



Date: 27th February 2023

**To the Chair and Members of the
COUNCIL**

CAPITAL STRATEGY AND CAPITAL BUDGET 2023/24 – 2026/27

EXECUTIVE SUMMARY

Capital Strategy

1. The Capital Strategy outlines the principles and decision making process involved when considering new bids and the monitoring of Doncaster Council's capital programme. The aim is to ensure alignment with the Council's priorities and objectives, support the regeneration of the borough and improve infrastructure, improved efficiency and effectiveness of operational of services. Set within a context of being affordable and within available finances, as set out in the Council's Medium-term Financial Strategy.
2. The Capital and Major Projects Board (CAMP Board) provides strategic oversight of the council's capital investments to ensure that these principles are maintained and funding recommendations prioritised.
3. The Capital Strategy is set out in paragraphs 34 to 74; this has been used to produce the Capital Budget Proposals set out in paragraphs 12 to 33.

Capital Programme Budget Proposal

4. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate, with an estimated £492.8m of capital investment over 2023/24 to 2026/27 that will continue to stimulate growth and prosperity, with £194.9m of spend estimated for 2023/24. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture. This includes £220.6m investment in the Council's social housing stock over the next four years, covering maintenance, adaptations, acquisitions and the new build programme.
5. Additional schemes are proposed for inclusion in the capital programme totalling £34.8m, with £15.0m in 2023/24. However given the financial challenges faced by the Council all schemes have been reviewed to prioritise essential spend and to maintain our operational assets and buildings which are expected to be used in the long term. This includes continued investment in our leisure facilities, retained public buildings, infrastructure across the city including street lighting, footpaths and signage and further investment in flood prevention measures prioritised to areas with the greatest need.
6. The existing capital programme and new projects for the four years 2023/24 to 2026/27 are detailed in Appendices 1a to 1f and in the paragraphs below.

7. In the following sections, unless stated otherwise, the value for 2023/24 is shown first and then the total for the four-year programme is in brackets (2023/24 to 2026/27).

EXEMPT REPORT

8. This report is not exempt.

RECOMMENDATIONS

9. Council is asked to: -
- a. Approve the Capital Strategy at paragraphs 34 to 74;
 - b. Approve the Capital programme for 2023/24 to 2026/27 at paragraphs 12 to 33;
 - c. Note that Directors in consultation with the portfolio holder take responsibility for allocating the block budgets to specific schemes 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?

10. Doncaster citizens will benefit from the continued capital investment in public facilities such as schools, leisure centres, roads, markets and affordable housing, and also from spend with construction businesses.

BACKGROUND

11. Capital expenditure is the money used to buy, improve, or extend the life of fixed assets in an organisation, and with a useful life for one year or more. Such assets include land and buildings, vehicles and infrastructure such as roads. Most capital funding is allocated for spending on specific projects. Capital spending is different from revenue spending, which covers the day-to-day costs of running council services, but capital investment can assist the revenue budget by helping to reduce running costs by providing more efficient facilities and equipment.

Capital Programme Summary

12. The current Capital Programme includes £492.8m of capital investment over 2023/24 to 2026/27, with £194.9m in 2023/24. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Adults, Health and Wellbeing	7.673	4.982	4.982	4.982	22.619
Public Health	10.523	2.060	0.000	0.000	12.583
Corporate Resources	30.961	14.152	12.500	12.500	70.112

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Children, Young People & Families	11.175	22.759	1.854	0.000	35.788
Economy & Environment	134.613	83.356	79.551	54.148	351.669
Total	194.945	127.309	98.887	71.630	492.771

13. The schemes put forward to be considered for approval total £34.8m with a £23.2m funding requirement; these are detailed in Appendix 2. The value of capital bids received that require funding from council resources (capital receipts and borrowing) are set out in the table below. The Capital and Major Projects Board (CAMP Board) has reviewed all the bids received.

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Adults, Health and Wellbeing	0.000	0.000	0.000	0.000	0.000
Public Health	3.964	0.000	0.000	0.000	3.964
Corporate Resources	0.950	0.222	0.000	0.000	1.172
Children, Young People & Families	0.000	0.000	0.000	0.000	0.000
Economy & Environment	5.005	4.635	5.059	3.388	18.087
Total	9.919	4.857	5.059	3.388	23.223

14. It is estimated that borrowing for the £23.2m will incur revenue costs of £2.1m per annum (interest and repayment of debt). The revenue costs are taken into consideration in the revenue budget for 2023/24 – 2025/26.

Economy & Environment

15. The programme managed by this Directorate is the largest part of the Council's budget in terms of both the number and value of projects with a total investment of £134.6m in 2023/24 (£351.7m), a further analysis is provided in Appendix 1f.

Development

- a. **Stainforth Towns Fund** - £8.5m (£20.6m) investment for improvements in Stainforth including the station gateway, town centre and new community hub.
- b. **Improvements to Cusworth Hall** - £2.4m (£2.4m) essential works required to maintain the 18th Century Grade 1 listed country house.

Housing & Sustainability

- c. **Council House Building Programme (CHBP) Ph2 (Committed)** – Funding totalling £25m in 2023/24, (£31m) Phase 2 was approved by Cabinet on 22nd June 2022 as part of the Affordable Homes Programme to deliver 125 new homes across the Borough.
- d. **Council House Building Programme (CHBP) Ph2b & Ph3 (New Major Investment)** – Further funding totalling £31.5m across the 4 year programme has been earmarked to deliver additional new homes across the Borough. The Council continues an ambitious programme of housing development resulting

in a total of £74m invested to deliver a substantial number of new homes to meet the needs of our residents.

- e. **Council House Acquisitions** – A new budget of £32.5m has added across the 4 year programme. This budget accelerates the delivery of 232 homes at a time when need is greatest and the homelessness system needs a much needed boost in order to rebalance the system and flow through it for those most vulnerable in society.

The impact of the increase to council house rents may mean it is possible to revisit the overall available borrowing for future phases of the CHBP.

- f. **S106 Opportunities** – Further funding totalling £3m across the 4 year programme to purchase targeted new builds through planning S106 agreements which will meet the specific local affordable housing need, especially where the Council has no or limited land to develop Council housing. These new homes will form part of the Council House Build Programme and will be let through St Leger Homes of Doncaster (SLHD).

- g. **Council House Improvement and Maintenance Programme** – Funding totalling £30.9m in 2023/24, (£122.2m) 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 £2.3m in 2023/24 (£8.2m). 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 2023/24 (£3.9m) 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 £7.1m in 2023/24 (£22.7m) 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 895 solid wall/narrow cavity properties identified to benefit from external/internal 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.

- h. **Residential Site Improvements** - Funding totalling £3.7m in 2023/24 (£5.5m). The majority of the funding is earmarked for major improvement works to be carried out across all three Gypsy and Traveller sites, starting with White Towers in 2023/24 and Little Lane and Lands’ End sites in

subsequent years. Included in the funding is £0.34m, earmarked for the installation of fire barriers at the Park Homes sites.

- i. **Net Zero Carbon – £1.9m 2023/24 (£1.9m)** 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 schemes will incur borrowing costs, they will be funded by the revenue savings produced due to having more energy efficient buildings. The Net Zero Carbon earmarked reserve is available to fund suitable projects in the future.

Environment

- j. **Highway Maintenance Programmes – £5.7m (£6.1m)**
 - 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.

- k. **Street Lighting Column Replacement - £2.8m 2023/24 (£10.4m)** – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing LED light fittings.
- l. **Improvements to public right of way paths, bridges and structures - £0.5m (£2.2m)**, essential works to take place for health and safety reasons on footpaths, bridges and the overall network at various public right of ways sites including country parks and the trans Pennine trail.

Adults, Health and Well Being

16. The total investment managed by this Directorate is (£22.6m) over the four year programme, with £7.7m in 2023/24. The largest areas are Housing Adaptations £6.9m (£21.9m). A further analysis is shown in Appendix 1b.
- a. **Disabled Facilities Grants (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 £21.9m.

