



Doncaster Council

Date: 16th February, 2022

To the Chair and Members of the
CABINET

CAPITAL STRATEGY AND CAPITAL BUDGET 2022/23 – 2025/26

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) has provided strategic oversight of the council's capital investments to be more responsive to its economic, social and environmental commitments and ambitions.
3. The Capital Strategy is set out in paragraphs 36 to 71; this has been used to produce the Capital Budget Proposals set out in paragraphs 11 to 35.

Capital Programme Budget Proposal

4. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £386.9m of capital investment over 2022/23 to 2025/26 that will continue to stimulate growth and prosperity, with £141.6m of spend estimated for 2022/23. 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 £196.8m 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 £36.1m, with £29.9m in 2022/23. 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 with the acquisition of electric vehicles being prioritised where possible, and £6m additional investment for improving the condition of our roads and road safety.
6. The existing capital programme and new projects for the four years 2022/23 to 2025/26 are detailed in Appendices 1a to 1f and the paragraphs below. There is

also further information on some of the schemes that will have wide-ranging benefits for Doncaster.

7. In the following sections, unless stated otherwise, the value for 2022/23 is shown first and then the total for the four-year programme is in brackets (2022/23 to 2025/26).

EXEMPT REPORT

8. This report is not exempt.

RECOMMENDATIONS

Cabinet will be asked to recommend that Council approve: -

- a. The Capital Strategy at paragraphs 36 to 71;
- b. Capital programme budget for 2022/23 to 2025/26 at paragraphs 11 to 35;
- c. Directors in consultation with the portfolio holder take responsibility for agreeing changes to the use of block budgets in the capital programme. The block budgets are identified in appendix 1 and include the retained buildings programme, school condition programme, and integrated transport block.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. 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

10. 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

11. The current Capital Programme includes £386.9m of capital investment over 2022/23 to 2025/26, with £141.6m in 2022/23. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adults, Health and Well-Being	6.835	4.982	4.982	4.982	21.781
Public Health	5.105	1.107	0.910	0.000	7.122
Corporate Resources	24.932	13.350	12.700	12.500	63.482
Learning Opportunities, Skills & Culture	9.240	8.450	6.095	0.00	23.785
Economy and Environment	95.501	58.047	61.804	55.384	270.736
Total	141.613	85.936	86.491	72.866	386.906

12. The schemes put forward to be considered for approval total £36.1m with a £21.8m 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, there will be a £6m revenue contribution to fund road safety and condition improvements with all the other bids to be funded by borrowing -

Directorate	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Adults, Health and Well-Being	0.000	0.000	0.000	0.000	0.000
Public Health	0.000	0.000	0.000	0.000	0.000
Corporate Resources	8.412	0.500	0.200	0.000	9.112
Learning Opportunities, Skills & Culture	0.000	0.000	0.000	0.000	0.000
Economy and Environment	11.641	0.713	0.212	0.212	12.778
Total	20.053	1.213	0.412	0.212	21.890

13. It is estimated that borrowing for the £15.9m (£21.9m in the table above less the £6m revenue contribution) would incur borrowing costs of £1.7m per annum, which can be met from existing limited budget, which is balanced against the pressures on the revenue budget position.

Economy and Environment

14. 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 £95.5m in 2022/23 (£270.7m), a further analysis is provided in Appendix 1f of the Appendix pack.
15. Bids totalling £10.6m (£11.7m) were received during budget setting for this Directorate that would need to be funded with council resources.
16. In addition to the schemes included within this report, work will continue to be undertaken to determine the future capital needs in relation to the Mexborough transport study, future revisions to the highway layout and review of the masterplan. Once completed, an options analysis will be carried out identifying the costs and potential funding/grant opportunities.

Development

- a. **Strategic Acquisitions Fund** - £4.8m 2022/23 (funded with Council resources). Fund has been increased by £1.7m and is available for identified strategic prioritisation and subject to general capital resource planning.
- b. **Transforming Cities Fund (TCF)** - £23.2m 2022/23 - 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.
- c. **Improvements to Cusworth Hall** - £1.6m (£2.1m) works required to maintain the 18th Century Grade 1 listed country house.

Housing & Sustainability

- a. **Council House Building Programme (Committed)** – £5.4m in 2022/23. Balance of the £7.5m funding for the three developments approved by Cabinet on 3rd December, 2019, as part of the Affordable Homes Programme to deliver

33 new homes across the Borough. In addition, the report included £1.7m in respect of a possible development at Thorne which is still in the planning stage.

- b. **Council House Building Programme (New Major Investment)** – Further funding totalling £88.5m 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 4 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 £22.7m in 2022/23, (£93.2m will be spent on maintaining and improving the existing Council housing stock to the Doncaster decency standard. The focus will be on energy efficiency improvements, heating conversions/upgrades, refurbishment of void properties, building safety and roof, facia and soffit replacements. The programmed works will include the following: -
 - **Fire Safety Improvements** – Funding totalling £1.6m in 2022/23 (£5.0m). Fire risk assessments have been carried out on all the properties that were required under the Regulatory Reform Fire Safety order. Work is ongoing to deliver the actions from the fire risk assessments.
 - **Electrical Works** – Electrical works totalling £0.9m in 2022/23 (£3.8m) will be invested into exchanging consumer units and introducing surge and arc protection equipment to our high rise blocks and surge protection only to the medium rise blocks, the remaining stock will get a compliant consumer unit installed.
 - **Energy Efficiency Works** - Funding totalling £5.0m in 2022/23 (£20.0m) 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 across the 4 year programme 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 by 2030 and there is sufficient funding in the capital programme to achieve this. Achieving this is a SLHD Key Performance Indicator, monitoring is completed and reported on an annual basis.
- d. **Residential Site Improvements** - Funding totalling £1.3m in 2022/23 (£5.3m). The majority of the funding is earmarked for major works approved by Cabinet on 22nd September 2021 in respect of a two-year investment strategy from 2022/23. Improvement works will be carried out across all three Gypsy and Traveller sites, starting with White Towers in 2022/23 and Little Lane and Lands’ End sites in subsequent years. In addition, an Executive Decision approved £0.34m funding in respect of the installation of fire barriers at the Park Homes sites.
- e. **Net Zero Carbon** – £2.3m 22/23 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. The schemes for individual buildings will be developed and approved individually as surveys are completed. Although the scheme will incur borrowing costs, they will be funded by the revenue savings produced due to having more energy efficient buildings.

Environment

a. **Highway Maintenance Programmes – £8.0m (£11.9m)**

- 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-surfacing and footway slurry surfacing 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 holder.

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 - £0.9m 2022/23 (£2.8m)** (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.
- c. **Road Improvement and Safety Fund - £6m 2022/23 additional allocation**, £5m for road improvements, prioritising estate road condition improvements, and £1m for road safety interventions.

Adults, Health and Well Being

17. The total investment managed by this Directorate is estimated to be (£21.8m) over the four year programme, with £6.8m in 2022/23. The largest areas are Housing Adaptations £6.0m (£20.9m). A further analysis is shown in Appendix 1b of the Appendix pack.

18. There were no additional bids received for this directorate.

- 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 council dwellings). There are also 1,300 private minor adaptations estimated to be completed each year. The estimated funding package is £20.9m.

