



Doncaster Council

Date: 1st March 2021

To the Chair and Members of
COUNCIL

CAPITAL STRATEGY AND CAPITAL BUDGET 2021/22 – 2024/25

EXECUTIVE SUMMARY

Capital Strategy

1. The Capital Strategy outlines the principles and decision making process involved when approving new bids and the monitoring of the 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) has provided strategic oversight of the council's capital investments to be more responsive to its post-COVID-19 and post-Brexit economic, social and environmental commitments and ambitions.
3. The Capital Strategy is set out in paragraphs 39 to 79; this has been used to produce the Capital Budget Proposals set out in paragraphs 13 to 38.

Capital Programme Budget Proposal

4. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £341.3m of capital investment over 2021/22 to 2024/25 that will continue to stimulate growth and prosperity, with £107.7m of spend estimated for 2021/22. 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. This includes £174.1m investment in the Council's social housing stock over the next four years, covering maintenance, adaptations and the new build programme.
5. Additional schemes are proposed for inclusion in the capital programme totalling £30.2m, with £23.4m in 2021/22. These schemes have been reviewed to prioritise essential spend required to maintain our assets which are expected to be used in the long term. This includes continued investment in our leisure facilities, retained public buildings and fleet replacement.
6. We have also sought to provide £2.6m to commence a programme of activities to decarbonise our buildings, operations and energy supply, £0.5m for tree planting

as well as the naturalisation of some grassed areas with wildflowers and continuing to invest in electric vehicles as part of the council fleet. Supporting the Greener, Fairer and More Prosperous Doncaster agenda, Tackling the Climate and Biodiversity Crisis and the new Environment and Sustainability Strategy.

7. The existing capital programme and new projects for the four years 2021/22 to 2024/25 are 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.
8. In the following sections, unless stated otherwise, the value for 2021/22 is shown first and then the total for the four-year programme is in brackets (2021/22 to 2024/25).

EXEMPT REPORT

9. This report is not exempt.

RECOMMENDATIONS

10. Council approve: -

- The Capital Strategy at paragraphs 39 to 79;
- Capital Programme Budget for 2021/22 to 2024/25 at paragraphs 13 to 38;
- 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?

11. 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.

BACKGROUND

12. 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

13. The current Capital Programme includes £341.3m of capital investment over 2021/22 to 2024/25, with £107.7m in 2021/22. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Adults, Health and Well-Being	7.527	4.982	4.982	4.982	22.473
Corporate Resources	21.884	13.792	12.850	12.500	61.026
Learning, Opportunities, Skills and Culture	7.971	9.617	4.912	0.000	22.500
Economy and Environment	70.345	76.473	44.674	43.791	235.283
Total	107.727	104.864	67.418	61.273	341.282

14. The schemes put forward to be considered for approval total £30.2m with a £11.9m funding requirement; these are detailed in Appendix 2. 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: -

Directorate	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Adults, Health and Well-Being	0.000	0.000	0.000	0.000	0.000
Corporate Resources	0.454	0.000	0.000	0.000	0.454
Economy and Environment	6.052	1.359	0.559	0.559	8.529
Learning, Opportunities, Skills and Culture	2.889	0.000	0.000	0.000	2.889
Total	9.395	1.359	0.559	0.559	11.872

15. It is estimated that borrowing for the £11.9m in the table above would incur borrowing costs of £0.741m per annum, which can be met from existing limited budgets, which is balanced against the pressures on the revenue budget position.

Economy and Environment

16. 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 £70.3m in 2021/22 (£235.3m), a further analysis is provided in Appendix 1e.

17. The key projects within this programme include Transforming Cities, the street lighting improvement programme and all public and private sector housing.

18. Bids totalling £8.5m (£6.1m) were received during budget setting for this Directorate that would need to be funded with council resources.

Development

- a. **Transport IT programmes** - £1.3m in 2021/22 (Local Transport Plan) for a range of schemes relating to Safer Roads, Network Management, Cycling and Sustainable Choices (Dropped crossings, Footways, Bus Partnership, Minor Works Package, etc.).

- b. **Strategic Acquisitions Fund** – £3.1m 2021/22 (funded with Council resources). To be used for the strategic acquisition of assets required for regeneration purposes. Available for identified strategic prioritisation and subject to general capital resource planning.
- c. **Transforming Cities Fund (TCF)** – £8.3m 2021/22 (£25.1m) (£1.2m of Council resources, £23.9m external grant) - the TCF aims to drive up productivity through improved connections between urban centres and suburbs with investment and improvements in local transport infrastructure and public transport.

Housing & Sustainability

- a. **Council House Building Programme (Committed)** – £7.1m in 2021/22. Delivery of the developments approved by Cabinet on 3rd December, 2019, as part of the Affordable Homes Programme.
- b. **Council House Building Programme (New Major Investment)** – Further funding totalling £70.2m across the four year programme has been earmarked to deliver additional new homes across the Borough.

The Council continues an ambitious programme of housing development over the next 5 year period, which will result in a total of £100m invested to deliver a substantial number of new homes to meet the needs of our residents.

- c. **Council House Improvement and Maintenance Programme** – Funding totalling £21.4m in 2021/22, will be spent on maintaining and improving the existing Council housing stock to the Doncaster decency standard. The main focus will be on energy efficiency improvements, heating conversions/upgrades, refurbishment of void properties and roof, facia and soffit replacements. The programmed works will include the following: -
 - **Fire Safety Improvements** – Funding totalling £2.3m in 2021/22 (£4.9m across the four year programme). Fire risk assessments have now been carried out on the majority of properties. Work is ongoing to deliver the actions from the fire risk assessments.
 - **Electrical Works** – Electrical works totalling £0.8m in 2021/22 (£3.1m 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 electrical regulations.
 - **Energy Efficiency Works** - Funding totalling £3.1m in 2021/22 (£18.5m) will be spent on investment in Energy Efficiency Works to respond to climate change and the need to work across housing types and tenures to meet carbon reduction targets. The main focus will be on hard to treat properties which include 1,485 solid wall properties identified to benefit from external wall insulation works. These works will help the Authority move towards achieving an Energy Performance Certification “C” standard.
- d. **Net Zero Carbon** – £2.6m. Following the Council’s declaration of a Climate & Biodiversity Emergency in 2019, and the subsequent actions undertaken through the establishment of a Doncaster Climate & Biodiversity Commission, production of a new Environment & Sustainability Strategy and Net Zero Carbon Masterplan; the Council proposes to commence a programme of activities to decarbonise its buildings, operations and energy supply.

