



Report

**Date: 7th
February 2024**

To the Chair and Members of the

CABINET

Report Title: CAPITAL STRATEGY AND CAPITAL BUDGET 2024/25 – 2027/28

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

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, and the efficiency and effectiveness of service operations. 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 appendix 3; this has been used to produce the Capital Budget Proposals set out in paragraphs 13 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 £506.6m of capital investment over 2024/25 to 2027/28 that will continue to stimulate growth and prosperity, with £193.1m of spend estimated for 2024/25. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture.



5. Additional schemes are proposed for inclusion in the capital programme totalling £59.8m, with £36.5m in 2024/25. However, given the continued financial challenges faced by the Council, all schemes have once again been reviewed to prioritise essential spend and to maintain our operational assets and buildings which will be used in the long term. This includes continued investment in our leisure facilities, retained public buildings and infrastructure across the city including street lighting, footpaths and signage, ensuring the assets required to deliver Council services are adequately maintained.
6. The capital programme includes £227.8m investment in the Council's social housing stock over the next four years, covering maintenance, adaptations, acquisitions and the new build programme. In addition, we are committed to the ongoing refurbishment of our leisure centres and there is £14.4m funding to commence refurbishment works at the Dome that will bring much needed investment, support the long-term service provision at this location and in turn the viability of Doncaster Culture and Leisure Trust.
7. The existing capital programme and new projects for the four years 2024/25 to 2027/28 are detailed in Appendices 1a to 1f and in the paragraphs below. Unless stated otherwise, the value for 2024/25 is shown first and then the total for the four-year programme is in brackets (2024/25 to 2027/28).

EXEMPT REPORT

8. This report is not exempt.

RECOMMENDATIONS

9. Cabinet is asked to recommend that Council: -
 - a. Approve the Capital Strategy at appendix 3;
 - b. Approve the Capital programme for 2024/25 to 2027/28 at paragraphs 13 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 functionality, 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.

12. There are significant challenges delivering capital schemes in the current environment, due to the number of varied schemes and managing the impact of inflation, especially if funded from grant income previously allocated, whilst still meeting the grant criteria. In addition, the impact of receiving further government grant income during the financial year for specific capital schemes, with tight deadlines and limited initial start-up funding, requiring finite staff resources to be reprioritised to deliver the new schemes.

Capital Programme Summary

13. The current Capital Programme includes £506.6m of capital investment over 2024/25 to 2027/28, with £193.1m in 2024/25. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Adults, Wellbeing & Culture	6.493	6.582	5.282	5.282	23.639
Chief Executive	18.272	1.050	0.000	0.000	19.322
Corporate Resources	19.684	12.758	12.841	12.500	57.783
Children, Young People & Families	25.706	5.778	2.378	0.000	33.862
Place	122.992	121.709	76.294	50.997	371.992
Total	193.147	147.877	96.795	68.779	506.598

14. The schemes put forward to be considered for approval total £59.8m with a £25.1m 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. All the bids have been reviewed and prioritised. The only schemes requiring council resources are from the Place and Chief Executive directorates.

Directorate	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Chief Executive	14.927	0.500	0.000	0.000	15.427
Place	4.959	3.465	0.619	0.596	9.639
Total	19.886	3.965	0.619	0.596	25.066

15. It is estimated that borrowing for the £25.1m will incur revenue costs of £1.3m per annum (interest and repayment of debt). The revenue costs are taken into consideration in the revenue budget for 2024/25 – 2026/27. The borrowing costs associated with the investment in the Dome, estimated at £0.3m, are not included within the £1.3m as they will be funded from additional income generated by the Dome following the completion of works.

Place

16. 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 £122.9m in 2024/25 (£371.9m), a further analysis is provided in Appendix 1f.

Economy & Development

- a) **Towns Deal - Station Gateway Construction** - £6.0m (£19.9m) – works include the extension of the railway station forecourt, construction of modern, sustainable buildings and business opportunities in the Doncaster Gateway and improvements to the public space.
- b) **City Region Sustainable Transport Settlement Mexborough** - £6.1m (£13.0m) - The scheme will reallocate space within the existing highway layout along Greens Way to provide a new active travel corridor and provide a sustainable active transport alternative to the private car. The transformation of Greens Way from 'bypass' to 'town street', will provide a more attractive journey for pedestrians and cyclists giving each mode space. The route will be lined with street trees and give active modes a much safer environment for vulnerable road users. A tender exercise is currently being undertaken which will inform the investment with an options appraisal also being progressed to support the investment decision.
- c) **Levelling Up Fund 1 Waterfront East Development** - £10.2m (£11.5m) – works include the remediation of the site to decontaminate the area, to ensure it is in a developmental state and create a temporary public green space. There will be the acquisition of key sections of land to improve access and viability of the overall site. The site will have potential to attract a number of transformational developments and additional opportunities to develop around the Marina.
- d) **Stainforth Towns Fund** - £13.3m (£20.9m) investment for improvements in Stainforth including the station gateway, town centre and new community hub.

Housing & Sustainability

- a. **Council House Building Programme (CHBP) Ph2 (Committed)** – Funding totalling £5m in 2024/25, (£29.9m) Phase 2 was approved by Cabinet on 22nd June 2022 as part of the Affordable Homes Programme to deliver c.123 new homes across the Borough.
- b. **Council House Building Programme (CHBP) Ph2b & Ph3 (New Major Investment)** – Further funding totalling £30.8m 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 £70m invested to deliver a substantial number of new homes to meet the needs of our residents.
- c. **Council House Acquisitions** – Funding totalling £12.3m in 2024/25, (£34.0m) to accelerate the delivery of 241 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.

- d. **Council House Improvement and Maintenance Programme – Funding** totalling £27.8m in 2024/25, (£127.3m) 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, fascia and soffit replacements. The programmed works will include the following: -
- **Fire Safety Improvements** – Funding totalling £1.7m in 2024/25 (£7.1m). 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 £2.4m in 2024/25 (£9.1m) 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.
 - **External Planned Maintenance Including Thermal and Energy Efficiency Works (Contractor)** - Funding totalling £9.7m in 2024/25 (£39.0m) will be spent on investment in Energy Efficiency Works to respond to climate change and the need to work across housing types and tenures to meet carbon reduction targets. The main focus across the 4 year programme will be on hard to treat properties which include 748 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.
- e. **Residential Site Improvements** – Funding totalling £2.8m in 2024/25 (£6.2m). Most 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 2024/25 and Little Lane and Lands’ End sites in subsequent years.
- f. **Net Zero Carbon** – £1.6m 2024/25 (£1.6m) 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

- a. **Highway Maintenance** – £6.2m (£16.5m) - 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, cycleway, 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 which may include surface dressing, micro-surfacing, footway slurry surfacing, and any other appropriate treatments 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 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 customer enquiries or by other means.

- b. **Flood Prevention** – £2.1 (£10.2m) – works to improve flood defences in the areas identified with the greatest need including Town Centre, Bentley, Conisbrough, High Melton and Tickhill
- c. **Street Lighting Column Replacement** – £2.7m (£8.0m) – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing LED light fittings.

Adults, Wellbeing & Culture

17. The total investment managed by this Directorate is (£22.4m) over the 4-year programme, with £6.2m in 2024/25. The largest areas are Housing Adaptations £6.4m (£23.4m). 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 £23.2m.

Chief Executive

18. The total investment managed by this Directorate is estimated to be £18.3m (£19.2m). Works are related to investment in leisure facilities and parks. A further analysis is shown in Appendix 1c.

- a. **Doncaster Culture and Leisure Trust** – £16.2m (£16.2m). As part of our commitment for continued investment in our leisure centres, most works in 2024/25 will take place at The Dome, which is essential for the ongoing viability of DCLT and financial sustainability across the portfolio. This includes refurbishment and enhancement of The Lagoons including all ancillary areas, entrance refurbishment, building fabric improvements and mechanical and electrical system replacement.

