



# Doncaster Council

Date: 5<sup>th</sup> March, 2020

To the Chair and Members of  
**COUNCIL**

## **CAPITAL STRATEGY AND CAPITAL BUDGET 2020/21 – 2023/24**

### **EXECUTIVE SUMMARY**

#### **Capital Strategy**

1. 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.
2. The Capital and Major Projects Board (CAMP Board) was established during the year and has a cross directorate membership. CAMP Board has the purpose of scrutinising and prioritising the capital bids received during the budget setting process.
3. The Council needs to change the way it funds its capital programme. Funding of the current programme relies largely upon capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. The disposals programme is also decreasing in size so the level of capital receipts available in the future will greatly diminish.
4. Due to the lack of capital receipts there will be greater borrowing requirements to fund the capital programme in the future. This will create a requirement for increased revenue budget to pay for the cost of borrowing. There is more information within the Capital Strategy and paragraphs 29 to 34.
5. The Capital Strategy is set out in paragraphs 38 to 76; this has been used to produce the Capital Budget Proposals set out in paragraphs 15 to 37.

#### **Capital Programme Budget Proposal**

6. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £307.8m of capital investment over 2020/21 to 2023/24 that will continue to stimulate growth and prosperity, with £112.1m of spend estimated for 2020/21. 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, DN7 Hatfield Link Road and the construction of a new Special School.

7. £133.9m will be invested in the Councils social housing stock over the next four years. This will include maintenance, adaptations and the start of a 10-year new build programme. It is estimated that 560 new homes will be built over 10 years with an overall budget of £100m. This investment will be the largest council house investment in Doncaster for many years.
8. The additional bids received which are to be taken into consideration for inclusion in the capital programme total £20.7m with £13.2m in 2020/21.
9. The existing capital programme and new bids where financing is in place for the four years 2020/21 to 2023/24 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.
10. In the following sections, unless stated otherwise, the value for 2020/21 is shown first and then the total for the four-year programme is in brackets (2020/21 to 2023/24).

## **EXEMPT REPORT**

11. This report is not exempt.

## **RECOMMENDATIONS**

12. Council to approve: -
  - a. The Capital Strategy at paragraphs 38 to 76;
  - b. Capital Programme Budget for 2020/21 to 2023/24 at paragraphs 15 to 37;
  - c. 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; and
  - d. Note that capital bids will be approved as in year additions to the capital programme in line with the Council's financial procedure rules.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

13. 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**

14. 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

15. The current Capital Programme includes £307.8m of capital investment over 2020/21 to 2023/24, with £112.1m in 2020/21. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults, Health and Well-Being	6.275	4.829	4.652	4.665	<b>20.421</b>
Corporate Resources	23.271	13.098	12.905	12.850	<b>62.124</b>
Learning and Opportunities – Children and Young People	17.498	4.814	4.435	0.255	<b>27.002</b>
Economy and Environment	65.068	44.918	50.448	37.818	<b>198.252</b>
<b>Total</b>	<b>112.112</b>	<b>67.659</b>	<b>72.440</b>	<b>55.588</b>	<b>307.799</b>

16. The value of capital bids received as part of budget setting that require funding from council resources (capital receipts and borrowing) are set out in the table below. The CAMP board has reviewed all the bids received. Due to the shortfall of capital receipts, these bids will have to be funded by borrowing. Due to the associated costs of borrowing impacting upon the revenue budget no bids will be put forward for approval until it is decided what level of borrowing is affordable: -

Directorate	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults, Health and Well-Being	2.615	0.000	0.000	0.000	<b>2.615</b>
Corporate Resources	2.025	0.317	0.887	0.00	<b>3.229</b>
Economy and Environment	8.576	3.253	2.800	0.200	<b>14.829</b>
<b>Total</b>	<b>13.216</b>	<b>3.570</b>	<b>3.687</b>	<b>0.200</b>	<b>20.673</b>

17. Additional budget of £0.50m will be allocated in the revenue budget for the additional cost of borrowing. Based on an average asset life of 20 years and interest rate of 2.75%, £6.45m of the capital bids received could be funded. An affordable borrowing block budget will be put in place and a process for allocating it to the prioritised bids will be established through the CAMP Board.
18. In addition to the borrowing block budget there may be Service Transformation Fund available that could be used to finance some of the capital bids. If made available this funding will be used in line with the borrowing block budget and will be allocated through the CAMP Board.
19. The CAMP Board will undertake further review and analysis of the bids in conjunction with relevant portfolio holders in order to get a better understanding of the relative importance of each bid.

## Economy and Environment

20. 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 £65.1m in 2020/21 (£198.3m), a further analysis is provided in Appendix 1e of the Appendix pack.
21. Bids totalling £8.6m (£14.8m) were received during budget setting for this Directorate that would need to be funded with council resources.

## Development

- a. **New Central Library and Museum** – £0.5m 2020/21 – £15.7m for the overall programme including 2018/19. A new, combined Central Library, 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 on the site of the former Girls' School on Waterdale, adjacent to the Civic Office and is scheduled for completion in August 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** - £3.0m 2020/21 (funded from borrowing) – £10.6m for the overall project from 2019/20. 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 our 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 Office) 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 (5) 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. The site is due to open May 2020.

