

**To the Chair and Members of the
CABINET**

CAPITAL PROGRAMME 2017/18 TO 2020/21

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Mayor Ros Jones		Yes

EXECUTIVE SUMMARY

Capital Programme Budget Proposal

1. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £332m of capital investment over 2017/18 to 2020/21 that will continue to stimulate growth and prosperity, with £119m of spend estimated for 2017/18. Prime examples of this investment are the Urban Centre Development £30.5m, the National College for High Speed Rail, £4.1m, and The Finningley and Rossington Regeneration Route Scheme (FARRRS) phase 2, £6.6m. The Council is investing in projects to further improve education, housing, infrastructure, leisure and culture, as well as attracting investors and visitors to the Borough.
2. Capital spending is something that is bought or built that generally lasts more than one year, such as a road or building. Most capital funding is allocated for spending on specific projects. Capital spending is different from revenue spending, which covers the day to day costs of running Council services but capital investment can assist the revenue budget by helping to reduce running costs by providing more efficient facilities and equipment.
3. The proposed capital programme for 2017/18 to 2020/21 is detailed in appendices 1a to 1e and paragraphs 14 to 24; it will have wide-ranging benefits for Doncaster including: -

Regeneration and Environment: -

Development

- **National College for High Speed Rail (NCHSR)** - Completion of the NCHSR (project managed by the Council), remaining estimated investment of £4.1m in 2017/18, total cost amounting to £21.7m over the life of the scheme.
- **Urban Centre** - The Council will deliver £30.5m of investment in a range of projects in the urban centre aligned with the Town Centre Master Plan, details below;
 - **Urban Centre Enterprise Market Place Phase 1** – £3.2m 2017/18 to 2018/19 (£3.0m Sheffield City Region Investment Fund (SCRIF); £0.2m external contributions) – this includes alterations to the car park and Irish Middle Market; conversion of the Wool Market to include new food outlets

and events space; refurbishment of the Corn Exchange and further enhancements to the public realm. As one of the town's key assets the vision aims to ensure the area is vibrant not just on current market days, but all week long.

- **Urban Centre Enterprise Market Place Phase 2** – £6.0m 2019/20 (£1.4m SCRIF; £4.6m developer contributions) – Marketplace - development of new retail, leisure and office floor space through a new mixed use building framing the northern side of the market square and creating a new city street with recent investment. Subject to further appraisal by Sheffield City Region.
- **Urban Centre Quality Streets** – £3.0m 2017/18 to 2018/19 (£2.8m SCRIF, £0.2m Council funding) – Refurbishment and enhancement of public realm and footways within core town areas including Hallgate, Silver Street and Cleveland Street. The aim of the scheme is to increase the attractiveness of these areas; complement three earlier phases of investment; increase footfall and retail usage and support the town's evening economy offer.
Future maintenance will be to a high standard, in keeping with the aesthetics of the area and will not be patched with tarmac.
- **Urban Centre St Sepulchre Gate / Station Forecourt** – £8.1m 2017/18 to 2020/21 (all SCRIF but with an additional £2.4m associated private development works directly relating to the scheme but not undertaken by the Council) – Provide a new gateway to Doncaster by redeveloping the station forecourt and access to the station from St Sepulchre Gate. The project aims to create a sense of arrival into Doncaster and define the railway station as a key gateway into the town centre. Works include the relocation of station car parking, acquisition of redundant buildings, new public realm and infrastructure works to improve safety, accessibility and visitor experience to the urban centre.
- **Urban Centre Waterfront** – £5.4m 2017/18 to 2018/19 (£4.8m SCRIF; £0.6m Council resources): -
 - The creation of a vibrant mixed-use waterside quarter at key town centre sites through two interventions: -
 - Waterfront West - the strengthening and improvement of Greyfriars Bridge to provide suitable access to the site of a planned £8.5m Network Rail "super-depot".
 - Waterfront East - the completion of land assembly and site enabling works for the wider site including internal access roads, utilities, remediation and public realm for a new residential led mixed use on the vacant 15 hectare site .
- **Urban Centre Lakeside Power** - £1.3m 2017/18 to 2018/19 (all SCRIF) – Investment to build a new electricity sub-station and upgrade the power supply to key development plots within Lakeside, unlocking pockets of land for development.
- **Urban Centre Colonnades** – £2.6m 2017/18 (£1.5m SCRIF; £1.1m Council resources) – Refurbishment and modernisation of the Colonnades building (2,081m² retail & 3,065m² office) to increase footfall and secure the anchor tenants of the retail space and to improve the marketability of the office space (Grade A standard).

