

REPORT TO CABINET

Partly Exempt		Would any decisions proposed:		
Any especially affected Wards None	Mandatory	(a) Be entirely within Cabinet's powers to decide NO (b) Need to be recommendations to Council YES (c) Be partly for recommendations to Council NO and partly within Cabinets powers –		
Lead Member: Portfolio Holder for Finance E-mail: cllr.chris.morley@west-norfolk.gov.uk		Other Cabinet Members consulted:		
		Other Members consulted:		
Lead Officer: Carl Holland E-mail: carl.holland@west-norfolk.gov.uk Direct Dial: 01553 616432		Other Officers consulted: Management Team, Service Managers		
Financial Implications YES	Policy/Personnel Implications YES	Statutory Implications (incl S.17) NO	Equal Opportunities Implications NO	Risk Management Implications YES
If not for publication, the paragraph of Schedule 12A of the 1972 Local Government Act considered to justify that is 16-20.				

Date of meeting: 3 February 2026

CAPITAL PROGRAMME AND RESOURCES 2025-2030

Summary This report: - revises the 2025/2026 projections for spending on the Capital Programme - sets out an estimate of capital resources that will be available for 2025-2030 - details new capital bids that are recommended to be included in the Capital Programme for the period 2025-2030 - outlines provisional figures for capital expenditure for the period 2025-2030 Recommendations It is recommended that: - Cabinet recommends to Council the amendments to capital schemes and resources for the 2025-2030 capital programme as detailed in the report. - Cabinet recommends to Council that new capital bids as set out in appendix 3 and the exempt report, are approved to be included in the capital programme 2025-2030 as detailed. Reason for Decision To report amendments, rephrasing and resources to the 2025-2030 Capital Programme.	
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1. Introduction

- 1.1** This report presents the capital programme for the period 2025 to 2030. The Capital Programme forms part of the Council's longer-term Financial Strategy and is updated as part of the overall budget and council tax setting process.
- 1.2** The Council faces circumstances where capital resources to fund the Capital Programme continue to be limited. There are competing demands for use of these resources, including investment in projects which will deliver revenue savings.
- 1.3** This report sets out a programme for 2025-2030 that can be delivered subject to the outcomes from revised forecasts reflecting continuing changes in costs and capital receipt levels. Certain capital funds come from grants and use of reserves; a large part of funds is to come from anticipated receipts from the Major Housing Development.
- 1.4** The Capital Programme 2025-2030 includes a number of major housing projects, summarised in the table below. The delivery of new homes through this project provides essential funding to support the revenue budget, through increases to the council tax base.

Table 1 – Units to be delivered under Major Housing Schemes.

	Units in Current Capital Programme 2025- 2030
Major Housing	
Lynnsport 1	96
Florence Fields	224
South End Road, Hunstanton	32
	352

- 1.5** The Council has set out to deliver as ambitious a Capital Programme as possible to meet its corporate priorities and to deliver new income streams and savings to support the revenue budget and will continue to aim to do so even in these difficult times.

2. Supporting Delivery of the Financial Strategy

- 2.1** The Financial Strategy for 2025-2030 sets out the council's latest proposed budget over the term of the plan. The Council has previously conducted a deep review of its Earmarked Reserves and Capital Programme to identify any savings. These reviews will continue in future years to identify any opportunities that may arise to help to meet savings targets and/or support the General Fund Reserve. Any revisions will be reported and updated accordingly.
- 2.2** Future phases of the major housing development projects will continue to include delivery of houses for rent. The Council's wholly owned local authority company 'West Norfolk Property Ltd' will hold and manage these private rented sector homes. The rental income will meet the financing costs and generate ongoing additional revenue income.
- 2.3** Strategic land acquisitions are also considered which have potential to provide development opportunities.

3. Capital Programme 2025/2026

3.1 This part of the report updates the Capital Programme for the current year 2025/2026.

3.2 An approved Capital Programme updated for rephasing is shown in the table below with expenditure to 30 September 2025.

Table 2 – Capital Programme 2025/2026 Quarter 2

	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	UPDATED Estimates Budget 2025/2026	Actual as at 31 December 2025
	£	£	£	£
Tier 1 Major projects				
Enterprise Zone (Property and Projects):	448,460	448,460	116,250	116,246
Major Housing Development (Companies and Housing):	23,983,370	23,983,370	23,971,750	18,817,449
Other Major Projects	16,889,420	11,458,140	8,288,940	3,388,741
Coastal Defences	-	-	1,500,000	-
Total Tier 1	41,321,250	35,889,970	33,876,940	22,322,436
Tier 2 Operational Schemes				
Corporate	807,940	807,940	947,940	162,417
Health, Wellbeing & Public Protection	2,620,160	2,620,160	2,707,010	1,605,073
Leisure and Community Facilities:	267,480	267,480	280,000	225,175
Operational and Commercial:	3,275,450	3,305,450	1,676,950	992,948
Property and Projects:	89,730	114,730	225,420	75,395
Regeneration, Housing & Place:	-	-	40,000	-
Finance:	16,650	16,650	16,650	0
Total Tier 2	7,077,410	7,132,410	5,893,970	3,061,008
Tier 3 Operational Schemes				
Corporate	300,000	300,000	0	0
Health, Wellbeing & Public Protection	86,850	86,850	-	0
Leisure and Community Facilities:	403,000	403,000	-	0
Operational and Commercial:	494,150	494,150	286,480	0
Property and Projects:	406,970	406,970	280,500	0
Regeneration, Housing & Place:	241,060	241,060	-	0
<i>Subtotal</i>	<i>1,932,030</i>	<i>1,932,030</i>	<i>566,980</i>	<i>0</i>
Tier 3 Exempt Schemes				
Exempt Schemes	197,000	197,000	-	0
<i>Subtotal</i>	<i>197,000</i>	<i>197,000</i>	<i>0</i>	<i>0</i>
Total Tier 3	2,129,030	2,129,030	566,980	0
Total Capital Programme (Tiers 1, 2, 3)	50,527,690	45,151,410	40,337,890	25,383,444

3.3 The table below shows changes between the updated budget to quarter two monitoring report and now the estimate preparation 2025/2026. A detailed view can be seen in appendices 1 and 2.