Environment

a. **Highway Maintenance Programmes – £4.9m 2021/22 (Local Transport Plan)**

- Planned structural highway resurfacing schemes, preventative maintenance treatments and local routine maintenance works across the Doncaster highways network.
- Strengthening and maintenance of bridges and other highway structures across the borough on a priority needs basis that will allow removal of some temporary weight restrictions and safety measures already in place on inadequate bridges and highway structures.

The planned structural schemes for carriageway, footway, bridges and street lighting will be identified on a priority needs basis, reflective of condition, usage, risk and affordability in order to ensure the Council meets its statutory duty and obligations for maintaining the highway and bridge infrastructure networks and for providing the safe passage of highway users.

The preventative highway maintenance treatment programmes for surface dressing, micro-surfacings and footway slurry surfacings will be selected based on the need to preserve and protect the network from further degradation, thereby providing and supporting a sustainable highway network asset. The borough-wide highway maintenance programme of proprietary treatments will be submitted for approval by the Highways Portfolio.

Routine highway maintenance patching works address the permanent repair of potholes and pothole prevention measures. Local works will be selected and prioritised from various highway condition surveys and highway inspection data sources alongside notifications received from Ward Members, the general public via Call Centre enquiries or by other means.

- b. **Street Lighting Column Replacement – £1.5m 2021/22 (£4.5m)** (funded with Council resources) – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing light emitting diode (LED) light fittings.
- c. **Tree Planting/Wildflower Naturalisation – £0.5m (£0.5m)** Supports the environmental strategy with the planting of trees along the main arterial highways to improve the environment and help increase tree canopy coverage in the borough and the re-naturalisation of some grassed areas with wildflowers.

Adults, Health and Well Being

19. The total investment managed by this Directorate is estimated to be £7.5m in 2021/22 (£22.5m). The largest areas are Housing Adaptations £5.5m (£20.4m) and Leisure Centre improvements £2.0m. A further analysis is shown in Appendix 1b.

20. The key projects within this programme include adaptations for the disabled and the improvement and maintenance of the Doncaster Leisure Trust assets.

- a. **Disabled Facilities Grant (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 £20.4m.
- b. **Doncaster Culture and Leisure Trust – £2.0m (£2.0m).** Leisure facilities Capital programme is taking a phased approach to investment over the next 4

years, this enables a strategic approach to allocating funds and resources to resolve the backlog of works ensuring long-term viability of the facilities. As works progress, all sites across the portfolio such as Edlington and Rossington leisure centres will see monies invested into the buildings. The additional investment detailed in Appendix 2 provides for the works to take place in 2021/22 at Adwick, Dearne Valley, Thorne, Crookhill Park golf course, Hatfield Outdoor activity centre and The Dome. In addition, works delayed at Askern due the impact of covid will be carried into 2021/22. Works are to improve building fabric and lighting, mechanical and electrical elements. This will allow Doncaster residents to maintain access to high quality swimming, indoor sports and gymnasium facilities.

Corporate Resources

21. Corporate Resources are estimated to manage (£61.0m) of funds over the four year programme, with £21.9m in 2021/22. The major area of spend managed is investment in information and communications technology (ICT) £3.0m (£3.9m). The balance for the Investment and Modernisation Fund allocation, which is to be increased to £12.5m (£50m), is held within this directorate. A further analysis is shown in Appendix 1c.
22. The key projects within this programme include fleet replacement, essential technology infrastructure and council wide systems.
23. Bids totalling £0.5m (£0.5m) were received during budget setting for this Directorate that would need to be funded with council resources.
 - a. **ICT Schemes** – £3.0m (£3.9m). 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.
 - b. **Investment and Modernisation Fund (IMF)** – £12.5m (£50.0m) IMF available to fund projects which deliver more efficient services and enable further revenue savings.

Learning, Opportunities, Skills and Culture

24. The total investment via this Directorate is estimated to be (£22.5m) over the four year programme, with £8.0m in 2021/22. Analysis is shown in Appendix 1d.
25. The key projects within this programme include the schools condition programme, children's trust future placement strategy and home to school transport.
26. 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 2021/22, 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;
 - Five schools will have a range of heating, boiler and pipework improvements at an estimated cost of £0.3m;
 - Three schools will have fabric 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 reports.

- 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 for housing purposes. 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 balanced has been identified for various projects following the inclusion transformation plan.

Investment in the Adwick, Don Valley and Ridgewood Secondary Planning Area to facilitate an increase in Pupil Admission Number (PAN) for secondary provision. This will enable places for additional pupils to be admitted locally.

Investment in the Hayfield and Rossington Secondary Planning Area to facilitate an increase in PAN for secondary provision. This will enable places for additional pupils to be admitted locally.

Investment in the Danum, Hall Cross, McAuley, XP and UTC Secondary Planning Area to facilitate an increase in PAN for secondary and primary places, particularly focused on Hall Cross Academy and Hatchell Wood Primary. This will enable places for additional pupils to be admitted locally.

There will also be some minor projects in primary provision across the borough focused on the Danum, Hayfield, Edlington and Thorne Pyramids.

All the school expansions are funded with Department for Education (DfE) Pupil Places grant and agreed Section 106 allocations where appropriate. The SEMH Provision projects will be funded by a combination of Special Educational Needs and Disability (SEND) and Pupil Places grant.