Public Health

19. The total investment managed by this Directorate is estimated to be £5.13m in 2022/23 (£7.1m) over the four year programme. Works are related to investment in leisure facilities and parks. A further analysis is shown in Appendix 1c of the Appendix pack.

- a. **Doncaster Culture and Leisure Trust** – £4.1m. Works in 2022/23 are to improve building fabric and lighting, mechanical and electrical elements at various sites.

Corporate Resources

20. Corporate Resources are estimated to manage (£63.5m) of funds over the four year programme, with £24.9m in 2022/23. The major areas of spend managed is investment in ICT £2.7m (£3.3m) and trading services £4.3m (£4.8m). 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 1d of the Appendix pack.
21. Bids totalling £6.9m (£7.6m) were received for this Directorate that would need to be funded with council resources.
 - a. **ICT Schemes** - £2.7m (£3.3m) 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 and ensure all information is kept safe and secure.
 - b. **Investment and Modernisation Fund (IMF)** - £12.5m (£50.0m) IMF available, if required, to fund projects which deliver more efficient services and enable further revenue savings.
 - c. **Trading Services** - £4.3m (£4.8m) includes improvements to cemeteries, markets and the fleet replacement programme.
 - d. **Programme Contingency** - £5m a contingency amount will be added to the capital programme providing flexibility for any new schemes identified in year. This will include any capital requirements arising from the locality plans expected early next year (above current funding identified) and asset management requirements following the results of detailed surveys that are being carried out, to ensure our buildings/assets are fit for purpose.

It is also anticipated that funding will be required to support the replacement of analogue telephone lines as part of the digital switchover which will be vital for the continuation of some services.

Learning, Opportunities, Skills and Culture

22. The total investment via this Directorate is estimated to be (£23.8m) over the four year programme, with £9.2m in 2022/23. Analysis is shown in Appendix 1e of the Appendix pack.
23. 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 thirteen schools are estimated to have a range of improvements works completed in 2022/23, 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;
 - Six schools will have a range of heating, boiler and pipework improvements at an estimated cost of £0.3m;
 - Six 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 report to Cabinet and Overview and Scrutiny Management Committee.

- b. **Doncaster Children's Services Trust** – Doncaster Children's Service Trust has funding of £0.7m which will support the future placements strategy, including the delivery of revenue savings.

Pipeline

24. As part of the budget setting process the Council has also identified potential capital schemes at only a conceptual stage or in need of further development in order to create a capital pipeline.
25. 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.
26. 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.
27. 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 South Yorkshire Mayoral Combined Authority (SYMCA) 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)

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, it is estimated £13.8m will be received from sales of land and buildings via the general fund disposal programme. It is currently projected that there will be a shortfall in general fund capital receipts of £5.7m in 2021/22 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2021/22 are not achieved). It is currently estimated there will be a surplus of receipts in 2022/23 which will be available to fund the new capital schemes.
30. Funding of the current programme requires 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. The value in the current capital programme to be financed with capital receipts totals £5.8m.
32. The tables below show the existing capital receipts and commitments for 2022/23 to 2025/26: -

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Current Capital Programme Requirement	5.353	0.400	0.000	0.000
Estimated Capital Receipts:				
Carried forward	(5.744)	(1.843)	2.290	2.290
In-year capital receipts	9.254	4.533	0.000	0.000
Total Est. Capital Receipts	3.510	2.690	2.290	2.290
Cumulative Balance (to c/f)	(1.843)	2.290	2.290	2.290

33. 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

34. 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.

35. 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

36. 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.

37. 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.

38. 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.

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

The Council's Corporate Objectives and Priorities

40. The Corporate Plan details and co-ordinates the council's key objectives and has six wellbeing goals which are:

- Greener & Cleaner Doncaster
- Prosperous & Connected Doncaster
- Safe & Resilient Doncaster
- Healthy & Compassionate Doncaster
- Skilled & Creative Doncaster
- Fair & Inclusive Doncaster

41. 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.

The 2022 to 2026 strategy is currently being developed.

- c. **Housing Strategy** – Approved by Cabinet on 12th January, 2021. The aims of the 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. The MRP policy outlines how the Council accounts for the repayment of borrowing.

- e. **Environment and Sustainability Strategy** - This strategy set outs how Doncaster 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 numerous stakeholders such as businesses and organisations (including the Climate and Biodiversity Commission) as well as from residents and elected members (via Doncaster Talks public engagement exercises and member seminars).

Maintenance and review of current assets

42. 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.

43. 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 as 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** – The authority has a rolling 10 year replacement programme for its standard fleet, although this is dependent on economic viability and whole life vehicle costs, for which mileage, utilisation and requirements are considered.
- f. **Retained Buildings Improvement** - Investment to address condition related projects to ensure buildings remain fit for purpose, in operation and safe.

Works will also be carried out to ensure that retained buildings meet Minimum Energy Efficiency Standards (MEES).
- g. **Housing** - improvements and maintenance of the existing Council housing stock to Doncaster decency standard, maintain appropriate building and fire safety standards and achieve Energy Performance Certification “C” standard by 2030.

A draft ten year investment programme has been developed, this medium term plan is required to ensure that there are sufficient resources available to fund the required programme. This medium term programme continues to deliver the ongoing improvements but shows a significant increase in investment in kitchens and bathrooms (£68m over the period 2025/26 to 2034/35) and additional energy efficiency works (£16.8m).

New Asset Management and Environmental Strategies have been approved during 2021, in addition a high level report has been commissioned to look at the implications of achieving net zero carbon for the Council’s Housing stock. Detailed survey work has now commenced to fully understand the long term investment needs for the stock and understand how many of the properties are unsustainable in the long term. Initial estimates of the funding gap to achieve net zero carbon for the Council’s housing stock by 2050 is £314m.

The current decent homes standard was introduced by the Government in 2000 and Doncaster approved the Doncaster decency standard in 2005. The Government standard is under review and a new standard is expected to be published during 2022, the main changes that are anticipated are the inclusion of new standards for building safety (including fire safety).

Self-financing for the Housing Revenue Account (HRA) was implemented by the Government in 2012, the settlement did not include any funding for building safety works, decent homes 2.0 or achieving net zero carbon and therefore the anticipated value of investment required is greater than the funding currently provided for within the HRA.

Non-Financial Investments

44. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
45. 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.
46. 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.
47. The council currently does not have plan to acquire or build any properties primarily for investment purposes.
48. The investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

Funding Sources

49. 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 Chief Financial 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.

50. 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 repayment charges 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 optimise the revenue budget position.

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, if required, for regeneration or efficiency projects where capital investment is required up front. The schemes must be proven to be affordable within the revenue budget (cover the revenue borrowing costs).

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

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

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

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

Approval and Prioritisation of the Capital Programme

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

52. The Capital and Major Projects (CAMP) Board aims to provide 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 locality requirements and The Great 8 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.
53. 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.
 54. 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.
 55. 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 SYMCA by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.
 56. 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.
 57. 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.
 58. 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.
 59. 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.
 60. The CAMP Board rank bids by priorities met, health and safety issues resolved, if they are business critical and a necessity for service continuation, financial implications. Each bid is also categorised into themes to aid better comparison and prioritisation.
 61. 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.
 62. 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

63. Capital projects are formally monitored as part of the quarterly Finance and Performance Improvement report by The Executive Leadership Team 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 earmarked reserves are project specific and cannot be moved by Directors.

