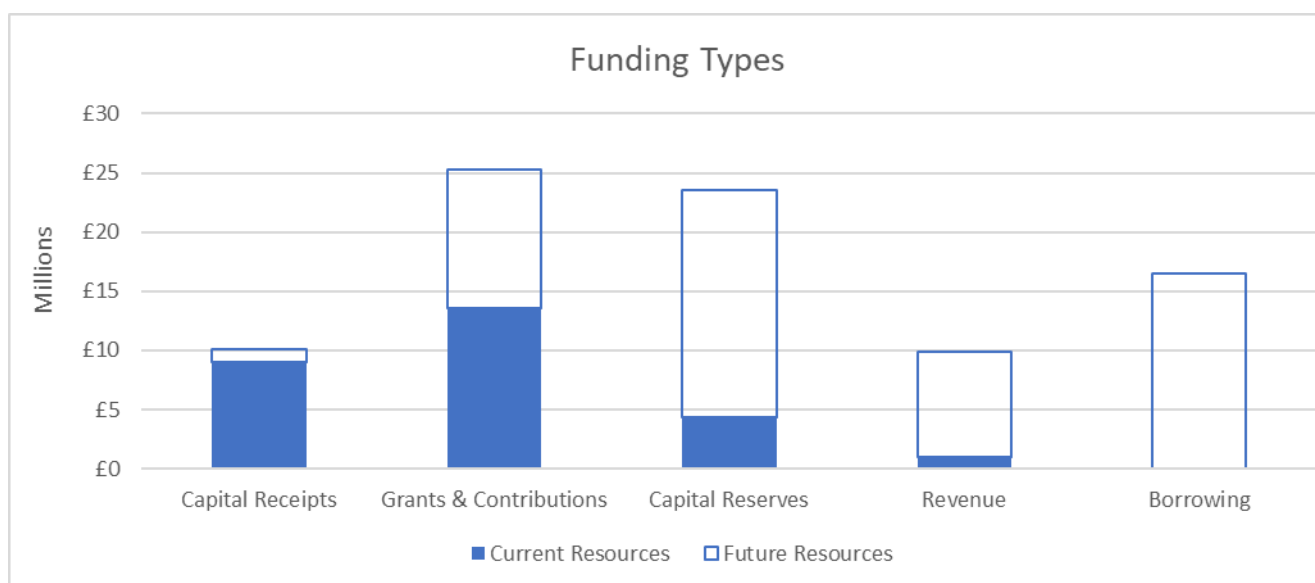
32. All capital expenditure must be financed, either from **external sources** (government grants and other contributions), the Council's **own resources** (revenue, reserves and capital receipts) or **debt** (borrowing and leases).
33. The planned financing of the above expenditure is as follows:

### *Prudential Indicator 1 - Estimates of Financing*

Capital Financing	2023/24 Revised £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	Total £'000
Capital Receipts	7,908	1,473	212	200	284	10,077
Grants & Contributions	14,465	6,006	2,900	950	1,038	25,359
Capital Reserves	3,628	5,317	5,317	3,200	3,200	20,662
Revenue	2,775	2,264	1,640	1,540	1,540	9,759
Borrowing	15,020	1,299	160	0	0	16,479
<b>Total Financing</b>	<b>43,796</b>	<b>16,359</b>	<b>10,229</b>	<b>5,890</b>	<b>6,062</b>	<b>82,336</b>

34. Total resources of **£85.4 million** are estimated to be available over the life of the capital programme and therefore there should be a surplus of approximately £3.1 million in 2027/28.
35. The chart below shows the different funding types split between current and future resources. Grants and contributions are the largest funding source financing 30% of the programme.





