



Doncaster Council

Agenda

To all Members of the

CABINET

Notice is given that a Meeting of the Cabinet is to be held as follows:

Venue: Room 007a and b - Civic Office, Waterdale, Doncaster, DN1 3BU

Date: Tuesday, 20th February, 2018

Time: 10.00 am

Items for discussion:

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 15th February 2018. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk).

Jo Miller
Chief Executive

Issued on: Monday, 12 February 2018

Governance Services Officer for this meeting:

Andrea Hedges
01302 736716

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 6th February, 2017 for noting (previously circulated).

A. Reports where the public and press may not be excluded

- | | | |
|-----|--|-----------|
| 6. | 2017-18 Quarter 3 Finance and Performance Improvement Report and 'Delivering for Doncaster' Booklet. | 1 - 58 |
| 7. | Revenue Budget 2018/19 - 2020/22. | 59 - 146 |
| 8. | Capital Programme 2018/19 to 2021/22. | 147 - 182 |
| 9. | Housing Revenue Account Budget 2018/19. | 183 - 206 |
| 10. | The Treasury Management Strategy Statement 2018/19 to 2021/22. | 207 - 246 |

Non-Key Decisions

- | | | |
|-----|---|-----------|
| 11. | St. Leger Homes of Doncaster (SLHD) Performance and Delivery Update: 2017/18 Quarter Three. | 247 - 256 |
|-----|---|-----------|

Cabinet Members

Chair

Ros Jones, Mayor of Doncaster

Vice-Chair

Councillor Glyn Jones, Deputy Mayor

Portfolio Holder for:

Housing and Equalities

Councillor Nigel Ball

Public Health, Leisure and Culture

Councillor Joe Blackham

Highways, Street Scene and Trading Services

Councillor Rachael Blake

Adult Social Care

Councillor Nuala Fennelly

Children, Young People and Schools

Councillor Chris McGuinness

Communities, Voluntary Sector and the Environment

Councillor Bill Mordue

Business, Skills and Economic Development

Councillor Jane Nightingale

Customer and Corporate Services



Doncaster Council

Report

Date:

To the Chair and Members of Cabinet

2017-18 Quarter 3 Finance and Performance Improvement Report & 'Delivering for Doncaster' Booklet

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

EXECUTIVE SUMMARY

1. This report focuses on the latest financial and performance information to indicate our current position towards our 2017/18 budget, performance against key Service Standards and our progress towards delivery of outcomes set out in the Mayor's 4-year plan 'Doncaster Growing Together'.

Financial Position: £3.8m overspend

2. At quarter 3 the Council is forecasting a year-end overspend of £3.8m; the projected overspend has increased by £0.8m from quarter 2. To improve the position at year-end and maintain minimum reserve levels, spend restrictions have been put in place across the Council. Further details on the projected overspend are provided in the paragraphs 28 to 32.

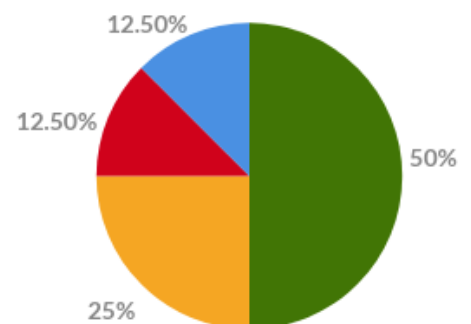
Performance

There are two kinds of indicators used to monitor performance - Service Standards which are internal measures that assess whether we are 'getting the basics right' in the services that we deliver to the citizens of Doncaster and Outcome Framework Measures where the outcomes include contribution from Doncaster council services and the wider Team Doncaster partnership.

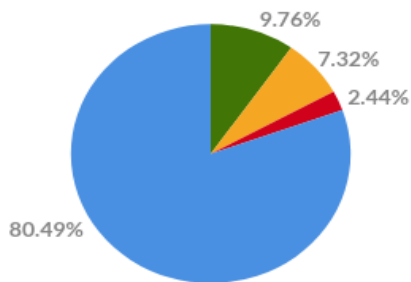
Performance Position:

40 service measures identified (profiled opposite).

Further details on the performance against the Service Standards can be found in the booklet against each of the Themes. Whilst Service Standards have been identified, work is on going to finalise these.



■ Green (20)
 ■ Amber (10)
 ■ Red (5)
 ■ Data Only (5)



Performance Position:

41 Outcome Framework measures (profiled opposite).

41 measures have been updated for Q3. Further details on the performance against Outcomes Framework can be found in the booklet against each of the Themes.



3. Quarter 3 saw the further defining of our key service standards which serve to demonstrate that as a council we are 'getting the basics right' and are a mix of both qualitative and quantitative measures to give an overview of the services our residents receive. These measures, when reported alongside progress on our partnership transformation and position against borough wide key outcome framework measures aims to give a balanced overview of our current performance position. Further detail is available within the accompanying 'Delivering for Doncaster' booklet attached.
4. Performance headlines show that the net number of homes built continues to rise with focus also on the right types of housing via initiatives like 'Homes for All'. The number of residents in long term care remains on track for the year end target and this has steadily increased throughout the year. Local authority spend with Doncaster companies and business remains consistent and the average number of days taken to process new Housing Benefit claims and Council Tax Support applications continues to reduce. Challenges remain with the level of persistent absence in schools, achievement of financial savings within Adult Social Care, residents employed in highly skilled occupations, and those achieving higher-level qualifications.

EXEMPT REPORT






5. This report is not exempt

RECOMMENDATIONS

That the Cabinet: -

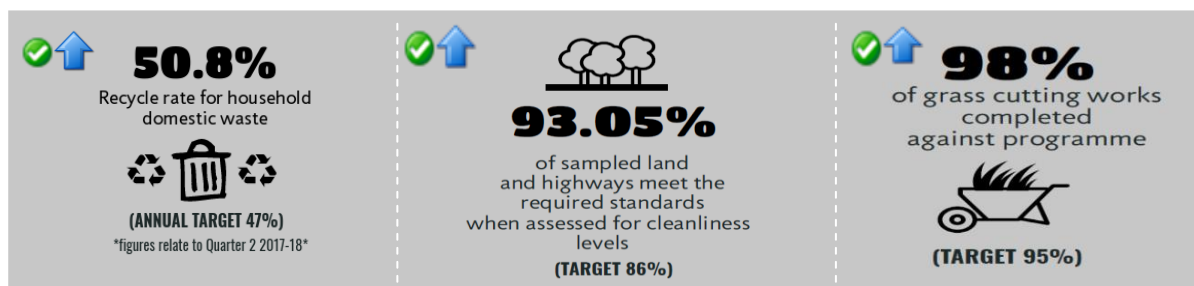
- a) Consider actions to reduce the on-going overspend;
- b) Note areas of performance and financial information;
- c) Note the changes to the Strategic Risks as detailed in paragraphs 34 and 35
- d) Note the unrecoverable debt write off as detailed in the Financial Profile (Appendix A) at page 7.
- e) Note the virements approved by the Chief Financial Officer, Chief Executive and approve the virements over £0.5m, detailed in the Appendix A at page 8;
- f) Approve the new additions to the Capital Programme, detailed in the Appendix A at pages 12 to 13.











WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

Performance	Finance
 OK – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
 Warning – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
 Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
 Information Only – These performance indicators do not have targets	
 Unknown – These performance indicators are unable to assess a traffic light rating due to missing data.	

  improvement	  Same as last time	  getting worse
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LIVING:

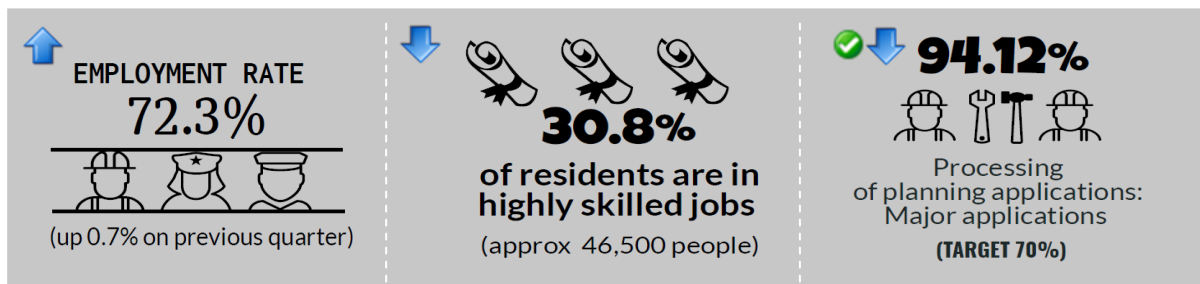


Service Standards					Outcome Framework				
									
7	0	0	0	0	1	-	-	11	-

- Activity related to a number of key programmes in this theme have progressed in Q3. The Get Doncaster Moving Programme has established five workstreams and good governance arrangements with partners. The programme will benefit from the support of Sport England as Doncaster has been selected as one of only 12 of the 'Local Delivery Pilot' areas – this will enable Doncaster to access a share of the £100m funding that is available. We are currently working in partnership with Sport England to address our physical activity and sport participation levels through this Pilot.
- In order to ensure we meet the housing needs for our residents the Housing (Homes for All) Programme is working to deliver the right number and more importantly the right types of homes across the borough. In Q3 a new Care Leavers Accommodation has opened for up to six care leavers, and extensive planning for new duties as a result the Homelessness reduction Act to ensure we are ready for the April 2018 deadline.
- The Vibrant Town Centres Programme is working to improve the co-ordination of activity and services that take place, initially in the town centre. In Q3 we have improved lighting and access in the North Bridge Tunnels, delivered a successful Christmas lights event and over 250 vulnerable people have accessed services as a result of the public Space Protection Order.

- From a low of around 31% a few years ago, the recycling rate for household domestic waste has risen for a number of consecutive years and is exceeding our target (51% against a target of 47%). The percentage of fly-tipping investigated and removed within five days has also seen significant improvement from a low of around 60% 2 years ago, to a target exceeding 98% in Q3 (target: 86%). And 93% of land and highways meet the required cleanliness standards associated with litter, detritus and graffiti (target 82%).
- Grass cutting services continue to operate above target with 98% of works completed against programmed timeframes (target 95%); and 100% of all Licensing Act applications are processed within statutory timescales. 94% of all major planning applications are processed within required timeframes, significantly exceeding the target of 70%.

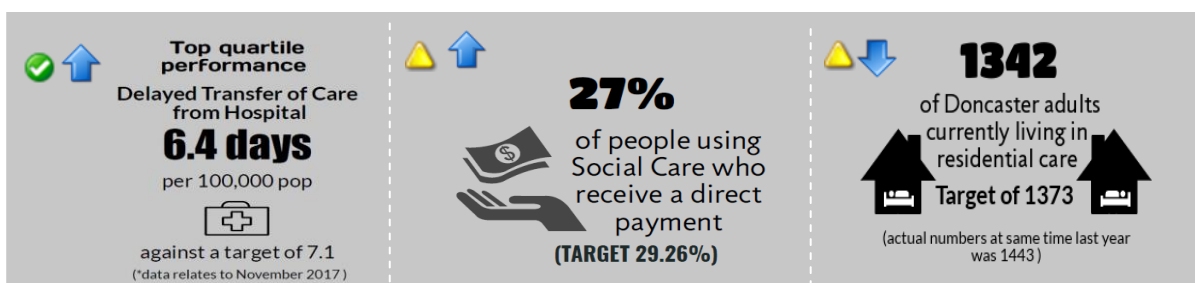
WORKING:



Service Standards					Outcome Framework				
2	0	2	-	-	-	-	-	12	-

- Primary focus within the theme is that of support for business growth, productivity, inward investment and skills that relate to local people, local businesses and key institutions. There are a number of key reforms currently under transition under the Inclusive Growth Programme. The main reforms being the ability to deliver a devolution proposition that works for Doncaster, and the production of our Inclusive Growth Strategy both at a Doncaster and at a City Region level.
- Doncaster's employment rate has increased further in quarter 3 by 0.7 percentage points to 72.3%; this is a larger increase than both the regional and national averages.
- The percentage of residents in highly skilled occupations stands at 31%. This equates to approximately 46,500 residents aged 16+ in occupations like managers, directors, engineering, technology, business and media professionals. Doncaster's rate is significantly lower than comparators: e.g. Local authorities with similar characteristics, Yorkshire and Humber and England.
- 94% of major planning applications were processed in time along with 100% of Licensing Act (2003) applications.

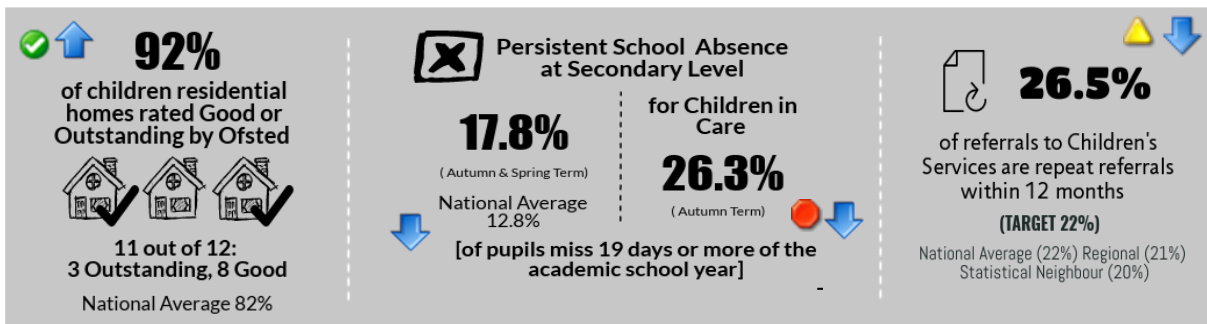
CARING:



Service Standards					Outcome Framework				
2	3	1	3	0	3	2	-	6	-

- The Transformation of Adults, Health and Wellbeing is a key area of development for the Council in 2017-18. Improvements are taking place, but there remain difficult challenges as part of this vast programme of change and transformation. Permanent admissions to residential care for the over 65s have improved through a robust panel process and is on target for the year to date, however in Q3, there were 20 admissions more than target. As at 31st December 2017 there were 1,342 people (all ages) residing in residential care against a target of 1,373. The proportion of people accessing social care who received direct payment has steadily increased over the previous year, but a slight dip occurred in Q3 27% against a target of 29.3%. Challenges remain around achieving identified financial savings and transforming services across the programme.
- The Doncaster Children's Trust which became operational in October 2014 continues to report improved performance in many areas. This is also supported by positive Ofsted monitoring visits, which recognise improvements have been made and all previous single inspection recommendations have been addressed.

LEARNING:



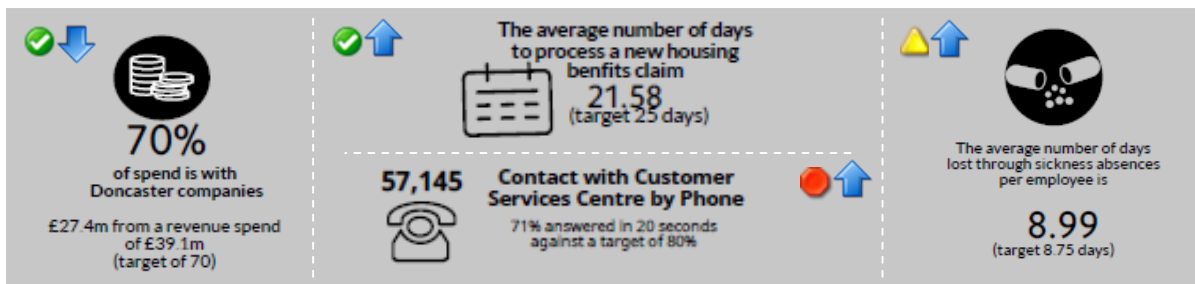
Service Standards					Outcome Framework				
6	4	0	2	0	-	1	1	2	2

- Discussions with the Department of Education and partners continue as we shape the delivery plans for identified Opportunity Areas under Social Mobility and we review the alignment to the priorities and recommendations identified in the independent Education and Skills Commission 'One Doncaster' report. It is expected that the delivery plan for the Opportunity Area will be published shortly.
- We continue to roll out our School Improvement Strategy, which was revised along with our Raising Aspiration and Achievement Strategy and a strengthened Schools of Concern process, all aimed at increasing the performance and quality of school provision

and to help increase attainment and to improve numbers of those accessing 'good or better' education at both primary and secondary levels.

19. The statistical first release for Children's Social Care provision (31st March 2017) reported 11 out of 12 inspected children's homes had an outcome of 'outstanding/good' (92%), exceeding the national average of 82%. This area has seen continuous improvement since 2016 where only 8 out of 11 had a 'outstanding/good' outcome (73%).
20. Referrals to Children's Services that are repeat referrals within 12 months has reduced slightly, dropping from 27.5% in Q2 to 26.5% in Q3 and remains just outside of target but within tolerance. The Doncaster Children's Services Trust and the Early Help Strategy Group are reviewing the reasoning behind the high number of repeat referrals and the appropriateness of case shutdowns.
21. Persistent Absence in schools continues to be of high focus, particularly at secondary level where 26.3% of children in care and 17.8% of all pupils at secondary levels were categorised as 'persistent absence'. Secondary persistent absence has increased during 2017-16 school year and remains well above the national average of 12.8%. All Doncaster secondary schools are academies, four of which are reporting persistent absence on or above 25%. To address the issues we face around persistent absence, we have co-produced a new Attendance Strategy. Persistent Absence equates to missing more than 10% of their possible sessions, so those pupils whose attendance is 90% or less in the school year, in real terms it is a child or young person who misses 19 or more days over a full academic year and so roughly equates to 0.5 days missed days each week.

CONNECTED COUNCIL:



Service Standards				
3	3	2	-	-

22. Outcomes from this quarter's workforce digest have identified a number of continuing HR and OD risks, specifically organisational and workforce capacity; performance management and additional workforce spend. Considerable support continues to be provided to the Council's improvement and transformation agendas, to support leaders and managers to shape and deliver change, both within the council and across partners with the Doncaster Growing Together (DGT) programme. A series of workshops were held for managers initially to engage and involve them in the plans for this major transformation and shared across Team Doncaster for partner organisations to start cascading the information.
23. Focus has remained on performance management, as sickness absence rates for this quarter are currently above the corporate target of 8.75 days with a year-end projection of 8.99 days; although the year-end projection has reduced from the previous quarter, full time equivalent sick days increased by a third during quarter 3. To improve performance

in this area, work has commenced on a review of health and wellbeing within the Council which includes a review of the Occupational Health service, the Managing Attendance Policy and key metrics, as well as collaboration with Public Health and RDaSH on working practices.

24. As part of our ongoing engagement, the Staff Survey, was carried out in October. A total of 1837 staff equating to 44% of the workforce completed the survey with a 64% positive response rate. A session for senior leaders was held towards the end of the quarter to share the results and focus on action planning in the coming months.
25. The average number of days to process a new housing benefit claims has increased slightly this quarter at 21.58 days compared to 20.23 in Q2. The number of days to process Council Tax Support applications has dropped slightly to 23.07 from 24.23 reported in Q2.
26. The number of customer services initial contact with the public (online, phone, face to face) were reported at 119,131. 70% of our services are now available online against a target of 80%; 71% of customer services phone calls are answered within 20 seconds, a significant increase in the 35% reported in Q2; Waiting time at the Civic Office reception is currently 7 minutes 4 seconds which is a very slight increase on the 6 minutes 2 seconds reported in Q2
27. Local authority spend with local businesses has dropped slightly this quarter, 70.6% from 72% (£27.4m from a revenue spend of £39.1m) and 94.43% of council tax has been collected in the year showing the continued efforts of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion.

FINANCIAL POSITION:

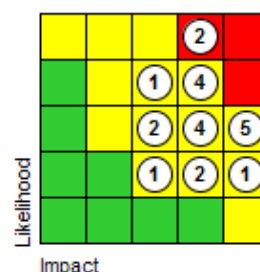
28. A summary of the £3.8m projected outturn overspend is provided below: -

Services	Quarter 3 Projection				Quarter 2 Projection		
	Gross Budget	Net Budget	Variance (% Gross Budget)		Variance	Change (% Gross Budget)	
	£m	£m	£m	%	£m	£m	%
Adults Health and Wellbeing	152.2	77.5	0.2	0.1%	0.4	-0.2	-0.1%
Learning & Opportunities – Children & Young People	48.4	9.8	0.6	1.2%	0.8	-0.2	-0.4%
Doncaster Children’s Services Trust (DCST)	46.7	42.2	2.2	4.7%	1.1	1.1	2.4%
Finance & Corporate Services	119.0	20.7	-0.5	-0.4%	0.0	-0.5	-0.4%
Regeneration & Environment	127.7	33.9	1.6	1.3%	1.0	0.6	0.5%
Total Service Budgets	494.0	184.1	4.1	0.8%	3.3	0.8	0.2%
Council Wide							
General Financing / Treasury Management	6.9	6.3	0.0	0.0%	0.0	0.0	0.0%
Other Council-wide	10.9	-82.6	-0.3	-2.8%	-0.3	0.0	0.0%
Subtotal	17.8	-76.3	-0.3	-1.7%	-0.3	0.0	0.0%
Total General Fund Services	511.8	107.8	3.8	0.7%	3.0	0.8	0.2%

29. Further details on the key variances are provided in the Finance & Performance Improvement Booklet Financial Profile pages 22 to 23 and in the evidence pack pages 1 to 6. This includes the DCST overspend £2.2m (see next paragraph), Waste and Recycling Pressure £0.7m which is mainly due to the extension of the contract, Schools Catering £0.5m due to reduced income, unmet Education Services Grant reduction £0.4m and various other overspends across the Council. These overspends are offset by £0.5m underspend on Finance & Corporate Services by delaying recruitment to posts across the service. The overall projection has increased by £0.8m since quarter 2 due to increasing pressures for the DCST (detailed below) and Regeneration and Environment various increases to the overspends across the service, further details provided in the Financial Profile.
30. Doncaster Children's Services Trust (DCST) are projecting an overspend of £2.98m; this has increased by £1.35m from £1.63m at quarter 2. The pressures are mainly due to more children in care (42 more in the Care Ladder) and the cost of more complex cases. This includes £2.60m overspend on the Care Ladder covering Out of Authority (OOA) placements £2.05m and 18+ accommodation and CIC transition accommodation £0.62m. The overspend on the Care Ladder has increased by £1.11m; this includes an increase to the OOA overspend of £0.5m due to increased growth, movements in the care ladder taking place later than planned and changes to packages, and other areas e.g. In-house Residential Homes.
31. Since quarter 2 the Council has funded £1.65m of business cases submitted by DCST of which £0.41m will be funded from Dedicated Schools Grant (DSG) for additional educational costs of OOA placements, giving a net total of £1.24m. After this adjustment, the remaining overspend is the £1.35m swing from quarter 2 to quarter 3 of which, under the 70/30 risk share agreement, the council is liable to fund a further £0.94m, therefore the total overspend shown to the Council is £2.18m. DCST's reserves are £0.07m which means they will be unable to fully fund their 30% of the overspend, therefore it is assumed that the Council will meet this cost from general reserves in 2017/18, reducing them by a further £0.33m.
32. The overall pressures amount to more than the £3.8m projected variance; due to the significant one-off underspend on fleet services of £1.0m and use of one-off iBCF funding £2.7m. Spend restrictions have been implemented across the Council to improve the year-end position; this also includes charging maximum costs to any grants, other external funding or specific reserves available, and progressing savings earlier where possible.

STRATEGIC RISKS

33. There are currently 22 Strategic Risks and all have been updated as part of the Quarter 2 reporting process. The heat map opposite shows a summary of the scores.



34. 17 risks have retained the same profile;
 2 risks profiles have reduced, due to the implementation of mitigating actions -
- As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation;
 - An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.
- 3 risk profile have increased -

- Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio;
- Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal;
- As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster

35. During the quarterly challenge process, no new strategic risks have been proposed. Two Strategic Risks will be re-worded for Q4 to more reflect the impact on the Borough – these relate to ‘Leaving the EU’ and ‘Sheffield City Region’. Further detailed is in Appendix B.

OPTIONS CONSIDERED

36. Not applicable.

REASONS FOR RECOMMENDED OPTION

37. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

Priority	Implications
All people in Doncaster benefit from a thriving and resilient economy. <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	Council budget and monitoring impacts on all priorities
People live safe, healthy, active and independent lives. <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
People in Doncaster benefit from a high quality built and natural environment. <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
All families thrive. <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster’s vital services</i> 	
Council services are modern and value for money.	
Working with our partners we will provide strong leadership and governance.	

RISKS & ASSUMPTIONS

38. Specific risks and assumptions are included in the Appendix. A strategic risk report is also prepared on a quarterly basis.

LEGAL IMPLICATIONS [Officer Initial: KDW Date: 06/02/18]

39. Whilst there are no legal implications arising out of this report, the individual components which make-up the finance and performance report will require specific and detailed legal advice as they develop further.

FINANCIAL IMPLICATIONS [Officer Initials: AT Date: 06/02/18]

40. Financial implications are contained in the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initial: KM Date: 05/02/2018]

41. There are no human resource implications arising from this report.

TECHNOLOGY IMPLICATIONS [Officer Initial: NR Date: 07/02/2018]

42. Technology is used within many of the initiatives included in this report. ICT must always be involved via its governance model where technology-based procurements, developments or enhancements are required. This ensures all information is safe and secure and the use of technology is maximised providing best value.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 07/02/2018]

43. This report provides an overview on the work of the council and as such the whole of the corporate performance contributes to improving and protecting health. Specific health implications are addressed in each section. Much of the information is presented as summary data and as such the author should be conscious that this may hide inequalities within the data presented.

EQUALITY IMPLICATIONS [Officer Initial: SWr Date: 05/02/18]

44. In line with the corporate approach for compliance against the Equality Act 2011 due regard must be shown across all activity within the Council. As the performance report draws together a diverse range of activities at a strategic level a due regard statement is not required. All the individual components that make-up the finance and performance report will require a due regard statement to be completed and reported as and when appropriate.

CONSULTATION

45. Consultation has taken place with key managers and Directors at the Directorate Finance & Performance Challenge meetings and Capital Monitoring meetings.

BACKGROUND PAPERS

46. Not applicable.

REPORT AUTHORS AND CONTRIBUTIORS

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& Assistant Director - Finance

Lee Tillman
Assistant Director of Strategy & Performance Unit








FINANCE PROFILE





		Quarter 3 2017/18		
Adult Health and Well-Being Revenue		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
✓	Adults Health & Wellbeing Total Revenue Variance	152.207	77.515	0.231
✓	Adult Social Care & Safeguarding Revenue Variance	11.664	8.576	-0.488
•	Occupation Therapy staffing, equipment and minor adaptation savings through capitalisation of costs.			
✓	Communities Revenue Variance	23.249	12.396	-0.558
•	Vacancies and running expenses savings across a number of in-house services totalling (£0.4m), including day care, home care and supported living, which is being managed in anticipation of service requirements to deliver the Adults Transformation Programme and saving targets in future years.			
•	Area Communities Teams and Libraries Service underspend due to vacancies and running expenses (£0.2m).			
✓	Director Of Adult Services Revenue Variance	2.241	0.658	-0.069
✗	Commissioning & Contracts Revenue Variance	94.161	55.785	1.346
•	Progress continues against the significant saving targets within Commissioning and Contracts.			
•	However, £2.7m iBCF (one-off funding) is being used to underpin the current pressures in residential, short breaks, community equipment and home care budgets.			
•	Working Age Adult residential care £0.2m overspend where activity is higher than the modelled target.			
•	Older People residential care £0.2m overspend where activity reduction to meet volume savings is on target, but average costs are higher.			
•	Short breaks/respite is forecast to overspend by £0.4m due to demand in excess of budget. Costs have reduced since Q2 by £0.2m mainly through long stay service users being moved into more appropriate care provision.			
•	Non-residential services - £0.9m overspend. There has been a significant increase in the forecast since Q2 mainly due to additional costs arising from Delated Transfers of Care (DToC) and new Section 117 Mental Health clients.			
•	(£0.2m) reduction in clients forecast in independent day care.			
✓	Public Health Revenue Variance	19.737	0.070	0.000
•	Public Health further grant reduction of £0.6m in 2017/18.			
•	Contract savings have been delivered and using £0.3m from the Public Health earmarked reserve to break-even.			
✓	Director Of Improvement Revenue Variance	1.155	0.030	0.000
•	Additional one-off resource to deliver the AHWB Transformation programme, any underspend will be carried forward to 2018/19. Includes £0.4m from the £2.2m Service Transformation Fund and £1.4m from iBCF (from the £6m over 3 years). There is potential for slippage of spend due to difficulty to recruit to all posts.			

		Quarter 3 2017/18				
Adult Health and Well-Being Capital		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
✓	Adult, Health & Well-Being Total	5.89	6.19	13.95	15.44	2.95
✓	Adult Social Care	3.53	3.97	12.89	13.82	1.74
•	The main schemes are Adaptations £1.67m and Disabled Facilities Grants (DFGs) £2.29m. Projection increased for Adaptations £0.27m and DFGs £0.17m due to higher workflow and additional DFG grant.					
✓	Communities	2.36	2.22	1.06	1.62	1.21
•	Largest scheme in 2017/18 is DCLT capital grant £0.75m. The decrease in estimated expenditure from the previous quarter (£0.14m) is mainly due to the further re-profiling of the Cycle Scheme spend into 18/19 (£0.16m).					








Learning and Opportunities; CYP Revenue

	Quarter 3 2017/18		
	Gross Budget (£m)	Net Budget (£m)	Variance (£m)
 Learning & Opportunities C&YP Total Revenue Variance	95.137	51.968	2.817
 Centrally Managed Revenue Variance	8.271	0.378	0.000
<ul style="list-style-type: none"> Dedicated Schools Grant (DSG) for 2017/18 is showing an in-year overspend of £0.03m. This is made up mainly from expected overspends on Out of Authority placements £0.60m, EHCP funding to mainstream schools £0.29m and Post 16 FE college & ISP funding £0.24m offset by underspends on High Needs Contingency (£0.38m), Early Years Contingency (£0.25m) and Growth Fund (0.23m). 			
 Partnerships & Operational Development Revenue Variance	10.621	2.615	-0.197
 Commissioning & Business Development Revenue Variance	29.513	6.786	0.836
<ul style="list-style-type: none"> The overspend mainly relates to the unmet cut of £0.33m Education Services Grant (ESG). LOCYP are currently undertaking a Directorate wide functional review which is intended to address this pressure and additional 2018/19 savings. Increased demand for children with disability placements £0.19m. The Service Transformation Fund for LOCYP Change & Transformation Programmes is progressing as planned, and in 2017/18, the forecast is to draw down £0.78m from the 2016/17 c/f of £0.76m and the £0.85m allocated for 2017/18. The balance at year-end will be c/f and there is planned spend against the full allocation in 2018/19 and 2019/20. 			
 Children's Services Trust Revenue Variance	46.732	42.189	2.178
<ul style="list-style-type: none"> Doncaster Children's Services Trust are forecasting a projected over spend of £1.35m of which £0.94m would be funded by the Council under the 70/30 risk share mechanism This projection is after the Council agreed to fund business case's submitted by DCST totalling £1.65m to cover the over spend projected at Q2 therefore in effect the Trust's projected over spend is £2.98m. The increased over spend since Q2 mainly relates to Placements. DSG of (£0.41m) will fund the additional education costs of OOA placements, therefore the general fund position to the Council is an over spend of £2.18m. Note, DSCT have reserves of £0.07m, therefore do not have the funds to cover their share of £0.40m of the over spend. 			





Learning and Opportunities; CYP Capital






	Quarter 3 2017/18				
	Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
	£m	£m	£m	£m	£m
 Learning & Opportunities - CYP Total	9.18	9.62	23.97	35.16	5.11
 Centrally Managed	0.12	0.12	0.75	0.75	0.00
 Commissioning & Business Development	8.59	9.10	22.72	33.84	5.10
<ul style="list-style-type: none"> Total spend relates to additional School Places £2.8m, Schools Condition Programme £1.9m, School Roof Programme £0.8m, additional Early Years places for the 30 Hours programme £2.5m, Safeguarding & Access schemes £0.4m and devolved schemes funded and spent directly by Schools £0.6m. The slippage from original budget is due to delays on the Safeguarding & Access fund and delays in the creation of School Places. 					
 Partnerships and Operational Delivery	0.47	0.40	0.50	0.57	0.01
<ul style="list-style-type: none"> The total spend includes work on the Starting Well buildings £0.4m. Work has not started on these schemes, however it is expected that work will be completed in the remaining months of the financial year. 					



Finance and Corporate Services Revenue




		Quarter 3 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Finance & Corporate Services Total Revenue Variance	118.967	20.702	-0.452
	Customers, Digital & ICT Revenue Variance	8.607	6.290	0.352
<ul style="list-style-type: none"> Due to one-off pressures including meeting the new General Data Protection Requirement and ICT centralisation review. 				
	Finance & Corporate Director Revenue Variance	0.239	-0.007	-0.025
	Finance Revenue Variance	97.867	5.232	-0.718
<ul style="list-style-type: none"> Mainly £0.39m one-off salary underspends £0.12m Revenue and Benefits salaries, retained due to potential costs of introducing Universal Credit. One-off underspends from the recovery of housing benefit overpayments, new burdens funding and support for personal budgeting for Universal Credit totalling £0.19m. 				
	HR, Communications & Exec Office Revenue Variance	4.583	3.681	0.000
	Legal & Democratic Services Revenue Variance	5.301	3.327	-0.056
	Strategy And Performance Revenue Variance	2.370	2.179	-0.006










Finance and Corporate Services Capital

		Quarter 3 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Finance and Corporate Services Total	12.14	2.90	43.30	24.90	1.29
<ul style="list-style-type: none"> Due to the low levels of expenditure reported previously, every scheme has been reviewed during quarter 3 and re-profiling completed where necessary. 						
	Customers, Digital and ICT	3.59	2.14	4.65	6.59	0.75
<ul style="list-style-type: none"> Each scheme has been reviewed, this has resulted in the re-profiling of £0.58m into 2018/19 and the delivery timetable confirmed for the remaining schemes. The delivery is challenging and has resulted in the amber rating. The largest allocations in 2017/18 are the Doncaster Integrated Peoples System (£0.49m) and the ICT Strategy (£0.33m). 						
	Finance	8.25	0.33	38.65	18.31	0.11
<ul style="list-style-type: none"> The ERP System development is the only scheme in 2017/18 and spend is now coming through, with orders in place for the remaining budget. The major change in future years is moving £1.5m for the Herten Triangle scheme and £5.6m for the Cinema at Waterdale scheme from the Investment and Modernisation Fund to the Regeneration and Environment programme. 						
	Legal & Democratic Services	0.30	0.43	0.00	0.00	0.43
<ul style="list-style-type: none"> This area consists of two projects for the move of the Registrar's Office from Elmfield Park (to the Civic Office and Priory Place). These projects have overspent overall due mainly to the increased cost of the secure storage at the Civic Office than originally estimated. This is proposed to be funded by an increase in use of the Investment and Modernisation Fund funded from additional Registrars fee income. 						

Regeneration & Environment Revenue		Quarter 3 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Regeneration & Environment Total Revenue Variance	127.695	33.905	1.608
	Development Revenue Variance	9.106	3.006	0.362
	<ul style="list-style-type: none"> Accredited Learning £0.19m overspend (due to slow take up of apprentices across the Council and difficulties achieving historic income under the new Apprenticeship Levy scheme). Highways Development £0.15m overspend (due to changes in timing of receipts). 			
	Director Of Regen & Enviro Revenue Variance	0.036	-0.005	0.137
	<ul style="list-style-type: none"> Assumed directorate wide savings targets will not be achieved in 2017/18; these will be progressed in 2018/19. 			
	Environment Revenue Variance	64.793	31.036	0.436
	<ul style="list-style-type: none"> Waste and Recycling is projected to be £0.68m overspent due to unplanned contract extension costs £0.58m and credit notes of £0.18m have been issued to trade waste customers to rectify errors from previous financial years. Underspends on Non PFI and Green Disposal help reduce the overspend by £0.15m. Highways Asset Management is projected to overspend by £0.14m, increased costs due to recent cold weather. Highways Operations £0.15m underspend projected due to greater volume of work than previous years. The overall overspend has been reduced by £0.25m by reductions in the amount of revenue work being transferred to capital (Streetlighting £0.12m and Highways Asset Management £0.13m) 			
	Trading & Assets Revenue Variance	53.760	-0.132	0.673
	<ul style="list-style-type: none"> Projected overspends on Appropriate Assets savings programme £0.3m. Public Buildings Maintenance £0.18m overspend (due to difficulties in achieving income targets following changes to the way agency staff are used) Markets £0.26m overspend (due to vacant stalls) Schools Catering £0.54m overspend (due to reduced income mainly related to the lower margins achieved when schools convert to academies). Fleet projected to underspend by £0.96m mainly due to slower than expected vehicle replacement which has created underspends against budgets used for the repayment of borrowing and interest. 			