Corporate Resources

19. Corporate Resources will manage (£57.8m) of funds over the 4-year programme, with £19.7m in 2024/25. 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.
- a. **ICT Schemes** - £1.0m (£1.6m). 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 borrowing available, if required, to fund projects which deliver more efficient services and enable further revenue savings to be made, which can meet the associated borrowing costs.
 - c. **Programme Contingency** - £6.1m. A contingency is held in the capital programme to provide 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.

Children, Young People & Families

20. The total investment via this Directorate is (£33.9m) over the 4-year programme, with £25.7m in 2024/25. 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, twenty schools will have a range of improvements works completed in 2024/25, 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 £1.1m.
 - Nine schools will have a range of mechanical work completed including heating system improvements £0.2m;
 - Twelve 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 range of works will also be carried out at Family Hubs £0.1m
- 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.
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 £9.3m will be received from sales of land and buildings via the general fund disposal programme. 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. Any capital receipts resulting from the Asset Rationalisation programme, aimed at reducing the annual revenue running costs and future investment required, will be additional and have not been included in this capital programme.

29. The value in the current capital programme to be financed with capital receipts totals £9.5m.

30. The tables below show the existing capital receipts and commitments for 2024/25 to 2027/28: -

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Current Capital Programme Requirement	6.043	3.099	0.320	0.000
Estimated Capital Receipts:				
Carried forward	1.458	1.436	1.620	1.300
In-year capital receipts	6.021	3.283	0.000	0.000
Total Est. Capital Receipts	7.479	4.719	1.620	1.300
Cumulative Balance (to c/f)	1.436	1.620	1.300	1.300

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 to Cabinet as part of the quarterly Finance and Performance Improvement report.

OPTIONS CONSIDERED

34. Option 1 – Do not support the Capital Strategy and proposal for the 2024/25 to 2027/28 Capital budget.









35. Option 2 – Support the Capital Strategy and proposal for the 2024/25 to 2027/28 Capital budget.

REASONS FOR RECOMMENDED OPTION

36. Option 2 has been adopted, supporting the Capital Strategy and allowing the Council to carry out the 4-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

37. 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. In addition to the nine protected characteristics covered by the PSED the Council have adopted 4 local characteristics namely Homelessness and rough sleepers, Socio-economic, Veterans and their Families and Children in care/Care leavers.

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 2023 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.

Legal Implications [Officer Initials: _SRF_ | Date: __15.01.24_]

38. 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.

39. 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: 12/01/24]

40. 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.
41. 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: 15/01/24]

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

Technology Implications [Officer Initials: PW | Date: 15/01/24]

43. 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

RISKS AND ASSUMPTIONS

44. 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.

CONSULTATION

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

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

BACKGROUND PAPERS

47. Cabinet Report – Finance & Performance Improvement Report:2023-24 Quarter 1

<https://doncasterintranet.moderngov.co.uk/documents/s41485/i8%20Finance%20Performance%20Report%20Q1%20Report%20Pack%20-%20Cabinet.pdf>

48. Cabinet Report – Finance & Performance Improvement Report:2023-24 Quarter 2

<https://doncasterintranet.moderngov.co.uk/documents/s42483/i8%20cab%20061223%20-%20Q2%20Finance%20Performance%20Report%20Cabinet%20Meeting%20Pack.pdf>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
CAMP	Capital and Major Projects
CCTV	Closed Circuit Television
CFR	Capital Financing Requirement
CHBP	Council House New Build Programme
CIPFA	Chartered Institute of Public Finance and Accountancy
CRSTS	City Region Sustainable Transport Settlement
DCLT	Doncaster Culture and Leisure Trust
DFG	Disabled Facilities Grant
HRA	Housing Revenue Account
ICT	Information and Communication Technology
IMF	Investment & Modernisation Fund
LED	Light Emitting Diode
LTP	Local Transport Plan
LUF	Levelling Up Fund
MRP	Minimum Revenue Provision
MTFS	Medium Term Financial Strategy
OFSTED	Office for Standards in Education
RSH	Regulator of Social Housing
SEND	Special Educational Needs and Disability
SYMCA	South Yorkshire Mayoral Combined Authority

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CAPITAL PROGRAMME 2024/25 TO 2027/28 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, WELLBEING & CULTURE					
ADULT SOCIAL CARE	6,493	6,582	5,282	5,282	23,639
ADULTS, WELLBEING & CULTURE TOTAL	6,493	6,582	5,282	5,282	23,639
CHIEF EXECUTIVE					
PUBLIC HEALTH	17,772	550	0	0	18,322
POLICY, INSIGHT AND CHANGE	500	500	0	0	1,000
CHIEF EXECUTIVE CAPITAL PROGRAMME	18,272	1,050	0	0	19,322
CORPORATE RESOURCES					
FINANCE & TECHNOLOGY	19,684	12,758	12,841	12,500	57,783
CORPORATE RESOURCES TOTAL	19,684	12,758	12,841	12,500	57,783
CHILDREN, YOUNG PEOPLE & FAMILIES					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	20,040	5,578	2,178	0	27,796
PARTNERSHIPS & OPERATIONAL DELIVERY	5,200	0	0	0	5,200
CHILDRENS SOCIAL CARE	266	0	0	0	266
CHILDREN, YOUNG PEOPLE & FAMILIES TOTAL	25,706	5,778	2,378	0	33,862
PLACE					
ECONOMY & DEVELOPMENT	54,367	32,465	2,504	606	89,942
ENVIRONMENT	13,454	12,312	12,969	1,733	40,468
TRADING SERVICES	3,667	205	0	0	3,872
PUBLIC & PRIVATE SECTOR HOUSING	49,858	76,727	60,821	48,658	236,064
SUSTAINABILITY STRATEGY	1,646	0	0	0	1,646
PLACE TOTAL	122,992	121,709	76,294	50,997	371,992
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	193,147	147,877	96,795	68,779	506,598
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	6,043	3,100	320	0	9,463
EARMARKED RESERVES	13,600	635	704	542	15,481
GRANTS & CONTRIBUTIONS	69,700	39,018	13,697	2,782	125,197
BORROWING	60,361	52,679	45,405	26,681	185,127
REVENUE CONTRIBUTION - GENERAL FUND	417	0	0	0	417
REVENUE CONTRIBUTION - HRA	11,658	9,047	9,448	9,665	39,818
USABLE CAPITAL RECEIPTS (HOUSING)	9,188	4,100	2,091	3,955	19,334
MAJOR REPAIRS RESERVE (HOUSING)	22,180	39,298	25,130	25,154	111,762
TOTAL CAPITAL FUNDING	193,147	147,877	96,795	68,779	506,598

ADULTS, WELLBEING & CULTURE CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
ADULTS SOCIAL CARE	6,493	6,582	5,282	5,282	23,639
ADAPTATIONS FOR THE DISABLED	2,230	2,300	2,500	2,500	9,530
DISABLED FACILITIES GRANTS	3,833	4,282	2,782	2,782	13,679
HOME ALARMS DIGITAL SWITCHOVER	430	0	0	0	430
ADULTS, WELLBEING & CULTURE CAPITAL PROGRAMME	6,493	6,582	5,282	5,282	23,639

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	3,833	4,282	2,782	2,782	13,679
BORROWING	430	0	0	0	430
USABLE CAPITAL RECEIPTS (HOUSING)	516	534	699	663	2,412
MAJOR REPAIRS RESERVE (HOUSING)	1,714	1,766	1,801	1,837	7,118
TOTAL ADULTS, WELLBEING & CULTURE CAPITAL PROGRAMME FUNDING	6,493	6,582	5,282	5,282	23,639