- c. **Doncaster Children's Services Trust** – Doncaster Children's Service Trust has funding of £2.2m. The schemes will support the future placements strategy and the refurbishment of the Beechfield family centre.
- d. **Archives** – £1.5m (£1.5m). Various options are currently being appraised for a suitable site or refurbishment of assets in Doncaster that could be used to locate the archives and where possible mitigate the use of unnecessary offsite provision. £1.5m is a planning total and will not be approved until a full and robust business case has been completed.

Pipeline

- 27. As part of the budget setting process CAMP board requested to be made aware of capital schemes at only a conceptual stage or in need of further development in order to create a capital pipeline.
- 28. Schemes in the pipeline will be aligned to key strategies, such as the Environment and Sustainability Strategy, and be further developed with the aim of translating policy intent into capital schemes.

29. Many of the capital schemes in the pipeline require significant funding and will only be developed and delivered if additional funding from central government or other external sources becomes available.
30. Having the pipeline in place provides a strategic oversight that puts the council in a strong position to attract external funding. This also aligns with the direction of the Sheffield City Region (SCR) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.

Links to the Medium-term Financial Strategy (MTFS)

31. 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

32. 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 £28.7m 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 £9.0m in 2020/21 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2020/21 are not achieved). There is also a predicted shortfall of £6.3m in 2021/22 therefore there are no receipts available to fund the new capital schemes.
33. Funding of the capital programme in recent years has relied 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.
34. The value in the current capital programme to be financed with capital receipts totals £18.5m.
35. The tables below show the existing capital receipts and commitments for 2021/22 to 2024/25: -

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Current Capital Programme Requirement	8.503	0.701	0.400	0.000
Estimated Capital Receipts:				
- Carried forward	(8.992)	(6.293)	3.883	10.150
- In-year capital receipts	11.202	10.877	6.667	0.00
Total Est. Capital Receipts	2.210	4.584	10.550	10.150
Cumulative Balance (to c/f)	(6.293)	3.883	10.150	10.150

36. 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

37. 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.

38. 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.

Capital Strategy

39. The Capital Strategy outlines the principles and decision making process involved when approving the Council's capital programme explaining how the Council prioritises, finances and manages capital schemes.

40. 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 the Balance Sheet.

41. 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: -

- Maximises the use of assets over their useful life ensuring they are kept in appropriate operational condition for continual delivery of services;
- 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
- 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.

42. Further information is provided below on the overall priorities and key strategies that influence the capital programme:

The Council's Corporate Objectives and Priorities

43. We are committed to ensuring that what we are proposing in the budget meets our policy intent but also meets how we want to deliver services in the future. The Corporate Plan 2021/22 reflects the transition to a new Borough Strategy which will replace the Doncaster Growing Together Plan. It is framed around the same six emerging well-being goals:

Goal	Vision
Prosperous & Connected Doncaster	A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.
Safe & Resilient Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies.

Healthy & Compassionate Doncaster	A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.
Skilled & Creative Doncaster	Residents have improved skills and a creative culture supports well-being, business success and solutions to the borough's challenges.
Greener & Cleaner Doncaster	A borough that takes every opportunity to protect and improve the local and global environment to improve well-being.
Fair & Inclusive Doncaster	A borough with reduced inequalities and improved access for all to social and economic opportunities.

44. The well-being goals mark a significant turning point in Doncaster's commitment to improve life now and for future generations as they are guided by the fundamental need to balance the wellbeing of people with the well-being of the planet. This is reflected in one central mission: Thriving People, Places and Planet.
45. This budget supports the transition to these new well-being goals and the approach that will be taken to deliver them: -
- a. New ways of doing things - to improve the future;
 - b. Regenerative Development;
 - c. Working closer with communities;
 - d. Shared Responsibilities - locally and regionally;
 - e. Intelligence led Interventions;
 - f. Whole Life, Whole System integration.
46. For example, in line with the environmental strategy and in reaction to the climate and bio-diversity emergency the Council is working to produce a Net Zero Carbon Masterplan. This includes schemes for individual buildings which will be developed and approved as surveys are completed.
47. This budget is also an integral part of the 'Connected Council' section in the Corporate Plan which sets out how the Council will continue to develop the capabilities, resources, technology and knowledge needed to deliver quality services and work with communities and partners to improve well-being. This includes a number of things that the Council needs to do well:
- a. Respond to our customers quickly, focusing on a quality customer experience.
 - b. Process Housing and Council Tax queries quickly and appropriately.
 - c. Ensure more people can access Council services digitally.
 - d. Collect Council Tax and Business Rates effectively.
 - e. Be an open and inclusive employer that champions diversity
 - f. Wherever possible spend our money locally.
 - g. Support employees to improve performance, engagement and attendance.
 - h. Provide expert advice for all aspects of council business.
48. 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** – Approved by Cabinet on 12th January, 2021. The aims of the revised strategy are to:
 - i. Enhance the safety and condition of homes, the main setting for our wellbeing throughout our lives
 - ii. Meet housing need and aspirations, support our local economy and help revitalise town centres and communities
 - iii. Make homes greener and more energy efficient to reduce carbon emissions and keep energy costs affordable
 - iv. Enable and support people to plan, act and invest in their homes, to protect their independence and wellbeing for the future

Some of the key proposed actions to deliver the Aims of the strategy include: -

- Housing actions in the Mayor's Restart, Recovery, and Renewal Plan: a whole system approach to tackling homelessness; development of the Five Year Housing Delivery Plan
 - An accelerated £100m+ Council House Build Programme, providing new affordable homes at high design and energy efficiency standards
 - The aim to complete a new Private Sector Housing Stock Condition Survey as the foundation for a long term Housing Retrofit Programme raising energy efficiency standards for all homes across the borough and improving conditions in the private rented housing sector
 - Responding to new responsibilities on Building and Fire Safety
 - Implementing the housing recommendations from Doncaster's Environment and Sustainability Strategy
 - Working to deliver new homes in key economic growth locations, and in our town centres, to support our economy
 - Working in partnership with our residents and other agencies to help tackle climate change and support independent living, mobilising our shared skills and capacity to improve homes and lives for the future
- 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. **Environment and Sustainability Strategy 2020 – 2030** – This strategy sets out how the Council will play its part in the national effort to reduce carbon emissions and help limit global average temperature increases. It also identifies how the council will respond to Doncaster-specific issues like litter, fly tipping, and flooding. The strategy is derived from the input and expertise of businesses, organisations (including the Climate and Biodiversity Commission), residents and elected members. Priorities in the Strategy are

Natural Environment, Built Environment, Economy and Sustainable Consumption and Behaviour Change.