36. The forecast surplus of resources is limited and relies partly on resources that have not yet been secured (such as future capital receipts and grants as well as continued revenue contributions towards capital investment), totalling £57 million.
37. In the event that these resources do not materialise, other funding options will need to be investigated including borrowing, reliance on external funding or the programme scaled back.
38. It must also be borne in mind that the implications of some of the Council's priority actions, such as town centre regeneration, and emerging capital spending pressures have not yet been quantified. Costs associated with approved schemes also remain provisional until tenders have been received.
39. Spending pressures including repair and refurbishment, or replacement works to Council assets (for example public conveniences and car parks) have also yet to be added to the capital programme.
40. The following asset management reviews are currently taking place and will be presented to the Executive in the coming months:
  - Civic Offices asset management plan
  - 10-year Car Parks asset management plan

## DEBT AND MRP

41. Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually by putting aside revenue resources to repay debt which is known as **Minimum Revenue Provision (MRP)**. Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance.

42. Planned MRP and use of capital receipts are as follows:

	2023/24 Revised £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000
Minimum Revenue Provision	1,546	1,757	1,844	1,899	1,957
Future Capital Receipts	0	1,000	2,000	2,000	3,853

43. Borrowing costs (MRP and interest charges) for schemes funded by debt will be covered by revenue generating assets.

44. The MRP budget provision reflects the capital costs relating to commercial property purchases, and construction works at Solent Airport at Daedalus including the Innovation Centre extension and new hangars.

### MRP Policy Statement

45. The Council is required to set an annual policy on the way it calculates the prudent provision for the repayment of General Fund borrowing. The main policy adopted is that MRP will be determined by charging the expenditure over the **expected useful life** of the relevant assets on an **annuity basis** starting in the year after the asset becomes operational. This calculation will be reviewed on a case-by-case basis depending on the circumstances and with a view to minimising the impact on the council tax payer.

46. Where expenditure is on an asset which will be held on a short-term basis (up to 5 years), no MRP will be charged. However, the capital receipt generated by the sale of the asset will be used to repay the debt instead.

47. No MRP will be charged in respect of assets held within the HRA but depreciation on those assets will be charged instead in line with regulations.

### Capital Financing Requirement

48. The Council's cumulative outstanding amount of debt finance is referred to as the **Capital Financing Requirement (CFR)** and is another prudential indicator. The CFR increases with new debt-financed capital expenditure and reduces when MRP and capital receipts are used to replace debt.

49. The CFR indicator is a measure of the Council's underlying need to borrow for a capital purpose taken from the balance sheet. This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits.

50. The CFR is expected to decrease by £1.5 million during 2024/25 mainly due to MRP exceeding debt funded capital expenditure. The Council’s estimated CFR is as follows:

*Prudential Indicator 2 - The Council's borrowing need*

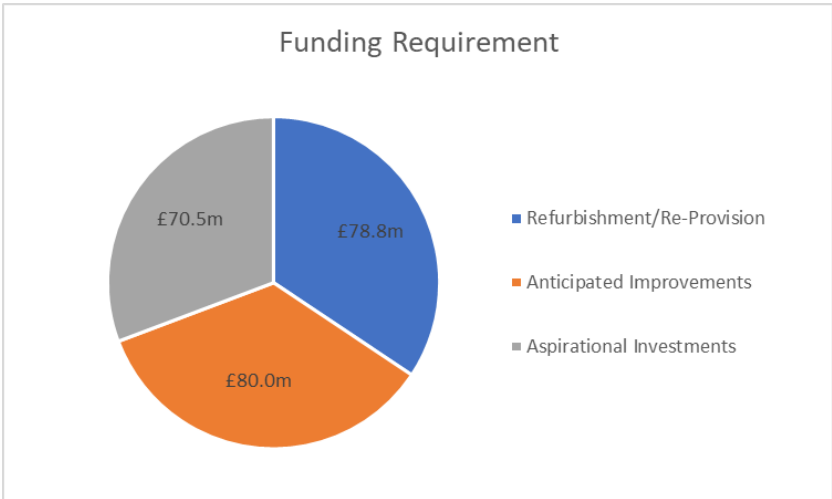
	2023/24 Revised £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000
General Fund	67,295	64,538	60,836	56,937	51,127
HRA	54,531	55,830	55,848	55,848	55,848
<b>Total CFR</b>	<b>121,826</b>	<b>120,368</b>	<b>116,684</b>	<b>112,785</b>	<b>106,975</b>