Public Health

17. The total investment managed by this Directorate is estimated to be £10.5m in 2023/24 (£12.6m) over the four year programme. Works are related to investment in leisure facilities and parks. A further analysis is shown in Appendix 1c.
- a. **Doncaster Culture and Leisure Trust** – £8.7m (£9.8m). Works in 2023/24 are to improve building fabric and lighting, mechanical and electrical elements at various sites including The Dome and Thorne.

Corporate Resources

18. Corporate Resources will manage (£70.1m) of funds over the four year programme, with £30.9m in 2023/24. The major areas of spend managed is investment in ICT £2.8m (£4.2m) and trading services £8.6m (£8.8m). 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.
19. Bids totalling £8.4m (£9.1m) were received for this Directorate that need to be funded with council resources.
- a. **ICT Schemes** - £2.8m (£4.2m). 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** - £8.8m (£9.0m) includes improvements to cemeteries, markets and the fleet replacement programme.
 - d. **Programme Contingency** - £6.7m. A contingency will be added to the capital programme providing flexibility for any new or previously deferred schemes identified in-year. This will include any capital requirements following the results of detailed surveys that are being carried out, to ensure our buildings/assets are fit for purpose and as part of the remodelling of the estate.

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.

Children, Young People & Families

20. The total investment via this Directorate is (£35.8m) over the four year programme, with £11.2m in 2023/24. Analysis is shown in Appendix 1e.

21. Considerable amounts of effort and investment are being made to improve the condition of our schools and create new school places. The main outcomes for this Directorate and more detail on the school building improvements is below:-

a. **Schools Condition Programme** – Overall, fifteen schools will have a range of improvements works completed in 2023/24, 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 mechanical work completed including mains and lighting upgraded £0.2m;
- Seven schools will have a range of electrical works completed at an estimated cost of £0.3m;
- Eight schools will have fabric works completed, investing £0.3m;

A contingency of £0.2m is allocated within the budget to allow for 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 and updates will be available through the quarterly Finance and Performance Improvement reports to Cabinet and Overview and Scrutiny Management Committee.

Pipeline

22. 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 which includes the schemes identified in the investment plan reviewed by Cabinet on 20th July 2022.

23. 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.

24. 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.

25. 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)

26. 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

27. 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 £14.4m 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 £4.9m in 2022/23 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2022/23 are not achieved). It is currently estimated there will be a surplus of receipts in 2024/25 which will be available to fund the capital programme.

28. Funding of the current programme requires capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. Council assets available for disposal are also decreasing so the level of capital receipts available in the future will greatly diminish.

29. The value in the current capital programme to be financed with capital receipts totals £2.1m.

30. The tables below show the existing capital receipts and commitments for 2023/24 to 2026/27: -

	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Current Capital Programme Requirement	4.844	0.049	0.000	0.000
Estimated Capital Receipts:				
Carried forward	(4.914)	(3.650)	1.305	4.588
In-year capital receipts	6.108	5.004	3.283	0.000
Total Est. Capital Receipts	1.194	1.354	4.588	4.588
Cumulative Balance (to c/f)	(3.650)	1.305	4.588	4.588

31. The disposal programme is dependent on the sale of a small 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 reduce the capital receipts available. As these are estimates the sale price and timing may vary.

Future Capital Allocations and Funding

32. 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.

33. 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

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

35. 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.

36. 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.

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

The Council's Corporate Objectives and Priorities

38. We are committed to ensuring that what we are proposing in the budget meets our policy intent but also meets how we want to deliver services in the future. The Borough Strategy is framed around the same six emerging well-being goals:

Goal	Vision
Greener & Cleaner Doncaster	A borough that takes every opportunity to protect and improve the local and global environment to improve wellbeing.
Prosperous & Connected Doncaster	A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.
Safe & Resilient Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies.
Healthy & Compassionate Doncaster	A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.
Skilled & Creative Doncaster	Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges.
Fair & Inclusive Doncaster	A borough with reduced inequalities and improved access for all to social and economic opportunities.

39. The well-being goals mark a significant turning point in Doncaster's commitment to improve life now and for future generations as they are guided by the fundamental need to balance the wellbeing of people with the well-being of the planet. This is reflected in one central mission: Thriving People, Places and Planet.

40. This budget supports the transition to these new well-being goals and the approach that will be taken to deliver them: -

- a. New ways of doing things - to improve the future;
- b. Regenerative Development;
- c. Working closer with communities;
- d. Shared Responsibilities - locally and regionally;
- e. Intelligence led Interventions;
- f. Whole Life, Whole System integration.

41. For example, in line with the environmental strategy and in reaction to the climate and bio-diversity emergency the Council is working to produce a Net Zero Carbon Masterplan. This includes schemes for individual buildings which will be developed and approved as surveys are completed.

42. This budget is also an integral part of the 'Regenerative Council' section in the Corporate Plan which sets out how the Council will continue to develop the capabilities, resources, technology and knowledge needed to deliver quality services and work with communities and partners to improve well-being. This includes a number of things that the Council needs to do well:

- a. Respond to our customers quickly, focusing on a quality customer experience.
- b. Process Housing and Council Tax queries quickly and appropriately.

- c. Ensure more people can access Council services digitally.
- d. Collect Council Tax and Business Rates effectively.
- e. Be an open and inclusive employer that champions diversity
- f. Wherever possible spend our money locally.
- g. Support employees to improve performance, engagement and attendance.
- h. Provide expert advice for all aspects of council business.

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

- a. **Medium-term Financial Strategy (MTFS)** - All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFS.
- b. **Asset Management Strategy 2022-2026** – The new strategy is in the process of being approved and will set out actions to be taken to the Council's property portfolio to ensure it stays relevant and retains its financial and organisational value with clear guidance about how assets will be used, maintained and where appropriate, disposed of.
- c. **Housing Strategy** – Approved by Cabinet on 12th January, 2021. The aims of the revised strategy are to:
 - i. Enhance the safety and condition of homes, the main setting for our wellbeing throughout our lives
 - ii. Meet housing need and aspirations, support our local economy and help revitalise town centres and communities
 - iii. Make homes greener and more energy efficient to reduce carbon emissions and keep energy costs affordable
 - iv. Enable and support people to plan, act and invest in their homes, to protect their independence and wellbeing for the future

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

- Housing actions in the Mayor's Restart, Recovery, and Renewal Plan: a whole system approach to tackling homelessness; and delivery of the Five Year Housing Delivery Plan
- An accelerated £74m Council House Build Programme, providing new affordable homes at high design and energy efficiency standards
- The completion of a new Private Sector Housing Stock Condition Survey as the foundation for a long term Housing Retrofit Programme raising energy efficiency standards for all homes across the borough and improving conditions in the private rented housing sector
- Responding to new responsibilities on Building and Fire Safety
- Implementing the housing recommendations from Doncaster's Environment and Sustainability Strategy
- Working to deliver new homes in key economic growth locations, and in our town centres, to support our economy

- Working in partnership with our residents and other agencies to help tackle climate change and support independent living, mobilising our shared skills and capacity to improve homes and lives for the future
- d. **Treasury Management Strategy Statement** – details the strategy for management of the Council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management makes sure that sufficient cash is available to meet service delivery in line with the approved Capital and Revenue Budgets.

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

- e. **Environment and Sustainability Strategy 2020 – 2030** – This strategy sets out how the Council will play its part in the national effort to reduce carbon emissions and help limit global average temperature increases. It also identifies how the council will respond to Doncaster-specific issues like litter, fly tipping, and flooding. The strategy is derived from the input and expertise of businesses, organisations (including the Climate and Biodiversity Commission), residents and elected members. Priorities in the Strategy are Natural Environment, Built Environment, Economy and Sustainable Consumption and Behaviour Change.