Regeneration & Environment Capital		Quarter 3 2017/18				
		Budget	Projection	Budget Future Years	Projection Future Years	Actual Spend
		£m	£m	£m	£m	£m
	Regeneration & Environment Total	103.04	95.84	164.01	167.48	40.84
	<ul style="list-style-type: none"> In relation to the DN7 project, significant progress has been made on a number of external third party issues pertaining to Network Rail shared vale and land assembly. Currently only one major issue relating to land assembly remains unresolved but the project still has increased quantified risk on project delivery; mitigation work is progressing to address the remaining issue with the third parties and the associated risks are being managed. In order to achieve key milestones, the scheme is accumulating expenditure eligible to be funded by SCRIF allocations earmarked for the project but in advance of final SCR approval. Conditions for approval are expected to be met, so the likelihood of any costs becoming abortive or resources having to be found in lieu of SCRIF is considered low. However, the risk is increasing as delays impact on the spend profile and carry forward of SCRIF resources is not guaranteed. 					
	Development - Non Housing	29.75	26.79	69.89	67.53	16.77
	<ul style="list-style-type: none"> The main areas of forecast spend include FARRRS Phase 2 (£6.5m), CCQ Multi Storey Car Park purchase (£5.9m), High Speed Rail college (£4.4m), Colonnades Refurbishment (£3.2m), Doncaster Market SCRIF Element (£1.2m), Minor Transport Schemes (£1.3m), DN7 Unity Link Road (£1.0m), Robin Hood Business Park Development (£1.0m) and Doncaster Culture & Learning Centre (£0.9m). The projection at Quarter 3 is £3.0m less than at Quarter 2 mainly due to expenditure re-profiled to later years, main variances outlined below: - <ul style="list-style-type: none"> SCRIF Urban Centre St. Sepulchre Gate & Station Forecourt - £1.5m re-profiled across 2018/19 & 2019/20. This follows further development work on the scheme showing that significant spend relating to the public realm element will be at the latter end of the programme. Some of this is due to the phasing of works being dependent on the procurement of the canopy. This has been held back by Virgin, reflecting a cautious approach towards uncertainty over the planning permission and SCR funding review. Issues have been resolved but the installation of the canopy will not commence until June 2019, with the overall phase due to complete within 2019/20. SCRIF Urban Centre CCQ Cinema Infrastructure - £1.0m re-profiled to 2018/19 to reflect delays in 					

	securing the necessary pre-lets for the restaurant units in order to meet the conditions required to proceed with construction.					
	<ul style="list-style-type: none"> SCRIF Urban Centre Doncaster Markets - £0.5m increase in 2017/18. Following the Stage 3 Design process additional costs relating to design and construction and trader decant and relocation were identified that have increased the overall project cost by an estimated £0.9m, £0.5m falling in the current year. Further approvals have been obtained for IMF monies £0.6m and Service Transformation Fund £0.3m that are now reflected in the budget. SCRIF DN7 – A further £0.5m re-profiled to 2018/19 reflecting continued delays in resolving third party issues surrounding shared value in the development to be serviced by the new road. These issues impact on the contribution agreement for the road, it's subsequent start on site, easements from Network Rail and the CPO. The project has also exceeded the £1.3m secured Council funding and is currently spending SCRIF monies in advance of formal approval - it is estimated that £1.0m expenditure will be at risk before SCRIF is expected to be approved. That approval is conditional on the developer securing an £8.0m HCA loan, which in turn depends on signing the link road funding agreement with the developer. Considerable work has been undertaken to mitigate these risks that currently leaves one issue remaining relating to the land assembly; however, failure to reach a favourable outcome could have significant impact on the affordability of the project. Negotiations are on-going. SCRIF FARRRS Phase 2 - £0.7m re-profiled to 2018/19 to reflect the contractors re-phasing of works. Substantial completion still expected by the end of April 2018. 					
	Development - Housing	35.09	32.38	71.93	74.77	13.51
	<ul style="list-style-type: none"> The main areas of forecast spend are Planned Maintenance to HRA properties (£16.4m) and Council House New Build (£10.5m). The overall projection has reduced by £2.7m since Q2. The main contributing factors are a re-profiling of £1.3m of Sprinkler / Lifts / Communal works, due to delays in the contract with Willmott Dixon being signed and a £0.96m revision to the forecast spend on the Council House new build scheme at Askern to reflect Keepmoat's revised delivery programme of 16 units this financial year. 					
	Environment	20.86	20.56	16.24	16.24	0.09
	<ul style="list-style-type: none"> The main areas of forecast spend are Smartlight Phase 2 (£4.7m), other Transport Schemes (£7.0m), Waste Collection Vehicles (£6.7m) and Waste Bins for co-mingled recycling (£2.0m). The projection at Quarter 3 is £0.3m less than at Quarter 2 mainly due to a number of minor changes across various Transport Schemes. 					
	Trading & Assets	17.35	16.11	5.95	8.94	10.47
	<ul style="list-style-type: none"> The main areas of forecast spend are the purchase of two NCP Car Parks (£7.7m), Herten Triangle (£2.7m), Corn Exchange Roof & Façade (£0.9m), Arthur Street Development Ltd. Share Purchase (£1.3m) and North Bridge Depot Modernisation (£0.8m). The 2017/18 programme has decreased overall by £1.2m from Quarter 2 mainly due to the following major changes: - <ul style="list-style-type: none"> Herten Triangle - £0.5m re-profiled to 2018/19 to reflect an anticipated start on site in late January 2018. Overall, additional costs relating to tenant's incentives £1.0m and other construction costs £0.5m have been identified. Additional IMF funding has been approved to meet the costs as the income that the development generates is still sufficient to meet the borrowing costs. Corn Exchange Roof & Façade - £0.4m re-profiled to 2018/19 due to the delay to the programme caused by scaffolding issues. This means that Stone Edge's work, which should have been completed by March 2018, is now expected to be August 2018. Although the scaffolding problems are on-going (costs unknown as yet) and there are additional works including de-frassing, rainwater piping and structural under consideration, it is hoped that the costs of the entire project will not exceed budget. 					

Council Wide Budgets Revenue		Quarter 3 2017/18		
		Gross Budget (£m)	Net Budget (£m)	Variance (£m)
	Council Wide Budget Total Revenue Variance	17.747	-76.334	-0.339
	Change Programme Revenue Variance	-0.921	-1.021	0.641
	<ul style="list-style-type: none"> Overspend (on-going) £0.19m from delayed delivery of Modern & Productive Working savings. Overspend (on-going) £0.16m, un-delivered savings allocated from reduction in Education Services Grant. Overspend (on-going) £0.16m from delayed delivery of Procurement savings 			
	General Financing/Treasury Management Revenue Variance	6.884	6.261	0.000
	Levying Bodies/Parish Precepts Revenue Variance	17.181	17.181	-0.014
	Other Centrally Funded Revenue Variance	14.905	5.345	-0.824
	<ul style="list-style-type: none"> Underspend (one-off) -£0.99m estimated saving from pension deficit and future service contributions. Overspend (one-off) £0.17m capital receipts shortfall expected therefore assuming no contribution available for revenue. 			
	Revenue Costs / Capital Programme Revenue Variance	-33.159	0.000	0.000
	Technical Accounting Revenue Variance	7.405	7.405	0.000
	Business Rate Retention Revenue Variance	0.000	-116.778	0.000
	Severance Costs Revenue Variance	5.452	5.273	-0.142

Business rates, council tax and rent arrears

- The Council Tax Collection Fund is projecting to make an in-year surplus of £2.16m, largely attributable to the longer-term collection rate since 1993 of 98.61% being higher than the budgeted collection rate of 98.0%. After allowing for a planned redistribution of accumulated surplus of £3.0m during 2017/18, the accumulated Council Tax Collection Fund surplus as at 31st March 2018 is estimated at £5.17m, of which £4.36m is attributable to the Council. This is an increase of £0.52m due mainly to lower levels of LCTS being awarded.
- The Business Rates Collection Fund is projecting to make an in-year surplus of £1.85m, largely attributable to the reduction in the estimated change needed for the appeals provision £1.98m. The increase of £1.76m from quarter 2 is due mainly to the earlier than previously forecast inclusion of the Amazon unit at the i-Port £0.92m plus a decrease in the change needed for the appeals provision £0.80m. After allowing for a planned recovery of accumulated deficit of £0.9m during 2017/18, the accumulated Business Rates Collection Fund surplus as at 31st March 2018 is estimated at £0.48m, of which £0.25m is attributable to the Council.
- In the third quarter of the year Council Tax arrears reduced by almost £1.5m which matches the quarterly target of £1.5m. The level of reduction is slightly down on the same period as last year but the total level of arrears remains lower than at the end of December 2016, and shows the continued determination of Revenues and Enforcement staff to pursue all outstanding debt to a conclusion, irrespective of age. Business Rates saw a reduction of arrears in the quarter of around £0.9m, which exceeds the target of £0.8m. This improvement reflects a reduction in the number of retrospective changes in liability being carried out in the current year back into the previous year, which actually increase the arrears figure from the year end position. The level of reduction compares to an £0.8m reduction for the same period in 2016/17.
- Current rent arrears at quarter 3 stand at £1.948m and are 2.62% of the rent debit, there has been an increase of £84k from £1.864m at quarter 2 (2.51%). This performance is on track for a year end performance of 2.50% and is currently ahead of profile but it is being monitored very closely due to the rollout of full service for Universal Credit. As at 31 December the amount of former tenants' arrears was £1.2m; a decrease of £29k from the second quarter, write offs in the third quarter were £127k.

Write-Offs in Quarter 3

- Financial Procedure Rules require the Chief Financial Officer to consult with Cabinet for bad debt write offs over £0.25m. Four individual business rate write-offs are proposed for quarter 3 totalling £0.42m. Yorkshire Bars traded from Silver Street from 2006 to 2012. The company was wound up in June 2017 leaving unpaid rates of £0.07m and attempts to locate the company address and recover the debt have been unsuccessful, leaving little prospect of the debt being recovered. ABJ Services held a lease in Cleveland Street in the Town Centre and sub-let to Attey's solicitors who were liquidated in 2013. Recovery action has been taken, including liability orders and enforcement agents visits, but with ABJ being liquidated in July 2017 with no assets, recovery of the £0.15m debt is not possible. Noel Village steel founders operated from Carr Hill but began experiencing financial difficulties in 2016. Hardship relief was agreed to support the company's recovery plan but this failed and the company entered administration in December 2016 and it is highly unlikely the £0.07m of debt will be recovered. Valleyfield (Mexborough) was the landlord for various units at Mexborough Business Centre but have been in receivership from August 2012. Recovery documents have been returned from the centre and there is no valid address for the company to pursue payment of the £0.13m debt. Summonses and liability orders have been secured but with the last filed accounts in July 2012 showing £1 of capital, there is little prospect of recovering the debt. £0.19m of the debt has already been provided for and will be charged against the business rates bad debt provision. The remaining £0.23m of the debt will be charged to the Collection Fund in 2017/18, with the Council's share being £0.11m. The Collection Fund assumes a level of loss each year and the total amount written off for 2017/18, including this action, does not exceed the estimate.

Virements in Quarter 3

Reason	Directorate	2017/18 £
Amounts approved by Chief Financial Officer up to £0.10m		
1	Provide funding for the interest for Doncaster Culture & Leisure Trust loan (funded from centrally held budget)	Council Wide AH&Wb (15,970) 15,970
2	Temporary budget transfer to cover 6 months' staffing costs after PBS restructure and move to R&E	F&CS R&E (24,390) 24,390
3	Temporary budget transfer to cover 6 months' staffing costs after PBS restructure and move to AH&Wb. (Full year permanent virement to follow)	F&CS AH&Wb (24,390) 24,390
4	Transfer of income budget from AH&Wb (SAPAT) to R&E (Funerals)	AH&Wb R&E 7,500 (7,500)
5	Transfer of Insurance from AH&Wb (Pavilions) to R&E (Assets)	AH&Wb R&E (20) 20
6	Temporary budget provided for additional Minimum Revenue Provision (MRP)	R&E Council Wide (5,610) 5,610
7	Reversal of increased YPO dividend	Council Wide F&CS (14,740) 14,740
8	Transfer of contingency budget for Fleet staff to cover additional costs associated with move from Craft to NJC terms and conditions. Full year effect is £37,730 and will be transferred in 2018/19.	Council Wide R&E (15,720) 15,720
Amounts approved by Chief Executive £0.10m to £0.25m		
1	Transfer of the Town Centre Ambassador Service to AH&Wb from R&E. Events remain within R&E.	AH&Wb R&E 179,950 (179,950)
2	Transfer of the Flexible Homelessness Grant from Council Wide Budgets to AH&Wb – Complex Lives. The grant had been held centrally until plans on where it would be spent were agreed. The total gross budget is £208k, however the service is funded by grant so the net budget transfer is £zero.	Council Wide AH&Wb Gross Budget (207,670) 207,670
3	Re-alignment of savings from the Internal Services element of the Digital Council programme following a review of the original allocation methodology	F&CS R&E LOCYP 209,630 (131,050) (78,580)
Amounts approved by Portfolio Holder (Finance & Corporate Services) £0.25m to £0.5m		
1	Budget transfer in respect of the responsibility for the Passenger Transport team moving from R&E to LOCYP as part of a restructure of services within R&E	R&E LOCYP (255,930) 255,930
Amounts to be approved by Cabinet greater than £0.5m		
1	Budget transfer from R&E to LOCYP in respect of the Talent Pathways service (excluding Bentley Training Centre) and Advice, Transition and Quality, resulting from the restructure of Development to better align services for the delivery the Doncaster Growing Together (DGT) programme. The total gross Budget for 2017/18 is £1,066k, however the service is substantially funded from grant, Skills Funding Agency £693k and other smaller grants totalling £55k, giving a net budget of £318k.	R&E LOCYP Gross Budget (1,065,880) 1,065,880 Net Budget (318,000) 318,000
2	The anticipated balance of the VER/VR earmarked reserve is £3.5m as at 31/3/18. Based on estimated spend, £2m will be transferred to the Service Transformation Fund. This will provide the necessary one-off funding required to deliver the on-going savings in the future and increases the current unallocated balance of the Service Transformation Fund.	VER/VR Earmarked Reserve Service Transformation Fund (2,000,000) 2,000,000

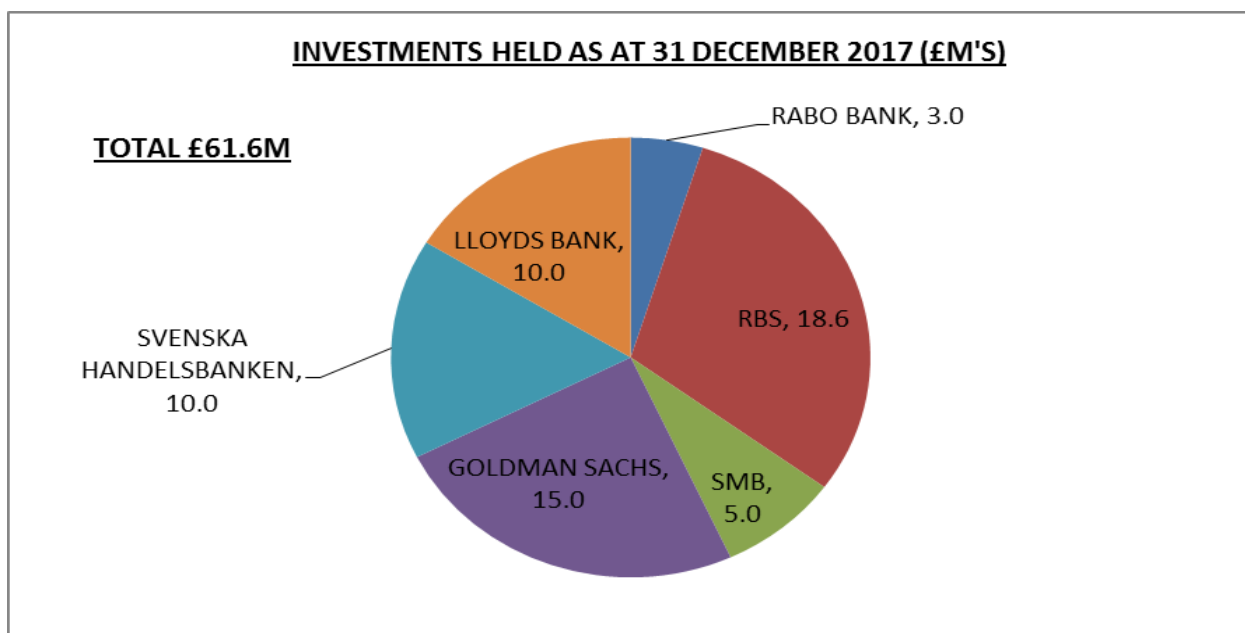
Reason	Directorate	2017/18 £	
3	Provide one-off funding of £2.0m to the Children's Services Trust for Innovation Projects including Growing Futures, PAUSE and Mockingbird, from council wide budgets.	Council Wide LOCYP	(2,000,000) 2,000,000

Treasury Management Update - Quarter 3 2017-18

1. The forecast outturn for Treasury Management is break even.
2. As an authority we remain under borrowed by £70m in the long term. It should be noted however, that this position has been temporarily reduced for the next 3 years by the £56.5m pension prepayment. This unwinds at approx. £18m per year, as temporary borrowing is repaid. Remaining under borrowed relies on utilising working capital and reserve balances to delay taking external debt. This minimises interest paid on external debt but is not a permanent solution.
3. The result of the UK referendum (Brexit) and political uncertainties continues to dominate the money markets. A wide range of politicians, economists and institutions have varying views as to the probable outcome over the short and long term. The Government has completed the first stages of the negotiations but there remains much to agree around future trade relations and any transition agreements before the deadline date of 29/03/19. The only certainty at the moment is that there still remains a considerable amount of uncertainty over the next few years and it is the role of the UK Government and Bank of England to steer the country successfully through.

Investment

4. The investment portfolio can be seen in Figure 1. The investments are a mixture of call accounts for liquidity, fixed rate investments and Certificates of Deposit.
5. The current average investment rate is a creditable 0.63%, against a benchmark rate of 0.21%, primarily as a result of using strong credit-quality UK Banks such as Lloyds Banking Group and Goldman Sachs International Bank, combined with accessing strong non-UK counterparties via the Certificates of deposit market and making use of the Svenska handelsbanken call account facility.
6. The average rate is boosted by a fixed rate investments (at 1.45%) which we will only be able to re-invest at either lower rates, or longer term, when it matures. However, there are many unknown factors that could require the Bank of England to take more monetary policy easing or tightening as the various pieces of data that show the direction of travel of the UK economy are released. The Brexit process is likely to cast a shadow over the markets until the process is complete.
7. **Figure 1: The following chart summarises the Council's investment portfolio as at 31st December 2017.**



8. Officers can report that no investment limits have been breached during the financial year 2017/18.

Borrowing

Figure 2: The following table summarises the Councils forecast Debt Portfolio as at 31st December 2017.

DMBC Debt Portfolio and Maturity Profile as at 31st December 2017				
	Upper Limit %	Lower Limit %	Actual %	Actual £(m)
Under 12 Months	30	0	2.57	13.593
12 to 24 Months	50	0	14.33	75.687
24 Months to 5 Years	50	0	12.94	68.367
5 Years to 10 Years	75	0	6.64	35.101
10 Years to 20 Years	95	10		
20 Years to 30 Years				
30 Years to 40 Years			63.52	335.562
40 Years to 50 Years				
50 Years and above				
TOTAL			100.00	528.310

9. During the 2017/18 financial year the Council has a borrowing requirement of £104m. £30.8m in new external borrowing to support the Capital Programme, £17m to replace loans maturing during the year and £56.5m to prepay the Councils pension deficit contribution and part fund future service contributions. All but £3m of the borrowing has been taken already.
10. Short and long term interest rates remain low and offer opportunities for both shorter term borrowing and for locking in to longer term low rates. Following the expected reversal of the previous 0.25% interest rate cut by the Bank of England, the next forecast rate increase is December 2018 but that will be dependent on the data seen between now and then, the forecast path of CPI, we will therefore target advantageous rates over the shorter terms to minimise interest costs. We will be targeting a maximum borrowing rate of 1.5% for all new lending taken out during the year.
11. Historically low interest rates does provide an opportunity to reverse the under borrowed position but this would come at an additional budget cost and based on forecast interest rates remaining low for the foreseeable future (50 year borrowing rates forecast to increase from 2.4% to 2.9% between now and March 2019) there is no real need to do so immediately. It should also be noted that the under borrowed position is currently being utilised to prepay the pension deficit contribution.
12. Treasury Management Officers confirm that no Prudential Indicators, as set in the Treasury Management Strategy Statement agreed by Council on 2nd March, 2017, have been breached during this financial year.

Risks

13. Risks have been reviewed during the quarter and were managed in line with the Annual Treasury Management Strategy Statement agreed by Council on 2nd March, 2017.
14. Key risks relate to our investment portfolio:-
 - The risk of reduced interest rates is considered minimal.
 - Counterparty risks are reviewed weekly and action taken to minimise the risk that any investments placed are returned on the due date. Creditworthiness data is received on a daily basis from our Treasury Consultants and action will be taken to reduce exposure or remove institutions from the list if negative indicators deem it appropriate.
 - The low interest rate environment will make it difficult to place surplus funds without a cost of carry to the council and it is therefore appropriate at this time to remain under borrowed and minimise the cost of holding funds until they are required.

Capital Programme New Additions Quarter 3 2017-18

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
Adults, Health & Wellbeing			
Communities			
Improvements- Barnby Dun with Kirk Sandall Parish Council - A grant of up to £24,056 to Barnby Dun with Kirk Sandall Parish Council for green space improvements to the Barnby Dun Sports Association Field and Parish Hall Field	Section 106	0.02	0.02
Total Adults, Health & Wellbeing		0.02	0.02

Finance and Corporate Services			
Extension of the South Yorkshire SuperFast (SYSF) broadband network to increase coverage to as near 100% as is technically possible. Contribution reliant on contributions being agreed from the other South Yorkshire councils.	Borrowing – IMF	0.00	0.78
Upgrade of the Symology IT system (was included in the Council Wide Systems allocation but has now been separately identified)	Corporate Resources and Revenue Contribution	0.09	0.09
Upgrade of the Corporate Health and Safety IT system (was included in the Council Wide Systems allocation but has now been separately identified)	Corporate Resources	0.03	0.03
Total Finance and Corporate Services		0.12	0.90

Learning & Opportunities: Children & Young People			
Commissioning & Business Development			
Doncaster Council has submitted a business case to the ESFA for the self-delivery of the new SEND school in Edenthorpe. Initial information from the ESFA indicates the amount that they are currently prepared to pay towards this project is £6,127m for a floor area of 2600 sqm. However our own feasibility reports based on BB104 compiled following advice with stakeholders suggest a floor area of 2800 sqm is required. This information was used to compile a feasibility study by Willmott Dixon that indicated a total build cost of £9,362m. Negotiations are continuing regarding delivery of this project and it is still not known if Doncaster Council will be successful with its business case. The discussions will seek to clarify with the ESFA their cost basis and which items are included within their budget figure. An initial £6,127m has been included within the Q3 Capital Programme for 18-19 and 19-20 which could be subject to change.	ESFA Grant	0.00	6.13
14 schools with Safeguarding & Access work approved through the Learning Provision and Organisation Board for work totalling £228k. These schemes are funded from a block budget specifically for Safeguarding & Access work.	Block budget	0.00	0.23
1 new school condition schemes at Sprotbrough Orchard Infant School for work totalling £7k. This scheme is funded from transfer of budget from other Schools Condition schemes.	Block budget	0.00	0.01
Total Learning & Opportunities: Children & Young People		0.00	6.37

	Funding Source	New Addition 2017/18 £m	New Addition Total £m
Regeneration & Environment			
Development			
Allocation of Integrated Transport Funding block budgets to new schemes or additional resources to existing schemes:-			
A635 Hickleton Crossroads Improvements	LTP Integrated Transport Funding	0.06	0.06
Corresponding Reduction in Block Budget		-0.06	-0.06
Allocation of SYPTE budgets to new schemes or additional resources to existing schemes:-	Additional SYPTE Funding	0.08	0.08
Bus Hotspots PTE			
Housing			
Allocation of Council House New Build Block to specific schemes:-			
Council House New Build, Old Road, Conisbrough. Pre-construction works for the proposed development of 41 units.	Major Repairs Reserve	0.25	0.25
Council House New Build, Warde Avenue, Balby Pre-construction works for the proposed development of 25 units.		0.20	0.20
Council House New Build Funding Block		0.45	0.45
74/76 Church Lane, Cantley. Appropriated void works to allow the property to be used for move on accommodation for young people leaving care.	HRA Usable capital receipts	0.10	0.10
Demolition of former Fernbank Special School, Adwick le Street. Former school site allocated to Strategic Housing for the delivery of new affordable homes.	HRA Usable capital receipts	0.20	0.20
Environment			
Allocation of Highways budgets to new schemes or additional resources to existing schemes:-			
Flood Risk Schemes	LTP Highways Funding	0.06	0.06
Renew Gulley Covers and Frames		0.04	0.04
Bridge Joint Replacements 17/18		0.18	0.18
Corresponding Reduction in Block Budget/Scheme		-0.28	-0.28
Trading & Assets			
Allocation of Retained Building Improvement Programme block budget to a specific scheme: -	Capital Receipts		
Replacement Canopy at Thorne Children's Centre in response to health & safety concerns		0.02	0.02
Corresponding Reduction in Block Budget		-0.02	-0.02
Doncaster Market Outer Stall Reconfiguration complementary to the Enterprise Market Place Scheme and in consultation with market traders and the Council's expert market operation partner.	Capital Receipts	0.03	0.20
Total Regeneration & Environment		1.58	1.75



STRATEGIC RISK PROFILE

Heat Map	
	<p>There are currently 22 strategic risks in the Corporate Risk Register, all have been updated for Q3. The profile is as follow: 17 risks have retain the same profile; 2 risks profiles have reduced, due to the implementation of mitigating actions:</p> <ul style="list-style-type: none"> As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation; An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people. <p>3 risk profile have increased.</p> <ul style="list-style-type: none"> Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio; Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal; As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster. <p>During the quarterly challenge process no new risks have been proposed.</p> <p>The risk around leaving the EU will be re-worded for Q3 to more reflect the impact on the Borough</p>

Without effective influence and engagement with the Sheffield City Region, there is a threat that Doncaster does not achieve economic potential benefit from the devolution deal

Peter Dale

Current Risk		Target Risk
<p>20</p>	<p>Current Position: At the beginning of December 2017 both Doncaster and Barnsley residents were asked their views on the geography of a devolution proposition (Sheffield City Region or a wider Yorkshire devolution model). The outcome was unanimous 85% (38,551) Doncaster residents voted in favour of exploring a wider Yorkshire proposition a position that was almost identical within Barnsley. The outcome presents a significant backing against Government stance on an existing Sheffield City Region proposition; a series of lobbying discussions are therefore taking place with a debate in parliamentary debate taking place on 9th January 2018.</p> <p>Mitigating Actions: Officers, the Executive and Members from Doncaster Council are at the forefront of deliberations both at a national and regional level on issues relating to devolution, assurances are provided through our strategic and operational role with the SY Combined Authority, in addition to representations on the numerous executive boards supporting the City Region.</p>	<p>16</p>

As a result of the decision for the UK to leave the European Union there is increased uncertainty across a number of policy and funding areas that could lead to disruptions in funding and/or projects locally in Doncaster.

Simon Wiles

Current Risk		Target Risk
<p>20</p>	<p>Current Position: In December 2017 the UK agreed in principal a phase 1 position with the EU. This agreement include the rights of EU citizens and their families to remain in the UK; no hard boarder between Northern Ireland and EIRE; agreement on the methodology of the settlement the UK will pay to the EU in order to leave. It is likely that talks on trade and the specific details to a transitional period will begin early in 2018. The next phase of talks may have a bigger impact on public services and updates in Q4 and Q1 18-19 will reveal greater detail that will need to be considered.</p> <p>Mitigating Actions: Review key pieces of legislation and work with regional and national government to ensure impacts of exiting the European Union are minimised as much as possible.</p>	<p>16</p>

Failure to improve Data Quality will prevent us from ensuring that data relating to key Council and Borough priorities is robust and valid.

Simon Wiles

Current Risk		Target Risk
<p>16</p>	<p>Current Situation: Following the formal agreement of the Data Quality Strategy 2016/17 – 2020/21, a working group meets regularly to drive forward the required activity. Annual self-assessments across the council for statutory returns have been completed during Quarter 3 and policy management and sign off and e-learning training completion continues to be monitored quarterly. Other areas of focus for this quarter has been to continue the activity needed to ensure we can respond effectively to the GDPR by May 2018. Key projects and programmes such as the Doncaster Integrated People Solution and the Integrated Digital Care Record are focusing on specific problem areas in Adult Social Care to ensure deliverables are achieved.</p> <p>Mitigating Actions: In order to drive forward and embed the improvements in data quality, a proposal has been developed for consideration by the Chief Executive and Directors to create a temporary Data Quality Team to focus on the systems authoritative to the Council and using a systems approach to improve data quality. The proposal describes a 'task and finish' project approach which includes culture and organisation wide development and clearly defined expected outcomes. The proposal was approved at Directors meeting on 18th December and job descriptions have been drafted for evaluation before recruitment.</p>	<p>8</p>

Failure to achieve the budget targets for 17/18.

Simon Wiles

Current Risk		Target Risk
<p>16</p>	<p>Current Position: At quarter 2 there was a £3.0m year-end overspend projected for 2017/18; this shows there is a significant risk achieving all the budget targets for 2017/18. Quarter 3 projections are currently being prepared.</p> <p>Mitigating Actions: Discussions will take place with managers to identify if any actions could be implemented to reduce the overspend by year-end and bring the budget back in line for 2018/19. The budgets will continue to be monitored and reported to managers, Directors and Cabinet.</p>	<p>9</p>

Children and Young People do not achieve in line with national expectation

Damian Allen

Current Risk		Target Risk
<p>16</p>	<p>Current Position: The School Improvement strategy has been revised with more specific detail around the three tier model of support. Additionally, the Reading Strategy is now in its second year with a focus on : Raising awareness of age related expectations in Years 3 and 4 and curriculum requirements ensuring a greater proportion of Y4 pupils meet the expected standard in reading Improving the attainment and progress of Year 6 pupils to improve the conversion rates of children assessed at the end of KS1 at 2bDeveloping the teaching of inference skills in upper KS2Continuing to develop assessment materials to support planning and assessment of reading. Improving reading outcomes for disadvantaged pupils Developing parental and community engagement in reading</p> <p>During the first year of the Reading Strategy, schools that participated showed an average increase in KS2 test scores of 11% against 8% across the LA . improved performance by an average of 12% which is much high</p> <p>The Raising Aspiration and Achievement Strategy has been revised and delivery plans are being developed to support the three main school improvement priorities of :</p> <ul style="list-style-type: none"> . Continuing to improve Reading . Raising Achievement of disadvantaged pupils . Ensuring that all schools offer a broad and balanced curriculum. . Doncaster remains in the bottom quartile of all LA's nationally for KS2. Reading is the area where attainment is weakest. 	<p>12</p>

	<p>Mitigating Actions:</p> <ul style="list-style-type: none"> • Challenge The Regional Schools Commissioner and Academy principals and CEOs on underperformance • A revised School Improvement Strategy is being delivered . The School of Concern process has been strengthened to include input from all agencies involved in a specific school or setting • Deliver aspects of the One Doncaster Education and Skills Commission report - including KS2 and KS4 initiatives and support the delivery plan of the Education and Skills programme. • Academy exploration and growth strategy for schools at risk of decline and those wishing to join Multi Academy Trusts <p>Leadership succession and recruitment support initiatives in partnership with the Teaching School Alliance (Partners in Learning)</p> <ul style="list-style-type: none"> . We have appointed a Lead Officer for Primary English to support identified schools to raise outcomes in reading in KS2 in 2018. . We have appointed a Lead Officer for Primary Maths to support identified schools to raise outcomes in maths in KS2 in 2018 . We are also running a series of training events for Headteachers and Yr6 Teachers to ensure that they maximise opportunities for success in 2018 KS2 assessments. 	
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Workforce issues in AH&WB and support services, including vacancies, recruitment, staff development and sickness, reduce the ability to transform at the pace required in current plans

Damian Allen

Current Risk	Current Position: Significant recruitment campaign has meant that key posts have now been filled and some staff have already joined the teams	Target Risk
<p>16</p> <p>Likelihood</p> <p>Impact</p>	<p>Mitigating Actions:</p> <ul style="list-style-type: none"> . Most of key management posts have been recruited to and programme management office becoming established to support the transformation and improvement . Staff absence has improved with the Directorate position now at Amber for the first time (12.02 days per FTE against a corporate target of 10.50 days) . Continuing to focus on areas of high sickness within adult social care (currently 14.07 days) . Initially mapping of current workforce development activity is underway and an action plan will be put in place next quarter. . Early indications are that there have been many opportunities for career development and progression through the recent recruitment campaign with internal secondments, acting up arrangements and internal candidates successfully progressing into new roles 	<p>8</p> <p>Likelihood</p> <p>Impact</p>

Failure by the Council and the Trust to agree and set a realistic annual budget target

Damian Allen

Current Risk	Current Position: DCST have yet to provide their Q3 Finance report, the update below is based on Q2 at this stage:	Target Risk
<p>15</p> <p>Likelihood</p> <p>Impact</p>	<p>Current Position: At quarter 2 Doncaster Children's Services Trust (DCST) are projecting a year-end overspend of £1.63m; this is a reduction of £0.23m since quarter 1. This overspend takes into account the additional £1.1m provided at the beginning of the year to fund increased activity on the care ladder based on modelling submitted as part of the annual review.</p> <p>Detailed discussions are taking place at the Joint Finance & Performance meetings to understand these pressures and actions being taken to manage the expenditure. The main challenge is the high numbers of looked after children; at the end of August, 539 children were looked after (82.3 per 10,000 children); this is an increase from 512 (78.6 per 10,000 children) at 31 March 2017. The national rate is 60 per 10,000 and the average for statutory neighbours is 76 per 10,000 (although the variation in this cohort is marked, with some authorities having rates over 100 per 10,000). Although not all looked after children will require additional funded support, where the cost can vary significantly, it is a good indication of the overall volume</p>	<p>10</p> <p>Likelihood</p> <p>Impact</p>

increase and pressure in the system.

The overspend is due to increased volume in the care ladder mainly on Out of Authority (OOA) placements, 18+ and Children in Care (CIC) transition accommodation. The OOA overspend is £1.5m, although the average cost is less than the unit contract value, the forecast average activity is 31 placements compared to 21 OOA placements in the contract (actual activity at Sept 17 is 31 placements). Actions being taken to reduce the pressures include joint work with St Leger and DMBC to identify/develop properties which can be utilised to provide supported accommodation for care leavers and setting up a satellite home which is less expensive than an out of authority placement. The Trust are also actively looking at ways to generate additional income to offset the pressures.

The Council have agreed funding of £2.39m over the next three years to cover the Trust's supplementary resource requirements for "getting to good", continuation of the Growing Futures, Pause and Mockingbird approaches to work (Mockingbird has also successfully secured DfE funding). The Trust are due to provide a draft benefits realisation framework for the next Joint Finance and Performance, which will enable the group to monitor the impact of the additional funding on the outcomes.

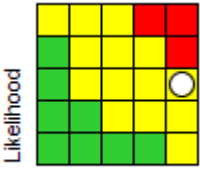

The Council overspend is £1.1m (70%/30% risk share); although the actual pressure is likely to be higher because the Trust do not have the reserves for the remaining 30%. The Council is currently agreeing additional one-off funding for the increased activity this financial year.