**ASSET MANAGEMENT**

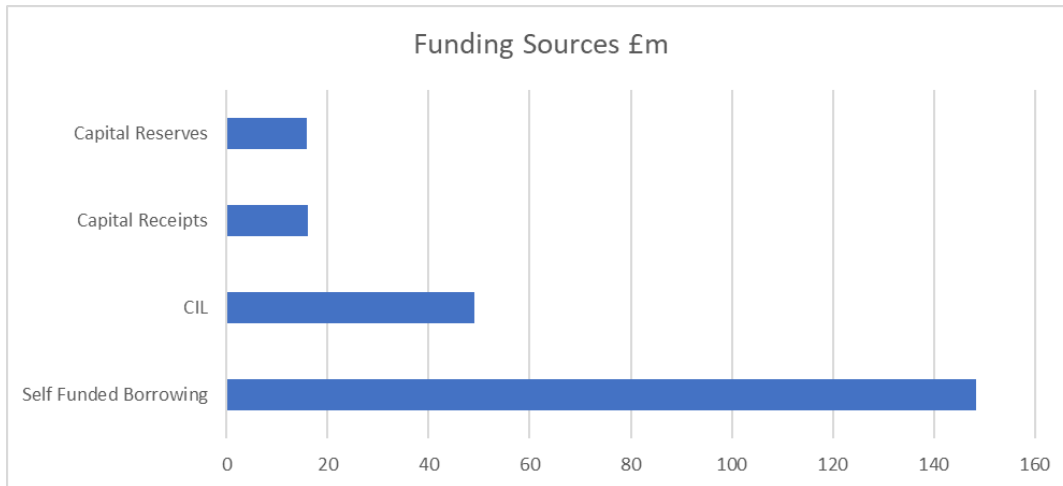
51. One of the Council’s corporate priorities is ‘a dynamic, prudent and progressive Council’ and aims to ‘undertake a major review of all Council owned land and buildings to ensure that we are making the best use of our assets’.

**FUTURE FUNDING REQUIREMENTS**

52. To ensure that capital assets continue to be of long-term use, a high-level review of the future funding requirements for its land and buildings, excluding Council dwellings has been undertaken. This review covers a 30-year time frame and has identified a capital funding requirement of **£229 million** for refurbishing/re-provisioning existing assets, improving existing assets and aspirational investments as shown in the chart below:



53. The main funding source is self-funded borrowing supported by capital receipts, capital reserves and the community infrastructure levy, as illustrated in the following graph:



54. The Council will put in place a Council-wide plan which will set out the overall direction and framework for the management of its assets to help deliver the Council's priority actions and service delivery needs, now and in the future.

### ASSET DISPOSALS

55. When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt.
56. Repayments of capital grants, loans and investments also generate capital receipts. The Council estimates to receive capital receipts as follows:

	2023/24 Revised £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000
Right to Buy Houses	600	600	600	600	600
Other Housing Receipts	1,275	16	16	9	9
General Fund Property	1,694	1,000	2,000	2,000	3,853
<b>Total</b>	<b>3,569</b>	<b>1,616</b>	<b>2,616</b>	<b>2,609</b>	<b>4,462</b>

*Other Housing Receipts in 2023/24 mainly relates to shared ownership sales at Capella Close. General Fund Property mainly relates to land and property sales at Daedalus and Welborne Cottages (2027/28).*

### TREASURY MANAGEMENT

57. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account.

- 58. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 59. At 31 March 2023, the Council had £61.3 million borrowing and £24.8 million treasury investments.
- 60. The Treasury Management Strategy and Investment Strategy for 2024/25 will be presented separately at the February meeting of the Executive.

**BORROWING STRATEGY**

- 61. The Council’s main objective when borrowing is to achieve a low but sufficiently certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but higher.
- 62. Projected levels of the Council’s total outstanding debt are shown below, compared with the capital financing requirement.

*Prudential Indicator 3 - Gross debt and the capital financing requirement*

	<b>2023/24 Revised £'000</b>	<b>2024/25 Estimate £'000</b>	<b>2025/26 Estimate £'000</b>	<b>2026/27 Estimate £'000</b>	<b>2027/28 Estimate £'000</b>
Debt at 1 April	61,300	74,300	74,300	72,300	70,300
Capital Financing Requirement (CFR)	121,826	120,368	116,684	112,785	106,975

- 63. Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from the table above, the Council expects to comply with this in the medium term.