64. 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 Leadership Team, Executive Leadership Team, Executive Board and Cabinet.
65. 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.
66. The Collaborative Planning (CP) system is used to monitor the existing capital programme. 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.
67. 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.

Risk Management

68. There are risks that can arise that will impact upon the capital programme. Risks associated with borrowing, such as interest rate risk, are covered in the Treasury Management Strategy.
69. Other risks such as the increasing costs of materials and labour, capacity issues, scheme slippage are reviewed as part of the monitoring process with individual scheme exceptions and overall escalated risks being highlighted in the quarterly monitoring report to CAMP board and Finance and the Performance Improvement report so any necessary action can be taken.

Skills and Knowledge

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

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

72. Option 1 – Do not support the Capital Strategy and proposal for the 2022/23 to 2025/26 Capital budget.
73. Option 2 – Support the Capital Strategy and proposal for the 2022/23 to 2025/26 Capital budget.

REASONS FOR RECOMMENDED OPTION

74. 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

75. These are detailed in the table below: -

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

	Outcomes	Implications
	<ul style="list-style-type: none"> • 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

76. 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: 14.01.22]

77. 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.

78. 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: 21.01.22]

79. 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.

80. 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 2022/23 to 2025/26.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: SH Date:14/01/2022]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 19/01/22]

82. 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: 14/01/2022]

83. 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:21/01/22]

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

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

CONSULTATION

86. The specific proposals have been considered and reviewed by CAMP Board throughout the process and have been presented to both the Executive Leadership Team and Executive Board.

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

BACKGROUND PAPERS

- Cabinet Report – Finance and Performance Improvement Report: 2021-22 Quarter 1

[i_cab_011221 - Q2 Finance Performance Report Pack for Cabinet.pdf \(modern.gov.co.uk\)](https://modern.gov.co.uk/i_cab_011221_-_Q2_Finance_Performance_Report_Pack_for_Cabinet.pdf)

- Cabinet Report – Finance and Performance Improvement Report: 2021-22 Quarter 2

[i_cab_011221 - Q2 Finance Performance Report Pack for Cabinet.pdf \(modern.gov.co.uk\)](https://modern.gov.co.uk/i_cab_011221_-_Q2_Finance_Performance_Report_Pack_for_Cabinet.pdf)

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Appendices Contents

Title	
Appendix 1a to 1f	Capital Schemes by Directorate
Appendix 2a	New Schemes Seeking Approval Financial Profile
Appendix 2b	New Schemes Seeking Approval Narrative

CAPITAL PROGRAMME 2022/23 TO 2025/26 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	6,785	4,982	4,982	4,982	21,731
COMMUNITIES	50	0	0	0	50
ADULTS, HEALTH & WELL-BEING TOTAL	6,835	4,982	4,982	4,982	21,781
PUBLIC HEALTH					
LEISURE SERVICES	982	1,107	910	0	2,999
LEISURE FACILITIES INVESTMENT	0	0	0	0	0
FUTURE PARKS 15 BESPOKE PARK	982	1,107	910	0	2,999
PUBLIC HEALTH CAPITAL PROGRAMME	982	1,107	910	0	2,999
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	2,753	350	200	0	3,303
FINANCE	17,837	12,500	12,500	12,500	55,337
TRADING SERVICES	4,342	500	0	0	4,842
CORPORATE RESOURCES TOTAL	24,932	13,350	12,700	12,500	63,482
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	6,942	8,250	5,895	0	21,087
PARTNERSHIPS & OPERATIONAL DELIVERY	1,365	0	0	0	1,365
CHILDREN'S TRUST	733	0	0	0	733
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE TOTAL	9,240	8,450	6,095	0	23,785
ECONOMY & ENVIRONMENT					
ECONOMY & DEVELOPMENT	37,492	740	204	128	38,564
ENVIRONMENT	17,844	2,541	2,492	1,537	24,414
PUBLIC & PRIVATE SECTOR HOUSING	36,182	54,766	59,108	53,719	203,775
SUSTAINABILITY STRATEGY	3,983	0	0	0	3,983
ECONOMY & ENVIRONMENT TOTAL	95,501	58,047	61,804	55,384	270,736
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	137,490	85,936	86,491	72,866	382,783
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	5,783	400	0	0	6,183
EARMARKED RESERVES	5,532	240	204	128	6,104
GRANTS & CONTRIBUTIONS	46,408	13,787	11,112	4,107	75,414
BORROWING	45,854	35,356	42,768	31,712	155,690
REVENUE CONTRIBUTION - GENERAL FUND	6,395	395	395	0	7,185
REVENUE CONTRIBUTION - HRA	9,271	8,724	9,084	8,484	35,563
USABLE CAPITAL RECEIPTS (HOUSING)	2,500	6,221	3,110	1,227	13,058
MAJOR REPAIRS RESERVE (HOUSING)	19,870	20,813	19,818	27,208	87,709
TOTAL CAPITAL FUNDING	141,613	85,936	86,491	72,866	386,906

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2022/23 TO 2025/26

CAPITAL INVESTMENT	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS SOCIAL CARE	6,785	4,982	4,982	4,982	21,731
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	3,808	2,782	2,782	2,782	12,154
HOME ALARMS DIGITAL SWITCHOVER	777	0	0	0	777
COMMUNITIES	50	0	0	0	50
IMPROVEMENTS KILHAM LANE	50	0	0	0	50
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	6,835	4,982	4,982	4,982	21,781

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	3,858	2,782	2,782	2,782	12,204
BORROWING	777	0	0	0	777
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	6,835	4,982	4,982	4,982	21,781

PUBLIC HEALTH CAPITAL PROGRAMME 2022/23 TO 2025/26

<u>CAPITAL INVESTMENT</u>	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
<u>LEISURE SERVICES</u>	5,105	1,107	910	0	7,122
LEISURE FACILITIES INVESTMENT					
-THORNE LEISURE CENTRE	1,856	0	0	0	1,856
-ROSSINGTON LEISURE CENTRE	593	0	0	0	593
-EDLINGTON LEISURE CENTRE	1,400	0	0	0	1,400
-BENTLEY RUGBY/CLUB HOUSE	100	0	0	0	100
-CONTINGENCY	174	0	0	0	174
FUTURE PARKS 15 BESPOKE PARK	982	1,107	910	0	2,999
PUBLIC HEALTH CAPITAL PROGRAMME	5,105	1,107	910	0	7,122

<u>PUBLIC HEALTH CAPITAL SOURCES OF FUNDING</u>	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	982	1,107	910	0	2,999
BORROWING	1,099	0	0	0	1,099
EARMARKED RESERVES	3,024	0	0	0	3,024
MAJOR REPAIRS RESERVE (HOUSING)					0
TOTAL PUBLIC HEALTH CAPITAL PROGRAMME FUNDING	5,105	1,107	910	0	7,122