The Trust have efficiency savings targets of £2m a year for 2018/19 and 2019/2020, and £0.5m in 2020/21. The Trust have shared with senior Council Officers their Medium Term Financial Strategy (MTFS) detailing cost pressures and efficiency proposals to achieve the £4.5m savings target over the next 3 years. This includes care ladder financial modelling for 2018/19 onwards which sets out when children will naturally transfer out of the system, forecast growth for future years and movement on the care ladder etc. The Trust and the Council are continuing to work together and discuss the MTFS and detailed care ladder model.

Mitigating Actions: There are monthly finance meetings between the Council and DCST to keep the forecast under review and to challenge the assumptions in the care ladder, and there are regular meetings between Senior Management of both organisations.

Failure to obtain assurance as to the safeguarding of children in the borough Failure to meet children's safeguarding performance requirements which could lead to an 'inadequate' inspection judgement by Ofsted

Damian Allen

Current Risk	Current Position: The formal arrangements to monitor and review the effectiveness and input of services to children provided by the Trust are believed to provide assurance to this risk and go beyond contractual requirements. Overall the safeguarding indicators specific to children are now performing better than last year. Ofsted in its 2015 report and 4 subsequent Monitoring visits did not -raise any concerns as to the safety of children in the borough, but did recommend improvements to social work practice which have been addressed through the Ofsted Improvement Plan and the Ofsted monitoring visits. This is regularly challenged with the Trust at the high level QPM and at individual Head of Service level.	Target Risk
<p style="text-align: center;">15</p> 	<p>The first Ofsted Monitoring visit took place in August 2016 and concentrated on management of demand at the front door and quality of practice and found that significant progress is being made to improved services for children and that no children were deemed to be at risk of significant harm. The quality of provision was found to be better and that prompt and appropriate action is taken to address safeguarding concerns this is evident in the quality of assessments and ensuring children are seen alone and their views heard. However, there remain inconsistent quality of assessments and timeliness is deemed variable. In addition, more work is needed to ensure that thresholds for social care intervention are understood across the partnership. The second monitoring visit took place in October 2016 with a focus on quality of practice in particular the quality and effectiveness of plans for CIN of help and protection reviews and work to reduce risk to this cohort; the quality of pre – proceedings work. The conclusion of the visit was that the Trust had made 'significant progress' in improving the quality of work since the inspection in November 2015. Inspectors highlighted the continued pace of improvement and reaffirmed the conclusion of the previous visit that no children were found to be in situations of assessed, unmanaged or unacceptable risk. The third monitoring visit took place in March 2017 and identified significant progress in the quality of services provided for look after children since the full 2015 inspection.; that both the Council and the Trust have responded thoroughly to the actions required and that children and young people are placed at the heart of strategic planning and operational work, with welcome recognition of the ambition of both parties for this vulnerable cohort.</p> <p>Ofsted provided a 4th and final Ofsted visit in August 2017 which was not thematic but had a</p>	<p style="text-align: center;">10</p> 

focus upon and visited the 'Front Door' including case sampling, as well as sampling a number of assessments and CIN plans. Feedback was essentially positive overall, with more consistent quality of practice evident – in particular cases at the front door, assessment, care planning and review with again praise for management oversight, performance management and QA. Pending the formal outcome of the re-inspection of social care and safe-guarding which took place in November 2017 and the indications based on Ofsted's reception to the Monitoring plan and the 4 monitoring visits promotes cause for optimism.

Mitigating actions: Social work practice is challenged with the Trust at each meeting and at individual HoS level. The Joint strategic Inspection Group regularly reviews the Ofsted Improvement Plan as to actions required to improve quality of practice and attendant progress. The High level challenge meetings review specific audits and all challenge meetings review the basket of contractual PIs, which include bellwether PIs in respect of CIN plans; the care pathway – especially front door management; assessment completion and quality of audits. In addition, reference is made to volumetric measures and the wider context in order to provide reassurance as to caseload management; geographical / team pressures; deployment of staffing resources etc.

The DSCB receives a regular report of the audited cases from the DCST and regularly reviews the quality of Multi-Agency thematic audits at its Quality and Performance Sub Group.

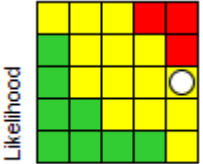
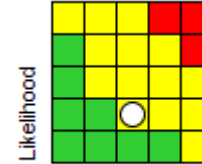
DMBC is clear that the three most pressing impediments to this risk remain demand management, placement policy and quality of practice and is pleased that Ofsted in its second monitoring visit found that 'significant progress had been made in the quality of work since the 2015 inspection and that , overall the quality of provision was better and prompt and that appropriate actions was .taken to address safeguarding concerns with improvements evident in the quality of assessments and enquiry; that children are seen alone and their views are heard and Ofsted noted the pace of improvement.

DMBC focus continues to be to ensure that quality of practice and assessment completion is more consistent and embedded and that a sustainable financial and operating model is in place.

Regular Ofsted monitoring and peer challenge is considerably mitigating against this risk

Failure to successfully prevent a major cyber attack

Simon Wiles

Current Risk	Current Situation - There has been no significant cyber events in quarter 3, however this does not reduce the risk rating. Spam and phishing emails continuously bombard the Council's network. The Council's annual independent ICT security health check has just been completed and there are a number of actions to even further improve security which we are choosing to complete before we go through the government PSN accreditation process in February. An action plan has been developed with owners and timescales which will be monitored by the ICT Management Team and the Council's SIRO (Senior Information Risk Owner) and CIO (Chief Information Officer) - Assistant Director of Customers, Digital & ICT.	Target Risk
<p style="text-align: center;">15</p> 	<p>Mitigating Actions - All staff sign up to the Acceptable Use Policy. Spam and phishing e-learning continues to be encouraged and monitored. Security hardware and software and updates continue to be implemented and maintained in the required manner. Attendance at regional meetings with security counterparts and constantly reviewing our position including an independent annual assessment</p>	<p style="text-align: center;">6</p> 

Failure to implement the Partnership priorities within the Doncaster Growing Together Portfolio

Simon Wiles

Current Risk		Target Risk
<p>12</p>	<p>Current Position: Over 100 representatives of the public, private & third sector attended the Team Doncaster Summit, to further understand, interact with and further take ownership of Doncaster Growing Together (DGT). However, DGT is still in its early stages, with the responses to complex public service transformation & integration still being shaped.</p> <p>Mitigating Action: The Team Doncaster Performance Management Framework & governance structures have been restructured around DGT. This includes the establishment of a DGT Portfolio Group which will ensure & drive delivery of the programmes, lead & encourage our organisations to work in different ways. The Portfolio Group reports to the Team Doncaster Executive. Team Doncaster communications & organisational development groups, with representatives from partner organisations have been established to support the delivery of DGT.</p>	<p>6</p>

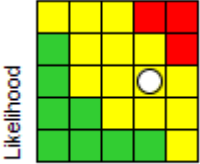
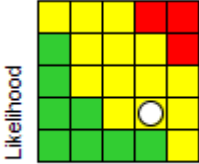
Failure to adequately implement effective joint working arrangements which could lead to ineffective delivery of children’s services across the wider partnership system

Damian Allan

Current Risk		Target Risk
<p>12</p>	<p>Current Position: The Children and Families Partnership Executive Group is the forum for the arrangements to discharge the S10 statutory responsibility which is the core group of leading partner members.</p> <p>Mitigating actions: The new governance arrangements are have become established and comprise the Executive Board which meets monthly and which provides overarching governance and delivery oversight across the partnership of the CYPP along with a new fit for purpose sub structure and a new strategic forum which meets quarterly to comment plan and shape the CYPP championing the voice of CYP.</p> <p>The new JSNA is a more dynamic document as is the consequential and substantial Children’s plan for 2017-2020. The Participation and Engagement strategy professional version has been published and child friendly versions for both this and the CYPP have been launched.</p> <p>The publication and application of the three key documents JSNA; CYPP and P&E strategy will considerably mitigate this risk as well as the establishment and implementation of what is now a fit for purpose governance structure both underpinning the board and laterally in relationship to other strategic boards ,which will enhance the functionality of the Children and Families Partnership Strategic Forum as the keystone in the oversight and management of the children’s strategic partnership across the entire ‘estate’</p> <p>The Governance sub structure is aligned with and reflects the CYPP. A new Participation & engagement sub group has been in place since Dec 2016 and has been active developing the Participation & Engagement strategy and the co-production of the CYPP and the PES with children and young people and a child-friendly version of the PES was launched in October 2017 to mirror the child-friendly version of the CYPP. The P & E sub group has a priority to produce the action plan which supports and implements the actions proposed within the PES and this is expected to be finalised in February 2018.</p>	<p>8</p>

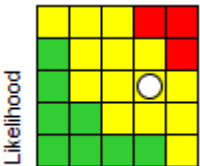
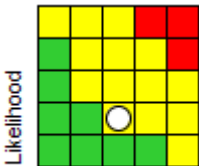
Failure to respond adequately to borough emergencies or mitigate effectively against the effects of extreme weather conditions e.g. flooding

Peter Dale

Current Risk		Target Risk
<p>12</p> 	<p>Current Position: During 2017 we have focused on our preparedness arrangements to respond to a threat based incident.</p> <p>12 Exercises and 16 training events have been delivered for over 500 staff and partners.</p> <p>The exercises have provided us with the opportunity to rehearse and enhance our preparedness arrangements and have included live play exercises, live evacuation and shelter exercises, corporate exercises and strategic response exercises. Multi-agency partners have supported and attended our training and exercise events.</p> <p>This approach has enabled us to twice smoothly support the response to the increase in UK threat levels.</p> <p>Mitigating Actions: We have provided support to a wide range of events and key venues in Doncaster to ensure that planned events continue despite the challenges of increased threat levels.</p> <p>We have worked with the Airport to support their Civil Aviation Authority inspection through assisting with the delivery of a live exercise held overnight at Doncaster Airport in Sept and Oct 2017.</p> <p>We aim to finish the year with an "Amber Alert" exercise to assess our resilience arrangements to respond to an impactful emergency.</p>	<p>8</p> 

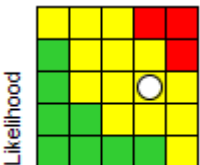
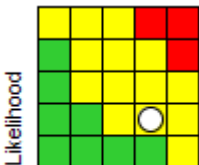
As a result of insufficient capacity and skills in AH&WB commissioning, contract management and monitoring is not effective, leading to non-compliance with legislation

Damian Allen

Current Risk		Target Risk
<p>12</p> 	<p>Current position: The adult social care commissioning and procurement plan was presented by Ernst Young to the Adult Directorate Leadership team on the 20th December 2017. The plan sets out the individual activities required to deliver commissioning and transformational priorities and the anticipated resources necessary to deliver those priorities. There is currently a lack capacity in the commissioning team to deliver commissioning priorities. However, in terms of contract monitoring, the Council has been able to successfully recruit to vacancies in contract monitoring staff who monitor regulated services. The Care Quality Commission ratings for regulated services in the Borough continue to be above benchmarked comparators.</p> <p>Mitigating Actions: A temporary Head of Service has been appointed and is due to commence with the Council on 29th January. Interviews for the permanent Head of Service are scheduled early February. The recruitment to the post of Commissioning Manager has so far been unsuccessful. A further round of interviews are due to be concluded by the end of this month.</p>	<p>6</p> 

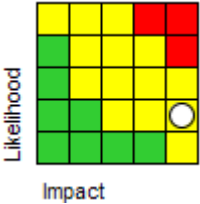
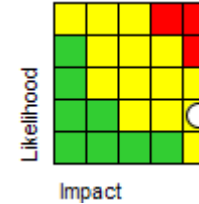
An underdeveloped local market and ineffective market management affects the ability to change services, leading to market instability and difficulty in meeting the needs of vulnerable people.

Damian Allen

Current Risk		Target Risk
<p>12</p> 	<p>Current position: Provider forums and market engagement events are being undertaken for key commissioning and procurement activity to ensure that effective and efficient services are commissioned which meet required outcomes. Commissioning staff have established positive relationships with providers. However, there remains insufficient capacity within the team to fully support market engagement activity</p> <p>Mitigating Actions: Provider forums and market engagement events are being undertaken for key commissioning and procurement activity. Recruitment to key posts within the commissioning team is underway.</p>	<p>8</p> 

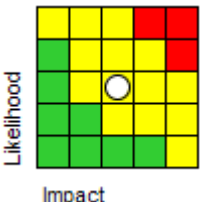
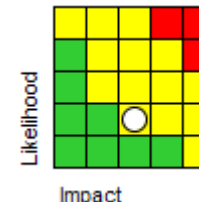
The agreed standards and policies are not adequately understood and implemented by practitioners who work with vulnerable adults increasing the risk of vulnerable people experiencing harm or abuse

Damian Allen

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">10</p> 	<p>Current Position: Following on from a Peer review (November 2015) the Safeguarding Adults Hub was formed to manage all Adult Safeguarding and MCA DoLS for Doncaster. This brought together what were previously separate teams, workers from Area Teams and also a Health Worker. All based within the same building as the District Nurses Single point of Contact for Health, the Police Public Protection Unit, Child Sexual Exploitation Service and the Domestic Violence Team, facilitating easy access to a variety of key teams and personnel to facilitate information sharing to inform robust decision making.</p> <p>The Safeguarding Adults Hub was formed in April 2016 and has been in operation for 21 months. During this time the system and process has changed to ensure that we are Care Act compliant and applying the principles of Making Safeguarding Personal. All Safeguarding is now Managed within the Team enabling better management and monitoring of cases and ensuring a greater level of consistency. The Teams staffing resource has increased in order to facilitate these changes and has resulted in cases being responded to in a more timely manner at the front door.</p> <p>Since this time a further two stocktake reviews have taken place providing positive feedback to DMBC and the Safeguarding Adults Board and highlighting areas for development. To date 69 out of 75 actions were complete with 6 actions still in progress, these are discussed and reviewed at the Performance and Quality sub group of the Safeguarding Adults Board (DSAB). Regular performance reports are completed and reported on to the DSAB for governance purposes.</p> <p>Mitigating Actions: The Board continues to provide a multi-agency training programme to support staff across the multi-agency partnership to deliver safeguarding in line with South Yorkshire Procedures and the Care Act 2014.</p> <p>Mitigating Actions</p> <p>The Board has revised its Performance and Assurance framework which is providing assurance to the Board that safeguarding practice is now outcome focused and in line with the 6 principles of safeguarding adults.</p> <p>The Council has developed a draft Safeguarding Adults Policy and is currently working to develop internal safeguarding procedures all of which are aligned to South Yorkshire procedures and will be accompanied by mandatory training for key staff. The latest peer review took place 20th October 2017 by Dr Adi Cooper which was positively received by the DMBC and the Safeguarding Adults Board. An action plan is currently in development to respond to the recommendations identified and incorporate outstanding actions from previous reviews.</p>	<p style="text-align: center;">10</p> 

Failure of partnership to engage in effective early intervention leading to inappropriate referrals to statutory services and unnecessary escalation of need and risk

Damian Allen

Current Risk	Current Position:	Target Risk
<p style="text-align: center;">9</p> 	<p>Current Position: Contacts have increased from the summer seasonal reduction and remain high due to high demand in the community. Very few contacts are inappropriate and require Early Help services. The vast majority are for Information, Advice and Guidance. The risk is that high demand pressures clog up the machinery and professional officer resource. The LGA peer review recognised that this was a 'whole system' issue which extends across the partnership and is not wholly within the gift of the Trust. The Conversion rate of contact to referral remains low which indicates inappropriateness of referral, particularly from one agency. There is an issue of incorrect threshold application by partners and the interface with early help remains a wicked issue.</p> <p>Of relevance is the need to improve engagement across the EH partnership including engagement by identified LPs. Engagement in this cohort is highest in schools and PAFSS but is poor among health visitors; school nursing and maternity services. School LPs exhibit high caseloads which also compromise the effectiveness of the EH offer. There is also evidence of a fundamental misunderstanding of the LP role amongst some partners and concerns as to the capacity to undertake what is perceived to be an 'add on' to the 'day job'. There is an identified problem of EH cases not being picked up by PLs which are then becoming additions to the waiting list.</p> <p>A high figure is not necessarily indicative of poor performance and if children need to be referred to social care then that is 'good' performance – 'appropriateness' is the key, high numbers of children on a CP plan in Doncaster, would tend to support this hypothesis, but the conversion rate to referral remains low at 21% in May 2017. The problem here is that there are</p>	<p style="text-align: center;">6</p> 

a number of the referrals which are known to be 'inappropriate' and this refers in large part to the continued and thorny issue of referrals from one of the partners which continues to apply its protocol, this means that less than 10% of contacts are genuine cases for attention by social care.

High demand pressures are unhealthy for the work of social work teams in 'clogging up' the machinery. Contacts below threshold which could have gone to the Early Help Hub are deemed 'inappropriate'. Inappropriate referrals which should have gone to Early help are subject to clarification.

Mitigating Actions: Cross reference to the volume of early help contacts shows a welcome improvement in contacts to the Hub which supports the impact of improved awareness and application of thresholds among Agency partners. Early help volumes are increasing but this is not having an obvious, corresponding impact, however, despite this pattern overall contacts may not necessarily reduce, because causal links are more complex than a straightforward binary effect and the hypothesis is that increased use of the Early Help Hub is capturing a significant number of cases which may have gone nowhere, or which were not being reported within any one single system.

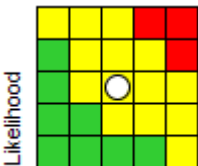
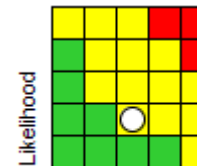
The EH strategy group has commenced work to investigate and seek solutions to the EH threshold and LP engagement issues identified above and has enhanced its monitoring via a new performance scorecard and peer challenge at the Early help performance and practice group.

More fundamentally, the Children's strategic partnership will continue to work to achieve a better understanding of the tracking and progress mapping of young people within the system and embed a consistent and coherent shared understanding of the early help offer and more generally the children's offer across the whole spectrum of the children's system from 'universal to acute.'

In addition, the deployment of the SYP front door Police resource at the Front Door to concentrate on Police referrals should improve understanding and address inherited backlogs .

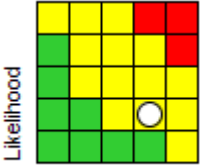
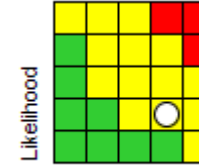
Failure to adequately address a sufficient number of Children's Trust PIs (as defined in the service delivery contract)

Damian Allen

Current Risk	Current Position: The DCST is challenged by a series of regular performance monitoring fora, on a monthly and quarterly basis at all levels of senior management across both organisations and at public facing meetings with elected members in the scrutiny fora and at Corporate Parenting Board and have been further emboldened by the spilt screen accountability which the Children's scrutiny panel now provides and which challenges both the Council in its holding to account of the Trust and the Trust itself. A commentary provided by the DCST and PIs and quality assurance is challenged and provides full public transparency.	Target Risk
<p style="text-align: center;">9</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>	<p>Areas of concern are escalated or reported on an exception basis to higher level Boards. Current areas of risk are:-</p> <ul style="list-style-type: none"> • Social Care demand management • Placement policy – care management and costs, in particular increased levels of SGO's, there is a need to review the SGO process. • Re – referrals (new and emerging) • High numbers of CIN & CPP & LAC – in themselves may not be a risk and may mitigate / address risk, but could burden the system and capacity, with consequential risks arising; <p>Mitigating Actions: The current arrangements and the number and scope of performance indicators are reviewed during each Annual Review process and in 2017 a new basket of PIs was completed and submitted on time to the Secretary of State which is more reflective of the child's journey and the development stage in the maturity of the Trust and was implemented from Q1 2017/2018. The Trust is challenged against each PI of concern at every meeting as to progress and actions planned or taken and the effectiveness thereof. A more rationalised challenge process is now in place with more emphasis on exception reporting. The split screen report to the Children's scrutiny panel provides robust and forensic analysis of performance against exception and good performing PIs and challenges the Director of People as to his oversight and accountability of the Trust performance as well as the specific performance behind the PI themselves.</p>	<p style="text-align: center;">6</p>  <p style="text-align: center;">Likelihood</p> <p style="text-align: center;">Impact</p>

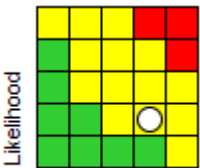
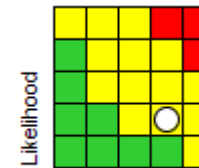
Failure to deliver the EDI Objectives within the Framework could result in the council being exposed to public 'due regard' challenge

Simon Wiles

Current Risk	Current Position: The EDI Framework is currently under review, this includes the development of EDI Objectives. It is anticipated that the revised Framework will be presented to Cabinet for approval in February.	Target Risk
<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>	<p>Mitigating Actions:</p> <ul style="list-style-type: none"> - An EDI Board has been developed, chaired by the Portfolio Holder for EDI and having an EDI member and senior officer Champion for each of the Doncaster Growing Together Themes; - Significant research has been done to inform the development of the revised objectives; - Ongoing review and consultation will ensure the focus is on the delivery of the objectives; 	<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>

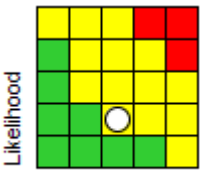
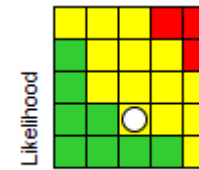
Failure to identify and manage Health and Safety risks

Peter Dale

Current Risk	Current Position: Corporate Health and Safety continue to monitor the effectiveness of all council health and safety arrangements through both active and reactive monitoring. In light of the Grenfell Disaster, Doncaster Council's Fire Safety Advisor continues to work closely with St Leger Homes (SLH), and will be assisting with the results of the Type 4 archetypal Fire Risk Assessments that are being undertaken in a number of flats by Savills, a Specialist Contractor. Corporate Health and Safety will continue to work closely with SLH & SYF to assist and advise throughout this process and to ensure the Council's interests are met. There have been two recent incidents with Scaffolding Contractors where Doncaster Council is the project Client. At the Corn Exchange there have been issues regarding the adequacy of hoarding around the scaffold, and concerns about 3 cantilever fixings failing in a 6 month period. The Council's Project Manager is working closely with the Corporate Health and Safety Team to address these issues with the scaffold company's (Interserve) Senior Management Team, and their own Health and Safety Professionals. At Colonnades there have been issues with the lower levels of the scaffold being readily accessible to members of the public. There have also been reports from occupiers of the building that children have been playing on the scaffold. The Council's Project Manager for this job has been working closely with the Corporate Health & Safety Team, and has immediately addressed these issues with the Principal Contractor (Kier), who have implemented a number of controls. Both shafts at the Hatfield Colliery site have now been topped up with spoil by the Coal Authority; removing the previous 17 to 19 metre drop in the shafts. This also prevents the possibility of any unauthorised access to a previously high risk area at the Colliery. A meeting took place on the 28th September 2017 between the Council and the agent (Hargreaves) acting on behalf of the bank (ING) that holds the debt on the Colliery land. The discussions that took place were very positive with a shift towards working together, looking at future development of the area and a potential review of site and risk management. Further meetings have been planned on a bi-monthly basis to ensure progress is taken at all opportunities. In the meantime, Doncaster Council continues to have plans in place to prevent unauthorised access and to manage the on-site hazards. This will reduce the risks to as low as reasonably practicable. Further site visits continue to be undertaken.	Target Risk
<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>	<p>Mitigating Actions:</p> <ul style="list-style-type: none"> - An EDI Board has been developed, chaired by the Portfolio Holder for EDI and having an EDI member and senior officer Champion for each of the Doncaster Growing Together Themes; - Significant research has been done to inform the development of the revised objectives; - Ongoing review and consultation will ensure the focus is on the delivery of the objectives; 	<p style="text-align: center;">8</p>  <p style="text-align: center;">Impact</p>

The potential personal financial position facing individual citizens across Doncaster Borough may result in an increase of poverty and deprivation

Damian Allen

Current Risk		Target Risk
<p style="text-align: center;">6</p> 	<p>Current Position: is that we lack an up to date assessment of child poverty, or a co-ordinated local response, underpinned by any strategy / plan. As a result, we are failing to reduce levels of child poverty in the borough, or mitigate its impact.</p> <p>Mitigating Action: The young commissioners have now identified their three areas to prioritise, based on the initial data provided: health, benefits and debt. These will form the basis of the evidence sessions that are hosted over the next few months to interrogate decision makers.</p> <p>Welfare Reform remains, and is likely to remain, the biggest issue in relation to poverty for the next 12 month period and it is proposed that the primary work of the Anti Poverty Steering Group (APSG should focus on this area in 2018-19. this approach has been endorsed by Team Doncaster.</p> <p>It is intended that the APSG review the focus of its work every 12 months based on emerging priority issues, performance and anti-poverty indicators and Team Doncaster priorities.</p>	<p style="text-align: center;">6</p> 

GOVERNANCE INDICATORS

Sickness – Days per FTE	Value	Target	DoT	Traffic Light
Adults Health and Well-Being	12.02	10.50	↑	🔴
Finance and Corporate Services	5.99	5.50	↑	🟡
Learning and Opportunities CYP	7.27	6.00	↓	🔴
Regeneration and Environment	8.80	9.50	↑	🟢
Whole Authority Sickness	8.99	8.75	↑	🟡

PDR Completion - % of workforce with a PDR recorded	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 953 out of 1050	91%	95%	↓	🟡
Finance and Corporate Services 620 out of 648	96%	95%	↓	🟢
Learning and Opportunities CYP 382 out of 413	92%	95%	↓	🟡
Regeneration and Environment 1823 out of 1917	95%	95%	↓	🟢
Whole Authority 3778 out of 4028	94%	95%	↓	🟡

Data Protection Incident that had an initial assessment Completed within 10 working days	Value	Target	DoT	Traffic Light
Adults Health and Well-Being 5 incident	50%	100%	↓	🔴
Finance and Corporate Services 0 incidents	100%	100%	–	🟢
Learning and Opportunities CYP 3 incidents	37%	100%	↓	🔴
Regeneration and Environment 0 incidents	100%	100%	–	🟢
Whole Authority 8 incidents	84%	100%	↑	🔴

% of Freedom of Information Requests responded to within timescale	Value	Target	DoT	Traffic Light
Adults, Health & Wellbeing - % of Freedom of Information Requests responded to within timescale	98%	100%	↑	🟢
Finance & Corporate Services - % of Freedom of Information Requests responded to within timescale	95%	100%	↓	🟡
Learning & Opportunities - % of Freedom of Information Requests responded to within timescale	100%	100%	↑	🟢
Regeneration & Environment - % of Freedom of Information Requests responded to within timescale	88%	100%	↓	🔴
Whole Authority - % of Freedom of Information Requests responded to within timescale	94.5%	100%	↑	🟡



Doncaster
Council

Delivering for Doncaster 2017-18 Quarter 3



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Introduction

Doncaster Council works hard to provide the best services for people living in, working in and visiting Doncaster. To ensure we continue to improve, and find where we need to improve, we produce this 'Delivering for Doncaster' booklet that is reported and discussed at Cabinet every quarter.

The report is organised by our Priority Themes:

- Living
- Working
- Learning
- Caring
- Connected Council

Each Theme is structured to show:

- **How we are getting the basics right** – This is our performance against a set of key service standards that we believe matter to the communities we work in and communicate with. These have been identified in conjunction with our Elected Members who represented the people in their constituencies.
- Performance against the priorities identified in our **Outcomes Framework**. These are our goals to improve the lives of people living, working or visiting the borough.

- Progress on our **Transformation and Change Programmes**. These are projects and programmes that we deliver with our partners and make up the Doncaster Growing Together Portfolio.

Understanding the performance symbols

The direction of travel looks at whether things have improved, stayed the same or become worse. The purple arrow is the preferred direction of travel. The blue arrow is long trend and shows the current value compared over the last three years.



Performance		Finance
	OK – Performance on target	An underspend of less than 3% or an overspend of less than 0.5%
	Warning – Performance mostly on target	An underspend of less than 5% or an overspend between 0.5% and 1%
	Alert – Performance below target	An underspend of more than 5% or an overspend of more than 1%
	Information Only – These performance indicators do not have targets	
	Unknown – These performance indicators are unable to assess a traffic light rating due to missing data.	



During Q3 we have delivered good services within this theme. Our environmental services are performing above target performance for cleanliness of land and highways, grass cutting, fly tips removed within 5 days and the condition of our road surfaces. Household recycling rates remain above 50% for a second consecutive quarter above the target of 47%.

The net additional homes figure for Q3 is unavailable but the forecast is strong and similar to our good performance in 2016-17. The number of people that are homeless and in priority need has fallen slightly in Q3 to 76 households (0.59 per 1000 households) from 108 households in Q2. The numbers of people in temporary accommodation has increased slightly (6 extra households) compared to last quarter.

The longer term health outcomes in this theme such as healthy life expectancy and physical activity levels are lower than national benchmarks and it is acknowledged that improvements in these measures may take years before we see significant changes.

The **Get Doncaster Moving Programme** has a vision of ‘Healthy and vibrant communities through physical activity and sport’. This programme will help public, private and voluntary sectors work together so that physical activity becomes an easy and accessible choice for all.



More specifically, Doncaster has been selected as one of only 12 of the Sport England ‘**Local Delivery Pilot**’ areas – this will enable Doncaster to access a

share of the £100m funding that is available. Whilst we are at an early stage in this partnership work we hope to have an agreed approach by late February or early March.

The **Tour De Yorkshire** will be coming to the borough in May of this year. Doncaster will be hosting a stage finish of the men’s and women’s race on Bennetthorpe on the 3rd May, and on the 4th May the route will pass

through Conisbrough, Mexbrough and Barnbrough. This is the 4th year of the tour which saw 2.2 million spectators line the route in 2017, with an estimated 50,000 across Doncaster.

In order to ensure that housing needs for our residents are being met, the **Housing (Homes for All) Programme** is working to deliver the right number and more importantly the right types of homes across the borough.

A positive example of establishing a suitable level of housing stock and accompanying floating support is the joint venture with the Doncaster Children’s Trust, St Leger Homes and the Council that has created a six bed facility out of two properties which will provide supported living where young people that were previously cared for through the Doncaster Children’s Trust will learn valuable life skills.



The **Homelessness Reduction Act 2017** comes into force on 3rd April 2018. The Homelessness Reduction Act 2017 places duties on local authorities to intervene at earlier stages to prevent homelessness in their area. Doncaster will need to be compliant with the Act by the deadline, and planning is well underway to achieve this.

The **Vibrant Town Centres Programme** is working to improve the co-ordination of activity and services that take place, initially in the town centre. We have continued working in partnership with businesses, Public Health and other council teams. There have been some area focussed clean ups around the town centre and also, ten shop fronts have had weeds and shrubs removed improving the look and feel of the town centre.

In November the **Christmas Lights** were switched on as part the run up to Christmas celebration across the borough; Visit Doncaster was able to promote and



celebrate the other local events through the digital events calendar. For the first time the event was held on a Saturday night and it a great opportunity for families and friends to get together and proved to be a success with traders and visitors.

As a result of talking to students and partners, the **North Bridge Tunnels** have been brightened up with new energy efficient lighting and a single access has been created by gating off two of the entrances to the bus station so people feel safe as there is a clear, brightly lit route to and from the bus station.

The **Public Spaces Protection Order** was implemented and we can already see a difference in our town centre as incidents are picked up by the team. Also, working with the Complex Lives Alliance, over 250 vulnerable people have accessed services.

A new **visitor guide** has been produced for 2018 that promotes events and attractions across the borough but includes many exciting events in the Town Centre!

<http://www.doncaster.gov.uk/services/culture-leisure-tourism/visit-doncaster>



An **Arts, Culture and Creativity** programme that will seek to support the delivery of the Cultural strategy is in its early stages but is looking to ensure;

- Arts and Culture contribute to the strategic ambitions of the borough set out in Doncaster Growing Together (DGT)
- Understand the impact Arts and culture can have on people's well-being and the local economy
- Refresh the underlying Strategy for Arts and Culture in Doncaster
- Demonstrate and link to the plans for Inclusive Growth across the borough

Future Programmes

We are scoping out a further programme on Environmental Stewardship that will be developed in 2018-19.

Service Standards getting the basics right



93.05%

of sampled land and highways meet the required standards when assessed for cleanliness levels
(TARGET 86%)

Percentage of road surfaces that are maintained



Principal classified road surface

98%

(TARGET 98%)

Non-principal classified road surface

97%

(TARGET 96%)



98%

of grass cutting works completed against programme



(TARGET 95%)

Outcomes Framework

				Current Annual			Current Quarter	Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q2 17/18	Q3 17/18					
The number of Net Additional Homes built	772	1,170	1,057		321			↑	↑	Quarterly	🌱
Numbers accepted as being homeless and in priority need- Total per 1000 pop	-	-	-	-	0.8	0.59		↓	↓	Quarterly	🌱
Number of households/ People in Temporary Accommodation per 1000 pop	0.1	0.1	0.1	0.2	0.2	0.2		-	↓	Quarterly	🌱
Percentage of adults achieving at least 150 minutes of physical activity per week	50.9%	52.6%	57.1%	59%	-	-		↑	↑	Annual	✅
Healthy Life Expectancy at birth (years) for Females	61 yrs		-	-	-	-		↑	↑	Annual	🌱
Healthy Life Expectancy at birth (years) for Males	59.7 yrs	-	-	-	-	-		↑	↑	Annual	🌱
Life Satisfaction Survey (ONS Well Being)	7.48	7.74	-	-	-	-		↑	↑	Annual	🌱
The % change in population over the previous 5 years	1.3%	1.2%	1.3%	-	-	-		↑	-	Annual	🌱
CO2 emissions per capita (tonnes)	7	6.8	-	-	-	-		↑	↓	Annual	🌱
Utilization of outdoor space for exercise/health reasons	17.1%	19.3%	-	-	-	-		↑	↑	Annual	🌱
Heritage Local Authority Index Ranking (RSA)	-	315	313	319	-	-		↑	↑	Annual	🌱
Children under 19 living in households whose income is below 60% of the median household income	24.1	-	-	-	-	-		↑	↓	Annual	🌱



Average number of days

21.58



to process new Housing Benefit claims

(TARGET 25)



50.8%

Recycle rate for household domestic waste



(ANNUAL TARGET 47%)

figures relate to Quarter 2 2017-18



98%



of fly tips investigated and removed within 5 days from public areas

(TARGET 86%)

Doncaster Growing Together how we are transforming and changing

TOWN CENTRE PROGRAMME

The vision for Programme is:

bringing life and energy to our markets and town centres..

‘There will be a new way of managing the day to day operations of the town centre through an integrated, multi-agency Urban Centre Team. The Urban Centre team will be visible in delivering a safe and clean town centre where everyone feels welcome and able to explore the diverse, co-ordinated range of events, animations and enterprise that will be on offer; supporting the delivery of the Urban Master Plan providing confidence for future, inclusive growth and new investment –

GET DONCASTER MOVING PROGRAMME

This programme has a vision of

‘Healthy and vibrant communities through physical activity and sport’.

The programme will be centred on five themes that are Sport, Cycling, Walking, Dance and Parks & Open Spaces and will focus on three priority groups – Low Incomes, Inactivity and Children & Young People.

The programme brings together partners from Sport England, Yorkshire Sport Foundation, DCLT and EXPECT Youth, to name a few.

HOUSING PROGRAMME

The programmes vision is

‘Residents are able to access suitable accommodation that meets their needs and aspirations. Sustainable options exist throughout all housing tenures, and homes in the private rented sectors are managed by high quality housing providers. Residents are able to live in safe, healthy and connected communities within vibrant and well-managed neighbourhoods’.

The programme will be centred on five themes which are Housing Delivery, Care Leavers Accommodation, Older Peoples Housing, Homelessness & Rough Sleeping and people with learning and Physical disabilities.

ARTS CULTURE AND CREATIVITY PROGRAMME

The programme vision is;

To see all people who live, work, study and visit Doncaster taking part and enjoying great cultural experiences.