Table 3 – Revised forecast Capital Programme 2025/2026.

	Approved Budget Adjusted for Rephasing 2025/2026	Updated Budget to Q2 Monitoring Report	UPDATED Estimates Budget 2025/2026	Actual as at 31 December 2025
	£	£	£	£
Tier 1 Major projects				
Enterprise Zone (Property and Projects):	448,460	448,460	116,250	116,246
Major Housing Development (Companies and Housing):	23,983,370	23,983,370	23,971,750	18,817,449
Other Major Projects	16,889,420	11,458,140	8,288,940	3,388,741
Total Tier 1	41,321,250	35,889,970	32,376,940	22,322,436
Tier 2 Operational Schemes				
Corporate	807,940	807,940	947,940	162,417
Health, Wellbeing & Public Protection	2,620,160	2,620,160	2,707,010	1,605,073
Leisure and Community Facilities:	267,480	267,480	280,000	225,175
Operational and Commercial:	3,275,450	3,305,450	1,676,950	992,948
Property and Projects:	89,730	114,730	225,420	75,395
Finance:	16,650	16,650	16,650	0
Total Tier 2	7,077,410	7,132,410	5,853,970	3,061,008
Tier 3 Operational Schemes				
Corporate	300,000	300,000	0	0
Health, Wellbeing & Public Protection	86,850	86,850	-	0
Leisure and Community Facilities:	403,000	403,000	-	0
Operational and Commercial:	494,150	494,150	286,480	0
Property and Projects:	406,970	406,970	280,500	0
Regeneration, Housing & Place:	241,060	241,060	-	0
<i>Subtotal</i>	<i>1,932,030</i>	<i>1,932,030</i>	<i>566,980</i>	<i>0</i>
Tier 3 Exempt Schemes				
Exempt Schemes	197,000	197,000	1,540,000	0
<i>Subtotal</i>	<i>197,000</i>	<i>197,000</i>	<i>1,540,000</i>	<i>0</i>
Total Tier 3	2,129,030	2,129,030	2,106,980	0
Total Capital Programme (Tiers 1, 2, 3)	50,527,690	45,151,410	40,337,890	25,383,444

4. Major Projects Governance

4.1 Major Projects Governance

4.1.1 When considered and presented to Cabinet, the Capital Programme identifies a number of new projects in tier three that require further business case development before spend can commence. The Programme may also identify new projects that need immediate approval for commencement and will therefore have the business case made at that time. When Cabinet considers approval of a project for commencement it also gives regard to whether or not the project is tier 1, i.e. a Major project.

4.1.2 Major Projects then follow the following monitoring process:

- Monthly Officer Project Delivery Group oversees project delivery, project management, logistics, project support/resources, recommendations to Member/Officer Board, operational decisions;
- Reports to Officer Major Projects Board on a minimum bi- monthly basis;
- Quarterly (once construction commences on site) Member Board meetings (Strategic Overview, Strategic decisions, Programme Management, including recommendations to Cabinet on Trigger Point approvals).

4.1.3 Major housing development follow the above process at para 4.1.2 preceded by the following processes.

- Monthly update by the corporate projects team liaising with Finance;
- Weekly and monthly meetings with the contractor.

5. Capital Programme “New” Bids

The Council operates a three-tier system of adding items to the capital programme where by new items require a business case and approval before being fully added to the programme. The tiers are explained below;

- Tier 1 Projects designated by Cabinet as a 'Major Project', delivery of which is to be monitored by the Member Major Projects Board.
- Tier 2 Projects actively being progressed operationally, with decisions made as appropriate, by Officers and/or Portfolio Holders, taken to policy review and development panels at key stages, as appropriate.
- Tier 3 Projects that are identified as initiatives to be taken forward 'at some point', for example, when capacity allows, or when funding opportunities arise; discussed with Portfolio Holders.

Decision to commence projects from tier 3 are presented in Portfolio decisions together with business case information, in accordance with Financial Regulations.

New Projects are listed in appendix 3 to this report and to the exempt report.

6. Capital Programme 2026-2030

- 6.1** This part of the report deals with the medium-term capital programme 2026-2030 and first looks at a revision to the current approved programme.

The full Capital Programme 2026-2030 previously reported following rephasing of balances from 2024/2025 and reported Cabinet on 24th July 2025 is summarised in the table below.

Table 5 - Original Capital Programme 2026 – 2030 updated for rephasing

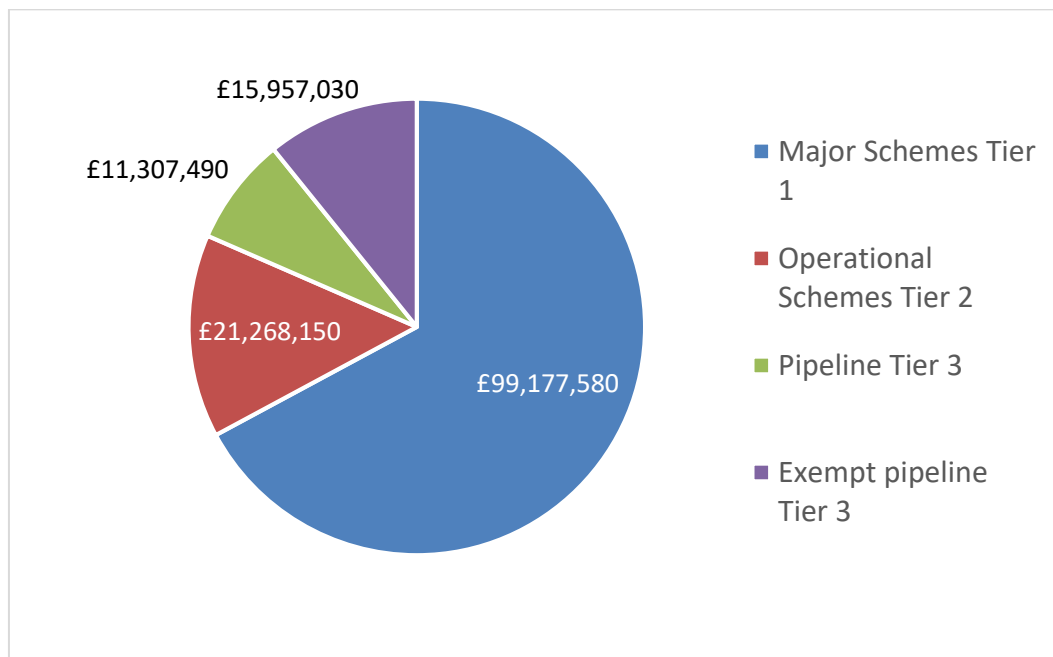
Capital	2026/2027	2027/2028	2028/2029
	£	£	£
Tier 1: Major Projects	27,795,640	5,663,570	0
Tier 2: Operational Schemes	2,985,500	2,891,250	2,954,780
Subtotal	30,781,140	8,554,820	2,954,780
Tier 3: Pipeline Schemes	3,697,320	3,431,780	4,076,730
Total Including Exempt	34,478,460	11,986,600	7,031,510

