Annex 3

Capital Investment Strategy 2023/2032

Context and Vision

North East Lincolnshire has a stable and resilient economy, that is now being fuelled by the renewable and low carbon energy sectors, alongside investment in ports and logistics and the flagship seafood sector. All of this puts the area in a unique place to grow through inward investment, skills, innovation and job growth.

The local unemployment rate of 3.6% of eligible population compares to a regional rate of 3.6% and a national rate of 3.7%.(source NOMIS Sept 2022). North East Lincolnshire is building a new economic future. Over the next decade and beyond, there are strong prospects for growth in offshore wind and the transition to a low cost, low carbon economy; and for improved productivity and export-led growth in port-related logistics and in advanced manufacturing, chemicals/petrochemicals and food processing.

Some of the activities that will support the recovery challenge from the impact of COVID-19 on businesses are;

- Maintaining an up to date and relevant Local Plan;
- A substantial investment in Grimsby Town Centre with re-purposed creative business space and family leisure activities;
- Investment in priority projects for Cleethorpes Town Centre and the resort to enhance the future tourism offer;
- Freeport status – bringing increased trade and investment, innovation and the promise of high value jobs to the area;
- Renewable energy – emerging technologies and opportunities through innovation for businesses and our workforce;
- A focus on industrial development to support our growing businesses and attract new investment;
- Activities to support greater engagement in culture, heritage, leisure and tourism through events and creative workspace as outlined in the Creativity Strategy.

The Government's Ten Point Plan for a Green Industrial Revolution and Energy White Paper entitled 'Powering our Net Zero Future' offers opportunity for investment across the borough and links in with our own Carbon Road Map.

Our Economic Recovery Plan includes these three roadmaps to guide us through the COVID-19 pandemic and beyond.

By creating an environment where businesses flourish and ensuring that our residents have access to the necessary skills to adjust to a changing business environment, we will create new opportunities for the local workforce, now and in the future.

Context and Vision.

The creation of the Council’s flagship South Humber Industrial Investment Programme (SHIIP), a long term multi-million-pound economic growth programme founded to develop up to 195 hectares of employment land across six Enterprise Zone sites has helped to unlock major new business investment for the area. The Velocys (Altalto) project, a Europeled green jet fuel plant, will convert over half a million tons of waste per year into clean burning aviation fuel, representing a significant step change for aviation and an important step in the reduction of our carbon emissions.

Looking ahead, it is anticipated further funding may be required to secure SHIIP land purchases and also, risks around inflation and moreover, interest rate increases, will continue to be high on the agenda and may present challenges in terms of the resilience of the contractor market and materials costs. Notable schemes that are expected to incur spend in year include:

- Riverhead Square
- Public Realm and Connectivity
- Freshney Place Leisure scheme
- Clee Fields Sports Development

Plans to continue with the reinvention of Cleethorpes have also taken a major step forward as the Council has secured more than £18.4m of Levelling Up grant monies for the resort. The area of focus for the bid was Market Place, Sea Road and Pier Gardens, which were three initial projects identified in the “Think Cleethorpes” Masterplan, developed alongside the local community to deliver the projects that they wanted to see, and adopted last year.

The key vision is to reintroduce the historic Market Square, creating a safe and flexible space that can accommodate markets, festivals and associated retail events, which will encourage outdoor dining, and provide a healthier, more pleasant environment.

The successful funding bid will also support the redevelopment of the Sea Road site which received planning permission for a new building and is currently being marketed and there is also an opportunity to change Pier Gardens, retaining the Victorian heritage and feel, but making it more attractive.

The Capital Investment Strategy will drive the long term focus of the capital programme. Significant investment will focus on:

Business Growth	A Green Economy	Skills	Place-Making

Capital and Long Term Investment

Capital and long term investment has both legal and regulatory requirements which sets out the powers the Council has and the frameworks it must comply with and operate within for capital investments. The Council is guided by the Local Government Finance Act, DLUHC guidance and CIPFA Codes of Practice, including CIPFA's revised Prudential Code of Practice 2021 that brought in new restrictions on borrowing which are focused on investments that are made 'primarily for financial return', including commercial property. The Capital Investment Strategy is the umbrella document that covers both the Service Delivery and Commercial Return elements of the Council's investments.

Capital and long term investment is necessary to deliver the Council's key priorities and ambitions. The **Capital Investment Strategy** sits centrally to a number of internal and external influencers and as such must reflect and be informed by the drivers and priorities within them.