**AFFORDABLE BORROWING LIMIT**

- 64. The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and a lower “operational boundary” set as a warning level should debt approach the limit.

- 65. The operational boundary is based on the Council's estimate of the most likely (i.e. prudent but not worst case) scenario for external debt. This is the limit beyond which external borrowing is not normally expected to exceed.
- 66. The authorised limit represents the maximum amount of debt that the Council can legally owe. The limit provides headroom over and above the operational boundary for unusual cash movements.

*Prudential Indicator 4 - Limits to Borrowing Activity*

	2023/24 Revised £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000
Operational Boundary	164,000	173,000	175,000	173,000	168,000
Authorised Limit	173,000	182,000	184,000	182,000	177,000

- 67. Further details on borrowing are in the Council's Treasury Management Strategy.

**TREASURY INVESTMENT STRATEGY**

- 68. The Council invests its money for three broad purposes:
  - because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
  - to support local public services by lending to or buying shares in other organisations (**service investments**), and
  - to earn investment income (known as **commercial investments** where this is the main purpose).
- 69. The Council does not currently have service investments.

**Treasury Investment Policy**

- 70. The Council's policy on treasury investments is to prioritise security and liquidity over yield, which is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss.
- 71. Money that will be held for longer terms is invested more widely, including property and multi-assets funds containing bonds and shares, to balance the risk of loss against the risk of receiving returns below inflation.

- 72. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy, and the Council may request its money back at short notice.
- 73. Further details on treasury investments are set out in the Council’s Treasury Management Strategy.

**Treasury Investment Risk Management**

- 74. The effective management and control of risk are prime objectives of the Council’s treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses.

**Treasury Investment Governance**

- 75. Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Statutory Chief Finance Officer and staff, who must act in line with the treasury management strategy approved by Full Council.
- 76. Reports on treasury management activity are presented to the Executive. The Audit and Governance Committee is responsible for scrutinising treasury management decisions and therefore is presented with the annual Treasury Management Policy for comment, and reports on adherence to this Policy.

**COMMERCIAL ACTIVITIES**

**Commercial Investments Policy**

- 77. With central government financial support for local public services declining, the Council invests in commercial property to secure a financial gain. Total commercial investments that have been purchased in accordance with the Council’s Commercial Property Investment Acquisition Strategy are summarised below and are currently valued at **£35.5 million** and expected to generate rental income of £2.7 million during 2024/25.

<b>Property Type</b>	<b>Current Value £’000</b>
Retail	21,785
Commercial (Industrial)	11,740
Other (Healthcare)	1,960
<b>Total</b>	<b>35,485</b>

- 78. The Council’s total investment portfolio, shown below, is valued at **£70 million** and includes Faretec and industrial sites at Palmerston Business Park and

Newgate Lane. The Council purchased the leasehold of Fareham Shopping Centre at the end of September 2023. The table includes the freehold value only.

<b>Property Type</b>	<b>Current Value £'000</b>
Retail	33,790
Commercial	25,245
Other	4,109
Office	5,370
Leisure	1,492
<b>Total</b>	<b>70,006</b>

### **Commercial Investments Risk Management**

79. With financial return being a key objective, the Council accepts higher risk on commercial investment than with treasury investments. Investing in property is not risk-free, so it is important that any acquisitions reflect the Council's risk appetite in terms of maintaining the capital value of the asset in the long term, and extent to which rental income is guaranteed.
80. The principal risk exposures include vacancies and the resultant loss of income, added costs of holding a vacant property and cost of marketing and re-letting the property.
81. These risks are managed by ensuring:
- funds available for new purchases are disaggregated to limit the overall impact that any single investment would have on the Council's finances;
  - there is a mix of property types in the portfolio e.g. retail, industrial, etc.;
  - new purchases are only considered with existing tenants of "high quality" and sufficiently long lease terms;
  - appropriate checks are carried out to ascertain the tenant's reliability before the investment is made and periodically afterwards;
  - other "due diligence" is undertaken to protect the Council's investment as far as possible such as checks on planning conditions, land contamination issues and planning policy issues.
82. The majority of investments will be held for a medium to long term in order to achieve the required return and to justify the cost of the acquisition. However, as part of the investment decision, consideration is also given to the potential ways in which the Council could "exit" from the investment, such as sale to



another investor, sale for redevelopment, etc. An investment only proceeds where there is a clear exit strategy, should it be required.