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

- f. **Procurement Strategy 2022-2025** - The new Procurement Strategy has recently been approved. This strategy shows the Council's current approach to conducting procurement for both capital and revenue spend. It also details the Council's procurement ambitions aligned to the Corporate Plan and national drivers such as the National Procurement Strategy for Local Government and the National Procurement Policy Statement. The Procurement Goals and Ambitions for the Council are:

- Value for Money and Commercial Practices
- Governance and Process
- Systems and Data
- Category Management
- Social Value

These goals and ambitions are underpinned by ensuring robust capacity and capability.

Maintenance and review of current assets

44. The Council must ensure that its assets remain at an appropriate level of condition in order for them to be used for the delivery of services, in accordance with the Council priorities.

45. The following programmes of maintenance, replacement and acquisition are used for the review of current assets and future requirement: -

- a. **School condition programme** – planned maintenance across Doncaster’s maintained community 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 under its direct control 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 Council has a rolling 10 year fleet replacement program, 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, safe and 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 (£23.5m).

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 is working towards the publication of a revised Decent Homes Standard (the original standard was issued in 2000) and it is anticipated that the new standard will include revised standards for building safety and energy efficiency and will outline proposals of how the new standard will be funded..

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

46. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
47. All investment assets are revalued annually at fair value to give an accurate indication of the receipt that could be generated to recover any capital investment.
48. It is anticipated that the properties will increase in value over the long term providing an increase in the capital value of the investment as well as the investment return. There is a risk the capital value could fall reducing the capital returned on disposal depending upon market conditions.
49. An investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

Funding Sources

50. The capital programme budget is financed using the most appropriate funding sources to maximise the overall financial position for the Council. Throughout the year this is continuously monitored and the Section 151 officer will update capital financing accordingly to ensure the most advantageous financial position is achieved. The strategy seeks to maximise external funding as a priority, followed by internal capital funding sources i.e. capital receipts, with the least preferred option being borrowing. This protects the limited corporate resources available and maximises the revenue budget position.
51. The resources used for the delivery of the capital programme are: -

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

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

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

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

Capital receipts will be used to reduce the Capital Financing Requirement (CFR) as and when received. This will reduce the annual Minimum Revenue Provision (MRP) charge made to the revenue budget.

Expenditure in the capital programme often slips from one year to the next. This results in underspends against the revenue budget for MRP. Those underspends will be used to fund the capital programme, as a revenue contribution to capital outlay, to reduce the requirement to borrow.

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

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

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

- **Investment and Modernisation Fund (IMF)** – the fund was set-up in 2013/14 to assist the Council to deliver better and more efficient services; without the initial capital investment these types of projects quite often do

not develop. The IMF is funded by borrowing and is available for regeneration or efficiency projects where capital investment is required up front. The schemes must be proven to be affordable within the revenue budget (cover the revenue borrowing costs) which must be substantiated with the development of a full business case.

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

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

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

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

Approval and Prioritisation of the Capital Programme

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

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

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

54. 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.

55. 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.

56. Schemes in the pipeline will be aligned to key strategies, such as the Environment Strategy, and be further developed with the aim of translating policy intent into capital schemes. The pipeline will strengthen the Council's ability to attract external funding. This also aligns with the direction of the Sheffield City Region (SCR) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.
57. The capital process and guidance are distributed to Directors, Assistant Directors and Heads of Service to ensure that no areas are missed and all have the opportunity to submit bids. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to CAMP board theme leads.
58. Bids are made by the completion and submission of a Capital 1 Form. The Capital 1 form aims to capture the relevant information to prove the scheme is required and if so, determine its level of priority.
59. The Capital 1 form records the Council priorities the proposed scheme will help to achieve, measurable outcomes and the potential impact if the scheme is rejected or delayed. How the scheme is expected to be financed is also required with additional scrutiny taking place on the use of corporate resources.
60. Future impact upon revenue budget requirements is also captured in order to ensure the scheme is affordable and sustainable in the long term following implementation. The pressures this could cause upon revenue budgets are taken into consideration within the MTFS.
61. The CAMP Board rank bids by priorities met, health and safety issues resolved, if they are business critical and necessity for service continuation, financial implications. Each bid is also categorised into themes to aid better comparison and prioritisation.
62. 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.
63. 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

64. Capital projects are formally monitored as part of the quarterly Finance and Performance Improvement report by Directors and Cabinet, with updates and amendments being made on a project by project basis in-between quarterly reports, with higher value and profile projects often reviewed monthly. Budgets for projects funded by capital receipts, borrowing and ear-marked reserves are project specific and cannot be moved by Directors.

65. Project officers work with Financial Management to provide information which is collated and analysed. Exceptions (problems with delivery or spend for example) are then included in the quarterly report for information and action. The information is considered by the relevant Directorate Management Team, Directors, Executive Board and Cabinet.
66. 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.
67. The council's ledger system shows the original approved budget and total scheme spend. When a scheme is complete this allows the financial aims of the scheme to be assessed. Where the aims were not met, lessons can be learned, which can inform future projects and may lead to revisions in either the budgeting or monitoring processes.
68. As well as the financial aims the project outcomes should also be reviewed, e.g. construction of facilities to encourage the uptake of sport and physical activity within a community has had the desired effect.

Flexible use of Capital Receipts

69. Guidance was issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003, effective from 1st April 2016 in respect of the Flexible Use of Capital Receipts.
70. This allows the Council to fund expenditure with capital receipts that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in such a way that reduces costs or demand for services in future years.
71. The option to use capital receipts for revenue transformation purposes is currently available up to 2024/25.
72. The Council does not intend to use capital receipts this way from 2020/21 onwards.

Skills and Knowledge

73. 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.
74. 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

75. Option 1 – Do not support the Capital Strategy and proposal for the 2023/24 to 2026/27 Capital budget.






76. Option 2 – Support the Capital Strategy and proposal for the 2023/24 to 2026/27 Capital budget.




REASONS FOR RECOMMENDED OPTION

77. 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

78. This report sets out the Council's spending plans to deliver on its corporate priorities and therefore is prepared alongside our Corporate Plan. The Corporate Plan identifies several service standards and council priorities under each Great 8 priority.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				
 Developing the skills to thrive in life and in work				
 Making Doncaster the best place to do business and create good jobs				
 Building opportunities for healthier, happier and longer lives for all				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				

 Nurturing a child and family-friendly borough				
 Building Transport and digital connections fit for the future				
 Promoting the borough and its cultural, sporting, and heritage opportunities				
Fair & Inclusive				

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

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

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

Having due regard to advancing equality involves: -

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

Elected members must consciously consider and have due regard to the three aims of the general equality duty when dealing with the recommendations contained within this report. The Council uses a simple due regard process to ensure due regard is considered and to support a transparent, effective process that is accountable to users and residents. Amongst others, the "due regard" will be informed by: -

1.1 Establishing the key equality issues across Doncaster (Equality

Analysis) – Our Equality, Diversity and Inclusion Framework 2018-2021 has been developed alongside our financial planning process and includes a significant analysis of equality information to identify the key equality issues across Doncaster. We have used the equality information to inform our planning and saving prioritisation process. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable; and

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

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.

RISKS AND ASSUMPTIONS

79. 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. This is highly likely in the current environment with the impact from recent rises already being built into these proposals.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 03.02.23]

80. 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.

81. 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: 31.01.23]

82. 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.

83. 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 2023/24 to 2026/27.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: SH Date: 31/01/23]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 31/01/23]

85. 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 anticipated 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.