The underlying principles of the capital strategy follow the financial strategy:

- Commissioning – Aligning capital investment to support priorities that contribute to the outcomes framework
- Stimulate regeneration and economic growth through local investment
- Cost control – Supporting the economic and efficient delivery of core services

The Prudential Code requires Local Authorities to ensure Capital investment:

- Links to Strategic Planning
- Ensures effective Asset Management
- Delivers Value for Money
- Is prudent and sustainable
- Is subject to an affordability assessment
- Can be delivered practically

The CIPFA Prudential Code of Practice 2021 requires councils to produce a Capital Investment Strategy for non-treasury related investments. It provides the opportunity to ensure overall strategy is widely understood including the governance and assurance process and clearly defined risk appetite.

Funding Capital Investments

The Resourcing plan for the capital investment programme is informed by the Prudential Indicators which demonstrate that the requirements of the Prudential Code are met. These ensure that the plans of the Council are affordable, prudent and sustainable. The detailed Capital Prudential Indicators are provided in the Treasury Management Strategy.

The Council is committed to affordable capital investment and prudential borrowing will be undertaken for the right investments, the underlying test is that capital financing costs will not exceed 10% of the net revenue budget over the life of the capital programme. A significant investment may add to financing costs and in the short term flex this indicator but on completion generate revenues which bring the indicator back into line.

The Council is currently maintaining an under-borrowed position subject to a minimum investment balance of £10m. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This has been a prudent approach as investment returns have been low and counterparty risk is still an issue that needs to be considered, however, this strategy has a limited lifespan and only delays, rather than removes, the borrowing required to support our Capital plans. As at 31st December 2022 the Council has £154.8m of borrowing. With current capital investment plans and replacement borrowing up to £105m of new borrowing will be required over the next 3 years.

As a net borrower with a significant borrowing requirement, debt finance features significantly in the financing plan although there are other sources of funding for the capital programme.

Capital receipts generated for example from the disposal of assets and Housing grant repayments will be used to finance capital investment although where a surplus asset can be used to unlock development rather than generate a receipt this will be considered as part of the business case and options appraisal. Generating capital receipts reduces the need to borrow and therefore can reduce the debt financing costs of the council. The Council also uses capital receipts to fund transformational revenue costs, which is detailed in the Flexible Use of Capital Receipts Policy within this Medium Term Financial Plan.

Seeking innovation funding through an increasing emphasis on collaborative and partnership initiatives, whilst also looking at how the Council contributions, can continue to unlock other funding sources where it would support the overall development of the town and its key investment priorities. It is anticipated that more innovative methods of funding may be developed as the Town Deal, Future High Street and Housing development gather momentum. In particular attracting and encouraging more private sector investment in the Borough's infrastructure.

Grant funding is a critical part of funding the Councils capital investment aspirations and securing the right grant support for the major schemes will add value, sustainability and reduce financial risk.

Funding Capital Investments

Our Key Objectives:

The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Strategy: the Council will deliver on its Objectives by:

Our default strategic response to the expected (but far from certain) continuing low rate environment is to combine regular short-term borrowing transactions with occasional new longer-term borrowing at relatively steady intervals to average out the cost of borrowing whilst delivering short-term savings and also seeking to limit the cost of carry.

Currently the Public Works Loan Board (PWLB) Certainty Rate is set at gilts + 80 basis points for borrowing. In November 2020 the PWLB announced some new restrictions on access to borrowing and, whilst we believe these will not be prohibitive for NELC, we continue to view other local Authorities and alternative lenders as active options in meeting our overall borrowing requirement as cost effectively as possible.

In order to borrow from the PWLB, local authorities are required to submit a summary of their planned capital spending and PWLB borrowing for the following three years. The S151 Officer or equivalent must confirm to the PWLB that the Council does not plan to buy investment assets primarily for yield in the next three years.

Investment assets bought primarily for yield would usually have one or more of the following characteristics:

- buying land or existing buildings to let out at market rate
- buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification
- buying land or existing buildings other than housing which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger such as the completion of land assembly

Funding Capital Investments.