WORKING

Residents benefit from a thriving and resilient economy



To achieve ‘an Inclusive, growing Doncaster – with all people and places contributing to and benefiting from a strong and productive economy’ we have brought together a realignment and restructure of the following working areas contained within Doncaster Council: Enterprise, Employment, Place marketing, Tourism, Inward investment and Business support.

This new operating model will enable us to bring in additional business rates to the council, focus on priorities and emerging work programmes, respond to the opportunities in the national Industrial Strategy as well as the International agenda, reflect the changed funding climate whilst delivering good growth and investing in social capital and community economic development to support wellbeing and the health and social care transformation outlined in the Doncaster Place Plan.

Headlines for this quarter include:

- Work has progressed well on Phase 2 of the Great Yorkshire Way which is on target to complete in time for the Tour de Yorkshire

- We have continued to show strong performance in the processing of planning applications, with more than 9 in 10 applications being processed in a timely manner
- Median wages for Doncaster residents have increased again, with the rise being driven by an increase in women’s full time wages;
- This increase is also reflected in the average wages for the Borough’s lowest 20% of earners which have also increased;
- The percentage of our working age population claiming out of work benefits continues to fall and while this is welcome news, we are aware that there is likely to be an impact from the roll out of Universal Credit and we are monitoring this to make sure that we are well-placed to support our residents;
- Although our position has improved, we’re not complacent. The gap between Doncaster and the national figures is closing but we recognise that there is still lots to do.

Quarter 3 has been an instrumental period at all levels level for the Working Theme and the economy as a whole. At an international level, discussions between the Government and the EU on Brexit are having both negative and positive impacts on our society. On 8th December 2017 the Government published a joint report on phase 1 of the Brexit negotiations. This has opened the way for talks to progress to the second phase, which is expected to include discussions on both a possible transition period and the framework for a future relationship.

The process of leaving the EU is and continues to be extremely complicated. Not surprisingly there are many possible consequences for our region and Doncaster that will emerge as negotiations get underway between the Government and the EU Commission and Brexit will continue to be a hot topic throughout the DGT programme.

At a National level; the Government publicised the much anticipated Industrial Strategy. The strategy sets out how Government intends to build a Britain fit for the future – how they aim to help businesses create better, higher-paying jobs

with investment in the skills, industries and infrastructure of the future. Government aims to boost productivity and earning power across the country by focusing on five foundations:

Ideas, people, infrastructure, business environment, and places.

This is a long term strategy; making changes now, but also looking to the future. It is therefore important and appropriate that at both a City Region level and at Doncaster level we reflect the current Government thinking into the drafting of our Inclusive Growth Strategies; whilst also providing further enhancements to Government's latest thinking.

Regionally, we are continuing to identify the opportunities presented to the DGT Programme through discussions on the Devolution agenda; and how the proposed development of a Yorkshire Wide devolution deal would provide a opportunity to minimise the impact of Brexit on Doncaster, especially in areas of inward investment and international trade and export. The results from the Community Poll on the 21st December 2017 (85.2% (38,551) votes in favour of a wider Yorkshire deal) demonstrate a clear

message from our communities and business that a wider devolution deal needs to occur to ensure the economic prosperity of Doncaster continues.

At a more local level it is important to highlight the sterling work that has been undertaken to support the DGT Working theme:

Inclusive Growth - since our last update we have continued to work with partners, businesses and other council teams to further develop our plans to strengthen the economy and ensure that local residents are connected to the job opportunities available. Our plans include ensuring that all necessary infrastructures are in place to attract quality investment and opportunities to the area.

Major projects are planned to build on Doncaster's strengths and further improve our image as a destination for employers, residents and visitors. Work has already commenced on:

- FARRRS Phase 2
- Improvements to the Town Centre (including Colonnades, St Sepulchre Station Forecourt Phase 1, Market Place, Racecourse Hotel).

With a number of significant plans in place for other exciting infrastructure developments which include:

- Hatfield Link, CCQ Cinema and Restaurant Complex, St Sepulchre Station Forecourt Phase 2 & 3, Quality Streets, Waterfront, Library, Herten Triangle, East Coast Mainline Station at Doncaster Airport, Pan Northern Connectivity, University Technical College, PGA Golf Course, Yorkshire Wildlife expansion.





94.12%



Processing
of planning applications:
Major applications
(TARGET 70%)



100%

of Licensing Act (2003)
applications processed
within statutory timescales

Outcomes Framework

					Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18				
Number of Enterprises in Doncaster per 1000 population	26.5	30.2	30.9	-	↑	↑	Annual	🟢
Exports (£) per employee	5,410	-	-	-	-	-	-	🟢
Employment Rate in comparison to national average	67.9%	72%	71.6%	72.3%	↑	↑	Annual	🟢
Number of Jobs in Doncaster	112,578	120,291	120,000	-	↑	↑	Annual	🟢
The number of Advanced Apprenticeship starts	1,340	1,330	-	-	↑	↑	Annual	🟢
The number of Advanced Apprenticeship achievements	-	660	-		↓	↑	Annual	🟢
% of Working age Pop claiming Out of Work Benefits	12.5	11.9	11.1		↓	↓	Annual	🟢
% of residents in highly skilled occupations	32.2%	32.6%	31.3%	30.8 (Q2)	↓	↑	Quarterly	🟢
% employed in Knowledge Intensive Services or High-tech Manufacturing Industries	4%	4.2%	3.9%		↓	↑	Annual	🟢
Wage Rates (weekly full time – resident based)	482.80	467.00	£479.10		↑	↑	Annual	🟢
20th Percentile Wage Rate for Residents	£317.80	£310.50	£326.30	£335.50	↑	↑	Annual	🟢
GVA per employee	46,120	£46,800	-		↑	↑	Annual	🟢



94.95%



of non-domestic rates collected

(TARGET 97.10%)



5.6%

of people with a learning disability have been helped into work



(TARGET 6.3%)

Doncaster Growing Together how we are transforming and Changing

INCLUSIVE GROWTH PROGRAMME

Our economy has developed massively over the past decade and we are now in a position where we can use our achievements as a springboard to greater success. This Inclusive Growth Programme represents a forward look to a place where success is shared across our towns and villages and all parts of our resident and business community.

Over the last five years we have seen positive economic improvements for Doncaster; we have decreased the unemployment rate significantly and found work for almost nine per cent of those who were classed as wanting to work. GVA (Gross Value Added - the local measure of productivity and wealth creation) per capita continues to improve, and the percentage of people with qualifications is increasing at all levels. In terms of businesses, we are increasingly entrepreneurial. Out of 12 opportunity areas in the UK, Doncaster is an outlier, performing substantially above all other opportunity areas, in addition to outperforming the national average in terms of the number of new businesses starts. It is no surprise our location and connectivity to other parts of the UK has allowed our logistics sector to flourish; the development of our infrastructure proposals and our inclusive growth programme will cement Doncaster competitive advantage for 2018 and beyond.

Caring theme priorities are taken from the Doncaster Place Plan which sets out the ambition for Doncaster's health and wellbeing services. There are ten agreed areas of opportunity, chosen because they span all age groups and cover a wide range of care and support where a partnership approach is needed. The Adults Health and Wellbeing Transformation Programme spearheads the council's contribution.



Doncaster's joint health and social care resources are being used to improve services and better understand care and support needs and how to meet them. The

Doncaster Health and Wellbeing Board hosted the first festival of research partnership event in October to help to increase this understanding.

Working effectively together has had a significant impact on reducing delays for

patients leaving hospital in Doncaster, improving from 11.5 to 6.4 days per 100,000 population. This represents a reduction of 399 individual days delayed (from 860 to 461). The improvement has been recognised nationally, with Doncaster now highlighted as a "beacon site" for getting people home from hospital quickly once they are medically fit and it is safe to do so.

As a result of reducing hospital discharge delays there has been a slight increase in the number of people being admitted to residential care. However, the increase is short-term and overall numbers of people in residential homes are continuing to reduce. Doncaster can boast an improvement in the number of people still at home three months after discharge from hospital, which is pleasing given the reduction in discharge delays.

There were also fewer emergency admissions to hospital for patients with pneumonia, stroke and of those aged over 65 compared to the same period last year. Whilst there has been a slight increase in A&E attendances, there have been 31% fewer people attending A&E requiring the most serious treatment.

There has been a big increase in the proportion of adults with learning disabilities who live in their own home or with their family, from 56.1% during 2015-16 to 84.4% during 2016-17. This is now better than national and regional averages.

Fewer people aged 40-74 are taking up the option of NHS health checks; however a promotional campaign during the early part of 2018 will promote the health check service working closely with local GP practices.





Doncaster partners supported the **‘How you can’ campaign** to share the stories of residents who were close to reaching a crisis point before being supported to re-connect with their communities.

One of the campaign’s lead stories features 84-year-old June, who found her mental health affected due to social isolation. June was supported to access a new local community group which hosts weekly meet-ups for residents who are lonely and match them with volunteer befrienders. As a result of attending, June has managed to rebuild her social circle.

Another example of reducing loneliness and isolation is a project at Mexborough daycentre which includes intergenerational activities between pre-school children and older service users to make Christmas wreaths.

Staff members involved in the project commented:

“It was an utter joy to observe wreath making. The smile on her face simply said it all and for over an hour she watched, responded by chatting to the group, laughed, smiled and exchanged materials that one of the little boys handed to her. Not once did she show signs of distress which she often can do, not once did she shut her eyes or have a sleep, which she often does. For us as staff who support regularly to witness this positive outcome was very rewarding. Another lady who participated really enjoyed spending time talking, laughing, engaging and praising the children, gaining a lot of joy out of the experience.”



Complex Lives is helping to bring stability to people who have not always been a part of mainstream society. An example of how demand for services is being reduced from This particular group can be referenced through Danny’s story



Danny has been in and out of homelessness for 40 years, and most times alcohol or drugs have been the catalyst for a downward swing, costing him housing, shelter spaces, benefits and relationships. Six months ago, Danny started working with the Complex Lives team, who helped him into temporary accommodation. Danny trusts his key worker and is willing to be challenged by him, even when he might not like it. He has stopped begging and is now accessing benefits, helping to achieve a degree of stability.





Service Standards getting the basics right


































  **87.3%**
of people who feel that service have made them feel safe and secure
(TARGET 85%)

  **84.4%**
of adults with a learning disability who live in their own home
(TARGET 78.6%)

 Number of Customer reports
Compliments: **6** 
Dissatisfaction: **22** 

 **77.3%**

of carers are involved in, or consulted on, decisions about the person they care for

Outcomes Framework

				Current Annual		Current Quarter	Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q2 17/18	Q3 17/18				
Delayed Transfers of Care from Hospital (all) per 100,000 population per day (BCF)	5.5	5.1	8	-	10.9	6.4 (November)			Monthly	
Rate of Children in Need per 10,000 population	357.08	353.15	390.80	-	416.67	456.12			Quarterly	
Emergency Admissions (65+) to Hospital per 100,000 population	12,564.57	12,102.74	12,311.02	-	-	-			Annual	
A&E attendances per 100,000 population	35,254.64	34,299.82	36,122.24	-	-	-			Annual	
Requests for Support for Adult Social Care per 100,000 population	4,510	4,660	-	-	2,209	1888			Quarterly	
Rate of Children in Care – Number per 10,000 population	-	-	-	82.72	-	84.40			Sept '17	
Permanent admissions to Residential and nursing care homes per 100,000 (65+)		889.7	714.3	-	294.4	510.5			Quarterly	
Proportion of older people(65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	72.6	81.6	76.8	-	86.2	84.1			Quarterly	
Overall satisfaction of people who use service with their care and support.	64.7%	64.4%	63.2%	-	-	-			Annual	
Proportion of people who use their services and their carers, who reported that they had as much social contact as they would like	38.9	44.5	43	-	-	-			Annual	
Preventable deaths in local population (Mortality Rate per 100,000)	222.3	-	-	-	-	-			Annual	



27%



of people using Social Care who receive a direct payment

(TARGET 29.26%)



62.6%

of people who find information about services easy to find

(TARGET 65.5%)



1342

of Doncaster adults currently living in residential care



Target of 1373

(actual numbers at same time last year was 1443)



7.94%

NHS health checks undertaken

(TARGET 9.7%)

Doncaster Growing Together how we are transforming and Changing

PLACE PLAN PROGRAMME

The vision for the Doncaster Place Plan is:

'Care and support will be tailored to community strengths to help Doncaster residents maximise their independence, health and wellbeing. Doncaster residents will have access to excellent community and hospital based services when needed'

Overall, work on delivering the Doncaster Place Plan is progressing well. This is a very complex change involving a number of organisations and it is supported by very strong leadership from all the partners involved. Key developments this period have been the review of the operational teams, structures and legal agreements involved.

The objectives and plans for each of the seven areas of opportunity are being made clearer and finalised ready for the development of new agreements to deliver support in a more integrated, joint approach. Work has been looking at how the reforms will be supported, focusing initially on the support and finance being provided by Doncaster Council and Doncaster Clinical Commissioning Group.

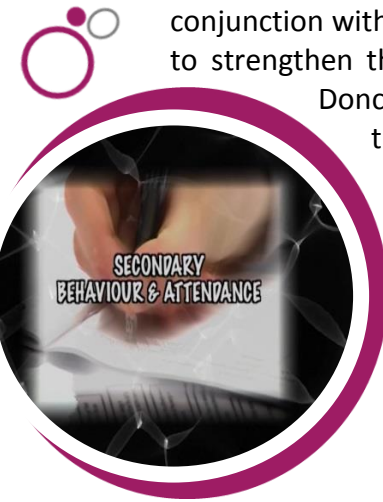


LEARNING

Residents have the knowledge and skills for life, creativity and employment

We are continuing to meet our target for young children accessing their free childcare entitlement and almost 98% of early years providers are rated good or outstanding by Ofsted. Nearly 80% of pupils access good or better primary education which is improving but we have more progress to make at secondary level as only half of pupils currently access good or better education here. We are meeting our target for children in need being seen within appropriate timescale but need to do more to reduce the number of repeat referrals to Children’s Services.

There continues to be lots of activity taking place and plans are being formed in conjunction with schools and other partners to strengthen the learning environment in Doncaster. As young people and their families remain at the heart of any changes proposed, there will be lots of opportunities for people to get involved and help us to understand what works and what needs to change.



Behaviour, Attendance and Absenteeism

Persistent absence across all settings continues to cause concern, but more so at secondary levels with a reported 17.8% of pupils whose attendance is 90% or less and so miss 19 days or more in the school year. There are also high numbers of fixed term exclusions, school moves and low educational outcomes for pupils in alternative provision*. There is a new **Attendance Strategy** in place now and we are currently developing a behavioural needs plan. This plan aims to help schools to meet the needs of children and young people with behavioural needs by improving the support available to schools. It will also improve the quality and range of support available for all young people educated outside of mainstream settings so that needs at every level are met earlier

New Schools for Doncaster

On the subject of alternative settings, there are exciting new developments which could hopefully **mean two new schools for Doncaster:**

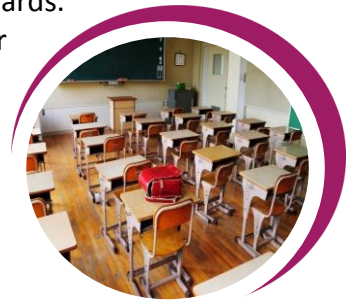
Work continues to develop the new Special School for Communication and Interaction. The school will mainly be for children and

young people with Autism Spectrum Disorder, social, emotional and mental health needs and specific learning difficulties. A decision on the organisation that will run the New Special School is expected before Easter.

Big Picture Learning is a new model of education originating from the USA. It is a model of learning that focuses on one student at a time, with small class sizes and a curriculum taught in a way that is centred

on the passions and interests of children and young people. Based on evidence of impact in the US, it has the potential to re-engage young people in learning, which has a huge impact on their long term life chances and outcomes. We will hear back this month whether our application for a Social Impact Bond which will fund the project, has been successful. The next steps are to finalise the location and co-design with children and young people will begin from March onwards.

Watch this space for more information about how you can get involved in shaping this exciting new concept.



Special Education Needs

As well as looking at alternative ways of providing additional support for young people with special education needs, we are in the process of carrying out a full review which will look at all the support we offer for **young people with additional needs**, across all settings. We are using a specialist company to help us carry out the review and are in the process of awarding the contract. The next steps will be to carry out the review and produce a report of all the findings and recommendations. This will help us to identify ways we can make more improvements for young people and families who need this most as well as making efficiencies to ensure we are making the most from the budget we have. The review will be carried out in partnership with schools and young people – we want



to hear their views about what does and does not work.

Equal Life Chances for all

We are continuing to develop the project plans for the **Social Mobility Opportunity Area Programme**. Doncaster, along with 12 other areas across the country, has been identified as an 'Opportunity Area' by the Department for Education. This means Doncaster will receive dedicated funding for projects aimed at providing all children, no matter what their background, with an equal chance and start in life. There are lots of exciting projects as part of this, including a project aimed at improving careers information and advice for all students and work around improving recruitment and retention of great teachers in Doncaster schools. We will be able

to tell you more about this in the next quarter's booklet as the plans are finalised.



Development of a Higher Education Strategy


We have begun to develop a strategy to establish a **university presence in Doncaster**. Partners including the National


College for High Speed Rail, Doncaster College and Doncaster Chamber of Commerce are working together to decide what the core characteristics of success might be based on examples from around the country, how we can highlight the excellent options that already exist for young people in Doncaster, and to develop a clear plan for how we will fully introduce higher education to the borough.

*across England only 1.4% of Pupil Referral Unit (PRU) pupils achieve five or more good GCSE grades including maths and English against a national average of 57



Service Standards getting the basics right





Uptake of free school meals

80.09%

(TARGET 79.08%)







80%

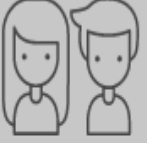
of children are seen within appropriate timescales

(Children in need/Child protection plan/Children in care)

(TARGET 80%)








Percentage of children accessing their entitlement to free childcare


2 year olds	3 and 4 year olds
80%	97.3%
(TARGET 80%)	(TARGET 97%)

Special Education Needs Team


97.4%

















of Education, Health and Care plans issued within 20 weeks

(TARGET 100%) 

 **97.5%**

of Early Year providers rated Good or Outstanding by Ofsted

(TARGET 98%) 

Outcomes Framework					Current Quarter			Actual direction of travel	Preferred direction of travel	Frequency Quarterly Annual	RAG
	14/15	15/16	16/17	17/18	Q1 17/18	Q2 17/18	Q3 17/18				
Achievement of a Level 3 qualification by the age of 19	47.9%	44.9%	-	44.9%	-	-	-			Annual	-
% of children with good level development	-	-	-		70%	70%	70%			Quarterly	
% of people who are qualified to level 3 or above (16-64)	44.2	45	47.2		47.2	-	-			Annual	
Attainment 8 Score (GCSE Attainment)	-	46.8	-	43.4		-	-			Annual	
Persistent absence of children in care in Secondary Schools (% Full Year)	7%	17.5%	-		28.3%	-	26.3%			Quarterly	
Persistent absence in Secondary Schools (% Full Year)	-	-	-		18.3%	17.8%	-			Quarterly	-



Percentage of pupils accessing good or better education

Primary

Secondary

78.8% | **52.4%**

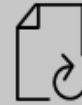


Percentage of children with first choice school placement

Reception

Secondary

96% | **92.5%**
(TARGET 94%) | (TARGET 95%)



26.5%

of referrals to Children's Services are repeat referrals within 12 months

(TARGET 22%)



90.7%

of single assessments completed within 45 days

(TARGET 90%)

Doncaster Growing Together how we are transforming and Changing

EDUCATIONAL INCLUSION PROGRAMME

This programme is developing the most appropriate provision for disadvantaged and vulnerable children and young people aged 0-25. The programme is made up of three projects:

- **Attendance and Behaviour** – a new behaviour strategy is in development and a project around improving school attendance in conjunction with partners is in progress.
- **Big Picture Learning** - We will hear back this month whether a Social Impact Bond application to fund the venue has been successful. The next steps are to finalise the location. Co-design with children and young people will begin from March onwards.
- **SEND** – A review is taking place to look at high needs provision to make improvements for future. A decision on the organisation who will run the New Special School for Children is expected before Easter.

SOCIAL MOBILITY OPPORTUNITY AREA PROGRAMME (SMOA)

Doncaster is one of 12 designated Opportunity Areas across the country where Department for Education (DfE) funding will be spend, with the aim to improve social mobility. This is all about helping Doncaster children to get the best start in life, no matter what their background. The Opportunity Area Delivery Plan has been agreed with DfE Ministers including the Secretary of State and will be published in January 2018. In developing the plan, strong relationships have been built with local stakeholders. A Programme Manager has been appointed and will be developing programme and project plans with partners over the coming months.

CONNECTED COUNCIL



During quarter 3 nearly 120,000 public interactions were made with our Customer Services, and currently 70% of our services are now available online. Our average number of staff sickness days continues to reduce and remains a key area of focus and our local authority spend with local businesses remains consistent at 70%.

As Doncaster Growing Together is all about working together and being ambitious to make our place the best it can possibly be, we are reviewing the **way we engage with our communities**. We want to go the extra mile and be more creative in how we understand, listen to and empower our residents to shape Doncaster for the better.

In July last year, our elected members signed up to four important statements, setting out the intent to work with communities differently. These are:

- We will Listen and Understand;
- Doncaster People will inform our Policy and we will Keep People Informed;
- We will be Inclusive and act with Purpose
- We will make the most of what already exists in communities and where possible increase Community Capacity

After speaking to hundreds of community members about what these statements mean to them, we are now in the process of putting together a **Community Engagement Strategy**. This will be our collective plan of action, to make these statements a reality!

We have just launched a crowdfunding platform for Doncaster called 'The Doncaster Movement' where members of the community can raise public support, to make things happen. Take a look for yourself here!



<https://www.spacehive.com/movement/doncastermovement>

These are a few of our exciting plans and initiatives which are all centred on building relationships, making positive social change and helping our communities to become as resilient as possible.

In October 1837 staff across the council completed the **staff survey** providing feedback on their experience of working for the council with results informing actions that will improve our working environment and the way we work. For the first time it was done entirely online with 27 support

sessions in 12 locations across the council assisting staff with the digital format . Human Resources and Organisational Development continue to support managers sharing and acting on the results with their teams

As part of the council's commitment to create a culture where diversity is valued and celebrated and to support workplace wellbeing in October, we celebrated **World Mental Health Day**. Over 50 staff took up the opportunity to discuss mental health and obtain information on support services. There was a really positive response with comments including:

"It's great how much the Council does for its' employees mental health"

"Sometimes we need to support staff to support themselves, by letting them know what is available to help them"

" I think the stigma is slowly breaking down and people are talking more and more"

Staff were also given the opportunity to sign up to become a Mental Health First Aider to support peoples mental health in the same way physical first aid is provided.

Service Standards “getting the basics right”

Our Workforce



70%

of spend is with Doncaster companies

£27.4m from a revenue spend of £39.1m (target of 70)



The average number of days lost through sickness absences per employee is

8.99

(target 8.75 days)



The average number of days to process a new Council Tax Support Application is

23.07

(Target 25 days)



94.5%

of our 'Freedom of information' requests are responded to within timescale (target 100%)



Council Tax Collection Rate for 2017/18 is predicted to be

94.43%

(Target 94.8%)

Customer Services initial contact with the public

119,131

broken down as follows:



online
37,381

70% of our services are available online against a target of 80%



face to face
24,605

average wait time 7.04 minutes against a target of 10 minutes

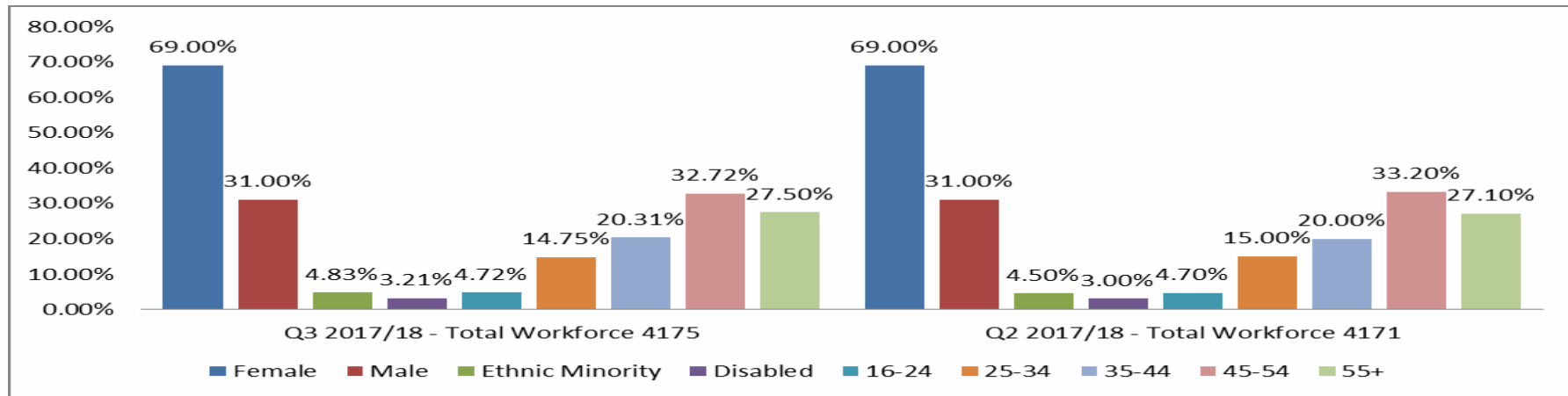


phone
57,145

71% answered in 20 seconds against a target of 80%



Our Workforce Profile (compared to last quarter shown as a percentage)



General Fund Revenue Total

- £3.8m overspend projected on a gross budget of £512m.
- Overall the overspend has increased by £0.8m from quarter 2, mainly due to an increase in the Regeneration & Environment and Children's Services Trust overspends offset by improvements across other areas of the council.
- Spend restrictions introduced across the Council to improve year-end position.
- Further details are provided below and in the evidence pack pages 1 to 6.

Adults Health & Wellbeing

- £0.2m overspend projected on gross budget of £152m, although includes utilising £2.7m one-off Improved Better Care Funding (iBCF) for pressures/savings.
- Projected overspend has reduced from quarter 2 by £0.2m.
- Short stay/respite services due to activity being significantly higher than budget £0.4m (reduced by £0.2m from quarter 2).
- £0.9m overspend on non-residential services. There has been a significant increase in the forecast since quarter 2 mainly due to additional costs arising from Delated Transfers of Care (DToc) and new Section 117 mental health clients.

- Pressures off-set by vacancies, reductions in running expenses and capitalisation of minor adaptation costs £1.1m.

Learning & Opportunities C&YP

- £0.6m overspend projected on a gross budget of £48m.
- Projected overspend has reduced from quarter 2 by £0.2m.
- Key pressures include the Education Services Grant unmet cut £0.3m (this is to be addressed for 2018/19 through LOCYP's Functional Review) and increased demand for children with disability placements £0.2m (the increased demand is to be reviewed by the service to look at ways to mitigate these increases).

Children's Services Trust

- Doncaster Children's Services Trust (DCST) £2.98m overspend projected.
- Projected overspend has increase by £1.35m from £1.63m at quarter 2.
- £2.60m overspend on the Care Ladder (Out of Authority (OOA) placements £2.05m and 18+ accommodation and CIC transition accommodation £0.62m.)
- The council is funding £1.65m business cases of which £0.41m will be funded from DSG. The council is liable to fund 70% of the remaining £1.35m overspend, £0.94m

which results in a total overspend of £2.18m. DCST's reserves are £0.07m, it is assumed the council will meet the remaining £0.33m from general reserves.

Finance & Corporate Services

- £0.4m underspend projected on a gross budget of £119m.
- The position has improved from the breakeven position reported at quarter 2.
- Mainly due to £0.8m salary underspends from managing recruitment of posts in Financial Management, Revenues and Benefits, Legal, Strategy and Performance.
- Offset by overspends of £0.3m for Customers, Digital & ICT in relation to the new General Data Protection Requirements and ICT centralisation review.

Regeneration & Environment

- £1.6m overspend projected on a gross budget of £128m.
- Projected overspend has increased from quarter 2 by £0.6m.
- Waste & Recycling £0.7m projected overspend due the extension to the collection contract and credit notes for trade waste customers.
- Schools Catering £0.5m projected overspend due to academisation reducing surpluses.

- Assets £0.3m projected overspend due to delays in achieving savings target.
- Markets £0.3m projected overspend due to vacant stalls.
- The overspends are offset by an underspend on Fleet of £1.0m mainly due to slower vehicle replacement
- A number of measures have been introduced, in addition to the overall Council spend restrictions, including mandatory sessions for all budget holders and finance support staff to stress the importance of budget management, accountability and improve the reporting of issues throughout the year; challenge meetings to take place between Assistant Directors and budget holders with overspends and re-training provided to budget holders where necessary.

Council Wide Budget

- £0.3m underspend projected.
- Pension savings including the prepayment £1.0m; increased by £0.4m from quarter 2.
- This is off-set by the delayed delivery of savings £0.6m including Modern and Productive Workforce programme £0.2m, Procurement £0.2m and Education Services Grant £0.2m; this has increased by £0.4m from quarter 2.

Reserves

- General fund reserves are £11.9m; £3.8m projected overspend would reduce reserves to £8.1m. Reserves would reduce by a further £0.3m for the remaining DCST overspend (detailed above), to £7.8m.
- Provide £2.0m to the Children's Services Trust for Innovation Projects including Growing Futures, PAUSE and Mockingbird, from the centrally held funding over the next 3 years.

Write-offs/Fees & Charges/Virements

- Full details on write-offs and virements are detailed in the evidence pack at pages 7 to 8. There are no fees and charges to report this quarter.

Housing Revenue Account (HRA)

- Balanced revised budget which includes a contribution of £0.3m to balances. The projection as at Q3 is that there will be an underspend of £0.9m resulting in a £1.2m contribution to balances, a positive variance of £1.2m.
- The other main variances are £0.6m projected underspend on overall management expenditure, £0.3m additional rent income as a result of lower than budgeted void rent loss (budgeted 1.5%, actual 1.0%) and both average rent

and property numbers are higher than budgeted.

- Full service for **Universal Credit** was rolled out in Doncaster with effect from 11 October 2017 and the position continues to be tightly monitored.

Capital Programme

- Spend projection for 2017/18 £114.6m compared to revised budget £121.5m (£248.1m future years compared to revised budget £235.5m). £54.9m actual expenditure incurred up to end of quarter 3. Further details are provided in the evidence pack pages 1 to 5. New additions to the Capital Programme are provided in the evidence pack pages 11 and 12.
- A shortfall in capital receipts from asset sales is projected for 2017/18, compared to initial budget and the updated estimate of capital expenditure for this year. The position has worsened from a projected deficit of £2.9m in quarter 2 to £4.5m deficit in quarter 3; due to £0.6m expenditure slipping to future years, and the projected receipts position worsening by £2.2m. The capital receipts are expected in 2018/19 therefore the council is anticipating borrowing for one year to meet the shortfall; the interest cost will be circa £0.3m.





Doncaster Council

Report

Date: 20th February, 2018

**To the Chair and Members of
CABINET**

REVENUE BUDGET 2018/19 – 2020/21

EXECUTIVE SUMMARY

1. This report details the Mayor's revenue budget proposals for 2018/19 to 2020/21. Our budget plan is linked to the Doncaster Growing Together Plan, which is also informed by the State of the Borough Assessment. The Doncaster Growing Together Plan aims to continue to grow the local economy and place and to develop public services in a way that ensures all of Doncaster's people and communities benefit. It is a partnership strategy, requiring collaboration from across the whole of the Council and from a wide range of public services, voluntary and community organisations and the business community. It is designed to target partners' attention and resources on the issues that matter most to Doncaster's present and its future.
2. The Council continues to face the significant challenge of setting a balanced budget with reducing funding and increasing costs, whilst continuing to invest in the borough and protecting the most vulnerable in our communities. The Council is estimating having to find £17.7m of savings in 2018/19 and £44.4m for the period 2018/19 to 2020/21. This increases the overall annual savings required from 2017/18 to £66.0m by 2021.
3. Whilst the financial circumstances that we face are not of our making, it is our responsibility to ensure we propose a robust, clear and balanced budget and that we face up to and deliver changes to our services to the best of our abilities in these very challenging circumstances. Although the reductions are lower than previous years the savings are more challenging to achieve, whilst continuing to deliver high quality services. We are committed to being a council that promotes growth and prosperity for its residents. We must ensure that services are targeted and make a difference to those people who need them most, making the most of technology, re-designing our services so they are fit for the future and working in partnership with our local communities, voluntary, charity and faith sectors to deliver services together as detailed in our Doncaster Growing Together Plan.
4. The £44.4m budget gap arises due to expected government grant reductions of over £10m a year from 2018/19, by 2020/21. On top of the grant reductions, the Council is facing significant expenditure pressures, estimated at £14.7m in 2018/19 and increasing to over £34m by 2020/21. This includes pay and price inflation; with £3m set aside for Adults, Health & Wellbeing in 2018/19 for Adult Social Care contracts including the impact of the Government National Living Wage. Further details on the budget gap are provided in Appendices A and B. The service specific budget pressures amount to £5.6m in 2018/19

and are detailed in Appendix B; this includes providing £2.2m for Adults, Health & Wellbeing pressures in 2018/19.

Explanation of the Budget Gap

	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	Total 2018/19 - 2020/21 £m	Total Incl. 2017/18 £m
Estimated Reduction Government Grants	11.4	2.5	2.1	5.6	10.2	21.6
Grant Exit Strategies	-0.9	-1.5	-0.7	-0.1	-2.3	-3.2
Pay Inflation	2.4	3.5	4.1	-2.5	5.1	7.5
Price Inflation	5.3	5.5	5.1	5.0	15.6	20.9
Service Budget Pressures	5.4	5.7	4.5	3.6	13.8	19.2
Funding Gap	23.6	15.7	15.1	11.6	42.4	66.0
Use of One-off Reserves	-2.0	2.0	-0.8	0.8	2.0	0.0
Adjusted Funding Gap	21.6	17.7	14.3	12.4	44.4	66.0

5. This report summarises the draft saving proposals to close the remaining £44.4m gap for 2018/19 – 2020/21; these are detailed in paragraphs 21 to 27 and Appendix C. This includes the Adults, Health and Wellbeing Transformation Programme, which focuses on helping people to look after their own health and wellbeing, but making sure that high quality health and social care is available if they need it, further details are provided in paragraph 23.
6. Although the Council Tax system is disproportionate across the country, it is not something we can resolve overnight. The budget includes an increase in Council Tax overall of 3.99% in 2018/19, which will generate £3.95m and is required in order to meet the budget gap and deliver a budget in line with the financial strategy. This will increase the council tax to £1,287.20 per annum Band D (£858.13 Band A) which means an additional £49.39 for Band D council tax per annum or 95p per week (£32.93 for Band A per annum or 63p per week). This includes a 1.99% Council Tax increase and a further 2% increase through the Government’s Social Care “precept”. This will contribute towards the pressures for Adults, Health & Wellbeing including price inflation, pay inflation, investment in the care ladder and growth in the number of clients from projected changes in the population. The Council has chosen not to implement the maximum core Council Tax increase allowed of 2.99%.
7. Doncaster continues to have one of the lowest Council Tax rates in comparison to other Metropolitan Districts and Unitary Authorities (the 9th lowest in 2017/18) as shown in Appendix F. Given the Council has not implemented the maximum core Council Tax increase allowed, it is likely that Doncaster have lower comparative Council tax rates in the future.
8. The analysis, at Appendix I, shows the current position regarding earmarked reserves. The balance on the uncommitted General Fund reserve for 2018/19 is estimated at £7.8m; this will reduce further to £7.0m in 2019/20.