- c. **DN7 Unity Hatfield Link Road** - £4.6m 2020/21 (funded from Council resources, Sheffield City Region grant and developer contributions) – £17.6m for the overall project from 2017/18. Delivery of 3km new road from J5 M18 to unlock Unity mixed use development comprising 3,100 houses, 395,000m<sup>2</sup> of commercial floor space and local centre, retail and educational facilities over a 30 year timeframe. The Link Road is due to be completed in late 2020.
- d. **A630 Westmoor Link** - £0.4m 2020/21 – £10.7m for the overall project from 2017/18. 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. This will cater for identified developments delivering 3,383 houses and 227,328 sqm of commercial development.

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

- e. **Transport IT programmes** - £1.3m in 2020/21 (LTP) for a range of schemes relating to Safer Roads, Network Management, Cycling and Sustainable Choices (Dropped crossings, Footways, Bus Partnership, Minor Works Package, etc.).

- f. **Strategic Acquisitions Fund** - £3.8m 2020/21 (funded with Council resources) – £5.0m for the overall fund from 2019/20. To be used for the strategic acquisition of assets. Initial allocations for one purchase confirmed and one other under review. Remainder available for identified strategic prioritisation and subject to general capital resource planning.
- g. **Transforming Cities Fund** - £8.5m 2020/21 (£42.7m) (£2.5m of Council resources, £40.2m external grant) - The TCF aims to drive up productivity through improved connections between urban centres and suburbs with investment and improvements local transport infrastructure and public transport. This investment by the Council is estimated to secure £40.2m of grant funding.

## Housing

- a. **Council House Building Programme (Committed)** – £8.98m (2020/21-2021/22). The scheme on the former Askern Colliery site to deliver 12 new homes (8 modular units and 4 traditional construction) will be completed in 2020/21.

On 3<sup>rd</sup> December, 2019 Cabinet approved future developments as part of its Affordable Homes Programme. The approval will deliver an estimated 60 new homes in the Borough by spring 2021.

- b. **Council House Building Programme (New Major Investment)** - £100m with £8.9m in 2020/21. The Government's decision in October 2018 to remove the Housing Revenue Account (HRA) borrowing cap will mean the Council is no longer constrained by government controls over borrowing for house building and is able to borrow against expected rental incomes, in line with the Prudential Code.

As a result, the Council will be able to continue an ambitious programme of housing development over a 10-year period; delivering a substantial number of new homes to meet the needs of our residents.

The lifting of the cap will enable: -

- Accelerated delivery of additional new homes across the Borough
- The purchase of additional land for housing development
- The acquisition of additional affordable housing through S106 agreements
- Opportunities for additional investment in older persons accommodation provision
- The provision of bespoke accommodation to include the following sectors: -
  - Looked after children and care leavers.
  - Physical and learning disabilities.

For Doncaster this means investment totalling £100m will be available subject to approval, for future housing. £20m of approved resources will be boosted by an additional £80m borrowing.

- c. **Council House Improvement and Maintenance Programme** - Funding totalling £19.4m in 2020/21, 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. The programmed works will include the following: -

- **Fire Safety Improvements** - Fire suppressant & sprinkler installations to nine high rise blocks of flats and the replacement of both lifts at Silverwood house have already been completed. Fire risk assessments have now been carried out on all the high risks properties. The existing stock will be closely monitored to ensure any future fire safety improvements are carried out.
- **Electrical Works** – Electrical works totalling £4.0m across the four year programme will be invested into exchanging consumer units and introducing surge and arc protection equipment to existing stock where required, in order to comply with new regulations.
- **Energy Efficiency Works** - Funding totalling £4.0m in 2020/21 (£12.6m 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.

## Environment

### a. **Highway Maintenance Programmes** – £4.9m 2020/21 (LTP)

An estimated £4.9m of LTP capital funded works programmes for highways, bridges and street lighting maintenance schemes in 2020/21.

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 2020/21.

In addition it is anticipated that around 15,000m<sup>2</sup> of permanent patching repairs will be undertaken in 2020/21 in support of pothole repairs, pothole prevention measures and routine maintenance.

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.

The Bridges allocation is taken from the £4.9m LTP capital highways funding, this will be approximately £0.85m with another £0.50m to be allocated for the Newton Ings Footbridge replacement scheme. It is anticipated that around 6-8 highways structures schemes (bridges and retaining walls) will be delivered in 2020/21 alongside the design for a number of culvert renewal schemes which shall be delivered over the following few years subject to external grant/levy funding.

### b. **Street Lighting Column Replacement** - £0.6m 2020/21 (funded with Council resources) – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing LED light fittings.

## Adults, Health and Well Being

22. The total investment managed by this Directorate is estimated to be (£20.4m) over the four year programme, with £6.3m in 2020/21. The largest areas are Housing Adaptations £4.7m (£18.6m) and Leisure Centre improvements £0.75m. A further analysis is shown in Appendix 1b of the Appendix pack.

23. Bids totalling £2.6m (£2.6m) were received during budget setting for this Directorate that would need to be funded with council resources.

- a. **DFG/Adaptations** - 1,830 housing adaptations for the disabled are estimated to be completed per year (230 DFG adaptations to private properties and 1,600 on SLH properties). There are also 1,300 private minor adaptations estimated to be completed each year. The estimated funding package is £18.6m.
- b. **Doncaster Culture and Leisure Trust** - This is the third year of a new 3 year programme (£3.0m). £0.75m is estimated to be used on fabric maintenance and system replacement in 2020/21, mainly at Adwick, Dearne Valley and the Dome.