Policy on borrowing in advance of need
The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Borrowing for Commercial or Social Return
The Department of Levelling Up, Housing and Communities (DLUHC) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. Financial investment is covered solely within the Treasury Management Strategy Non-financial investments, essentially the purchase of income yielding assets, are covered by this Capital Strategy, In order to support frontline services, as central Government funding changes over time, Councils have to consider how best they might deploy their resources, knowledge and borrowing capacity to replace lost income. The drivers, characteristics, available credit data and risks associated with such transactions will differ from one scheme to another as well as from general treasury activity. Schemes will take into account non-financial 'social' returns alongside pure financial gain. Such activity may include loans supporting service outcomes, investments in subsidiaries and investment in property portfolios where there local demand from tenants is not being met by private sector provision.

The Authority recognises that non-treasury investment in other financial assets and property primarily for financial return, requires careful investment management. **The Authority currently has no plans to acquire assets purely for their yield.**

Common across both financial and non financial investments is the need for holistic council-wide planning, robust due diligence and formal oversight processes. New guidance suggests that an Authority's commercial 'risk appetite' is likely comparable to its Treasury Risk appetite. However, an holistic approach to risk could equally allow more risk to be taken on non-treasury Investments given that little risk (and therefore return) is carried on the treasury side. NELC's overall risk appetite along with specific policies and arrangements for non-treasury investments is set out in this strategy.

The Authority must also compile and maintain a schedule setting out a summary of existing material non-treasury investments, subsidiaries, joint ventures and liabilities including financial guarantees and the organisation's risk exposure. **There are no material non-treasury investments currently to report in this capital investment strategy.**

Risk

The Council's **risk appetite** defines the type of investment opportunities it is willing to consider and prioritise and will be expressed through its tolerance to risk in respect of capital **security**, meaningful **liquidity** and **yield** volatility. The Council seeks to avoid its exposure to risks that are unwanted and unrewarded.

The Council is exposed to a range of broad risks:

- **Strategic risks** related to key initiatives undertaken by the Council such as significant purchases, new ventures, and other areas of organisational change deemed necessary to help the Council meet its priorities. Misreading the environment, economy and choosing the wrong direction.
- **Financial risks** related to the investment of the Council's assets and cash flow, market volatility, currency etc. The Councils Treasury Management Strategy (TMSS) defines the risk appetite in respect of delivery of Treasury Management Activity. Financial risk associated with Non Treasury Investments is within this capital strategy.
- **Macroeconomic risks** related to the growth or decline of the local economy, interest rates, inflation and the wider national and global economy amongst others.
- **Credit and counterparty risks** related to treasury investments, is clearly defined and managed through its TMSS and Treasury Management Practices (TMPs).
- **Operational risks** related to operational exposures within organisation, its counterparties, partners and economic sensitive activities. Including knowledge and ability.
- **Environmental and social risks** related to the environmental and social impact of the Council's strategy and interests.
- **Reputational risks** related to the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation, resources and public perception.
- **Governance risks** related to ensuring that prudence and careful consideration sit at the heart of the Council's decision-making, augmented by quality independent advice and appropriate checks and balances that balance oversight and efficiency.

The Council aims to minimise its exposure to unwanted risks, those risks that are not actively sought and which carry no commensurate reward for the Council. This is achieved through a range of mitigation strategies to the extent that it is cost-effective to do so. The following section defines the Council's risk appetite across these broad risk areas.

Risk

The Council recognises that **no activity is without risk** and risk is an unavoidable consequence of its many, varied activities and views the management of those risks as a key corporate responsibility. Understanding the Councils risk appetite shapes the capital investment strategy and the type of investment the council is willing to consider and undertake.

Risk	Commentary
Strategic	**High** appetite where there is a direct gain to the Council's revenues, specifically local taxation streams, contributes directly to the Council's priorities or the ability to deliver its statutory duties more effectively and efficiently. Must be within the context of affordability and prioritisation across the resources available.
Financial	**Medium** appetite for a range of asset types, property and longer-term investments, subject to careful due diligence and an emphasis on security as well as consideration of proportionality within the approved capital investment plan. No appetite for currency risk, emerging markets, investment solely for yield, high volatility investments or urgent transactions with no due diligence attached.
Macroeconomic	**High** appetite for exposure to local economic growth. **Low** appetite for exposure to national and global growth relating to off patch investment. **Low** appetite for interest rate risk and inflation risk. **No** appetite for out of Borough investment
Partnership	**High** appetite for secured or diversified credit risk, as well as exposure to highly rated counterparties, partners and financial institutions with strong balance sheets. **Low** appetite for unsecured investments or lending.
Operational	**High** appetite for efficiency of council process **Low** appetite for Business as Usual operational risks such as pricing errors, errors in administration, IT, project management failure including use of external consultants. **No** appetite for fraud, regulatory or internal control breaches and exceeding risk tolerances
Environmental and Social	**High** appetite for environmentally sustainable investments **High** appetite for social value and improving community and family outcomes **Low** appetite for social and environmental risks, especially in the local region.
Reputational	**Low** appetite to undertake activity which will damage the councils reputation or public perceptions
Governance	**No** appetite to compromise strong governance or internal control, including decision making, evaluation, monitoring and project management.