EXEMPT REPORT

9. Not applicable.

RECOMMENDATIONS

10. Cabinet will be asked to recommend to Council to approve the 2018/19 to 2020/21 Revenue Budget as set out in this report. This includes: -
- a. the revenue budget proposals for 2018/19 detailed at Appendix B (pressures £5.622m) and Appendix C (savings £17.702m);
 - b. Council Tax increasing by 3.99% to £1,287.20 for a Band D property (£858.13 for a Band A) for 2018/19. This includes: -
 - i. 1.99% Council tax increase equates to an increase of £24.63 for Band D per annum, £0.47 per week (£16.42 for Band A per annum, £0.31 per week);
 - ii. 2.00% Government's Social Care "precept" equates to an increase of £24.76 for Band D per annum, £0.47 per week (£16.50 for Band A per annum, £0.32 per week).
 - c. the 2018/19 Grants to 3rd Sector Organisations outlined in paragraph 30 and Appendix G;
 - d. the fees and charges proposed for 2018/19 at Appendix H;
 - e. the Medium Term Financial Forecast including all proposals in this report as set out in Appendix E;
 - f. a gross revenue expenditure budget of £479.6m and a net revenue expenditure budget of £214.8m, as detailed in Appendix E.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

11. The Council will continue to care for and protect the most vulnerable in society but it is inevitable that as the Council becomes a leaner organisation that citizens will see services delivered in new and different ways.

BACKGROUND

Financial Strategy

12. The financial strategy and 2018/19 budget is informed by the State of the Borough Assessment and the Doncaster Growing Together (DGT) Prospectus: -
- a. **Doncaster Learning** – ensuring we prepare our young people for fulfilling lives, with bold reforms that will broaden their horizons and ambitions, bringing our education system and business community together to give our young people more exposure and opportunities to flourish. The key budget proposals in relation to this area are LO-CYP management restructure and the previous year's ESG reduction, which has created a pressure in 2018/19.
 - b. **Doncaster Working** – developing the economy through continued inward investment, targeting higher skilled jobs and more emphasis on supporting existing businesses to grow. Ensuring local people can connect to opportunities is a key aim here. A key budget proposal in relation to this area is the additional income from business rate growth; this is based on more developments in the borough and increased inward investment.
 - c. **Doncaster Caring** – supporting our most vulnerable residents, whether children, adults, disabled people, families, older people. The emphasis here is on joining up social and health care and support and on shifting our focus to prevention and support that enables people to enjoy life with their families and communities. The key budget proposals in

relation to this area are the Adults Transformation programme budget proposals and the Children's Trust saving.

- d. **Doncaster Living** – developing Doncaster as an attractive and secure place to live, including meeting housing needs, including for vulnerable people, developing town centres and the arts culture and leisure offer and using physical activity, including cycling to improve population health and well-being. A key budget proposal for this area is the Highways and Streetscene proposal for 2019/20.
- e. The Doncaster Growing Together programme includes 5 principles for action:
 - i. We will deliver value – this covers all areas of the financial strategy, including the following specific aims in particular: -
 - reducing the number of buildings and concentrating our services in buildings that are cost-effective and are as multi-use as possible, e.g. Assets savings.
 - being as productive as possible which may involve redesigning some services, pushing for more commercial value for money processes and encouraging modern forms of service delivery. Our people are our greatest resource and we have to ensure that they are supported to deliver the best possible services for local people, e.g. Admin and business support (Adults Transformation Programme).
 - being a modern digital authority both internally and externally, with all services on-line. Providing a modern, high quality and efficient integrated front office with resulting improved service delivery through redesigned business processes, improved technology, mobile working and higher skilled staff. Utilising the resulting business intelligence to become a more intelligent and proactive organisation focused on assisting Doncaster as a place and its people to thrive, e.g. Customer Journey (Adults Transformation).
 - focused on reducing high cost services and ensuring we provide affordable services, e.g. Children's Trust saving.
 - ensuring that our services fully recover their costs where possible and that there are no subsidised services without a clear decision to do so.
 - ii. Keep it simple – ensuring our financial strategy and budget plan is understood by all and focused on what we can do, not what we can't do.
 - iii. Be ambitious – we want to help modernise and shape our services to encourage a culture that increases productivity, flexibility and ability to adapt to change as part of every-day business. We need to change the way we work to deliver services in a motivating and effective way, at the same time improving services for the public, e.g. Streetscene Streetlamp initiative phase 2.
 - iv. Do it together – we will work better with our partners, the voluntary sector, communities and businesses to commission and procure local services that make a real difference. We want well-managed services where our residents are at the heart of what we do. We are committed to delivering services in-house if they deliver best value, e.g. joining up commissioning and creating a people department.
 - v. Expect contribution – in all four policy areas, the strategy and programme emphasise the need for contribution from Doncaster citizens, who need to play a key role in the next stage of journey. We will help our communities and our residents to get the services that they really need and are right for them. That means the Council wants to know what works best for individuals and wants to help residents find the services that best suit their needs. We want to enable people and communities to help themselves and improve self-sufficiency, e.g. Adults Transformation Programme.

13. The Council will contribute significantly to the Doncaster Growing Together programme but equally will need to be ready for the future demands placed upon it. A Connected Council theme will identify the internal improvements required to ensure this happens, guided by five principles for action contained within Doncaster Growing Together.
14. The financial strategy should also be read in conjunction with other Council strategy documents including Capital Programme, HRA budget, Treasury Management Strategy and ICT Strategy.

Medium-term Financial Forecast (MTFF)

15. The MTFF includes all the budget changes that are outside of the Council's control, as detailed in paragraphs 3 and 4; this has identified that the Council needs to make significant savings of £17.7m in 2018/19. Further details are provided in Appendices A and B, which shows details of the MTFF for 2017/18 to 2020/21.
16. In addition to the government funding reductions, the Council is also facing significant budget pressures. These include rising pay costs and increasing pension contributions, estimated at £3.5m in 2018/19 and £7.5m a year by 2021. The additional costs of contract inflation estimated at £5.5m in 2018/19 and £20.9m a year by 2021; this mainly provides £3m for the Adult Social Care contracts including the impact of the National Living Wage. It also provides the funding necessary to meet growth in the services and other service pressures. This includes providing £2.2m in 2018/19 for Adult Social Care to meet the increasing costs of supported living placements, more direct payments and the impact of an ageing population across all services.
17. The Council is currently forecasting a £3.8m overspend for the 2017/18 financial year; which needs to be managed and reduced to begin the 2018/19 financial year on a sustainable basis. We have included the service pressures for 2018/19, this allocates funding for on-going overspends identified in the 2017/18 quarter 3 budget monitoring, along with any growth identified. We are also putting aside circa. £2.0m for each subsequent year. A summary of the pressures for 2018/19 to 2020/21, is provided below with further detail in Appendix B: -

Pressures	2018/19 £m	2019/20 £m	2020/21 £m	Total 2018/19 to 2020/21 £m
Adults Transformation Programme:				
Demographics	0.405	0.441	0.460	1.306
Direct Payments	0.309	0.461	0.303	1.073
Supported Living	1.183	1.150	0.436	2.769
Transitions	0.265	0.265	0.265	0.795
Additional Aiming High / Short Breaks	0.118	0.059		0.177
Adjustment to previous years savings	0.466			0.466
Assets and Property	0.100			0.100
Bereavement	0.045	0.011		0.056
Data Protection Lead Officers	0.172			0.172
Energy	0.073			0.073
Incentive Scheme for Apprentices	0.040			0.040
Inclusive Growth	0.360			0.360
LO-CYP: Education Services Grant	0.500			0.500
Medical Examiners		0.175		0.175
Metroclean	0.055			0.055
North Bridge depot	0.120			0.120
Passenger Transport	0.169	-0.159		0.010
Planning	0.100		-0.100	0.000

Pressures	2018/19 £m	2019/20 £m	2020/21 £m	Total 2018/19 to 2020/21 £m
Public Building Maintenance (PBM)	0.100			0.100
Remove Early Help savings duplicated	0.200			0.200
Schools Catering	0.200			0.200
Strategic Housing	0.035			0.035
Treasury Management	0.600			0.600
Other Service Pressures – future years allocation		2.148	2.100	4.248
Total	5.615	4.551	3.464	13.630

18. The pensions actuary has reported a considerable improvement in the financial position of the pension fund deficit; Doncaster's deficit is estimated to have changed from a deficit to a slight surplus. This is mainly due to a rise in UK equities and foreign equities and a fall in the pound. An estimated reduction in the general fund deficit pension budget has been included in the MTF for 2020/21, when the next tri-annual valuation in 2020 will take effect. The amount included takes into account the protection that has been put in place.
19. The MTF details the funding reductions and pressures up to 2020/21; this clearly demonstrates the importance of increasing income by raising the Council Tax, Social Care "precept" and other income from fees and charges. As government grants significantly reduce and the Council becomes more reliant on the income it generates, it must take every opportunity over the next 3 years to raise its income base through the individual rates and overall volume i.e. the number of council tax and business rates properties.
20. The next Government Spending Review will take place in 2020; assumptions are included for 2020/21 and the government grant reductions are based on the current estimated trajectory.

Saving Proposals

21. The process of identifying and delivering savings is robust but flexible so that options can be identified and plans can be amended as and when required. This strategy will enable the Council to become a more efficient, leaner organisation with a greater understanding of the costs of delivering services and a sound financial base position.
22. The following saving proposals have been discussed over several months with both members and managers, further details are provided in Appendix C: -

Savings	2018/19 £m	2019/20 £m	2020/21 £m	Total 2018/19 to 2020/21 £m
Adults Transformation Programme:				
Admin and business support	-0.342			-0.342
Community Safety	-0.020	-0.172		-0.192
Customer Journey	-0.200	-0.715	-0.161	-1.076
Day Opportunities	-0.328	-0.336	-0.145	-0.809
Home Care	-0.588	-0.490	-0.386	-1.464
Housing related support services	-0.719	-0.719		-1.438
Leisure Trust		-0.250		-0.250
Residential Care - Older People	-0.862	-0.611	-0.502	-1.975
Residential Care - Working Age	-0.400	-1.537	-1.274	-3.211
Stronger Communities			-0.200	-0.200

Savings	2018/19 £m	2019/20 £m	2020/21 £m	Total 2018/19 to 2020/21 £m
Supported Living	-0.900	-0.443	-0.418	-1.761
Children's Trust (VFM)	-2.000	-2.000	-0.500	-4.500
Business Rates Income	-2.095	-0.035	-1.072	-3.202
Commissioning	-0.100			-0.100
Council Tax Increase	-1.992	-2.086	-2.189	-6.267
Council Tax Base Growth	-1.941	-0.887	-0.980	-3.808
Council Tax Collection Fund	-0.328	0.658	0.087	0.417
Council-wide - Reduce Senior Management		-0.100		-0.100
Fees & Charges	-0.302	-0.350	-0.350	-1.002
Government's Social Care "precept"	-2.003	-2.097	-2.199	-6.299
Metropolitan Debt Levy	-0.078	0.051	0.039	0.012
Parish Councils	-0.064	-0.094	-0.094	-0.252
Pension	-0.180	-0.100	-0.100	-0.380
Procurement	-0.150	-0.183	-0.260	-0.593
Audit Fee	-0.030			-0.030
Corporate Services		-0.200	-0.200	-0.400
Revenues & Benefits	-0.118			-0.118
LO-CYP: Functional Review	-0.183	-0.350	-0.267	-0.800
Assets	-0.423	-0.493	-0.200	-1.116
Highways (general fund)	-0.500		-0.500	-1.000
Highways and Streetscene		-0.500		-0.500
Independent Travel Training Scheme			-0.025	-0.025
Planning and Building Control	-0.100			-0.100
Regulation & Enforcement	-0.200			-0.200
South Yorkshire Passenger Transport Executive (SYPTE)	-0.356	-0.279	-0.240	-0.875
Waste Contract	-0.200		-0.300	-0.500
Total Savings	-17.702	-14.318	-12.436	-44.456

23. As detailed in paragraph 5, the Adults Health and Wellbeing Transformation Programme is committed to helping people to use their strengths and those of local communities to keep their independence for as long as possible, which is ultimately the right thing to do for most individuals. If more people are supported to live in their own homes, there will be less need for long term or traditional care, which in turn is expected to contribute significantly to the delivery of £4.3m savings in 2018/19 and £12.7m by 2020/21. The programme also focuses on making sure that high quality health and social care is available if they need it. There will be investment in services and additional funding provided for growth, of £2.2m in 2018/19 and £5.9m by 2020/21. The Council also welcomes the additional one-off Adult Social Care grant in 2018/19 of £0.9m, which provides essential funding towards the pressures facing the service including Residential Care (Older People) and Homecare; further details are provided below.

24. The savings required in this area are significant and as such, their delivery is key to the achievement of the Council's MTF. The main savings initiatives are: -

- a. Residential Care (Older People) – The number of people in long-term care will continue to reduce as a result of helping more people over the age of 65 to continue to live in their own homes. Taking into account the additional funding for increased demand due to an ageing population, the 2018/19 saving equates to a further net reduction of 36 places.

Due to the phasing of the reduction, £0.4m one-off Adult Social Care grant will be used in 2018/19 and the full-year effect of the changes will not be felt until 2019/20.

- b. Housing related support service – The Council and its partners are reviewing (discretionary) housing related support services, with a view to the transition of current service users to more appropriate forms of support. This is planned to save £0.7m in each year 2018/19 and 2019/20.
 - c. Supported Living – The ambition is to help people in supported living to live more independently as part of the community and therefore need less traditional social care, including fewer care hours. Existing service users will also be encouraged to move to individual budgets (Direct Payment, Individual Service Fund or other option) to support choice and control. This is planned to reduce costs by £0.9m in 2018/19 and £1.8m by 2020/21. There will also be significant investment in supported living to facilitate the increase in demand due to the shift from long-term residential care.
 - d. Homecare – The savings are expected to be achieved through new ways of working and the introduction of initiatives to support people to keep their independence for longer, including an increased focus on rehabilitation and re-ablement. People will be encouraged to source their own support through better information, advice and guidance and to make best use of assistive technology solutions. This will reduce the demand for care hours, providing savings for customers as well as the Council. Overall savings equate to £0.59m in 2018/19 and £1.46m by 2020/21. The 2018/19 saving is equivalent to 64 clients (approximately 39,600 hours). Due to the time it will take to change homecare, £0.5m in one-off Adult Social Care grant will be used in 2018/19 and the full-year effect of the saving will be delivered in 2019/20.
 - e. A summary of the spending plans for the Improved Better Care Fund (iBCF) and Better Care Fund (BCF) are provided at paragraphs 10 and 22 of the Medium-term Financial Forecast (Appendix E) respectively. There remains significant pressure on the iBCF one-off funding in 2018/19 and the critical need to deliver the savings in preparation for 2019/20, when the one-off funding will reduce considerably.
25. The proposals include a £0.5m pressure for LO-CYP in relation to the Education Services Grant (ESG) and £0.8m savings from the Functional Review in 2018/19 to 2020/21. Further details are provided below: -
- £0.5m pressure – In 2017/18 the ESG reduced by £1.76m in total, £1.36m of this relating to LO-CYP services. School improvement service remodelling achieved savings of £0.55m, leaving £0.81m to be delivered; this was partly offset in 2017/18 by transitional ESG received for April to August 2017 of £0.52m. Achieving this saving on an on-going basis remains a challenge due to the level of future savings required and the amount of savings already delivered in 2017/18 through the management and early help restructures. Therefore £0.5m has been included in the budget proposals as a pressure.
 - Functional Review savings – In total the LO-CYP's management review delivered general fund staff savings of £0.89m, in addition to Early Help restructure savings of £0.78m and school improvement service remodelling savings of £0.55m for 2017/18. These savings totalled £2.2m and reduced the overall general fund staffing budgets for LO-CYP from £7.1m to £4.9m, an overall reduction of 31%. LO-CYP's functional review is anticipated to deliver £500k savings by 2020/21, including transitional staffing arrangements through 2018/19 and 2019/20, ultimately reducing the general fund staffing budget to £4.3m by the end of 2020/21 (which is a further reduction of 12%). £300k of the saving profiled for 2019/20 is expected to be found through further saving to be identified following this review and through directorate process efficiencies.
26. The Council has negotiated a set of savings with the Children's Trust. These are aimed at bringing the cost that the Council pays for the Children's Trust more into line with benchmarked costs over a 3-year period. The Council is budgeting for savings of £2m in

each of 2018/19 and 2019/20 and a further £0.5m in 2020/21. The Children's Trust is setting itself the same overall £4.5m target but on a more ambitious timescale starting with £3.1m in 2018/19. This is with the intention of the Children's Trust being able to save enough to set aside some reserves, which it needs to do, as its reserves are under £0.1m. The Council will still be funding the costs of the pay award in the Children's Trust, inflation on the costs of children looked after, additional funding for the increasing numbers of children in the care system and on-going investment in a number of specific projects aimed at improving the care of children but at reduced costs. Council officers have seen the detail of the changes and savings that the Children's Trust plans to implement and these are summarised in Appendix C.

27. Fees and charges increases are expected to generate £0.30m in 2018/19 (and £0.35m in future years); this is based on the principle that charges are raised by RPI (3.9% in September 2017).
28. Where specific grants cease or reduce, it is assumed that the activities associated with the specific grant will cease and the Council will no longer incur expenditure in these areas, i.e. there will be exit strategies for all grant reductions. Further details are provided at Appendix D.

Post Reductions

29. A review of the 2018/19 to 2020/21 budget proposals has been undertaken, which has identified 153 f.t.e. potential post reductions within the council (this includes 17.5 f.t.e. post reductions due to grant exit strategies). This is an initial estimate calculated on the draft budget proposals and includes 63 f.t.e's for 2018/19, 68 f.t.e's for 2019/20 and 22 f.t.e's for 2020/21. Further work will be undertaken with managers to refine this figure prior to the budget meeting in March 2018. The post reductions by individual budget proposals are provided in Appendix C. To achieve the savings the Council will initially look to delete vacant posts, then seek volunteers, then redeployment with compulsory redundancy being the last resort.

Grants to Third Sector Organisations

30. The 2018/19 grants proposed to third sector organisations (£0.7m) are detailed in Appendix G. The Council's strategy is to more clearly commission and contract service activity, which provides greater certainty and continuity of provision of service for both the service provider (voluntary sector) and service users. The change in the overall value of grants provided to third sector organisations does not deliver any savings.

Detailed Budgets

31. The 2018/19 detailed budgets are provided at Appendix M by Directorate, this provides the breakdown of the budget plan by Head of Service.

Monitoring & Challenge

32. The Council's budget in any one financial year is allocated to budget holders and each budget holder is notified of their budget at the start of the financial year. Within the performance and development review process for people managers there is a core target to effectively manage and monitor budgets, highlighting any pressures or potential underspends in a timely way.
33. Budget holders are able to review the latest financial monitoring information, including projections, directly from the on-line financial system in an easy to use format.
34. The financial management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. As part of the quarterly Finance & Performance report, the Council revenue projection will be prepared by managers, working in conjunction

with finance teams. The Council revenue projection is monitored at the Directors meeting, where any further actions that need to take place to ensure effective management of the budget targets are agreed.

35. The progress and performance of the Council's major programmes including those within the Doncaster Growing Together portfolio and the Council's corporate programmes is assured via five Assurance Boards (Living, Working, Caring, Learning and Connected Council). The performance of the programmes, including the delivery of any associated savings, is then reported in the quarterly challenge with Directors and is summarised in the quarterly Finance and Performance report that goes to Cabinet and O.S.M.C.

Robustness of the Budget

36. Under the Local Government Act 2003, the Chief Financial Officer is required to give assurance on the robustness of estimates in the forthcoming budget.
37. The Chief Financial Officer recognises that local government finance settlements arising from Comprehensive Spending Reviews of 2010, 2013 and 2015 were extremely challenging and there are significant issues for the Council in delivering the budget proposals for 2018/19. The key objective of the MTF is to provide the Council with a robust financial plan to ensure financial sustainability. The unprecedented set of cuts and pressures required managers to deliver savings of £109m over the 3 years 2014/15 to 2016/17 and a further £65m over the period 2017/18 to 2020/21.
38. In this context, the budget proposals that are set out in this document are being recommended to the Council and are supported by the most up-to-date robust estimates of income and expenditure. The evaluation of the Chief Financial Officer is based on the following key factors: -
- a. the budget proposals have been developed by those responsible for service delivery, taking account of the implications of implementing the changes. Targets are clear and there is commitment and ownership from managers to deliver. Each budget manager is required to deliver within the budget target. This will provide additional assurance, rigor and comfort for the Council in carrying out its responsibilities. These proposals will provide a balanced budget for 2018/19 as long as the risks (Appendices J & K) can be managed;
 - b. we have reviewed those service areas that are overspending in 2017/18 and aim to provide adequate funding to ensure that areas of overspend are managed within the budget target for 2018/19;
 - c. a review of the quarter 3 projected outturn figures has been undertaken to further challenge the budget proposals and ensure they are based on the most up to date information available. This has resulted in some updates, which are shown in Appendices B & C. Any further pressures identified will need to be managed during 2018/19 as part of the revenue monitoring process; and
 - d. the development of financial skills amongst Council managers is critical to the success of delivering the spending targets set in this budget.
39. Taking this into account, the Chief Financial Officer believes the 2018/19 estimates used for the Mayor's budget proposals can be delivered.

Reserves

40. A summary of earmarked reserves is shown at Appendix I. The uncommitted general fund reserves are expected to reduce to £7.8m by 2018/19; this takes into account the quarter 3 projected overspend of £3.8m, potential additional investment required in the Children's Trust £0.3m and one-off expenditure requirements, e.g. £0.3m for the Tour de Yorkshire. It is also expected that £0.8m will be utilised in 2019/20 to fund the estimated additional cost of

the recent Pay Offer (subject to consultation) thereby reducing the reserves to £7.0m. This one-off saving in 2019/20 will be replaced with on-going reductions in the pension deficit budget from 2020/21 onwards.

41. It is estimated that the 153 post reductions, detailed at paragraph 29, could cost circa. £1.5m (based on 30% Voluntary Early Retirement/Voluntary Redundancy post reductions). The balance of the VER/VR earmarked reserve is estimated at £1.8m as at 31st March 2018.
42. A risk assessment of the Council's level of reserves is carried out each financial year, when setting the budget and updating the financial plan. It is then updated regularly during the financial year, as part of the formal financial management reporting process. The risk assessment is based on the following key factors: -
 - a. a review of known provisions and contingent liabilities;
 - b. the likelihood of overspend for either revenue or capital;
 - c. the likelihood of any additional income that would be credited to reserves;
 - d. the robustness of the Council's revenue budget proposals;
 - e. the adequacy of funding for the Capital Programme; and
 - f. any potential significant expenditure items for which explicit funding has not yet been identified.
43. This risk assessment of the Council's level of reserves is provided in Appendix J, which estimates the value of the risks at £6.9m leaving £0.1m headroom over the level of un-committed ongoing general fund reserves available of £7.0m (adjusted for the 2019/20 planned use of reserves). The un-committed reserves are not excessive for a Council of our size, which spends around £500m a year; £7.0m would only run the Council for 5 days. Further work will be undertaken with an aim to increase the level of uncommitted General Fund reserves from 2018/19 and ensure the reserves remain at a reasonable level to effectively manage all future risks and liabilities. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible un-used funds should be transferred to the uncommitted reserves thereby increasing the balance available. The Council needs to hold sizeable reserves whilst delivering large budget savings in year, e.g. Adults transformation savings of over £12m from 2018/19 to 2020/21.
44. The Local Government Act 2003 requires the Chief Financial Officer to give assurance on the purpose and adequacy of the reserves of the Authority. The Chief Financial Officer has concluded that the level of the uncommitted General Fund reserve balance is adequate to meet known commitments and contingencies based on the information currently available and included in this report.

Council Tax Capping & Referenda

45. Authorities are required to seek approval of their electorate in a referendum if any proposed Council Tax increase exceeds the principles set by Parliament. The Government increased the Council Tax Referendum Cap for 2018/19 as part of the provisional Financial Settlement in mid-December 2017 from 5.0% to 6.0% for those authorities that have decided to implement up to the maximum 3.0% adult social care "precept".
46. Full details of the calculation will be presented as part of the Council Tax setting report to Council in March 2018.

OPTIONS CONSIDERED

47. A menu of options for the savings have been produced and considered over the preceding months.

REASONS FOR RECOMMENDED OPTION

48. The budget proposals seek the appropriate balance in meeting the savings whilst still delivering on the key priorities; protecting front-line services where possible in particular children's social care services.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

49. These are detailed in the table below: -

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

RISKS AND ASSUMPTIONS

50. The additional savings proposals outlined in this report are underpinned by the Council's comprehensive risk management strategy that helps to minimise risk. The Council's Strategic Risk Register is reviewed and updated on a quarterly basis and each service has formally documented its key risks and the actions taken to mitigate those risks in service plans. The risk assessment of the level of reserves is detailed at paragraph 40. Key risks in relation to the 2018/19 budget include: -

- a. 2017/18 projected overspend position of £3.8m. This includes the projected overspend for the Doncaster Children's Services Trust; key pressures include Out of Authority placements, 18+ accommodation and CIC transition accommodation.
- b. Potential shortfall on the delivery of the savings, which are increasingly more challenging to deliver. In particular, the Adults Transformation Programme which will deliver significant service changes and savings. There is significant pressure on the iBCF allocation in 2018/19 and ongoing as detailed in paragraph 24. In addition, risks surrounding the interrelationship between Council funding and spend on Adult Social Care, taking into account the iBCF 2015 settlement allocation. The iBCF will need careful managing, including reducing on-going cost pressures and delivering alternative proposals to contain costs within the available funding.
- c. Risks around the Medium-term Financial Forecast budget assumptions, including: -
 - i. An estimate has been included for price inflation; there is a risk that the actual costs could be greater given the rising inflation (CPI 3.0% for December 2017). Price inflation is only provided for specific contracts and there is a cash freeze assumed for all other non-pay budgets.
 - ii. An estimate has been included for budget pressures based on experience in previous years; the service pressures will be further developed as we produce the draft budget proposals for the budget meeting in March.
 - iii. There are a number of one-off grants decreasing or ending over the next 3 years, which require expenditure to reduce or cease completely retrospectively, i.e. iBCF one-off funding.
- d. Future budget pressures, e.g. Apprentices – any proposals to increase Apprentice pay to the national minimum wage could have a significant impact, Highways – additional funding may be required post 2021/22 for highways, estimated at circa £0.35m.
- e. The 2020/21 budget is outside the current spending review period; the 2020 Government Spending Review will determine the funding available. Therefore there is a risk that the actual funding available may differ to the estimated figures included.

LEGAL IMPLICATIONS [Officer Initials: SF Date: 16.01.18]

51. The Council must set a balanced budget ensuring that resources are sufficient to meet its proposed spending plans. The Chief Financial Officer is required to advise the Council of the adequacy of its reserves and the robustness of estimates used in preparing its spending plans.
52. The Local Government Finance Act 1992 places a duty on Local Authorities to set an amount of Council Tax on or before 10th March, in the financial year preceding that for which it is set.
53. The Localism Act 2011 introduced a new Chapter into the Local Government Finance Act 1992, which makes provision for Council tax referendums to be held if an authority increases its Council tax by an amount exceeding principles determined by the Secretary of State.

54. By Regulation, the Government allow Councils to raise Council Tax by a maximum amount. Any further increases would require a local referendum to be held on the increase. In December 2017, the Government confirmed that this year's limit is 5.99% (3% on adult social care and 2.99% on all other expenditure). The Council Tax levels proposed by Doncaster fall below that level and if approved by Council may be implemented without the need for a referendum.
55. The Council will need to be satisfied that the budget set will ensure the Authority is able to discharge its statutory duties.
56. Under the general principles of public law, the Council must also act fairly when making budgetary changes or changes to services which potentially involve the reduction or removal of a previously enjoyed benefit. Acting fairly includes consulting fairly with those affected, conscientiously taking into account the results of the consultation and, where appropriate, having due regard to equality impact.
57. Some of the proposals outlined within the budget will affect service users and other individuals, particularly those with protected characteristics within the meaning of the Equality Act 2010. In appropriate cases, the budget may only be implemented by further decision making by either Cabinet or other duly authorised decision taker. That decision will need to be taken in full consideration of the Council's duties under the Equalities Act 2010 after full consideration of an appropriate due regard statement.

FINANCIAL IMPLICATIONS [Officer Initials: RI Date: 15.01.18]

58. These are contained within the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: KM Date: 19.01.18]

59. The implications of some of the proposals contained within the 2018/19 to 2020/21 Budget are that a number of post reductions will be required to deliver the required efficiencies. Timely and meaningful consultation must take place with affected staff and trade union representatives with appropriate formal notifications. Every effort is made to manage post reductions through vacancies and volunteers and to redeploy at-risk employees into alternative employment, ensuring appropriate support and development mechanisms are made available. However, in some instances when all other avenues have been exhausted, there may be the need to make compulsory redundancies following the statutory procedure.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 19.01.18]

60. Technology is as ever an evolving key essential enabler to support the delivery of all services and the key strategic budget themes outlined in this report. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. A four-year technology plan (2017-21) aligned with the Council's 4 year Medium Term Financial Forecast has been developed to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via the Council's ICT Governance Board.
61. There will also of course remain the on-going maintenance and support of all current technology as well as upgrades, responses to changes in legislation and continuous service changes and transformation. This includes the further dimension of on-line services, which allow customers to self-serve 24/7 and require constant monitoring, support, continuous development and improvement.
62. The Council's technical infrastructure providing desktop, internet and system connectivity, landline and mobile phone services to all buildings will also need to be maintained and changed or developed as required. This includes St Leger Homes, Doncaster Children's

Services Trust and many schools. Increased partnership working including integration with health will also mean significant technical developments.

63. Finally, just as significant is ensuring all staff have the required digital skills to successfully embrace all the new and more efficient ways of working required. Therefore, close working between all services and the ICT and Digital Teams will be essential.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 25.01.18]

64. The choices the council makes in both raising and allocating revenue budgets will impact on the health of the population. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment.
65. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan.
66. Within the financial resources available, this paper sets out clearly the broad areas of revenue investment in both universal and targeted services and how within a reduced financial envelope there are plans to maintain and even improve the quality of local services. The investments in Doncaster Learning will support children to be ready for school, whilst the investments in Doncaster Caring and Living should support reducing social isolation, increasing physical activity and improving mental health. However, investment alone in commissioned or provided services may be insufficient to change wider societal habits and conditions that contribute to these challenges. Where ever possible commissioners and providers of services should seek to maximise social value consider long term social, environmental and economic sustainability and resilience.
67. With a sustained long-term reduction in funding, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the implementation phase so that inequalities and health inequalities are addressed, and monitored.
68. Specific proposals on community safety and leisure services bring clarity on financial sustainability and these will need to be balanced against service outcomes and population outcomes. The lack of national guidance on the future of the public health grant from April 2020 places a risk on future public health activity.
69. Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

EQUALITY IMPLICATIONS

70. The Council must consider and have due regard to the three aims of the general equality duty when developing and implementing the council's Medium Term Financial Forecast. The Council will ensure it makes fair and informed financial decisions, demonstrating its commitment to improving outcomes for the most vulnerable groups of people living in Doncaster. The weight given to the general duty will depend on how that area of work affects discrimination, equality of opportunity and good relations. For example, decisions on social care or community safety are likely to be more relevant and have greater impact on equality than those on waste disposal. The Council uses a simple due regard process to ensure due regard is considered and to support a transparent, effective process that is accountable to users and residents. Amongst others, the "due regard" will be informed by:
- a. **Establishing the key equality issues across Doncaster (Equality Analysis)** – Our Equality and Inclusion Plan 2014-2017 has been developed alongside our financial

planning process and includes a significant analysis of equality information to identify the key equality issues across Doncaster. We have used the equality information to inform our planning and saving prioritisation process. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable;

- b. **Consultation** – The Mayor’s draft budget proposals were launched on 21st December 2017. Further details on the consultation are provided below in paragraph 72;
- c. **Prioritisation and Planning** – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

71. Each saving proposal has been reviewed with regard to our Public Sector Equality Duty (PSED) obligations. The budget proposals that may have an equality impact and therefore require a due regard assessment prior to implementation are detailed at Appendix L; this will be monitored and updated during 2018/19.