### **Corporate Resources**

24. Corporate Resources are estimated to manage (£62.1m) of funds over the four year programme, with £23.3m in 2020/21. The major area of spend managed is investment in ICT £1.9m (£2.2m). The balance for the Investment and Modernisation Fund allocation, which is to be increased to £12.5m (£50m), is held within this directorate. Also within this directorate is the borrowing block budget of £6.5m which will be allocated as and when the capital bids received are approved. A Further analysis is shown in Appendix 1c of the Appendix pack.

25. Bids totalling £2.0m (£3.5m) were received during budget setting for this Directorate that would need to be funded with council resources.

- a. The Council cannot operate effectively and efficiently without technology. Technology needs to be continually refreshed to be fit for purpose and so it will still operate as technology continually evolves and to ensure all information is kept safe and secure. This particular scheme is to replace absolutely essential key infrastructure such as connectivity between buildings, further improved security, system upgrades and device refresh.
- b. Electric pool cars, charging infrastructure and pool car relocation - £0.85m (funded with council resources). This scheme includes the replacement of 25 diesel pool cars with full battery electric vehicles. This will reduce the amount of harmful vehicle emissions and contribute towards the achieving the aims of the Climate and Biodiversity emergency declared by the Council.
- c. £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 37.

### **Learning and Opportunities – Children and Young People**

26. The total investment via this Directorate is estimated to be £27.0m over the four year programme, with £17.5m in 2020/21. The major areas of investment are creating additional School Places, including a new special school £9.9m (£14.8m). It is important to note that these programmes are in development and so are subject to change, if for example cost estimates change or schools leave the Council's control. A further analysis is shown in Appendix 1d of the Appendix pack.

27. 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 fourteen schools are estimated to have a range of improvements works completed in 2020/21, a single school may have more than one type of improvement work carried out, including roof replacement, electrical and lighting upgrades and heating system improvements, investing £1m.

- Six schools will have a range of electrical work completed including mains and lighting upgraded £0.3m;
- Seven schools will have a range of heating, boiler and pipework improvements at an estimated cost of £0.3m;
- Three schools will have roofing works completed, investing £0.3m;

A contingency of £0.1m is allocated within the budget to allow for any unforeseen costs.

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.

- b. **School Places** - Investment in Armthorpe Academy following redevelopment of the site is subject to agreement of the Secretary of State to release land (valued at £0.8m) back to the Council. A full business case needs to be produced and reviewed before this scheme progresses further.

Social, Emotional, Mental Health (SEMH) Provision and Alternative Provision allocation remaining balance has been identified for various projects following the inclusion transformation plan.

Investment in Don Valley academy to facilitate an increase in Pupil Admission Number (PAN). This will enable an additional 30 pupils to be admitted to Don Valley.

Investment in and expansion of Outwood Academy Adwick to provide additional teaching and dining space to facilitate an increase in PAN. This will enable an additional 60 pupils to be admitted.

Expansion of The Hayfield School, providing 5 additional classrooms to facilitate an increase in PAN. This will enable an additional 150 pupils to be admitted.

Completion of The Bader Academy, a communication and interaction needs school which will provide 100 places for students aged between 5 and 19. This is scheduled to complete Q3 2020 and is being delivered as part of a Free School project in conjunction with the Department for Education.

Expansion of Hatchell Wood Primary to a three form-entry school. This will create space for an additional 210 pupils to address increasing demand in the pyramid.

Expansion of Rossington All Saints Academy to provide space for an additional 180 pupils to alleviate pupil place pressures.

All the school expansions are funded with DfE New Pupil Places grant.

- c. **Doncaster Children's Services Trust** – Doncaster Children's Service Trust has funding of £2.3m over the four-year period, with £1.5m in 2020/21. The schemes will produce a semi-independent living home, a 16+ home and homes for children with disabilities.

## Links to the Medium-term Financial Strategy (MTFS)

28. 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 implications, 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 MTFS.

### Asset Sales and Capital Receipts

29. 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 £50.1m 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 £12.2m in 2019/20 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2019/20 are not achieved). There is also a predicted shortfall of £9.9m in 2020/21 therefore there are no receipts available to fund the new capital schemes.

30. Funding of the current programme relies largely upon capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. The disposals programme is also decreasing in size so the level of capital receipts available in the future will greatly diminish.

31. It is proposed that capital receipts are only used to fund the existing capital programme and if any capital receipts are generated beyond that they could be used to fund transformational and regeneration schemes. An example of such a scheme could be investment in the Council's leisure centres.

32. The value in the current capital programme to be financed with capital receipts totals £15.5m.

33. The tables below show the existing capital receipts and commitments for 2020/21 to 2023/24: -

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Current Capital Programme Requirement	12.615	1.255	1.268	0.400	<b>15.538</b>
<b>Estimated Capital Receipts:</b>					
Carried forward	(12.219)	(9.884)	5.031	13.263	<b>(12.219)</b>
In-year capital receipts	14.950	16.170	9.500	9.500	<b>50.120</b>
<b>Total Est. Capital Receipts</b>	<b>2.731</b>	<b>6.286</b>	<b>14.531</b>	<b>22.763</b>	<b>37.901</b>
<b>Cumulative Balance (to c/f)</b>	<b>(9.884)</b>	<b>5.031</b>	<b>13.263</b>	<b>22.363</b>	<b>22.363</b>

34. 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. As these are estimates the sale price may vary as well as the timings of the sales.

### Future Capital Allocations and Funding

35. 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.