CHIEF EXECUTIVE CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
PUBLIC HEALTH	17,772	550	0	0	18,322
DCLT INVESTMENT - THORNE	1,365	0	0	0	1,365
DCLT INVESTMENT - EDLINGTON - AWAITING FEASIBILITY	442	0	0	0	442
DCLT INVESTMENT - THE DOME	14,427	0	0	0	14,427
FUTURE PARKS 15 BESPOKE PARK	1,476	550	0	0	2,026
IMPROVEMENTS TO KILHAM LANE COMMUNITY CENTRE MUGA	62	0	0	0	62
POLICY, INSIGHT AND CHANGE	500	500	0	0	1,000
LOW CODE CUSTOMER EXPERIENCE PLATFORM (LCP)	500	500	0	0	1,000
CHIEF EXECUTIVE CAPITAL PROGRAMME	18,272	1,050	0	0	19,322

CHIEF EXECUTIVE CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	1,537	550			2,087
BORROWING	6,084	500			6,584
EARMARKED RESERVES	10,651				10,651
MAJOR REPAIRS RESERVE (HOUSING)					0
TOTAL CHIEF EXECUTIVE CAPITAL PROGRAMME FUNDING	18,272	1,050	0	0	19,322

CORPORATE RESOURCES CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
FINANCE & TECHNOLOGY	19,684	12,758	12,841	12,500	57,783
INVESTMENT&MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
PROGRAMME CONTINGENCY	6,145	0	0	0	6,145
KIT REFRESH FUND	310	10	341	0	661
ASSET MANAGEMENT & MONITORING	124	0	0	0	124
INFRASTRUCTURE FUND	545	240	0	0	785
AI / ROBOT PROCESS AUTOMATION	60	0	0	0	60
CORPORATE APPLICATION FUND	0	8	0	0	8
CORPORATE RESOURCES CAPITAL PROGRAMME	19,684	12,758	12,841	12,500	57,783

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF			320		320
GRANTS & CONTRIBUTIONS					0
EARMARKED RESERVES					0
BORROWING	19,684	12,758	12,521	12,500	57,463
REVENUE CONTRIBUTION - HRA					0
REVENUE CONTRIBUTION - GENERAL FUND					0
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	19,684	12,758	12,841	12,500	57,783

CHILDREN, YOUNG PEOPLE AND FAMILIES CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	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	5,200	0	0	0	5,200
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT (BLOCK BUDGET)	4,110	0	0	0	4,110
SEND - HILLSIDE PRIMARY SCHOOL	255	0	0	0	255
WHEATKEY YOUTH HUB	835	0	0	0	835
COMMISSIONING & BUSINESS DEVELOPMENT	20,040	5,578	2,178	0	27,796
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
SAFEGUARD&SECURE MINOR PROJECT	80	80	60	0	220
SCHOOL PLACES-BLOCK ALLOCATION	400	1,060	968	0	2,428
SURPLUS PLACES ARMTHORPE	2,250	2,250	0	0	4,500
SCH PLACES HATCHELL GRANGE	4,750	0	0	0	4,750
ARMTHORPE ACADEMY LAND PURCHAS	797	0	0	0	797
DUNSVILLE PRIMARY SCHOOL EXPAN	968	968	0	0	1,936
PLOVER PRIMARY (SECTION 106)	1	0	0	0	1
WARMSWORTH PRIMARY SCH (S106)	58	0	0	0	58
HAYFIELD SCH CLASSROOM EXPAN	3,585	0	0	0	3,585
HALL CROSS SCHOOL PLACES INC	1,500	0	0	0	1,500
ROSSINGTON ALL SAINTS- PLACES	3,125	0	0	0	3,125
1920 WADWORTH ROOF	46	0	0	0	46
SCHOOLS CONDITION PROGRAMME	1,100	850	800	0	2,750
DFC - GENERAL - PRIMARY	300	270	250	0	820
CONNECT THE CLASSRM- PRIMARY	300	0	0	0	300
FAMILY HUB & START FOR LIFE PROGRAMME	80	0	0	0	80
EARLY YEARS CHILDCARE EXPANSION	600	0	0	0	600
CHILDRENS SOCIAL CARE	266	0	0	0	266
FUTURE PLACEMENTS STRATEGY	266	0	0	0	266
CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL PROGRAMME	25,706	5,778	2,378	0	33,862

CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	24,343	5,778	2,378	0	32,499
CAPITAL RECEIPTS - GF	1,066	0	0	0	1,066
BORROWING	-3	0	0	0	-3
REVENUE CONTRIBUTION - GENERAL FUND	300	0	0	0	300
TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES PROGRAMME FUNDING	25,706	5,778	2,378	0	33,862