CONSULTATION

72. Directors and Cabinet have considered the budget proposals at several meetings between May 2017 and February 2018. Key dates in the budget timetable leading up to Council approving the budget on the 5th March 2018 are detailed below: -

- Government's Autumn Budget – 22nd November, 2017
- Labour Budget Group – 27th November, 2017
- Council – 4 year budget plan – 21st December, 2017
- OSMC consultation – 18th January 2018
- Union consultation – 10th January 2018
- Council – LCTS report – 25th January, 2018
- Cabinet – Council reports – 20th February, 2018
- Council – 5th March, 2018

73. This report has significant implications in terms of the following:-

Procurement	X	Crime & Disorder	X
Human Resources	X	Human Rights & Equalities	X
Buildings, Land & Occupiers	X	Environment & Sustainability	X
I.C.T.	X	Capital Programme	X

BACKGROUND PAPERS

- Council Report – Revenue Budget & Council Tax 2017/18, 2nd March 2017.
<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2450&Ver=4>
- Council Report – 2017/18 budget updates, 13th July 2017.
<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2566&Ver=4>
- Council Report – Mayor’s Draft Budget Proposals 2018/19 – 2020/21, 21st December 2017.
<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2568>

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Explanation of Budget Gap 2017/18 to 2020/21

	17/18 £m	18/19 £m	19/20 £m	20/21 £m	17/18 to 20/21 £m
Baseline Income:					
<ul style="list-style-type: none"> Retained Business Rates 2% increase in the multiplier £1.0m/£1.0m/£1.0m/£1.0m Top Up increases per 4-year offer £1.0m/£0.4m/£1.2m and £0.5m for 2020/21 which is outside the offer period Revenue Support Grant (RSG) reductions per 4-year offer £11.9m/£8.1m/£8.1m and £20.0m for 2020/21 which is outside the offer period Increase in Retained Business Rates in 2020/21 to replace RSG £11.9m and Public Health Grant £23.2m 	-9.9	-6.7	-5.8	16.7	-5.7
Specific Grant Reduction:					
<ul style="list-style-type: none"> Housing Benefit & Council Tax Support Admin Subsidy £0.1m/£0.2m/£0.2m/£0.1m Education Services Grant £1.8m in 2017/18 New Homes Bonus £0.1m/£0.5m/£0.4m/£0.9m Reduction in Public Health Grant £23.2m in 2020/21 as replaced by Retained Business Rates 	-2.0	-0.7	-0.6	-24.2	-27.5
Specific Grant Increase:					
<ul style="list-style-type: none"> Extended Rights to Free Transport £0.1m in 2017/18 Improved Better Care Fund (iBCF) £1.3m/£5.9m/£5.0m and £2.0m for 2020/21 which is outside the offer period S31 grant - Business Rate Inflation Compensation - Top Up £0.5m in 2018/19 	1.4	6.4	5.0	2.0	14.8
Customer & Client Receipts					
<ul style="list-style-type: none"> Medical Examiners fees 	0.0	0.0	0.2	0.0	0.2
Staffing Budget Pressure:					
<ul style="list-style-type: none"> Pay Inflation – estimate based on recent LG circular £0.7m/£2.1m/£2.4m/£1.6m Increments £1.4m/£0.2m/£1.2m/£0.2m Employers Pension - £0.0m/£1.0m/£0.4m/(£4.3m) Auto Enrolment from 01.10.17 £0.2m in 2017/18 and £0.2m in 2018/19 	-2.4	-3.5	-4.1	2.5	-7.5
Prices Changes:					
<ul style="list-style-type: none"> Adult Social Care Contracts £2.0m/£3.0m/£3.0m/£3.0m Other inflation £3.3m/£2.5m/£2.1m/£2.0m 	-5.3	-5.5	-5.1	-5.0	-20.9
Levying Bodies	-0.1	-0.1	-0.1	-0.1	-0.4
Service Budget Pressures:					
<ul style="list-style-type: none"> Full details are shown in Appendix C 	-5.3	-5.6	-4.6	-3.5	-19.0
Total Funding Gap	-23.6	-15.7	-15.1	-11.6	-66.0

Budget Proposals 2018/19 to 2020/21 - Detail

				Total	-£0.395m	£5.615m	£4.551m	£3.464m	£13.164m
Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	
2017/18 Pressure	AH&Wb	Demographics	The Council is facing pressures on its services as a result of an ageing population and a greater demand from working age adults (mainly physical disabilities). Based on local population forecast data it is estimated that this increased demand will cost circa. £0.4m per annum. For 18/19 This includes £208K for Older People, £162K for Working Age Residential and £35k for Home Care and Direct Payments. Doncaster's population aged over 65 is expected to grow by almost 7% between 2017 and 2021 from 57,900 to 61,700. In addition to this it is anticipated that the number of 18-64 people supported by the council will increase by at least 12 over the same period.	0.446	0.405	0.441	0.460	1.306	
2017/18 Pressure	AH&Wb	Direct Payments	Client numbers with Direct Payments have increased from 610 in April 17 to 766 in September 17, and Direct Payments are expected to continue to grow by roughly 1-2 per week ongoing. Growth of £309k in 18/19 would fund 37 clients at the current average cost of £8.3k. Direct Payments offer individuals a wider range of choice, and will be offered to service users early in the customer journey. It will be a better option than Day Service, Home Care and Supported Living for many service users. Gross exp £10.5m, gross inc £3.6, net £6.9m	0.220	0.309	0.461	0.303	1.073	
2017/18 Pressure	AH&Wb	Supported Living	The Council is working with the market to invest in new Supported Living options (e.g. Extra Care, Shared Lives, Short Stay). This will support the shift away from residential care and help delivery of the Working Age Residential Care saving. £1.183m equates to 72,000 hours and 2,390 sleep-ins or roughly 25 service users.	0.104	1.183	1.150	0.436	2.769	

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m
2017/18 Pressure	AH&Wb	Transitions	The investment of £265k pa is planned to support young people transitioning from children's services into adults services. In 2018/19 a further 4 children are expected to transition currently costing the Council £661k. We will be working with the individuals and their families to develop appropriate support packages which provide the necessary support and maximises their independence. The £265k growth will be monitored closely to ensure resource is adequate.	0.265	0.265	0.265	0.265	0.795
2018/19 Pressure	Council-wide	Adjustment to previous year savings	This adjustment is required to remove the centrally held savings target from previous years. This includes the modern and productive savings target which is being delivered through the savings included in the budget plan following the changes implemented to increments and the Education Services Grant reduction of which the majority has been delivered leaving a balance that could not be identified.	0.000	0.466	0.000	0.000	0.466
2018/19 Pressure	Council-Wide	Data Protection Lead Officers	The new General Data Protection Regulation (GDPR) is due to take effect from 25 May 2018 and will introduce significant changes to the current data protection rules in the Data Protection Act 1998 which the Council must comply with. The Council is proposing to recruit four permanent Data Protection Lead Officers (CR, AH&WB, L&OCYP and R&E) to assist the one Council Data Protection Officer and other members of the working group already established to implement the changes across the Council, ensure DCST, SLHD and relevant Schools also meet their duties as key partners and to also maintain these arrangements successfully thereafter.	0.000	0.172	0.000	0.000	0.172
2018/19 Pressure	Council-wide	Medical Examiners	Appointment of Medical Examiners by Local Authorities for implementation of medical certificates of cause of death reforms from April 2019. It is anticipated that this additional cost will be funded from customer and client receipts in 2019/20, this is included in the medium-term financial forecast (MTFF).	0.000	0.000	0.175	0.000	0.175

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m
2017/18 Pressure	Council-Wide	Other Service Pressures	Circa £2m provided general service pressures for future years; this is based on the overall pressures required for 2018/19 (excluding Adults, Health & Wellbeing).	0.600	0.000	2.148	2.100	4.248
2018/19 Pressure	Council-Wide	Treasury Management	Additional funding required for increased treasury management costs resulting from additional borrowing for the capital programme.	-2.230	0.600	0.000	0.000	0.600
2017/18 Pressure	LOCYP	Additional Aiming High / Short Breaks	Aiming High/Short Break placements/activity - continuing pressures on this budget. Short Breaks Task Group is currently reviewing this area and financial modelling across next 5 years indicates return to a balanced budget by 2019/20. The financial modelling carried out by the Short Breaks task group has identified that £118k is required in 2018/19 and £59k in 2019/20.	0.200	0.118	0.059	0.000	0.177
2018/19 Pressure	LOCYP	LOCYP: Education Services Grant	The Education Service Grant (ESG) was cut from April 2017, with savings to LOCYP required of £1.36m from 2017/18. Through the LOCYP management review £0.55m savings were identified, leaving a remaining balance of £0.81m. The achievement of this saving is not expected to be possible in full due to the level of cuts required and the cuts already made in 2017/18 through the Management and Early Help restructures. The service will review the remaining £313k and anticipate potential savings could be realised through remodelled business support, additional digital savings and directorate efficiencies which will need to be identified for 2018/19.	0.000	0.500	0.000	0.000	0.500
2018/19 Pressure	LOCYP	Passenger Transport	Cost pressure created by a judicial review regarding the use of section 19 permits to operate Mini buses. Consultation was expected in Autumn from DFT but has not yet materialised. The main issue is whether LAs & schools will still be able to operate under section 19 as Transport is not their main business. If they can still operate using section 19 the pressure can be removed. Detailed analysis shows annual costs will increase by £10k with a further £159k needed in 18/19 and £117k every five years.		0.169	-0.159		0.010

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m
2018/19 Pressure	LOCYP	Remove Early Help savings duplicated	Early help saving duplicated with the Children's Trust saving - reduce previous years saving. The remaining Early Help cut of £370k is funded from Service Transformation Fund (STF) in 2017/18. The saving is to be reduced by £200k in 2018/19, as duplicated with Children's Trust saving, and the balance of £170k is expected to be achieved via LOCYP's functional review.		0.200			0.200
2018/19 Pressure	R&E	Assets and Property	Colonnades Shops rental income - rent reviews for two large units reduced rents from £75k and £85k to £30k each.		0.100			0.100
2018/19 Pressure	R&E	Bereavement	The withdrawal of Hull City Council from a burden share arrangement from July 2018 means £45k of income will not be achieved in future. Additional grass cutting for Mother's Day at Rosehill and other cemeteries is costing £11k.		0.045	0.011		0.056
2018/19 Pressure	R&E	Energy	A target of £100k was set for savings from Solar Panels. Though £27k has been achieved the balance is unachievable due to changes in the feed in tariff and change in focus to a wider separate commercialisation target.		0.073			0.073
2018/19 Pressure	R&E	Incentive Scheme for Apprentices	It is proposed to introduce an incentive scheme for entry level Apprentices who are on minimum pay, to assist them with costs such as travel to work, clothing and offering a bonus on satisfactory completion of 6 month probationary period. A more attractive package will help to recruit Apprentices and encourage them to stay on the programme. The cost is estimated based on 2017/18 entry level new starts. This will vary from year to year depending on numbers.		0.040			0.040

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Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m
2018/19 Pressure	R&E	Inclusive Growth	<p>Doncaster Growing Together (DGT) Inclusive Growth request:</p> <ul style="list-style-type: none"> - Investment & Enterprise £174k- to align the team's work around the Government's Place Based Industrial Strategy, delivering the DGT priority to target inward investment securing additional business and growth in targeted sectors and higher business rates, increase economic productivity and the number of higher skilled jobs available to Doncaster residents. Additional resources are required to funding Sector Growth posts previously funded from temporary/grant funding £109k and provision of better marketing tools to identify new companies/generate new investment £65k. - Employment & Advancement Service £86k - to deliver a more person/family centred model of support providing skills and coaching to help people advance in the workplace and increase their earnings, to increase numbers accessing employability skills & training support, increase economic activity and household incomes amongst Doncaster residents reducing the reliance on benefits. Resources required for the development of this service include funding for a post previously grant funded and a new post to provide community benefits through support around the social economy and food. - Apprenticeship Service £100k - a team is required to administer the levy and meet public sector apprenticeship targets, this cost cannot be charged to the levy and therefore additional funding is required (this is an overspend in 		0.360			0.360
2018/19 Pressure	R&E	Metroclean	This is required to offset a reduction in income from Schools and Academies.		0.055			0.055

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m
2018/19 Pressure	R&E	North Bridge depot	Additional significant operational costs as a result of more staff moving to the depot as well as security costs following several thefts & unauthorised access issues. Annual supplementary security costs £60k with further internal security initiatives to be agreed and implemented with Community Safety and in liaison with SY Police who have now provided a dedicated support resource. A Site Security Review was completed by Zurich Insurance Risk Engineering in August. The other running costs of the depot have increased by £60k on top of an already pressured budget. Initial discussions on proposals on areas of capital investment at the location which would reduce running costs & risk have commenced.		0.120			0.120
2018/19 Pressure	R&E	Planning	Local Plan examination - An estimated £200k of additional funding is needed over 2018/19 and 2019/20 to meet a shortfall in budget due to both the majority of Local Plan Inspection costs (Examination in Public) and the remaining cost of the Joint Waste Plan evidence base falling into 2018/19 & 2019/20. An earmarked reserve and a £29k annual budget are being used to contribute to overall cost of the Plans.		0.100	0	-0.100	0.000
2018/19 Pressure	R&E	Public Buildings Maintenance (PBM)	Changes in policy for the use of agency staff have severely reduced the capability to recruit the quality of candidates required due to a maximum length of appointment of 6 months. This years financial plan will be revisited due to the type of work changing to a delivery & managements of projects & work streams instead of total delivery, this may just be a short term phase. The emphasis is to return to a business model of resourcing to known minimum workloads utilising the highly engaged multiskilled workforce & deploying temporary staff to support delivery of increased workloads or extra projects. Vacancies are not being filled.		0.100			0.100
2018/19 Pressure	R&E	Schools Catering	Surpluses that can be achieved are less than in the past due to conversions to the academies leading to reductions in income. Meal price on average reduces from £2.45 to £2.21. The pressure is calculated based on the 2017/18 position adjusted for further academy conversions and additional trading days.		0.200			0.200
2018/19 Pressure	R&E	Strategic Housing	Loss of income due to Gypsy & Traveller site voids being higher than budgeted (over 12% rather than 3%)		0.035			0.035

Budget Proposals 2018/19 to 2020/21 - Detail

				-£14.549m	-£17.702m	-£14.318m	-£12.436m	-£44.456m	54.5	59.0	22.0	135.5
Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2018/19 Saving	AH&Wb	Admin and business support (AHWb)	Savings are planned to be achieved by streamlining and automating directorate administration. The saving of £342k equates to a reduction of 15 posts. The full savings are not possible until the planned changes in the Customer Journey and Community Led Support ways of working are fully implemented. We estimate c. 8 posts will be reduced. £171k from iBCF will be used to manage the delivery of this target over the next two years. Present net budget £690k (approx. 33 posts)	0.000	-0.342	0.000	0.000	-0.342	8.0	7.0	0.0	15.0
2018/19 Saving	AH&Wb	Community Safety	The Community Safety service will explore internal savings at a local level to deliver this proposal from all areas of the budget, including a blend of post reductions and exploration of commercial and external funding opportunities with the Alarm Receiving Centre, which is now on a footing to provide CCTV and alarm monitoring. The Council will continue to explore possible alternative shared service options with other local authorities and the Police. An Options Appraisal will be undertaken. The reduction to grants set out in Appendix G includes a £20k reduction in 2018/19 to the Doncaster Rape and Sexual Abuse Counselling Service (DRASACs) as a result of them now receiving direct funding from the Police and Crime Commissioner (further details in Appendix G). Present net budget: £800k.	0.000	-0.020	-0.172	0.000	-0.192	0.0	2.0	0.0	2.0
2017/18 Saving	AH&Wb	Customer Journey	Increased use of information advice & guidance and a redesigned community model that helps individuals to find new and better ways to meet their needs will reduce the number of individuals requiring social care services. Improvements that make better use of technology, that streamline, automate and focus our work will also make it possible to undertake our business with fewer staff resources. Savings of £1.076m, equating to 31 posts (13% of establishment) are planned to be achieved by changing the way we work. These staff savings can only be achieved when the new Customer Journey and Community Led Support ways of working are fully implemented. A more modest target of £200k (6 posts) is planned for 18/19, with the biggest reduction of £715k (21 posts), planned for 2019/20. Present net budget: £8.1m (staffing 235 FTEs)	-0.469	-0.200	-0.715	-0.161	-1.076	6.0	21.0	4.0	31.0

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	AH&Wb	Day Opportunities	<p>The service is being modernised to give service users better choice and control, to give them the option for individualised and more meaningful activities closer to where they live and access to employment. Most day opportunity users will be expected to take a direct payment (separate investment money set aside) to pay for a wider range of activities tailored to their individual needs. If service users choose to take up these opportunities, closer to where they live, the current Council's staff costs and transport costs will reduce. Total savings of £809k (£566k staffing / £243k transport) are planned to be achieved by the promotion of new Day Opportunities. The savings for the first year are £328k (£230k staffing / £98k transport).</p> <p>The Day Opportunities programme is already underway.</p> <p>The savings are spread evenly over the planned period.</p> <p>Present gross exp £2.9m, gross inc £0.5m, net £2.4m. (staffing 95 FTEs)</p>	-0.253	-0.328	-0.336	-0.145	-0.809	5.0	10.0	5.0	20.0
2017/18 Saving	AH&Wb	Home Care	<p>New ways of working across the social care service will make savings in home care costs possible. Customers will be encouraged to make best use of assistive technology, and people will be encouraged to source their own support through, for example, the Information, Advice and Guidance resource called Your Life Doncaster.</p> <p>More people will be helped to stay independent for longer by increasing the focus on rehabilitation and reablement. All these initiatives will reduce the demand for care hours, providing a saving for customers as well as the Council. Since the beginning of 2017/18 the number of packages paid for directly by the council have reduced from 1,277 per week to 1,057 per week @ August 17. This is mainly due to service users moving to direct payments as part of the new CCaSH arrangements. This was a planned outcome and additional budget has been set aside (see below) to cover the transfer of costs from homecare budgets to direct payment budgets.</p> <p>In addition to the transfer of costs to direct payments, work has also been undertaken to review the care plans of around 400 individuals. This is likely to have reduced homecare costs but the revised packages of care are still being agreed and costed so finalised figures are not yet available.</p> <p>The gross home care reduction over in 2018/19 is £0.588m, which equates to a reduction of 64 clients (approximately 39,600 hours). It is unlikely that this can be achieved in full by the end of 2018/19, so £0.3m iBCF home care funding has been allocated in 2018/19.</p> <p>Gross exp £10m, gross inc £3.4m, net £6.6m.</p>	-0.724	-0.588	-0.490	-0.386	-1.464	N/A	N/A	N/A	N/A

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2018/19 Saving	AH&Wb	Housing related support services	<p>The council and relevant partners are reviewing (discretionary) housing related support services with a view to the transition of current service users to more appropriate forms of support. There are currently 12 related contracts covering 58 units and 610 packages of support (including floating support and hostels) that mainly relate to mental health, children, homelessness and learning disabilities. The plan is to work towards the following notional targets over the 2 years based on spend levels:</p> <p>Children & Young People (4 contracts) £0.388m Complex Lives (3 contracts) £0.661m Mental Health (3 contracts) £0.300m Learning Disability (1 contract) £0.063m Domestic Abuse Support (1 contract) £0.026m Total £ 1.438m</p> <p>This area of work originated with historical Supporting People arrangements (plus other minor areas) and many of the contracts are considered to be quite traditional in approach. More efficient or entirely new ways of working are being investigated for the benefit of the people concerned in addition to releasing savings.</p> <p>The AHWB directorate is working with colleagues in other parts of the council and with wider Doncaster partners, to make sure that the risks to individuals are minimised and that where necessary suitable alternatives are available for the people concerned.</p> <p>Present gross exp £3.7m, gross inc £1.1m, net £2.6m</p>	0.000	-0.719	-0.719	0.000	-1.438	N/A	N/A	N/A	N/A
2017/18 Saving	AH&Wb	Leisure Trust	<p>This proposal is linked to the Get Doncaster moving, where we want more people to be physically active not only through organised sport but making healthy choices in everyday activities such as active travel. There will be more capital investment for leisure, which will assist DCLT to deliver the general revenue efficiencies from 2019/20 and therefore reduce revenue subsidy for taxpayer.</p>	-0.250	0.000	-0.250	0.000	-0.250	N/A	N/A	N/A	N/A

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	AH&Wb	Residential Care - Older People	<p>Considerable progress has already been made over the last 2 years in enabling older people to remain independent in their own homes, resulting in fewer people needing residential care. We began 17/18 with 850 DMBC funded clients and the aim was to reduce to 798 by March 18 (52 less), but based on quarter 2 figures we are now forecasting 64 less by the year end, i.e. DMBC client numbers reduce to 786.</p> <p>To deliver the savings in 2018/19 a further net reduction of approximately 36 places is required. This will deliver £327k of savings with staggered reductions over the course of 2018/19, which equates to £654k in a full year. This plus the additional £208k funding highlighted for demographics (see below) will deliver the required £862k in a full year. However, due to the gradual reductions expected in 2018/19 iBCF funding will be required to cover the £327k gap next year.</p> <p>The total savings of £1.975m planned between 2018/19 and 2020/21 equate to 14% of the net budget.</p> <p>Present gross exp £28.6m, gross inc £14.6m, net £14.0m</p>	-1.418	-0.862	-0.611	-0.502	-1.975	N/A	N/A	N/A	N/A

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	AH&Wb	Residential Care - Working Age	<p>The saving can be achieved through the transition of people from residential settings into more appropriate, more independent support options, including supported living, extra care and shared lives. This change would be beneficial for the individuals concerned and result in more efficient personalised services.</p> <p>We have reviewed the majority of clients, and evidence indicates that there are 72 people who would be better served by such alternative provisions. To achieve £3.211m we need to reduce the current 193 client base by 72 individuals, at an average cost of £44.5k.</p> <p>In 18/19 we are planning to achieve savings of £400k; which equates to 9 clients in total. However because not all these individuals will move at the start of the financial year, we will need to support approximately 15-20 people to move on to alternative provisions in 18/19 to achieve these savings.</p> <p>There is £2.8m investment available in Supported Living, including £1.2m next year, to fund alternative provisions.</p> <p>There is also money available for demographic changes (£162k) and transitions from childrens services (£265k) to fund the rising demand for Working Age Residential and Supported Living services.</p> <p>The investment in Supported Living will only be incurred when there is confidence that the residential reductions can be achieved.</p> <p>Present gross exp £10m, gross inc £0.8m, net £9.2m</p>	-0.900	-0.400	-1.537	-1.274	-3.211	N/A	N/A	N/A	N/A
2018/19 Saving	AH&Wb	Stronger Communities	<p>The saving is planned for 2020/21 and relates to Council staff reductions enabled by an alignment of teams to the community led support model and enablement agenda, leading to productivity improvements.</p> <p>The saving of £200k is 9% of the net budget and equates to a reduction of approximately 7 FTEs.</p> <p>Present gross exp £2.99m, gross inc £0.75m, net £2.24m</p>	0.000	0.000	0.000	-0.200	-0.200	0.0	0.0	7.0	7.0

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2018/19 Saving	AH&Wb	Supported Living	<p>The ambition is to help individuals to live more independently in communities and therefore require less traditional social care, including fewer care hours. Existing service users will also be encouraged to move to individual budgets e.g. Direct Payment (DP), Individual Service Fund (ISF) etc. to support increased choice and control.</p> <p>The Supported Living service is largely delivered through 4 Contracts (Living Ambitions, Lifeways, St Anne's and Mencap) which are due to be re-let on the 1st of September 2018. This is an opportunity to move away from the conventional methods of support, and promote the strengths based approach (including support options such as extra care, shared lives and short stay). The Council will also look for efficiency savings in this area and examine alternative ways of delivering the in-house provision.</p> <p>A saving of £1.761m (12% of net budget) is planned by giving the current 295 users of the service greater independence and choice and control over the support they receive. The saving planned for 2018/19 is £900k.</p> <p>Any shortfall on these savings will be off-set by a reduction in the £1.2k investment planned for Supported Living in 2018/19.</p> <p>Forecast spend for 2018/19 is £14.2m, funding approximately 295 clients. Average cost per client is c. £48k</p>	0.000	-0.900	-0.443	-0.418	-1.761	N/A	N/A	N/A	N/A
2018/19 Saving	Children's Trust	Children's Trust	<p>The Children's Trust have put forward a range of savings to achieve the overall £4.5m target and these have been reviewed by Council officers. They represent a package of options that should not reduce the quality of services offered. The Children's Trust is a separate company and it is their decision and responsibility to make the savings necessary to meet the agreed contract price and it is not the Council's decision as to what these savings initiatives are. The main changes relate to changes in the care ladder to try to ensure that a slightly larger proportion of children are not at the high cost end of the care ladder. There are also a number of business support efficiencies, reduced use of agency staff and some restructuring of services. The Children's Trust did not adopt terms and conditions changes when the council did and is considering its options, as it has to, in light of the proposed national pay award. The Children's Trust is also in the process of implementing the changes to guardianship and responsibility order payments arrangements previously agreed with the Council and this will contribute to the savings target in 2018/19.</p>	0.000	-2.000	-2.000	-0.500	-4.500	TBC	TBC	TBC	TBC

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	Council-Wide	Business Rates Income	Business rates growth - 2% per annum increase in multiplier already included in the 1st March 2016 Council approved MTFF. Additional growth has been identified for future years based on known and expected developments, e.g for 2018/19 new build at the Iport, several new supermarkets across the borough and new developments at Quora Retail Park Thorne (two retail units, hotel and fast-food unit) £1.06m in 2018/19; a higher multiplier for 2018/19 based on 3% CPI rather than the MTFF assumption of 2% £0.64m and additional section 31 grant compensation due to central government policies, e.g. using CPI of 3% rather than RPI of 3.9% in 2018/19 £0.39m. An additional £1m growth in 2020/21 generated by the additional Business Rate Incentive one-off funding. The Fellowes unit at the I-port is part of the incentive scheme and is now generating business rates.	-1.367	-2.095	-0.035	-1.072	-3.202	N/A	N/A	N/A	N/A
2018/19 Saving	Council-Wide	Commissioning	The commissioning of services from external organisations, by the Council and health partners, will be brought together. As we move towards the full integration of health and social care services in the future. This is expected to deliver efficiencies as we reduce duplication and do more joint commissioning.	0.000	-0.100	0.000	0.000	-0.100	3.0	0.0	0.0	3.0
2017/18 Saving	Council-Wide	Council Tax Base Growth	Council Tax base growth - based on the latest estimate for the Council Tax Base for 2018/19 (actual Band D equivalent growth of 1,120 in 2017/18 and estimated Band D equivalent growth of 730 in 2018/19). 2019/20 onwards an estimate is included based on additional net (i.e. new properties less demolitions) 750 band D equivalent properties per annum (e.g. 1,125 band A properties are equivalent to 750 band D properties).	-0.859	-1.941	-0.887	-0.980	-3.808	N/A	N/A	N/A	N/A
2017/18 Saving	Council-Wide	Council Tax Collection Fund	Collection Rate loss on collection reduced from 3% to 2% in 2017/18 and remaining at 2% for future years. Collection Fund surplus - increase in distribution of the Council's share of the accumulated surplus in the Collection Fund from £2.527m to £2.855m in 2018/19. As the accumulated surplus is one-off, the amount taken out from 2019/20 onwards needs to be managed down to a sustainable level. Pressure in 2018/19 to fund proposed new scheme for council tax discounts/exemptions for care leavers up to age 25 estimated at £120k.	-0.666	-0.328	0.658	0.087	0.417	N/A	N/A	N/A	N/A
2017/18 Saving	Council-Wide	Council Tax Increase	Council Tax increase 1.99% in 2018/19 and 1.99% each year thereafter (Doncaster Council's 2018/19 overall charge for a Band A property increases by £32.93 to £858.13, this includes the 2% social care increase shown below).	-1.880	-1.992	-2.086	-2.189	-6.267	N/A	N/A	N/A	N/A

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	Council-Wide	Council-wide - Reduce Senior Management	Considerable savings have been delivered from 2015/16 to 2017/18 of £0.7m; these savings have been front loaded. Overall senior management numbers have reduced by 7 posts over this period to 54 in 2017/18, this is a reduction of 13%. Leadership posts are currently 1% of overall staff numbers. These savings are on top of earlier savings and reductions in posts from 2011 - 2015 of 33%. The 2019/20 saving will be achieved by reducing the number of Senior Management posts across the Council following reviews of activity and re-shaping of services.	-0.100	0.000	-0.100	0.000	-0.100	0.0	2.0	0.0	2.0
2017/18 Saving	Council-Wide	Fees & Charges	General fees and charges increases - the overall policy for 2018/19 is to increase the charges by RPI (3.9% for September 2017) with some higher charges to ensure the Council is not subsidising the charges.	-0.243	-0.302	-0.350	-0.350	-1.002	N/A	N/A	N/A	N/A
2017/18 Saving	Council-Wide	Government's Social Care "precept"	Estimate for the Government's 2% per annum Social Care "precept" up to a maximum of 6% in total for the 3 years 2017/18 to 2019/20. Profiled 2017/18 2%, 2018/19 2%, 2019/20 2%. Assumes this continues after 2019/20 at 2% per annum.	-1.889	-2.003	-2.097	-2.199	-6.299	N/A	N/A	N/A	N/A
2018/19 Saving	Council-Wide	Metropolitan Debt Levy	South Yorkshire County Council was abolished in 1986 and its 4 metropolitan boroughs (Doncaster, Barnsley, Rotherham and Sheffield) became unitary authorities. The SYCC debt was allocated out to the 4 Councils and, as at 01/04/17, Doncaster's share of the debt was £8.3m. The final year of the levy is 2020/21. The principal repayment increases every year but the interest payment is expected to fall faster than principal repayment in 2018/19.	-0.067	-0.078	0.051	0.039	0.012	N/A	N/A	N/A	N/A
2018/19 Saving	Council-Wide	Parish Councils	Local Council Tax Support (LCTS) Parish Council Grant reductions - current grant is £252k. 10% reductions were implemented in 2015/16 and 2016/17 but not 2017/18. Remainder of grant profiled to reduce annually from 2018/19 by 20%, 30% and 30% reducing to zero in 2020/21.	0.000	-0.064	-0.094	-0.094	-0.252	N/A	N/A	N/A	N/A
2017/18 Saving	Council-Wide	Pension	A reduction in pensions paid to former employees. The number of former employees falls every year. The budget in 2017/18 is £5.3m.	-0.100	-0.180	-0.100	-0.100	-0.380	N/A	N/A	N/A	N/A
2017/18 Saving	Council-Wide	Procurement	Procurement savings target (Regeneration & Environment/Finance & Corporate Services & Education). Proposals are currently being reviewed and include the Waste Collection contract in 2020 for example.	-0.250	-0.150	-0.183	-0.260	-0.593	N/A	N/A	N/A	N/A
2017/18 Saving	Council-Wide	South Yorkshire Passenger Transport Executive (SYLTE)	SYLTE savings, a £411k saving equates to 3% reduction in our levy payment, offset by £55k in 2018/19. This will mainly be delivered from demand-led reductions (concessionary fares for adults) and use of reserves, there will not be any policy changes in 2018/19.	-0.675	-0.356	-0.279	-0.240	-0.875	N/A	N/A	N/A	N/A
2018/19 Saving	CR	Audit Fee	Reduction in the annual audit fee as a result of a new national contract let by Public Sector Audit Appointments Ltd.	0.000	-0.030	0.000	0.000	-0.030	N/A	N/A	N/A	N/A

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	CR	Corporate Services	Savings target for reducing Corporate Services in line with the overall Council reduction and improved efficiency. Savings from more streamlined activity, specific savings to be identified in preparation for delivery in 2019/20.	-0.100	0.000	-0.200	-0.200	-0.400	0.0	6.0	6.0	12.0
2018/19 Saving	CR	Revenues & Benefits	We are monitoring the impact from the introduction of Universal Credit and are aiming to reduce staffing by removing vacant posts.	0.000	-0.118	0.000	0.000	-0.118	5.0	0.0	0.0	5.0
2017/18 Saving	LOCYP	LOCYP: Functional Review	A functional review of the LO-CYP structure is underway and will contribute towards phase 2 restructure target of £0.8m over 2018/19 to 2020/21. The functional review, including staff consultation and identification of savings is expected to be completed by March 2018. The functional review is anticipated to deliver £500k savings by 2020/21, this includes transitional staffing arrangements through 2018/19 and 2019/20.	-0.850	-0.183	-0.350	-0.267	-0.800	23.5	7.0	0.0	30.5
2016/17 Saving	R&E	Assets	These figures represent the final years of a £4.8m savings programme centred around reducing the running costs and increasing income related to the Council's asset portfolio. This will be achieved through a reduction in the number of assets, either through disposal or lease; reducing the running costs of the retained buildings through a review of contracts; reducing staff related to buildings and through increased income from leasing assets/ space. The Council is also working very closely with partners across the public sector to share space where possible and increase utilisation of operational buildings. The profile of savings has been reviewed.	-0.289	-0.423	-0.493	-0.200	-1.116	0.0	0.0	0.0	0.0
2017/18 Saving	R&E	Highways (general fund)	The Highways general fund 2018/19 saving of £500k will be achieved by the following, (a) Asset Maint - £75k - Reduction in routine maintenance (patching) £60k and Carriageway reactive maintenance £15k. (b) Safer Roads - £10k - Reduction in road safety works £5k, Educational Materials £5k. (c) Network Management - £20k - Increase in network management fee £20k. (d) Highways Operations £40k - Increase in Trading income £30k and Increased Mechanisation £10k. (e) There will also be a transfer from the Capital Local Transport Plan (LTP) of £355k to ensure the full saving is achieved. The 2020/21 saving will be met through Asset Maint £75k, Safer Roads £10k, Network Management £30k, Highways Operations £20k and a further transfer from the Local Transport Plan £365k, which is not sustainable beyond 2021/22.	-0.500	-0.500	0.000	-0.500	-1.000	0.0	0.0	0.0	0.0

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	R&E	Highways and Streetscene	The Highways Operations and Streetscene saving of £500k for 2019/20 will be achieved by:- (a) Highways Operations - £210k - Smartlight Phase 2 (through reduction in spend on materials, equipment, testing and energy) (b) Street Scene - £290k through:- (i) Service Devolution - Partnership Working £34k (ii) Woodland Improvement Project £35k (Branching out to other woodlands) (iii) Service Commercialisation - Maximise Trading income £90k (Charge for services including city jet, fly tipping, gum removal) (iv) Service Transformation - 7 day working £131k (Posts to be deleted)	-0.500	0.000	-0.500	0.000	-0.500	0.0	4.0	0.0	4.0
2018/19 Saving	R&E	Independent Travel Training Scheme	Independent Travel Training Scheme - savings will be delivered through training young people and vulnerable adults to travel independently and thereby reducing expensive forms of transport e.g. taxis.	0.000	0.000	0.000	-0.025	-0.025	N/A	N/A	N/A	N/A
2017/18 Saving	R&E	Planning and Building Control	The 2018/19 are assumed to be achievable through increased planning application income. Income levels can be volatile due to the large sums paid in relation to major developments. Increasing the budgeted income relies on several major developments taking place each year.	-0.100	-0.100	0.000	0.000	-0.100	N/A	N/A	N/A	N/A
2017/18 Saving	R&E	Regulation & Enforcement	The Regulation & Enforcement team employs 218 FTEs and its focus is on compliance, robust enforcement and the provision of advisory functions across a wide range of services (eg licensing, parking, littering, fly-tipping) which protect the health and wellbeing of residents, employees and visitors to the borough. The target will be achieved through :- (a) Service efficiencies - Including out of hours and full service review and restructure (£125k) (b) Review of provision of all non-statutory services offered - Work on-going to RAG rate and review all work which will achieve the saving (£15k) (c) Cost Recovery/Commercialisation - Generate more income from working with other LAs and partner organisations (£60k). Includes £40k with Rotherham MBC through the Kingdom contract.	-0.100	-0.200	0.000	0.000	-0.200	4.0	0.0	0.0	4.0

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
2017/18 Saving	R&E	Waste Contract	<p>Various changes to be implemented alongside the new waste collection contract which starts in October 2017. 18/19 saving to be achieved by:-</p> <p>(a) Introduction of a charge to residents for replacement bins - Total saving will be £220k (approved in the 2017/18 budget and implemented during 17/18, balance of saving (£110k) will be achieved in 18/19) based on 5,000 black bins and 4,500 green bins per year. Replacing recycling boxes remains free.</p> <p>(b) Non infectious clinical waste to now be collected with domestic collection rather than separate collection which makes a total saving on both collection and disposal costs of £75k (implemented in 17/18, balance of saving (£40k) will be achieved in 18/19).</p> <p>(c) Fridges/Freezers no longer to be collected for free, residents to pay for collection now generating a total saving of £35k (implemented in 17/18, balance of saving (£15k) will be achieved in 18/19). Fridges/Freezers can be deposited at the Waste & recycling centres for free.</p> <p>(d) Removal of the free collection of asbestos saves £15k, (implemented in 17/18, balance of saving (£7.5k) will be achieved in 18/19). Asbestos can still be deposited at the Armthorpe Waste & Recycling centre for free; from 2018/19 this will be limited to 5 * 25kg bags.</p> <p>(e) Increasing charge for bulky collections saves £55k (implemented in 17/18, £27.5k achieved in 18/19).</p> <p>The £300k saving in 20/21 will be met through the new waste collection contract and the diversion of further waste to the PFI facility to take advantage of lower gate fees.</p>	-0.200	-0.200	0.000	-0.300	-0.500	0.0	0.0	0.0	0.0

Budget Proposals 2018/19 to 2020/21 - Detail

			Total	-£1.051m	-£6.511m	-£4.394m	-£2.208m	-£13.113m	8.5	9.0	0.0	17.5
Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
Grant Exit Strategy	AH&Wb	Adult Social Care Grant	One-off Adult Social Care grant of £1.520m in 2017/18. Only one-off expenditure will be funded from the grant in 2017/18 e.g. transformation costs. There is £0.944m additional one-off Adult Social Care grant in 2018/19. Only one-off expenditure will be funded from the grant in 2018/19.		-1.520	-0.944		-2.464	0.0	0.0	0.0	0.0
Grant Exit Strategy	AH&Wb	Flexible Homelessness Support Grant	The Flexible Homelessness Support Grant is ring-fenced for two years 2017/18 and 2018/19. The government has not stated whether it will continue after 2018/19 or if it will continue to be ring-fenced.		0.000	-0.228	0.000	-0.228	0.0	0.0	0.0	0.0
Grant Exit Strategy	AH&Wb	Improved Better Care Fund (iBCF) (March 2017 announcement)	The new iBCF grant announced in the March 2017 budget is a 3 year grant and reduced year on year; it is being used to fund pressures in AH&Wb. Further details on the iBCF spend plan are provided in the MTFF (Appendix E) at paragraph 10.		-2.730	-2.180	-2.136	-7.046	0.0	0.0	0.0	0.0
Grant Exit Strategy	AH&Wb	Independent Living Fund	Independent Living Fund - expenditure will be reduced to meet the funding reduction.	-0.025	-0.023	-0.021	-0.022	-0.066	0.0	0.0	0.0	0.0
Grant Exit Strategy	AH&Wb	Public Health Grant	The Public health grant for 2018/19 is £23.8m, a reduction of £0.63m from the 2017/18. 2018/19 savings will be made through reductions in the contract value of recently tendered public health commissioned services and by committing £0.24m of the public health reserve. For information, the total value of commissioned services for 2018/19 is £17.7m. Savings for 2019/20 (estimated grant reduction is £0.63m) will exhaust the public health reserve and require developing options for the recommissioning of NHS health checks and sexual health services.	-0.618	-0.628	-0.629	0.000	-1.257	0.0	0.0	0.0	0.0
Grant Exit Strategy	Children's Trust	Unaccompanied Asylum Seekers Children (UASC)	Activity is expected to reduce in 2018/19 therefore the level of grant funding from the Home Office will reduce accordingly.		-0.090	0.000	0.000	-0.090	0.0	0.0	0.0	0.0
Grant Exit Strategy	Children's Trust	Youth Justice Board	Youth Justice Board - actual grant reduction to be announced. Expenditure will be reduced to meet the funding reduction. The grant reduction may be staggered over 3 years but it is expected that DCST would be able to make the £150k total saving in 2018/19 if required.	-0.050	-0.050	-0.050	-0.050	-0.150	TBC	TBC	TBC	TBC
Grant Exit Strategy	Council-Wide	Business Rates Inflation Compensation - Top Up Section 31 grant	2017 Revaluation correction to formula. Treated as one-off in 2017/18 and built into MTFF from 2018/19.		-0.493	0.000	0.000	-0.493	N/A	N/A	N/A	N/A

Proposal	Directorate	Service/ Saving Proposal	Proposal Narrative -	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	2018/19 - 2020/21 Total £'m	2018/19 FTE	2019/20 FTE	2020/21 FTE	Total FTE
Grant Exit Strategy	CR	ERDF & ESF	ERDF & ESF grant ceasing. Technical Assistance which funds posts in Finance & Corporate Services ceases at 30.09.18.		-0.040	-0.040		-0.080	0.0	2.0	0.0	2.0
Grant Exit Strategy	CR	Local Authority Data Sharing	Reduction of £7k grant in 2018/19. Only one-off expenditure has been funded from the grant in 2017/18.		-0.007			-0.007	0.0	0.0	0.0	0.0
Grant Exit Strategy	LOCYP	Additional recurrent Children's Services Trust Costs	The agreed funding from DfE for LOCYP's Commissioning and Performance teams is £120k in 17/18, dropping to £100k in 18/19 & then back down to the original funding amount of £80k plus inflation in 19/20. The ongoing grant of £80k funds posts in LOCYP's Commissioning and Performance structure, and the additional allocation's for 2017/18 and 2018/19 are to be used to fund one-off spend only.		-0.019	-0.016	0.000	-0.035	0.0	0.0	0.0	0.0
Grant Exit Strategy	LOCYP	LO-CYP: Transitional Education Services Grant	The Education Service Grant (ESG) was cut from April 2017, however a transitional one-off grant of £516k was paid for the period April-August 2017. This is linked to the 2018/19 pressure on LO-CYP: Education Services Grant.		-0.511	0.000	0.000	-0.511	N/A	N/A	N/A	N/A
Grant Exit Strategy	LOCYP	SEND Implementation Grant	SEND Implementation Grant is funding fixed term contracts which will end March 2018 upon cessation of grant.		-0.231			-0.231	7.0	0.0	0.0	7.0
Grant Exit Strategy	R&E	Ambition SCR	Ambition Sheffield City Region (SCR) - funding is due to end in March 2018. Alternative funding is being sought to meet this grant reduction.	-0.358	-0.129			-0.129	inc in launchpad /			
Grant Exit Strategy	R&E	Launchpad & Growth Hub	Launchpad & Growth Hub are funded from ESIF and these grants cease at 31 March 2019.			-0.286		-0.286	1.5	7.0	0.0	8.5
Grant Exit Strategy	R&E	Neighbourhood Planning Grant	One-off grant of £40k in 2017/18. Only one-off expenditure will be funded from the grant in 2017/18.		-0.040			-0.040	0.0	0.0	0.0	0.0

Detailed Medium Term Financial Forecast (MTFF)

The medium-term financial forecast for 2017/18 – 2020/21 is provided below: -

	Parag raph	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Major Funding Sources					
Retained Business Rates*	4,17	44.057	46.437	47.424	73.052
Top Up*	1,17	32.805	33.528	34.777	45.803
Revenue Support Grant*	1	36.150	28.131	20.041	0.000
Total Baseline Income		113.012	108.096	102.242	118.855
Specific Grants	8	63.527	64.265	64.956	63.688
Public Health Grant*	11	24.437	23.809	23.180	0.000
Council Tax Income	14	100.432	106.696	106.696	106.696
Customer & Client Receipts		49.172	46.553	46.728	46.728
Other Income	21	67.655	67.655	67.655	67.655
Housing Benefit	24	86.546	62.523	62.523	62.523
Total Income		504.781	479.597	473.980	466.145
Total Council Expenditure Including Public Health (Funded)		494.136	506.808	479.597	474.735
<u>Expenditure Changes</u>					
Change in Housing Benefit (nil impact on reductions required)	24	-7.814	-24.023	0.000	0.000
Grant decreases exit strategies in place (one-off)	9	-0.358	-4.952	-3.678	-2.136
Grant decreases exit strategies in place (on-going)	9	-0.933	-1.559	-0.716	-0.072
Staffing	25	2.412	3.546	4.059	-2.470
Prices Changes	30	5.310	5.470	5.140	4.960
Levying Bodies	34	0.100	0.100	0.100	0.100
Expenditure funded from additional income included above		23.596	-1.655	0.000	0.000
Budget Pressures	34	4.146	5.615	4.551	3.464
Savings to be identified		-2.027	-9.753	-15.073	-12.436
Impact of Budget Proposals		-13.787			
Gross Budget		504.781	479.597	473.980	466.145
Use of one-off Uncommitted Reserves		-2.027		-0.755	
Gross Budget (Total Income plus one-off uncommitted reserves)		506.808	479.597	474.735	466.145
Net Budget Requirement (including Baseline Income)		213.444	214.792	208.938	225.551

* Retained Business Rates increased in 2020/21 by £12m to compensate for nil RSG in this year, by £23m to compensate for nil Public Health Grant in this year and reduced by £10.5m to compensate for increased Top Up Grant in this year due to the migration to 75% Business Rates Retention.