In order for the Council to decarbonise its heat supply, buildings need to move to a low carbon technology which can be supplied by renewable energy. It is therefore proposed for the Council to move away from gas for any new or replacement heating systems in its buildings, and only consider gas as a 'last resort'

Maintenance and review of current Assets

49. 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.

50. 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 Doncaster decency standard. The main focus will be on energy efficiency improvements, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements and responding to new responsibilities on Building and Fire Safety.

Future investment in the Councils housing stock will be in line with the Governments focus on the following areas:-

- Following the tragic Grenfell fire, there has been a significant review of building safety and particularly fire safety in high rise blocks. A number of documents have been issued the most recent of which is the draft Building Safety Bill, which is expected to become an Act during 2021. It is essential that we meet all the requirements of this Act, the Fire Safety Bill and the Social Housing White paper and the ones that require capital investment will need to be funded from the housing capital programme.
- The Climate Change Act 2008 committed the United Kingdom (UK) to an 80% reduction in carbon emissions relative to the levels in 1990, to be achieved by 2050. In June 2019, secondary legislation was passed that extended that target to “at least 100%”. We are currently investigating the scope of investment that will be required to meet this legislation for the Council's housing stock. A report has been commissioned which will give details of the investment required in the stock in terms of type, order of the work and the estimated cost. It is likely that the report will also identify that some of the housing stock will be unable to meet the required standards irrespective of the amount of investment. The report is not available to inform this year's capital programme but will drive the long term investment strategy for the housing stock in the future.
- The current decent homes standard was introduced by the Government in 2000 and Doncaster approved the Doncaster decency standard in 2005. As this standard is currently over 20 years old, it is being reviewed and it is likely that a revised standard will be published, decent homes 2.0. When this standard is reviewed the long term investment programme will need to reflect the revised standard.

Investment in these three areas was not built into the self-financing settlement for the Housing Revenue Account (HRA), which was implemented by the Government in 2012, and therefore the anticipated value of investment required is greater than the funding currently provided for within the HRA.

Non-Financial Investments

51. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
52. 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.
53. 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.

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

Funding Sources

55. 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.

56. 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 5th 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) which must be substantiated with the development of a full business case.

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 MTFS.

Approval and Prioritisation of the Capital Programme

57. Relevant approval is required before a project can commence or in some circumstances commit to capital spend.

58. The Capital and Major Projects (CAMP) Board provides the strategic oversight of all capital projects from the conceptual stage to the development of an approved capital programme, through to monitoring delivery. Including: -

- Developing a project pipeline and strengthening the strategic approach to prioritising projects in the capital programme – based on the Council's Restart, Renewal and Recovery priorities.
- Create a single gateway entry for capital projects.
- Monitoring programme delivery and performance of the Council's capital programme.
- Overseeing policy development in relation to the Capital Programme.

59. This enables greater cohesiveness in delivery, avoids duplication and helps capitalise on external funding opportunities. It also improves the visibility and

transparency of the Capital Programme for Directors and their Leadership Teams.

60. Information for all new capital schemes is requested as part of budget setting, from those in a position to produce a full, robust business case ready to start in the following financial year to those only at a conceptual stage that will form the future pipeline.
61. Schemes in the pipeline will be aligned to key strategies, such as the Environment Strategy, and be further developed with the aim of translating policy intent into capital schemes. The pipeline will strengthen the Council's ability to attract external funding. This also aligns with the direction of the Sheffield City Region (SCR) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.
62. 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 CAMP board theme leads.
63. 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.
64. 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 corporate resources.
65. 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.
66. The CAMP Board rank bids by priorities met, health and safety issues resolved, if they are business critical and necessity for service continuation, financial implications. Each bid is also categorised into themes to aid better comparison and prioritisation.
67. 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.
68. 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 Financial 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. Any schemes over £100k or requiring the use of corporate resources must first be reviewed by CAMP board.

Monitoring of the Capital Programme

69. 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.

70. 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.
71. 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.
72. The council's ledger system 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.
73. 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

74. 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.
75. 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.
76. The option to use capital receipts for revenue transformation purposes is currently available up to 2021/22.
77. The Council does not intend to use capital receipts this way from 2020/21 onwards.

Skills and Knowledge

78. 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.
79. 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

80. Option 1 – Do not support the Capital Strategy and proposal for the 2021/22 to 2024/25 Capital budget.

81. Option 2 – Executive Board supports the Capital Strategy and proposal for the 2021/22 to 2024/25 Capital budget.

REASONS FOR RECOMMENDED OPTION

82. Option 2 has been adopted, supporting 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

83. 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 	

	Outcomes	Implications
	<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

84. 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.
- d. Exiting the European Union – risks that may materialise due to exiting the European Union e.g. increases in costs, delays in receiving required building materials, reduction in skilled labour and uncertainty levels built into tenders.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 05/01/21]

85. 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.

86. Further, specific legal advice will be required as each project progresses (including where projects utilise 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 any other legal requirements as appropriate

FINANCIAL IMPLICATIONS [Officer Initials: RS Date: [1.2021]

87. Financial implications are contained within the body of the report. Project approval will be required for specific projects 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.
88. 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 2020/21 to 2023/24.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: RH Date: 08/1/21]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 8/1/21]

90. 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: 06/01/2021]

91. 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: [12/01/2021]

92. 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: -

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

93. 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.

94. 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.

95. 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

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

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

BACKGROUND PAPERS

- Cabinet Report – Finance and Performance Improvement Report: 2020-21 Quarter 1
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3476>
- Cabinet Report – Finance and Performance Improvement Report: 2020-21 Quarter 2
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3482>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

Below is a list of all acronyms and abbreviations used throughout the report and their meaning in full.