Major Transport Schemes

- The Council will deliver £41.2m of investment in major transport schemes, using £38m grants from the Sheffield City Region Investment Fund (SCRIF), subject to completion of funding approvals; £0.4m Local Transport Plan (LTP), £0.5m corporate resource and £2.4m other external contributions;

Environment

- **Transport IT and Maintenance programmes** – £5.3m 2017/18 (mainly LTP) – a range of road safety, traffic management, re-surfacing and improvement works to roads, footpaths and bridges will be delivered in 2017/18 through the Local Transport Plan (LTP);
- **Street Lighting Column Replacement** – £2.2m 2017/18 to 2020/21 (all Council Resources) – for the replacement of existing street lighting columns, re-using the existing LED light fitting;
- **Street Lighting Phase 2** - £3.8m 2017/18 (Investment & Modernisation Fund (IMF) funded) – following the successful implementation of Smartlight Phase One, which replaced street lighting fittings in residential areas with LEDs and a Computer Management System, Phase Two will update main road lighting.

Trading

- **Property Investment Fund** – £1.9m 2017/18 (all Council resources) – A fund to buy assets to increase Council income returns and contribute towards achieving the Appropriate Assets savings target;
- **Public Building Investment Programme** – £1.5m 2017/18 to 2020/21 (all Council resources) – the Council needs to invest in its buildings to reduce ongoing reactive repairs. This includes works to modernise building services, mechanical and electrical; as well as the fabric of the buildings, including roofs. Many of the works identified also have health and safety implications if not undertaken. An indicative programme of works includes the Fish Market electrical upgrade, Museum and Colonnades Shopping Centre lifts, external refurbishment of the Holmescarr Centre and minor improvements to ten libraries;
- **Herten Triangle** – £5.7m (IMF funded) - the Herten Triangle leisure scheme is a Council led and funded development that will create up to 200 new jobs, £0.3m per annum of new business rates, and enhance the Lakeside leisure offer.

Housing

- 79 new Council owned affordable units will be completed or acquired in 2017/18 through the Council's Affordable Housing building programme, with an additional 65 in 2018/19, (144 in total across the four year programme), investing £9.8m in 2017/18 and £6.7m in 2018/19 (£16.5m across the four year programme). The major regeneration and redevelopment at the Wheatley Howards estate will deliver 79 of these total units. There will be new units in Askern, Armthorpe, Hatfield, Carcroft, Rossington, Bentley, Wheatley, Intake, Thorne and Moorends.
- Further funding totalling £1.3m in 2017/18 and £5.1m across the four year programme has been earmarked for further new build developments, subject to scheme approval;
- In addition, Registered Social Landlords are expected to deliver 81 properties in 2017/18, investing £2.4m which will be funded by Section 106 contributions, grant and Corporate Recourses.
- In 2017/18, a further £18m will be spent on improving and maintaining the existing Council housing stock, with the main focus on improvements to communal areas, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements.

Adults, Health and Well Being: -

- 1,200 housing adaptations for the disabled are estimated to be completed per year, with an estimated funding package of £15.7m;
- £1.4m is estimated to be spent on the Borough's public leisure centres, provided by Doncaster Culture & Leisure Trust, over the next two years with around £0.75m estimated for 2017/18 for fabric maintenance and system replacement works mainly at Adwick, Dearne Valley and the Dome. This will produce efficiency savings to support reduction of revenue grant by £0.25m in 2017/18.

Finance and Corporate Services: -

- £7.2m of investment in technology over the next four years informed by a 4 year technology plan developed to support the daily functioning and service delivery across the whole authority as well as introducing new technology as it is needed and to support the planned transformation and increased efficiency over the next four years. This includes the essential upgrade of all council connectivity across all council buildings, the whole phone and mobile network, all data storage with the required business resilience in place the organisation, further increased mobile/agile working key operational systems that need updating and the joining up of systems. The introduction of an Integrated People solution is also a significant investment which will provide whole family intelligence and will enable the reduction of many systems and data sources that are costly to support and maintain and can impact on data and therefore essential business intelligence to better serve the citizens of Doncaster.
- The remaining £18.4m of the IMF available to fund projects which deliver more efficient services and enable further revenue savings is to be increased to £50m.