## Commercial Investments Governance

83. The Executive approved a Commercial Property Investment Acquisition Strategy on 7<sup>th</sup> January 2013.
84. The steps taken before a decision to purchase a property are clearly documented and tested via a challenge process involving the Head of Property Services, Statutory Chief Finance Officer and the Executive portfolio holder for Policy Strategy and Finance.
85. Decisions on commercial investments are made by the Executive in line with the criteria outlined in the Commercial Property Investment Acquisition Strategy.
86. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.

### *Prudential Indicator 5 – Net income from commercial investments to net revenue stream*

	2023/24 Revised	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
Total net income from commercial investments £'000	4,059	4,661	4,664	4,610	4,399
General Fund Proportion of net revenue stream	34%	36%	36%	35%	34%

## LIABILITIES

87. In addition to debt detailed above, the Council is committed to making future payments to cover its **pension fund deficit** (valued at £10.5 million as at 31 March 2023). It has also set aside provisions of £3.5 million mainly to cover **business rate appeals**.
88. Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Statutory Chief Finance Officer. The risk of liabilities crystallising and requiring payment is monitored by Finance and reported as necessary.
89. Further details on liabilities are given in the 2022/23 Statement of Accounts.

## REVENUE BUDGET IMPLICATIONS

90. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable.
91. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e., the amount funded from Council Tax, business rates, general government grants and housing rents.

### *Prudential Indicator 6 - Proportion of financing costs to net revenue stream*

	2023/24 Revised	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
General Fund Financing costs £'000	337	508	665	620	578
General Fund Proportion of net revenue stream	3%	4%	5%	5%	4%
HRA Financing costs £'000	1,785	1,785	1,811	1,822	1,822
HRA Proportion of net revenue stream	12%	12%	11%	11%	10%

92. Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 30 years into the future. The Statutory Chief Finance Officer is satisfied that the proposed capital programme is prudent, affordable and sustainable.

## KNOWLEDGE AND SKILLS

93. The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also supports junior staff to study towards relevant professional qualifications including CIPFA.
94. Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs **Arlingclose Limited** as treasury management advisers and a number of property consultants. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

## CAPITAL PROGRAMME 2023/24 to 2027/28

	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£	£	£	£	£	£
<b>STREETSCENE</b>						
Streetscene Asset Management Plan	42,000	303,500	116,500			462,000
Bus Shelters	14,100				89,000	103,100
Play Area Safety Equipment and Surface Replacement	39,400	50,000	50,000	50,000	50,000	239,400
<b>STREETSCENE TOTAL</b>	<b>95,500</b>	<b>353,500</b>	<b>166,500</b>	<b>50,000</b>	<b>139,000</b>	<b>804,500</b>
<b>LEISURE &amp; COMMUNITY</b>						
<b>Buildings</b>						
Fareham Live	11,125,800	2,010,000				13,135,800
Leisure Centres Capital Investment	305,000		141,700			446,700
Community Buildings Review	105,000	286,800				391,800
Whiteley Community Centre Refurbishment		40,000				40,000
Cams Alders Pavilion Roof and Masonry Repairs		100,000				100,000
Fareham North-West Vision		600,000	1,750,000			2,350,000
	11,535,800	3,036,800	1,891,700	0	0	16,464,300
<b>Play Schemes</b>						
Play Area Improvement Programme	100,000	100,000	100,000	100,000	100,000	500,000
Skate Park Upgrade - Wicor Recreation Ground		100,000				100,000
Skate Park Upgrade - Stubbington Recreation Ground		100,000				100,000
Fareham College Play Area		50,000				50,000
	100,000	350,000	100,000	100,000	100,000	750,000
<b>Other Community Schemes</b>						
Christmas Lights	43,100					43,100
Allotment Improvements		16,300				16,300
	43,100	16,300	0	0	0	59,400
<b>LEISURE &amp; COMMUNITY TOTAL</b>	<b>11,678,900</b>	<b>3,403,100</b>	<b>1,991,700</b>	<b>100,000</b>	<b>100,000</b>	<b>17,273,700</b>
<b>HOUSING</b>						
<b>Home Improvements</b>						
Disabled Facilities Grants	859,000	859,000	800,000	800,000	800,000	4,118,000
Empty Homes Strategy					83,500	83,500
	859,000	859,000	800,000	800,000	883,500	4,201,500
<b>Enabling</b>						
Gordon Road Acquisition	30,700					30,700
Sea Lane, Stubbington - Self Builds	52,200					52,200
	82,900	0	0	0	0	82,900
<b>HOUSING TOTAL</b>	<b>941,900</b>	<b>859,000</b>	<b>800,000</b>	<b>800,000</b>	<b>883,500</b>	<b>4,284,400</b>