CORPORATE RESOURCES CAPITAL PROGRAMME 2022/23 TO 2025/26

CAPITAL INVESTMENT	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	2,753	350	200	0	3,303
ESSENTIAL TECHNOLOGY INFRASTRUCTURE	887	0	0	0	887
COUNCIL WIDE SYSTEMS	641	0	0	0	641
CUSTOMER RELATIONSHIP MANAGEMENT	350	0	0	0	350
SECURE AND RESILIENT TECHNOLOGY	875	350	200	0	1,425
FINANCE	17,837	12,500	12,500	12,500	55,337
ERP (FINANCIAL SYSTEMS)	29	0	0	0	29
INVESTMENT&MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
BORROWING BLOCK BUDGET	308	0	0	0	308
PROGRAMME CONTINGENCY	5,000	0	0	0	5,000
TRADING SERVICES	4,342	500	0	0	4,842
REDHOUSE CEMETERY EXTENSION	113	0	0	0	113
ROSEHILL CEMETERY EXTENSION	70	150	0	0	220
MARKETS SCHEDULED MAINTENANCE	350	350	0	0	700
REMOVE OUTER STALLS	30	0	0	0	30
SUNNY BAR TO STORAGE	15	0	0	0	15
CLEANING EQUIPMENT PROGRAMME	40	0	0	0	40
2 YEAR FLEET/PLANT REPLACEMENT	2,391	0	0	0	2,391
HOME TO SCHOOL	757	0	0	0	757
STREET SCENE EQUIPMENT	576	0	0	0	576
CORPORATE RESOURCES CAPITAL PROGRAMME	24,932	13,350	12,700	12,500	63,482

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	419	350			769
BORROWING	24,513	13,000	12,700	12,500	62,713
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	24,932	13,350	12,700	12,500	63,482

LEARNING, OPPORTUNITIES, SKILLS AND CULTURE'S CAPITAL PROGRAMME 2022/23 TO 2025/26

CAPITAL INVESTMENT	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CENTRALLY MANAGED	200	200	200	0	600
LOSC SERVICE IMPROVEMENTS & LIABILITY	200	200	200	0	600
PARTNERSHIPS & OPERATIONAL DELIVERY	1,365	0	0	0	1,365
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT (BLOCK BUDGET)	1,365	0	0	0	1,365
COMMISSIONING & BUSINESS DEVELOPMENT	6,942	8,250	5,895	0	21,087
AHDC SHORT BREAKS PROGRAMME	150	100	100	0	350
FUTURE PLACEMENTS STRATEGY	590	0	0	0	590
SHORT BREAK OVERNIGHT PROVISION	427	0	0	0	427
SAFEGUARD&SECURE MINOR PROJECT	80	80	80	0	240
SCHOOL PLACES-BLOCK ALLOCATION	200	2,526	3,245	0	5,971
SURPLUS PLACES ARMTHORPE	20	3,000	1,470	0	4,490
SCHOOL PLACES HATCHELL GRANGE	1,421	474	0	0	1,895
DUNSVILLE PRIMARY SCHOOL EXPANSION	127	127	0	0	254
THORNE KING EDWARD (S106)	73	0	0	0	73
WARMSWORTH PRIMARY SCHOOL (S106)	61	0	0	0	61
DON VALLEY ACADEMY EXTENSION	1,035	0	0	0	1,035
OUTWOOD ACADEMY ADWICK EXPANSION	91	0	0	0	91
HAYFIELD SCH CLASSROOM EXPANSION	743	743	0	0	1,486
1920 WADWORTH ROOF	46	0	0	0	46
SCHOOLS CONDITION PROGRAMME (BLOCK BUDGET)	1,040	1,000	800	0	2,840
DEVOLVED FORMULA CAPITAL	300	200	200	0	700
CHEQUER ROAD ARCHIVES PROJECT	429	0	0	0	429
BENTLEY COMMUNITY LIBRARY IMPS (SCHEME ON HOLD)	61	0	0	0	61
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS	48	0	0	0	48
CHILDREN'S TRUST	733	0	0	0	733
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	733	0	0	0	733
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE CAPITAL PROGRAMME	9,240	8,450	6,095	0	23,785

LEARNING, OPPORTUNITIES, SKILLS AND CULTURE CAPITAL SOURCES OF FUNDING	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	6,953	8,450	6,095	0	21,498
REVENUE CONTRIBUTION - GENERAL FUND	0	0	0	0	0
CAPITAL RECEIPTS - GF	791	0	0	0	791
EARMARKED RESERVES	590	0	0	0	590
BORROWING	609	0	0	0	609
USABLE CAPITAL RECEIPTS (HOUSING)	297	0	0	0	297
TOTAL LEARNING, OPPORTUNITIES, SKILLS AND CULTURE PROGRAMME FUNDING	9,240	8,450	6,095	0	23,785