PLACE CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ECONOMY & DEVELOPMENT	54,367	32,465	2,504	606	89,942
LUF1 WATERFRONT EAST DEVELOP	10,198	1,265	0	0	11,463
CCQ CINEMA INFRASTRUCTURE	776	0	0	0	776
TOWN DEAL STATION GATEWAY CONSTRUCTION	6,000	13,909	0	0	19,909
TOWN DEAL BUILDING ACQUISITIONS	2,546	0	0	0	2,546
STAINFORTH HEADSTOCK LIGHTING	3,367	480	0	0	3,847
STAINFORTH EMPLOYMENT UNITS	69	1,139	0	0	1,208
STAINFORTH COUNTRY PARK	2,124	5	0	0	2,129
STAINFORTH STATION FOOTBRIDGE	2,985	175	0	0	3,160
STAINFORTH STATION ACCESS	2,716	2,508	0	0	5,224
STAINFORTH COMMUNITY HUB	267	3,281	0	0	3,548
STAINFORTH EAST LANE GATEWAY	1,632	0	0	0	1,632
STAINFORTH TD SHOP FRONTS	173	0	0	0	173
COLONNADES UNDERGROUND CAR PK	70	0	0	0	70
COLL'DES SHOPS FLOOR/GUTTERS	250	0	0	0	250
LUF1 CCQ CENTRAL LIBRARY	303	0	0	0	303
LUF1 CCQ PUBLIC REALM	1,468	0	0	0	1,468
STRATEGIC ACQUISITION FUND	3,002	0	0	0	3,002
BALBY LIBRARY REPLACE FRONTAGE (ON HOLD)	60	0	0	0	60
CANTLEY LIBRARY REFURBISHMENT (ON HOLD)	256	0	0	0	256
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS (ON HOLD)	48	0	0	0	48
HATFIELD COMMUNITY LIBRARY ROOF (ON HOLD)	30	0	0	0	30
TICKHILL LIBRARY LIGHT REPLACE (ON HOLD)	20	0	0	0	20
WOODLANDS LIBRARY VENTILATION (ON HOLD)	62	0	0	0	62
CUSWORTH HALL IMPROVEMENTS	967	1,011	0	0	1,978
CIVIC OFFICE MAJOR ITEMS WORK	1,876	130	199	542	2,747
ARCHIVES LIFT REPLACEMENT	78	0	0	0	78
RETAINED PUBLIC BUILDINGS INVESTMENT PROGRAMME	1,148	0	0	0	1,148
WHEATLEY FAMILY HUB WINDOWS& VENT	107	0	0	0	107
INPRESS BOILERS/ELECTRICAL/LED	70	0	0	0	70
ACTIVE TRAVEL 3	700	0	0	0	700
ACTIVE TRAVEL 4	1,443	0	0	0	1,443
CORPORATE LANDLORD FLUORESCENT LIGHTING UPGRADES	184	0	0	0	184
CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT- LOCAL & NEIGHBOURHOOD COMPLEMENTARY TRANSPORT PROGRAMME	1,392	1,392	2,060	0	4,844
CRSTS MEXBOROUGH (CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT)	6,100	6,900	0	0	13,000
CUSWORTH HALL IMPROVEMENT WORKS	350	0	0	0	350
NORTH BRIDGE DEPOT - LINING & WALKWAY IMPROVEMENTS	30	0	0	0	30
NORTH BRIDGE DEPOT - ROOF REPAIRS	200	150	0	0	350
NORTH BRIDGE DEPOT - WAREHOUSE DEMOLITION & REPLACEMENT	500	0	0	0	500
NORTH BRIDGE DEPOT - WELFARE UPGRADES	98	51	80	40	269
SOUTH YORKSHIRE MAYORS SUSTAINABLE TRANSPORT FUND: PEDESTRIAN CROSSINGS	214	0	0	0	214
NORTH BRIDGE DEPOT - CCTV UPGRADES	24	24	24	24	96
CUSWORTH HALL - INSTALLATION OF FIRE HYDRANT.	101	0	0	0	101
POSITIVE STEPS	363	45	141	0	549
ENVIRONMENT	13,454	12,312	12,969	1,733	40,468
BRIDGES LTP ALLOCATION	40	0	0	0	40
RLYGB/32 SHAFTHOLME LANE RAIL BRIDGE	40	0	0	0	40
FISHPOND BAWTRY CULVERT	190	0	0	0	190
LINEAR PARK BRIDGES REPLACE/REFURBISH	270	323	300	326	1,219
HIGHWAY MAINTENANCE PERMANENT PATCHING	374	0	0	0	374
DONCASTER ROAD, HGH MELTON FLOOD SCHEME	100	0	0	0	100
FRANK RD, BENTLEY FLOOD SCHEME	150	525	3,900	875	5,450
DIG, SCAWTHORPE FLOOD SCHEME	100	900	0	0	1,000
CHSWLD CULVRET, TOWN CENTRE FLOOD SCHEME	0	675	0	0	675
DIG, CLAY LANE FLOOD SCHEME	900	0	0	0	900
DUFTONS CLOSE, CONISBROUGH FLOOD SCHEME	278	120	402	0	800
NFM, CONISBROUGH FLOOD SCHEME	190	182	0	0	372
CHURCH LANE, BAWTRY FLOOD SCHEME	25	105	0	0	130
SYCAMORE CRESCENT, BAWTRY FLOOD SCHEME	25	349	0	0	374
NFM, TICKHILL FLOOD SCHEME	372	0	0	0	372
SCHOOL REDUCED SPEED LIMITS	599	0	0	0	599
FOOTBRIDGES- ROSSINGTON/BAWTRY	0	29	0	0	29
FOOTBRIDGES- NORTON & ASKERN	99	79	0	0	178
FOOTBRIDGES- TICKHILL/WADWORTH	21	0	0	0	21
FOOTBRIDGES- CONISBROUGH	0	8	0	0	8
FOOTPATH - SANDALL BEAT WOODS	24	0	0	0	24
BRIDLEWAY - OWSTON WOOD NORTON	87	87	87	0	261
FIXED PLAY FACILITIES MODERNISTION	631	213	0	0	844
GATEWAY TREE PLANTING	36	38	0	0	74
CAMPSALL COUNTRY PARK	7	0	0	0	7
KIRK MOOR PLANTATION	0	2	0	0	2
MARTINWELLS LAKE	0	17	32	0	49
MELTON WOODS	12	0	9	0	21

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
MILL PIECE	5	0	0	0	5
PITMAN ROAD	0	0	25	0	25
SKELLOW CROSS PLANTATION	7	0	0	0	7
TRANS PENNINE TRAIL (BENTLEY)	2	25	0	0	27
TRANS PENNINE TRAIL (JOSSEY LANE)	0	5	0	0	5
STREET LIGHTING IMPROVEMENT PROGRAMME	2,691	2,655	2,655	0	8,001
BOLLARD DE-ILLUMINATION	60	60	60	0	180
SIGN UPGRADING	125	125	125	0	375
CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT HIGHWAYS AND BRIDGES CAPITAL PROGRAMME 2024/25 TO 2026/27	5,000	5,000	5,000	0	15,000
MAINTENANCE FOR THE CITY CENTRE QUALITY STREETS	467	296	341	532	1,636
MAYRISE - SERVICE MANAGEMENT SYSTEM SOFTWARE FOR WASTE MANAGEMENT AND STREET SCENE (GROUNDS MAINTENANCE)	504	352	0	0	856
PUBLIC RIGHTS OF WAY BRIDGE REPLACEMENT AND REFURBISHMENT	23	0	33	0	56
PUBLIC RIGHTS OF WAY NETWORK IMPROVEMENTS	0	142	0	0	142
TRADING SERVICES	3,667	205	0	0	3,872
REDHOUSE CEMETERY EXTENSION	114	0	0	0	114
ROSEHILL CEMETERY EXTENSION	220	0	0	0	220
MARKETS SCHEDULED MAINTENANCE	600	0	0	0	600
LUF1 MARKET CORN EXCHANGE	505	0	0	0	505
SUNNY BAR AREA - CORN EXCHANGE	650	0	0	0	650
CLEANING EQUIPMENT PROGRAMME	19	0	0	0	19
2 YEAR FLEET/PLANT REPLACEMENT	222	0	0	0	222
ADDITIONAL STREET SCENE FLEET (IN SUPPORT OF RETURN TO 5 DAY WORKING)	742	0	0	0	742
ANNUAL FLEET REPLACEMENT 2023-2028	40	0	0	0	40
CAMPSALL CEMETERY EXTENSION	15	85	0	0	100
MEXBROUGH CEMETERY ROAD EXTENSION	90	0	0	0	90
REPLACEMENT MOWERS	150	0	0	0	150
ROSSINGTON CEMETERY EXTENSION	15	120	0	0	135
THORNE CHURCH WALL REPAIRS	120	0	0	0	120
VACUUM EXCAVATION UNIT	165	0	0	0	165
PUBLIC & PRIVATE SECTOR HOUSING	49,858	76,727	60,821	48,658	236,064
VOIDS CAPITAL WORKS	3,468	3,468	3,468	3,468	13,872
MECHANICAL & ELECTRICAL	5,737	9,501	5,348	5,875	26,461
HEATING CONVERSIONS/UPGRADES	2,814	2,814	2,814	2,814	11,256
REMOVE GAS FROM HIGH RISE	0	4,216	0	0	4,216
ELECTRICAL PLANNED WORKS IN HOUSE	0	0	379	379	758
ELECTRICAL PLANNED WORKS CONTRACTOR	2,350	2,003	2,003	2,003	8,359
MECHANICAL PLANNED WORKS	573	152	152	679	1,556
DOOR ENTRY	0	316	0	0	316
INTERNAL WORKS - IN HOUSE	2,119	2,119	569	569	5,376
INTERNAL WORKS - CONTRACTOR	1,054	89	89	89	1,321
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK	0	5,903	5,903	5,903	17,709
EXTERNAL WORKS	15,399	17,504	14,736	14,946	62,585
EXTERNAL PLANNED MAINTENANCE IN HOUSE	3,364	3,364	3,364	3,364	13,456
EXTERNAL PLANNED MAINTENANCE INCLUDING THERMAL & ENERGY EFFICIENCY - CONTRACTOR	9,702	10,888	9,022	9,384	38,996
STRUCTURAL	332	332	332	180	1,176
FIRE SAFETY WORKS	1,669	2,119	1,686	1,686	7,160
SHOPS/FLATS	221	221	221	221	884
COMMUNAL HALLS	111	580	111	111	913
ENVIRONMENTAL WORKS	1,449	1,449	1,238	1,238	5,374
ENVIRONMENTAL PROGRAMME	184	184	184	184	736
ASBESTOS SURVEYS & REMOVAL	738	738	527	527	2,530
GARAGE SITE IMPROVEMENTS	316	316	316	316	1,264
ESTATE PATHS	211	211	211	211	844
IT SYSTEMS/INVESTMENT	42	0	0	0	42
ACQUISITIONS	7,192	7,192	7,192	4,836	26,412
ACQUISITIONS REFURBISHMENTS	928	928	928	624	3,408
NEW ACQUISITIONS (1% RENT INCREASE)	4,200	0	0	0	4,200
APPROPRIATED PROPERTIES	300	0	0	0	300
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	5,000	15,000	9,950	0	29,950
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	0	11,000	11,000	8,810	30,810
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	2,970	2,574	400	2,300	8,244