CAMP - The Capital and Major Projects Board

IMF – Investment and Modernisation Fund

LED – Light Emitting Diode

DFG – Disabled Facilities Grant

ICT – Information and Communications Technology

SEMH - Social, Emotional, Mental Health

PAN – Pupil Admission Number

DfE – Department for Education

SEND - Special educational needs and disability

SCR – Sheffield City Region

MTFS - Medium-term Financial Strategy

RAMP – Responsive Asset Management Plan

HRA – Housing Revenue Account

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CAPITAL PROGRAMME 2021/22 TO 2024/25 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	5,482	4,982	4,982	4,982	20,428
PUBLIC HEALTH	2,045	0	0	0	2,045
ADULTS, HEALTH & WELL-BEING TOTAL	7,527	4,982	4,982	4,982	22,473
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	3,013	887	0	0	3,900
FINANCE	12,500	12,500	12,500	12,500	50,000
TRADING SERVICES	6,371	405	350	0	7,126
CORPORATE RESOURCES TOTAL	21,884	13,792	12,850	12,500	61,026
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE					
CENTRALLY MANAGED	200	200	50	0	450
COMMISSIONING & BUSINESS DEVELOPMENT	5,437	9,417	4,862	0	19,716
PARTNERSHIPS & OPERATIONAL DELIVERY	570	0	0	0	570
CHILDREN'S TRUST	1,764	0	0	0	1,764
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE TOTAL	7,971	9,617	4,912	0	22,500
ECONOMY & ENVIRONMENT					
ECONOMY & DEVELOPMENT	20,118	16,779	0	0	36,897
ENVIRONMENT	15,708	1,886	2,193	1,946	21,733
PUBLIC & PRIVATE SECTOR HOUSING	31,919	57,808	42,481	41,845	174,053
SUSTAINABILITY STRATEGY	2,600	0	0	0	2,600
ECONOMY & ENVIRONMENT TOTAL	70,345	76,473	44,674	43,791	235,283
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	107,727	104,864	67,418	61,273	341,282
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	8,503	701	400	0	9,604
EARMARKED RESERVES	380	0	0	0	380
GRANTS & CONTRIBUTIONS	33,428	28,856	9,005	3,773	75,062
BORROWING	33,707	38,386	28,936	29,060	130,089
REVENUE CONTRIBUTION - GENERAL FUND	1,737	1,085	396	395	3,613
REVENUE CONTRIBUTION - HRA	9,349	6,859	7,477	7,673	31,358
USABLE CAPITAL RECEIPTS (HOUSING)	2,880	2,981	3,920	3,140	12,921
MAJOR REPAIRS RESERVE (HOUSING)	17,743	25,996	17,284	17,232	78,255
TOTAL CAPITAL FUNDING	107,727	104,864	67,418	61,273	341,282

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS SOCIAL CARE	5,482	4,982	4,982	4,982	20,428
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	3,282	2,782	2,782	2,782	11,628
PUBLIC HEALTH	2,045	0	0	0	2,045
DONCASTER LEISURE TRUST	2,045	0	0	0	2,045
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	7,527	4,982	4,982	4,982	22,473

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	3,282	2,782	2,782	2,782	11,628
BORROWING	2,045	0	0	0	2,045
USABLE CAPITAL RECEIPTS (HOUSING)	300	300	300	300	1,200
MAJOR REPAIRS RESERVE (HOUSING)	1,900	1,900	1,900	1,900	7,600
TOTAL ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME FUNDING	7,527	4,982	4,982	4,982	22,473

CORPORATE RESOURCES CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	3,013	887	0	0	3,900
ICT DESKTOP & MOBILE UPGRADE	650	0	0	0	650
NETWORKING (WAN)	50	0	0	0	50
PHYSICAL SERVERS	301	0	0	0	301
ICT CORPORATE STORAGE (SAN)	66	0	0	0	66
VMWARE VIRTUAL SERVERS	37	0	0	0	37
DONCASTER INTEGRATED PEOPLE SOLUTIONS DIPS	150	0	0	0	150
COUNCIL WIDE SYSTEMS	98	0	0	0	98
ESSENTIAL TECHNOLOGY INFRASTRUCTURE	817	887	0	0	1,704
SUPERFAST BROADBAND	390	0	0	0	390
CUSTOMER RELATIONSHIP MANAGEMENT	204	0	0	0	204
HARDWARE AND SOFTWARE ASSET MANAGEMENT	90	0	0	0	90
TREE MANAGEMENT	120	0	0	0	120
PLAY INSPECTION AND ASSET MANAGEMENT	30	0	0	0	30
CAREERS INFORMATION, ADVICE AND GUIDANCE	10	0	0	0	10
FINANCE	12,500	12,500	12,500	12,500	50,000
INVESTMENT & MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
TRADING SERVICES	6,371	405	350	0	7,126
MARKETS SCHEDULED MAINTENANCE	550	350	350	0	1,250
CLEANING EQUIPMENT PROGRAMME	0	55	0	0	55
2 YEAR FLEET/PLANT REPLACEMENT	4,319	0	0	0	4,319
CORN EXCHNGE MEZZANINE DEVELOP	50	0	0	0	50
MARKET VAULTS	200	0	0	0	200
MEXBOROUGH FOOD HALL	30	0	0	0	30
PURCHASE OF GULLEY EMPTIERS	300	0	0	0	300
SIGNAGE AND ENTRANCEWAYS	50	0	0	0	50
SUNNY BAR TO STORAGE	15	0	0	0	15
WOOL MKT REMODELLING/REPURPOSE	100	0	0	0	100
HOME TO SCHOOL - TRANSPORT	757	0	0	0	757
CORPORATE RESOURCES CAPITAL PROGRAMME	21,884	13,792	12,850	12,500	61,026

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	1,901	405	350	0	2,656
BORROWING	19,983	13,387	12,500	12,500	58,370
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	21,884	13,792	12,850	12,500	61,026