Risk

Adopting a risk aware approach to capital investment where the Council's appetite for all types of risk informs the size, type and tenure of investment. Understanding the risk mix of projects is important to avoid excessive high risk exposure and capital prioritisation will take account of the risk profile of the overall capital investment plan. Proportionality is important, the Council's significant investments focus on the South Humber Industrial Investment Programme which is in delivery phase, The Grimsby Masterplan and Town Investment Plan, latest funding for the Future High Street to deliver repurposing and revitalisation of Victoria Street West and also the Levelling Up Fund scheme investing in the regeneration of Cleethorpes. Capacity to deliver across a broad spectrum of professional expertise is not unlimited and when considering the overall capital investment priorities, capacity risk must add context to the timing of the investment profile.

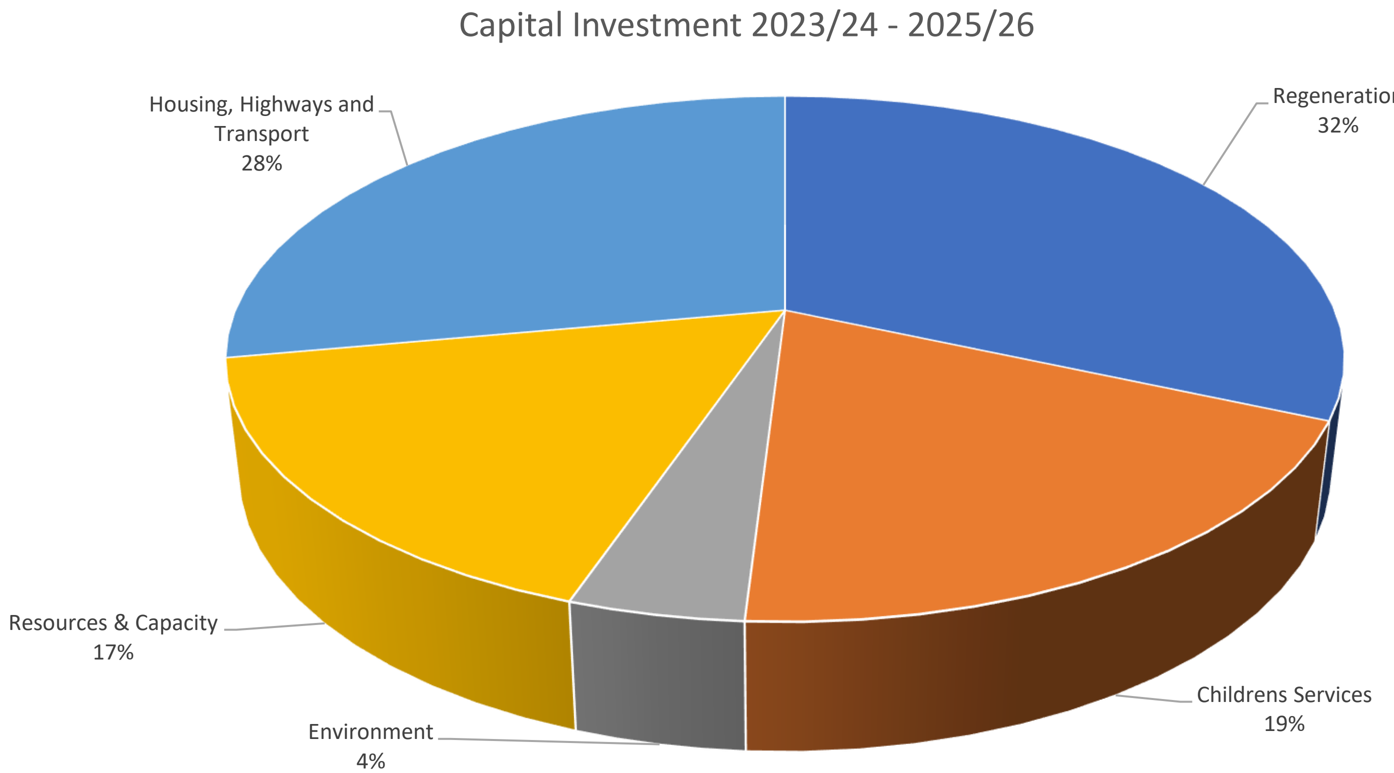
The risk and impact of the current programme should add context to the decisions being taken and how investment proposals affect the mix of risk being taken. Higher risk investments should be against the context of impact. The current programme and the medium term horizon is mapped against impact, risk, size and type to get an impression of the spread of risk and return (financial and outcome).

