



Doncaster Council

Date: 12th February 2019

To the Chair and Members of Cabinet

CAPITAL STRATEGY AND CAPITAL BUDGET 2019/20 – 2022/23

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

EXECUTIVE SUMMARY

Capital Strategy

1. The Prudential Framework of Capital Finance introduced a new requirement for local authorities to prepare a Capital Strategy for the 2019/20 Capital Budget.
2. The Capital Strategy outlines the principles and decision making process involved when approving new bids and the monitoring of Doncaster Council's capital programme. The aim is to contribute to the achievement of the Council's priorities and objectives, through the regeneration of the borough, improved infrastructure, improved efficiency and effective operation of services. This is to be delivered via an affordable programme of capital investment consistent with the Council's financial strategy.
3. The Capital Strategy is set out in paragraphs 37 to 72; this has been used to produce the Capital Budget Proposals set out in paragraphs 12 to 31.

Capital Programme Budget Proposal

4. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £323m of capital investment over 2019/20 to 2022/23 that will continue to stimulate growth and prosperity, with £135.6m of spend estimated for 2019/20. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture, as well as attracting investors and visitors to the Borough. Prime examples of this investment are the new Central Library and Museum £11.2m 2019/20 and 2020/21 (£15m overall for the programme including 2018/19), DN7 Hatfield Link Road Project £10.9m 2019/20 (£15.9m

overall for the programme including previous years) and investing in our Leisure Facilities.

5. The proposed capital programme for the four years 2019/20 to 2022/23 is detailed in Appendices 1a to 1e and the paragraphs below. There is also further information on some of the schemes that will have wide-ranging benefits for Doncaster.
6. The bids received during the budget setting process, total £30.1m over the four year programme, are provided in Appendix 2 of the Appendix pack.
7. In the following sections, unless stated otherwise, the value for 2019/20 is shown first and then the total for the four year programme is in brackets (2019/20 to 2022/23).

EXEMPT REPORT

8. This report is not exempt.

RECOMMENDATIONS

9. Cabinet will be asked to recommend to Council to approve:
 - a. The Capital Strategy at paragraphs 37 to 72;
 - b. Flexible use of Capital Receipts Strategy at paragraphs 32 to 36;
 - c. Capital Programme Budget for 2019/20 to 2022/23 at paragraphs 12 to 31; and
 - d. Directors in consultation with the portfolio holder 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?

10. 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. Work will also continue on the new Central Library and Museum an iconic 21st century building, which will transform how library and heritage resources are provided in the borough.

BACKGROUND

11. 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.

Capital Programme Summary

12. The Capital Programme includes £323m of capital investment over 2019/20 to 2022/23, with £135.6m in 2019/20. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Adults, Health and Well-Being	7.178	11.268	6.923	6.294	31.663
Corporate Resources	16.469	13.334	12.500	12.500	54.803
Flexible use of capital receipts	3.000	3.000	0.000	0.000	6.000
Learning and Opportunities – Children and Young People	12.717	13.705	6.759	0.000	33.181
Regeneration and Environment	96.277	46.564	28.195	26.358	197.394
Total	135.641	87.871	54.377	45.152	323.041

Regeneration and Environment: -

13. The programme managed by this Directorate is the largest part of the Council's budget in terms of project numbers and value at an estimated total investment of £96.3m in 2019/20 (£197.4m). The main areas of investment are the Infrastructure and Major Projects £45.4m (£58.2m), transport and maintenance £7.2m (£12.1m) and housing projects £30.4m (£109.9m).

14. A further analysis is provided in Appendix 1e of the Appendix pack.

Development

- a) **New Central Library and Museum** – £10.9m 2019/20 £0.3m 2020/21 (funded from £11.2m borrowing) – £15m for the overall programme including 2018/19. A new, combined Central Library, Archives, Museum and Art Gallery, along with other social and learning facilities (e.g. a Core Education Space, rail heritage centre, conference and training facilities, micro-business incubation space, café, retail, etc.). The building work started in late 2018 and will be located on the site of the former Girls' School on Waterdale, adjacent to the Civic Offices. Scheduled for completion in the Summer of 2020. The building will contribute to wide-ranging skills, economic, and learning-related outcomes for Doncaster's residents.
- b) **Civic and Cultural Quarter (CCQ) Cinema Infrastructure** - £7.6m 2019/20 £2.2m 2020/21 (funded from £9.8m borrowing). CCQ cinema development with the Council acting as landowner, funder, developer and landlord of the completed development. The CCQ project seeks to regenerate the area around the Cast Theatre to increase footfall and attract further investment. The project aims to make the area more accessible and in turn attractive to

occupiers, developers and investors, further assisting the Sheffield City Region's aims of securing further jobs and Gross Value Added (GVA) to this part of the region. This development land will be more effectively connected to the core CCQ uses delivered in earlier phases (Cast Theatre and Civic Offices) and offer the potential to accommodate up to 47,882 sqm (515,000 sqft) of mixed use development incorporating retail, office and residential uses. The improved connectivity to these sites provided by the proposed public realm and infrastructure works will increase the attractiveness of these plots to investors for further commercial and residential development, in turn continuing the momentum achieved to date within the core CCQ area.

In tandem with the public realm and infrastructure works, the associated delivery of the new cinema (6 screens) and family restaurants (4) will lever in £7.8m of finance, providing 102 new jobs, adding to local employment opportunities for Doncaster and the wider City Region. Once completed it will create an annual rent, generate additional business rates and an enhanced CCQ leisure offer.

- c) **St Sepulchre Gate / Station Forecourt** - £3.7m 2019/20 (£5.3m) (funded with all SCRIF but with an additional £2.4m associated private development works directly relating to the scheme but not undertaken by the Council) – Providing 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.

Phase 3 of the St Sepulchre Gate West project seeks to deliver the investment ambitions of Phases 1 and 2 of the scheme as set out in the business case submitted in June 2018.

The scheme involves the potential construction of an office complex at the Coroners Court location providing 2,693sqm (28,989sqft) of prime office space in which we already have interested third parties requiring office space in close proximity to the railway station.

The development of this office complex at the Coroner's Court would act as the catalyst to encourage further private investment into the St. Sepulchre Gate West area.

- d) **Quality Streets** - £0.5m 2019/20 (funded with £0.1m Council resources and £0.4m SCR Local Transport Capital Pot) – Quality Streets consists of Hall Gate and Silver Street which are identified in the Urban Centre Masterplan and are key to the delivery of the Innovation Quarter. Hall Gate is a vitally important location as it represents the key route and connectivity from the urban centre to Bennetthorpe and Doncaster Racecourse.

The changes will directly impact on the vision of Doncaster by increasing the attractiveness of these areas; complementing three earlier phases of investment, increasing footfall and retail usage and supporting the town's evening economy offer.

The project includes works to enhance the public realm (refurbishment and enhancement), changes to traffic flow on Hall Gate and evening pedestrianisation of Silver Street. There will be additional lighting features for Silver Street.

It is expected this scheme will deliver between 80 and 198 jobs.

- e) **Enterprise Market Place Phase 2 (EMP2)** - £7.5m 2019/20 to 2020/21 (funding with £1.5m SCRIF) – The scheme will realise new retail, leisure and office floor space through the development of a new mixed use building (No1 Marketplace Building) framing the northern side of the market square and creating a new city street. This development is key to changing the feel of the marketplace to ensure it is best able to respond to the wider role envisaged. No1 Marketplace building will, by enclosing the northern side of the market, provide a key anchor linking the marketplace to the Minster and Waterfront via the creation of a new street, embracing the linkages to the wider City Core. Options for this scheme are currently being reviewed.

Housing

- a) **Council House Building Programme (Committed)** – £2.8m 2019/20. 102 new Council owned affordable homes will be delivered next year through the Council's Affordable Housing building programme. The majority of the funding for these schemes was in previous years however completion is profiled in 2019/20. The major regeneration and redevelopment at the Wheatley Howards Estate will deliver 16 of these total units (in addition to the 58 units delivered previously). The remaining units will be: 20 units in Edlington, 41 in Conisborough and 25 in Balby.
- b) **Council House Building Programme (Not yet committed)** - Funding totalling £5.1m in 2019/20 (£20.6m across the four year programme) has been earmarked for further new build developments, subject to scheme approval. It is estimated this will deliver in the region of 180 additional units. A fully worked up programme is currently being developed. A housing needs survey has recently been completed and is currently under review; this will help to inform the future capital programme.
- c) **Council House Improvement and Maintenance Programme** - Funding totalling £12.3m in 2019/20, will be spent on improving and maintaining the existing Council housing stock to the Doncaster decency standard. The main focus will be on improvements to communal areas, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements.
- d) **High Rise Fire Safety Improvements** - £5.3m total has been invested previously into fire suppressant & sprinkler installations to nine high rise blocks of flats, the replacement of both lifts and improvement to the communal areas at Silverwood house. An additional £0.5m will be spent in 2019/20.

The Government has recently completed a review of building regulations (Hackitt report) and it is likely this will result in additional works to properties; this will be used to inform the future capital programme.

- e) **Energy Efficiency Works** - Funding totalling £1.8m in 2019/20 (£7.2m across the four year programme) will be spent on investment in Energy Efficiency Works to help reduce fuel poverty. The main focus will be on hard to treat properties where there is either no cavity (sometimes classed as solid wall) or a narrow cavity, where standard cavity wall insulation is not possible or viable due to the nature of the construction.

Major Transport Schemes

- a) **DN7 Unity Hatfield Link Road** - £11.9m 2019/20 (funded with £9.5m SCRIF £0.6m Corporate resource, £0.4m grant and £1.4m developer contributions). Delivery of 3km new road from J5 M18 to unlock Unity mixed use development comprising 3,100 houses, 395,000m² of commercial floor space and local centre, retail and educational facilities over a 30 year timeframe.
- b) **A630 Westmoor Link** - £7.7m (£10.3m) 2018/19 to 2019/20 (funded with £5.0m SCRIF, £3.3m National Productivity Infrastructure Fund, £0.3m Local Transport Plan (LTP) including South Yorkshire Passenger Transport Executive (SYPTTE) works and £1.7m developer contributions). This scheme sets out to deliver infrastructure improvements, including high capacity junctions and removal of a classified arterial route pinch point by widening a narrow railway overbridge over the A18. This scheme future-proofs infrastructure so that it is able to accommodate a number of planned developments in the area.