LEARNING, OPPORTUNITIES, SKILLS AND CULTURE'S CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CENTRALLY MANAGED	200	200	50	0	450
LO-CYP SERVICE IMPROVEMENTS & LIABILITY	200	200	50	0	450
PARTNERSHIPS & OPERATIONAL DELIVERY	570	0	0	0	570
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT	570	0	0	0	570
COMMISSIONING & BUSINESS DEVELOPMENT	5,437	9,417	4,862	0	19,716
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
ARMTHORPE ACADEMY LAND PURCHASE	800	0	0	0	800
DFC - GENERAL - PRIMARY	400	300	200	0	900
BRANTON ST WILFRED'S (SECTION 106)	24	0	0	0	24
DUNSVILLE PRIMARY SCHOOL EXPANSION	1	254	0	0	255
BENTLEY COMMUNITY LIBRARY IMPROVEMENTS	61	0	0	0	61
CUSWORTH HALL IMPROVEMENTS	176	0	0	0	176
CUSWORTH HALL SECURITY (CCTV)	8	0	0	0	8
FIRE SAFETY WORKS CHEQUER ROAD	242	0	0	0	242
FUTURE PLACEMENTS STRATEGY CWD	600	0	0	0	600
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS	48	0	0	0	48
HAYFIELD SCHOOL CLASSROOM EXPANSION	5	1,495	0	0	1,500
OUTWOOD ACADEMY ADWICK EXPANSION	3	538	0	0	541
SAFEGUARD & SECURE MINOR PROJECT	80	35	35	0	150
SCHOOL PLACES HATCHELL GRANGE	5	1,895	0	0	1,900
SCHOOL PLACES-BLOCK ALLOCATION	200	2,000	1,537	0	3,737
SCHOOLS CONDITION PROGRAMME	1,000	800	500	0	2,300
SCHOOL PLACES SALTERSGATE JUNIOR SPORTS	40	0	0	0	40
SURPLUS PLACES ARMTHORPE	10	2,000	2,490	0	4,500
THORNE KING EDWARD SLC (S106)	73	0	0	0	73
WARMSWORTH PRIMARY SCHOOL (S106)	61	0	0	0	61
ARCHIVES	1,500	0	0	0	1,500
CHILDREN'S TRUST	1,764	0	0	0	1,764
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	1,104	0	0	0	1,104
REFURBISHMENT OF BEECHFIELD FAMILY TIME CENTRE	223	0	0	0	223
FUTURE PLACEMENTS STRATEGY - SHORT BREAKS OVERNIGHT PROVISION	437	0	0	0	437
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE CAPITAL PROGRAMME	7,971	9,617	4,912	0	22,500

LEARNING, OPPORTUNITIES, SKILLS AND CULTURE CAPITAL SOURCES OF FUNDING	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	2,771	9,617	4,912	0	17,300
REVENUE CONTRIBUTION - GENERAL FUND	629	0	0	0	629
CAPITAL RECEIPTS - GF	1,806	0	0	0	1,806
BORROWING	2,095	0	0	0	2,095
USABLE CAPITAL RECEIPTS (HOUSING)	670	0	0	0	670
TOTAL LEARNING, OPPORTUNITIES, SKILLS AND CULTURE PROGRAMME FUNDING	7,971	9,617	4,912	0	22,500

ECONOMY & ENVIRONMENT CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
ECONOMY & DEVELOPMENT	20,118	16,779	0	0	36,897
15A SOUTH PARADE	100	0	0	0	100
ADWICK SEC	213	0	0	0	213
BALBY COMMUNITY SPORTS VILLAGE	100	0	0	0	100
COLONNADES UNDERGROUND CAR PARK	70	0	0	0	70
DGT TOWN CENTRE FOOTWAY ENHANCEMENT	199	0	0	0	199
HOLMESCARR CENTRE SECURITY IMPROVEMENTS	11	0	0	0	11
MARY WOOLLET CAR PARK RESURFACE	84	0	0	0	84
PAVILION REFURBISHMENT	65	0	0	0	65
RETAINED PUBLIC BUILDING'S INVESTMENT PROGRAMME	1,019	13	0	0	1,032
STRATEGIC ACQUISITION FUND	3,135	0	0	0	3,135
TRANSFORMING CITIES FUND	8,297	16,766	0	0	25,063
MULTIPLE ZONES - GET BUILDING DONE FUND (SOURCE OF FUNDING)	5,500	0	0	0	5,500
INTEGRATED TRANSPORT BLOCK	1,325	0	0	0	1,325
ENVIRONMENT	15,708	1,886	2,193	1,946	21,733
BRIDGES LTP ALLOCATION	303	0	0	0	303
FOOTWAYS REFURBISHMENT (FLAGS)	3,650	0	0	0	3,650
MAINTENANCE BLOCK	5,021	0	0	0	5,021
PATCHING DFT 20-21	2,451	0	0	0	2,451
REPLACE AIR QUALITY MONITORING STATIONS	50	50	50	0	150
STREET LIGHTING IMPROVEMENT PROGRAMME	1,560	1,000	1,000	1,000	4,560
ADDITIONAL MOBILE ELEVATED WORK PLATFORM (MEWP) FOR TREE WORK	190	0	0	0	190
NATURALISATION - PLANTING OF WILDFLOWERS	300	0	0	0	300
DONCASTER GATEWAY TREE PLANTING	36	36	36	36	144
FRENCHGATE TUNNEL	800	800	0	0	1,600
FUTURE PARKS – IMPLEMENTATION OF 15 BESPOKE PARK PLANS	1,182	0	1,107	910	3,199
FIXED PLAY FACILITIES MODERNISATION	111	0	0	0	111
REPLACEMENT FOOTBALL POSTS IN PARKS AND OPEN SPACES	54	0	0	0	54
PUBLIC & PRIVATE SECTOR HOUSING	31,919	57,808	42,481	41,845	174,053
VOIDS CAPITAL WORKS	3,373	3,034	3,072	3,071	12,550
MECHANICAL & ELECTRICAL	4,442	4,629	4,511	4,549	18,131
HEATING CONVERSIONS/UPGRADES	2,292	2,303	2,355	2,378	9,328
ELECTRICAL PLANNED WORKS	802	906	703	703	3,114
MECHANICAL PLANNED WORKS	65	131	134	135	465
INTERNAL WORKS	1,283	1,289	1,319	1,333	5,224
EXTERNAL WORKS	13,063	15,082	11,162	11,265	50,572
EXTERNAL PLANNED MAINTENANCE	6,589	6,613	5,384	5,434	24,020
THERMAL EFFICIENCY - ECO WORKS	3,096	6,940	4,216	4,255	18,507
STRUCTURAL	327	329	336	339	1,331
FIRE SAFETY WORKS	2,269	871	898	898	4,928
SHOPS/FLATS	218	219	224	226	887
COMMUNAL HALLS	564	110	112	113	899
ENVIRONMENTAL WORKS	9,652	32,382	22,116	22,120	86,270
ENVIRONMENTAL / FENCING PROGRAMME	493	495	507	512	2,007
ASBESTOS SURVEYS & REMOVAL	749	745	755	754	3,003
GARAGE SITE IMPROVEMENTS	429	426	431	431	1,717
ESTATE PATHS	322	319	323	323	1,287
IT SYSTEMS/INVESTMENT	196	0	0	0	196
ACQUISITIONS/BUY BACKS	391	182	100	100	773
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	7,072	0	0	0	7,072
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	0	30,215	20,000	20,000	70,215
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	1,389	2,681	1,620	840	6,530
EMPTY HOMES / FLOOD LOANS AND GRANTS	220	220	220	440	1,100
RESIDENTIAL SITE INVESTMENT	639	400	1,400	400	2,839
DEMOLITIONS	530	0	0	0	530
HOUSING INVESTMENT	0	2,061	0	0	2,061
SUSTAINABILITY UNIT	2,600	0	0	0	2,600
NET ZERO CARBON	2,600	0	0	0	2,600
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	70,345	76,473	44,674	43,791	235,283