- 6.2** The table below incorporates the rephased budgets from table 5 and is updated for the present the recommended Capital Programme 2026-2029 and includes revised forecasts for previously approved schemes and new bids detailed in section 5. The detailed Programme is presented at Appendix 1 and 2.

Table 6 – Proposed Capital Programme 2026 to 2030

Capital	2026/2027	2027/2028	2028/2029	2029/2030
	£	£	£	£
Tier 1: Major Projects	45,435,420	12,294,880	7,265,430	304,910
Tier 2: Operational Schemes	5,653,000	3,231,750	3,425,280	3,064,150
Subtotal	51,088,420	15,526,630	10,690,710	3,369,060
Tier 3: Pipeline Schemes	4,222,510	518,000	0	6,000,000
Tier 3: Pipeline Schemes Exempt	15,057,030	900,000	0	0
Subtotal	19,279,540	1,418,000	0	6,000,000
Total Including Exempt	70,367,960	16,944,630	10,690,710	9,369,060

Chart 1 - Capital Programme - Distribution of spend 2025- 2030



This table reflects the budget in table 8.

7. Capital Financing and Resources 2025-2030

7.1 The proposed Capital Programme 2025-2030 is shown as funded and is heavily dependent upon achievement of housing sales and internal borrowing. Where cashflow monitoring indicates that the Council has insufficient cash balances to support the capital programme, short term temporary borrowing will be necessary. The Revenue budget will incur a direct charge for any short-term borrowing undertaken. In year performance monitoring reported in Quarterly budget monitoring reports will highlight the risk of increases in material costs and reduced capital receipts from property sales. Appendix 1 and 2 shows how each project in the Programme for 2025 -2030 is funded.

7.2 Table 7 provides details of the revised estimated capital resources for the period 2025-2030, updated for items detailed in the proceeding sections. Where rephasing is made between years, the funding will follow. Where external borrowing is required the known borrowing costs are included in the revenue estimates. The revenue budget will be amended as part of the estimates process to reflect this position. These changes are reported as part of the Financial Strategy 2025-2030 on this Cabinet Agenda.

Table 7 – Financing Capital Programme 2025 to 2030

Source of Funding	2025/2026 £	2026/2027 £	2027/2028 £	2028/2029 £	2029/2030 £	Total £
Specific Capital Grants (Better Care Fund)	2,216,445	2,216,445	2,216,445	2,216,445	2,216,445	11,082,225
Specific Capital Grants (Town's Fund)	6,142,170	11,102,191				17,244,361
Specific Capital Grants (LAHF)	1,861,990					1,861,990
Misc Grants	242,190	944,584	3,221,000			4,407,774
Business Rate Pool	83,890	2,271,445				2,355,335
General Capital Receipts Reserve	1,442,381	1,871,585	486,055	401,055	351,055	4,552,131
Major Housing Receipts/Temporary CFR	22,425,750	23,895,060	2,523,060			48,843,870
Reserves/Revenue Contributions	2,301,074	5,686,390	267,500	12,500	11,650	8,279,114
Unsupported Borrowing	1,892,000	3,312,730	779,750	795,280	6,485,000	13,264,760
Temporary Borrowings	1,730,000	19,067,530	7,450,820	7,265,430	304,910	35,818,690
Total Funding	40,337,890	70,367,960	16,944,630	10,690,710	9,369,060	147,710,250

7.3 The Council's commitment to a number of major projects means that the disposals programme and generation of capital receipts, and securing external funding is crucial.