Asset protection dialogue has already commenced with Network Rail. Construction to be completed 2020/21.

Transport – Integrated Transport (IT) programmes

- a) £1.3m in 2019/20 for a range of schemes relating to Safer Roads, Network Management, Cycling and Sustainable Choices (Dropped crossings, Footways, Bus Partnership, Minor Works Package, etc.).

Environment

- a) **Highway Maintenance Programmes** – £4.9m 2019/20 (£9.8m) (LTP)

An estimated £4.9m of LTP capital funded works programmes for highways, bridges and street lighting maintenance schemes in 2019/20.

The highways works comprise of the structural, preventative and routine maintenance of the classified and unclassified road, footway and bridges infrastructure.

This funding will support on average per year approximately; surface dressing around 25km (15.5miles) of road network, strengthening/resurfacing around 10km (6.2 miles) of local roads and reconstruction/resurfacing around 8km (5miles) of footways in 2019/20.

In addition it is anticipated that around 15,000m² of permanent patching repairs will be undertaken in 2019/20 in support of pothole repairs, pothole prevention measures and routine maintenance.

The capital funded schemes will be undertaken based on a prioritised selection of classified and unclassified roads and footways aimed at stabilising and improving the condition performance status of the highway

network in order to promote user safety and efficient travel and to support the local economy, investment, growth and regeneration initiatives within the borough.

- b) **Street Lighting Column Replacement** - £0.3m (£0.7m) 2019/20 to 2020/21 (funded with Council resources) – for the replacement of existing street lighting columns, re-using the existing LED light fittings.

Trading

- a) **Retained Public Building Investment Programme** - £1.0m (£1.8m) 2019/20 to 2020/21 (funded with Council resources). This is an annual programme to enhance and improve our retained building assets by addressing backlog maintenance issues. This value includes a bid made for additional resources for works to be carried out at sites including libraries; children's centres and youth centres. (see appendix 2, bid R&E 02).

Adults, Health and Well Being: -

15. The total investment managed by this Directorate is estimated to be (£31.7m) over the four year programme, with £7.2m in 2019/20. The three largest areas are Housing Adaptations £4.8m (£18.5m) and Leisure Centre improvements £1.0m (£2.0m) as well as a new bid for a further (£10.0m) investment in Leisure Facilities over the next four years which will fundamentally improve leisure services (further information for this bid can be seen in appendix 2 bid reference AHWB 02).

16. A further analysis is shown in Appendix 1b of the Appendix pack:

- a) **DFG/Adaptations** - 1,200 housing adaptations for the disabled are estimated to be completed per year, with an estimated funding package of £4.8m (£18.5m). Additional funding has recently been announced that the Council will be bidding for.
- b) **Doncaster Culture and Leisure Trust** - This is the second year of a 3 year programme with (£2m) remaining. £1m is estimated to be used on fabric maintenance and system replacement in 2019/20, mainly at Adwick, Dearne Valley and the Dome.

Corporate Resources: -

17. Corporate Resources are estimated to manage (£60.8m) of funds over the four year programme, with £19.5m in 2019/20. The major area of spend managed is investment in ICT £3.6m (£4.4m). The balance for the Investment and Modernisation Fund allocation, which is to be increased to £12.5m (£50m), is held within this directorate.

18. Also held within Corporate Resources is a bid for the flexible use of capital receipts £3.0m (£6.0m). This allows the Council to fund revenue expenditure that is forecast to generate ongoing service savings with capital receipts. As a requirement for the flexible use of capital receipts the Council must produce a flexible use of capital receipts strategy which is included for approval in paragraphs 32 to 37. This is the first time the Council will be using this Government direction.

19. A further analysis is shown in Appendix 1c of the Appendix pack.

- a) The £3.6m (£4.4m) of investment in technology is informed by the Council's Technology Forward Plan agreed by the Council's Technology Governance Board focused on ensuring the key objectives of the Council are met. This includes Doncaster Growing Together, the Council's Corporate Plan, Directorate and Service priorities to achieve all that the Council must as well as ensuring the Council continues to operate on a daily basis efficiently, legally and securely. This includes ensuring the Council's technical infrastructure is refreshed and maintained; business critical service delivery systems are refreshed and maintained and the introduction of new technologies. In particular, this includes the essential upgrade of all systems infrastructure, devices and desktops to comply with new operating system and desktop versions being introduced nationally in 2020 that are needed to ensure the organisation can still function and is fully protected from cyber- attacks. In addition, the implementation of the new Integrated People solution across children and adult social care and education management continues to progress as planned with use of the solution starting in 2019/20 using a phased approach providing whole family intelligence and enabling the reduction of many systems and data sources that are costly to support and maintain. More integrated joined up solutions will also be introduced for place based services thereafter providing intelligence to better target services and improve decision making.
- b) £12.5m (£50.0m) IMF available to fund projects which deliver more efficient services and enable further revenue savings; further detail is provided in paragraph 31.

Learning and Opportunities – Children and Young People: -

20. The total investment via this Directorate is estimated to be £33.2m over the four year programme, with £12.7m in 2019/20. The major areas of investment are creating additional School Places, including a new special school £6.8m (£18.4m), the Schools Condition Programme £2.0m (£6.0m) and the School Roofs Programme £0.7m (£2.3m). 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 bids received during the budget setting process are provided in Appendix 2 of the Appendix pack.

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:-

- a) **Schools Condition Programme** - Overall fifteen schools are estimated to have a range of improvements works completed in 2019/20, 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 £1.3m

- Four schools will have a range of electrical work completed including mains and lighting upgraded £0.24m
- Six schools will have a range of heating, boiler and pipework improvements at an estimated cost of £0.41m;
- Nine schools will have a range of fabric work completed including drainage work, roof work, windows replaced and fascia boards investing £0.61m;

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.

Social, Emotional, Mental Health (SEMH) Provision and Alternative Provision allocation included at £1.1m – further information can be seen in Appendix 2 bid LOCYP 03.

Investment for the Armthorpe Academy which is dependent upon and cannot proceed without capital receipts from an external land sale at the site. Further information can be found in appendix 2 (LOCYP 02).

- b) **Doncaster Children's Services Trust** – Doncaster Children's Services Trust has funding of (£1.5m) over the four year programme, with £0.5m in 2019/20. The schemes are for the construction and acquisition of accommodation for care leavers which will reduce annual revenue expenditure.

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.

Links to the Medium-term Financial Forecast (MTFF)

23. All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFF.

Asset Sales and Capital Receipts

24. To deliver the priorities, the Council needs to generate income by selling assets to generate capital receipts. Over the next four years the Council has estimated £58.3m will be received from sales of land and buildings via the general fund disposal programme. It is currently projected that there will be a shortfall in general fund capital receipts of £5.2m in 2018/19 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2018/19 are not achieved). This reduces the balance available over the four year programme to £53.1m.
25. Existing commitments to be financed with capital receipts total £19.2m (Appendix 3a and b of the Appendix pack), with new proposals totalling £20.3m (Appendix 3c of the Appendix pack).
26. If the planned capital receipts are not generated or are below the estimated values the Council will need to review the capital programme. This may mean that the Council is unable to progress all the schemes, some schemes may need to be rescheduled or have values revised. In cases where schemes are left unfinanced until the capital receipt is available, additional borrowing costs will be incurred.
27. The tables below show the existing capital receipts, and both commitments and new proposals for 2019/20 to 2022/23: -

	19/20 £m	20/21 £m	21/22 £m	22/23 £m	Total £m
Approved Committed Projects – App 3a	6.940	2.118	0.000	0.000	9.058
Approved Uncommitted Projects – App 3b	7.660	1.590	0.829	0.050	10.129
New Proposals – App 3c	5.089	9.990	2.932	2.275	20.286
Total Capital Receipts Required	19.689	13.698	3.761	2.325	39.473
Estimated Capital Receipts:					
Carried forward	(5.215)	0.180	0.067	0.218	(5.215)
In-year capital receipts	25.084	13.585	3.912	15.762	58.343
Total Est. Capital Receipts	19.869	13.765	3.979	15.980	53.128
Cumulative Balance (to c/f)	0.180	0.067	0.218	13.655	13.655

28. The disposal programme is dependent upon a low number of high value assets. If any of these assets were to fail to sell, slip to another financial year or not achieve the estimated sale price it would be detrimental to the amount of capital receipts available. The capital receipts position is very tight over the first three years of the proposed capital programme with little room for slippage. As these are estimates the sale price may vary as well as the timings of the sales.

Future Capital Allocations and Funding

29. 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.

30. The Chief Financial Officer will also approve requests to amend the use of capital receipts during the year after consultation with the Mayor and these will be reported quarterly to Cabinet as part of the Finance and Performance Improvement report.

Investment and Modernisation Fund (IMF)

31. The IMF allocation is being increased back up to £50.0m to be available over the four year programme. Examples of projects to be funded over the four year programme include: -
- a) The Herten Triangle development;
 - b) Fleet and Plant replacement programme;
 - c) Civic and Cultural Quarter cinema development.

Flexible use of Capital Receipts Strategy

32. The flexible use of capital receipts strategy has been prepared in accordance with guidance issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003, effective from 1st April 2016 in respect of the Flexible Use of Capital Receipts. This allows the Council to fund expenditure, up to and including 2021/22, with capital receipts that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in such a way that it reduces costs or demand for services in future years. Examples of qualifying expenditure are:

- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing back-office and administrative services with one or more other council or public sector bodies; and
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others).

33. Implementation and progress of the projects within this strategy will be monitored as part of regular financial reporting arrangements, and funding allocated accordingly up to the maximum figure included in the capital programme. If it is deemed there are more cost effective or efficient uses of the receipts flexibility on projects not listed in the table below or further receipts are made available, this strategy will be replaced by a revised strategy, which will be approved by Cabinet in the quarterly monitoring report. A copy will also be sent to the Ministry of Housing, Communities & Local Government.

Impact upon Prudential Indicators

34. The council will have due regard to the requirements to the Prudential Code and ensure there is not a detrimental impact upon the prudential indicators.

35. All schemes which are eventually deemed to qualify under this programme will have the required costs funded through capital receipts rather than revenue funding streams.

Planned use of the flexibility

36. The Council plans to set aside £3m in 2019/20 and a further £3m in 2020/21. In accordance with the guidance issued, the planned use in 2019/20 is set out below. All the projects will contribute towards the Council's savings target in 2019/20. The 2020/21 plan is subject to future planning.