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 & Performance Improvement Report:2022-23 Quarter 1
<https://doncaster.moderngov.co.uk/documents/s37284/i6%20cab%20070922%20Q1%20Finance%20Performance%20Report%20Pack.pdf>
- Cabinet Report – Finance & Performance Improvement Report:2022-23 Quarter 2
[i7 Q2 Finance Performance Report - Cabinet Pack.pdf \(moderngov.co.uk\)](#)

REPORT AUTHOR & CONTRIBUTORS

Robert Smith, Financial Planning & Control Finance Manager

Tel: 01302 735203, E-mail: robert.smith1@doncaster.gov.uk

Matthew Smith, Head of Financial Management

Tel: 01302 737663, E-mail: Matthew.smith@doncaster.gov.uk

Faye Tyas
Assistant Director of Finance (Section 151 Officer)

CAPITAL PROGRAMME 2023/24 TO 2026/27 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	7,435	4,982	4,982	4,982	22,381
COMMUNITIES	238	0	0	0	238
ADULTS, HEALTH & WELL-BEING TOTAL	7,673	4,982	4,982	4,982	22,619
PUBLIC HEALTH					
LEISURE SERVICES	10,523	2,060	0	0	12,583
LEISURE FACILITIES INVESTMENT	8,734	1,150	0	0	9,884
FUTURE PARKS 15 BESPOKE PARK	1,789	910	0	0	2,699
PUBLIC HEALTH CAPITAL PROGRAMME	10,523	2,060	0	0	12,583
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	2,809	1,410	0	0	4,219
FINANCE	19,170	12,500	12,500	12,500	56,670
TRADING SERVICES	8,782	242	0	0	9,023
LEGAL & DEMOCRATIC SERVICES	200	0	0	0	200
CORPORATE RESOURCES TOTAL	30,961	14,152	12,500	12,500	70,112
CHILDREN, YOUNG PEOPLE & FAMILIES					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	7,308	18,847	1,654	0	27,809
PARTNERSHIPS & OPERATIONAL DELIVERY	3,667	3,712	0	0	7,379
CHILDREN, YOUNG PEOPLE & FAMILIES TOTAL	11,175	22,759	1,854	0	35,788
ECONOMY & ENVIRONMENT					
ECONOMY & DEVELOPMENT	51,829	22,184	14,517	346	88,876
ENVIRONMENT	12,742	7,549	7,652	5,393	33,336
PUBLIC & PRIVATE SECTOR HOUSING	68,161	53,623	57,383	48,409	227,576
SUSTAINABILITY STRATEGY	1,881	0	0	0	1,881
ECONOMY & ENVIRONMENT TOTAL	134,613	83,356	79,551	54,148	351,669
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	194,945	127,309	98,887	71,630	492,771
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	5,431	49	0	0	5,480
EARMARKED RESERVES	7,143	2,184	138	221	9,687
GRANTS & CONTRIBUTIONS	68,052	50,231	17,392	4,912	140,586
BORROWING	67,752	37,008	44,205	32,263	181,228
REVENUE CONTRIBUTION - GENERAL FUND	55	0	0	0	55
REVENUE CONTRIBUTION - HRA	7,505	10,517	11,286	11,590	40,898
USABLE CAPITAL RECEIPTS (HOUSING)	6,251	3,430	420	1,845	11,945
MAJOR REPAIRS RESERVE (HOUSING)	32,757	23,890	25,446	20,799	102,892
TOTAL CAPITAL FUNDING	194,945	127,309	98,887	71,630	492,771

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS SOCIAL CARE	7,435	4,982	4,982	4,982	22,381
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	4,719	2,782	2,782	2,782	13,065
HOME ALARMS DIGITAL SWITCHOVER	516	0	0	0	516
COMMUNITIES	238	0	0	0	238
IMPROVEMENTS KILHAM LANE	58	0	0	0	58
SAFER STREETS - ROUND 4	180	0	0	0	180
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	7,673	4,982	4,982	4,982	22,619

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	4,957	2,782	2,782	2,782	13,303
BORROWING	516	0	0	0	516
USABLE CAPITAL RECEIPTS (HOUSING)	300	300	300	300	1,200
MAJOR REPAIRS RESERVE (HOUSING)	1,900	1,900	1,900	1,900	7,600
TOTAL ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME FUNDING	7,673	4,982	4,982	4,982	22,619

PUBLIC HEALTH CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
LEISURE SERVICES	10,523	2,060	0	0	12,583
LEISURE FACILITIES INVESTMENT	1,587	0	0	0	1,587
DCLT INVESTMENT - THORNE	4,657	1,150	0	0	5,807
DCLT INVESTMENT - THE DOME	2,490	0	0	0	2,490
FUTURE PARKS 15 BESPOKE PARK	1,789	910	0	0	2,699
PUBLIC HEALTH CAPITAL PROGRAMME	10,523	2,060	0	0	12,583

PUBLIC HEALTH CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	1,789	910	0	0	2,699
BORROWING	4,744	0	0	0	4,744
EARMARKED RESERVES	3,990	1,150	0	0	5,140
MAJOR REPAIRS RESERVE (HOUSING)					0
TOTAL PUBLIC HEALTH CAPITAL PROGRAMME FUNDING	10,523	2,060	0	0	12,583

CORPORATE RESOURCES CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	2,809	1,410	0	0	4,219
ESSENTIAL TECHNOLOGY INFRASTRUCTURE	610	710	0	0	1,320
DESKTOP & MOBILE UPGRADE	200	0	0	0	200
CUSTOMER RELATIONSHIP MANAGEMENT	655	0	0	0	655
SECURE AND RESILIENT TECHNOLOGY	1,050	600	0	0	1,650
TREE MANAGEMENT SYSTEM	12	70	0	0	82
COUNCIL WIDE SYSTEMS	270	30	0	0	300
AI & ROBOT PROCESS AUTOMATION	12	0	0	0	12
FINANCE	19,170	12,500	12,500	12,500	56,670
INVESTMENT&MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
PROGRAMME CONTINGENCY	6,670	0	0	0	6,670
TRADING SERVICES	8,782	242	0	0	9,023
REDHOUSE CEMETERY EXTENSION	114	0	0	0	114
ROSEHILL CEMETERY EXTENSION	220	0	0	0	220
MARKETS SCHEDULED MAINTENANCE	986	0	0	0	986
ELECTRIC CARS AND CHARGING INFRASTRUCTURE	282	0	0	0	282
CLEANING EQUIPMENT PROGRAMME	19	19	0	0	38
2 YEAR FLEET/PLANT REPLACEMENT	1,507	223	0	0	1,730
HOME TO SCHOOL	829	0	0	0	829
STREET SCENE EQUIPMENT	300	0	0	0	300
MEXBOROUGH FOOD HALL	30	0	0	0	30
LEVELLING UP FUNDING MARKET CORN EXCHANGE	4,365	0	0	0	4,365
CHANGING PLACES FACILITIES ASKERN COUNTRY PARK & POOL	43	0	0	0	43
CHANGING PLACES FACILITIES THORNE LEISURE CENTRE	43	0	0	0	43
CHANGING PLACES FACILITIES EDLINGTON LEISURE CENTRE	43	0	0	0	43
LEGAL & DEMOCRATIC SERVICES	200	0	0	0	200
DONCASTER ARCHIVES - RECORDS MANAGEMENT	200	0	0	0	200
CORPORATE RESOURCES CAPITAL PROGRAMME	30,961	14,152	12,500	12,500	70,112

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	558	49	0	0	606
GRANTS & CONTRIBUTIONS	3,990	0	0	0	3,990
EARMARKED RESERVES	259	0	0	0	259
BORROWING	25,874	14,103	12,500	12,500	64,977
REVENUE CONTRIBUTION - HRA	225	0	0	0	225
REVENUE CONTRIBUTION - GENERAL FUND	55	0	0	0	55
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	30,961	14,152	12,500	12,500	70,112

CHILDREN, YOUNG PEOPLE AND FAMILIES CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CENTRALLY MANAGED	200	200	200	0	600
SERVICE IMPROVEMENTS & LIABILITY	200	200	200	0	600
PARTNERSHIPS & OPERATIONAL DELIVERY	3,667	3,712	0	0	7,379
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT (BLOCK BUDGET)	3,667	3,712	0	0	7,379
COMMISSIONING & BUSINESS DEVELOPMENT	7,308	18,847	1,654	0	27,809
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
DFC - GENERAL - PRIMARY	300	400	274	0	974
SAFEGUARD & SECURE MINOR PROJECT	80	80	80	0	240
SCHOOL PLACES-BLOCK ALLOCATION	200	752	500	0	1,452
SCHOOLS CONDITION PROGRAMME	1,000	900	700	0	2,600
SURPLUS PLACES ARMTHORPE	1,030	3,470	0	0	4,500
SCHOOL PLACES HATCHELL GRANGE	2,071	7,722	0	0	9,794
ARMTHORPE ACADEMY LAND PURCHASE	797	0	0	0	797
1920 WADWORTH ROOF	36	0	0	0	36
DUNSVILLE PRIMARY SCHOOL EXPANSION	775	1,155	0	0	1,931
PLOVER PRIMARY (SECTION 106)	1	0	0	0	1
OUTWOOD ACADEMY ADWICK EXPANSION	91	0	0	0	91
HAYFIELD SCH CLASSROOM EXPANSION	100	4,267	0	0	4,367
FPS SHORT BREAK OVERNIGHT PROVISION	100	0	0	0	100
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	625	0	0	0	625
CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL PROGRAMME	11,175	22,759	1,854	0	35,787

CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	9,653	22,759	1,854	0	34,265
CAPITAL RECEIPTS - GF	1,235	0	0	0	1,235
BORROWING	97	0	0	0	97
USABLE CAPITAL RECEIPTS (HOUSING)	190	0	0	0	190
TOTAL LEARNING, OPPORTUNITIES, SKILLS AND CULTURE PROGRAMME FUNDING	11,175	22,759	1,854	0	35,787

ECONOMY & ENVIRONMENT CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
ECONOMY & DEVELOPMENT	51,829	22,184	14,517	346	88,876
INTEGRATED TRANSPORT BLOCK	1,393	1,325	1,325	0	4,043
CCQ CINEMA INFRASTRUCTURE	1,483	0	0	0	1,483
RETAINED PUB. BUILD'S INV PROG	436	0	0	0	436
COLONNADES UNDERGROUND CAR PK	70	0	0	0	70
PAVILION REFURBISHMENT	100	0	0	0	100
MARY WOOLLET CAR PARK RESURF	84	0	0	0	84
CUSWORTH HALL IMPROVEMENTS	2,178	0	0	0	2,178
T0014/1 BALBY LCWIP	2,500	0	0	0	2,500
T0014/3 MEXBOROUGH GATEWAY	800	0	0	0	800
T0016/3 THORNE STATION ACCESS	1,800	0	0	0	1,800
T0016/4 CONISBROUGH STATION ACCESS	1,400	0	0	0	1,400
T0017/2 DONCASTER STATION - COLLEGE	208	0	0	0	208
T0017/3 NORTH BRIDGE CONNECTOR	835	0	0	0	835
T0028/3 THORNE ROAD (UNITY)	3,600	0	0	0	3,600
T0020 M18 J3	4,450	0	0	0	4,450
COLONNADES SHOPS FLOOR/GUTTERS	250	0	0	0	250
SOUTH PARADE	357	0	0	0	357
TOWNS FUND - DONCASTER MULTI-USE BUILDING & PUBLIC REALM	4,253	12,679	8,731	0	25,663
TOWNS FUND - STAINFORTH HEADSTOCK LIGHTING	1,445	1,980	480	0	3,905
TOWNS FUND - STAINFORTH EMPLOYMENT UNITS	602	606	0	0	1,208
TOWNS FUND - STAINFORTH COUNTRY PARK	670	1,450	0	0	2,120
TOWNS FUND - STAINFORTH STATION FOOTBRIDGE	1,566	1,436	150	0	3,152
TOWNS FUND - STAINFORTH STATION ACCESS	1,443	1,280	2,508	0	5,230
TOWNS FUND - STAINFORTH PUBLIC REALM IMPROVEMENTS	1,182	0	0	0	1,182
TOWNS FUND - STAINFORTH COMMUNITY HUB	1,412	1,089	1,060	0	3,561
TOWNS FUND - STAINFORTH SAFER STREETS	195	0	0	0	195
CIVIC OFFICE MAJOR ITEMS WORK	1,729	214	138	221	2,302
LEVELLING UP FUNDING CCQ CENTRAL LIBRARY	222	0	0	0	222
LEVELLING UP FUNDING CCQ ST JAMES BATH DEVELOP	210	0	0	0	210
LEVELLING UP FUNDING MARKET SHOP FRONTS	295	0	0	0	295
LEVELLING UP FUNDING WATERFRONT EAST DEVELOP	8,239	0	0	0	8,239
BALBY LIBRARY REPLACE FRONTAGE	60	0	0	0	60
CANTLEY LIBRARY REFURBISHMENT	150	0	0	0	150
LEVELLING UP FUNDING BLOCK ALLOCATION	213	0	0	0	213
DEFRA - SCHOOLS STREET PROJECT	60	0	0	0	60
LEVELLING UP FUNDING CCQ PUBLIC REALM	1,500	0	0	0	1,500
CUSWORTH HALL – VARIOUS REPAIR AND IMPROVEMENT WORKS 2023/24	645	0	0	0	645
DONCASTER ARCHIVES – INSTALLATION OF NEW LIFT	250	0	0	0	250
NORTHBRIDGE DEPOT – RE-ROOFING OF STORES MAIN RECEPTION, OFFICE & WELFARE AREAS	171	0	0	0	171
SIGN UPGRADING	125	125	125	125	500
PREMISES (CEF) CHAPPELL DRIVE	200	0	0	0	200
STRATEGIC ACQUISITION FUND	3,002	0	0	0	3,002
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS	48	0	0	0	48
ENVIRONMENT	12,742	7,549	7,652	5,393	33,336
BRIDGES STRUCTURAL MAINTENANCE	53	0	0	0	53
STREET LIGHTING IMPROVEMENT PROGRAMME	2,834	2,541	2,505	2,505	10,385
MAINTENANCE BLOCK	218	0	0	0	218
SCHOOL REDUCED SPEED LIMITS	425	425	0	0	850
REPLACE AIR QUALITY MONITORING STATIONS	100	0	0	0	100
LOW LEVELS WEST CULVERT	3	0	0	0	3
CLAY BANK BRIDGE	2	0	0	0	2
FIXED PLAY FACILITIES MODERNISATION	413	213	213	0	838
GATEWAY TREE PLANTING	76	36	0	0	112
SANDALL PARK LAKE SURROUND IMPROVEMENTS	500	0	0	0	500
ASKERN LAKE SURROUND IMPROVEMENTS	310	0	0	0	310
SANDY LN/ST CECILIA RD BELLE VUE	165	0	0	0	165
BOLLARD DE ILLUMINATION	60	60	60	60	240
FLOOD RISK	1,150	3,625	4,300	2,375	11,450
HOUSEHOLD WASTE RECYCLING CENTRE WORKS	265	0	0	0	265
LINEAR PARKS - BRIDGE REPLACEMENT AND REFURBISHMENT	201	331	323	300	1,155
PUBLIC RIGHTS OF WAY BRIDGE REPLACEMENT AND REFURBISHMENT	82	120	116	0	318
PUBLIC RIGHTS OF WAY FOOTPATH REPLACEMENT AND NETWORK IMPROVEMENTS	103	111	87	87	388
WOODLAND AND COUNTRY PARK INFRASTRUCTURE IMPROVEMENTS	94	88	48	66	296
A638 YORK/ARKWRIGHT RD IMPROVEMENTS	40	0	0	0	40
BECKETT RD/WENTWORTH RD	100	0	0	0	100
FRENCHGATE TUNNEL	700	0	0	0	700
CITY REGION SUSTAINABLE TRANSPORT SScheme HIGHWAYS CAPITAL MAINTENANCE ALLOCAT	4,850	0	0	0	4,850
PUBLIC & PRIVATE SECTOR HOUSING	68,161	53,623	57,383	48,409	227,576
VOIDS CAPITAL WORKS	3,458	3,464	3,448	3,472	13,842
MECHANICAL & ELECTRICAL	3,680	7,897	3,671	4,075	19,323
HEATING CONVERSIONS/UPGRADES	2,649	2,653	2,641	2,660	10,603
REMOVE GAS FROM HIGH RISE	0	4,210	0	0	4,210
ELECTRICAL PLANNED WORKS	0	0	0	380	380
ELECTRICAL PLANNED WORKS CONTRACTOR	880	882	879	883	3,524
MECHANICAL PLANNED WORKS	151	152	151	152	606
INTERNAL WORKS	3,273	2,227	2,240	570	8,310
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK	0	0	7,123	7,177	14,300
EXTERNAL WORKS	18,958	14,896	14,896	12,020	60,770
EXTERNAL PLANNED MAINTENANCE INHOUSE	3,389	3,395	3,379	3,403	13,566
EXTERNAL PLANNED MAINTENANCE - CONTRACTOR	2,710	2,715	2,702	2,722	10,849
THERMAL EFFICIENCY - ECO WORKS	7,065	6,016	6,048	0	19,129
ENERGY EFFICIENCY WORKS	0	0	0	3,541	3,541
HIGH RISE INVESTMENT / SOIL STACKS	2,445	0	0	0	2,445
STRUCTURAL	328	332	330	332	1,322
FIRE SAFETY WORKS	2,282	2,106	2,107	1,689	8,184
SHOPS/FLATS	219	221	220	222	882
COMMUNAL HALLS	520	111	110	111	852
ENVIRONMENTAL WORKS	1,440	1,448	1,441	1,241	5,570
ENVIRONMENTAL / FENCING PROGRAMME	179	184	183	185	731
ASBESTOS SURVEYS & REMOVAL	736	737	734	528	2,735