7.4 Table 8 shows the updated budgets and full Capital Programme in tier summary.

Table 8 – Capital Programme 2025 to 2030 by Tier

Public or Exempt	Tier	High Level	Revised Budget 2025/2026	Budget 2026/2027	Budget 2027/2028	Budget 2028/2029	Budget 2029/2030	Total
1.Public	1	Major Housing	25,833,740	24,145,060	2,523,060	-	-	52,501,860
		Southgates	167,780	-	-	-	-	167,780
		Guildhall	1,552,810	9,263,030	9,771,820	7,265,430	304,910	28,158,000
		Enterprise Zone	116,250					116,250
		Towns Fund	4,706,360	5,367,330	-	-	-	10,073,690
		Coastal Defence	1,500,000	6,660,000	-	-	-	8,160,000
	1 Total		33,876,940	45,435,420	12,294,880	7,265,430	304,910	99,177,580
	2	ICT	947,940	1,175,000	250,000	200,000	150,000	2,722,940
		Adaptation Grants	2,560,160	2,417,500	2,417,500	2,417,500	2,417,500	12,230,160
		Car Parks	61,800	53,500	12,500	12,500	11,650	151,950
		Caroline Equipment	60,000	60,000	148,000	148,000	60,000	476,000
		CCTV	-	361,000	-	-	-	361,000
		Community Grants	16,650	-	-	-	-	16,650
		Corn Exchange	15,000	25,000	15,000	100,000	265,000	420,000
		Crematorium	120,000	100,000	-	-	-	220,000
		Downham Market Leisure Centre	-	227,000	25,000	-	-	252,000
		Downham Market Public Conveniences	34,250	-	-	-	-	34,250
		Emergency Planning	-	-	-	30,000	-	30,000
		Equipment Grounds Maintenance	711,620	50,000	-	86,000	-	847,620
		Hunstanton Band Stand	30,000	-	-	-	-	30,000
		Hunstanton Public Conveniences	-	366,000	-	-	-	366,000
		King's Lynn Public Realm	40,000	260,000	-	-	-	300,000
		Lighting	16,730	107,000	-	-	-	123,730
		Lynnsport	250,000	30,000	15,000	40,000	-	335,000
		Oasis	-	30,000	-	-	-	30,000
		Play Areas	-	68,000	-	-	-	68,000
		Sewerage Treatment	28,000	-	-	-	-	28,000
		St James	17,050	35,000	-	-	-	52,050
		Town Hall	-	60,000	135,000	-	-	195,000
		Waste Collection Bins	160,000	160,000	160,000	160,000	160,000	800,000
		Vehicles	744,380	68,000	53,750	231,280	-	1,097,410
		Public Realm Town Centre	80,390	-	-	-	-	80,390
	2 Total		5,893,970	5,653,000	3,231,750	3,425,280	3,064,150	21,268,150
	3	Car Parks	140,600	255,000	-	-	-	395,600
		Christmas Lighting	-	187,550	-	-	-	187,550
		Downham Pool Pod	-	82,000	-	-	-	82,000
		Events	-	5,170	-	-	-	5,170
		ICI/Active Travel Hub (KLIC2)	-	121,060	-	-	-	121,060
		ICT Property	-	75,000	-	-	-	75,000
		Lynnsport	-	916,730	100,000	-	-	1,016,730
		Play Areas	95,880	-	120,000	-	-	215,880
		Premises	-	250,000	-	-	-	250,000
		Property Industrial Units	280,500	-	-	-	-	280,500
		Resort	50,000	310,000	-	-	-	360,000
		Solar	-	355,000	-	-	-	355,000
		South Quay Stage 3	-	120,000	-	-	-	120,000
		St James	-	80,000	-	-	-	80,000
		Depot	-	60,000	-	-	-	60,000
		Downham Sport Pavillion	-	40,000	-	-	-	40,000
		Hunstanton Public Conveniences	-	60,000	-	-	-	60,000
		Oasis	-	1,190,000	263,000	-	-	1,453,000
		Premises	-	65,000	35,000	-	-	100,000
		Vehicles	-	-	-	-	6,000,000	6,000,000
		Parks and Open Spaces	-	50,000	-	-	-	50,000
	3 Total		566,980	4,222,510	518,000	-	6,000,000	11,307,490
1.Public Total			40,337,890	55,310,930	16,044,630	10,690,710	9,369,060	131,753,220
	2.Exempt Total		-	15,057,030	900,000	-	-	15,957,030
Grand Total			40,337,890	70,367,960	16,944,630	10,690,710	9,369,060	147,710,250

8. Equality Impact Assessment

- 8.1** The Council has a statutory requirement to carry out Equality Impact Assessments (EIAs) as part of the service planning and policy proposal processes. This includes significant policy or significant changes to a service and includes potential capital bids, revenue growth bids and proposed reductions in service.
- 8.2** The Council may be required to carry out an impact assessment if the proposal impacts on any of the following:
- Equalities (including impact on issues of race, gender, disability, religion, sexual orientation, age)
 - Community cohesion (whether there is a potential positive or negative impact on relations between different communities)
- 8.3** The relevant service managers, with the assistance of the Policy officers, review each capital programme scheme to check and assess any impact of the intended outcome. Although a provisional capital budget will be included in the capital programme, it will be necessary for a report on the impact to be made to Cabinet before the scheme progresses.

9. Prudential Framework

- 9.1** The Prudential Framework for local authority capital investment was introduced as part of the Local Government Act 2003 with effect from the 1 April 2004. This was developed by CIPFA as a professional code of practice to support local authorities' decision making on the areas of capital investment and financing. Authorities are required by regulation to have regard to the Prudential Code.

The key objectives of the Prudential Code are:

- Capital plans and investment plans are affordable and proportionate
- All borrowing and other long-term liabilities are within prudent and sustainable levels
- Risks associated with investment are proportionate to financial capacity
- Treasury management decisions are in accordance with good professional practice

The prudential code was revised in December 2021 and the Authority formally adopted the reporting requirements in 2023-2024. One of the key changes to the Prudential Code is the explicitly stated requirement that authorities must not borrow to invest primarily for financial return, and this requirement came into force with immediate effect.

- 9.2** Within the Revenue Budget 2025-2030 the Council will enter into unsupported borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease. The Capital Programme 2025-2030 includes details of the borrowing under the framework and this is confirmed as being affordable and is included within the Budget and Council Tax calculations.
- 9.3** The proposed borrowing will be met within the Prudential Indicators set as the Operational Boundary (Limit of Borrowing) under the Treasury Management Strategy. The current Operational Boundary in 2025/2026 is set at £67m with a maximum of 40% of the total value being held as short-term loans or variable rate

loans. The revised Treasury Management Strategy, also on the agenda for Cabinet on 3rd February 2026, having calculated that the Operational Boundary is revised to £84m.

10. Financial Implications

- 10.1** The financing arrangements for the capital programme are within budget. Where rephasing is to be made then the funding will follow the forecast spend.
- 10.2** The revenue implications of all capital schemes will be included in the estimates reported to the Cabinet meeting on 3rd February 2026.
- 10.3** On delivery income / cost savings relating to cost management will be fed into the revenue budget as they are achieved.

11. Risk Implications and Sensitivity Analysis

- 11.1** Risk is inherent in any projection of future funding. The estimated resources available to fund the capital programme 2025-2030 and the risk implications and sensitivity/consequences are detailed in the table below. The level of risk is based on the impact on the funding of the capital programme 2025-2030 if the resources are not achieved at the estimated level or at the time expected. This section has been updated to reflect the position in the Capital Programme and Resources for 2025-2030.