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
EDLINGTON ROYAL ESTATE	170	0	0	900	1,070
RESIDENTIAL SITE INVESTMENT	2,800	2,574	400	400	6,174
HOUSING INVESTMENT	0	0	0	1,000	1,000
SUSTAINABILITY UNIT	1,646	0	0	0	1,646
NET ZERO CARBON	76	0	0	0	76
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE	1,570	0	0	0	1,570
PLACE CAPITAL PROGRAMME	122,992	121,709	76,294	50,997	371,992

PLACE CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	4,977	3,100			8,077
EARMARKED RESERVES	2,949	635	704	542	4,830
GRANTS & CONTRIBUTIONS	39,987	28,408	8,537		76,932
BORROWING	34,166	39,421	32,884	14,181	120,652
MAJOR REPAIRS RESERVE	20,466	37,532	23,329	23,317	104,644
REVENUE CONTRIBUTION - HRA	11,658	9,047	9,448	9,665	39,818
USABLE CAPITAL RECEIPTS (HOUSING)	8,672	3,566	1,392	3,292	16,922
REVENUE CONTRIBUTION - GENERAL FUND	117				117
TOTAL PLACE CAPITAL PROGRAMME FUNDING	122,992	121,709	76,294	50,997	371,992

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

Directorate	Project Name	Capital required	Other funding	Total Project cost	Spend Profile			
					Sum of 2024/25	Sum of 2025/26	Sum of 2026/27	Sum of 2027/28
Place	Active Travel 3	0	700,000	700,000	700,000	0	0	0
	Active Travel 4	0	1,443,299	1,443,299	1,443,299	0	0	0
	Additional Street Scene Fleet (In support of return to 5 day working)	741,800	0	741,800	741,800	0	0	0
	Annual Fleet Replacement 2023-2028	40,390	0	40,390	40,390	0	0	0
	Campsall Cemetery Extension	100,000	0	100,000	15,000	85,000	0	0
	City Region Sustainable Transport Settlement (CRSTS)							
	Highways and Bridges Capital Programme 2024/25, 2025/26 and 2026/27	0	15,000,000	15,000,000	5,000,000	5,000,000	5,000,000	0
	Corporate Landlord Fluorescent Lighting Upgrades	184,000	0	184,000	184,000	0	0	0
	CRSTS LNCTP (City Region Sustainable Transport Settlement) (Local & Neighbourhood Complementary Transport Programme)	0	4,842,931	4,842,931	1,391,711	1,391,711	2,059,509	0
	CRSTS Mexborough (City Region Sustainable Transport Settlement)	2,200,000	10,800,000	13,000,000	6,100,000	6,900,000	0	0
	Cusworth Hall Improvement Works	350,000	0	350,000	350,000	0	0	0
	Maintenance for the City Centre quality Streets	1,636,804	0	1,636,804	467,373	296,362	340,766	532,303
	Mayrise - Service Management System software for Waste Management and Street Scene (Grounds Maintenance)	855,500	0	855,500	503,750	351,750	0	0
	Mexbrough Cemetery Road Extension	90,000	0	90,000	90,000	0	0	0
	North Bridge Depot - Lining & Walkway Improvements	30,000	0	30,000	30,000	0	0	0
	North Bridge Depot - Roof Repairs	350,000	0	350,000	200,000	150,000	0	0
	North Bridge Depot - Warehouse Demolition & Replacement	500,000	0	500,000	500,000	0	0	0
	North Bridge Depot - Welfare Upgrades	269,090	0	269,090	98,310	51,280	79,950	39,550
	Public Rights of Way Bridge Replacement and Refurbishment	56,031	0	56,031	22,756	0	33,275	0
	Public Rights of Way Network Improvements	142,374	0	142,374	0	142,374	0	0
	Replacement mowers	150,000	0	150,000	150,000	0	0	0
	Retained Buildings Budget	778,300	0	778,300	778,300	0	0	0
	Rossington Cemetery Extension	135,000	0	135,000	15,000	120,000	0	0
	Thorne Church Wall Repairs	120,000	0	120,000	120,000	0	0	0
	South Yorkshire Mayors Sustainable Transport Fund:							
	Pedestrian Crossings	0	214,140	214,140	214,140	0	0	0
	North Bridge Depot - CCTV Upgrades	96,000	0	96,000	24,000	24,000	24,000	24,000
	Cusworth Hall - Installation of Fire Hydrant.	101,000	0	101,000	101,000	0	0	0
	Positive Steps	548,300	0	548,300	362,750	45,050	140,500	0
	Vacuum excavation unit	165,000	0	165,000	165,000	0	0	0
Place Total		9,639,589	33,000,370	42,639,959	19,808,579	14,557,527	7,678,000	595,853
Children, Young People & Families	School Capital Condition Programme	0	1,100,000	1,100,000	1,100,000	0	0	0
	Family Hub & Start for Life Programme	0	79,500	79,500	79,500	0	0	0
	Early Years Childcare expansion	0	600,417	600,417	600,417	0	0	0
Children, Young People & Families Total		0	1,779,917	1,779,917	1,779,917	0	0	0
Chief Executive	Low Code Customer Experience Platform (LCP) – Replacement of current Customer Relationship Management System (CRM) The Dome	1,000,000	0	1,000,000	500,000	500,000	0	0
		14,427,000		14,427,000	14,427,000			
Chief Executive Total		15,427,000	0	15,427,000	14,927,000	500,000	0	0
Grand Total		25,066,589	34,780,287	59,846,876	36,515,496	15,057,527	7,678,000	595,853

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

Chief Executive

Low Code Customer Experience Platform (LCP) – Replacement of current Customer Relationship Management System (CRM)

£0.5m in 2024/25 (£1.0m) internal funding required.

The council has conducted a market assessment to gain an understanding of the current market, this engagement has helped inform the councils future procurement plans. As a result of the information gathered from the market engagement the Council has decided to expand the scope of procuring just a Customer Relationship Management System (CRM) replacement solution and instead to procure a Low Code Customer Experience Platform (LCP) that will include as a minimum a fully developed CRM solution, Contact Centre solution, Artificial Intelligence and Chat Bots and Walk-in Queuing solution. It will also have the capability for Apps to be created, which can be accessed through the Web Portal.

A LCP will enhance the council's digital journey and improve our customer's experience, by providing a seamless experience wherever and however customers choose to interact with us. The Council is looking for a solution that is capable of allowing the creation of applications without the need for a dedicated understanding of coding which will simplify the creation of web forms, workflow, automations and integrations.

The Dome

£14.4m (£14.4m) internal funding required

The last significant investment into The Dome was in 2013, where air handling units were installed in The Lagoons and The Ice Caps, the venue is now in a critical position with regard business continuity of key profit centres, particularly The Lagoons. Recently the venue has experienced issues with heat to The Lagoons area, resulting in a daily loss of income of circa £7.5k.