ECONOMY & ENVIRONMENT CAPITAL PROGRAMME 2022/23 TO 2025/26

CAPITAL INVESTMENT	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ECONOMY & DEVELOPMENT	37,492	740	204	128	38,564
LAKESIDE 1 GENERAL	208	0	0	0	208
CCQ CINEMA INFRASTRUCTURE	1,674	0	0	0	1,674
BALBY LOCAL CYCLING AND WALKING INFRASTRUCTRE PLAN	2,010	0	0	0	2,010
MEXBOROUGH GATEWAY	2,500	0	0	0	2,500
THORNE STATION ACCESS NORTTH-SOUTH	1,967	0	0	0	1,967
CONISBROUGH STATION ACCESS	1,030	0	0	0	1,030
BENTLEY WALK & CYCLING	635	0	0	0	635
KIRK SANDALL STATION	716	0	0	0	716
STATION TO COLLEGE	369	0	0	0	369
NORTH BRIDGE CONNECTOR	1,115	0	0	0	1,115
LEGER WAY (UNITY)	777	0	0	0	777
THORNE ROAD (UNITY)	3,114	0	0	0	3,114
M18 J3	4,800	0	0	0	4,800
TOWN CENTRE ACTIVE TRAVEL	4,000	0	0	0	4,000
SOUTH PARADE	824	0	0	0	824
SCRIF-A630 WEST MOOR LINK	2,274	0	0	0	2,274
STRATEGIC ACQUSITION FUND	4,835	0	0	0	4,835
CIVIC OFFICE MAJOR ITEMS WORK	1,538	240	204	128	2,110
COLONNADES UNDERGROUND CAR PARK	70	0	0	0	70
PAVILION REFURBISHMENT	215	0	0	0	215
MARY WOOLLET CAR PARK RESURFACING	84	0	0	0	84
PREMISES ACQUISITION	200	0	0	0	200
COLONNADES FLOOR & GUTTERING	250	0	0	0	250
NORTH BRIDGE BLOCK A HEATING	132	0	0	0	132
NORTH BRIDGE PARKING RESURFACE	49	0	0	0	49
CUSWORTH HALL IMPROVEMENTS	1,600	500	0	0	2,100
RETAINED PUBLIC. BUILDINGS INVESTMENT PROGRAMME (BLOCK BUDGET)	506	0	0	0	506
ENVIRONMENT	17,844	2,541	2,492	1,537	24,414
INTEGRATED TRANSPORT BLOCK (BLOCK BUDGET)	1,325	1,325	1,325	1,325	5,300
MAINTENANCE BLOCK (BLOCK BUDGET)	246	0	0	0	246
BRIDGES LTP ALLOCATION (BLOCK BUDGET)	6,305	0	0	0	6,305
LARGE PATCHING DFT 20-21	83	0	0	0	83
ROAD IMPROVEMENT AND SAFETY FUND	6,000	0	0	0	6,000
REPLACE AIR QUAL MON STATIONS	50	50	0	0	100
MOBILE ELEVATED WORK PLATFORM	190	0	0	0	190
GATEWAY TREE PLANTING	36	36	36	0	108
STREET LIGHTING IMP PROGRAMME	918	918	918	0	2,754
FIXED PLAY FACILITIES MODERNISATION	213	212	213	212	850
FRENCHGATE TUNNEL	1,600	0	0	0	1,600
SANDALL PARK LAKE SURROUND IMPROVEMENTS	560	0	0	0	560
ASKERN LAKE SURROUND IMPROVEMENTS	318	0	0	0	318
PUBLIC & PRIVATE SECTOR HOUSING	36,182	54,766	59,108	53,719	203,775
VOIDS CAPITAL WORKS	2,928	2,932	2,953	2,900	11,713
MECHANICAL & ELECTRICAL	3,110	3,204	3,249	3,220	12,783
HEATING CONVERSIONS/UPGRADES	2,303	2,328	2,366	2,351	9,348
ELECTRICAL PLANNED WORKS	743	744	749	736	2,972
MECHANICAL PLANNED WORKS	64	132	134	133	463
INTERNAL WORKS	1,839	1,860	1,892	9,049	14,640
EXTERNAL WORKS	14,694	14,286	11,922	11,833	52,735
EXTERNAL PLANNED MAINTENANCE	7,084	6,977	5,241	5,201	24,503
THERMAL EFFICIENCY - ECO WORKS	5,080	5,037	5,110	5,073	20,300
STRUCTURAL	329	333	338	335	1,335
FIRE SAFETY WORKS	1,604	1,606	895	888	4,993
SHOPS/FLATS	219	222	225	224	890
COMMUNAL HALLS	378	111	113	112	714
ENVIRONMENTAL WORKS	2,139	1,993	2,012	1,982	8,126
ENVIRONMENTAL / FENCING PROGRAMME	580	501	510	506	2,097
ASBESTOS SURVEYS & REMOVAL	745	746	751	738	2,980
GARAGE SITE IMPROVEMENTS	426	426	429	422	1,703
ESTATE PATHS	388	320	322	316	1,346
IT SYSTEMS/INVESTMENT	500	0	0	0	500
ACQUISITIONS/BUY BACKS/DEMOLITIONS	443	100	100	100	743
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	5,917	640	530	0	7,087
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	2,770	25,870	36,090	23,750	88,480
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	1,842	3,881	360	885	6,968
EMPTY HOMES / FLOOD LOANS AND GRANTS	360	360	360	0	1,080
RESIDENTIAL SITE INVESTMENT	1,340	3,521	0	400	5,261
DEMOLITIONS	142	0	0	0	142
HOUSING INVESTMENT	0	0	0	485	485

CAPITAL INVESTMENT	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
SUSTAINABILITY UNIT	3,983	0	0	0	3,983
NET ZERO CARBON	2,300	0	0	0	2,300
LAD SCHEME PHASE 2	1,683	0	0	0	1,683
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	95,501	58,047	61,804	55,384	270,736

ECONOMY & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2022/23	2023/24	2024/25	2025/26	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	4,573	50	0	0	4,623
EARMARKED RESERVES	1,918	240	204	128	2,490
GRANTS & CONTRIBUTIONS	34,615	1,448	1,325	1,325	38,713
BORROWING	18,856	22,356	30,068	19,212	90,492
REVENUE CONTRIBUTION - GENERAL FUND	6,395	395	395		7,185
REVENUE CONTRIBUTION - HRA	9,271	8,724	9,084	8,484	35,563
USABLE CAPITAL RECEIPTS (HOUSING)	1,903	5,921	2,810	927	11,561
MAJOR REPAIRS RESERVE (HOUSING)	17,970	18,913	17,918	25,308	80,109
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME FUNDING	95,501	58,047	61,804	55,384	270,736

Appendix 2a - Spend profile of schemes being put forward for approval

Directorate	Project Name	Funding required	External funding available	Scheme Total	Spend Profile			
					2022/23	2023/24	2024/25	2025/26
Corporate Resources	Annual Fleet Replacement 2022/23 (1 FY)	£1,491,405	£0	£1,491,405	£1,491,405	£0	£0	£0
	Council-Wide Service Delivery Systems – 22/23							
	-Capita E start	£7,000	£0	£7,000	£7,000	£0	£0	£0
	-Server Performance Application Monitoring	£60,000	£0	£60,000	£60,000	£0	£0	£0
	-PNG upgrade and resilience	£10,000	£0	£10,000	£10,000	£0	£0	£0
	-Land & Property data	£70,000	£0	£70,000	£70,000	£0	£0	£0
	-Regulation & Enforcement IMS	£100,000	£0	£100,000	£100,000	£0	£0	£0
	-Urban Traffic control system	£160,000	£0	£160,000	£160,000	£0	£0	£0
	-Client Caseload Information system CCIS	£30,000	£0	£30,000	£30,000	£0	£0	£0
	-Attendance monitoring	£27,000	£0	£27,000	£27,000	£0	£0	£0
	-Artificial Intelligence	£120,000	£0	£120,000	£120,000	£0	£0	£0
	-DIPS Upgrade	£140,000	£0	£140,000	£140,000	£0	£0	£0
	-Existing Budget	-£83,300	£0	-£83,300	-£83,300	£0	£0	£0
	Customer Relationship Management System Replacement	£350,000	£0	£350,000	£350,000	£0	£0	£0
	Rose Hill cemetery extension	£220,000	£0	£220,000	£70,000	£150,000	£0	£0
	Secure and Resilient Technology							
	-Cyber Security technology	£750,000	£0	£750,000	£450,000	£100,000	£200,000	£0
	-Infrastructure Technology	£900,000	£0	£900,000	£650,000	£250,000	£0	£0
	-Telephony Transformation	£250,000	£0	£250,000	£250,000	£0	£0	£0
	-HRA Contributiom	-£490,000	£0	-£490,000	-£490,000	£0	£0	£0
Programme Contingency	£5,000,000	£0	£5,000,000	£5,000,000	£0	£0	£0	
Corporate Resources Total		£9,112,105	£0	£9,112,105	£8,412,105	£500,000	£200,000	£0
Economy & Environment	Cusworth Hall – Works arising from current condition survey (West Wing; Gatehouse; Drainage; Bowling House)	£2,100,000	£0	£2,100,000	£1,600,000	£500,000	£0	£0
	E&E Street Scene 2022 Equipment	£576,385	£0	£576,385	£576,385	£0	£0	£0
	Fixed Play Facilities Modernisation	£850,000	£0	£850,000	£212,500	£212,500	£212,500	£212,500
	Improvements to lake surrounds at Sandall Park and Askern Lake	£877,600	£0	£877,600	£877,600	£0	£0	£0