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Capital Grants Third Party Contributions	Risk The capital grant and specific grant included in the resources is a contribution towards private sector housing assistance - Disabled Facilities Grants (DFG). The level of grant included for 2025/2026 and 2026/2027 is based on the confirmed level of grant from the Better Care Fund. Future years show no assumed growth rate but remain at a constant level for the rest of the programme as no indications of growth have been provided. The level of grant is confirmed by Central Government annually and can vary from year to year. Sensitivity/Consequences This funding represents 20% of current total general fund reserve balance. If the level of grants were to vary significantly the budget allocated for DFGs and the proposed schemes within the programme would need to be revised.	Medium
Capital Receipts	Risk Capital receipts over the 5-year capital programme 2025-2030 represent 100% of the current general fund reserve balance. The actual amount and timing of capital receipts can vary significantly. The achievement of capital receipts is monitored and reported in the monthly monitoring reports to ensure no over commitment. Sensitivity/Consequences Capital receipts represent a high proportion of the total general fund resources available to fund the capital programme. The actual level of capital receipts that are achieved is sensitive to market conditions including	High

	demand for land and buildings, values and interest rates. The sum total of capital receipts included in the funding table of £5m and £48m from the Major Housing Project is a challenging target in the current economic climate. In the event that capital receipts are not achieved at the level or within the year estimated it may be necessary to take on additional temporary borrowing at the prevailing interest rates.	
Major Housing Project	Risk The impact of market prices as the scheme proceeds to each phase may increase. The housing market may slow and sales may not be achieved as planned. Sensitivity/Consequences Business case review prior to proceeding to end stage. Local Authority Housing Company has been established to hold any surplus units for rent.	High

Source of Funding	Risk Implications and Sensitivity	Level of Risk
Unsupported Borrowing	Risk The proposed capital programme 2025-2030 includes unsupported borrowing for the purchase of equipment and vehicles. The unsupported borrowing will be funded through internal borrowing whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Sensitivity/Consequences The Council will enter into unsupported borrowing where it can demonstrate that financial savings can be achieved by outright purchase of equipment, as opposed to the use of an operating lease and the payment of an annual lease.	Low
Temporary Borrowing External and Internal	Risk Temporary borrowing is included for cash flow purposes to ensure a balanced funding of the capital programme in each of the financial years and in advance of capital receipts. Internal borrowing will be used whenever it is most financially advantageous to do so. Internal borrowing is the use of internal funds (short term cash flows and reserves and balances not immediately required) rather than taking external debt. Funds currently in short term investments may be withdrawn and used in place of external borrowing. Sensitivity/Consequences The actual required temporary borrowing will depend on rephasing in the capital programme and capital receipts achieved in each year. Temporary borrowing will be maintained at the minimum level required and reported as part of the outturn. The cost of funding planned temporary borrowing is included in the revenue budget and is confirmed as affordable. In the event that additional temporary borrowing is required during the financial year the impact on the revenue budget will be reported in the monthly	Medium

	monitoring reports to Members. Fixed term external borrowing may be taken and drawn down as expenditure is required and rates are favourable. External borrowing will be sourced through market loans or PWLB depending on the most favourable rates. The interest rates of external loans and PWLB loans are at a higher rate due to the current Bank of England base rate.	
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Source of Funding	Risk Implications and Sensitivity	Level of Risk
Reserves	Risk Contributions from reserves are based on actual balances as at 1 April 2025 and take into account budgeted contributions to/from reserves. Sensitivity/Consequences The reserves are available and as such the sensitivity is low. In the event that reserves are not available as estimated in the capital resources, temporary borrowing would be incurred to ensure a balanced funding of the capital programme in each of the financial years.	Low
Sales Value Reduces / Costs Increase	Risk Macro-economic issues Sensitivity/consequences Market confidence continues to be impacted by inflation and high interest costs, albeit it is deemed to continue to gradually reduce (following on from Brexit and the pandemic). Sales values and cost of materials and labour will require regular review in determining how to proceed with schemes and, for example, whether to sell or rent properties through the Housing Company.	Medium

- 11.2** Experience shows that the costs of schemes can also vary. Expenditure on the capital programme is included as part of the monthly monitoring report. Any significant variations on individual schemes will be reported and appropriate action taken

12. Policy Implications

The establishment and management of the capital programme are in accordance with the Council's Capital, Treasury Management and Investment Strategy.

- 13. Statutory Considerations**
None

- 14. Consultations**
Management Team

- 15. Access to Information**
Cabinet Reports
Financial Strategy 2025-2030
Monitoring Reports
The Capital Strategy 2025/2026
The Treasury Management and Investment Strategy 2026/2027

Appendix 1 - Rephased and revised Budget at Quarter 2 2025/2026				
Tier	Project	Budget to Q2 monitoring 2025/2026	Estimates Revised Budget 2025/2026	Actuals to 31 December 2025
	Enterprise Zone	448,460	116,250	116,246
	Property and Projects	448,460	116,250	116,246
	Florence Fields	15,600,230	15,600,230	12,401,311
	Hunstanton Southend Road	0		168,463
	Major Housing Projects Unallocated Budget	27,770	16,150	19,933
	Nora Phase 4	99,570	99,570	2,825
	Phase 3-Lynnsport 1	7,719,070	7,719,070	5,979,407
	Salters Road	536,730	536,730	245,510
	Regeneration, Housing and Place	23,983,370	23,971,750	18,817,449
	Southgate Regen Area Business Rate Pool Contribution	167,780	167,780	67,319
	Local Authority Housing Fund	1,861,990	1,861,990	6,498
	Active and Clean Connectivity	1,846,200	1,416,000	506,226
	Multi User Community Hub	2,581,450	2,581,450	1,843,667
	Programme Management	45,880	100,000	32,430
	Rail to River	62,000	62,000	(8,530)
	Riverfront Regeneration	3,340,030	546,910	243,411
	St Georges Guildhall Complex	1,552,810	1,552,810	697,720
Tier 1	Regeneration, Housing and Place	11,458,140	8,288,940	3,388,741
	ICT Upgrade Roadmap	1,107,940	947,940	162,417
Tier 2	Corporate Serivces	1,107,940	947,940	162,417
	Adapt Grant	1,691,960	1,691,960	868,404
	Careline - Replacement Vehicles	56,850	56,850	
	Careline Grant	25,000	25,000	10,337
	Careline-Replacement Alarm Units	60,000	60,000	
	Community Safety Vehicle	30,000	30,000	
	Disabled Facilities Grant	618,200	618,200	616,670
	Low Level Prevention Fund	225,000	225,000	109,662
Tier 2	Health Wellbeing and Public Protection	2,707,010	2,707,010	1,605,073
	Corn Exchange -Refurbish Seating	15,000	15,000	3,738
	DMLC - Changing room refurb	30,000	0	
	DMLC - Replacement Distribution Boards	25,000	0	
	DMLC - Window Replacement (dryside)	20,000	0	
	L/Sport Gymnastics - Acro Floor and Tumble Track replacement	20,000	20,000	
	L/Sport Toilets & Changing Room	52,480	65,000	52,480
	L/Sport Track and Barn Line marking	15,000	0	
	L/Sport Window replacement	40,000	0	
	Lynnsport Drainage Pipeline Enhancement	165,000	165,000	168,957
	Oasis - Lockers	30,000	0	
	St James Flooring (reception/corridors/viewing)	15,000	15,000	
	Town Hall Electrical Switch Replacement	40,000	0	
	Town Hall Prep Kitchen	20,000	0	
	Town Hall Redecoration	15,000	0	
	Town Hall Replacement flooring/stairs	10,000	0	
	Town Hall Roofing	50,000	0	
	Town Hall Stone Mason external works	20,000	0	