Learning and Opportunities – Children and Young People: -

- 360 new primary school places are estimated to be created in 2017/18, with investment estimated at £2.7m – in the following schools/pyramids Stirling, Hayfield Lane, Armthorpe, Rossington and Hatchell Grange;
 - Numerous schools are estimated to have a range of improvements works completed in 2017/18 including roof replacement, electrical upgrades and boiler replacement estimated at £2.9m in 2017/18 totalling £11.1m over four years.
4. Doncaster Council has identified funding for all the proposals in the capital budget but some grant related schemes are subject to confirmation of funding.
 5. This capital investment programme is part of the Mayor's budget proposal and will be presented to Council on the 2nd March 2017.

EXEMPT REPORT

6. This report is not exempt.

RECOMMENDATIONS

7. Cabinet are asked to approve the capital budget proposals for 2017/18 to 2020/21 as set out in this report. This includes: -
 - Approving the capital programme, noting the proposed investment over the next four years and note what that will deliver;

- Approving that Cabinet take responsibility for agreeing any significant changes to the Schools Condition Programme and the Local Transport Plan funding and that they are agreed in consultation with the relevant Portfolio Holder.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. Doncaster citizens will benefit from the continued capital investment in public facilities such as schools, leisure centres, roads, markets and affordable housing, and also from the Council facilitating growth by working with a range of partners to deliver affordable housing and investment in the National College for High Speed Rail for example.

BACKGROUND

Doncaster's Capital Investment - Where the Council proposes to invest its capital funds and what that will achieve

9. Over the next four years Doncaster Council estimates it will invest £332m of capital funds in Doncaster, with £119m estimated for 2017/18. This will benefit the Borough and its residents by the delivery of effective and efficient services, stimulate growth and prosperity and encourage companies to create jobs in the Borough. This will be achieved in part by continuing to improve our roads and access to the Borough, and bringing forward housing and commercial sites for development.
10. The Council can afford all the proposals being made and have considered the on-going costs to make sure the capital investment is not committing the Council to future revenue costs it cannot afford. Projects reliant on external funding will not be committed to until their funding package is secured.
11. By having a four year programme the Council is setting out its long term strategic investment plans over a sensible timeframe. There is some estimating of resources and these will be confirmed as more information becomes available. These estimates and programmes of work are regularly reviewed to make sure that the investments remain affordable.
12. The capital programme is arranged by Directorate and the outcomes in this report have been listed in the same way so it is clear who is responsible for delivering them. A programme summary by Directorate is below. Further information is shown on Appendix 1a of the appendix pack.

Summary of the Doncaster's Capital Investment by Directorate

Directorate	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Adults, Health and Well-Being	6.274	4.483	3.923	5.530	20.210
Finance and Corporate Services	17.312	16.706	13.696	12.890	60.604
Learning and Opportunities – Children and Young People	10.253	5.436	9.630	6.300	31.619
Regeneration and Environment	85.333	50.927	53.715	30.044	220.019
Total	119.172	77.552	80.964	54.764	332.452

13. In the following sections, unless stated otherwise, the value for 2017/18 is shown first and then the total for the four year programme is in brackets.

Regeneration and Environment

14. The programme managed by this Directorate is the largest individual programme in terms of project numbers and value at an estimated total investment of (£220m), with £85.3m in 2017/18. The main areas of investment are the Urban Centre projects £9.1m (£30.5m), carriage way and bridge maintenance £5.3m (£17.9m) and housing projects £32.4m (£97.1m). A further analysis is provided in Appendix 1e of the appendix pack.

15. The highest bids are listed below, and a full summary is provided in Appendix 2 of the appendix pack: -

- Design costs for the Urban Centre SCRIF Quality Streets project.£0.2m (£1.6m) (CR07);
- Design costs for the West Moor Link major project scheme.£0.5m (£10.4m) (CR08);
- Retained Public Buildings Investment Programme £0.2m (£1.5m) (CR12);
- Street lighting column replacements £0.5m (£2.2m) (CR13);

16. The block budgets for the 2016/17 LTP have started to be allocated to projects, based on assessment of need through surveys and investigations, and these can be seen on Appendix 1e of the appendix pack. It should be noted that these are estimates at this time and are subject to change. The balance of the budgets will be agreed with the relevant Portfolio Holder or Cabinet before being committed to. Planned structural schemes are selected for inclusion the programme on a priority basis reflective of condition, usage, risk and affordability in order to ensure the Council meets its statutory duty and obligations in safely maintaining the highway network and in providing safe passage for highway users. The preventative maintenance programme for patching and surface dressing projects are selected based on the need to preserve the road network from extensive degradation thereby providing and supporting a sustainable highway network asset. The overall programme of work is approved by the Highways Portfolio Holder.