Ensuring continued access to PWLB will require assurance within the evaluation of Capital Business Cases to ensure compliance with the latest requirement to not buy investment assets primarily for yield in the next three years.

Capital and Long-Term Investment.

The Council's long term financial strategy remains focused on the achievement of financial sustainability by embracing the area's economic potential and growing the local tax base. The focus of investment is:-

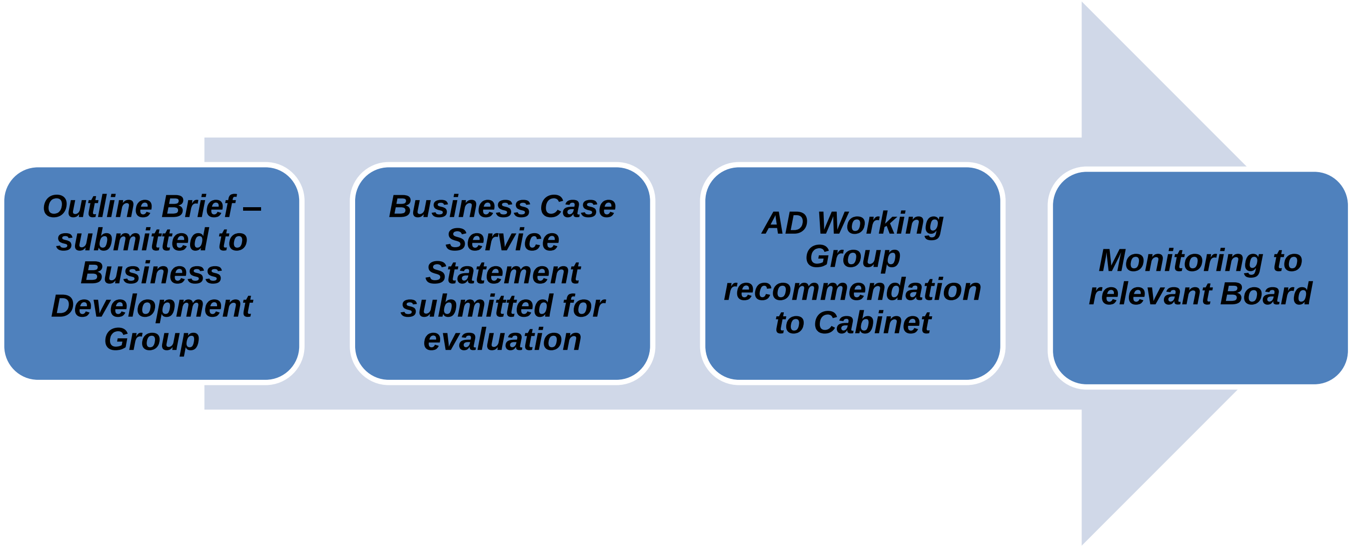
- Investing in Business Growth and building on the areas industry strengths.
- A green economy maximising low carbon and healthy initiatives in industry and the place.
- Skills and investing in the workforce
- Place-Making ensuring the towns are great places to live, work and stay.



The capital programme for 2023/24-2025/26 totals £177.3M and is included at **Annex 2**.

Governance

There is a robust Business Case Development Gateway Process for both revenue and capital funding. The well established capital governance framework was extended to cover all aspects of investment including non-treasury. Its Built on the HM Treasury Five case evaluation model. All investment decisions will be supported by a Business Case Service Statement.