**PLANNING & DEVELOPMENT**

Car Parks - Surfacing	128,200	195,000				323,200
<b>PLANNING &amp; DEVELOPMENT TOTAL</b>	<b>128,200</b>	<b>195,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>323,200</b>

**POLICY & RESOURCES****Replacement Programmes**

Vehicles & Plant Replacements	599,900	745,000	400,000	400,000	400,000	2,544,900
Upgrade Electric Vehicle Infrastructure	50,000					50,000
ICT Development Programme	278,600	124,500	100,000	0	0	503,100
	928,500	869,500	500,000	400,000	400,000	3,098,000

**Operational Buildings**

Civic Offices Improvement Programme	235,000	1,365,800	2,000,000			3,600,800
Depot Asset Management Works	46,000	161,200				207,200
	281,000	1,527,000	2,000,000	0	0	3,808,000

**Property Acquisition**

Fareham Shopping Centre	15,302,000					15,302,000
	15,302,000	0	0	0	0	15,302,000

**Property Developments**

Osborn Road Car Park	500,000	1,847,100				2,347,100
166 Southampton Road Repairs	1,153,100					1,153,100
	1,653,100	1,847,100	0	0	0	3,500,200

**Solent Airport at Daedalus**

Daedalus Site Wide	100,000	171,900				271,900
Managed Hangarage	25,000					25,000
Taxiway Maintenance	1,679,900					1,679,900
Aeronautical Ground Lighting System	2,625,300					2,625,300
Performance Based Navigation	187,600					187,600
Grounds Maintenance Facility	160,000					160,000
Airport Supply Assets	165,000					165,000
Visual Control Room Improvements	75,000	305,000				380,000
Infrastructure Improvements		820,000				820,000
	5,017,800	1,296,900	0	0	0	6,314,700

**POLICY & RESOURCES TOTAL**

<b>23,182,400</b>	<b>5,540,500</b>	<b>2,500,000</b>	<b>400,000</b>	<b>400,000</b>	<b>32,022,900</b>
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**GENERAL FUND TOTAL**

<b>36,026,900</b>	<b>10,351,100</b>	<b>5,458,200</b>	<b>1,350,000</b>	<b>1,522,500</b>	<b>54,708,700</b>
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**HOUSING REVENUE ACCOUNT**

Improvements to Existing Stock	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	20,000,000
Vehicles	100,000	100,000	40,000	40,000	40,000	320,000
Acquisitions	1,400,000	500,000	500,000	500,000	500,000	3,400,000
New Builds	2,270,000	1,407,000	230,000	0	0	3,907,000

**HOUSING REVENUE ACCOUNT TOTAL**

<b>7,770,000</b>	<b>6,007,000</b>	<b>4,770,000</b>	<b>4,540,000</b>	<b>4,540,000</b>	<b>27,627,000</b>
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**TOTAL CAPITAL PROGRAMME**

<b>43,796,900</b>	<b>16,358,100</b>	<b>10,228,200</b>	<b>5,890,000</b>	<b>6,062,500</b>	<b>82,335,700</b>
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