Adults, Health and Well-Being Capital Programme

17. The total investment managed by this Directorate is estimated to be £20.2m over the four year programme, with £6.3m in 2017/18. The three largest areas are Housing Adaptations £4.3m (£15.7m), Extra Care housing for the elderly (£2m) and Leisure Centre improvements £0.7m (1.3m). A further analysis is shown in Appendix 1b of the appendix pack.

Finance and Corporate Services

18. Finance and Corporate Services are estimated to manage £60.6m of funds over the four year programme, with £17.3m in 2017/18. The major areas of spend are investment in ICT £2.5m (£7.2m) and the IMF which is to have the remaining funds £18.3m increased to £50m. A further analysis is shown in Appendix 1c of the appendix pack.

19. The new additions total £6.2m and are for ICT investments in devices, networks, servers, storage and systems which will deliver further efficiencies. The highest bids are listed below and all bids are provided in Appendix 2 of the appendix pack: -

- ICT Corporate Storage £0m (£1m) (CR04);

- Council Wide Systems £1.3m (£3.4m) (CR05);

Learning and Opportunities – Children and Young People

20. The total investment via this Directorate is estimated to be £31.6m over the four year programme, with £10.2m in 2017/18. The major areas of investment are creating additional School Places £2.8m (£12.6m), the Schools Condition Programme £2.2m (£8.2m) and the School Roofs Programme £0.7m (£2.8m). It is important to note that these programmes are in development and so are subject to change, if for example cost estimates change or schools leave the Council's control. A further analysis is shown in Appendix 1d of the appendix pack.
21. The highest bids are listed below, and a full summary is provided in Appendix 2 of the appendix pack: -
- Capital Condition Programme £2.2m;
 - School Roof Programme £0.7m (£1.4m);
 - Hatchell Grange Primary Places £0.5m (£5.0m);
 - Hayfield Lane Primary School Phase 2 £0.4m (£1.0m);
22. Considerable amounts of effort and investment are being made to improve the condition of our schools and create new school places. The main outcomes for this Directorate and more detail on the school building improvements is below:-
- Overall thirty six schools are estimated to have a range of improvements works completed in 2017/18, a single school may have more than one type of improvement work carried out, including roof replacement, electrical and lighting upgrades, window replacement and heating system improvements, investing £2.9m (11.1m);
 - Seventeen schools will have a range of electrical work completed including mains and lighting upgraded £0.8m;
 - Five schools will have a range of heating, boiler and pipework improvements and eleven school will have water tanks removed at an estimated cost of £0.8m;
 - Twelve schools will have a range of fabric work completed including drainage work, windows replaced and fascia boards investing £0.6m;
 - Seven schools will have part of their roofs replaced, with an estimated investment of £0.7m.
23. The Schools Condition Programme will be refined and the values and locations are subject to change once detailed design has been completed. Any significant amendments will be agreed with the Portfolio Holder / Cabinet for this area and updates will be available through the quarterly Finance and Performance Improvement report to Cabinet and Overview and Scrutiny Management Committee.
24. The projects listed on appendix 1d of the appendix pack, have estimated values attached to them but the level of work leaves very little contingency compared to the overall programme of works. Should unexpected and urgent works be required or the estimated value of works increase, some projects will have to be delayed or cancelled to manage within the resources available.

