

### Capital Strategy 2022/23 – 2024/25

Council has a range of capital resources at its disposal, which it uses to deliver services and achieve its strategic objectives.

These resources will include land and buildings, such as offices schools parks and open spaces leisure and much more. The council's ability to maintain these assets so as to assure and enhance their role in the delivering services is crucial to its financial resilience.

If assets fall into disrepair, they are no longer able to fully fulfil their primary purpose, the council's ability to deliver the associate services is impaired and its resources become tied up in assets it cannot effectively use.

The capital strategy provides a high-level overview of how capital expenditure, capital financing, investments, liabilities and Treasury management activity contribute to the provision of highly effective services, together with an overview on how associated risk is managed and the implications for future financial sustainability is delivered.

Planning and managing the use of Councils capital resources is vital, this includes understanding the role that these assets play in the delivery of services and ensuring that the authorities as it base remains fit for purpose, effective and efficient.

The Council's Capital Strategy is an iterative process which has been reset over the past financial year, the forward plan is set out below.

In late summer 2021 there was the appointment of a new post, Director of Commercial Investment and Capital, who has overseen and reset the Capital Board which monitors and reviews the capital programme, from a strategic oversight basis.

As part of these functional and structural changes there is an overhaul and review of the capital program, via a challenge and review process seeking to align delivery and deployment of Capital.

The capital program is now aligned to the MTFs, with greater focus on strong project management approach. This seeks to monitor delivery, escalate risks and issues and strengthen governance over this critical process.

The Capital Board is now taking standard items on a six weekly basis to review and analyse risk as well as key functional areas such as right to buy receipt, s106/CIL and

other external grant funding.

The capital position continues to be reported to Cabinet monthly, with the Cabinet Member for Croydon Renewal being the lead responsible Member, who is briefed by the Director of Commercial Investment and Capital monthly.

Looking forward, the strategic approach will be greatly enhanced with the PMO, which will assist in both project controls and dashboard reporting for individual projects and initiatives in both general fund and across the HRA.

The workplan for 2022/23 seeks to formulate a single focussed Capital Strategy (expenditure and receipts) document to ensure transparency and delivery objectives which is able to be brought back to Cabinet, Scrutiny Committee and GPAC as appropriate, this will be done in collaboration with the new Directly Elected Executive Mayor.

Appendix D details the financial budgeting to implement the strategy to for the next four-year financial period.

This clearly demonstrates a significant investment program for the council which is outcome focused and seeks to provide alignment with corporate priorities and improvement to services experienced by residents and local businesses.