Tier	Project	Budget to Q2 monitoring 2025/2026	Estimates Revised Budget 2025/2026	Actuals to 31 December 2025
Tier 2	Leisure And Culture	582,480	280,000	225,175
	Bandstand Roof Replacement - Hunstanton	30,000	30,000	
	Brown Bins/Compost	40,000	40,000	17,934
	Car Parks Pay & Display Machine Replacement	41,080	0	
	CCTV Facilities and Circuit Upgrade	360,190	0	
	Decrim Car Park - County funded Equipment	49,150	0	
	Emergency Plan - Replace Radios	30,000	0	
	Green Bins/Recycling	40,000	40,000	24,533
	Grounds Maintenance Equipment	711,620	711,620	801,991
	Grounds Maintenance Vehicles	436,730	436,730	15,500
	Heacham North Beach Pay & Display Infrastructure	23,000	0	
	Mintlyn Crem - Memorial Gardens - Drainage for paths	50,000	20,000	
	Mintlyn Cremator 1 - Refactory reline	100,000	100,000	
	Mintlyn Crematorium - Customer Toilets Refurb	40,000	0	
	Mintlyn Crematorium - redecoration	30,000	0	
	Play Area Equipment - King's Lynn (KLACC)	8,000	0	
	Public Cleansing Vehicles	156,800	156,800	
	Public Conveniences	366,000	0	
	Refuse - Black Bins	40,000	40,000	29,816
	Replacement Play Area Equipment	155,000	0	
	Resurfacing (various car parks)	61,800	61,800	
	Trade Bins	40,000	40,000	6,391
	Replacement Play Area Equipment S106	95,880	95,880	96,782
Tier 2	Operations and Commercial	2,905,250	1,772,830	992,948
	Bus Stops	0	80,390	
	Changing Places Toilet - St James's	2,050	2,050	8,142
	Downham Market Public Conveniences	34,250	34,250	28,267
	Old Meadow Road Deport EV Chargers	0	39,000	
	Re:Fit Project	143,200	16,730	12,388
	Sewage Treatment Works Refurb/Connect Public Sewer	28,000	28,000	26,598
	Van for King's Court	25,000	25,000	
Tier 2	Property and Projects	232,500	225,420	75,395
	Community Projects	16,650	16,650	
Tier 2	Finance	16,650	16,650	0
	DMLC - Replacement Pool Lighting	13,000	0	
	Oasis Cubicles replacement	50,000	0	
	Oasis Fitness Flooring bowls hall/fitness stairs	10,000	0	
	Oasis Pool Hall lighting	15,000	0	

Tier	Project	Budget to Q2 monitoring 2025/2026	Estimates Revised Budget 2025/2026	Actuals to 31 December 2025
Tier 3	Leisure And Culture	88,000	0	0
	Car Pk Multi-storey Barrier Ticket Machine	38,130	38,130	
	Car Prk Multi-storey Lighting + Controls	102,470	102,470	
	Christmas Lights Replacement	187,550	0	
	Digital Signage Installation - NTP	43,000	0	
	Hunstanton Public Realm	100,000	0	
	NSF Events Equipment	5,170	0	
	Parking/Gladstone Server Upgrade	12,030	0	
	Resort - Beach Safety Signage	15,000	0	
	Resort - Visitor Digital Sign	50,000	50,000	
	Resurfacing (various car parks)	200,000	0	
	The Walks Accessible play Area	120,000	0	
	Replacement Dog Bins	21,000	0	
Tier 3	Operations and Commercial	894,350	190,600	0
	Bergen Way Industrial Estate Roof Replacement	250,000	250,000	
	E-Energy Solar Project	8,700	0	
	Estate Roads - Resurfacing	30,500	30,500	
Tier 3	Property and Projects	289,200	280,500	0
	ICI/Active Travel Hub (KLIC2)	121,060	0	
	South Quay Stage 3	120,000	0	
Tier 3	Regeneration, Housing and Place	241,060	0	0
	Exempt Schemes	197,000	1,540,000	0
	Total Capital Programme (Tiers 1 2 3)	45,151,410	40,337,890	25,383,444