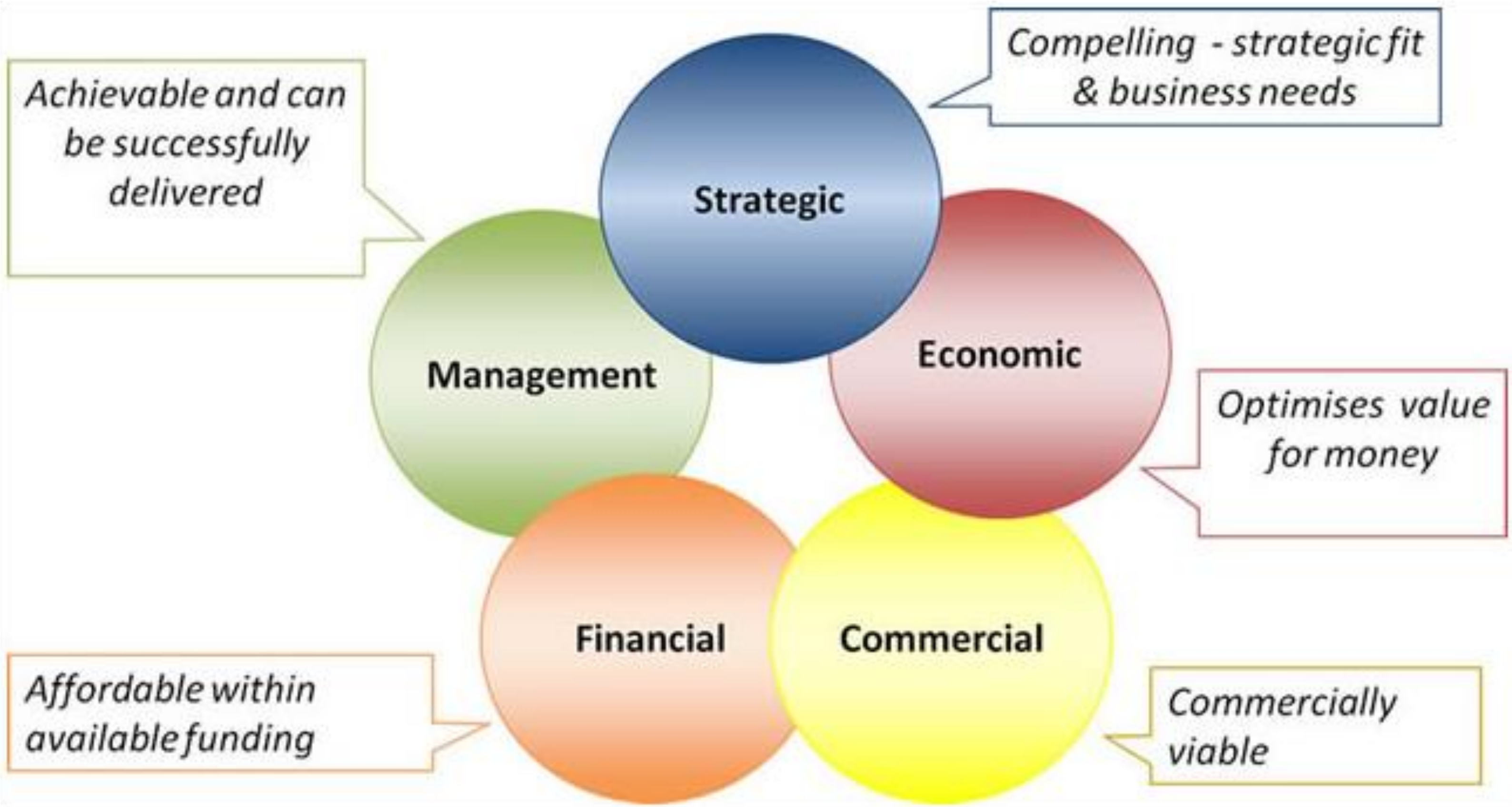
The Business Development Group is represented by officers from the Assets, Finance, Policy. Strategy and Performance, Audit, Procurement, Legal, ICT and Economic Regeneration teams and the group scores the proposals and makes recommendations to the Assistant Directors Working Group. Supported schemes that require Cabinet Approval then progress onwards to full Cabinet approval. All in year approved schemes are listed for approval in the quarterly budget monitoring reports.

The significant programmes have specific Boards in line with the Councils Project Management Framework that govern delivery and performance. The overall capital programme delivery is reported to the Assurance Board and through Council Plan monitoring. The financial performance is also reported in the Quarterly Budget Monitoring reports.

Evaluation is essential and requires management initiative and intensive monitoring. The thoroughness of an evaluation will depend upon the scale of the impact of a programme or scheme, and also be informed on the extent on the level of public interest. There may be a high level of media interest around a project which has required a significant degree of expenditure, or one which is highly complex, unusual, or represents a pilot for future large scale programmes. Evaluation reports will be widely disseminated and published, where appropriate, to contribute to the knowledge base upon which future decisions will be taken.