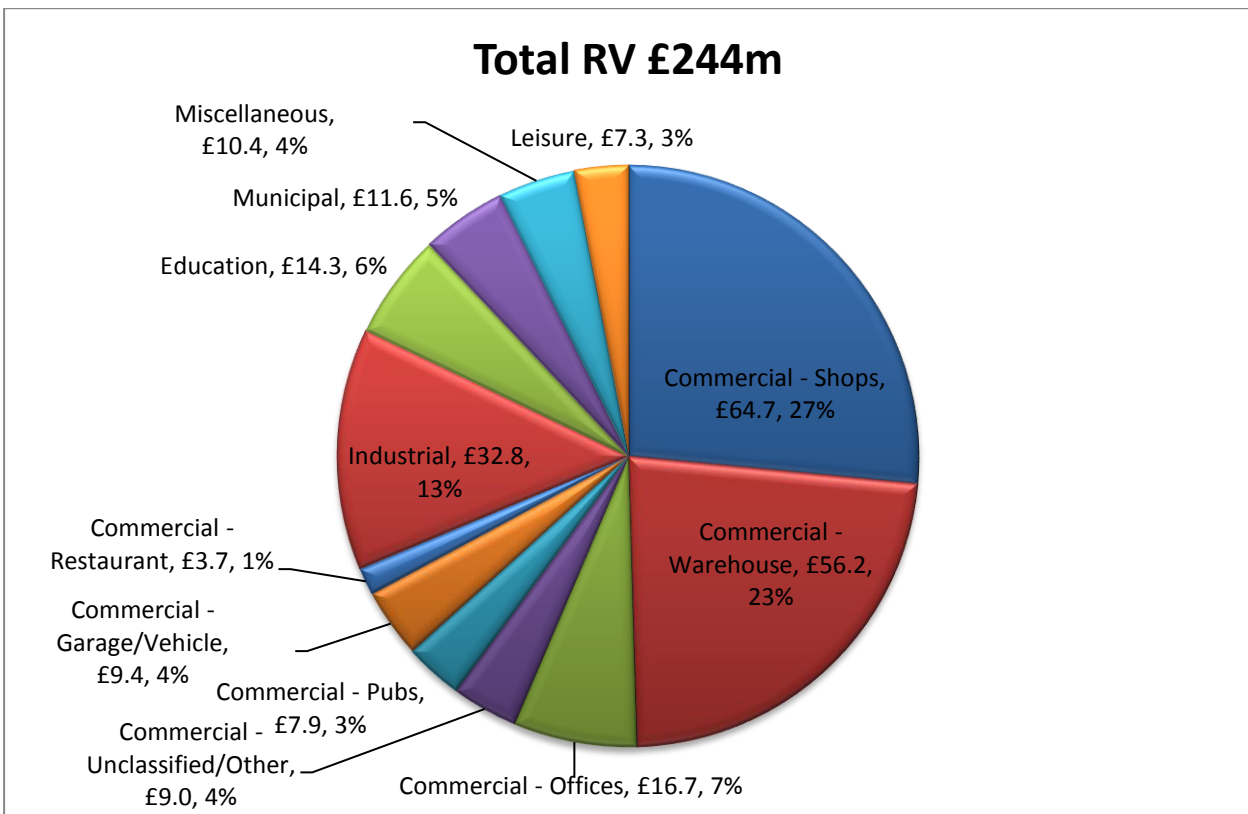
Reduction in Government Grants

Central Government Grant Settlements

1. Over the last seven years, public finances have been placed under unprecedented strain due to Government action in response to national and global economic events. This is expected to continue for the foreseeable future. There have been three Spending Review announcements in 2010, 2013 and 2015 covering in total the years 2011/12 – 2019/20 aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. To summarise the position: -
 - a. The public spending choice for the Government was essentially about the balance between tax increases and spending cuts; the outcome is heavily slanted towards the latter with Government funding to Councils falling substantially. In the Autumn Statement November 2016, the government remained committed to returning the public finances to balance, however due to the weaker growth outlook and the period of uncertainty, while the UK negotiates a new relationship with the EU the government will no longer seek to reach a fiscal surplus in this Parliament.
 - b. In the 2016/17 Finance Settlement, Government announced the opportunity for Councils to accept a multi-year settlement offer to 2019/20. As part of the move to a more self-sufficient local government, these multi-year settlements can provide the funding certainty and stability to enable more proactive planning of service delivery and support strategic collaboration with local partners. The Government have said that Councils should also use their multi-year settlements to strengthen financial management and efficiency, including by maximising value in arrangements with suppliers and making strategic use of reserves in the interests of residents. The Council accepted this offer in October 2016.
 - c. The Government's Budget Statement of 16th March 2016 indicated that the Government is planning an additional £3.5billion of efficiency savings from departmental budgets in 2019/20. The Chief Secretary to the Treasury, with the support of the Paymaster General, will lead an efficiency review of all departmental spending which will report in 2018. However the Government made it clear that acceptance of the 4 Year Offer would mean that the Council would not suffer any further cuts to Revenue Support Grant over the period 2016/17 – 2019/20.
2. Prior to the General Election in June 2017, the Government consulted on changes to the local government finance system (including a review of the formula used) to pave the way for the implementation of 100% business rate retention from either 2019/20 or 2020/21. As part of this process Revenue Support Grant will be phased out. In order to do this, the Government proposed new legislation in the Local Government Finance Bill. The Local Government Finance Bill was dropped from the parliamentary timetable ahead of the General Election and it was not reintroduced in the Queen's Speech and so it will not form part of the Parliamentary timetable for this session. However, the Government remain committed to local government taking greater control of their income, as outlined in the Conservative Party Manifesto. In the 2018/19 provisional Finance Settlement, Government confirmed their aim to increase business rates retention for all local authorities in 2020/21 to help meet the commitment to give local authorities more control over the money they raise locally. The government wants local authorities to retain 75% of business rates from 2020/21. This will be through incorporating existing grants into business rate retention including Revenue Support Grant and the Public Health Grant.
3. At this stage, the MTF does not take account of any devolution proposals.

Retention of Business Rates

4. The Business Rates Retention scheme, whereby 50% of local business rates income is retained locally (Doncaster retains 49% and passes on 1% to the South Yorkshire Fire & Rescue Authority) and 50% is passed to Government, has been in operation since 2013/14.
5. The local retention of business rates model calculates the difference between each Council's individual business rate baseline and their calculated baseline funding level and either a top-up or a tariff is paid to Councils from Government. Doncaster Council will receive top-up grant of £33.528m for 2018/19. The emphasis of these reforms is to move local government funding away from a needs based system to one based on business rates and incentivising growth in the Council Tax Base (through the operation of the New Homes Bonus).
6. Full revaluations are carried out every five years and the last revaluation took place on 1st April 2017. As a revaluation should not affect the total tax raised, if valuations rise nationally then there should be a corresponding fall in the multiplier. As valuations did rise nationally, the multiplier fell in 2017/18 – the small business multiplier is 46.6p (down from 48.0p) and the higher multiplier 47.9p (down from 49.3p). This revaluation led to the revision of tariffs and top-ups. In general terms if the rateable value of businesses in a Council's area increased relative to the national average, central Government assumptions are that it can raise more income from Business Rates so Government reduced its top-up funding or increased the tariff it must pay. The opposite applies if the rateable value of businesses in a Council's area reduces relative to the national average. Doncaster's top-up increased from £27.197m to £32.805m in 2017/18 as a result of the rateable value for our area decreasing.
7. For information, the breakdown of total rateable value of Business Rates by category, based on the 2018/19 list, is shown in the chart below: -



Specific Grants

8. The Council receives a number of specific grants which are non-ring fenced and can be redirected to other areas of service provision as required. It also receives some specific grants that are ring fenced and can only be used for the specific purpose set out in the grant conditions. There are far fewer specific grants than in previous Spending Review periods as Government has rolled in excess of £5 billion of these grants into the baseline income for Business Rates Retention. The largest specific grant is Public Health and this is shown separately in the MTF. In addition to Public Health, further details of the main specific grants (ring fenced and non-ring fenced) are provided below. The following table details the amounts announced for 2017/18 and the assumptions for 2018/19 - 2020/21: -

Grant	Issued By	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
<u>Non Ring-fenced</u>					
Extended Rights to Free Transport	DfE	0.122	0.114	0.114	0.114
Local Reform & Community Voices	DH	0.206	0.206	0.206	0.206
Local Authority Data Sharing	DWP	0.010	0.003	0.003	0.003
New Burdens Grant	DWP	0.153	0.153	0.153	0.153
Right Benefit Initiation (RBI)	DWP	0.047	0.047	0.047	0.047
Universal Credit	DWP	0.250	0.250	0.250	0.250
Adult Social Care Grant	MHCLG	1.520	0.944	0.000	0.000
Flexible Homelessness Support Grant	MHCLG	0.208	0.228	0.000	0.000
New Homes Bonus	MHCLG	4.946	4.458	4.060	3.137
Section 31 grants relating to Retained Business Rates	MHCLG	3.767	3.767	3.767	3.767
Troubled Families Grant	MHCLG	1.718	1.718	1.718	1.718
<u>Ring-fenced</u>					
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	27.181	27.181	27.181	27.181
Pupil Premium Grant (Children in Care Element)	DfE	0.760	0.760	0.760	0.760
Transitional Education Services Grant	DfE	0.511	0.000	0.000	0.000
SEND Implementation Grant	DfE	0.231	0.000	0.000	0.000
Staying Put Implementation Grant	DfE	0.143	0.143	0.143	0.143
Additional recurrent Children's Services Trust Costs	DfE	0.226	0.207	0.191	0.191
Music Services Grant	DfE	0.441	0.441	0.441	0.441
School Improvement & Brokerage Grant	DfE	0.125	0.125	0.125	0.125
Access Fund (Local Sustainable Transport)	DfT	0.262	0.262	0.262	0.262
Bikeability	DfT	0.021	0.021	0.021	0.021
Bus Service Operator's Grant - Local Authority Bus Subsidy Ring-Fenced (Revenue) Grant	DfT	0.020	0.020	0.020	0.020
Care Act Grant (Social Care in Prisons)	DH	0.343	0.343	0.343	0.343
Discretionary Housing Payments (DHP)	DWP	0.886	0.886	0.886	0.886
Housing Benefit Subsidy Admin Grant	DWP	1.203	1.065	0.937	0.825
Independent Living Fund	DWP	0.726	0.703	0.682	0.660

Grant	Issued By	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Improved Better Care Fund (iBCF) (March 2015 announcement)	MHCLG	1.333	7.176	12.185	14.185
Improved Better Care Fund (iBCF) (March 2017 announcement)	MHCLG	7.046	4.316	2.136	0.000
The Private Finance Initiative (PFI) (Schools - fixed for the 25 years duration of PFI scheme)	MHCLG	3.478	3.478	3.478	3.478
Council Tax Support Admin Subsidy	MHCLG	0.430	0.385	0.358	0.333
Neighbourhood Planning Grant	MHCLG	0.040	0.000	0.000	0.000
Waste Infrastructure Grant	DEFRA	2.385	2.385	2.385	2.385
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	0.190	0.100	0.100	0.100
Independent Domestic Violence Advisors (IDVA) Grant	HO	0.010	0.010	0.010	0.010
Adult and Community Learning from Skills Funding Agency	BIS	0.753	0.753	0.753	0.753
Ambition SCR	BIS	0.129	0.000	0.000	0.000
Higher Education Funding Council for England (HEFCE) Payments	BIS	0.179	0.179	0.179	0.179
Individual Electoral Registration	CO	0.002	0.002	0.002	0.002
ERDF & ESIF - Launchpad	EC	0.195	0.195	0.000	0.000
ERDF & ESIF - SCR Growth Hub	EC	0.091	0.091	0.000	0.000
ERDF & ESIF - Technical Assistance	EC	0.080	0.040	0.000	0.000
Heritage Lottery Fund	HLF	0.111	0.111	0.111	0.111
Initial Teacher Training (ITT)	NCTL	0.445	0.445	0.445	0.445
Youth Justice Board	YJB	0.604	0.554	0.504	0.454
Total Specific Grants		63.527	63.265	64.956	63.688

9. Subsequent grant announcements may result in additional cuts to specific grants over and above those previously identified; where this is the case it is assumed that the activities will cease and the Council will no longer incur expenditure in these areas, i.e. there will be exit strategies for all grant reductions. Exit strategies are required for the following grant reductions and therefore these are not included in the budget gap, further details are provided at Appendix D: -

Grant	Issued By	Exit strategy 2017/18	Exit strategy 2018/19	Exit strategy 2019/20	Exit strategy 2020/21
One-off					
Adult Social Care Grant	MHCLG		-1.520	-0.944	
Flexible Homelessness Support Grant	MHCLG			-0.228	
S31 grant - Business Rate Inflation Compensation - Top Up	MHCLG		-0.493		
Improved Better Care Fund (iBCF) (March 2017 announcement)	MHCLG		-2.730	-2.180	-2.136
Neighbourhood Planning Grant	MHCLG		-0.040		
Ambition SCR	BIS	-0.358	-0.129		
ERDF & ESIF - Launchpad	EC			-0.195	
ERDF & ESIF - SCR Growth Hub	EC			-0.091	
ERDF & ESIF - Technical Assistance	EC		-0.040	-0.040	

Grant	Issued By	Exit strategy 2017/18	Exit strategy 2018/19	Exit strategy 2019/20	Exit strategy 2020/21
On-going					
Local Authority Data Sharing	DWP		-0.007		
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-0.100			
Transitional Education Services Grant	DfE		-0.511		
SEND Implementation Grant	DfE		-0.231		
Additional recurrent Children's Services Trust Costs	DfE		-0.019	-0.016	
Bikeability	DfT	-0.009			
Access To Work	DWP	-0.016			
Independent Living Fund	DWP	-0.025	-0.023	-0.021	-0.022
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO		-0.090		
Skills Made Easy (City Deal) from Skills Funding Agency	BIS	-0.115			
Youth Justice Board	YJB	-0.050	-0.050	-0.050	-0.050
Public Health Grant	DH	-0.618	-0.628	-0.629	
Total Exit Strategies		-1.291	-6.511	-4.394	-2.208
4 year Total				-14.404	

10. Further information on other significant specific grants is provided below: -

- a. Improved Better Care Fund (iBCF) 2015 settlement – the Government provided £1.5 billion additional funding for local authorities to spend on adult social care by 2019/20. The Government has said that it recognises that authorities have varying capacity to raise council tax. The funding has been allocated to meet the pressures for Adults, Health & Wellbeing including investment in the care ladder and growth in the number of clients from projected changes in the population.
- b. Improved Better Care Fund (iBCF) 2017 settlement – The additional iBCF funding was allocated through a separate grant to local government, using a methodology which provides greater funding to those authorities which benefit less from the additional council tax flexibility for social care. This additional funding commenced in 2017/18, and must only be used for the following:
 - Meeting adult social care need;
 - Reducing pressure on NHS, including supporting more people to be discharged from hospital when ready; and
 - Ensuring the local social care provider market is supported.

The 2018/19 spending plan for the additional iBCF was approved by Council in July 2017 and the Section 75 pooled budget arrangements have been approved (£36.5m in total). The updated iBCF (2015 settlement and 2017 settlement) spend plan is detailed below:

Meeting Adult Social Care Need:	£'000
Increased Demands	3,880
Residential Short Stay	600
Reducing Savings	300
Extra Care	250
Money Management & Deprivation of Liberty (DoLs)/Safeguarding	380

Reducing pressure on NHS:	£'000
BCF Projects - Transformation Programme	2,840
Community Equipment	300
Investment in Technology	300
Delayed transfers of Care (DTOCs)	250
Ensuring local supplier market is supported:	
Contract Increases	2,392
Grand Total	11,492

- c. New Homes Bonus (NHB) is a grant that was paid for 6 years by Government based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes. NHB is funded by reducing the baseline funding available for Councils and as a consequence Doncaster is worse off because the amount deducted is significantly more than the grant received.
- i. In December 2015 the Government issued a Consultation Paper 'New Homes Bonus: Sharpening the Incentive' with the purpose of cutting the amount of grant it has to pay out as NHB. The Government response to the consultation was contained in the Provisional Settlement announcement on 15th December 2016. It reduced the number of years for which NHB is paid from the current 6 years to 5 for 2017/18 and 4 for 2018/19 onwards and introduced a national baseline for housing growth of 0.4% which has to be exceeded before any NHB becomes available.
 - ii. The NHB for the Council is estimated at £4.457m for 2018/19, which is £0.489m less compared to 2017/18, mainly due to the reduction in years from 5 to 4 and the 0.4% baseline.
 - iii. The net grant loss is significant at £24.493m. The position is reasonably comparable with other Metropolitan Districts who also fare badly from the redistribution of grant funding, due to the relatively high levels of grant funding received and high levels of deprivation. The DCLG led evaluation of the NHB published in December 2014 concluded that the most negative impacts of the NHB were seen in authorities in the north of England and Yorkshire and the Humber. The NHB is therefore being utilised to assist with the loss in grant. Housing growth is being progressed utilising alternative funding streams. The updated estimated grant figures are set out in the table below: -

Year	NHB Estimate (Housing Growth) £k	NHB Estimate (Reimbursement Grant) £k	Total Grant Receipt £k	Grant Reduction £k	Net Grant Loss £k
2011/12	403	0	403	1,412	1,009
2012/13	928	0	928	3,054	2,126
2013/14	1,314	565	1,879	5,312	3,433
2014/15	2,430	228	2,658	6,729	4,071
2015/16	3,478	224	3,702	8,500	4,798
2016/17	5,051	160	5,211	10,518	5,307
2017/18	4,946	173	5,119	8,868	3,749
2018/19	4,458	0	4,458	6,708	2,250
Total	23,008	1,350	24,358	51,101	26,743

d. Dedicated Schools Grant (DSG) funds the schools budget (funding for schools and services that are provided centrally to pupils, early years and high needs budgets). The initial 2018/19 Block allocations including Academies are as follows:-

- Schools Block Allocation £191.9m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2018/19 having been sent out to schools on 8th February 2018.

Central School Services Block £1.6m – Now provided as a separate allocation to the schools block to cover services provided centrally to pupils/schools.

- High Needs Block Allocation £29.7m
- Early Years Block Allocation £19.1m

e. PFI Schools - the Council entered into a PFI agreement with Government to rebuild Mexborough and Thomas Wharton Secondary Schools. The rebuilds were completed during 2008/09 and the Government will pay an annual grant of £3.478m for 25 years towards costs incurred, the final payment will be made in 2033/34.

Public Health

11. The Health and Social Care Act 2012 provided the statutory basis for Local Authorities to assume their new Public Health responsibilities from 2013/14. From this date the majority of Public Health functions transferred to the Council although some specialist elements of Public Health such as children’s services 0-5, cancer screening etc. were retained by the NHS. Children’s Public Health commissioning responsibilities for 0-5 year olds transferred from NHS England to Local Authorities on 1st October 2015 and this joins up that already done by Local Authorities for children & young people 5-19.

12. The ring fence on public health spending will be maintained in 2018/19 and Government will consult on options to fully fund local authorities’ public health spending from their retained business rates receipts, as part of the move towards 75 per cent business rate retention in 2020/21. For 2018/19 the Council will have a reduction in the Public Health Grant of £0.628m.

The Collection Fund

13. All Council Tax receipts and Business Rates receipts are paid into and separately accounted for in the Collection Fund. Any surplus or deficit must be shared amongst the preceptors and utilised in budget setting in the following financial year. For Council Tax the preceptors are Doncaster Council, South Yorkshire Police Authority and South Yorkshire Fire & Rescue Authority. For Business Rates the preceptors are Doncaster Council, Central Government and South Yorkshire Fire & Rescue Authority.

Council Tax

14. A breakdown of the 2018/19 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,287.20
Band D Equivalent Properties	80,672
Council Tax Income	£103.841m
Collection Fund (Council Tax) Surplus	£2.855m
Total Council Tax Income	£106.696m

15. The assumed collection rate for Council Tax in 2018/19 is 98% (same as 2017/18) - this was increased from 97% in 2016/17. Although the short term collection rate, e.g. the amount of 2016/17 debt collected in 2016/17, is around 95%, the long term collection rate, e.g. the amount of 2016/17 debt collected in 2017/18 and subsequent years, is around 99%.

16. All changes to Council Tax, including setting the collection rate, are policy decisions and are therefore detailed in the budget savings at Appendix C.

Business Rates

17. The MTFE assumes an increase of 2% per annum in the multiplier which is built into the Retained Business Rates and Top Up lines. Although the multiplier is based on the Retail Price Index (RPI) for September, which for September 2017 was 4.0%, in the November 2017 Budget, the Chancellor announced that Business Rates will switch to being increased by the Consumer Price Index (CPI) from 2018/19, 2 years earlier than the planned change in 2020/21. CPI for September 2017 was 3.0%.

18. The net Retained Business Rates income is reduced for losses on collection and losses due to appeals of approximately 1.5% and 2% respectively.

19. Any changes announced by the Chancellor that affect Retained Business Rates are accompanied by a section 31 grant to compensate Councils for any loss of income – these are shown in the Specific Grants section.

20. All other changes to Retained Business Rates, including setting the loss on collection, loss on appeals and growth, are policy decisions and are therefore detailed in the budget savings at Appendix C.

Other Income

21. Other income includes Continuing Health Care Contributions and Section 256 and Section 75 Agreements with the NHS (CCG), income from Other Local Authorities as well as income from charges made to Schools (including Academies), Housing Revenue Account, St Leger Homes and Children's Services Trust.

22. A significant Section 75 agreement is the Better Care Fund (BCF); this is where the Council has entered into a pooled budget arrangement with Doncaster Clinical Commissioning Group (CCG) for the provision of integrated health and social care services for people in the Doncaster area. The Council and the CCG have an annual agreement in place for funding these services, with partners contributing funds to the agreed budget in line with funding allocations, taking responsibility for its own deficit or surplus.

The 2018/19 spending plan for the BCF is detailed below:

	£'000
Falls Development Programme	50
Community capacity and well-being support / social prescribing	240
Well North Project	167
Community mobile day service / borough wide	125
Dementia mobile day services	45
Winter Warm	85
Enhancement of Dementia support services (Alzheimer's dementia café's)	77
The Admiral service (making space)	88
Hospital based Social Workers	213
Home from Hospital	70
Direct Payment Support Unit and Business Support Unit temporary staffing	118
Integrated health & social care information management systems (Caretrak)	50
Telecare Strategy	150
HEART	542
Dementia Advisor	32

	£'000
STEPS / OT service	1,510
RAPT	110
(Positive Steps) Social care Assessment Unit	1,724
Hospital Discharge Worker	28
SPOC/One Point 1	92
Intermediate Care and support strategy	170
Mental Health Support	245
PMO (Programme Management Office and Development)	181
Disabled Go	8
Adults Health and Wellbeing – Creative Options for Learning Disability service users	673
CLS Community lead support	500
Unallocated	10
Grand Total	7,302

23. The following table sets out the Other Income for 2017/18. This is the 2018/19 baseline starting position: -

Other Income	2018/19 £m
External Recharge Income – includes charges to Schools including Academies (including for the Schools PFI), to the Capital Programme, to the Housing Revenue Account, to St Leger Homes and to the Children’s Services Trust	30.658
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	14.860
Trading Services Income- Includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	15.721
Contributions from Other Public Bodies - includes contributions from Rotherham MBC in respect of Waste PFI credits and the Coroners Service, contributions from the Home Office for Prison Libraries, from the Police & Crime Commissioner for Community Safety and recoupment from Other Local Authorities where their children are placed in Doncaster Council maintained schools	2.240
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	2.427
Investment Interest	0.624
Developer Contributions - S106 & S38 agreements	0.342
Other Contributions - includes external income from alarm monitoring for housing associations and from energy companies in relation to feed in tariffs for solar panels	0.783
Other Income	67.655

Housing Benefit

24. The 2017/18 estimated cost of £86.546m for Housing Benefit was based on an assumed 12,800 caseload for tenants in public sector accommodation and on an assumed 11,000 caseload for tenants in the private sector. The 2018/19 estimated cost of £62.523, based on

an assumed 11,800 caseload for tenants in the public sector accommodation and on an assumed 9,200 in the private sector. The reduction in numbers is due to the working age customers migrating to Universal Credit, which was rolled out in Doncaster from October 2017.

Staffing

Pay

25. Funding has been set aside in accordance with the recent local government circular on a national pay award. The assumptions also include increments being paid every other year, the next increments April 2019 for all staff except social workers who will continue to receive increments annually.

Pension

26. The assumptions on the pension contributions detailed below include the future service rate increasing to 14.9% for the period 2017/18 to 2019/20. The council has planned to phase in this increase over 3 years: 14.0% in 2017/18, 15.2% in 2018/19 and 15.5% in 2019/20 (an average of 14.9% per annum).

27. The actuarial valuation used for the period 2017/18 – 2019/20 showed Doncaster's Pension Fund deficit as £160m. The Pension deficit payment is based on the key membership analysis and recovering the £160m deficit over the next 18 years from 2018/19. The deficit figures include allowance for short term pay growth of 1.25% per annum for 4 years up to 2019/20.

28. The latest information from the actuary now shows that Doncaster's Pension Fund is no longer in deficit and has moved into surplus. Work is on-going to safeguard the surplus until the next valuation period; therefore the MTFE assumes that the pension deficit budget can be reduced from 2020/21.

A summary of the pay inflation provided in the MTFE is detailed below:

Staffing	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m
Pay Inflation – estimate based on the current national Pay Offer (subject to consultation)	0.712	2.116	2.438	1.600
Increments	1.350	0.220	1.191	0.220
Living Wage Foundation	0.150	0.000	0.000	0.000
Employers Pension Contribution				
Employers Pension deficit saving phased	-0.920	0.230	0.240	0.300
Future Service Rate Contribution Rate (to 15.5% in 2019/20)	0.920	0.780	0.190	
Reduce Pension deficit budget for estimated position with protection				-5.220
Future Service Rate Contribution Rate (1% increase from 2020/21)				0.630
Auto Enrolment (from 01.10.17)	0.200	0.200		
Total	2.412	3.546	4.059	-2.470

Price Inflation

29. The Government's Summer Budget of 8th July 2015, by introducing a National Living Wage for those aged 25 and over of £7.20 from 1st April 2016 with the expectation that it will rise to £9.35 from 1st April 2020, has had a very significant impact on the costs of Adult Social Care contracts. The estimated cost increases for 2018/19 are based on the announcement in the 2017 Autumn Budget that the rate will be £7.83 from 1st April 2018.

30. A proportion of Council expenditure is tied up in contracts, which have inflation increase assumptions built into the terms and conditions, e.g. Adult Social Care, Doncaster Children's Services Trust, Highways and Waste Contracts. The financial strategy assumes that these cost increases will need to be built into future projections in full. There are also a small number of areas of general expenditure on services and goods, where a general inflation factor has been estimated, based upon what is known of the market pressures and various indicators of inflation such as RPI projections, for example repairs and maintenance of buildings.
31. Dependent on the contract, inflationary increases are generally based on either the Consumer Price Index (CPI), Retail Price Index (RPI) or Retail Price Index excluding mortgage interest payments (RPIX). The table below shows an annual comparison of the different indices and various months that are commonly used in contracts: -

	CPI	RPI	RPIX
July 2017			3.9%
July 2016			3.9%
September 2017	3.0%	3.9%	4.1%
September 2016	1.0%	2.0%	2.2%
December 2017		4.1%	
December 2016		2.5%	
March 2018 estimate			4.0%
March 2017			3.4%

32. The cost of price inflation for 2017/18 was £3.7m, including £2.0m for Adult Social Care contracts. The various inflation indicators shown in the table above have nearly doubled since last year. It is assumed that £3.0m will be needed in 2018/19 for Adult Social Care contracts (cost of care model currently being finalised) and a further £2.1m needed for other inflation.

Budget Pressures

33. The service pressures are estimated at £5.615m for 2018/19 and £13.630m for the period 2018/19 to 2020/21; these are detailed at Appendix B. All service pressures are robustly challenged to ensure that they are absolutely necessary for on-going delivery of Council services. The service pressures also allocate funding for on-going overspends identified in 2017/18 quarter 3 budget monitoring. The MTFF also provides £0.1m for levy increases.