Asset Sales

25. So that the Council can deliver its priorities, it needs some funds without external constraints. The income generated by selling assets is one of the most flexible examples of this funding type and are called Capital Receipts but are more commonly known as Corporate Resources.
26. Over the next four years the Council has estimated £22.6m will be received from new sales of land via the Disposal Programme. This will be added to an estimated £1.2m of receipts brought forward into 2017/18 to total £23.8m. After funding existing commitments of £11.7m (appendix 3a and b of the appendix pack), there is an estimated £13.1m of Corporate Resources available to fund new projects over the four year programme (appendix 3c of the appendix pack). These will use all the Corporate Resources.
27. The estimated corporate resources take into account the following: -
- The assets included in 2017/18 and 2018/19 of the programme are due for completion and reporting for approval for disposal in quarter 4 2016/17. Reviews account for legal and planning restrictions and include ward member consultation.
 - Future programming of receipts accounts wherever possible for other Council led disposals (Strategic Housing) and known local private sector supply. An example of this is at Lakeside where a number of competing Council owned sites programmed to be marketed simultaneously, with on-going developer activity in the area, risked low demand and reduced receipts. The programme also aims to create a spread of disposals in terms of scale as well as geographical location, to promote development across the borough;
 - Alongside the disposals programmed Assets & Property continue to review smaller scale disposals (in value terms) and will bring these sites forward on a continuing basis for approval for sale;
 - If the sales of the assets do not happen or are below the estimated values there is the possibility schemes will need to be rescheduled or have values revised.

Corporate Resources

28. A number of projects funded by Corporate Resources have already been approved and are shown on Appendix 3a and b of the appendix pack. The new proposals are shown on Appendix 3c.
29. The table below shows the existing Corporate Resources, and both commitments and new proposals for 2016/17 to 2019/20: -

	17/18 £m	18/19 £m	19/20 £m	20/21 £m	Total £m
Approved Committed Projects – App 3a	4.596	1.049	0.531	0.021	6.197
Approved Uncommitted Projects – App 3b	4.840	0.950	0.000	0.687	6.447
New Proposals – App 3c	2.759	5.059	2.187	1.122	11.127
Total Corporate Resources	12.195	7.058	2.718	1.830	23.801
Estimated Corporate Resources:					
Carried forward	1.206	0.000	0.000	0.000	1.206
In-year capital receipts	10.989	7.058	2.718	1.830	22.595
Total Est. Corporate Resources	12.195	7.058	2.718	1.830	23.801
Cumulative Balance (to c/f)	0.000	0.000	0.000	0.000	0.000

Future Capital Allocations and Funding

30. Funding allocations will continue to be used in line with the relevant legislation or funding guidance. For funding that allows the Council discretion on how it is used and any new funding allocations made during the year, the Chief Financial Officer will confirm to which part of the capital programme it will be applied.
31. The Chief Financial Officer will also approve requests to amend the use of Corporate Resources during the year after consultation with the Mayor and these will be reported quarterly to Cabinet and OSMC as part of the Finance and Performance Improvement report.
32. If any receipts are generated from projects using Prudential Borrowing they will be identified through the project specific approval report and can be ring-fenced to repay the borrowing for that project, meaning they would not be available to the wider capital programme.

Investment and Modernisation Fund (IMF)

33. Some projects can generate savings but need capital investment up front. Without the initial capital investment these projects quite often do not develop. This Fund was set up in 2013/14 with £50m of funding available to help address this and allows the Council to deliver better and more efficient services whilst generating savings.
34. There is currently £18.3m funding remaining of the initial £50m allocation. Examples of projects funded through the Fund include: -
 - £13.2m in total for the Street Lighting project Phase 1 and 2;
 - £4.7m for the fleet replacement programme, as buying vehicles is cheaper than leasing;
 - £0.4m for solar panel installations to generate income and create green energy.

These budget proposals include increasing the IMF balance available for 2017/18 to 2020/21 back up to £50m, to fund future IMF projects.

OPTIONS CONSIDERED

35. Option 1 – Do not invite any new capital proposals for the 2017/18 to 2020/21 Capital budget process.
36. Option 2 – Ask Directorates to submit Director supported capital proposals that are considered essential to both their service and the Council's priorities.

REASONS FOR RECOMMENDED OPTION

37. Option 2 has been adopted, allowing the Council to make informed recommendations on the allocation of capital resources.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

38. These are detailed in the table below: -

	Outcomes	Implications
	All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none">• <i>Mayoral Priority: Creating Jobs and Housing</i>• <i>Mayoral Priority: Be a strong voice for</i>	All priorities are relevant and are considered against the available resources during budget setting

	<p><i>our veterans</i></p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

RISKS AND ASSUMPTIONS

39. Specific risks and assumptions have been detailed in the report. Two to note in this section relate to the risk of asset sales being delayed or being delivered at a lower value than estimated. The second is that the estimated funding for Education is lower than estimated and would mean that programmes of work would have to be reviewed.