36. 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)**

37. 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. Fleet and Plant replacement programme;
  - b. Civic and Cultural Quarter cinema development.
  - c. Electric Pool Cars and charging Infrastructure and Pool Car Relocation

## **Capital Strategy**

38. 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.
39. 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.
40. 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 46 to 50.
41. Further information is provided below on the overall priorities and key strategies that influence the capital programme:

## **The Council's Corporate Objectives and Priorities**

42. 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.

43. The strategies and plans influencing the capital programme include: -

- a. **Medium-term Financial Strategy (MTFS)** - 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 MTFS.
- 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.

### **Maintenance and review of current Assets**

44. 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.

45. 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. RAMPs provide information used to identify and prioritise the maintenance requirements of current assets and to support longer-term decision making based on service priorities and available 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, age, 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**

46. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
47. 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.
48. 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.
49. 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.

50. The investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

### **Funding Sources**

51. 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.

52. 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.

There is a disposal programme in place which was approved at Cabinet on 5<sup>th</sup> November 2019 . 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.

Funding of the current programme relies largely upon capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. The disposals programme is also decreasing in size so the level of capital receipts available in the future will greatly diminish.

Capital receipts therefore will only be used to fund the existing capital programme and that if any capital receipts are generated beyond that they could be used to fund transformational and regeneration schemes.

- 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 MTFs 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.

Due to the lack of capital receipts, there will be greater borrowing requirements to fund the capital programme in the future. This will create a requirement for increased revenue budget to pay for the cost of borrowing.

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

- **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 Council's 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 MTFS.

### **Approval and Prioritisation of the Capital Programme**

53. Relevant approval is required before a project can commence or in some circumstances commit to capital spend.
54. As part of a more robust and transparent approach to the setting of the capital programme, the Capital and Major Projects Board (CAMP Board) was established. The CAMP Board's membership is cross-directorate. One of the purposes of the CAMP Board is to prioritise schemes within the capital programme.
55. With the implementation of CAMP Board, it is hoped there will be a greater visibility of the Council's property portfolio so efficient plans for the required responsive and programmed repairs and maintenance can be put in place.
56. The majority of new additions to the capital programme are approved in the annual capital budget setting report. To be included in the budget setting process a Capital 1 form is completed which will be scrutinised by the CAMP Board who will ensure a robust business case is in place to support all proposed capital scheme.
57. The capital process and guidance are distributed to Directors, Assistant Directors and Heads of Service to ensure that no areas are missed and all have the opportunity to submit bids. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to Financial Management.
58. 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.
59. 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.
60. 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 MTFS.
61. The CAMP Board rank bids by priorities met, health and safety issues resolved, necessity for service continuation, financial implications.
62. The bids are categorised as being business critical, having political mandate or as having neither. Red business critical need immediate attention as if the works do not happen a service may no longer be able to be provided, there could be health and safety issues, etc. Amber business critical need to happen at some point in the future but there is no immediate risk. Dark green Political Mandate have a level of approval, the lighter green are yet to have approval
63. 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. This is as per Financial Procedure Rule B.3.

64. Additions in year require the completion of a Capital 1 form; which must be followed by an Officer Decision Record 1 which will need to be signed off by the Chief Finance Officer to gain specific project approval before spend can be committed to. A full report will be needed for projects meeting the definition of a key decision. This is as per Financial Procedure Rule B.9.

### **Monitoring of the Capital Programme**

65. 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.

66. 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.

67. 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.

68. 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.

69. 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**

70. 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.

71. 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.

72. The option to use capital receipts for revenue transformation purposes is currently available up to 2021/22.

73. The Council does not intend to use capital receipts this way from 2020/21 onwards.

74. In 2019/20 capital receipts are to be used to finance the cost of Voluntary Redundancy and Voluntary Early Retirement. It is currently estimated the costs will amount to £2.4m with an estimated annual saving of £0.9m. These figures will be subject to change.

### **Skills and Knowledge**

75. 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.

76. 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.

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

77. Option 1 – Do not support the Capital Strategy and proposal for the 2020/21 to 2023/24 Capital budget.

78. Option 2 – Council approve the Capital Strategy and proposal for the 2020/21 to 2023/24 Capital budget.

### REASONS FOR RECOMMENDED OPTION

79. Option 2 has been adopted, approving the Capital 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

80. These are detailed in the table below: -

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</li> </ul>	<p>Council budget therefore impacts on all outcomes</p>
	<p><b>Doncaster Living:</b> 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"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> 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"> <li>• Every child has life-changing learning experiences</li> </ul>	

	<b>Outcomes</b>	<b>Implications</b>
	<p>within and beyond school</p> <ul style="list-style-type: none"> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	

## **RISKS AND ASSUMPTIONS**

81. 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.
- c. The risk that interest rates rise causing additional pressure to the revenue budget or reducing the amount of capital schemes that can be afforded.

## **LEGAL IMPLICATIONS [Officer Initials: SRF Date: 20/1/20]**

82. 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.

83. Further, specific legal advice will be required as each project progresses.

84. 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: RS Date: 21.01.2020 ]**

85. 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.
86. 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: 23/01/20]**

87. There are no immediate HR implications to this report.

## **TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 23/01/20]**

88. The capital programme includes essential 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: RS Date: 21.01.2020]**

89. The choices the council makes in prioritising capital budgets will impact upon 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. The investments in capital projects will bring many benefits to Doncaster for example, contribute to economic growth, the reduction in social isolation, increase physical activity and improve mental health. They should also improve working conditions for staff and help reduce our carbon footprint. With sustained long-term lack of investment in capital expenditure, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the decision making process so that inequalities and health inequalities are at the least not increased, at best improved. As part of the decision-making process report authors for each 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 reports. The health impact assessments and due regard statements should highlight the positive and negative effects of the proposal and should provide information that will assist in the decision making process as outlined.