CAPITAL INVESTMENT	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
GARAGE SITE IMPROVEMENTS	315	316	314	317	1,262
ESTATE PATHS	210	211	210	211	842
IT SYSTEMS/INVESTMENT	63	0	0	0	63
ACQUISITIONS/BUY BACKS	223	100	100	0	423
ACQUISITIONS FUNDED FROM RENT INCREASE	8,125	8,125	8,125	8,125	32,500
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	25,000	6,000	0	0	31,000
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	208	8,446	15,919	9,884	34,457
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	3,733	1,020	420	1,845	7,018
EMPTY HOMES / FLOOD LOANS AND GRANTS	20	20	20	1,040	1,100
RESIDENTIAL SITE INVESTMENT	3,713	1,000	400	400	5,513
HOUSING INVESTMENT	0	0	0	405	405
SUSTAINABILITY UNIT	1,881	0	0	0	1,881
NET ZERO CARBON	1,881	0	0	0	1,881
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	134,613	83,356	79,551	54,148	351,669

ECONOMY & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	3,639	0	0	0	3,639
EARMARKED RESERVES	2,893	1,034	138	221	4,287
GRANTS & CONTRIBUTIONS	47,663	23,780	12,756	2,130	86,329
BORROWING	36,521	22,905	31,705	19,763	110,894
MAJOR REPAIRS RESERVE	30,857	21,990	23,546	18,899	95,291
REVENUE CONTRIBUTION - HRA	7,280	10,517	11,286	11,590	40,673
USABLE CAPITAL RECEIPTS (HOUSING)	5,761	3,130	120	1,545	10,556
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME FUNDING	134,613	83,356	79,551	54,148	351,669

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

				Spend Profile				
Directorate	Project Name	Funding Required	External Funding Available	Scheme Total	2023/24	2024/25	2025/26	2026/27
Corporate Resources	Annual Fleet Replacement 2023/24 (1 FY)	222,400	0	222,400	0	222,400	0	0
	Markets Scheduled Maintenance including Sunny Bar area of Corn Exchange	750,000	0	750,000	750,000	0	0	0
	Doncaster Archives - Records Management	200,000	0	200,000	200,000	0	0	0
Corporate Resources	Total	1,172,400	0	1,172,400	950,000	222,400	0	0
Economy & Environment	Bollard De illumination	240,000	0	240,000	60,000	60,000	60,000	60,000
	Cusworth Hall – Various Repair and Improvement Works 2023/24	645,100	0	645,100	645,100	0	0	0
	Doncaster Archives – Installation of new lift	249,700	0	249,700	249,700	0	0	0
	Flood Risk	5,750,000	5,700,000	11,450,000	1,150,000	3,625,000	4,300,000	2,375,000
	HWRC works	265,000	0	265,000	265,000	0	0	0
	Linear Parks - Bridge Replacement and Refurbishment	1,155,000	0	1,155,000	201,000	331,000	323,000	300,000
	Northbridge Depot – Re-roofing of stores main reception, office & welfare areas	170,500	0	170,500	170,500	0	0	0
	Public Rights of Way Bridge Replacement and Refurbishment	318,000	0	318,000	82,000	120,000	116,000	
	Public Rights of Way Footpath Replacement and Network Improvements	388,000	0	388,000	103,000	111,000	87,000	87,000
	Retained Buildings Budget – Various Schemes	110,000	0	110,000	110,000	0	0	0
	Sign upgrading	500,000	0	500,000	125,000	125,000	125,000	125,000
	Streetlighting Column replacement (Concrete columns)	8,000,000	1,010,000	9,010,000	2,000,000	2,000,000	2,505,000	2,505,000
	Woodland and Country Park Infrastructure Improvements	296,000	0	296,000	94,000	88,000	48,000	66,000
	City Region Sustainable Transport Scheme Allocation	0	4,850,000	4,850,000	4,850,000	0	0	0
Economy & Environment	Total	18,087,300	11,560,000	29,647,300	10,105,300	6,460,000	7,564,000	5,518,000
Public Health	Leisure Centre - The Dome	2,490,000	0	2,490,000	2,490,000	0	0	0
	Leisure Centre Major Investment Scheme	1,474,410	0	1,474,410	1,474,410	0	0	0
Public Health	Total	3,964,410	0	3,964,410	3,964,410	0	0	0
Grand Total		23,224,110	11,560,000	34,784,110	15,019,710	6,682,400	7,564,000	5,518,000

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

Corporate Resources

Annual Fleet Replacement 2023/24

£0.0m in 2023/24 (£0.2m over 4 years) internal funding required

This funding is required to continue the fleet replacement programme for 2023/24. There were a limited number of replacements due in 2023/24 based on the replacement time periods/current state of repair and ensuring that we maximise the investment, obtaining full usage benefit from the assets. The required spend has been reviewed to delay where possible and only replace vehicles, plant and equipment were essential next year.

Due to the current uncertainties in the market and further work being required to evaluate the vehicles required in future years, funding is only allocated for 2023/24. The main target year for the vehicle replacement funding is 2025/26, when market developments are expected and a significant proportion of the fleet is expected to require replacement.

The amount of capital request is in line with those vehicles, which have now or will have an electric replacement, this is as designated via the EST/DFT Fleet Report June 2021- EG- If the report says it can be electric it will be, if the report says not then it will have the most efficient internal combustion engine (ICE). This allocation doesn't include any funding for the charging infrastructure required in the future, further work is ongoing to evaluate the delivery methods and associated costs.

Markets Scheduled Maintenance including Sunny Bar area of Corn Exchange

£0.75m (£0.75m) internal funding required

A structural survey was completed in 2019, which estimated circa. £350k annual contributions towards a structural maintenance programme. Further building assessments will be required to develop a forward plan to inform a maintenance programme.

However, in the interim, sufficient provision is required to meet repairs and maintenance and ensure the markets are maintained sufficiently to continue to deliver services.

In addition, specific works are required to the external fabric of the Corn Exchange, currently estimated at £650k. The works include:

- Windows: paint, repair or replace on all elevations
- Stone work: all elevations and buttresses
- Scaffolding, rolling programme round the building
- Including contingency and professional fees

Doncaster Archives - Records Management

£0.2m (£0.2m) internal funding required.

The council historically had onsite records management facilities (for paper records storage) in Copley House and Balby Archives, as well as a commercial storage provider.

In 2016 these facilities were merged into one commercially managed records management service and a contract was set up with an external supplier (Storetec) in Hull. Records were moved very quickly into the Storetec premises to facilitate the move into the Civic Office. As a result we have since found there had been no consistent application of procedures / retention times and many records need reviewing.