Project	Aim of the project
Portfolio Office	To fund a Portfolio Office within the Council's Strategy and Performance Unit which will provide portfolio and programme management support to the Doncaster Growing Together portfolio and Council's corporate programmes. Portfolio management allows for the prioritisation of programmes and projects, the identification of interdependencies and cross-cutting risks and should ensure that collectively programmes are aligned to organisational strategies. The Portfolio Office will set the standard in terms of good governance and effective programme management.
DIPS Recruitment Integrated People Solution	To fund temporary resources of three Business Analysts and DCST Subject Matter Experts and associated resources, this extra staffing is required as the current resources do not have the required expertise in children's and adults services.
DCST additional funding	Extra funding for Doncaster Children's Services Trust (DCST) for Innovation funding. This funding will contribute to ongoing revenue savings and the avoidance of future expenditure.
Commissioning Contracts Team	Funding for procurement / recruitment of additional Commissioning and Contracts team resources on an initial twelve month basis. Delivering effective commissioning and contract management is right at the heart of our Transformational ambitions. Indeed, the inputs of the Commissioning and Contracts team are critical to the success of the vast bulk of transformation / improvement projects that are either already underway or planned. Crucially, the move towards the development of a strategic commissioning approach with external partners is a key element of the Doncaster Place Plan. This will include moves towards joint commissioning arrangements where appropriate / achievable.
Workforce	Severance costs from the reconfiguration and downsizing of the council's workforce.

Capital Strategy

37. The Capital Strategy outlines the principles and decision making process involved when approving Doncaster Council's capital programme explaining how the Council prioritises, finances and manages capital schemes.
38. Spending is included within the capital programme where the Council expects it to result in future economic (asset value) or service (asset performance or life) benefits. This covers both purchase of new long-term assets and improvements to existing ones, and is consistent with the approach required in the CIPFA Code of Practice in Local Authority Accounting. Some of the Council's spending allocations are to either purchase or improve an asset belonging to another organisation or individual, such as housing adaptations for the disabled, in these circumstances, we include the expenditure in the capital programme for budget setting and monitoring processes, but follow the Code of Practice's requirements for accounting treatment to ensure it does not increase the net worth shown on our Balance Sheet.
39. A prudent low risk approach is taken with the capital programme; spend needs to be aligned to council objectives e.g. through the regeneration of the borough, improved infrastructure and effective operation of services. This is achieved by ensuring the Council:
- a. Maximises the use of assets over their useful life ensuring they are kept in appropriate operational condition for continual delivery of services;
 - b. Strategic projects that deliver our ambitions as a Council to improve education, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough; and
 - c. Improves the revenue budget position through maximising the use of capital funding e.g. rationalisation of buildings and investment in Care Leavers Housing Provision to reduce on-going costs.
 - d. If designed to yield returns a capital scheme must be within the borough, deliver regeneration and meet the criteria set out in paragraphs 45 to 50.
40. Further information is provided below on the overall priorities and key strategies that influence the capital programme:

The Council's Corporate Objectives and Priorities

41. The Council's priorities are summarised by five themes in both the Corporate Plan and four year Borough Strategy, Doncaster Growing Together. The five themes are:
- a) Doncaster Learning – Learning that prepares all young people and adults for a life that is fulfilling;
 - b) Doncaster Working – More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future
 - c) Doncaster Caring – A borough that cares together for its most vulnerable residents
 - d) Doncaster Living – Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time

e) Connected Council - A Connected Council, ready for the future.

42. The strategies and plans influencing the capital programme include:

- a) **Medium-term Financial Forecast (MTFF)** - All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFF.
- b) **Asset Management Strategy 2017-2022** - Sets out actions to be taken to the Council's property portfolio to ensure it stays relevant and retains its financial and organisational value with clear guidance about how assets will be used, maintained and where appropriate, disposed of.
- c) **Housing Strategy** - A clear strategy for responding to current and future housing needs is an essential requirement for borough growth and improvement. The availability and quality of housing has a direct impact on health, educational attainment, economic prosperity and community safety and cohesion – all of which are critical to Doncaster's success and to the wellbeing of our residents and visitors.
- d) **Treasury Management Strategy Statement** - details the strategy for management of the Council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management makes sure that sufficient cash is available to meet service delivery in line with the approved Capital and Revenue Budgets.

The Minimum Revenue Provision (MRP) policy adopted by the Council is outlined within the Treasury Strategy.

- e) The Council's previous ICT Strategy has expired and a **Technology Strategy 2018-22** is currently being finalised for consideration. This will assist the Council in planning how it will seek to maximise the use of technology to enable the Council over the next few years. The purpose being to achieve the following:
 - A technology vision and plan that enables the Council's business objectives and priorities;
 - To ensure changing customer/citizen expectations are met in an ever-changing world;
 - The continuation of the modernisation of service delivery and how staff operate; and
 - To continue the streamlining of the behind the scenes operating model to assist in meeting increased demand within an ever-reducing budget.
- f) It includes 3 themes to deliver against –
 - **A Smarter Doncaster** based around our Doncaster Growing Together objectives – Living, Working, Caring & Learning; Connected Council;
 - **A Smarter Council** – Less Systems, Smart Agile Desktop, Data Driven and More Cloud Platforms;
 - **A More Innovative Council** – Drones, Internet of Things, Artificial Intelligence and Autonomous Vehicles.

Maintenance and review of current Assets

43. The Council must ensure that its assets remain at an appropriate level of condition in order for them to be used for the delivery of services, in accordance with the Council priorities.
44. The following programmes of maintenance, replacement and acquisition are used for the review of current assets and future requirement:

- a) **School condition programme** – planned maintenance across Doncaster’s Maintained Schools. The programme will cover schemes for mechanical (heating and ventilation), electrical (lighting and Mains upgrades) and building fabric improvements (windows etc.). The work is identified through the annual building surveys and a review of any data that has been collected through call outs or emergency repairs as well comments from regulatory inspections (OFSTED and Safeguarding).

By delivering the programme the Council will ensure the school buildings remain open and ensure pupil places are not at risk due to condition issues within the premises. The lighting, mechanical and mains upgrades will ensure all statutory requirements as set out in the condition reports held by the Council are met.

- b) **Highways** - supports the ongoing permanent repair and structural maintenance of all of the adopted highway assets including carriageways, footways, street lighting and bridges. Works to be carried out are based on condition surveys which are carried out annually.

Planned structural schemes will be selected and funding allocated 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.

- c) **Responsive Asset Management Plan (RAMP)** – development of directorate specific plans to inform decision making and bring asset use further up the agenda. Will provide information used to identify and prioritise the maintenance requirements of current assets.
- d) **Investment Portfolio Review** – a reporting mechanism to allow robust and informed management decision making relating to;
- Asset performance
 - Investment, acquisition and disposal opportunities
 - Benchmarking against other authorities
- e) **Fleet replacement** – factors such as condition, mileage and current utilisation levels are all taken into consideration when deciding if vehicles which currently form part of the Council’s fleet should be disposed of, maintained or replaced.
- f) **Retained Buildings Improvement** - Investment to address condition related projects to ensure buildings remain fit for purpose, in operation and safe.
- g) **Housing** - improvements and maintenance of the existing Council housing stock to maintain the Doncaster decency standard. The main focus will be

on improvements to communal areas, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements. There will be further investment in Energy Efficiency Works to help reduce fuel poverty.

Non-Financial Investments

45. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
46. All investment assets are revalued annually at fair value to give an accurate indication of the receipt that could be generated to recover any capital investment.
47. It is anticipated that the properties will increase in value over the long term providing an increase in the capital value of the investment as well as the investment return. There is a risk the capital value could fall reducing the capital returned on disposal depending upon market conditions.
48. The key considerations when purchasing a property for investment purposes are:
 - a) Targeted Returns of 7%
 - b) Investment range between 5% & 12% (hurdle rate for consideration 5%)
 - c) When weighing up an investment the rental yield will be used to ensure the hurdle rate is reached i.e. an investment property with a capital value of £1m should return at least £50k pa after costs to meet the criteria. This will take into account any costs of management of the property.
 - d) Reporting will also outline the expected capital appreciation for the property and the overall IRR (Internal Rate of Return).
 - e) Clear risk management through a balanced portfolio approach and link with the Treasury Management Strategy Statement as a whole;
 - f) Due diligence will be carried out on all potential properties. This will include:
 - Full Survey and valuation of the buildings;
 - Review of leases ensuring they are FRI (Full repair and insuring) and there is a clear service charge where needed covering 100% of all costs of maintenance;
 - Review of tenant covenants including credit checks to ensure tenants are a low risk category and yields are appropriately set;
 - Full book appraisal of service charge accounts to ensure these have been managed appropriately;
 - Review of all contracts in place for the management of service charge contracts.
49. The investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

Funding Sources

50. The capital programme budget is financed using the most appropriate funding sources to maximise the overall financial position for the Council. Throughout the year this is continuously monitored and the Section 151 officer will update capital financing accordingly to ensure the most advantageous financial position is achieved. The strategy seeks to maximise external funding as a priority, followed by internal capital funding sources i.e. capital receipts, with

the least preferred option being borrowing. This protects the limited corporate resources available and maximises the revenue budget position.

51. The resources used for the delivery of the capital programme are:

- a) **Grants/Contributions** - Some capital projects are financed wholly or partly through external grants and contributions e.g. grants from central government and developer contributions.

Grants from external sources are a valuable source of capital finance for the Council and have enabled the Council to realise a substantial number of capital developments that would otherwise have been unable to progress.

- b) **Capital Receipts** – generated through the sale of surplus land and building assets.

A disposals programme has been approved by Cabinet up to 2021/22. Reviews account for legal and planning restrictions and include ward member consultation.

The timing of the receipts takes into account, where possible, 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.

Strategic Asset Management continues to review smaller scale disposals and will bring these sites forward on a continuing basis for approval.

Failure to deliver asset sales in the specified timeframe or at the estimated value could lead to proposed schemes being rejected or delayed. Alternatively, schemes could be funded through additional borrowing but the impact upon revenue budgets would have to be reviewed.

- c) **Borrowing** - borrowing is where the debt costs have to be funded from the Council's revenue resources. The impact upon the revenue budget and affordability has to be taken into consideration for the MTF due to the MRP and interest charges involved. The capital schemes to be borrowed against are reviewed and the use of resources will be changed to ensure the MRP charges to be incurred maximise the revenue budget.