LEGAL IMPLICATIONS

40. In accordance with the provisions of the Local Government Act 2003, a local authority may borrow money – (a) for any purpose relevant to its functions under any enactment, or (b) for the purposes of the prudent management of its financial affairs.

41. Each individual drawdown of Capital funds of one million pounds or more will require further approval by the Director of Finance and Corporate Services, in consultation with the Portfolio Holder for Finance and Corporate Services in accordance with Financial Procedure Rules.

42. Further, specific legal advice will be required as each project progresses. Advice will be required when utilising external funding streams in order to ensure that the council's best interests are protected. Each individual project should be procured in accordance with Contract Procedure Rules and EU Procurement Regulations as appropriate.

FINANCIAL IMPLICATIONS

43. Financial implications are contained within the body of the report. Specific project approval will be required for each project as they are developed as per the Financial Procedure Rules. These will help to ensure that the capital programme

remains affordable as projects will not start until the required funding has been identified.

44. The use of prudential borrowing to fund projects such as the Investment and Modernisation Fund will be managed within the prudential indicators as approved in the Council's Treasury Management Policy. The Director of Finance and Corporate Services has delegated powers through this policy to make the most appropriate form of borrowing from approved sources. The borrowing will therefore be incorporated within the Council's four year capital programme for 2017/18 to 2020/21.

HUMAN RESOURCES IMPLICATIONS

45. Projects which have an objective to realise efficiencies may result in a reduction in the number of posts required to undertake work. Where post reductions are proposed timely and meaningful consultation must take place with affected staff and trade unions, with appropriate formal notifications. While every effort is made to manage post reductions through vacancies, volunteers and redeployment into alternative roles, as the organisation shrinks there is an increasing likelihood of the need to make compulsory redundancies.

TECHNOLOGY IMPLICATIONS

46. The report covers many areas and activity of work for the Council. For the majority of the items listed in the report there are no ICT implications. Delivering the projects highlighted will require initiating several projects and as part of the implementation of the individual projects any requirements for new, enhanced or replacement technology to support the delivery of proposals outlined in the report will need to be considered and prioritised by the ICT Governance Board.

EQUALITY IMPLICATIONS

47. The Council must consider and have due regard to the three aims of the general equality duty when developing and implementing the council's Medium Term Financial Forecast. The Council will ensure it makes fair and informed financial decisions, demonstrating its commitment to improving outcomes for the most vulnerable groups of people living in Doncaster. The weight given to the general duty will depend on how that area of work affects discrimination, equality of opportunity and good relations. For example; decisions on social care or community safety are likely to be more relevant and have greater impact on equality than those on waste disposal. The Council uses a simple due regard process to ensure due regard is considered and to support a transparent, effective process that is accountable to users and residents. Amongst others, the "due regard" will be informed by:

- a. **Establishing the key equality issues across Doncaster (Equality Analysis)** – Our Equality and Inclusion Plan 2014-2017 has been developed alongside our financial planning process and includes a significant analysis of equality information to identify the key equality issues across Doncaster. We have used the equality information to inform our planning and saving prioritisation process. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable.
- b. **Consultation** – The Mayor's draft budget proposals were launched on 24th November 2016. Further details on the consultation are provided below in paragraphs 49 to 51.

- c. **Prioritisation and Planning** – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

48. Whilst no due regard statement has been completed as part of this report, all projects and programmes agreed during the programme will be subject to an individual due regard statement being prepared and actioned by the relevant project manager where required.

CONSULTATION

49. The proposals have been considered by Directors and Executive Board at several meetings between May, 2016 and February, 2017.

50. Where required, specific consultation will take place on individual projects prior to implementation.

51. This report has significant implications in terms of the following: -

Procurement	X	Crime & Disorder	
Human Resources		Human Rights & Equalities	
Buildings, Land and Occupiers	X	Environment & Sustainability	
ICT	X	Capital Programme	X

BACKGROUND PAPERS

52. Cabinet Report – Finance and Performance Improvement Report – Quarter 1 2016/17

53. Cabinet Report – Finance and Performance Improvement Report – Quarter 2 2016/17

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