Appendix 2 - Proposed Capital Programme 2025/2030

Public or Exempt	Tier	Scheme	Revised 2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total
			£	£	£	£	£	£
1.Public	1	Active and Clean Connectivity	1,416,000	3,526,510	-	-		4,942,510
		Coastal Works - Urgent	1,500,000	6,660,000	-	-		8,160,000
		Enterprise Zone	116,250					116,250
		Florence Fields	15,600,230	15,272,500	313,960	-		31,186,690
		Hunstanton Southend Road						
		Local Authority Housing Fund	1,861,990	-	-	-		1,861,990
		Major Housing Projects Unallocated Budget	16,150	-	-	-		16,150
		Multi User Community Hub	2,581,450	-	-	-		2,581,450
		Nora Phase 4	99,570	-	-	-		99,570
		Nora Phase 5	-	250,000	-	-		250,000
		Phase 3-Lynnsport 1	7,719,070	8,622,560	2,209,100	-		18,550,730
		Programme Management	100,000	-	-	-		100,000
		Rail to River	62,000	-	-	-		62,000
		Riverfront Regeneration	546,910	1,840,820	-	-		2,387,730
		Salters Road	536,730	-	-	-		536,730
		Southgate Regen Area Business Rate Pool Contribution	167,780					167,780
		St Georges Guildhall Complex	1,552,810	9,263,030	9,771,820	7,265,430	304,910	28,158,000
	1 Total		33,876,940	45,435,420	12,294,880	7,265,430	304,910	99,177,580
	2	Adapt Grant	1,691,960	1,549,300	1,549,300	1,549,300	1,549,300	7,889,160
		Bandstand Roof Replacement - Hunstanton	30,000	-	-	-		30,000
		Brown Bins/Compost	40,000	40,000	40,000	40,000	40,000	200,000
		Car Parks Pay & Display Machine Replacement	-	41,000	-	-		41,000
		Careline - Replacement Vehicles	56,850	-	-	-		56,850
		Careline Grant	25,000	25,000	25,000	25,000	25,000	125,000
		Careline-Replacement Alarm Units	60,000	60,000	148,000	148,000	60,000	476,000
		CCTV Facilities and Circuit Upgrade	-	361,000	-	-		361,000
		Changing Places Toilet - St James's	2,050	-	-	-		2,050
		Community Projects	16,650	-	-	-		16,650
		Community Safety Vehicle	30,000	-	-	-		30,000
		Corn Exchange -Cinema Carpets and Décor	-	-		-	15,000	15,000
		Corn Exchange -House Curtains	-	-		15,000		15,000
		Corn Exchange -Internal Dec	-	10,000	-	-		10,000
		Corn Exchange -Lighting Desk	-	-		-	20,000	20,000
		Corn Exchange -PA Speakers	-	-		-	150,000	150,000
		Corn Exchange -Projectors				-	80,000	80,000
		Corn Exchange -Refurbish Seating	15,000	15,000	15,000	15,000		60,000
		Corn Exchange -Sound Desk	-	-		40,000		40,000
		Corn Exchange -Windows and Doors	-	-		30,000		30,000
		Decrim Car Park - County funded Equipment	-	12,500	12,500	12,500	11,650	49,150
		Disabled Facilities Grant	618,200	618,200	618,200	618,200	618,200	3,091,000
		DMLC - Car Park	-	33,000				33,000
		DMLC - Changing room refurb	-	40,000	-	-		40,000
		DMLC - New Boilers	-	120,000				120,000
		DMLC - Plant Room	-	14,000				14,000
		DMLC - Replacement Distribution Boards	-	-	25,000	-		25,000
		DMLC - Window Replacement (dryside)	-	20,000	-	-		20,000
		Downham Market Public Conveniences	34,250	-	-	-		34,250

Public or Exempt	Tier	Scheme	Revised 2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total
			£	£	£	£	£	£
		Emergency Plan - Replace Radios	-	-	-	30,000		30,000
		Green Bins/Recycling	40,000	40,000	40,000	40,000	40,000	200,000
		Grounds Maintenance Equipment	711,620	50,000	-	86,000		847,620
		Grounds Maintenance Vehicles	436,730	-	53,750	-		490,480
		ICT Upgrade Roadmap	947,940	1,175,000	250,000	200,000	150,000	2,722,940
		King's Lynn Public Realm	40,000	260,000	-	-		300,000
		L/Sport Gymnastics - Acro Floor and Tumble Track rep	20,000	30,000	-	-		50,000
		L/Sport Toilets & Changing Room	65,000	-	-	-		65,000
		L/Sport Track and Barn Line marking	-	-	15,000	-		15,000
		L/Sport Window replacement	-	-	-	40,000		40,000
		Low Level Prevention Fund	225,000	225,000	225,000	225,000	225,000	1,125,000
		Lynnsport Drainage Pipeline Enhancement	165,000	-	-	-		165,000
		Mintlyn Crem - Memorial Gardens - Drainage for path	20,000	30,000	-	-		50,000
		Mintlyn Crematorium 1 - Refactory reline	100,000	-	-	-		100,000
		Mintlyn Crematorium - Customer Toilets Refurb	-	40,000	-	-		40,000
		Mintlyn Crematorium - redecoration	-	30,000	-	-		30,000
		Oasis - Lockers		30,000	-	-		30,000
		Old Meadow Road Deport EV Chargers	39,000					39,000
		Play Area Equipment - King's Lynn (KLACC)	-	8,000	-	-		8,000
		Public Cleansing Vehicles	156,800	68,000	-	231,280		456,080
		Public Conveniences	-	366,000	-	-		366,000
		Re:Fit Project	16,730	80,000	-	-		96,730
		Re:Fit Project - Lynnsport	-	27,000	-	-		27,000
		Refuse - Black Bins	40,000	40,000	40,000	40,000	40,000	200,000
		Replacement Play Area Equipment	-	60,000	-	-		60,000
		Resurfacing (various car parks)	61,800	-	-	-		61,800
		Sewage Treatment Works Refurb/Connect Public Sew	28,000	-	-	-		28,000
		St James - Floor/Surface Replace	-	25,000	-	-		25,000
		St James Flooring (reception/corridors/viewing)	15,000	-	-	-		15,000
		St James Pool plate heat exchange	-	10,000	-	-		10,000
		Town Bus Stop programme	80,390					80,390
		Town Hall Electrical Switch Replacement	-	-	40,000	-		40,000
		Town Hall Fairstead Replacement Flooring	-	15,000	-	-		15,000
		Town Hall Redecoration	-	15,000	15,000	-		30,000
		Town Hall Replacement flooring/stairs	-	10,000	10,000	-		20,000
		Town Hall Roofing	-	-	50,000	-		50,000
		Town Hall Stone Mason external works	-	20,000	20,000	-		40,000
		Trade Bins	40,000	40,000	40,000	40,000	40,000	200,000
		Vehicle for King's Court	25,000					25,000
	2 Total		5,893,970	5,653,000	3,231,750	3,425,280	3,064,150	21,268,150
	3	Asbestos Survey and Remedial works		65,000	35,000	-		100,000
		Beach Patrol Unit		30,000	-			30,000
		Bergen Way Industrial Estate Roof Replacement	250,000	-	-	-		250,000
		Car Pk Multi-storey Barrier Ticket Machine	38,130	-	-	-		38,130
		Car Prk Multi-storey Lighting + Controls	102,470	-	-	-		102,470
		Christmas Lights Replacement	-	187,550	-	-		187,550
		Depot Car Park - Resurface		60,000	-	-		60,000