## EQUALITY IMPLICATIONS [Officer Initials: RS Date:03/02/2020]

90. In taking this decision, elected members are reminded of their obligations under section 149 Equality Act 2010. This section contains the Public Sector Equality Duty (PSED) which obliges public authorities, when exercising their functions, to have 'due regard' to the need to: -

- a. eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;
- b. advance equality of opportunity between people who share relevant protected characteristics and those who do not; and
- c. foster good relations between people who share relevant protected characteristics and those who do not.

Protected characteristics are age, gender, disability, race, sex, sexual orientation, gender reassignment, religion or belief and pregnancy and maternity. Only the first aim of the PSED set out in paragraph (a) above applies to a further protected characteristic of marriage and civil partnership.

Having due regard to advancing equality involves: -

- removing or minimising disadvantages suffered by people due to their protected characteristic;
- taking steps to meet the needs of people from protected groups where they are different to the needs of other people; and
- encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Elected members must consciously consider and have due regard to the three aims of the general equality duty when dealing with the recommendations contained within this report. 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 (Equality Analysis)** – Our Equality, Diversity and Inclusion Framework 2018-2021 has been developed alongside our financial planning process and includes a significant analysis of equality information to identify the key equality issues across Doncaster. We have used the equality information to inform our planning and saving prioritisation process. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable; and
- **Prioritisation and Planning** – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

Each new project may have an equality impact and therefore require a due regard assessment prior to implementation. Some of these proposals may require further specific consultation exercises and review in light of the PSED and be subject to further decisions taken by Cabinet or other authorised decision maker prior to implementation.

## **CONSULTATION**

91. The specific proposals have been considered and reviewed by CAMP Board throughout the process and have been presented to both Directors and Executive Board.

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

## **BACKGROUND PAPERS**

- Cabinet Report – Finance and Performance Improvement Report: 2019-20 Quarter 1  
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2887>
- Cabinet Report – Finance and Performance Improvement Report: 2019-20 Quarter 2  
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2893>

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**Head of Financial Management**

## Appendices Contents

Title	
Appendix 1a to 1e	Capital Schemes by Directorate

**CAPITAL PROGRAMME 2020/21 TO 2023/24 - DIRECTORATE SUMMARY**

DIRECTORATE & SERVICE AREAS	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
<b>ADULTS, HEALTH &amp; WELL-BEING</b>					
ADULT SOCIAL CARE	4,659	4,652	4,652	4,665	18,628
COMMUNITIES	689	0	0	0	689
MODERNISATION AND COMMISSIONING	177	177	0	0	354
PUBLIC HEALTH	750	0	0	0	750
<b>ADULTS, HEALTH &amp; WELL-BEING TOTAL</b>	<b>6,275</b>	<b>4,829</b>	<b>4,652</b>	<b>4,665</b>	<b>20,421</b>
<b>CORPORATE RESOURCES</b>					
CUSTOMERS, DIGITAL & ICT	1,940	248	0	0	2,188
FINANCE	19,100	12,500	12,500	12,500	56,600
TRADING SERVICES	2,231	350	405	350	3,336
<b>CORPORATE RESOURCES TOTAL</b>	<b>23,271</b>	<b>13,098</b>	<b>12,905</b>	<b>12,850</b>	<b>62,124</b>
<b>LEARNING &amp; OPPORTUNITIES - CHILDREN &amp; YOUNG PEOPLE</b>					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	15,099	3,835	4,235	255	23,424
PARTNERSHIPS & OPERATIONAL DELIVERY	701	0	0	0	701
CHILDREN'S TRUST	1,498	779	0	0	2,277
<b>LEARNING &amp; OPPORTUNITIES - CHILDREN &amp; YOUNG PEOPLE TOTAL</b>	<b>17,498</b>	<b>4,814</b>	<b>4,435</b>	<b>255</b>	<b>27,002</b>
<b>ECONOMY &amp; ENVIRONMENT</b>					
ECONOMY & DEVELOPMENT	22,754	13,761	20,509	0	57,024
ENVIRONMENT	7,169	50	50	50	7,319
STRATEGIC HOUSING	35,145	31,107	29,889	37,768	133,909
<b>ECONOMY &amp; ENVIRONMENT TOTAL</b>	<b>65,068</b>	<b>44,918</b>	<b>50,448</b>	<b>37,818</b>	<b>198,252</b>
<b>TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS</b>	<b>112,112</b>	<b>67,659</b>	<b>72,440</b>	<b>55,588</b>	<b>307,799</b>
<b>CAPITAL FUNDING</b>					
CAPITAL RECEIPTS - GF	12,615	1,255	1,268	400	15,538
EARMARKED RESERVES	547	0	0	0	547
GRANTS & CONTRIBUTIONS	35,043	19,645	26,264	2,843	83,795
BORROWING	30,011	20,206	19,619	20,377	90,213
REVENUE CONTRIBUTION - GENERAL FUND	2,831	1,127	1,200	0	5,158
REVENUE CONTRIBUTION - HRA	10,442	7,707	8,420	9,279	35,848
USABLE CAPITAL RECEIPTS (HOUSING)	7,889	2,389	1,026	1,920	13,224
MAJOR REPAIRS RESERVE (HOUSING)	12,734	15,330	14,643	20,769	63,476
<b>TOTAL CAPITAL FUNDING</b>	<b>112,112</b>	<b>67,659</b>	<b>72,440</b>	<b>55,588</b>	<b>307,799</b>

**ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2020/21 TO 2023/24**

<b>CAPITAL INVESTMENT</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>FOUR YEAR</b>
	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROGRAMME</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>TOTAL</b>
<b>ADULTS SOCIAL CARE</b>	<b>4,659</b>	<b>4,652</b>	<b>4,652</b>	<b>4,665</b>	<b>18,628</b>
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	2,452	2,452	2,452	2,465	9,821
BRAIN IN HAND - AUTISM GRANT	7	0	0	0	7
<b>COMMUNITIES</b>	<b>689</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>689</b>
CUSWORTH HALL IMPROVEMENTS	184	0	0	0	184
BENTLEY COMMUNITY LIBRARY IMPROVEMENTS	61	0	0	0	61
CCTV	444	0	0	0	444
<b>MODERNISATION AND COMMISSIONING</b>	<b>177</b>	<b>177</b>	<b>0</b>	<b>0</b>	<b>354</b>
COMMUNITY INFRASTRUCTURE - CUSTOMER JOURNEY	177	177	0	0	354
<b>PUBLIC HEALTH</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>
DONCASTER LEISURE TRUST	750	0	0	0	750
<b>ADULTS, HEALTH &amp; WELL-BEING CAPITAL PROGRAMME</b>	<b>6,275</b>	<b>4,829</b>	<b>4,652</b>	<b>4,665</b>	<b>20,421</b>

<b>ADULTS, HEALTH &amp; WELL-BEING CAPITAL SOURCES OF FUNDING</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>FOUR YEAR</b>
	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROGRAMME</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>TOTAL</b>
CAPITAL RECEIPTS - GF	995	0	0	0	995
EARMARKED RESERVES	472	0	0	0	472
GRANTS & CONTRIBUTIONS	2,459	2,452	2,452	2,465	9,828
BORROWING	-28	0	0	0	-28
REVENUE CONTRIBUTION - GENERAL FUND	177	177	0	0	354
USABLE CAPITAL RECEIPTS (HOUSING)	300	300	300	300	1,200
MAJOR REPAIRS RESERVE (HOUSING)	1,900	1,900	1,900	1,900	7,600
<b>TOTAL ADULTS, HEALTH &amp; WELL-BEING CAPITAL PROGRAMME FUNDING</b>	<b>6,275</b>	<b>4,829</b>	<b>4,652</b>	<b>4,665</b>	<b>20,421</b>

**CORPORATE RESOURCES CAPITAL PROGRAMME 2020/21 TO 2023/24**

<b>CAPITAL INVESTMENT</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>FOUR YEAR</b>
	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROGRAMME</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>TOTAL</b>
<b>CUSTOMERS, DIGITAL &amp; ICT</b>	<b>1,940</b>	<b>248</b>	<b>0</b>	<b>0</b>	<b>2,188</b>
ICT DESKTOP & MOBILE UPGRADE	480	0	0	0	480
NETWORKING (WAN)	140	0	0	0	140
PHYSICAL SERVERS	236	0	0	0	236
ICT CORPORATE STORAGE (SAN)	102	0	0	0	102
VMWARE VIRTUAL SERVERS	77	0	0	0	77
DONCASTER INTEGRATED PEOPLE SOLUTIONS DIPS	111	0	0	0	111
COUNCIL WIDE SYSTEMS	584	98	0	0	682
INTEGRATED PEOPLE SOLUTION - PHASE 2 New Bid	210	150	0	0	360
<b>FINANCE</b>	<b>19,100</b>	<b>12,500</b>	<b>12,500</b>	<b>12,500</b>	<b>56,600</b>
ERP (FINANCIAL SYSTEMS)	150				150
INVESTMENT & MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
BORROWING BLOCK BUDGET	6,450	0	0	0	6,450
<b>TRADING SERVICES</b>	<b>2,231</b>	<b>350</b>	<b>405</b>	<b>350</b>	<b>3,336</b>
GRAVEYARD BOUNDARY WALLS	23	0	0	0	23
MARKETS SCHEDULED MAINTENANCE	350	350	350	350	1,400
CLEANING EQUIPMENT PROGRAMME	0	0	55	0	55
2 YEAR FLEET/PLANT REPLACEMENT	708	0	0	0	708
PURCHASE OF GULLEY EMPTIERS	300	0	0	0	300
ELECTRIC POOL CARS & CHARGING INFRASTRUCTURE & POOL CAR RELOCATION <i>New</i>	850	0	0	0	850
<b>CORPORATE RESOURCES CAPITAL PROGRAMME</b>	<b>23,271</b>	<b>13,098</b>	<b>12,905</b>	<b>12,850</b>	<b>62,124</b>

  

<b>CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>FOUR YEAR</b>
	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROGRAMME</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>TOTAL</b>
CAPITAL RECEIPTS - GF	2,077	448	405	350	3,280
BORROWING	20,113	12,500	12,500	12,500	57,613
REVENUE CONTRIBUTION - GENERAL FUND	1,081	150	0	0	1,231
<b>TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING</b>	<b>23,271</b>	<b>13,098</b>	<b>12,905</b>	<b>12,850</b>	<b>62,124</b>