Borrowing limits and policies are covered in the Treasury Management Strategy Statement.

- **Local Infrastructure Rate** - Local authorities will be able to access a new Local Infrastructure Rate; this will be further considered during 2018/19. Borrowing will be available at a discounted interest rate to support infrastructure projects that are high value for money.
- **Investment and Modernisation Fund (IMF)** – the fund was set-up in 2013/14 to assist the Council to deliver better and more efficient services; without the initial capital investment these types of projects quite often do not develop. The IMF is funded by borrowing and is available for regeneration or efficiency projects where capital investment is required up front. The schemes must be proven to be affordable within the revenue budget (cover the revenue borrowing costs).

The IMF Board, is responsible for the overall control and management of the IMF and has responsibility and authority for the approval and allocation of funds to projects in line with Council policy.

All projects must be evaluated and approved by the Board on the following criteria:

- Be aligned to and contribute to Council priorities;
- Be self-financing through for example: generating revenue savings or additional income or from asset disposals;
- Carry an acceptable level of risk;
- To fit into the borrowing level approved; and
- Be within the Councils control, or where the Council has significant influence

- d) **Revenue Contribution to Capital Outlay** – the use of revenue resources to fund capital schemes. This is the least preferred option of financing due to the additional pressure it could cause upon the revenue budget. If it is to be used the impact will be taken into consideration within the MTFF.

Approval and Prioritisation of the Capital Programme

52. Relevant approval is required before a project can commence or commit to capital spend. New additions to the capital programme are approved in either the annual capital budget setting report or the quarterly monitoring report; which must be followed by a more detailed decision record.
53. During the budget setting process a targeted approach is taken to capture capital bids from key service areas such as Transport, ICT, Assets and Property, etc. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to Financial Management
54. Bids are made by the completion and submission of a Capital 1 Form. The Capital 1 form aims to capture the relevant information to prove the scheme is required and if so, determine its level of priority.
55. The Capital 1 form records the Council priorities the proposed scheme will help to achieve, measurable outcomes and the potential impact if the scheme is rejected or delayed. How the scheme is expected to be financed is also required with additional scrutiny taking place on the use of capital receipts.
56. Future impact upon revenue budget requirements is also captured in order to ensure the scheme is affordable and sustainable in the long term following implementation. The pressures this could cause upon revenue budgets are taken into consideration within the MTFF.
57. Bids are ranked by priorities met, health and safety issues resolved, necessity for service continuation, financial implications.
58. The bids are then considered by all the Directors, the Mayor and Cabinet, and then if supported, included in the proposed Capital Programme considered by Full Council in March.
59. Outside of budget setting, the other main way to include a project in the capital programme is to complete a Capital 1 form and include the project in the quarterly Finance and Performance Improvement Report, which is a key decision approved at Cabinet. An Officer Decision Record (ODR) will then be required to gain specific project approval before spend can be committed to.
60. If approval is required before the next Finance and Performance Improvement report goes to Cabinet, a project specific report will be needed. Generally

projects under the key decision limit are approved by Officer Decision Record (ODR), but a full report will be needed for projects meeting the definition of a key decision. Capital decision records are approved by both the Directorate and Financial Management.

Monitoring of the Capital Programme

61. Capital projects are formally monitored as part of the quarterly Finance and Performance Improvement report by Directors and Cabinet, with updates and amendments being made on a project by project basis in-between quarterly reports, with higher value and profile projects often reviewed monthly. Budgets for projects funded by capital receipts, borrowing and ear-marked reserves are project specific and cannot be moved by Directors.
62. Project officers work with Financial Management to provide information which is collated and analysed. Exceptions (problems with delivery or spend for example) are then included in the quarterly report for information and action. The information is considered by the relevant Directorate Management Team, Directors, Executive Board and Cabinet.
63. The outturn position for capital schemes is collated at year end. Financing of the schemes is finalised and any unused budget is either rolled forward or removed.
64. Capital CP shows the original approved budget and total scheme spend. When a scheme is complete this allows the financial aims of the scheme to be assessed. Where the aims were not met, lessons can be learned, which can inform future projects and may lead to revisions in either the budgeting or monitoring processes.
65. As well as the financial aims the project outcomes should also be reviewed e.g. construction of facilities to encourage the uptake of sport and physical activity within a community has had the desired effect.

Flexible use of Capital Receipts

66. Guidance was issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003, effective from 1st April 2016 in respect of the Flexible Use of Capital Receipts.
67. This allows the Council to fund expenditure with capital receipts that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in such a way that reduces costs or demand for services in future years.
68. The option to use capital receipts for revenue transformation purposes is currently available up to 2021/22.
69. The Council is going to use capital receipts in this way and is required to produce a Flexible use of Capital Receipts Strategy before the start of the year to be approved at full Council. This contained within paragraphs 32 to 36.

Skills and Knowledge

70. The Council has many years' experience of delivering capital programmes and uses this experience to evaluate new proposals, monitor on-going capital investment and manage any risks that may arise.
71. Capital investments are reviewed under a robust approval process that receives input from appropriately qualified and skilled finance professionals and receives scrutiny from Elected Members.

72. If additional skills and knowledge requirements are identified, the Council will source appropriate specialist skills and knowledge to supplement and, where possible, upskill Members and in-house staff.

OPTIONS CONSIDERED

73. Option 1 – Do not support the Capital Strategy, Flexible use of Capital Receipts Strategy and proposal for the 2018/19 to 2021/22 Capital budget.

74. Option 2 – Council approve the Capital Strategy, Flexible use of Capital Receipts Strategy and proposal for the 2018/19 to 2021/22 Capital budget.

REASONS FOR RECOMMENDED OPTION

75. Option 2 has been adopted, approving the Capital Strategy, Flexible use of Capital Receipts Strategy and allowing the Council to carry out the four year Capital programme financed with available resources. This will bring about the investment required for the regeneration and improvements highlighted within the report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

76. These are detailed in the table below: -

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Council budget therefore impacts on all outcomes</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p>	

	<ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

77. Specific risks and assumptions have been detailed in the report. Specific risks to highlight are: -
- a. the risk of asset sales being delayed or being delivered at a lower value than estimated.
 - b. Should the funding for Education be lower than estimated, this would mean that programmes of work would have to be reviewed and revised.

LEGAL IMPLICATIONS [Officer Initials: SF Date: 28.01.19]

78. 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.
79. Each individual drawdown of Capital funds of one million pounds or more will require further approval by the Chief Financial Officer, in consultation with the relevant Portfolio Holder in accordance with Financial Procedure Rules.
80. 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 [Officer Initials: RI Date: 07.01.19]

81. 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.

82. The use of 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 Strategy Statement. The Chief Finance Officer and Assistant Director of Finance have 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 2019/20 to 2022/23.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: KG Date: 01.02.2019]

83. There are no immediate HR imps identified within this report, however once post reduction numbers are known (see point 37) further advice should be sought from the relevant Directorate Team.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 25.01.2019]

84. As outlined above, the capital programme includes investment in technology that has been informed by the Council's Technology Forward Plan agreed by the Council's Technology Governance Board. The report covers many other areas and activity of work for the Council. For the majority of the items listed in the report there are no technology implications. However, 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 Technology Governance Board..

HEALTH IMPLICATIONS [Officer Initials: CH Date: 22.01.2019]

85. The choices the council makes in both raising and allocating capital budgets will impact on the health of the population. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. Within the financial resources available this paper sets out clearly the broad areas of capital investment in culture, housing, leisure and infrastructure should support increasing physical activity and reducing social isolation. Work on fire safety will contribute to protecting health, street lighting and other environmental improvements may also increase physical activity and support for school infrastructure is crucial for learning. Where ever possible capital investments should seek to maximise social value consider long term social, environmental and economic sustainability and resilience. Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

EQUALITY IMPLICATIONS [Officer Initials: RI Date: 23.01.19]

86. 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 establishing the key equality issues across Doncaster, undertaking appropriate consultation and prioritising the projects.

87. 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

88. The specific proposals have been considered by Directorates from September 2018. Key dates in the budget timetable leading up to Council approving the budget on the 4th March 2019 are detailed below: -

- Government's Autumn Budget – 29th October, 2018
- Union consultation – 30th January, 2019
- Overview & Scrutiny Management Committee (OSMC) consultation – 7th February 2019
- Cabinet – Council reports – 12th February, 2019.
- Council – 4th March, 2019

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

BACKGROUND PAPERS

- Cabinet Report – Finance and Performance Improvement Report: 2018-19 Quarter 1
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2864>
- Cabinet Report – Finance and Performance Improvement Report: 2018-19 Quarter 2
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3068>

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Appendices Contents

Title	
Appendix 1a to 1e	Capital Schemes by Directorate
Appendix 2	New Proposals to the Capital Programme
Appendix 3	Use of Capital Receipts

CAPITAL PROGRAMME 2019/20 TO 2022/23 - DIRECTORATE SUMMARY (INCLUDING NEW PROPOSALS)

DIRECTORATE & SERVICE AREAS	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	4,791	4,831	4,437	4,437	18,496
COMMUNITIES	292	80	0	0	372
MODERNISATION AND COMMISSIONING	295	0	0	0	295
PUBLIC HEALTH	1,800	6,357	2,486	1,857	12,500
ADULTS, HEALTH & WELL-BEING TOTAL	7,178	11,268	6,923	6,294	31,663
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	3,597	834	0	0	4,431
FINANCE	12,670	12,500	12,500	12,500	50,170
DEMOCRATIC SERVICES	70	0	0	0	70
HR, COMMS & EXEC OFFICE	132	0	0	0	132
FLEXIBLE USE OF CAPITAL RECEIPTS	3,000	3,000			6,000
CORPORATE RESOURCES TOTAL	19,469	16,334	12,500	12,500	60,803
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	10,808	13,071	5,780	0	29,659
PARTNERSHIPS & OPERATIONAL DELIVERY	1,232	136	0	0	1,368
CHILDREN'S TRUST	477	298	779	0	1,554
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE TOTAL	12,717	13,705	6,759	0	33,181
REGENERATION & ENVIRONMENT					
DEVELOPMENT - STRATEGIC INFRASTRUCTURE	45,445	11,268	1,500	0	58,213
DEVELOPMENT - STRATEGIC HOUSING	30,445	27,346	26,198	25,890	109,879
ENVIRONMENT	7,572	5,294	50	50	12,966
TRADING & ASSETS	12,815	2,656	447	418	16,336
REGENERATION & ENVIRONMENT TOTAL	96,277	46,564	28,195	26,358	197,394
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	135,641	87,871	54,377	45,152	323,041
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	19,689	13,698	3,761	2,325	39,473
MINIMUM REVENUE PROVISION	500	0	0	0	500
EARMARKED RESERVES	1	0	0	0	1
GRANTS & CONTRIBUTIONS	46,094	28,429	9,725	2,244	86,492
BORROWING	36,591	15,740	12,528	12,528	77,387
REVENUE CONTRIBUTION - GENERAL FUND	103	100	0	0	203
REVENUE CONTRIBUTION - HRA	6,828	5,887	6,970	7,605	27,290
USABLE CAPITAL RECEIPTS (HOUSING)	7,487	3,788	2,265	2,265	15,805
MAJOR REPAIRS RESERVE (HOUSING)	18,348	20,229	19,128	18,185	75,890
TOTAL CAPITAL FUNDING	135,641	87,871	54,377	45,152	323,041