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	4,796	296	50	0	5,142
earmarked RESERVES	380	0	0	0	380
GRANTS & CONTRIBUTIONS	27,375	16,457	1,311	991	46,134
BORROWING	9,584	24,999	16,436	16,560	67,579
REVENUE CONTRIBUTION - GENERAL FUND	1,108	1,085	396	395	2,984
REVENUE CONTRIBUTION - HRA	9,349	6,859	7,477	7,673	31,358
USABLE CAPITAL RECEIPTS (HOUSING)	1,910	2,681	3,620	2,840	11,051
MAJOR REPAIRS RESERVE (HOUSING)	15,843	24,096	15,384	15,332	70,655
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME FUNDING	70,345	76,473	44,674	43,791	235,283

Overview of projects by Theme

			£30,190,164	£11,907,570	£9,394,870	£1,358,900	£558,900	£558,900
Themes and Related Projects	Short Description	Stage of Approval	Sum of Total Project cost	Sum of Capital required	2021/22	2022/23	2023/24	2024/25
General Infrastructure - Director Dan Swaine								
Retained Buildings Budget 2021/22 including North Bridge Depot & Colonnades Shopping Mall	Retained Buildings -Works at Hatfield Library, Stirling Centre, requiring an additional £117k budget. North Bridge Depot - replacing fencing, lighting columns and roadway resurfacing £134k Colonnades shopping mall - replacing mall flooring £200k, works to guttering, soffits , external wall £15k and block paving outside £50k.	D) DMBC Funded	£516,000	£470,729	£470,729	£0	£0	£0
Street Lighting Column Replacements	This bid is to replace the existing street lighting columns, from the existing 50,000 stock, that are considered a structural and mechanical risk to the council, with new street lighting columns, while reusing the existing LED light fitting where possible. The scheme helps to reduce the risk to the council and maintains the Council’s duty of care to maintain street lighting under The 1980 Highways Act. It is estimated 2,700 columns will require action over the course of the 4 years. Modern columns have a useful economic life 40 to 50 years.	C)DMBC Part Funded	£3,999,996	£2,091,600	£522,900	£522,900	£522,900	£522,900
Additional Mobile Elevated Work Platform (MEWP) for Tree Work	Provision of a 20-24m reach vehicle mounted (self driven) Mobile Elevated Work Platform (MEWP) for arboricultural work. The availability of a second MEWP in the day-to-day operations of the Tree Team is a significant aspect of the bid; helping adhere to Corporate Safety team recommendations by reducing the risk to Arborists, to increase service capacity and efficiency, and to improve service resilience against the aging workforce profile. The ability of a second MEWP to operate safely at increased heights will also increase the capacity of the service and reduce the likelihood of needing to hire a taller MEWP. This higher reach MEWP could also be made available, if required by other service areas, for example bridge inspections or high lighting gantries, etc.	D) DMBC Funded	£190,000	£190,000	£190,000	£0	£0	£0
Archives/Museum	Various options are currently being appraised for a suitable site or refurbishment of assets in Doncaster that could be used to locate the archives and where possible mitigate the use of unnecessary offsite provision. A report is to be completed in the summer at which point the full requirements and cost will be known.	C)DMBC Part Funded	£1,500,000	£1,500,000	£1,500,000	£0	£0	£0

Urban Centre - Director Dan Swaine

Multiple Zones - Get Building Done Fund (Source of Funding)	Continued delivery of the Doncaster Quality Streets programme to deliver new public realm, supporting and enable investment in urban centre employment and residential development and including new active travel links and high speed digital infrastructure.	B) Fully Funded (Pending Approval)	£5,500,000	£0	£0	£0	£0	£0

Health & Leisure - Director Rupert Suckling

Future Parks – Implementation of 15 Bespoke Park Plans	The project will deliver a range of capital improvements in the following 15 parks by 2025; Denaby Crags, Campsall Country Park, Edlington Wood (Pit Wood), Hexthorpe Park, Town Field, Westfield Park, Linden Walk, Grove Garden, Cantley Park, Castle Hills Park, Denaby Memorial Park, West End Lane, East Lane, Highfields Country Park, Moorends Miners’ Welfare.	A) Fully Funded	£3,199,000	£0	£0	£0	£0	£0
Future Placements Strategy - Short Breaks Overnight Provision	Deliver a more modern and improved Short Breaks overnight offer as part of the Future Placements Strategy. The current Oaklands site is to be renovated.	D) DMBC Funded	£437,000	£437,000	£437,000	£0	£0	£0