**LEARNING & OPPORTUNITIES - CHILDREN AND YOUNG PEOPLE'S CAPITAL PROGRAMME 2020/21 TO 2023/24**

<b>CAPITAL INVESTMENT</b>	<b>2020/21 PROJECTION</b>	<b>2021/22 PROJECTION</b>	<b>2022/23 PROJECTION</b>	<b>2023/24 PROJECTION</b>	<b>FOUR YEAR PROGRAMME TOTAL</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
<b>CENTRALLY MANAGED</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>0</b>	<b>600</b>
LO-CYP SERVICE IMPROVEMENTS & LIABILITY	200	200	200	0	600
<b>PARTNERSHIPS &amp; OPERATIONAL DELIVERY</b>	<b>701</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>701</b>
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT	701	0	0	0	701
<b>COMMISSIONING &amp; BUSINESS DEVELOPMENT</b>	<b>15,099</b>	<b>3,835</b>	<b>4,235</b>	<b>255</b>	<b>23,424</b>
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
SAFEGUARD & SECURE MINOR PROJECT	80	80	80	0	240
SCHOOL PLACES-BLOCK ALLOCATION	2,500	200	200	0	2,900
SURPLUS PLACES ARMTHORPE	0	2,000	2,500	0	4,500
NEW SPECIAL SCHOOL	3,961	0	0	0	3,961
SCHOOL PLACES HATCHELL GRANGE	1,900	0	0	0	1,900
SCHOOL PLACES ROSSINGTON PRIMARIE	1,500	0	0	0	1,500
ARMTHORPE ACADEMY LAND PURCHASE	800	0	0	0	800
SCHOOLS CONDITION PROGRAMME	1,000	900	800	0	2,700
NEW PASTURES UPPER LIGHTING	40	0	0	0	40
1920 WOODLANDS FABRIC WORKS	38	0	0	0	38
1920 NEW PASTURES TOILETS	115	0	0	0	115
DFC - GENERAL - PRIMARY	400	300	300	0	1,000
BRANTON ST WILFRED'S (SECTION 106) <i>New bid</i>	24	0	0	0	24
DUNSVILLE PRIMARY SCHOOL EXPANSION <i>New bid</i>	255	255	255	255	1,020
PLOVER PRIMARY (SECTION 106) <i>New bid</i>	61	0	0	0	61
THORNE KING EDWARD SLC (SECTION 106) <i>New bid</i>	73	0	0	0	73
WARMSWORTH PRIMARY SCHOOL (SECTION 106) <i>New bid</i>	61	0	0	0	61
DON VALLEY ACADEMY EXTENSION <i>New bid</i>	150	0	0	0	150
OUTWOOD ACADEMY ADWICK EXPANSION <i>New bid</i>	541	0	0	0	541
HAYFIELD SCHOOL CLASSROOM EXPANSION <i>New bid</i>	1,500	0	0	0	1,500
<b>CHILDREN'S TRUST</b>	<b>1,498</b>	<b>779</b>	<b>0</b>	<b>0</b>	<b>2,277</b>
CARE LEAVERS HOUSING PROVISION SHELTERED ACCOMMODATION	675	119	0	0	794
CARE LEAVERS HOUSING PROVISION 16 -18YEAR OLDS	0	660	0	0	660
1920 REFURB BEECHFIELD FAM CEN	223	0	0	0	223
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	600	0	0	0	600
<b>LEARNING &amp; OPPORTUNITIES - CHILDREN &amp; YOUNG PEOPLE CAPITAL PROGRAMME</b>	<b>17,498</b>	<b>4,814</b>	<b>4,435</b>	<b>255</b>	<b>27,002</b>

<b>LEARNING &amp; OPPORTUNITIES - CHILDREN &amp; YOUNG PEOPLE CAPITAL SOURCES OF FUNDING</b>	<b>2020/21 PROJECTION</b>	<b>2021/22 PROJECTION</b>	<b>2022/23 PROJECTION</b>	<b>2023/24 PROJECTION</b>	<b>FOUR YEAR PROGRAMME TOTAL</b>
	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>	<b>£'000s</b>
<b>GRANTS &amp; CONTRIBUTIONS</b>	<b>15,200</b>	<b>4,035</b>	<b>4,435</b>	<b>255</b>	<b>23,925</b>
REVENUE CONTRIBUTION - GENERAL FUND	823	0	0	0	823
CAPITAL RECEIPTS - GF	800	660	0	0	1,460
USABLE CAPITAL RECEIPTS (HOUSING)	675	119	0	0	794
<b>TOTAL LEARNING &amp; OPPORTUNITIES - CHILDREN &amp; YOUNG PEOPLE PROGRAMME FUNDING</b>	<b>17,498</b>	<b>4,814</b>	<b>4,435</b>	<b>255</b>	<b>27,002</b>