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2019/20 TO 2022/23

CAPITAL INVESTMENT	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULT SOCIAL CARE	4,791	4,831	4,437	4,437	18,496
ADAPTATIONS FOR THE DISABLED	1,900	1,900	1,900	1,900	7,600
DISABLED FACILITIES GRANTS	2,794	2,931	2,537	2,537	10,799
EDEN LODGE NEW LIFT SHAFT	97				97
COMMUNITIES	292	80			372
LIBRARIES & CULTURE	284	80			364
HERITAGE ASSET IMPROVEMENTS	284	80			364
COMMUNITIES	8				8
FAR FIELD-EDENTHORPE	7				7
MERE LANE EDENTHORPE	1				1
MODERNISATION AND COMMISSIONING	295				295
COMMUNITY INFRASTRUCTURE - CUSTOMER JOURNEY	295				295
PUBLIC HEALTH	1,800	6,357	2,486	1,857	12,500
DONCASTER LEISURE TRUST	1,000	1,000			2,000
CLOSED ROAD CYCLE CIRCUIT	500				500
LEISURE FACILITIES INVESTMENT	300	5,357	2,486	1,857	10,000
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	7,178	11,268	6,923	6,294	31,663

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
CAPITAL RECEIPTS - GF	1,976	6,437	2,485	1,857	12,755
MINIMUM REVENUE PROVISION	500				500
EARMARKED RESERVES	1				1
GRANTS & CONTRIBUTIONS	2,279	2,273	2,273	2,272	9,097
USABLE CAPITAL RECEIPTS (HOUSING)	522	658	265	265	1,710
MAJOR REPAIRS RESERVE (HOUSING)	1,900	1,900	1,900	1,900	7,600
TOTAL ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME FUNDING	7,178	11,268	6,923	6,294	31,663

CORPORATE RESOURCES CAPITAL PROGRAMME 2019/20 TO 2022/23

CAPITAL INVESTMENT	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	3,597	834			4,431
NEW EMAIL PLATFORM	150				150
ICT DESKTOP & MOBILE UPGRADE	470	400			870
NETWORKING (WAN)	380	140			520
PHYSICAL SERVERS	87	83			170
ICT CORPORATE STORAGE (SAN)		100			100
VMWARE VIRTUAL SERVERS	250				250
DONCASTER INTEGRATED PEOPLE SOLUTIONS (DIPS)	908	111			1,019
SUPERFAST BROADBAND	780				780
COUNCIL WIDE SYSTEMS	572				572
FINANCE	15,670	15,500	12,500	12,500	56,170
ERP (FINANCIAL SYSTEMS)	170				170
INVESTMENT & MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
FLEXIBLE USE OF CAPITAL RECEIPTS	3,000	3,000			6,000
DEMOCRATIC SERVICES	70				70
VOTING AND CONFERENCE SYSTEM	70				70
HR, COMMS & EXEC OFFICE	132				132
HR/PAYROLL SYSTEM	132				132
CORPORATE RESOURCES CAPITAL PROGRAMME	19,469	16,334	12,500	12,500	60,803

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	6,089	3,734			9,823
BORROWING	13,280	12,500	12,500	12,500	50,780
REVENUE CONTRIBUTION - GENERAL FUND	100	100			200
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	19,469	16,334	12,500	12,500	60,803

LEARNING & OPPORTUNITIES - CHILDREN AND YOUNG PEOPLE'S CAPITAL PROGRAMME 2019/20 TO 2022/23

CAPITAL INVESTMENT	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
CENTRALLY MANAGED	200	200	200		600
LO-CYP SERVICE IMPROVEMENTS & LIABILITY	200	200	200		600
PARTNERSHIPS & OPERATIONAL DELIVERY	1,232	136			1,368
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT		136			136
SEND HEATHERWOOD	150				150
SOCIAL, EOTIONAL AND MENTAL HEALTH (SEMH) PROVISION AND ALTERNATIVE PROVISION	1,082				1,082
COMMISSIONING & BUSINESS DEVELOPMENT	11,285	13,369	6,559		31,213
SCHOOL ORGANISATION	9,881	12,671	5,380		27,932
SAFEGUARD&SECURE MINOR PROJECT	280	80	80		440
SCHOOL PLACES-BLOCK ALLOCATION	100	600	300		1,000
LAKESIDE PRIMARY SCHOOL PLACES	180				180
SURPLUS PLACES ARMTHORPE		2,250	2,250		4,500
NEW SPECIAL SCHOOL	3,821	3,441			7,262
SCHOOL PLACES HATCHELL GRANGE	1,250	1,250			2,500
SCHOOL PLACES ROSSINGTON PRIMARIE	1,500	1,500			3,000
ARMTHORPE ACADEMY LAND PURCHAS		800			800
SCHOOL ROOFS PROGRAMME	750	750	750		2,250
SCHOOLS CONDITION PROGRAMME	2,000	2,000	2,000		6,000
SCHOOLS	827	300	300		1,427
DEVOLVED FORMULA CAPITAL - SCHOOLS	827	300	300		1,427
COMMISSIONING	1,054	696	1,658		3,408
AIMING HIGH FOR DISABLED CHILDREN	100	100	100		300
CHILDREN'S TRUST	477	298	779		1,554
CARE LEAVERS HOUSING PROVISION SHELTERED ACCOMMODATION	477	298	119		894
CARE LEAVERS HOUSING PROVISION 16 -18YEAR OLDS			660		660
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE CAPITAL PROGRAMME	12,717	13,705	6,759		33,181

LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE CAPITAL SOURCES OF FUNDING	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	12,240	12,607	5,980		30,827
CAPITAL RECEIPTS - GF	477	1,098	779		2,354
TOTAL LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE PROGRAMME FUNDING	12,717	13,705	6,759		33,181

REGENERATION & ENVIRONMENT CAPITAL PROGRAMME 2019/20 TO 2022/23

CAPITAL INVESTMENT	2019/20 PROJECTION	2020/21 PROJECTION	2021/22 PROJECTION	2022/23 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
DEVELOPMENT	75,890	38,614	27,698	25,890	168,092
INFRASTRUCTURE & MAJOR PROJECTS	45,445	11,268	1,500		58,213
URBAN CENTRE					
URBAN CENTRE DONCASTER MARKET PHASE 2	1,488	4,512	1,500		7,500
URBAN CENTRE QUALITY STREETS	569				569
URBAN CENTRE ST SEPULCHRE GATE STATION FORECOURT	3,732				3,732
URBAN CENTRE ST SEPULCHRE GATE TRAFFORD WAY IMPROVEMENT	20				20
DONCASTER GROWING TOGETHER TOWN CENTRE FWAY ENHANCEMENT	61	62			123
DGT TOWN CENT WELCOME WAYFIND	220				220
SCOT LANE ACQUISITIONS	953				953
URBAN CENTRE ST SEPULCHRE PHASE 3 OFFICE COMPLEX		1,600			1,600
CCQ					
CCQ CINEMA INFRASTRUCTURE & PUBLIC REALM	7,663	2,185			9,848
OTHER					
LAKESIDE 1 GENERAL	208				208
NEW CENTRAL LIBRARY AND MUSEUM	10,898	282			11,180
TRANSPORT					
DN7 HATFIELD LINK ROAD PROJECT	11,943				11,943
SCRIF-A630 WEST MOOR LINK	7,690	2,627			10,317
STRATEGIC HOUSING	30,445	27,346	26,198	25,890	109,879
VOIDS CAPITAL WORKS	2,550	2,550	2,550	2,550	10,200
MANAGEMENT FEE	1,500	1,500	1,500	1,500	6,000
MECHANICAL & ELECTRICAL					
HEATING CONVERSIONS/UPGRADES	2,100	2,100	2,100	2,100	8,400
ELECTRICAL PLANNED WORKS	70	70	70	70	280
MECHANICAL PLANNED WORKS	250	120	120	120	610
LIFTS	20	160			180
INTERNAL WORKS	1,200	1,200	1,200	1,200	4,800
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK				7,000	7,000
EXTERNAL WORKS					
EXTERNAL PLANNED MAINTENANCE	5,786	4,600	4,600	4,600	19,586
STRUCTURAL	300	300	300	300	1,200
SPRINKLERS, SILVERWOOD LIFT & COMMUNALS	500				500
FIRE SAFETY WORKS	250	250	250	250	1,000
SHOPS/FLATS	265	200	200	200	865
COMMUNAL HALLS	180	100	100	100	480
COMMUNAL HALLS CONVERSIONS	1,000				1,000
THERMAL EFFICIENCY - ECO WORKS	1,800	1,800	1,800	1,800	7,200
ENVIRONMENTAL WORKS					
ENVIRONMENTAL / FENCING PROGRAMME	860	400	400	400	2,060
ASBESTOS SURVEYS & REMOVAL	800	800	800	800	3,200
GARAGE SITE IMPROVEMENTS	400	400	400	400	1,600
ESTATE ROADS & PATHS	300	200	200	200	900
IT SYSTEMS/INVESTMENT	800				800
REPLACEMENT STAIRLIFTS					
EMPTY HOMES ACQUISITIONS/BUY BACKS	600	300	300	300	1,500
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	2,782				2,782
COUNCIL HOUSE BUILDING PROGRAMME (NOT YET COMMITTED)	5,126	8,166	7,308		20,600
AFFORDABLE HOUSING GOODISON BOULEVARD	30				30
LANDLORD GRANTS	76				76
RESIDENTIAL SITES INVESTMENT NEEDS	900	400	400	400	2,100
HOUSING INVESTMENT		1,730	1,600	1,600	4,930
ENVIRONMENT	7,572	5,294	50	50	12,966
DEVELOPMENT & COMMISSIONING - TRANSPORT & MAINTENANCE	7,188	4,910			12,098
C307 JUBILEE BRIDGE FERRY ROAD	400				400
MAINTENANCE BLOCK	4,910	4,910			9,820
SYKEHOUSE SLOPE STABILIZATION	400				400
MAINTENANCE BLOCK CARRY FORWARD	1,478				1,478
STREET SCENE & HIGHWAYS OPERATIONS	334	334			668
STREET LIGHTING IMPROVEMENT PROGRAMME	334	334			668
REGULATION & ENFORCEMENT	50	50	50	50	200
REPLACEMENT OF DETERIORATING AIR QUALITY MONITORING STATIONS (AQMS).	50	50	50	50	200