Themes and Related Projects	Short Description	Stage of Approval	Sum of Total Project cost	Sum of Capital required	2021/22	2022/23	2023/24	2024/25
Fixed Play Facilities Modernisation	Replacement of play equipment in parks.	D) DMBC Funded	£110,000	£110,000	£110,000	£0	£0	£0
Leisure Facility Ongoing Capital Investment & Maintenance	Investment in Leisure facilities - initial investment/further work on the longer-term to be completed. Works in 2021/22 are to take place at Adwick, Dearne, Thorne, Crookhill Park golf course, Hatfield Outdoor activity centre and The Dome. Works are to improve building fabric and lighting, mechanical and electrical elements.	D) DMBC Funded	£1,345,000	£1,345,000	£1,345,000	£0	£0	£0
Replacement football posts in parks and open spaces	A condition survey carried out earlier this year has identified a number of football posts are nearing the end of their life span.	C)DMBC Part Funded	£54,164	£12,569	£12,569	£0	£0	£0

Education - Director Riana Nelson

School Capital Condition Programme	The project delivers the planned maintenance programme across all the schools as detailed with the attached appendix (excluding academies & LCVAP), current focus on mechanical (new heating & water tanks), electrical (mains upgrades) and fabric works (windows, external cladding & drainage).	A) Fully Funded	£1,000,000	£0	£0	£0	£0	£0
Refurbishment of Beechfield Family Time Centre	To approve the refurbishment of Beechfield Family Time Centre at an estimated cost of £223k. It is proposed that £28k of the works will be funded from the Trusts 2018/19 year end under spend held in Trust reserves. The remaining cost of £195k will need to be met from Council resources.	C)DMBC Part Funded	£223,000	£194,858	£194,858	£0	£0	£0

Green/Blue Infrastructure (Climate and Carbon Reduction) - Director Dan Swaine

Net Zero Carbon – Building Energy Efficiency and Solar	Following the Council's declaration of a Climate & Biodiversity Emergency in 2019, and the subsequent actions undertaken through the establishment of a Doncaster Climate & Biodiversity Commission, production of a new Environment & Sustainability Strategy and Net Zero Carbon Masterplan; the Council proposes to commence a programme of activities to decarbonise its buildings, operations and energy supply.	D) DMBC Funded	£2,600,000	£2,600,000	£2,600,000	£0	£0	£0
Naturalisation - Planting of wildflowers	The investment will enable the service to properly maintain naturalised areas and develop further areas in the knowledge that we have the plant and materials to do this correctly. Includes the purchase of: 2 x Profihopper PH 1500 SmartLine self-propelled mower collectors, 1 x GHS Drive 2100 Smart cut, perennial wildflower seed and yellow rattle to suppress grass and encourage wildflowers to thrive	D) DMBC Funded	£300,000	£300,000	£300,000	£0	£0	£0
Doncaster Gateway Tree Planting	The proposal is to plant 100 large-canopied trees (i.e. oak, beech, elm, lime, etc) per year for five years on Doncaster Council land (primarily Highways and Street Scene managed) along these main arterial highways to improve the environment and help increase tree canopy coverage in the borough. The aim will prioritise the planting of avenues of trees where possible to create strong environmental features. Logistically, trees would be targeted in one locality each planting year to improve efficiency of planting and watering.	D) DMBC Funded	£180,000	£180,000	£36,000	£36,000	£36,000	£36,000

Transport - Director Dan Swaine

The Highways Maintenance Block Funding (LTP) Highways and Bridges Maintenance Capital Programme 2021/22	The highway and bridges network is recognised to be the authority's highest valued asset, continued and sustainable maintenance investment in this network is key to underpinning the ongoing delivery of Council wide services and in supporting economic growth and regeneration initiatives.	A) Fully Funded	£4,900,000	£0	£0	£0	£0	£0
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Themes and Related Projects	Short Description	Stage of Approval	Sum of Total Project cost	Sum of Capital required	2021/22	2022/23	2023/24	2024/25
Integrated Transport Block	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.	A) Fully Funded	£1,325,000	£0				
Home To School - Transport	The scheme is for the replacement by direct purchase of 28 buses with a mixture of standard and adapted buses to include access for our most vulnerable children. Figures are currently based on purchasing conventional rather than electric vehicles and discussions about electric vehicles are progressing. We will continue to seek external funding opportunities.	D) DMBC Funded	£757,004	£757,004	£757,004	£0	£0	£0
Frenchgate Tunnel	This bid is to replace the existing tunnel lighting within Trafford Way Tunnel. The tunnel is now 14 years old after opening in 2006. The infrastructure installed had a life expectancy of 18 years meaning that the equipment is coming to the end of its life. Additionally to the end of life of the equipment fitted within the bores of the tunnel, the control system which runs on Windows XP is now un-supported. Which means in the event of a failure the lighting would not be able to be controlled in line with ambient lighting levels as required and would instead be running at a manually pre-set level. This would mean the scheme is not compliant with current standards and put the authority at risk of litigation in the unfortunate event of an accident in the tunnel.	D) DMBC Funded	£1,600,000	£1,264,810	£464,810	£800,000	£0	£0

Digital - Director Debbie Hogg

Corporate Systems	This scheme relates to the procurement and implementation of new and/or replacement key Council business systems and will enable continued progress towards becoming a modern digital authority and ensure service delivery is not affected by expiring technology contracts. This includes £204k for Customer Relationship Management System, £90k for Hardware and Software Asset Management, £120k for a tree management system, £30k for Play Inspection and Asset Management system and £10k Careers Information, Advice and Guidance website.	D) DMBC Funded	£454,000	£454,000	£454,000	£0	£0	£0
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