## ECONOMY &amp; ENVIRONMENT CAPITAL PROGRAMME 2020/21 TO 2023/24

CAPITAL INVESTMENT	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
<b>ECONOMY &amp; DEVELOPMENT</b>	<b>22,754</b>	<b>13,761</b>	<b>20,509</b>	<b>0</b>	<b>57,024</b>
DONCASTER CULTURE & LEARNING CENTRE	482	0	0	0	482
CCQ CINEMA INFRASTRUCTURE	3,043	0	0	0	3,043
DONCASTER GROWING TOGETHER TOWN CENTRE FOOTWAY ENHANCEMENT	137	0	0	0	137
DN7 HATFIELD LINK ROAD PROJECT	4,589	0	0	0	4,589
SCRIF-A630 WEST MOOR LINK	395	0	0	0	395
PROPERTY INVESTMENT FUND	690	0	0	0	690
STRATEGIC ACQUISITION FUND	3,835	0	0	0	3,835
LAKESIDE 1 GENERAL	208	0	0	0	208
RETAINED PUBLIC BUILDING INVESTMENT PROGRAMME	514	97	13	0	624
MARY WOOLLET KITCHEN VENTILATION	71	0	0	0	71
TRANSFORMING CITIES FUND <i>New Bid</i>	8,540	13,664	20,496	0	42,700
ADWICK SEC (SPECIAL EDUCATION CENTRE) <i>New Bid</i>	250	0	0	0	250
<b>ENVIRONMENT</b>	<b>7,169</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>7,319</b>
BRIDGES STRUCTURAL MAINTENANCE	58	0	0	0	58
WEST MOOR DRAIN BRIDGE 2.057	145	0	0	0	145
BENTLEY MOOR LANE RETAINING WALL	10	0	0	0	10
RAILWAY CJS/2 TILTS HILL VEHICLE CONTAINMENT - CRASH BARRIERS	130	0	0	0	130
SPROTBROUGH FLOOD ARCHES REPAIRS	10	0	0	0	10
MAINTENANCE BLOCK	4,910	0	0	0	4,910
ADD MAINTENANCE - ROAD REPAIRS	1,000	0	0	0	1,000
REPLACE AIR QUAL MONITORING STATIONS	50	50	50	50	200
WOODFIELD PLANTATION & HUXTERWELL WOODS	75	0	0	0	75
ELMFIELD PARK IMPROVEMENT SCHEME	197	0	0	0	197
STREET LIGHTING IMP PROGRAMME	584	0	0	0	584
<b>STRATEGIC HOUSING</b>	<b>35,145</b>	<b>31,107</b>	<b>29,889</b>	<b>37,768</b>	<b>133,909</b>
VOIDS CAPITAL WORKS	2,730	2,769	2,769	2,706	10,974
<b>MECHANICAL &amp; ELECTRICAL</b>	<b>4,972</b>	<b>3,244</b>	<b>3,172</b>	<b>3,126</b>	<b>14,514</b>
HEATING CONVERSIONS/UPGRADES	2,248	2,303	2,327	2,297	9,175
ELECTRICAL PLANNED WORKS	75	77	78	77	307
NEW ELECTRICAL WORKS	2,350	733	635	621	4,339
MECHANICAL PLANNED WORKS	128	131	132	131	522
LIFTS	171	0	0	0	171
INTERNAL WORKS	1,258	1,289	1,302	1,285	5,134
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK	0	0	0	7,427	7,427
<b>EXTERNAL WORKS</b>	<b>11,800</b>	<b>9,639</b>	<b>9,719</b>	<b>9,576</b>	<b>40,734</b>
EXTERNAL PLANNED MAINTENANCE	5,141	5,047	5,095	5,027	20,310
THERMAL EFFICIENCY - ECO WORKS	4,336	3,060	3,079	3,028	13,503
FIRE DOORS	428	0	0	0	428
STRUCTURAL	321	329	332	328	1,310
FIRE SAFETY WORKS	589	874	880	865	3,208
SHOPS/FLATS	214	219	222	219	874
COMMUNAL HALLS	182	110	111	109	512
COMMUNAL HALLS CONVERSIONS	589	0	0	0	589
<b>ENVIRONMENTAL WORKS</b>	<b>1,980</b>	<b>2,014</b>	<b>2,019</b>	<b>1,978</b>	<b>7,991</b>
ENVIRONMENTAL / FENCING PROGRAMME	482	494	499	493	1,968
ASBESTOS SURVEYS & REMOVAL	749	760	760	743	3,012
GARAGE SITE IMPROVEMENTS	428	434	434	424	1,720
ESTATE ROADS & PATHS	321	326	326	318	1,291
IT SYSTEMS/INVESTMENT	518	0	0	0	518
ACQUISITIONS/BUY BACKS	836	182	182	50	1,250
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	8,982	0	0	0	8,982
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	0	10,000	10,000	10,000	30,000
AFFORDABLE HOUSING GOODISON BOULEVARD	30	0	0	0	30
EMPTY HOMES / FLOOD LOANS AND GRANTS	220	220	220	220	880
RESIDENTIAL SITE INVESTMENT	231	400	400	1,400	2,431
DEMOLITIONS	108	0	0	0	108
HOUSING INVESTMENT	1,480	1,350	106	0	2,936
<b>REGENERATION &amp; ENVIRONMENT CAPITAL PROGRAMME</b>	<b>65,068</b>	<b>44,918</b>	<b>50,448</b>	<b>37,818</b>	<b>198,252</b>

  

ECONOMY & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	8,743	147	863	50	9,803
EARMARKED RESERVES	75	0	0	0	75
GRANTS & CONTRIBUTIONS	17,384	13,158	19,377	123	50,042
BORROWING	9,926	7,706	7,119	7,877	32,628
REVENUE CONTRIBUTION - GENERAL FUND	750	800	1,200	0	2,750
REVENUE CONTRIBUTION - HRA	10,442	7,707	8,420	9,279	35,848
USABLE CAPITAL RECEIPTS (HOUSING)	6,914	1,970	726	1,620	11,230
MAJOR REPAIRS RESERVE (HOUSING)	10,834	13,430	12,743	18,869	55,876
<b>TOTAL REGENERATION &amp; ENVIRONMENT CAPITAL PROGRAMME FUNDING</b>	<b>65,068</b>	<b>44,918</b>	<b>50,448</b>	<b>37,818</b>	<b>198,252</b>