Governance

HM Treasury 5 case model forms the basis for the capital scoring system for evaluation of the councils capital investment proposals.



Governance - Prudential Indicators

The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's **Prudential Code** for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. 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. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

In order to ensure that over the medium-term debt will only be for a capital purpose, the Council should ensure that **debt does not, except in the short term, exceed the total of 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. Although net indebtedness is forecast to increase over the next 4 years, total debt is expected to remain below the approved CFR and both the Operational and Authorised Borrowing Boundaries during the forecast period.

The **Ratio of Financing Costs to Net Revenue Stream** indicates overall affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income. As borrowing arrangements typically form very long-term commitments the ability, once drawn, to generate savings from this portion of spend is very limited.

For 2022/23 CIPFA revised their Guidance to require use of the **Liability Benchmark** tool as a formal Prudential Indicator. NELC has used, reported and provided Member training on this Benchmark for several years, so no change to current practice is necessary. The Benchmark forecasts our need to borrow over a 60-year period. This aids decision making when it comes to the quantum and term to be chosen. It represents the level of our anticipated borrowing and in the ordinary course of business would not be expected to be exceeded. It therefore should closely mirror the Operational Boundary.

A further key prudential indicator the **Authorised Limit** represents a **control on the maximum level of borrowing**. This represents a legal limit beyond which external debt is prohibited and can only be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. The Authorised Limit is a statutory limit determined under section 3 (1) of the Local Government Act 2003.

The **Operational Boundary for External Debt** is the limit beyond which external debt is not normally expected to exceed. (i.e. prudent but not worst case). It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance leases and other liabilities that are not borrowing but form part of the Council's debt.

Prudential Indicators 2023/24

To demonstrate that the Authority has fulfilled the objectives it lays out, the Prudential Code requires the following indicators to be set and monitored each year.

Estimates of Capital Expenditure: The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure and Financing	2022/23 Revised £m	2023/24 Estimate £m	2024/25 Estimate £m	2025/26 Estimate £m
Total Expenditure	60.0	86.5	59.7	31.1
Capital Receipts	0.4	5.0	4.0	0.0
Government Grants	35.6	41.4	10.6	10.2
Section 106 and Revenue	0.9	0.1	0.4	0.0
Borrowing	23.1	40.0	44.7	20.9
Total Financing	60.0	86.5	59.7	31.1

Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.22 Actual £m	31.03.23 Estimate £m	31.03.24 Estimate £m	31.03.25 Estimate £m	31.03.26 Estimate £m
Total CFR	190.3	207.3	240.1	276.3	288.0

Prudential Indicators (2023/24)

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

£m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
External Debt					
Debt at 1 April	149.4	154.4	159.6	185.5	221.3
Expected change in Debt	5.0	5.2	25.9	35.8	10.6
Other long-term liabilities (OLTL)	-	-	-	-	-
Expected change in OLTL	-	-	-	-	-
Actual gross debt at 31 March	154.4	159.6	185.5	221.3	231.9
The Capital Financing Requirement	190.3	207.3	240.1	276.3	288.0
Under / (over) borrowing	35.9	47.7	54.6	55.0	56.1

The table shows a peak change in debt levels of £72m over the forecast period during which we also have £33m of debt maturities. Total new borrowing required will therefore be around £115m (including a £10m minimum liquidity float and subject to capital spend being in line with forecast).

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income. As borrowing arrangements typically form very long term commitments, once drawn the ability to generate savings from this portion of Council spend is very limited.