Directorate	Project Name	Funding required	Extenal funding available	Scheme Total	Spend Profile			
					2022/23	2023/24	2024/25	2025/26
	Integrated Transport Block	£0	£5,300,000	£5,300,000	£1,325,000	£1,325,000	£1,325,000	£1,325,000
	LTP Highways and Bridges Maintenance Capital Programme 2022/23	£0	£6,305,189	£6,305,189	£6,305,189	£0	£0	£0
	North Bridge Depot – Re-piping of Block A Heating	£132,000	£0	£132,000	£132,000	£0	£0	£0
	North Bridge Street Scene Parking Area Resurfacing	£49,182	£0	£49,182	£49,182	£0	£0	£0
	Road Improvement and Safety Fund	£6,000,000	£0	£6,000,000	£6,000,000	£0	£0	£0
	Retained Buildings Budget	£493,000	£0	£493,000	£493,000	£0	£0	£0
	Strategic Acquisition Fund	£1,700,000	£0	£1,700,000	£1,700,000	£0	£0	£0
Economy & Environment Total		£12,778,167	£11,605,189	£24,383,356	£19,270,856	£2,037,500	£1,537,500	£1,537,500
Learning Opportunities, Skills & Culture	High Needs Block for SEND and Inclusion	£0	£1,065,000	£1,065,000	£1,065,000	£0	£0	£0
	School Capital Condition Programme	£0	£1,000,000	£1,000,000	£1,000,000	£0	£0	£0
Learning Opportunities, Skills & Culture Total		£0	£2,065,000	£2,065,000	£2,065,000	£0	£0	£0
Grand Total		£21,890,272	£13,670,189	£35,560,461	£29,747,961	£2,537,500	£1,737,500	£1,537,500

Appendix 2b – Capital Schemes to be put forward for approval

Corporate Resources

Annual Fleet Replacement 2022/23

£1.5m requires internal funding

This funding is required to deliver the next interim phase of the fleet replacement. During the next year further work will be undertaken to finalise the fleet replacement programme until 2029 and identify the funding required for the remainder of the period. This also relies on the pricing index of vehicles and fleet acquisitions to be financially static enough to give confidence in longer-term estimates.

This next phase follows on from the Fleet Replacement Programme Tranche 1 and 2, which is now ending and brought back the fleet into a reasonable position in relation to fit for purpose, efficient, and financially acceptable whole life vehicle costs.

This will provide funding specifically to increase our electric vehicles in the fleet, including 3 small/medium electric vans planned for 2022/23. The other vehicles requiring replacement during this phase include a Gritter, road sweepers and 16 ride on mowers; unfortunately, an electric alternative currently isn't available, within the timescales or cost envelope. Discussions will continue to progress with the relevant service, prior to ordering, to ensure the vehicles are essential for service delivery in the future.

Council-Wide Service Delivery Systems – 22/23

£0.6m requires internal funding but there is a £15k contribution from the HRA for this scheme. The £15k forms part of the £500k total for the IT Systems/Investment scheme in Public & Private Sector Housing section.

This scheme relates to the procurement and implementation of new and/or replacement council-wide service delivery systems, supporting the key priority to maximise the use of innovation technology and digital ways of working to support the delivery of all priorities, service delivery and modern, accessible customer interactions.

Combining these requirements into a single capital bid to be managed by Customers, Digital & ICT in conjunction with the Technology Governance Board (TGB) will continue to support effective ICT governance and control across the organisation, ensuring the capital funding is used in a coordinated way to deliver systems to meet the strategic objectives of the Council.

The total is broken down into:-

- eStart (£7K)
- Server Performance and Application Monitoring (£60K)
- Land & Property Data (£70K)
- Regulation & Enforcement Information Management System (£100K)
- Urban Traffic Control (UTC) System (£160K)
- Client Caseload Information System – CCIS (£30K)
- Care Attendance Monitoring (£27K)

- Artificial Intelligence (£120K)
- Social Care System Upgrade (£140K)

Customer Relationship Management System Replacement

£0.4m requires internal funding

Doncaster Council's current Customer Relationship Management (CRM) system, Verint (LAGAN) contract commenced on 24th April 2012 and is due to end on 31st March 2022. A contract waiver is also underway to extend until March 2023. After this date, there are no further options to extend and all extensions will have been utilised, therefore a procurement exercise will be necessary to replace/renew the existing system before this deadline. High-level points:

- Existing solution is no longer fit for purpose, has limited functionality and is difficult to maintain, which impacts our ability to be dynamic in response to business change requirements and ultimately the service we deliver to our citizens.
- All the on premise infrastructure is approaching end of life
- Solution is becoming more difficult to maintain, consuming resource at an unacceptable rate and is becoming difficult to sustain.
- The current solution adds additional complexity around security, management and again this will become difficult to sustain moving forward
- New technology needs to be implemented to further enhance our digital services and continue maturity in-line with citizens/partners demands and expectations. (eg Artificial Intelligence & business insight, sentiment analysis and Robot process automation)

A comprehensive options appraisal is currently being completed that analyses the current situation, identifies the risks and opportunities, tests the market, benchmarks against others, proposes the best way forward and provides a business case including benefits realisation. Then an informed decision can be made to move forward.

An existing CRM budget in the capital programme is being reviewed to ensure it doesn't duplicate the new bid.

Rose Hill cemetery extension and drainage

£0.2m requires internal funding (this is £200k in relation to the extension and £20k in relation to drainage)

Rose Hill Cemetery is nearing the end of its existing capacity for burial space.

There is approximately 4 years of burial space left. This may be extended slightly (1 year maximum) by utilising small grass paths and other small areas not originally intended for burial. However, maintaining a dignified and well managed site with good access would mean utilising these spaces should be considered far from ideal.

An area in front of Rose Hill, along Cantley Lane at the junction with Ascot Avenue has been identified and provisionally allocated as an extension site. At current usage rates, it is estimated that this area would add 20 years to the life of the cemetery.

The fencing from Rose Hill could be extended to encompass the site and the existing entrance from Ascot Avenue utilised in addition to the cemetery one that runs under the archway.

A detailed camera survey was undertaken to assess the full extent of repairs needed for the drains at Rose Hill. This survey revealed a number of instances where tree roots had begun penetrating the drains and also where the drains themselves had started to buckle and collapse. Much of the drainage system was laid using an asbestos bitumen type pipe that was commonly used in this area at the time. This has less resistance to roots and ground movement than clay pipe hence the problems being encountered now, which will continue and increase unless resolved.

If left untreated, the eventual cost for removal and replacement of the drains would be more expensive than the solution currently available. As the drains have not completely failed it is possible in most of the areas surveyed to re-round the pipes and reline with impervious strengthening (also avoiding the need to remove and dispose of asbestos). This would resolve the issues and prevent future more expensive repairs

Secure and Resilient Technology

£1.9m requires internal funding but there is a £475k contribution from HRA for this scheme. The £475k forms part of the £500k total for the IT Systems/Investment scheme in Public & Private Sector Housing section.

Investment in essential technology is vitally important in the years ahead to ensure that service delivery and business transformation can be enabled securely and safely in a digital age, that the security of our systems is to the highest standard required nationally, and technology change continues at pace to keep up with worldwide innovation.

Technology continues to enable business change and digital transformation. The fast pace of this change means we must ensure the technology that supports it evolves as well.

Throughout the recent Covid-19 pandemic transformation of the new modern workplace was accelerated, and the use of the latest technologies to work more mobile and securely became paramount in the Council's response. As a result, the way we work has changed in the longer-term and the expectations of staff and citizens on how we deliver services has been transformed.

This capital bid ensures the continued investment to ensure our essential technology is secure, robust and fit for the future across the Council and Partners (including SLHD and DCST).