REGENERATION & ENVIRONMENT CAPITAL PROGRAMME 2019/20 TO 2022/23

CAPITAL INVESTMENT	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
TRADING & ASSETS	12,815	2,656	447	418	16,336
MARKETS	320	350	350	350	1,370
CORN EXCH & FOOD HALL ROOF REPAIR	320				320
MARKETS SCHEDULED MAINTENANCE		350	350	350	1,050
BEREAVEMENT SERVICES	118	13			131
GRAVEYARD BOUNDARY WALLS	48	13			61
SANCTUM/CREMATORIUM DECORATING	70				70
FLEET TRANSPORT	6,308	708			7,016
2 YEAR FLEET/PLANT REPLACEMENT	6,308	708			7,016
STATUTORY PLANNED MAINTENANCE	1,080	585	97	13	1,775
RETAINED PUBLIC BUILDINGS INVESTMENT PROGRAMME	1,080	585	97	13	1,775
METROCLEAN	55			55	110
CLEANING EQUIPMENT PROGRAMME	55			55	110
CORPORATE LANDLORD	4,934	1,000			5,934
HOLMESCARR CENTRE SECURITY IMPROVEMENTS	45				45
COLONNADES UNDERGROUND CAR PARK	70				70
PROPERTY INVESTMENT FUND	690				690
STRATEGIC ACQUISITION FUND	4,000	1,000			5,000
BLUE BUILDING DILAPIDATION WORKS	96				96
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE	33				33
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	96,277	46,564	28,195	26,358	197,394

REGENERATION & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2019/20	2020/21	2021/22	2022/23	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	11,147	2,429	497	468	14,541
GRANTS & CONTRIBUTIONS	31,575	13,549	1,528	28	46,680
BORROWING	23,311	3,240	-28	-28	26,495
REVENUE CONTRIBUTION - GENERAL FUND	3				3
REVENUE CONTRIBUTION - HRA	6,828	5,887	6,970	7,605	27,290
USABLE CAPITAL RECEIPTS (HOUSING)	6,965	3,130	2,000	2,000	14,095
MAJOR REPAIRS RESERVE (HOUSING)	16,448	18,329	17,228	16,285	68,290
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	96,277	46,564	28,195	26,358	197,394

New Proposals to the Capital Programme

2019/20 values are listed first and four year programme total values in brackets.

Some inclusions are funded by capital receipts and to identify them they are allocated a CR reference in addition to the Directorate specific reference.

Corporate Resources

CR04 CORPRES 01 Voting and Conference System, Audio and Visual Recording Upgrade £0.07m

To upgrade the voting and conference system as well as the audio visual recording system in the Council Chamber. The upgrade will use HDMI technology making the system more reliable and compatible with new technology.

Council Priorities met: Connected Council

CR05 CORPRES 02 VM Ware £0.25m

A Capital Bid was agreed in 2016 to replace the existing corporate servers hosting the DMBC virtual servers in 2019/2020. We are reducing the amount of hardware we need but the cost has increased, as has capacity requirements. It is estimated that 95% of DMBCs ICT services are hosted within this virtual environment. With the demand of additional capacity, that was unknown at the time, such as the Integrated People System and the increased cost of Oracle licencing, this Capital Bid is to fund the additional hardware to meet these and future demands. We are sweating the existing asset so that we can co-term the whole VMWare estate refresh, which will give us a more robust and sustainable solution moving forward. Expansion and growth rates (with a capacity planning tool implemented in Jan 18) combined with the list of project priorities approved by Directors indicates that the Council must upgrade ahead of time in order to deliver new projects e.g. new virtual servers for projects such as DIPS, Revs and Bens, Collaboration, Office 365, VOIP etc.

Council Priorities met: Connected Council

CR06 CORPRES 03 Desktop Refresh £0.47m (£0.87m)

There is a critical requirement for Windows10 operating system to be implemented across the ICT estate due to the impending risk from Microsoft of the lack of support / withdrawal of support for Windows7 within the next 15 months (Oct '18 to Jan '20). A desktop refresh programme is required and associated funding to ensure the Council invests in our future new technology to support new software requirements, plus supporting the Council's aim for a more agile and flexible workforce. An up to date ICT asset estate (desktops, laptops, tablets) is essential to be able to achieve this. Aged hardware wouldn't be able to operate with Windows10.

Council Priorities met: Connected Council

CR07 CORPRES 04 Physical Server Migration £0.09m (£0.17m)

The Capital Bid is to refresh and upgrade end of life ICT server hardware.

ICT server hardware has a general life expectancy of approximately 5 years, after that time the chance of failure increases significantly, and the probability of performance issues and services outages greatly increases. VMWare is appropriate for most of the server estate, however, there are niche applications that still require physical hardware (these are being phased out where possible) but we need to replace the current physical server hardware due to age and future support lifecycles. There has been a previous bid for Capital (Q1416) that was approved. This bid was made in 2016/17 and was for £80,000 covering year 2019/20 and 2020/21. The figure was requested using the existing server estate and estimated growth at the time. This is an additional capital bid to cover the actual current 2008 and 2012 server estate.

Council Priorities met: Connected Council

CR08 CORPRES 05 Flexible Use of Capital Receipts £3.0m (£6.0m)

Use of capital receipts to fund revenue schemes that will result in budget savings

Council Priorities met: Connected Council

Learning and Opportunities – Children and Young People Programme

LOCYP 01 Capital Condition Programme £1.3m

The project delivers the planned maintenance programme across all the maintained community schools as detailed with the attached appendix (not academies or LCVAP), current focus on mechanical (new heating & water tanks), electrical (mains upgrades) and fabric (windows, external cladding and drainage).

Council Priorities met: Doncaster Living, Doncaster Learning

CR09 LOCYP 02 Acquisition of Land at Armthorpe Academy (£0.8m)

Armthorpe Academy have been provided with funding from the ESFA to rebuild the majority of the school estate based on a recent condition assessment. The investment will include a new teaching block, dining room facilities, sports hall and changing rooms and is scheduled to open in Autumn 2019. The funding does not include redevelopment of the ancillary teaching areas.

Armthorpe Academy is part of the Consilium Multi Academy Trust which has identified an area of the site that is surplus to requirements. The Trust wishes to sell the land in order to invest in further development of the site.

The area of Land has been valued by the District Valuer for a cleared site allocated for residential use is £800,000

The funding will only be available for drawdown following agreement of the sale and will not be drawn down prior to.

A more detailed business case will be required before drawdown of any funding

Council Priorities met: Doncaster Living, Doncaster Learning

LOCYP 03 SEMH Provision and Alternative Provision £1.1m

A review of Doncaster Inclusion Services has identified two key areas requiring capital investment:-

- Rationalisation and partial refurbishment of current accommodation
- Establishment of new provision for pupils requiring Social Emotional and Mental Health Support.

The review included an assessment of current provision based at a number of buildings across the Borough including

- Levett Upper
- Levett Lower
- Maple Medical
- Old Hall
- Learning Centres

A future vision established the overall strategic intent for the service in line with the strategic intent already published within the Behaviour Transformation Programme cabinet report (May 2017) to provide for pupils at 4 distinct levels and a new provision for SEMH. These will support the new provisions through Big Picture Learning and The Bader School with a focus on high functioning autism.

The detailed review assessed current provision, the location of its services and delivery model. The review has identified a need to consolidate current provision and gaps in provision for specific needs, particularly for children with Social Emotional and Mental Health (SEMH) needs which are accommodated across a range of services.

The capital proposal presents Doncaster Council with an opportunity to rationalise its current inclusion provision placing a number of services in buildings fit for purpose. Council Priorities met: Doncaster Learning

Adults Health and Wellbeing

CR01 AHWB 01 Heritage Asset Improvements £0.28m (£0.36m)

Bid to carry out maintenance and improvement works on heritage assets. This will include an extension of the tarmac pathways at Cusworth Hall on the west side of the Park, required improvements and maintenance within the Hall and fire safety improvements at the Chequer Road museum.

A more detailed business case will be required before drawdown of any funding

Council Priorities met: Doncaster Living

CR02 AHWB 02 Leisure Facility 'Accelerated' Investment £0.3m (£10m)

The aim of the scheme is to accelerate investment and complete as much of the '10 year condition survey work' as possible (including the modular pools) within a 3-4 year period beginning in 2019. It is believed that in total £15m is required to complete all work with further work to be carried out to establish the exact needs

The £10m being applied for within this bid will ensure the completion of the modular pools at Campsmount and Rossington, with the remaining amount to be used to address '10 year condition survey work' across the other 6 leisure facilities. Options will be explored to determine whether further '10 year condition survey work' can be completed through other funding streams.

A more detailed business case will be required before drawdown of any funding

Council Priorities met: Doncaster Living, Connected Council

CR03 AHWB 03 Lift installation at Eden Lodge - Stainforth £0.1m

Provision of a new lift at respite services Eden Lodge to increase the number of residents that can use the respite services and increase revenue earnings potential. This will also save money on respite services that are currently being commissioned out of area and costing more.

Council Priorities met: Connected Council

Regeneration and Environment Programme

CR11 R&E 01 Electric Vehicle Charging Infrastructure £0.03m

To prepare the charging (fuel) infrastructure for the introduction (Council owned) and roll out (by the Council and public) of electric vehicles (EVs). To install EV charge points in key locations for use by the Council and the public.