These failures of mechanical systems are partly due to having to prioritise maintenance meaning nonessential systems are not replaced. Surveys conducted by Faithful & Gould in 2021, identified that The Dome would require circa £23m just to undertake essential condition survey works that enabling the building to continue to operate. Further assessments have been undertaken and the most recent RIBA Stage 2 report has noted a sum of £40m to bring the Dome modern standard that provides a wellbeing and leisure offer fit for future generations.

As highlighted previously, the Lagoons is the main profit centre for the Dome and Trust, therefore possessing the most significant risk to improving DCLT's financial position and maintaining a viable operator for all our leisure centres. The key risks would be if we are required to close The Lagoons due to significant failure of systems or the offer continues to fall short of what is expected in an ever-pressured leisure market with competing offers to attract the leisure pound.

Therefore, it is recognised a phased approach must be taken to ensure the fabric of the building while at the same time maintaining the viability of the operator. It is through this investment, and by prioritising the areas mentioned for investment in this phase.

Working with Alliance Leisure, a national development partner, specialised in leisure and hospitality we have prepared a scope of works for The Dome, which address the following principles:

- Condition survey work, addressing building fabric and health and safety
- Refurbishment work, addressing customer facing areas such as toilets and changing rooms
- Development work, addressing the ambition to reduce the service fee currently in place to support the recovery of The Trust in the services they deliver

The works would include:

- replacement of Pool Filtration Plant, utilising energy saving micro filtration, also resulting in increased water quality meaning reduced use of chemicals, which improve the customer experience
- replacement of electrical systems resulting in improved functionality of the systems and ability to monitor applications reducing usage
- replacement and upgrade to heating systems
- replacement and upgrades to lighting
- completed glazing replacement, resulting in energy savings
- roof replacement and where possible introduction of improved thermal insulation
- improvements to heating, air and ventilation systems to better respond to seasonal changes, resulting in improved management of utility unit usage

This work will significantly upgrade the building providing longevity to its future while at the same time utilising modern systems and materials that will reduce energy consumption and carbon emissions, while at the same time improving the environment for all in the building.

Further works would include:

- refurbishment and repair of structural steelwork
- replacement and upgrades to changing cubicle and locker systems
- pool lining refurbishment
- wall and flooring fabric refurbishment
- enhancements to entrance atrium
- addition of concierge pod to front of house
- improved food and beverage offers
- addition of 2 new flumes and associated plant
- addition of external 'splash pad area'
- digital entrance kiosk station

These works alongside the mechanical and electrical would return the areas to their former glory as well as introducing new exciting offers that will once again position the Dome 's lagoons as one of the premier regional if not national leisure pools

The programme of works has been costed at RIBA stage 2 and will require an investment of £14.427m. A breakdown is shown below:

	£m
Building & Construction (eg roofs, walls & windows)	£4.929
Mechanical & Electrical (eg pool plant, heating)	£2.867
Equipment	£2.850
Overheads	£3.781
Total	£14.427

The works are projected to take up to 12 months and will see The Lagoons close, along with the main entrance and associated secondary spend areas. This will affect the Trust's revenue position for 2024/25, by circa £1.1m. However, the projected operational recovery figure once reopened, would support CDC's ambitions to reduce the service fee underwriting moving forward from.

Children, Young People & Families

School Capital Condition Programme

£1.1m in 2024/25 (£1.1m) fully grant funded.

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

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

Schemes which have been identified to form the 24/25 programme, it should be noted that the list is subject to change due to circumstances and the remaining jobs will be confirmed over the Autumn Term.

Mechanical Schemes

Arksey Primary, Heating Replacement Phase 1	£53,750
Tickhill Estfeld Primary, Kitchen ventilation interlock & gas safety issues	£11,900
Warmsworth Primary, Replace hot water heater & BMS control modifications	£38,500
Thorne King Edward Primary, Install thermostatic control valves to all radiators	£9,200
Bentley New Village Primary, boiler house refurbishment serving hall & nursery areas	£44,250
Bentley Kirkby Avenue Primary, Heating replacement x4 classrooms – Phase 1	£28,600
Stainforth Long Toft Primary, Heating replacement x6 classrooms – Phase 1	£42,400

Sunnyfields Primary, additional heating to classroom	£9,200
Total	£237,800

Electrical Schemes

Stainforth Kirton Lane Primary, Replace hall lighting-asbestos ceiling	£14,750
Sunnyfields Primary, Fire Alarm Alterations	£6,900
Warmsworth Primary, Lighting Upgrade	£58,650
Park Primary, Fire Alarm Upgrade	£35,650
Bentley Kirkby Avenue, – Hall Lighting Upgrade	£14,750
Hayfield Lane Primary, – Lighting Upgrade x2 classroom, library & hall	£47,150
Bawtry Mayflower Primary – Lower, Lighting Upgrade X5 classrooms	£63,250
Mexborough Windhill Primary, – Lighting upgrade x5 Classrooms	£35,650
Saltersgate Infant, – Upgrade obsolete distribution boards	£6,900
Bentley New Village Primary, Upgrade obsolete distribution boards	£3,450
Bentley Kirkby Avenue, Upgrade obsolete distribution boards	£6,900
Stainforth Kirton Lane Primary, - Upgrade obsolete distribution boards	£3,450
Park Primary, - Upgrade obsolete distribution boards	£8,625
Wadworth Primary, - Upgrade Obsolete distribution boards	£3,450
Total	£309,525

Fabric Schemes

Hayfield Lane Primary, roofing works	£110,000
Maple Medical PRU, roofing phase 2	£75,000
Sprotbrough Copley Junior, WC refurb phase 1	£25,000
Mexborough Windhill Primary, roofing phase 4	£10,000
Kirkby Avenue Primary, WC refurb	£20,000
Sunnyfields Primary, removal of vulnerable skylights	£40,000
Arksey Primary, New ceilings	£8,000

Total	£288,000
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Family Hubs

The identification of works required at Family Hubs will take place follow review/assessment carried out by service managers in consultation with Learning Provision and Education Build Team.	£50,000
Total	£50,000

Family Hub & Start for Life Programme

£80k in 2024/25 (£80k) fully grant funded.

The Family Hub & Start for Life programme is a very extensive approach to broadening the offer and the partnership within the Family Hub model. There is a set of service expectations broken down into 26 strands that set out the service expectations. Alongside that, there are 3 delivery areas and 5 key criteria that make up the new *Family Hub Model Framework* and provide one of the first explicit sets of descriptors and expectations for the Family Hub model;

Delivery Area: Access

Key Criteria 1: There is a clear, simple way for families to access help and support through a hub building and approach.

Delivery Area: Connection

Key Criteria 2: There are services working together for families with a universal 'front door', shared outcomes and effective governance.

Key Criteria 3: There are professionals working together, through co-location, data-sharing and a common approach to their work. Families only have to tell their story once, the service is more efficient, with safeguarding at its core, and families get more effective support.

Key Criteria 4: Statutory services, the community, charities, and faith sector partners are working together to get families the help they need.

Delivery Area: Relationships

Key Criteria 5: Family hubs prioritise strengthening the relationships that carry us all through life, and building on family strengths, recognising that this is the way to lasting change. This idea is at the heart of everything that is done.

Within this, the programme explicitly sets out capital requirements; there must be investment to make the Family Hub buildings more accessible and facilitate better partnership working. The budget equates to £79,500 in 2024/25 so will be focused on improving environments and functionality in our hubs and providing the equipment and technology needed to promote partnership working and co-location.

Early Years Childcare expansion

£0.6m in 2024/25 (£0.6m) fully grant funded.

The childcare expansion capital grant is intended to support the expansion of childcare places. The department for education has allocated Doncaster £600,417 to support local authorities in delivering the expansion of the 30-hours early years entitlement for working families and of wraparound provision in primary schools.

Place

Active Travel 3

£0.7m in 2024/25 (£0.7m) fully grant funded.