Public or Exempt	Tier	Scheme	Revised 2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total
			£	£	£	£	£	£
		Digital Signage Installation - NTP	-	43,000	-	-		43,000
		Downham Sports Pavillion Ambirads and Ceiling Joists		10,000	-	-		10,000
		Downham Sports Pavillion Cladding		19,000	-	-		19,000
		Downham Sports Pavillion Flooring and Tiling		11,000	-	-		11,000
		E-Energy Solar Project	-	355,000	-	-		355,000
		Estate Roads - Resurfacing	30,500	-	-	-		30,500
		Fire Doors - All Sites		250,000	-	-		250,000
		Hunstanton Public Realm		35,000	-			35,000
		ICI/Active Travel Hub (KLIC2)	-	121,060	-	-		121,060
		L/Sport Barn and External Toilets		50,000	-	-		50,000
		L/Sport Fire Alarm		-	100,000	-		100,000
		L/Sport Padel Tennis Project		866,730				866,730
		NSF Events Equipment	-	5,170	-	-		5,170
		Oasis Accessible Doors		-	65,000	-		65,000
		Oasis Air Con Units		-	18,000	-		18,000
		Oasis Air Handling		300,000	-	-		300,000
		Oasis Café Roof		100,000	-	-		100,000
		Oasis Electrical Maintenance		-	100,000	-		100,000
		Oasis Fire Alarm		-	80,000	-		80,000
		Oasis Tile Regrout		500,000	-	-		500,000
		Oasis Toilets and Changing		290,000	-	-		290,000
		Parking/Gladstone Server Upgrade	-	12,000	-	-		12,000
		Personal Safety Devices		50,000				50,000
		Pool Pod Downham		82,000	-			82,000
		Property Management Software	-	75,000				75,000
		Refuse Vehicles					6,000,000	6,000,000
		Replacement Play Area Equipment S106	95,880	-	-	-		95,880
		Resort - Beach Safety Signage	-	45,000	-	-		45,000
		Resort - Visitor Digital Sign	50,000	-	-	-		50,000
		Resort Recycling Bins Programme		200,000	-	-		200,000
		Resurfacing (various car parks)	-	200,000	-	-		200,000
		South Quay Stage 3	-	120,000	-	-		120,000
		St James Fire Alarm Upgrade		80,000	-	-		80,000
		The Walks Accessible play Area	-	-	120,000	-		120,000
		Toilet Roof - Hunstanton Recreation Ground		30,000	-	-		30,000
		Toilet Roof - Seagate		30,000	-	-		30,000
	3 Total		566,980	4,222,510	518,000	-	6,000,000	11,307,490
1.Public Total			40,337,890	55,310,930	16,044,630	10,690,710	9,369,060	131,753,220
Exempt Total				15,057,030	900,000	-		15,957,030
Grand Total			40,337,890	70,367,960	16,944,630	10,690,710	9,369,060	147,710,250

Appendix 3 - New Projects

Tier	AD	Note	Project	Revised 2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	Total
	1 Environment and Planning	Design and priority work - Hunstanton	Coastal Works - Urgent	1,500,000	6,660,000	0	0		8,160,000
1 Total				1,500,000	6,660,000	0	0		8,160,000
	2 Property and Projects		Re:Fit Project - LynnSport	0	27,000	0	0		27,000
			Old Meadow Road Deport EV Chargers	39,000					39,000
	Property and Projects	80% Grant funding available for renewals. Bid in place.	Town Bus Stop programme	80,390					80,390
2 Total				159,390	287,000	0	0		446,390
	3 Leisure And Culture		L/Sport Barn and External Toilets		50,000	0	0		50,000
			L/Sport Fire Alarm		0	100,000	0		100,000
			Pool Pod Downham		82,000	0			82,000
			St James Fire Alarm Upgrade		80,000	0	0		80,000
			L/Sport Padel Tennis Project		866,730				866,730
	Operations and Commercial		Beach Patrol Unit		30,000	0			30,000
			Hunstanton Public Realm		35,000	0			35,000
		Hunstanton wide Litter Bins Programme	Resort Recycling Bins Programme		200,000	0	0		200,000
	Property and Projects	Solar Power install Corn exchange, Downham Leisure, KLIC	E-Energy Solar Project	0	355,000	0	0		355,000
		Required following safety Regulation review - all sites	Fire Doors - All Sites		250,000	0	0		250,000
		Improved Record Retention and compliance management software	Property Management Software	0	75,000				75,000
	Health Wellbeing and Public Protection	Required following safety Regulation review - all sites	Asbestos Survey and Remedial works		65,000	35,000	0		100,000
	Leisure And Culture		Downham Sports Pavillion Ambirads and Ceiling Joists		10,000	0	0		10,000
			Downham Sports Pavillion Cladding		19,000	0	0		19,000
			Downham Sports Pavillion Flooring and Tiling		11,000	0	0		11,000
			Oasis Accessible Doors		0	65,000	0		65,000
			Oasis Air Con Units		0	18,000	0		18,000
			Oasis Air Handling		300,000	0	0		300,000
			Oasis Café Roof		100,000	0	0		100,000
			Oasis Electrical Maintenance		0	100,000	0		100,000
			Oasis Fire Alarm		0	80,000	0		80,000
			Oasis Tile Regrout		500,000	0	0		500,000
			Oasis Toilets and Changing		290,000	0	0		290,000
	Operations and Commercial		Depot Car Park - Resurface		60,000	0	0		60,000
		Waste Collection Vehicle Programme	Refuse Vehicles					6,000,000	6,000,000
			Toilet Roof - Hunstanton Recreation Ground		30,000	0	0		30,000
			Toilet Roof - Seagate		30,000	0	0		30,000
	Operations and Commercial	Operations and Commercial Staff lone working safety equipment	Personal Safety Devices		50,000				50,000
Tier 3 Total				0	3,488,730	398,000	0	6,000,000	9,886,730
				1,659,390	10,435,730	398,000	0	6,000,000	18,493,120
				0	6,850,000	900,000	0		7,750,000
				1,659,390	17,285,730	1,298,000	0	6,000,000	26,243,120