Council Priorities met: Doncaster Living, Connected Council

CR12 R&E 02 Retained Public Buildings Investment Programme £0.56m (£0.95m)

To carry out all essential repairs and improvements in Council occupied sites to provide safe working environments. Includes bids for improvements to Adwick Town Hall and Mary Woollett Centre kitchen.

Council Priorities met: Doncaster Living, Connected Council

CR14 R&E 03 Metro Clean - Cleaning Equipment Programme £0.05m (£0.11m)

To purchase various Cleaning Equipment (Vacuum Cleaners, Carpet Cleaners, Scrubber Driers) to replace existing equipment which is no longer fit for purpose, is resulting in reduced productivity and increased maintenance/repair costs.

Council Priorities met: Doncaster Working, Connected Council

CR15 R&E 04 Redecoration of the Crematorium and development of new Sanctum area £0.07m

Redecoration of the crematorium public areas (Chapel, corridor, entrance lobby, exit and waiting room). The scope of the scheme would consist of painting, wallpaper, carpets and soft furnishings.

Development of a new Sanctum area for above ground storage of ashes and memorialisation. This is proposed for land under the trees, adjacent the main car park. This area would not be suitable for graves and so is effectively "spare". Being in such a convenient and highly visible area this will also attract sales volumes and command maximum income prices.

Council Priorities met: Connected Council

CR16 R&E 05 Blue Building Dilapidation Works £0.09m

The Blue Building was leased to DMBC for 15 years from 30th April 2004. DCST moved into the building in 2013. The lease expires 29th April 2019. As part of the asset rationalisation programme, DCST have now moved into Colonnades House. There is no identified requirement for ongoing service occupation to justify the negotiation of a new lease term and ongoing revenue expenditure can be saved by handing the building back to Lazarus.

As a condition of the lease the building must be handed back in good repair and condition. Landlord and Tenant Law allows for the landlord to serve upon the tenant (DMBC) a 'terminal schedule of dilapidations' which accounts for all works required. The tenant is then obliged to either carry out these works or negotiate a financial payment for their equivalent cost (Dilapidations).

The Council has undertaken its own building survey of the property and on the basis of the repairing obligations in the lease the anticipated dilapidations cost is circa £95,500

A more detailed business case will be required before drawdown of any funding

Council Priorities met: Doncaster Living, Connected Council

CR17 R&E 06 Colonnades Underground Car Park £0.07m

Upgrade of existing 95 space car park for entry and exit infrastructure to provide;

- 1) Renewal of the Existing Ramp Roller Shutter & provide Staff Card Access Controls.
- 2) Renewal of the proposed Staff Access Door with Card Access, Decoration of Stair well and Lighting.
- 3) Alteration / Renewal to the Fire Doors & create Foyer for safer Pedestrian access to Car Park & Decoration.

The proposed works will allow;

- 'out of hours' operation by users

- Reduction in FM & Metroclean resourcing
- Mitigation of ongoing risk of anti-social behaviour and assault of staff members and risk to users
- Opportunities for improved revenue generation from the asset

Council Priorities met: Doncaster Living, Connected Council

CR18 R&E 07 Markets Scheduled Maintenance (£1.05m)

£1.05m over three years from 2020/21 for external and internal works to the structure of the market buildings which will be complemented by investment in and around the market estate.

Council Priorities met: Doncaster Working, Doncaster Living

R&E 8 Integrated Transport Block £1.3m

Doncaster is allocated funding (via SCR Combined Authority) from the Department for Transport on a formula basis. Monitoring arrangements exist to ensure that this allocation meets Local Transport Plan objectives. Failure to demonstrate progress on the outputs and outcomes may jeopardise future funding and performance ratings (e.g. National Indicators on congestion and road safety), so it is essential that funding is maintained within the Council's Transport Capital programme.

The Integrated Transport Block is split into a number of generic themes (such as local safety schemes) from which a detailed programme of schemes is taken forward for implementation. The detailed programme is derived from a prioritisation process for each block (e.g. safety schemes respond to accident trends). Where practical, schemes are co-ordinated to ensure value for money.

Future year budgets are indicative at this stage and the budget is allocated to projects on an annual programme setting process.

Safer Roads

Safer Communities – Borough wide	100,000
Residential Area Speed Limits	100,000
Targeted casualty reduction scheme	100,000
	300,000

Network Management

Traffic Management Measures – Borough wide`	90,000
Direction Signing – Borough wide	60,000
Enhancements	60,000

Variable Message Signs	25,000
CCTV	35,000
	270,000
Cycling	
Cycling Infrastructure	180,000
Cycle Parking	20,000
	200,000
Sustainable Choices	
Dropped Crossings	40,000
Footways 19-20	40,000
Active Travel Communities Project	20,000
Travelwise Commuter Plan	20,000
Doncaster Bus Partnership Infrastructure/ Activities	60,000
Minor Works Package/ Monitoring	100,000
	280,000
Major Schemes	
West Moor Link	300,000
	300,000
IT Total	1,350,000

Council Priorities met: Doncaster Working, Doncaster Living, Doncaster Caring, Connected Council

R&E 09 2019/20 Highways and Bridges Maintenance - Department for Transport Capital Funding Allocations. £4.91m

The DfT LTP Highways Capital Maintenance Block funding allocation supports the ongoing permanent repair and structural maintenance of all of the adopted highway assets, these include split funding allocations to:

- Carriageways and footways including some drainage assets (84%)
- Street Lighting (2%)
- Bridges, retaining walls and other highways structures (14%)

In 2019/20 it has been determined that the funds will again be pass-ported through the South Yorkshire Passenger Transport Executive/ Sheffield City Region Strategic Transport Group and for the LTP Team to assess that the proposed schemes are in line with the strategic and partnership objectives.

The sums quoted below include the incentive element from the DfT which we will only receive if we can demonstrate good asset management principles and processes in maintaining, prioritising, operating and governance of our Highways assets.

The total value of the DfT LTP Highways Capital Maintenance Block funding allocation is:

Core Highway Maintenance Needs Element = £4,064k

Additional Incentive Element (assume Band 3 @ 100%) = £846k (estimated)

Council Priorities met: Doncaster Working, Doncaster Living, Doncaster Caring, Connected Council

Ref for New Bids	Project name	Project Details	Spend Profile				
			2019/20	2020/21	2021/22	2022/23	Total Four Year Programme
Section 3a - Approved Committed Projects - Capital Receipts							
Adults, Health and Well-Being							
	Doncaster Cultural & Leisure Trust	Funding for proposed capital expenditure requirements over the programme to enable centres to be 'fit for purpose'	1,000	1,000			2,000
Sub Total - Adults, Health and Well-Being			1,000	1,000	0	0	2,000
Corporate Resources							
	New Email Platform		150				150
	ICT Desktop & Mobile Device Upgrade	To implement an ICT solution to accurately manage the Council's mobile assets, identifying location, licences and the ability to remotely wipe data from lost or stolen devices. This bid is in addition to the existing capital programme. To also ensure Council staff are using the latest desktop and mobile devices and have the ability to securely connect and access Council systems when working remotely. This allows staff to be able to work more mobile and agile.		220			220
	ICT Corporate Storage	The current ICT Corporate Storage (SAN) infrastructure which includes physical servers, storage disks and various other hardware at both the Civic Office and the Colonnades (cross-site resilience) will be five years old in 2018/19, the hardware will no longer be under support by the vendors as it is end of life and therefore will need replacing. This capital bid is to replace the aging unsupported hardware in 2018/19 and to addresses any potential lack of expansion capacity moving forward.		100			100
	Doncaster Integrated People Solution (DIPS)	Replacement of a number of childrens and adults related IT systems with one integrated solution	908	111			1,019
	Financial Systems (ERP) Upgrade & Enhancements	Upgrades and enhancements will be required to ensure that ERP meets service requirements	170				170
Sub Total - Corporate resources			1,228	431	0	0	1,659
Regeneration and Environment							
	Corn Exchange Roof & Façade	The scheme will refurbish the roof and external façade of the Corn Exchange.	320				320
	Retained Public Buildings Investment Programme	Investment to address condition related projects to ensure buildings remain fit for purpose, operation and safe	520	305			825
	Street Lighting Improvement Programme	Existing street lamps are being replaced with new LED (Light Emitting Diode) lamps which will result in better quality lighting, a reduced carbon footprint and financial savings.	334	334			668
	2 Year Fleet/Plant Replacement Programme	Programme to replace the Council's vehicles and plant. Capital receipts used will be generated through vehicle sales	333	35			368
	Graveyard Boundary Walls	Repair work is required at various closed and current graveyards across the borough to prevent further damage to walls and risk of accidents as the sections of wall requiring attention get worse. The work across the different sites has been profiled across the years according to the risk of further damage. Some small repairs may be required from revenue to make collapsed sections safe.	48	13			61
	Lakeside 1 General	Amount to be paid if Plot 6 Lakeside is sold	208				208
	DN7 Hatfield Link Road Project		650				650
	Unfinanced Schemes from previous years	Payment of capital schemes previously left unfinanced, this will replace the use of borrowing.	2,299				2,299
Sub Total - Regeneration and Environment			4,712	687	0	0	5,399
Total Section 3a - Approved Committed Schemes - Capital Receipts			6,940	2,118	0	0	9,058

Ref for New Bids	Project name	Project Details	Spend Profile				
			2019/20	2020/21	2021/22	2022/23	Total Four Year Programme

Section 3b - Approved Un-Committed Projects - Capital Receipts

Adults, Health and Well-Being

	Community Infrastructure - supporting Customer journey CLS	The proposal is to integrate 3 tiers of 'Your Life Local' into communities throughout the borough. We will develop the approach incrementally and proportionately using the learning from each area so the model can evolve organically. Ultimately a 'hub and spoke' type model will be in place, that is led and run by the community alongside key partners, meaning only limited resource from DMBC is required to oversee and co-ordinate activity.	295					295
Sub Total - Finance and Corporate Services			295	0	0	0	0	295