The scheme also links into the strategic theme of being a 'Connected Council' to develop the capabilities, resources, technology and knowledge needed to innovate in how we deliver services and work with communities and partners to improve wellbeing.

The key aspects of this bid cover infrastructure technology and telephony transformation. These include:

1. Protection and Backup technology - £750k
2. Hyperconverged Infrastructure Technology - £900k
3. Telephony Transformation - £250k

Economy & Environment

Cusworth Hall – Works arising from current condition survey (West Wing; Gatehouse; Drainage; Bowling House)

£2.1m requires internal funding.

All the works listed below will be delivered through the Council's Design Team. Wherever possible works will be completed by the Council's Public Buildings Maintenance Team, however the property is Grade I listed and therefore has specific requirements relating to repairs which may require suitably skilled heritage contractors to undertake work to the building fabric.

2022/23

Reinstate the ventilated window openings with steel bars, we believe these were part of the original design

Redesign guttering on café building

Altering roof level, where 1907 extension was added to remove internal down pipe

Repair or replace roof light in in late extension link corridor

Replacement of the rotten windows and doors in the Hall using suitable alternatives approved by Planning and Conservation.

2023/24

Structural repairs to the Gatehouse ceiling, joists and brickwork.

Street Scene 2022 Equipment

£0.6m requires internal funding (Please note there is a table containing the vehicles to be purchased if required). List of equipment to be further prioritised including reviewing any alternatives that would provide greater efficiencies through automation.

In recent years Street Scene has been required to make significant financial savings.

This had had a substantial effect on the amount of vehicles and plant that the service now operates with. The reduction in equipment has also had detrimental effect on the standards of maintenance across the Borough. In 2020 this situation was highlighted in a report by APSE detailing how the service is performing.

In 2021, additional revenue monies have been put into the service, out of a want to reverse these performance trends. This funding was predominantly earmarked for posts. There is presently a need for these human resources to have the necessary and appropriate mechanical resources to enable them to work effectively.

There is also a need to ensure that the service is operating with the most effective and efficient equipment available in order to meet the improvements required under the Environment Services Improvement Plan. This investment in equipment would

enable Street Scene to fulfil their commitments to Team Doncaster's 'Cleaner, Greener' agenda of which their operations epitomise.

The three areas within Street Scene where we have identified a need for enhanced vehicles and plan are; Street Cleanse, Grounds Maintenance and the Tree Team:

Street Cleansing

Throughout the past year, both nationally and locally, there has been an unprecedented increase in littering and fly-tipping. In order to respond to these demands there is a need to improve the efficiency and effectiveness of our cleanse operations.

In their review of the Service, APSE stated; 'The manual street cleaning element needs to achieve a deeper level of cleaning'. The proposed investment in equipment would facilitate this and empower operatives to perform to the best of their ability.

Grounds Maintenance

An investment in grounds maintenance equipment will increase the Service's 'green fleet' and enable proactive work across the borough to ensure operative time is used most effectively and prevent the necessity of more time-intensive jobs.

Fine turf mowers and a new robot marker are required to meet the demand for the number of pitches to be marked and sports venues maintained.

Tree Team

The Mayor has recently pledged to significantly increase tree planting across the borough. This will have a significant impact on the Tree team and will require investment in equipment to meet the needs of an increase in trees across the borough, while also ensuring operations are as effective as possible to free up operative time.

Fixed Play Facilities Modernisation

£0.8m requires internal funding

A Play Strategy will be developed focusing on improving the health and wellbeing of young people through play in parks, ensuring a strategic overview of the provision of play facilities, produced in consultation with a range of stakeholders. The Play Strategy will set out the investment needs across the borough taking into account deprivation, health inequalities and the needs of our young people. The allocation of resources will also need to take into account health and safety and the condition of the current play equipment in the prioritisation.

The £0.8m will provide a block allocation which will be drawn down based on the approved Play Strategy and business case. The business case will also consider other funding available to ensure the Council investment is maximised, including section 106 funding and external grant funding available.

Improvements to lake surrounds at Sandall Park and Askern Lake

£0.9m requires internal funding.

This scheme is to improve the surroundings at 2 main lakes within Doncaster Council's parks and open spaces at Sandall Park and Askern Lake.

This will prevent further erosion of the banking, improve pathways around the lakes and enhance the safety of the sites.

Sandall Park, Wheatley.

The lake sits within the centre of the park and is a main attraction at one of Doncaster's largest and most popular parks. The active Friends of Group have over many years raised money to improve the park and spend thousands of hours each year maintaining and enhancing the park. A previous funding bid to carry out work to the lake surround several year ago was unsuccessful and since then the edging has deteriorated further. The lake is used by a licensed fishing club and there are safe locations and stages spaced around the lake for this activity.

The banking around approximately 50% of the lake (South and East sides) is eroding and has little support to stabilise the concrete strip around the edge. There is little or no means to prevent public going right to the lake edge, potentially standing on an unstable edge where this may have been eroded beneath.

This section of the lake along the South and East side would have 4m long sheet piles driven into the lake to create a wall effect. The sheet piles would then be cut off to ground level and back filled with a suitable hard-core type material. Concrete coping edges will be installed along the newly created lake edge with the old concrete edges removed. The area between the new lake edge and the existing ground will be reinstated. This will then provide a stable and safe area to allow volunteers and staff to regularly clear debris accumulating in the corner of the lake.

There is a tarmac path around the edge of the lake which is repaired and patched as necessary to keep it safe and open for public use. However, this is a short-term fix. This footpath was not identified as requiring a full resurface as part of the park footpath resurfacing work paid for through a capital bid 3 years ago, but has since deteriorated. Footpaths around the whole of the lake edge would be resurfaced. Totalling 1,200m.

The North and West sides of the lake surrounds are of a gabion basket construction, already have foundations and provide support, so no work is required there.

A flight of stone steps lead from the lake footpath up a banking towards the football pitch area. These steps have a small retaining wall along certain sections of the grass bank and a landing area mid-flight. The works would include repairs to the retaining walls, replacing any missing stones, securing stones, pointing and refurbishing the whole flight of steps. Prior to the work taking place the need for the steps will be reviewed.

Askern Lake

Since the area reverted back to DMBC responsibility (was previously leased to Askern Town Council) repairs have been carried out on a piecemeal approach over the last few years. Parts of the footpath have been resurfaced where they have deteriorated badly. Askern Town council installed fishing stages along the west side of the lake.

The southern end of the lake repeatedly floods over the footpath causing people to walk on the banking area to avoid the water. This is not ideal as the bank becomes a muddy mess and leads to people slipping and falling. The copings and footpath have sunk over several years leaving this section of the footpath and lake edging somewhat lower than the water level, this is predominately worse in winter as the lake level rises. The level of the footpath and copings will be raised to above the winter water level.

The coping stones along the southern and east side of the lake have been patched up where the joint between the stones and tarmac path has widened. This is an ongoing maintenance issue.

Rowing boats are used on the lake during the summer months and part of this scheme would be to install a jetty type landing in front of the boathouse to allow for easier lowering/hauling of the boats in and out of the water, thus reducing any manual handling issues.

At the same time as the new copings along the eastern side 3 new fishing stages would be installed. These would enable fishing to take place without equipment being placed on the footpath and causing potential obstructions.