A new bi-directional cycle way and improved level footpath connecting the 'Access to Adwick' Transforming Cities Fund scheme to the shared use along Great North Road. This will enable greater connectivity for cycles and pedestrians in the North of the Borough connecting to key transport hubs such as Adwick Rail Interchange, Great North Road Park and Ride, numerous schools and provide better access to green space.

Active Travel 4

£0.1m in 2024/25 (£0.1m) fully grant funded.

New toucan crossing installed from North Bridge to the Frenchgate in single or double phase. There will be segregated cycle routes connecting to the crossing.

Additional Street Scene Fleet (In support of return to 5-day working)

£0.7m in 2024/25 (£0.7m) internal funding required.

The current Street Scene shift pattern for grounds maintenance and cleansing is split into two shifts over a seven-day period with a cross-over day, and with existing fleet levels being designed around this model, the service does not have sufficient fleet to make any changes properly and effectively to change to a more resilient working shift pattern (subject to agreement). Work has been carried out by the service to identify the increased fleet requirements, including type and numbers, that will enable the service to make the changes required. The cost of borrowing will be met from the services revenue budget so will not be an additional pressure on the minimum revenue provision budget currently available.

Annual Fleet Replacement 2024/25

£40k in 2024/25 (£40k) internal funding required.

This is the replacement programme for council vehicles that have reached their planned useful life and require replacement to minimise risk of mechanical failure or risks to health and safety.

Campsall Cemetery Extension

£0.1m in 2024/25 (£0.1m) internal funding required.

To extend the life of the cemetery 30+ years utilising a small section of Campsmount School playing field.

City Region Sustainable Transport Settlement (CRSTS) Highways and Bridges Capital Programme 2024/25, 2025/26 and 2026/27

£5.0m in 2024/25 (£15.0m) 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, maintained, strengthened or replaced to reflect changes in user demand.

Corporate Landlord Fluorescent Lighting Upgrades

£0.2m in 2024/25 (£0.2m) internal funding required.

Upgrade of lighting & emergency lighting to LED at Council occupied premises. The lighting at the sites identified is currently fluorescent & tubes are no longer being manufactured after September 2023. Will be replaced with LED fittings that are more energy efficient and will contribute to the Council's sustainability targets.

City Region Sustainable Transport Settlement Local & Neighbourhood Complementary Transport Programme (CRSTS LNCTP)

£1.4m in 2024/25 (£4.8m) fully grant funded.

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

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

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

CRSTS Mexborough

£6.1m in 2024/25 (£13.0m) £10.8m grant funded with £2.2m internal funding required.

The scheme will reallocate space within the existing highway layout along Greens Way to provide a new active travel corridor and provide a sustainable active transport alternative to the private car. The transformation of Greens Way from 'bypass' to 'town street', will provide a more attractive journey for pedestrians and cyclists giving each mode space. The route will be lined with street trees and give active modes a much safer environment for vulnerable road users. A tender exercise is currently being undertaken which will inform the investment with an options appraisal also being progressed to support the investment decision.

Cusworth Hall Improvement Works

£0.4m in 2024/25 (£0.4m) internal funding required.

Alterations to the roof & removal/replacement of concrete render to prevent water ingress from the roof above the front staff entrance. External concrete render will be removed which is currently

causing damp in the dining room, this will be re-rendered with lime to eradicate the damp and prevent further deterioration.

Maintenance for the City Centre quality Streets

£0.5m in 2024/25 (£1.6m) internal funding required.

Maintenance for the City Centre Quality Streets - covering streets that haven't been updated via the latest funding streams as they don't satisfy grant criteria i.e. not a cycle way.

Mayrise - Service Management System software for Waste Management and Street Scene (Grounds Maintenance)

£0.5m in 2024/25 (£0.8m) internal funding required.

Service Management System software for Waste Management and Street Scene (Grounds Maintenance)

Mexborough Cemetery Road Extension

£0.1m in 2024/25 (£0.1m) internal funding required.

Tarmac Road replacement of paving slabs and provision of a turning circle.

North Bridge Depot - Lining & Walkway Improvements

£0.7m in 2024/25 (£0.7m) internal funding required.

Road markings and lining has eroded due to heavy traffic and footfall, making them almost impossible to define. This scheme has been highlighted as essential for health and safety requirements by the assets team.

North Bridge Depot - Roof Repairs

£0.4m in 2024/25 (£0.4m) internal funding required.

Repairs to Block B & Block C roof and stores flat roof area. This has been highlighted as a priority by the assets team as damage will continue to worsen which impacts upon the machinery beneath.

North Bridge Depot - Warehouse Demolition & Replacement

£0.5m in 2024/25 (£0.5m) internal funding required.

The ongoing asset review identified shortage of suitable storage areas at North Bridge Depot. The current timber constructed warehouse is open to the weather, leaking, falling down and cannot be used for any storage that may be susceptible to weather damage. It will soon become unusable. The demolition & replacement of the warehouse with a steel-clad warehouse structure (linked to existing Stores) will help reduce damage to stock and increase storage capacity which will help to alleviate the pressure on current space offer demands.

North Bridge Depot - Welfare Upgrades

£0.1m in 2024/25 (£0.3m) internal funding required.

Upgrade of welfare, offices, toilets and general communal areas. Required improvements were an agreed outcome of the your way of working review.

Public Rights of Way Bridge Replacement and Refurbishment

£23k in 2024/25 (£56k) internal funding required.

This work is critical to ensure the safety of the public on the Public Right of Way network. 2024/25 spend is essential as a bridge undergoing 3 monthly inspections has now fully failed so needs to be closed until replaced. Routes can be closed to pedestrians for up to 6 months, closing the route longer risks incurring fines should the public complain of lack of access.

Public Rights of Way Network Improvements

£0.1m in 2024/25 (£0.1m) internal funding required.

This programme of works is critical to ensure the safety of the public on the PROW network

Replacement of stand on mowers

£0.2m in 2024/25 (£0.2m) internal funding required.

Purchase of replacement mowers.

Retained Buildings Budget

£0.8m in 2024/25 (£0.8m) internal funding required.

This bid covers various works required at the following buildings: Adwick Acorns Family Hub, Adwick Community Enterprise, Askern Family Hub, Bentley Family Hub, Denaby Main & Conisbrough Family Hub, Hexthorpe Pavilion, Tom Hill Youth Club and Wheatley Family Hub. Works being required out are required for the buildings to remain open and operational such as works on fire alarms or increased accessibility with the installation of accessible toilets. None of the buildings are likely to be disposed of through the asset rationalisation programme.

Rossington Cemetery Extension

£15k in 2024/25 (£135k) internal funding required.

To extend the life of the cemetery 30+ years utilising donated land by Harworth Estates

Thorne Church Wall Repairs

£0.1m in 2024/25 (£0.1m) internal funding required.

Repairs to the walls around St Nicholas Church and adjacent cemetery. There is an urgent need due to the classification of "urgent" given by the engineers that inspected the walls. Part has now crumbled and is surrounded by temporary Heras fencing. Priority 1 areas are quoted at a cost of £30k, Priority 2 areas are quoted at a cost of £37k, Priority 3 areas are quoted at a cost of £25k and Priority 4 areas quoted at £14k.

South Yorkshire Mayors Sustainable Transport Fund: Pedestrian Crossings

£0.2m in 2024/25 (£0.2m) fully grant funded.

The crossings below meet criteria set by SYMCA to access grant for improvements to crossing facilities to green spaces and public open spaces. The council's Transport and Get Doncaster Moving teams identified these areas as currently having access issues and poor crossing infrastructure in place.