Corporate Resources

	Council Wide Systems	To enable the replacement of key Council systems (in line with the ICT Strategy) together with the procurement of essential new systems, following consideration by the Council's ICT Governance Board. This will enable continued progress towards becoming a modern digital authority and ensure service delivery is not affected by the loss of or ageing technology.	572					572
	HR/Payroll System	Acquisition of a new HR system	132					132
	Networking	This bid covers a range of network related contracts that will be coming to an end in the coming years such as the corporate WAN contract, the Fixed/Mobile contract that includes the core Unified Communication Infrastructure and the Email and Web filtering devices. The bid also addresses the requirement to upgrade essential core network equipment, and to also do a feasibility study to see the viability to expand the existing Council owned Fibre infrastructure	380	140				520
	Physical Servers	ICT hardware has a general life expectancy of approximately five years, after that time the chance of failure increases significantly and the probability of performance issues and services outages greatly increases. This capital bid is to refresh and upgrade end of life ICT server hardware coming to the end of their five year cycle. This include 20 plus Terminal Servers used for Remote Desktop Access to run Council applications.	40	40				80
	Vmware (Virtual Servers)	Replace the existing corporate servers hosting DMBC virtual servers at the Civic Office and the Colonnades (cross-site resilience). We have around 450 virtual servers currently running on the 13 physical servers that need replacing (split between production services and disaster recovery services). Physical servers require replacement every five years to stay within the support life cycles. This is an industry standard for all physical servers. In simple terms the VMware technology allows 450 servers to share their resource and be consolidated down to 13 servers, hence 437 servers do not have to be purchased. This also provides full cross site resilience for the virtual servers, to protect them against the failure of physical equipment.	200					200
Sub Total - Corporate Resources			1,324	180	0	0	0	1,504

Regeneration and Environment

	Sykehouse Slope Stabilisation	Slope Stabilisation projects, Sykehouse Road, West Lane and Rudgate Lane. The banks of the watercourse immediately adjacent to the carriageway have shown clear slip failures, which in turn has caused the carriageway to crack and also slip, causing significant depressions on the surface. If these failures are not repaired, it could progress to more significant failures which pose a serious safety risk to road users that could lead to closure. There are a number of services that are located within the slopes adjacent to the carriageways. These services include BT telephone cables, Yorkshire water mains and other unknown services, which could also be affected by the slope failures.	400					400
	Replacement of deteriorating Air Quality Monitoring Stations (AQMSs).	This bid is part of our continuous evidence gathering for the secretary of state, to prove that Doncaster air quality is below levels where further Government intervention maybe required across the borough. Furthermore, the units are used to provide daily air quality data to the public and also for joint working with the Public Health partnerships, in line with the Mayor's new Doncaster Growing Together 4 year strategy. The data obtained from the units was recently used to prove to DEFRA that the air quality linked to the St Georges Bridge "Clean Air Zone" investigation was below the required Air Quality Regulation Objectives (2000 as amended 2002).	50	50	50	50		200
	SCRIF - Urban Centre Quality Streets	Refurbishment of public realm and footways around Hallgate, Silver Street and Cleveland Street in the town centre, to complement three earlier phases of investment, and to support the town's evening economy offer (Corporate Resource element)	102					102

	Holmesarr Centre – Security Improvements	Essential Security improvement works to security access, crime detection, crime prevention at the Holmesarr Centre The improvement works will future proof the Holmesarr Centre as a valuable community asset and ensures that it is retained as an asset to Doncaster in line with the Asset Transformation Plan.	41				41
	Property Investment Fund	Create a fund to acquire property to generate a revenue income stream with a target return of 7% per annum.	690				690
	Doncaster Growing Together – Town Centre Programme – Welcome & Wayfinding	Modernises and makes signage consistent and clear. It will create a new and welcoming feel to the town and arrival points. Improves welcome points and clarity of town centre offer for town centre visitors/users and directs people to key locations/zones. The existing system focuses on wayfinding only. When on street there is no promotion of places of interest nor is there any interpretive material to help you understand the Town's history or its current and future development. Works will include: replacement and rationalisation of existing street signage from key arrival points through the town centre to major assets, developments and historical assets.	220				220
	Strategic Acquisition Fund	To be used for the strategic acquisition of assets	4,000	1,000			5,000
Q1362	Doncaster Growing Together – Town Centre Programme –	levelling works, replace broken slabs and reparation to pointing on footways and pedestrian areas within the town centre.	61	62			123
Sub Total - Regeneration and Environment			5,564	1,112	50	50	6,776

Doncaster Children's Services Trust

	Care leavers Housing provision Sheltered accommodation	Construction of three, Care Leavers semi supported Housing for 16 to 18 year old homes. There is an estimated 82 children over the next two years to be reviewed, and potential placed in a new home, although around half will stay in foster care.	477	298	119		894
	Care leavers Housing provision 16-18 year olds	Acquisition of accommodation for 6, 16 to 18 year old care leavers homes.			660		660
Sub Total - Doncaster Children's Services Trust			477	298	779	0	1,554

Total Section 3b - Approved Un-Committed Schemes - Capital Receipts

7,660	1,590	829	50	10,129
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Ref for New Bids	Project name	Project Details	Spend Profile				
			2019/20	2020/21	2021/22	2022/23	Total Four Year Programme

Section 3c - New Requests for Approval - Capital Receipts

Adults, Health and Well-Being

AHWP1	Heritage Asset Improvements	Includes the Bids to extend the tarmac pathways at Cusworth Hall on the west side of the Park. As well as funding to carry out required improvements and maintenance to heritage assets including within Cusworth Hall and fire safety works at Chequer Road museum. A more detailed business case will be required before drawdown of any funding	284	80	0		364
AHWP2	Leisure Facility 2020 'Accelerated' Investment	The aim of the scheme is to accelerate investment and complete as much of the '10 year condition survey work' as possible (including the modular pools) within a 3-4 year period. It is believed that in total £15m, is required to complete all work – this figure includes approximately £14.7m mentioned in the Capital 1 form (see appendix2) and approximately £400k to address any pressing issues that may arise at the facilities over the investment period. A more detailed business case will be required before drawdown of any funding	300	5,357	2,486	1,857	10,000
AHWP3	Lift installation at Eden Lodge - Stainforth	Provision of a new lift at respite services Eden Lodge to increase the number of residents that can use the respite services and increase revenue earnings potential. This will also save money on respite services that are currently being commissioned out of area and costing more.	97				97
Sub Total - Adults, Health and Well-Being			681	5,437	2,486	1,857	10,461

Corporate Resources

CORP RES 1	Voting and Conference System, Audio and Visual Recording Upgrade	To upgrade the voting and conference system as well as the audio visual recording system in the Council Chamber. The upgrade will use HDMI technology making the system more reliable and compatible with new technology.	70				70
CORP RES 2	VM Ware	A Capital Bid was agreed in 2016 to replace the existing corporate servers hosting the DMBC virtual servers in 2019/2020. We are reducing the amount of hardware we need but the cost has increased, as has capacity requirements. It is estimated that 95% of DMBCs ICT services are hosted within this virtual environment. With the demand of additional capacity, that was unknown at the time, such as the Integrated People System and the increased cost of Oracle licencing, this Capital Bid is to fund the additional hardware to meet these and future demands. We are sweating the existing asset so that we can co-term the whole VMWare estate refresh, which will give us a more robust and sustainable solution moving forward. Expansion and growth rates (with a capacity planning tool implemented in Jan 18) combined with the list of project priorities approved by Directors indicates that the Council must upgrade ahead of time in order to deliver new projects e.g. new virtual servers for projects such as DIPS, Revs and Bens, Collaboration, Office 365, VOIP etc.	50				50
CORP RES 3	Desktop Refresh	There is a critical requirement for Windows10 operating system to be implemented across the ICT estate due to the impending risk from Microsoft of the lack of support / withdrawal of support for Windows7 within the next 15 months (Oct '18 to Jan '20). A desktop refresh programme is required and associated funding to ensure the Council invests in our future new technology to support new software requirements, plus supporting the Council's aim for a more agile and flexible workforce. An up to date ICT asset estate (desktops, laptops, tablets) is essential to be able to achieve this. Aged hardware wouldn't be able to operate with Windows10.	370	80			450
CORP RES 4	Physical Server Migration	The Capital Bid is to refresh and upgrade end of life ICT server hardware.	47	43			90
CORP RES 5	Flexible Use of Capital Receipts	Use of capital receipts to fund revenue schemes that will result in budget savings	3,000	3,000			6,000
Sub Total - Corporate Resources			3,537	3,123	0	0	6,660

Learning & Opportunities - Children & Young People

LOCYP 3	Acquisition of Land at Armthorpe Academy	Armthorpe Academy is part of the Consilium Multi Academy Trust which has identified an area of the site that is surplus to requirements. The Trust wishes to sell the land in order to invest in further development of the site. This scheme will not proceed until the external sale of the surplus land with the receipt generated to be used to fund the scheme.		800			800
Sub Total - Learning & Opportunities - Children & Young People			0	800	0	0	800

Regeneration and Environment

R&E 1	Electric Vehicle Charging Infrastructure	To prepare the charging (fuel) infrastructure for the introduction (Council owned) and roll out (by the Council and public) of electric vehicles (EVs). To install EV charge points in key locations for use by the Council and the public.	30				30
R&E 2	Retained Public Buildings Investment Programme	Investment to address condition related projects to ensure buildings remain fit for purpose, operation and safe	560	280	96	13	949

R&E 3	Metro Clean - Cleaning Equipment Programme	To purchase various Cleaning Equipment (Vacuum Cleaners, Carpet Cleaners, Scrubber Driers) to replace existing equipment which is no longer fit for purpose, is resulting in reduced productivity and increased maintenance/repair costs	55			55	110
R&E 4	Redecoration of the Crematorium and development of new Sanctum area	Redecoration of the crematorium public areas (Chapel, corridor, entrance lobby, exit and waiting room). The scope of the scheme would consist of painting, wallpaper, carpets and soft furnishings.	70				70
R&E 5	Blue Building Dilapidation Works	Work to bring the Blue Building back up to required standards as per lease agreement. A more detailed business case will be required before drawdown of any funding	96				96
R&E 6	Colonnades Underground Car Park	Upgrade of existing car park entry and exit infrastructure	60				60
R&E 7	Markets Scheduled Maintenance	Maintenance requirements at the the market		350	350	350	1,050
Sub Total - Regeneration and Environment			871	630	446	418	2,365

Total Section 3c - New Requests for Approval - Capital Receipts

5,089	9,990	2,932	2,275	20,286
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Total Capital Receipts Required

19,689	13,698	3,761	2,325	39,473
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