The records management budget (not including staffing) is currently approx. £80,000 per annum. The majority of this is used to pay Storetec for storage, retrievals, destructions, deliveries etc. Some savings have already been made by destroying records no longer needed.

There would be an initial capital cost to set up a records centre as it would require the installation of racking from a specialist records management / archive supplier. Previous quotes indicate that the cost would be approximately £200,000. This is a one off cost. As well as potentially realising future savings, we believe we could provide a better records management service to staff, ensure compliance with legislation and reduce emissions by transferring the service in-house.

Economy & Environment

Bollard De illumination

£0.06m (£0.24m) internal funding required

The upgrading has been started utilising current revenue budgets to repair and maintain bollards. This budget is only £152k per annum and covers all signs as well; due to the number of failures it is not sufficient to complete this works. Added to this the changes since Smartlight mean that bollards are not monitored overnight and there is no budget to recommence this work. This capital bid will allow us to escalate removing illuminated and installing retro reflective bollards which will improve the appearance of the City as well as ensuring the council compliance by correctly marking its islands and hazards at night. Going forward maintenance of these new type of bollards will only be following accident damage, De Lamination (which is rare with current suppliers) and cleansing. There will also be a small energy saving.

Additionally the removal of the electricity supply reduces the risk to the council from electric shock on the highway. Upgrading the Bollard equipment will reduce the current pressure on signage replacement budget which has been highlighted in the service risk register.

Cusworth Hall – Various Repair and Improvement Works 2023/24

£0.6m (£0.6m) internal funding required

The works described below form part of a longer term building management plan for the building due to the extent of works required. A recent bid for Museum Estate and Development Funding was unsuccessful.

The works being undertaken in 2022/23 are mainly to prevent further water ingress and improve ventilation in the basement. Some of the further works proposed below are follow on works to correct the damage caused by previous water ingress issues which will be resolved.

Capital funding for works to make the Gatehouse at Cusworth structurally safe has already been approved for 2023/24.

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.

- External repairs to the stone supports beneath external steps either side of the south elevation.
- Works to repair the stone surface outside the main front entrance.
- Replacement of rainwater goods, improvements to drainage, hard landscaping and external wall render repairs in the courtyard due to damage caused by historic water ingress and siting of a former salt bin.
- Remedial works to damaged plasterwork within the new Dining Room.

- A full fire alarm/emergency lighting design will be dependent on an Accessibility Survey to ensure that any revised access routes are covered.
- Replacement fire doors in the basement to prevent fire spread
- Emergency lighting upgrade
- Fire alarm and protection system upgrade

Doncaster Archives – Installation of new lift

£0.25m (£0.25m) internal funding required

A lift is required at the site to facilitate the movement of heavy items of museum collections, exhibits and archive documents/boxes. These are, by nature, generally heavy items. The alternative is to manually handle these items up and down stairs which could lead to musculoskeletal injuries to employees and possible damage to the items being transported.

The existing lift is for goods only and is on the verge of mechanical failure due to it reaching the end of its economic life and obsolescence of major components such as main reduction gear & motor, controller, landing locks and fixtures that may result in an unplanned lift failure resulting in no lift service for months.

Flood Risk

£1.1m (£11.4m) requires £5.7m internal funding with £5.7m grant funding

This flood recovery programme will better protect 738 residential properties which suffered from internal flooding during the November 2019 floods.

DMBC Flood Risk staff will programme manage the schemes with external consultants and contractors carrying out the work through framework procurements.

External funding is already secured to the value of £6.7m (£1m in years beyond the 4 year programme) through various sources including: GiA, SYMCA Gain Share, Local Levy, and Defra Innovation Funding along with private funding (Yorkshire Water & Severn Trent Water).

The internal funding requirement is a “worst case” figure as during the development and design stages it is likely that wider benefits will be discovered which will allow for the development of future funding bids to reduce the gap. Additionally other sources of funding are currently being pursued.

To progress with the programme and enable the drawdown of the funding already secured, we need to underwrite the funding gap and commit to meeting the scheme remaining financial obligations. Should we fail to provide adequate funding £4.2m of funding will be lost as only 4 schemes are fully externally funded.

Works to be carried out in High Melton, Bentley, Conisbrough, Stainforth, Moorends, Bawtry, Wadworth, Scawthorpe, Wheatley, Town Centre, Mexborough and Tickhill.

Household Waste Recycling Centres works

£0.3m (£0.3m) internal funding required

There are 6 Household Waste Recycling Centres (HWRC) within Doncaster, the service is managed by an external company on behalf of the council and is part of a joint contract with Rotherham & Barnsley councils. The provision of HWRCs is a statutory function of the council.

There are a number of improvements works required at the 6 HWRCs, due to the age of the sites; although the sites are managed by a contractor who maintain the assets on site, the following assets belong to the Council and are in need of replacement.

Without investment, there is a strong possibility that the sites would temporarily have to close.

Site Cabins £210k

The site cabins are pre-fabricated containers, these will be replaced at all 6 sites by similar upgraded units ensuring that the welfare facilities at the site are fit for purpose. The new cabins would be procured by the Waste & Recycling Team to be supply, install and remove the old cabins.

Pumps at Armthorpe & Carcroft £55k

There are 2 Pumps located at each site - Armthorpe & Carcroft. Due to age, the pumps are failing. The pumps would be procured by the Waste & Recycling Team to supply, install and remove the pumps.

Linear Parks - Bridge Replacement and Refurbishment

£0.2m (£1.2m) internal funding required

The essential works required have been identified by qualified bridge engineers as part of a structural survey and are deemed necessary within the timescales set out by this application. The cost of replacing these structures would be significant should interim remedial works not be undertaken.

The replacement and refurbishment works will be designed and supervised in house and the works will be procured within the prevailing financial and procurement regulations via the Councils framework contractors or through a tendering process as required necessary based on the complexities and the value of works.

The works will be under taken over a 5 year programme based on a time priority basis dependant on the risks to the public and the condition of the structure.

Once the works are complete the structures will be 'adopted' by the Bridges Team who will then be responsible for their ongoing maintenance subject to a satisfactory increase in Revenue Budget.

The most essential works have been identified and work will be carried out on Dearne Valley Railway, Godwall and Braithwell Railway, path to Bentley, Broadsworth Colliery Branch, Trans Pennine Trail and Doncaster Greenway

North Bridge Depot – Re-roofing of stores main reception, office & welfare areas

£0.2m (£0.2m) internal funding required

The roof is currently leaking over the welfare areas making this unfit for use and the main reception is kept open while buckets capture the rain.

In the latest inspection it is felt the roof has been patched to death and can no longer sustain further patches as each attempt creates further health & safety issues.

North Bridge store is a hub for all services working out of North Bridge and this is a central point feeding all other stores locations, its closure is not an option.

It is the intention to keep delivering the Stores function from North Bridge Depot, & even if the service was relocated this building will still be required for some kind of service delivery.

Funds are requested to remove the asbestos roof sheets and all latent debris in order to completely remove the health and safety hazard that this type of construction creates.

To re-roof the area in a modern aluminium bowder insulated specification which will come with a guaranteed warranty of 15-25 years (depending on spec)

To replace the water damaged suspended ceilings and flooring making this area fit to work in.

This building is part of the plans for the future use of North Bridge and houses Stores Front of House/Reception, Stores Offices & the Stores Welfare area.

This scheme will be delivered by the in-house team of specialists.

Public Rights of Way Bridge Replacement and Refurbishment

£0.08m (£0.3m) internal funding required.

This programme of works is to replace a number of minor structures on the Public Right of Way (PROW) network and the refurbishment and safety improvements to more significant structures.

Given the simplicity of many of the bridges on the PROW network it is more cost effective to undertake a complete replacement of the structure as opposed to undertaking maintenance works. Given the mode of failure of these structures and construction materials involved the structure as a whole deteriorates the same time rendering them beyond economical repair. Therefore the scope of the programme will be to replace structures using sustainable materials that are resistant to rot, theft and vandalism and provide a much longer service life and minimal maintenance giving improved whole life costs.