Armthorpe Road - A new pelican crossing for pedestrians and cyclists at the gated entrance to Grove Park woodland and play area which sits in between Armthorpe Lane and Hillcrest Road. This will support the two pedestrian refuges already situated outside the Community Centre entrance to the Park and refuge near Hillcrest Road and Bruce Crescent.

Urban Road - A new pelican crossing outside Hexthorpe School near Scarll Road/Urban Road to give cycles and pedestrians safer access from the school into the entrance for Hexthorpe Park from Urban Road/Greenfield Lane.

North Bridge Depot - CCTV Upgrades

£24k in 2024/25 (£196k) internal funding required.

Current system is at the end of its life, IT equipment no longer supported, and cameras are failing. Spending in excess of £120k per year on manual security which with no CCTV is a health and safety risk. As more services are coming into and working from the depot, the asset and its equipment is of extreme value and currently is not sufficiently protected. This scheme has been highlighted as essential for health and safety requirements by the assets team.

Cusworth Hall - Installation of Fire Hydrant.

£0.1m in 2024/25 (£0.1m) internal funding required.

Installation of a fire hydrant is required as currently there is no source of water available for firefighting. There is both a Statutory requirement (Regulatory Reform (Fire Safety) Order 2005) and an insurance requirement to have suitable means of firefighting.

Currently using underground water tanks which are to be decommissioned to prevent further deterioration caused by damp to the fabric of Cusworth Hall, leaving no source of water available for firefighting.

Positive Steps

£362k in 2024/25 (£548k) internal funding required.

Upgrade & Improvement Works. Social care assessment centre which aims to ensure timely discharges from hospital/step up facility to people in crisis & avoiding admission to longer term residential care. Condition survey undertaken in 2023 highlighted very little repairs & maintenance carried out. Improvements include fire alarm system, emergency & general lighting. window replacements, WCs upgrade, replacement of modular heating boilers/pumps and ventilation fans over the next 3 years.

Vacuum excavation unit

£165k in 2024/25 (£165k) internal funding required.

New vehicle to perform gully cleansing which will form part of the highways operations fleet. This will remove the risk of carrying out manual excavation around power cables and removes the need for having to hire an additional vehicle.

Housing

Acquisition Programme

£4.2m in 2024/25 (£4.2m) internal funding required.

The delivery of an additional 28 homes, part funded from 1% of the rent increase in 2024/25.

Appendix 3

Capital Strategy

1. 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.
2. 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.
3. 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.
4. Further information is provided below on the overall priorities and key strategies that influence the capital programme:

The Council's Corporate Objectives and Priorities

5. 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 2024/25 Corporate Plan and the capital and revenue budget reports are being reviewed at Executive Leadership Team, Executive Board and Cabinet and will be approved at the same council meeting.
6. The strategies and plans influencing the capital programme include: -
 - a. **Medium-term Financial Strategy (MTFS)**
 - b. **Local Plan**
 - c. **Education and Skills Strategy 2030**
 - d. **Doncaster Council Asset Management Strategy**
 - e. **Housing Strategy**
 - f. **Treasury Management Strategy Statement Town Centre Masterplan**
 - g. **Doncaster Economic Strategy 2030**
 - h. **Doncaster Culture Strategy 2030**
 - i. **Environment and Sustainability Strategy 2030**
 - j. **Procurement Strategy 2022-2025**

Maintenance and review of current assets

7. 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.
8. 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. **Asset Rationalisation Programme** - As part of 2023/24 budget setting, Cabinet approved a three year Asset Rationalisation programme. The programme's aims are to provide an efficient and cost effective property portfolio, with fit for purpose buildings for service delivery in the future, and to reduce the operating costs of the Councils Corporate Landlord portfolio and associated buildings. The programme has close links into future service delivery requirements and operating models and will create opportunities for revenue savings as well as asset disposals for community occupation and site redevelopment, supporting the local economy.
- d. **Fleet replacement** – The Council has a rolling 10 year fleet replacement programme, although this is dependent on economic viability, and whole life vehicle costs, for which mileage, utilisation and requirements are considered.
- e. **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.

The Regulator of Social Housing (RSH) has published draft consumer standards (July 2023) which will be implemented and regulated/inspected against from April 2024. The two main elements which will apply to the Housing Capital Programme are;

Stock Quality – Registered providers must have an accurate, up to date and evidenced understanding of the condition of their stock that reliably informs their provision of good quality, well maintained and safe homes for tenants and

Decency – Registered providers must ensure that tenants' homes meet the standard set out in the Governments Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempt by the regulator.

In the past one of the main drivers for the Housing capital programme has been the age of each of the components and when this indicates that they need to be replaced. The new consumer standards require the main driver to be the condition of the components which drives their replacement. We currently hold detailed stock condition information for just over 10,000 of our stock and a plan is in place to facilitate all properties being surveyed every five years going forward. The data gathered will then drive future investment programmes. Some of this data is already reflected in the current programme with large proportions of the expenditure being directed at external works which will also improve the thermal efficiency of the stock. In addition, there is a significant amount of investment earmarked to address the actions arising from fire risk assessments.

New Asset Management and Environmental Strategies were 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 is continuing 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 (based on 2021 prices).

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

9. The Council holds some assets to primarily or partially generate rental income and appreciation in value. This is largely the result of previous regeneration programmes.
10. 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.
11. 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.
12. An investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

Funding Sources

13. 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 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.

14. 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 held in an earmarked reserve and used smooth out future MRP requirements when required.

- 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.

The projected borrowing requirement of the capital programme is fed into the Treasury Management Strategy Statement where things such as borrowing limits and related policies are covered.

- **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 with additional savings of income generation) which must be substantiated with the development of a full business case.

All projects must be evaluated and approved using 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

15. Relevant approval is required before a project can commence or in some circumstances commit to capital spend.
16. 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. Including: -
 - Developing a project pipeline and strengthening the strategic approach to prioritising projects in the capital programme.
 - Create a single gateway entry for capital projects.
17. 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.
18. 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.
19. Funding is available for scheme development to support feasibility works to assess the suitability, affordability, outcomes, etc. of prospective projects.
20. 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 South Yorkshire Mayoral Combined Authority (SYMCA) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.

21. 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.
22. 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.
23. 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.
24. 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.
25. The CAMP Board rank bids by if they are required to meet statutory requirements such as basic need, health and safety and other legal requirements, corporate priorities met, if they are business critical and a necessity for service continuation and the financial implications.
26. 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. This is as per Financial Procedure Rule B.3.
27. 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

28. 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.
29. 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.
30. A Major Projects board has been established to give additional oversight of an agreed list of schemes. Meetings are held on a quarterly basis in order to align with capital reporting requirements.

31. 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.
32. 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.
33. 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

34. 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.
35. 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.
36. The option to use capital receipts for revenue transformation purposes is currently available up to 2024/25.
37. The Council does not intend to use capital receipts this way from 2024/25 onwards.

Capital Risk Metrics

38. A number of risk metrics are to be introduced by central government to ensure that local authorities capital expenditure is prudent, sustainable and affordable. More detail is expected to be published in relation to the metrics and relevant trigger points at a later date.
39. Each of the following is a "capital risk metric"—
 - (a) the total of a local authority's debt (including credit arrangements) as compared to the financial resources at the disposal of the authority;
 - (b) the proportion of the total of a local authority's capital assets which is investments made, or held, wholly or mainly in order to generate financial return;
 - (c) the proportion of the total of a local authority's debt (including credit arrangements) in relation to which the counter-party is not central government or a local authority;
 - (d) the amount of minimum revenue provision charged by a local authority to a revenue account for a financial year;
 - (e) any other metric specified by regulations made by the Secretary of State.
40. As part of quarterly capital returns the council will review and monitor whether it has or is close to a trigger event and take the necessary action to mitigate any risk,

Skills and Knowledge

41. 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.
42. 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.
43. 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.