Following the installation of the new coping stones and raising of the levels at the southern edge the surrounding footpaths will be resurfaced. The footpaths will incorporate solar powered spot lights to help define the paths during darkness.

Access will be created across the southern end of the site to the adjoining field area using a 'grass guard' system where there is a subbase of hard-core installed followed by a plastic mesh in filled with soil which allows grass to grow through. This then has the appearance of grass but an increased strength allowing vehicles to cross without churning up the grass and causing damage. The field is accessed several times a year for holding events and fairs, this is the only access route.

The western bank is stabilised with existing gabion mattresses and concrete support bedded on the base of the lake so requires no work at this time.

Retained Buildings Budget

£0.5m requires internal funding.

The scheme will include significant works to the following Council assets to bring them back to an acceptable standard and continue to be used to deliver front line services in a safe and suitable environment:

Adwick Acorns Family Hub	Replacement of boilers and replacement of windows	£90k
Balby Community Library	Replacement of the frontage of the building	£60k
Cantley Library	Replacement of cladding and windows and replacement of fuse boards	£50k
Central Children's Centre	Replacement lighting throughout the building	£60k
The Redmond Centre	Full plant room refurbishment, replacement of all heating emitters and replacement of heating distribution pipework	£18k
Tickhill Library	Replacement lighting	£20k
Wheatley Children's Centre	Replacement windows, replacement lighting and installation of mechanical ventilation	£160k
Woodlands Library	Replacement ventilation system	£35k

Integrated Transport Block

£5.3m fully grant funded

Transport is a key element to restart, recovery and renewal. The programme allows us to provide improved road safety, traffic management access to employment. It will also support the delivery of the transforming cities programme which will provide improved public transport and expansion of active travel networks.

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.

LTP Highways and Bridges Maintenance Capital Programme 2022/23

£6.3m fully grant funded

The Council has a statutory duty under the Highways Act 1980 to provide a safe and serviceable highway network which is fit for purpose and should reflect changes in usage and demand. There is a need to ensure that Bridges and Highway Structures are safe for use and are strengthened or replaced to reflect changes in user demand

North Bridge Depot – Re-piping of Block A Heating

£0.1m internal funding required

Enquiries made as to whether this would be suitable to be included within decarbonisation programme.

It is proposed to remove the single pipe system and uneconomical radiators and install ceiling mounted heating convectors via fully insulation carbon crimp pipework. Heat supplied by the new boiler would be thermostatically controlled room by room.

North Bridge Street Scene Parking Area Resurfacing

£0.1m internal funding required.

Removal of existing loose and poor surface and provide and lay 70mm of 20mm SMA Asphalt to create a new and improved parking/traversing surface area for the parking and storage of Street Scene vehicles, plant and machinery covering an area of 1690 Square Metres within North Bridge depot.

Road Improvement and Safety Fund

£6.0m internal funding required.

The Council has the statutory duty to provide a safe and serviceable highway network (1,000 miles in length) to ensure it is fit for purpose plus various statutory duties related to road safety, including taking steps to reduce and prevent accidents, promoting road safety, and securing the safe movement of traffic and pedestrians.

In recent years, the budgets associated with Highways Maintenance and Road Safety and have been affected by austerity measures. The Council is proposing an injection of funds to make improvements to these service areas to the value of £5m for maintenance and £1m Road safety.

The maintenance funds will be allocated to the estate roads, which are the part of the highway network requiring the largest investment to improve their condition. A full scheme programme will be developed using the “worst first” principles of maintenance prioritisation. A similar programme of Road Safety interventions (schemes) will be developed using “worst first” principles alongside an allocation of the funds for smaller more local safety projects and activities.

Learning Opportunities, Skills & Culture

High Needs Block for SEND and Inclusion

£1.7m fully grant funded

Special educational needs and disabilities (SEND) block budget can be used for any schools with a suitable requirement, to be used for:

- Fencing works for safeguarding children away from gas works (£2,683)
- Development of confidential meeting space for Seedlings at Maple Medical (£40,000)
- Development of accessible toilets at Ivanhoe Primary Academy (£104,884)
- Development of In-house resources within existing mainstream schools (£750,000)
- Development of a Visual Impairment Unit within a secondary academy (£80,000)
- SEND Post 16 Development (£700,000)

Schools Condition Programme

£1m fully grant funded

The Schools Condition Programme delivers planned maintenance works across all the maintained schools, with the current focus on mechanical (new heating & water tanks), electrical (mains upgrades & classroom lighting) and fabric works (windows, external roofing, cladding & drainage)

Works are identified by Building Inspectors and annual scheduled inspections, priority is given to those identified as most at risk of failure leading to school closure. Alongside the allotted programme slots we also from time to time need to respond to urgent works where failure has occurred or is imminent and the risk of school closure is high.

Working with PBM or the appointed contractors, we will allocate appropriate times throughout the year when work can take place minimalizing disruption to the school. Annually this means the bulk of the work is concentrated around the summer holiday period allowing for significant closure of services and uninterrupted access to all areas. We will aim to deliver the entire programme however because of the intrusive nature of much of the maintenance works it is expected that some of the projects will be re-scheduled into the following year. This is because the summer holidays and 2 week Easter break offer the most effective window for Electrical and Mechanical works, especially since space within schools is at a premium and spare classrooms to move groups around are in short supply. There is the added complication that approved contractors will also be very much in demand as nationally all schools instigate work around the same periods throughout the year.

In order to effectively plan the programme a % of the allocated budget will be used to plan, design and programme the following year's projects. This will allow resources to be allocated internally and tenders for specialist external contractors undertaken to secure their services expediently.

Schemes which have been identified to form the 22/23 programme, it should be noted that the list is subject to change due to circumstances and the remaining jobs will be confirmed over the Autumn Term.

Mechanical Schemes

• Scawthorpe Sunnyfields, Lower School – Phase 4 heating replacement	£58,050
• Intake Levett Upper School - Boiler house refurbishment	£77,050
• Balby, Mallard School – New water heater, gas pipework and kitchen vent modifications	£61,500
• Maple Medical Centre – Replace heating emitters	£22,400
• Stainforth Kirton Lane School – Independent heating boiler for Nursery Block	£38,500
• Stainforth Long Toft School – Replace dining block heating boiler	£32,750
Total	£290,250

Electrical Schemes – Mains Upgrades

• Toll Bar – Classroom lighting upgrade	£35,000
• Warmsworth – Nursery Lighting upgrade	£45,000
• Balby Maple Medical PRU – Lighting upgrade and convectors	£40,000
• Sunnyfields – Phase 4 – including main hall lighting	£70,000
• Castle Hills – Fire Alarm	£35,000
• Adwick Park Upper School – LED Lighting upgrade	£60,000
Total	£285,000

Fabric Schemes

• Mexborough Windhill – Final phase roofing (3 rd)	£100,000
• Bentley Kirkby Avenue – Year 5 and 6 boys and girls toilets	£30,000
• Bentley Kirkby Avenue – Collapsed drain/uneven playground areas near grates	£5,000
• Sunnyfields – Phase 1, removal of skylights	£63,000
• Longtoft – ACO drainage channels in the boiler house, high water table	£2,000
• Hayfield Primary – Roof renewal	£100,000
Total	£300,000

Contingency	£124,750
Total	£1,000,000