Where structures are more substantial there are a number of structures identified in the programme that require remedial works and major preventative maintenance to preserve the life of the structure and obviate the need to replace these structures prematurely before the intended design life of the structure.

The bid has been prioritised to only include essential work required at Rugged Carr, River Torne, Moss, Cockshaw, Fenwick, Moss, Trumfleet Grange, Sykehouse, Blacks, Marsh lane, Norton and Parks Farm.

Public Rights of Way Footpath Replacement and Network Improvements

£0.1m (£0.4m) internal funding required

This programme of works is to resurface a number of PROW routes and upgrade structures on the Public Right of Way (PROW) network that provide 'Access Control' onto the network. Effective access control is necessary as it ensures that access to the network is restricted to reduce anti-social behaviour such as off road motor cycles and fly-tipping activities. It is vital that the structures that provide access control are replaced with compliant restrictions to ensure that the Council does not discriminate users with special access needs due to disabilities to be compliant with Equalities Act legislation.

The bid has been prioritised to only include essential work required at Owston, Hatfield, Sprotbrough and Cadeby

Retained Buildings Budget – Various Schemes

£0.1m (£0.1m) internal funding required

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: Inpress, Tom Hill Youth Club and Moats Hill Day Centre

Sign upgrading

£0.1m (£0.5m) internal funding required

Following on from changes to approved codes of practices and management of highways assets the council has increased pressure to document the management of maintenance and inspections of highways structures.

With the changes to the Institute of Lighting professionals TR22 ACop & Atoms template the council now has additional responsibility to ascertain structural condition of assets.

As a result of the changes and the Doncaster Council policy of risk based approach to asset management the street lighting team embarked on a programme of structural condition surveys across the borough to establish the condition of stock.

Based in the four zones completed so far the data has indicated that of the 17,639 recorded assets we expect around 30% to no longer exist. So based on projections we have around 12,500 signage assets of these assets we have identified that approx. 37% of the assets will have some form of defect or another varying from dirty faces, missing ID Plates to the more serious damaged sign plates and corroded and leaning poles. This means of the 12,500 assets we expect that there would be around 4,500 requiring some form of attention. Of this number we expect to see around 750 signs that require replacement due to corrosion. This is prior to a detailed condition survey which will likely make this significantly higher once we are able to be certain our asset

data is correct. Current revenue funding equates to approx. £152k for the maintenance of the assumed 12,500 sign assets as well as a further 1,000 non illuminated bollards and 800 illuminated bollards (14,300 assets) this equates to approx. £10.50 per asset. As a council we have a duty to carry out inspections on installed assets and through the process which so far we have funded through current budgets we have identified defects which we now need to rectify. Due to these assets location on the adopted highway there is significant risk to the public if these works are not carried out not only from structural failure but also highways safety, electrical safety and enforcement.

Street lighting Column replacement (Concrete columns)

£2m (£9m) £8m internal funding required with £1m external grant

The additional funding required keeps the annual budget for this scheme at £2.5m which means the replacement of around 1,250 columns.

The applied funding will help the street lighting team accelerate the replacement of concrete columns in the Borough. Currently our existing revenue budgets of approx. £871k is only allowing us to keep up with replacing the identified structurally failed columns (currently 628 and rising). Based on current average prices this replacement cost is £1.26m. Across the Borough we have 10,845 Concrete columns which according to condition surveys 29% risk of failing within a 3 year period. This is above the average of the whole council stock which stands at around 5%. This highlights the necessity for the council to introduce a programme of replacements for the concrete stock to get the risk levels lower and in line with the stock overall. This additional funding will allow a 5 year programme of replacements to be implemented which would reduce the numbers of concrete columns installed across the borough by half. It would also allow for the street lighting team to concentrate on a risk based approach to replace in the highest risk areas.

This additional funding would also assist with the requirements for the whole stock as it would mean that the current revenue budget can be used to reduce the risk of the steel columns which have also started to become life expired and which will become a larger issue based on the current levels of expenditure. Additional pressures in street lighting are being applied with regards to structural requirements as well as additional lighting in areas of anti-social behaviour. Unfortunately due to the condition levels of the stock we have no funds available to assist community or safety issues. All works will be designed and delivered in house by our Design & Highways Operations teams. This will safe guard local labour resources and could lead to additional posts being created to deliver the project. Additionally external network companies will be employed with bias towards those who use locally employed labour. Following on from this scheme being successfully delivered a further bid would be put forward to complete the replacement subject to funds being available

Woodland and Country Park Infrastructure Improvements

£0.1m (£0.3m) internal funding required

Doncaster Council owns and manages around 78 woodland and countryside sites across the borough, which contain infrastructure such as footpaths, footbridges, steps, culverts and boundary fenestration (fences and gates). Much of this infrastructure was installed during the 1980's under grant funding following the development or acquisition of the sites and is deteriorating and in need of replacement.

Essential and urgent works are to be carried out at Brecks Plantation, Campsall Country Park, Hathell Wood, Hexthorpe Ings, Holmes Carr Great Wood, Howell Wood, King's Wood, Kirk Moor Plantation, Martinwells Lake, Melton Woods, Mill Piece, Pitman Road, Sandall Beat Woods, Skellow Cross Plantation, Trans Penine Trail (Bentley Triangle to Guest Lane) and Trans Pennine Trail (Bentley Rise to Jossey lane).

City Region Sustainable Transport Scheme Highways Capital Maintenance Allocation

£4.8m (£4.8m) 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.

The planned capital works programme encompasses the maintenance of all the highway and bridges assets in order to ensure the Council fulfils its statutory obligations as a responsible highway authority.

The Local Transport Plan (LTP) Highways and Bridges Maintenance Capital Programme 2023/24 will comprise of a number of individual schemes and include a small allocation for street lighting. These combine to make the full LTP programme. Where any additional costs are encountered it may be necessary to defer some work to the following funding year

Public Heath

Leisure Centre - The Dome

£2.5m (£2.5m) internal funding required

Currently one year of required maintenance is put forward for approval, this time will be used to commission a strategic review that will be used:

- To strategically appraise the culture and leisure offer currently provided at the Dome.
- Formulate proposals and options for culture and leisure services provided at this location within the context of the culture and leisure offer across the City of Doncaster.
- Provide a high level appraisal outlining the conclusions drawn from this analysis.

- Evaluate the options and make recommendations to support the financial sustainability of Doncaster Culture and Leisure Services Trust.
- Provide high level capital costs, sales opportunities and revenue implications of available options to assist with future 0-5 5-10 & 10-25 year investment planning.
- Provide implementation timescales and an assessment of risks in undertaking the recommended proposals.

Leisure Centre Major Investment Scheme

£1.5m (£1.5m) internal funding required.

Monies were identified in 2021 to invest in the refurbishment and reopening of community leisure facilities, Askern Leisure Centre, Edlington Leisure Centre and Thorne Leisure Centre.

The scope of works addressed over 40 years of condition survey works, while responding to reducing carbon emissions and changes in fire strategy.

An external lead was appointed, and surveys confirmed that additional monies were needed to complete the schemes. Further monies were approved in June 2022, however the costs of finalising the developments at both venues (Thorne and Askern) have risen by £509k, since this point and there is a requirement for the provision of a substation at Thorne Leisure Centre, with indicative costs at £500k, a total of £1.09m is being asked for the completion of these two facilities.

The additional funding will deliver the venues to a high standard and will enable future revenue savings to be achieved through an efficient and expanded service. Future planned maintenance costs will be reduced.

With regard to Edlington leisure centre, due to concerns about the existing site, a submission was made to Levelling Up Funding (LUF) to build a new facility within Edlington. Unfortunately the application has not been successful. Following the notification further discussions are required on the options. However, as demolition may still be required, £465k is retained in the capital programme.

Contractors have been appointed at Askern Leisure Centre and the additional sum required is at cost confidence.

A specialist Leisure delivery partner has been appointed for Thorne Leisure Centre.

The venues will be completed by March 2024.