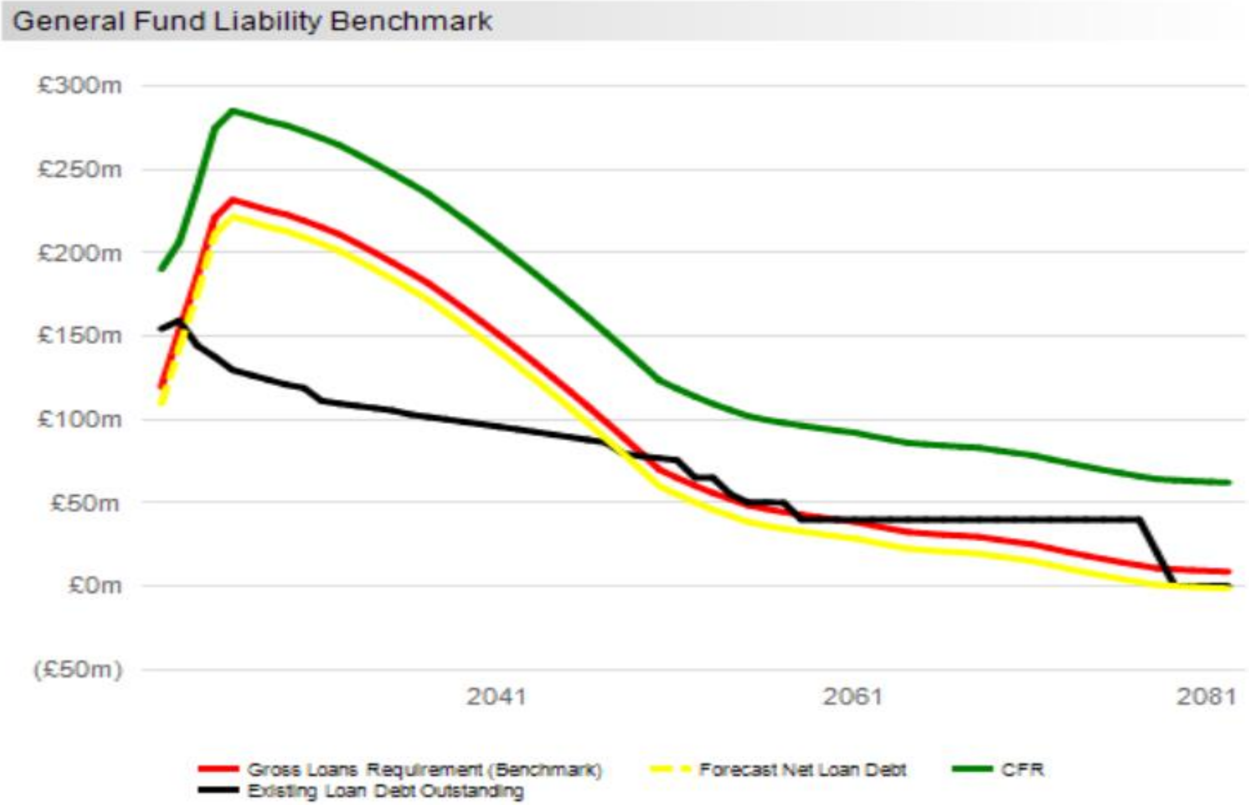
Ratio of Financing Costs to Net Revenue Stream	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
General Fund	6.92%	7.22%	8.01%	8.96%	9.87%

Prudential Indicators 2023/24 (The Liability Benchmark.)

The Benchmark forecasts our need to borrow over a 60 year period. This aids decision making when it comes to the quantum and term to be chosen, the aim being to avoid cost of carry revenue implications and avoid the trap of defaulting to ultra-long tenors just because the yield curve tail slopes downward. It represents the level of our anticipated borrowing and in the ordinary course of business would not be expected to be exceeded. It therefore should closely mirror the Operational Boundary.

The benchmark assumes:

- future capital expenditure beyond the current programme funded by borrowing of c£5m a year on average
- minimum revenue provision on new capital expenditure based on an annuity profile of c30 years average
- No changes to Reserves beyond the current MTFP period (3 years)



The gap between the Gross Loans Requirement (Red line) and Existing Loan Debt (black line) in the Liability Benchmark chart shown here depicts the additional borrowing need the Authority currently projects – a peak requirement of £139m new loans by the end of 2025/26 – including replacement of maturing debt.

Prudential Indicators 2023/24

Authorised Limit for External Debt: This is a key prudential indicator that represents a control on the maximum level of borrowing. This is a legal limit beyond which external debt is prohibited and can only be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. The Authorised Limit is a statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

Authorised Limit	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Borrowing	250	260	265	275
Other long-term liabilities	40	40	40	40
Total Debt	290	300	305	315

Operational Boundary for External Debt: This is the limit beyond which external debt is not normally expected to exceed. (i.e. prudent but not worst case). It links directly to the Authority's estimates of capital expenditure, the Liability Benchmark, capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance leases and other liabilities that are not traditional loans but still form part of the Authority's debt.

Operational Limit	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Borrowing	220	220	230	240
Other long-term liabilities	30	30	30	30
Total Debt	250	250	260	270

Adoption of the CIPFA Treasury Management Code: The Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition in February 2018. The latest revision (2021) will be formally adopted for the 2023/24 Financial Year.