Council Tax Comparators
(Metropolitan Districts & Unitary Authorities Band D Council Tax)

	2017/18 Band D Council Tax £		2017/18 Band D Council Tax £		2017/18 Band D Council Tax £
1 Windsor & Maidenhead	961.46	32 Warrington	1,315.90	63 Central Bedfordshire	1,421.88
2 Trafford	1,183.58	33 Poole	1,320.57	64 Bury	1,422.16
3 Bracknell Forest	1,194.39	34 St Helens	1,324.72	65 Blackpool	1,425.75
4 Dudley	1,216.92	35 Cheshire East	1,324.92	66 Sheffield	1,428.36
5 Stoke-on-Trent	1,218.96	36 East Riding of Yorkshire	1,327.10	67 South Tyneside	1,436.47
6 Telford & Wrekin	1,222.10	37 Wiltshire	1,334.63	68 Sefton	1,438.54
7 Thurrock	1,226.61	38 Tameside	1,345.79	69 Durham	1,443.04
8 Peterborough	1,231.57	39 Luton	1,355.98	70 Salford	1,444.71
9 Doncaster	1,237.81	40 Bournemouth	1,357.65	71 Rochdale	1,449.12
10 York	1,244.93	41 Barnsley	1,358.72	72 North Tyneside	1,450.17
11 Swindon	1,251.29	42 Wokingham	1,359.27	73 Stockton-on-Tees	1,457.87
12 Wigan	1,252.46	43 South Gloucestershire	1,359.62	74 Redcar & Cleveland	1,458.61
13 Bradford	1,257.86	44 Knowsley	1,360.46	75 Brighton & Hove	1,461.81
14 Shropshire	1,259.51	45 North Lincolnshire	1,361.75	76 Isle of Wight Council	1,464.86
15 Birmingham	1,264.76	46 Calderdale	1,364.04	77 Wolverhampton	1,481.12
16 Milton Keynes	1,265.74	47 Herefordshire	1,376.50	78 Reading	1,490.56
17 North Somerset	1,265.81	48 Torbay	1,376.93	79 Middlesbrough	1,491.93
18 Southend-on-Sea	1,265.94	49 West Berkshire	1,378.91	80 Coventry	1,500.05
19 Wakefield	1,268.04	50 Cheshire West and Chester	1,379.02	81 Oldham	1,502.11
20 Kingston-upon-Hull	1,268.17	51 Darlington	1,379.30	82 Newcastle-upon-Tyne	1,506.39
21 Solihull	1,269.13	52 Kirklees	1,382.93	83 Liverpool	1,511.61
22 Slough	1,274.54	53 Blackburn with Darwen	1,383.15	84 Stockport	1,521.77
23 Leeds	1,276.20	54 Bolton	1,384.66	85 Hartlepool	1,546.26
24 Portsmouth	1,279.12	55 Rotherham	1,394.48	86 Rutland	1,546.94
25 Manchester	1,279.87	56 Wirral	1,395.59	87 Bristol	1,548.66
26 Sandwell	1,283.64	57 Cornwall	1,398.70	88 Northumberland	1,558.10
27 Bath & North East Somerset	1,284.33	58 Southampton	1,406.68	89 Walsall	1,570.35
28 Sunderland	1,294.82	59 Plymouth	1,407.47	90 Nottingham	1,593.03
29 Medway	1,296.56	60 North East Lincolnshire	1,415.26	91 Gateshead	1,606.41
30 Derby	1,298.17	61 Bedford	1,417.72		
31 Halton	1,312.27	62 Leicester	1,421.69		

Grants to 3rd Sector Organisations

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Directorate	Grant Recipient	Service Provided/Update	2017/18 Budget	2018/19 Budget	Note
A,H&WB	Citizens Advice Bureau (Mexborough/ North East)	The two CAB's provide advice services facing a range of issues such as debt, homelessness prevention, immigration, employment, benefit and consumer issues. They also act as a referral and sign-posting organisation to more specialist advice across a range of public sector services and other voluntary organisations. They also raise other funding streams to benefit the residents of Doncaster. (Savings of £130k have been made in 2010/11 and a further £32k in 2015/16. There is a £40,380 recharge to the HRA for Corporate & Democratic Core services)	152,150	152,150	No change proposed for 2018/19. However, in year, a briefing paper will be developed in consultation with the incumbent provider setting out proposals for future service delivery including how the service will be commissioned and tendered going forward. This is in line with the policy to more clearly commission and contract service activity, which provides greater certainty and continuity of provision of service for both the service provider (voluntary sector) and service users.
LO-CYP	Doncaster Community Arts (DARTS) Teacher in Role Project (funded from the DSG)	Through targeted support for Y3/4 pupils by using creative drama based approaches to improve writing skills. Working in role will provide exciting and purposeful contexts for children to develop key skills in reading & writing. This project aligns very closely with Doncaster LA's Raising Achievement and Aspirations Strategy which has the development of wider literacy skills as a key priority.	45,176	22,588	This grant for £67,764 will fund targeted support for Y3/4 pupils by using creative drama based approaches to improve reading and writing skills for the 2017/18 academic year, with funding provided through School Forum (Dedicated Schools Grant) agreement on 15th February 2017 and cabinet report 15 August 2017. Payments will be made termly with 2 payments in 2017-18 and 1 payment in 2018-19 financial years. No further grant funding for the 2018/19 academic year has been proposed.
LO-CYP	Partners in Learning (funded from the DSG)	The transfer of services to Partners in Learning for the academic year 2016/17, set out in the 19th July 2016 Cabinet report "Deployment of School Improvement Functions to Partners in Learning Teaching School Alliance 2016/17", enabled the continued delivery of a cohesive and robust delivery of school improvement in line with DfE's requirement for cessation of the LA's duty by September 2017.	182,488	91,244	The Standards and Effectiveness Partner (StEP) function was transferred, along with funding for the 2016/17 academic year. The grant of £273,732 relates to the 2017/18 academic year and is a 1 year continuation, needed to ensure the effective transfer of the function, with the grant amount based on the number of maintained schools as at 1st September 2017. Funding has been provided through School Forum (Dedicated Schools Grant) agreement on 7th December 2016. Payments will be made termly with 2 payments in 2017-18 and 1 payment in 2018-19 financial years. No further grant funding for the 2018/19 academic year has been proposed. (The grant of £309,624 shown in the 2017/18 budget report was based on an estimate of maintained schools for September 2017, which was higher than actual, and also showed the full 17/18 academic year total in the 17/18 budget column)

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2017/18 Budget	2018/19 Budget	Note
LO-CYP	Partners in Learning (funded from the DSG)	Partners in Learning is an inclusive teaching school alliance working with schools from all phases. Their vision is to create a sustainable, inclusive and productive partnership utilising the expertise from across the alliance which will lead to the improvement of teaching and learning and improved outcomes for pupils across all schools within the Teaching School Alliance.	124,000	62,000	This 2 year grant will fund the core membership of all Doncaster schools for the 2017/18 academic year, and 50% funding of the core membership for the 2018/19 academic year, with funding provided through School Forum (Dedicated Schools Grant) agreement on 7th December 2016. This funding is intended to create a completely inclusive model for Doncaster, where all schools have the opportunity to benefit equally from the Teaching School offer and support the development and sustainability of PiL with reduced capacity within the LA to support school improvement.
LO-CYP	Expect Youth (previously known as Strategic Youth Alliance)	Expect Youth is a new, non-profit venture, consisting of a range of partners actively engaged in the youth agenda to act as a capacity building and innovation body for people and organisations who create positive activities and personal development opportunities for young people in Doncaster. The funding will be used to support local youth provision through capacity building, the provision of seed funding and the development of a diverse program for young people ranging from social engagement to social enterprise.	150,000	75,000	Grant funding of £475k to be paid over 3 years was agreed in the 18th October 2016 Cabinet report "Strategic Youth Alliance". A Grant payment of £250k was made in 2016/17, and further payments of £150k in 2017/18 and £75k in 2018/19 will be made.
A,H&WB	Doncaster Community Arts (DARTS)	Through active participation in a huge range of different art forms, Darts enables people of all ages and abilities from different backgrounds to build their confidence and skills to play a crucial role in the cultural, economic and social regeneration of their communities.	43,500	43,500	No change proposed for 2018/19.
A,H&WB	Doncaster Victim Support	Doncaster Victim Support will provide victims or witnesses of crime with support and information to deal with the harmful effects of their experiences within 48 hours of receiving a referral. The grant pays for a contribution to rent of the premises, utilities, postage, stationery, cleaning, volunteer expenses and recruitment, staff recruitment and locum cover. Trained volunteers work as restorative justice workers under the supervision of the Restorative Justice co-ordinator to deal with low level crime and neighbour disputes.	18,000	18,000	No change proposed for 2018/19.
A,H&WB	Doncaster Rape and Sexual abuse Counselling Centre (DRASAC)	DRASAC receive this grant as a contribution towards their provision of specialist counselling service for victims of sexual abuse. This includes children from the age of 5 yrs. This is a historic voluntary sector grant which has been reduced over recent years– services for sexual abuse have never been commissioned by Doncaster Council.	27,520	27,520	No change proposed for 2018/19.

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2017/18 Budget	2018/19 Budget	Note
A,H&WB	Doncaster Rape and Sexual abuse Counselling Centre (DRASAC)	DRASAC receive this grant as a contribution towards their two Independent Sexual Violence Advocates. (ISVA).	65,000	45,000	DRASAC now receive funding direct from the Police and Crime Commissioner (PCC) to fund the county wide ISVA service which pays for 2 ISVA salaries at Doncaster. DRASAC has offered to take a £20k reduction in 18/19.
A,H&WB	Borough Wide Day Centres Age UK	Commissioning of a mobile day care service that delivers a wide range of day care opportunities to the people of Doncaster. Funded from Better Care Fund (BCF).	125,000	125,000	No change proposed for 2018/19. This service will be in scope of the Alternative Day Service Modelling. In year, Age UK Doncaster are looking to introduce a charging model whereby people who have a direct payment and or self-funders will be able to purchase the service directly. The grant funding will therefore cease as at 31 March 2019.
A,H&WB	Changing Lives	Support Service for women with mental health problems at Women's Centre	105,408	0	Proposal to merge the funding £105,408 & £156,033 with MIND funding below to commission a community based crisis support service, with a £240k commitment over year 1 & a £200k commitment for year 2. This is in line with the policy to more clearly commission and contract service activity.
A,H&WB	MIND	Services for people with a mental health problems.	156,033	0	Proposal to merge the funding £105,408 & £156,033 as with Changing Lives above.
LO-CYP	Doncaster Skills Academy (Doncaster Chamber)	The grant will provide the match funding for the Edge Foundation Grant, which will support continued growth of 'bridging the gap' activities for years 10-13 in every Secondary school (targeting 18,000 learners). The investment will facilitate engagement with businesses, support the development of resources and toolkits and promote the new opportunities that are being created for young people in Doncaster. The grant will only be provided if the Edge Foundation Grant is successful and a funding agreement would be put in place with clear monitoring on outcomes; if the application is unsuccessful DMBC will explore – with partners – other opportunities for enhancing 'bridging the gaps' activities.	75,000	75,000	The grant of £150k will be spread over 2017/18 and 2018/19 (£75k per annum). The grant will be funded from general council reserves.
Total Grants to 3rd Sector			1,269,275	737,002	

Fees & Charges Summary 2018/19

Directorate	Service	2017/18 Budget £	2018/19 Proposed Budget increase £
Adults, Health & Wellbeing	Allotments	35,990	1,400
Adults, Health & Wellbeing	Libraries	46,360	550
Adults, Health & Wellbeing	Museums	56,430	670
Adults, Health & Wellbeing	Safer Communities	0	0
Adults, Health & Wellbeing	Translation Services	104,290	0
Regeneration & Environment	Bereavement - Burial	680,870	30,560
Regeneration & Environment	Bereavement - Cremation	2,098,490	71,180
Regeneration & Environment	Bereavement - Memorial Items	91,590	6,330
Regeneration & Environment	Bereavement - Mausoleums	31,500	770
Regeneration & Environment	Building Control	563,400	1,630
Regeneration & Environment	Built & Natural Environment	7,570	300
Regeneration & Environment	Car Parking - Permits	50,760	0
Regeneration & Environment	Car Parking - Residents Permits	108,360	0
Regeneration & Environment	Car Parking - Off Street Charges	844,160	26,700
Regeneration & Environment	Car Parking - On Street Charges	220,530	0
Regeneration & Environment	Car Parking - Civic Quarter Multi-Storey	333,380	0
Adults, Health & Wellbeing	Cusworth Hall Car Park	44,060	0
Regeneration & Environment	Development Management	1,360,400	1,050
Regeneration & Environment	Environment Public Health	8,980	340
Regeneration & Environment	FLAG - leaflets	25,110	990
Regeneration & Environment	FLAG - Litter fixed penalty notices	431,660	0
Regeneration & Environment	Safety & Food Education	37,120	430
Regeneration & Environment	Food Control	15,880	0
Regeneration & Environment	Facilities Management - Catering	274,580	10,230
Regeneration & Environment	Facilities Management - Other Room Hire	0	0
Regeneration & Environment	Gypsy & Traveller Rents / Static Caravan Sites	342,690	12,000
Regeneration & Environment	Highways Licences & Permits	348,790	3,630
Regeneration & Environment	Landlord Licences	25,110	0
Regeneration & Environment	Taxi Licencing	353,830	4,720
Regeneration & Environment	Miscellaneous Licences	359,570	1,510
Regeneration & Environment	Mansion House	6,000	320
Regeneration & Environment	Markets	1,473,310	0
Regeneration & Environment	Mary Woollett Centre	68,040	1,330
Regeneration & Environment	Parks & Playing Fields	19,890	460
Regeneration & Environment	Pest Control	91,530	1,810
Regeneration & Environment	Pollution Prevention & Control	41,270	1,310
Regeneration & Environment	Town Centre Management	53,130	1,420
Regeneration & Environment	Trading Standards	52,030	2,020
Regeneration & Environment	Transport Services Fees	53,660	1,140
Regeneration & Environment	Waste & Recycling	2,930,200	91,200
Finance & Corporate Services	Blue Badge Scheme	46,130	0
Finance & Corporate Services	Land Charges	167,860	0
Finance & Corporate Services	Registrars (non-statutory)	210,540	18,070
Finance & Corporate Services	Registrars (statutory)	228,670	7,930
Learning & Opportunities (CYPS)	Attendance	175,000	0
		14,518,720	302,000

Unit / New	Charge from 1st April 2017 £	Charge from 1st April 2018 £
ADULTS & COMMUNITIES		
The charges for day care, home care, supported living and residential care are based on the actual cost of care which is used to calculate how much individuals receiving packages of support will pay. The client contributions are charged in accordance with the Council's 'Charging and Financial Assessment for Adult Care and Support' policy. The policy ensures that people are only required to pay what they can afford towards their care and support, and people are entitled to financial support based on a means-test.		
ADULT DAY CENTRES		
Adult Day Centres - Transport (No VAT)		
Transport - Day Rates	6.00	6.00
Adult Day Centres - Universal Charge		
Day Care Charges (per day) - Universal Charge without assessed need	35.28	35.28
Day Care Charges (per day) - Universal Charge with Assessed Need (no VAT)	29.40	29.40
Tea	0.60	0.60
Coffee	0.60	0.60
Adult Home Care (No Vat)		
Home Care Fee Paid (per hour)	14.84	15.56
ADULT RESIDENTIAL SERVICES		
Assessment for Out of Area Placements - Hourly Rate	26.19	26.19
Payments to providers and maximum charge to a client in an Independent Care Home (per week) The fees for 2018/19 are based on the actual cost of care which is used in the financial assessment and is still to be confirmed.)		
Residential	465.36	TBC
Residential Elderly Mentally Infirm (EMI)	465.36	TBC
Nursing	465.36	TBC
Nursing Elderly Mentally Infirm (EMI)	515.65	TBC
Training Cancellation and Non Attendance Fee	100.00	100.00
Self Support Group Homes - Church Road, First Square, Lodge Road & Princess Avenue.		
Rent (3 Tenants):	70.00	70.00
Rent (2 Tenants)	105.00	105.00
Self Support Group Homes - Cambourne Close, Church Balk, Coniston Court, Furnival Road, Goodwood Gardens, Holmescarr Road, Hunster Close, Leicester Avenue, Lodge Road, Lower Kenyon Street & Thellusson Avenue.		
Learning Disability & Older People (4 Tenants): Rent	45.00	45.00
Learning Disability & Older People (3 Tenants): Rent	60.00	60.00
Learning Disability & Older People (2 Tenants): Rent	90.00	90.00
Community & Day Centre Hourly Charges		
Community Group < 25 people	5.00	5.00
Community Group > 25 and < 40 people	10.00	10.00
Voluntary Sector < 25 people	10.00	10.00
Voluntary Sector > 25 and < 40 people	20.00	20.00
Profit Making < 25 people	20.00	20.00
Profit Making > 25 and < 40 people	25.00	25.00
Disability Related Expenses (No Vat)		
In line with the non-residential fairer charging policy, certain allowable expenses are disregarded from the financial assessment.		
Laundry	3.76	3.87
Incontinence	5.10	5.25
Bedding	1.07	1.10
Clothing - Under 60	3.24	3.33
Clothing - Over 60	1.95	2.01
Footwear - Under 60	1.69	1.74
Footwear - Over 60	1.02	1.05
Wheelchair - Manual	4.02	4.14
Wheelchair - Powered	9.68	9.96
Powered Bed	4.43	4.55
Turning Bed	7.73	7.95
Power Chair	3.48	3.58
Stair Lift	6.26	6.44

Hoist	3.02	3.11
Transport (without Mobility)	2.48	2.56
Domestic Fuel:		
Single in Flat	12.07	12.42
Couple in Flat	15.99	16.45
Single in Semi	12.83	13.20
Couple in Semi	17.13	17.63
Single in Detached	15.58	16.03
Couple in Detached	20.55	21.15
Home Alarm Service / HEART		
Home Alarm Service / HEART weekly charge	3.84	3.84
The charge is outside the scope of VAT for residents who are eligible under the Chronically Sick & Disabled Person's Act.		
All other residents would incur VAT at the standard rate of 20%.		
Social Care		
Deferred Payment Agreement Admin Set up Fee (No VAT)	270.00	280.53
Deferred Payment Agreement Interest Rate (No VAT) -	See DPA Facts Sheet	See DPA Facts Sheet
Deferred Payments District Valuer Property Valuation Fee (arbitration where the Council's valuation is disputed by the client)	664.00	689.90
Deferred Payment Agreement Annual Fee - Administration costs	42.00	43.64
Deferred Payment Agreement Annual Fee - Property Re-valuation (as required)	77.00	80.00
Deferred Payment Agreement Termination Fee	19.00	19.74
Supported Living		
Sleep in Fee	35.00	35.00
ALLOTMENTS (outside scope of VAT)		
Direct Managed sites:		
per 100 sq. metre per year	9.94	10.33
Senior Citizen per 100 sq. metre per year	7.46	7.75
Self Managed sites individually priced as per specific agreements.		
LIBRARIES		
LOAN CHARGES AND FINES		
Overdue Book Charges		
Adult Reader fine (per book per day)	0.20	0.20
Maximum fine per book	10.00	10.50
Children, Housebound and Mobile Service borrowers are exempt from Overdue charges		
Talking and Audio Books		
Talking Books (3 weeks loan)	0.85	0.90
Free to loan for exempt borrowers	0.00	0.00
Daily Fine Rate	0.30	0.30
Audio Book Downloads	0.00	0.00
Overdue Reminders		
Overdue Reminders - charge per letter (does not apply to children or over 60's)	0.60	0.60
Books/Recording Requests		
Charge per card	0.20	0.20
Inter Library Loans - minimum charge (charges will vary depending on the location the item is sourced from)	5.20	5.50
Children's and Mobile Library Services borrowers requests	0.00	0.00
Destroyed/Lost Items		
Books/CDs/Talking Books/Cassettes/DVDs/Blu Ray	Replacement Cost	Replacement Cost
Age of Item:		
2 years and under - Replacement required or pay 100% replacement cost	Replacement Cost	Replacement Cost
Over 2 years - Need to pay 50% replacement cost	Replacement Cost	Replacement Cost
Damaged Items		
A discretionary charge will be made up to the full replacement cost with consideration given to age and condition of item.	Replacement Cost	Replacement Cost
Replacement Library Computer Tickets		
First Replacement	1.50	1.60

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Second and subsequent replacements	2.00	2.10
Child's first replacement	0.00	0.00
Child's second and subsequent replacements	0.60	0.60
 LIBRARIES - ROOM HIRE CHARGES (per hour) No VAT		
Under 25 people for Community Groups during Library Opening Hours	8.00	8.50
25 - 50 people for Community Groups during Library Opening Hours	8.00	8.50
Under 25 people for profit making organisations during Library Opening Hours	30.00	31.50
25 - 50 people for profit making organisations during Library Opening Hours	40.00	42.00
Refreshments including biscuits (per person)	1.10	1.10
 LIBRARIES - SPECIALIST SERVICE CHARGES		
Photocopies		
A4 Black and White	0.10	0.10
A3 Black and White	0.20	0.20
Bulk Copies - 25% discount for over 100		
A4 Copies from Microfilm	0.50	0.50
A3 Copies from Microfilm	0.75	0.75
 Fax (Copies per sheet)		
Within UK - first sheet	1.50	1.50
subsequent sheets	0.50	0.50
Europe first - sheet	3.00	3.00
subsequent sheets	0.70	0.70
Worldwide - first sheet	3.25	3.25
subsequent sheets	1.50	1.50
Received Copies - first sheet	0.75	0.75
subsequent sheets	0.50	0.50
 Computer and Internet Access		
Will be free for 2 hours and then charged per hour or part hour thereafter (excludes under 16's and exempt borrowers)	1.00	1.00
Guest member will be charged per 30 minutes (no free period)	0.50	0.50
 Print outs from screen		
A4 Black and White	0.20	0.20
A4 Colour	0.50	0.50
 Laminating		
A4	2.00	2.00
A3	2.60	3.00
 Mint Corporate Researcher		
Mailing List (per address)	0.12	0.12
Company Financials (per page)	2.00	2.00
Company Profiles	12.30	12.30
Data Monitor Reports	19.50	19.50
 Exhibitions and Displays		
Commercial display charge (for 2 weeks) 20% on sales + VAT or £65.00 (whichever is greater)	62.00	65.00
Non-commercial displays (for 1 week)	21.00	22.00
Invited displays in small areas and Branch Libraries at limited charge.		
 Poster Display - (Maximum Size A3)		
Commercial per month/per poster		
Single Site	21.00	22.00
Multiple Sites	41.00	42.00
(Community/Charity posters not charged)	0.00	0.00
Charge subject to type of display and/or organisation at Manager's discretion		
 Photographic Reproduction Charges		
External charges set by photographer	0.00	0.00
 ARCHIVES AND LOCAL STUDIES CHARGES		
Diocesan Records		
Issue of Certificates		
Marriage (stipulated fee)	11.00	11.00
C of E Baptism (stipulated fee)	13.00	13.00
Certified Copies (typed entries from PRs)	8.00	8.00
Missing Certified photocopies	5.00	5.00
 Research Service -		
Handling charge (including p+p)		

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Up to 30 copies	10.00	10.00
Over 30 copies	14.00	15.00
Assistance with Research (per hour)		
Family and Local History	50.00	50.00
Photocopies (Black and White)		
Local Studies A4	0.10	0.10
Local Studies A3	0.20	0.20
Archives A4 (due to nature of document)	0.50	0.50
Archives A3 (due to nature of document)	0.70	0.70
A4 copies from Microfilm/Reader Printer	0.40	0.40
A3 copies from Microfilm/Reader Printer	0.70	0.70
Printing from public terminals (including scanned items)		
A4 Black and White	0.20	0.20
A4 Colour	0.50	0.50
Ordnance Survey Maps		
1854 and 1852	10.00	10.00
Administration Fee - for items taken out for reproduction by a third party	17.00	17.00
Research Service		
First 10 minutes	0.00	0.00
Basic search (2 sources 15 minutes)	15.00	15.00
Extensive search (per 30 minutes)	25.00	25.00
Corporate enquiries (per 30 minutes)	25.00	25.00
Commercial enquiries (per 30 minutes)	90.00	90.00
Legal Evidence letter	35.00	35.00
Planning Application Service	25.00	25.00
Scanned copies (per item)		
A5 to photocopy paper	0.80	0.80
A4 to photocopy paper	1.50	1.50
A5 to photographic paper	2.50	2.50
A4 to photographic paper	3.50	3.50
To CD Rom to include 1 Image	2.50	2.50
CD Rom additional images each	1.00	1.00
To E-mail	1.00	1.00
Photos taken using own equipment (per image)	0.50	0.50
Talks	0.00	0.00
Image usage charge:		
Local	35.00	35.00
National	120.00	120.00
International	200.00	200.00
Commercial History (up to 5 images)	100.00	100.00
Film Location Fee	200.00	200.00
DONCASTER LIBRARIES SERVICE FOR BLIND AND PARTIALLY SIGHTED PEOPLE		
A4 page of print (electronic or to be scanned and edited) - (Braille)	4.00	4.00
A4 of print (or hand written page to be typed) - (Braille)	5.50	5.50
A4 page (hard copy to be scanned and edited) - (Large Print)	1.00	1.00
A4 page (hand written copy to be typed) - (Large Print)	2.50	2.50
Work requiring considerable editing:		
per hour	25.00	25.00
plus either Braille Sheet	0.50	0.50
or Large Print Sheet	0.25	0.25
Binding - (Plastic Comb Binding)	1.00	1.00
Audio (Production of Master Copy) - (Cassette/CD) (per Hour)	25.00	25.00
Additional Copies - (Cassette/CD)	5.00	5.00
Maps and Diagrams		
A4 - (Tactile) (per sheet)	6.00	6.00
A3 - (Tactile) (per sheet)	8.00	8.00
Customer Greeting Cards - (Braille)	0.50	0.50
Local Charity Rate -	0.50	0.50
Other service available - price on application		
Publication fees per item Commercial run		
Under 1000 (items 1-5)	15.00	16.00

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Under 1000 (items 6 and above)	8.00	9.00
Over 1000 (items 1-5)	28.00	30.00
Over 1000 (items 6 and above)	15.00	15.00

MUSEUMS - Charges include VAT unless stated

General

Photography		
Print from disc - on photographic A4	8.00	8.50
Print from disc - on photographic A3	16.00	17.00
Cost of scanning images (each 30 mins)	13.00	13.50
Origination of digital image	25.00	25.00
Reproduction and publication fees		

Photocopies		
A4 photocopy	0.20	0.20
A3 photocopy	0.40	0.40

Doncaster Museum & Art Gallery

Room Hire - Corporate

Gallery 4 per hour	30.00	30.00
Gallery 4 per half day	55.00	55.00
Gallery 4 per day	115.00	115.00
Gallery 5 per hour	35.00	35.00
Gallery 5 per half day	65.00	65.00
Gallery 5 per day	135.00	135.00
Tea & coffee (per head)	1.50	1.50

Room Hire - Non Profit Organisations

Gallery 4 per hour	20.00	20.00
Gallery 4 per half day	36.00	36.00
Gallery 4 per day	75.00	75.00
Gallery 5 per hour	23.00	23.00
Gallery 5 per half day	42.00	42.00
Gallery 5 per day	88.00	88.00
Tea & coffee (per head)	1.50	1.50

Cusworth Hall, Museum & Park

Room Hire - Corporate

Bothy (per hour)	15.00	15.00
Tea & coffee (per head)	1.50	1.50

Room Hire - Non Profit Organisations

Bothy (per hour)	10.00	10.00
Tea & coffee (per head)	1.50	1.50

Wedding Room Hire

Grand Salon	595.00	695.00
Mr Wrightson's Library	495.00	495.00
Ground hire	NEW	800.00

Cusworth Hall - Car Parking

1 Hour	1.00	1.00
2 Hours	1.50	1.50
3 Hours	2.20	2.20
ALL Day	6.00	6.00
Coach	10.00	10.00

SAFER COMMUNITIES - Charges include VAT

Alley Gate Keys

Initial issue of up to 2 keys per household/business affected by Gating Order	0.00	0.00
Issue of replacement key if lost or stolen	15.00	15.00

TRANSLATION SERVICE

Translation fee (per hour)	30.00	30.00
Transport & Administration fee (per occasion)	10.00	10.00

FINANCE & CORPORATE**BLUE BADGE CHARGES (NO VAT)**

Statutory fee set by Central Government. The 2017/18 charge is not expected to change for 2018/19

Blue car badge administration fee for new and re-issue	10.00	10.00
Fee increase set by government - £10 from April 2012		

LAND CHARGES

Statutory fees where level is to based on recovery of costs.
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LLC1 Only (Official Search - Land Charges Register)	27.00	27.00
CON29R (Enq of LA inc Public Register info)	60.84	60.84
CON29O (Optional Enquiries)	6.00	6.00
Other Income (Additional parcels/admin/copies)	10.00	10.00
Assisted Personal Search	9.00	9.00

REGISTRARS

Wedding package fees have been remodelled with a new offer at Priory Place.

Hire of Registrar

Mon-Thurs	267.00	277.00
Fri	308.00	320.00
Sat	436.00	453.00
Sun/Bank Hols	564.00	586.00

Civil Naming/Renewal of Vows

Mon – Thurs (R.O.)	108.00	112.00
Fri – Sat (R.O.)	128.00	133.00
Mon – Fri (App Prem)	184.00	191.00
Sat (App Prem)	257.00	267.00
Sun (App Prem)	313.00	325.00
Priority issue charge - same day over counter	6.00	6.00
Priority issue charge - same day return of post	6.00	6.00
Individual Citizenship Ceremonies	128.00	133.00
Change of Name Deed	41.00	43.00

Premium Marriage/ Civil Package - Priory Suite

	n/a	
Thursday	150.00	150.00
Friday	200.00	200.00
Saturday Morning	200.00	200.00
Saturday Afternoon	300.00	300.00

Premium Marriage/ Civil Package - The Great Kitchen

Thursday	175.00	175.00
Friday	250.00	250.00
Saturday Morning	250.00	250.00
Saturday Afternoon	350.00	350.00

Other Fees

Postage - Recorded Delivery	2.00	2.00
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Statutory Fees

These remain largely unchanged pending further announcement from Government.
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Standard Birth, Death or marriage Certificate (SR)	10.00	10.00
Standard Birth, Death or marriage Certificate (Current Register)	4.00	4.00
Short birth certificate issued by Registrar	4.00	4.00
Short birth certificate issued by Superintendent Registrar	10.00	10.00
Register Office marriage ceremony / Civil partnership fee	45.00	50.00
Registrar's attendance at Church wedding	84.00	84.00
Superintendent Registrar's attendance at housebound or detained persons residence	£82 HB £93 DET	90.00
Registrar's attendance at housebound or detained person's wedding	£79 HB £86 DET	85.00
Notice of intention to marry	35.00	35.00
Notice of intention to hold a civil partnership registration	35.00	35.00
Registration of a building for the celebration of marriages	120.00	120.00
Certification of a building for public worship	28.00	28.00
Registration correction - where customer is at fault	75.00	
Consideration of divorce papers from outside UK	50.00	
Space 17 amendments	40.00	

LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE

Statutory fees set by Central Government

ATTENDANCE & PUPIL WELFARE

Fixed Penalty Notice for irregular attendance at School - Per Parent Per Child	60.00	60.00
Disclosure and Barring (DBS) check for volunteers to be chaperones whilst working with children involved in performing.	27.00	27.00

REGENERATION & ENVIRONMENT**BEREAVEMENT SERVICES****Independent funerals****Burial:**

Pre-purchase Adult Grave / Woodland / Meadowland Exclusive Right 10yrs	563.00	585.00
Pre-purchase Adult Grave / Woodland / Meadowland Exclusive Right 10yrs renewal	220.00	229.00
Pre-purchase Adult Grave / Woodland / Meadowland Exclusive Right 50yrs	987.00	1,026.00
Pre-purchase Adult Grave / Woodland / Meadowland Exclusive Right 75yrs	1,268.00	1,318.00
Interment Fee	905.00	940.00
Extra Depth Charge for 2	210.00	218.00
Extra Depth Charge for 3	410.00	426.00
Late Charge for turning up to scheduled burial booked (15mins late)	67.00	70.00
Interment of Adult Public Grave	925.00	961.00
Interment of NVF (24wk gestation only in Public Grave)	205.00	213.00
Cremated Remains Plot Exclusive Right 50yrs	496.00	515.00
Cremated Remains Plot Exclusive Right 75yrs	721.00	749.00
Pre-purchase plot (reservation only) for cremated remains 10 yrs	286.00	297.00
Renewal of pre-purchased plot (reservation only) for cremated remains 10 yrs	210.00	218.00
Interment of Remains	236.00	245.00
Double Headstone (over 2 graves/over 3 would be an additional £220)	420.00	436.00
Headstone	215.00	223.00
Kerb Set	164.00	170.00
Double kerbset (to be placed over 2 graves an additional £168 over 3 graves)	300.00	312.00
Replacement Headstone	31.00	32.00
Cremated Remains Tablet	98.00	102.00
Additional Inscription	62.00	64.00
Removal of Headstone prior to Interment	184.00	191.00
Removal of Kerb prior to Interment	246.00	256.00
Removal of Cremated Remains Tablet	67.00	70.00
Removal and Disposal of Headstone/Plaque	57.00	59.00
Vase	31.00	32.00
Additional inscription on a vase	12.00	13.00
Accompanied Grave/Plot Selection		
Outside Cemeteries	31.00	32.00
Rose Hill	16.00	17.00
Exhumation Charge for Cremated Remains	282.00	293.00
Use of Chapel (30 min block)	100.00	104.00
Transfer of Ownership of graves/plots	41.00	43.00
Duplicate grave deed	37.00	38.00
Strewing of Cremated Remains on Graves	36.00	38.00
Swipe Card for Blue Badge holders	15.00	16.00
Use of Chapel for services not taking place in our Cemeteries or Crematorium	261.00	271.00
Fee for late Burial or Cremation Paperwork	67.00	70.00
No show charge for appointments made for either burial of remains or scattering appointment	67.00	67.00
Premium Grave Charge	125.00	130.00

Cremation:

Core child related services are free of charge.

Adult Full Service Charge inc Medical ref fee charge	715.00	743.00
Adult Committal Service Charge inc Medical ref fee charge	680.00	707.00
NVF Samples & Body Parts	190.00	197.00
Additional Chapel Time (20 minutes)	255.00	265.00
Wooden Caskets	67.00	70.00
Velvet Bags	16.00	17.00
Bronze Urns	57.00	59.00
Environmental Containers	16.00	17.00
Decorated container Tubes	31.00	32.00
Plastic Containers	31.00	32.00
Exhumation Casket	113.00	117.00
Certificate of Cremation	21.00	22.00

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Removal of Flower to Cemetery Site	31.00	32.00
Bearers for Cremation	36.00	37.00
Recording of Cremation Service	46.00	48.00
Scattering Remains from Elsewhere	87.00	90.00
Scattering Appointment	46.00	48.00
Genealogy Search (per person)	26.00	27.00
Cancellation of Cremation 2 days prior to Cremation	113.00	117.00
Consultation and help with completing cremation forms for Independent Funerals	200.00	208.00
Organ Fee	12.00	13.00
Premium Plot Charge	62.00	64.00
Over running on Cremation Time	62.00	64.00
Hold of Cremated Remains		0.00
Charge if not collected within 6 weeks of Cremation	31.00	32.00
Charge Per Week Thereafter	6.00	6.00
Children's velvet bags	Price on application	Price on application
Children's decorated tubes	Price on application	Price on application

Memorials:

Core child related services are free of charge.

Memorial Inscription per Line	36.00	37.00
Book of Remembrance - Badges	72.00	75.00
Book of Remembrance - Coat of Arms	87.00	90.00
Miniature Book (2 line entry)	87.00	90.00
Miniature Card (2 line entry)	52.00	54.00
Extra lines per entry in books and cards	21.00	22.00
Bronze Tablet Path Kerb 10 years	205.00	213.00
Bronze Tablet location reservation fee	41.00	43.00
Ornamental Tree with Bronze or Granite Tablet 10 years	563.00	585.00
Replacement Bronze or Granite Tablet due to vandalism	133.00	138.00
Crematorium Plots Exclusive Rights 30yrs	435.00	452.00
Interment of Cremated Remains	236.00	245.00
Standard Black Granite Wedge / Memorial Granite Stone	409.00	425.00
Small Black Granite Plaque or York Stone Plaque	282.00	293.00
Photo Plaques Single / Double	154.00	160.00
Motifs on Plaques	108.00	112.00
Re-Gilding Fee	31.00	32.00
Additional Lettering (charge per letter) on Plaques, wedges, york stone	1.50	2.00
Exclusive Right Sanctums	1,028.00	1,068.00
Additional Lettering & Interment into Sanctum	476.00	495.00
Vases for path side 10 years	532.00	553.00
Vase in Flower Room or Book of Remembrance Room 1 year	62.00	64.00
Swipe Card for Flower Room	11.00	11.00
Granite seat without arms 10 years	1,350.00	1,403.00
Granite seat with arms 10 years	1,370.00	1,423.00
Granite bench 10 years	1,180.00	1,226.00
Polywood bench 2 seater 10 years	1,120.00	1,164.00
Polywood bench 3 seater 10 years	1,140.00	1,185.00
Additional seats 2x5 plaque	77.00	80.00
Additional seats 2x6 plaque	97.00	101.00
Design on plaques	41.00	43.00
Childs Hand / Mushroom Small Plaque 10 years	190.00	197.00
Childs Hand / Mushroom Medium Plaque 10 years	235.00	244.00
Childs Hand / Mushroom Large Plaque 10 years	265.00	275.00
Granite plaques on scatter monument/barbican 10 years	405.00	421.00
Additional lettering on monument plaques	51.00	53.00
Granite plaque on wishing well 10 years	235.00	244.00
Tablet on shared Mushroom 10 years	179.00	186.00
Family Mushroom Memorial 10 years	547.00	568.00
Rose Tree 5 years	220.00	229.00
Rose Shrub / Miniature Shrub 5 years	128.00	133.00
Additional Labels Rose Trees, Shrubs	35.00	36.00
Granite plaques on wall in Crematorium grounds 10 years	225.00	234.00
Metal vases for cemetery/crematorium plots	16.00	17.00
Additional Inscription on a Vase	12.00	13.00
Vase	31.00	32.00
Duplicate grave deed	36.00	37.00
Jewellery for cremated remains	Price on application	Price on application
Various containers in addition to the standard types available	Price on application	Price on application

Rose tree/shrub labels allowing 4 line inscription	36.00	37.00
Mausoleums		
All burial units will be an exclusive right of burial period for 50 years		
Side Charging Mausoleum - fee includes interment fee and up to 200 letter inscription	7,875.00	8,056.00
Front Charging Mausoleum - fee includes interment fee and up to 200 letter inscription	5,250.00	5,370.00
Single Sarcophagi - accommodates 2 interments -fee includes 1st interment and up to 200 letter inscription	10,290.00	10,527.00
Below Ground Burial Chambers - accommodates 4 interments - fee includes 1st interment and up to 200 letter inscription	13,650.00	13,964.00
Below Ground Burial Chambers - accommodates 2 interments - fee includes 1st interment and 200 letter inscription (see* for second interment Charge information)	6,615.00	6,767.00
Above and Below Ground Burial Chamber - accommodates 4 interments - fee includes 1st interment and up to 200 letter inscription	21,160.00	21,647.00
Keep Sake Niches	525.00	537.00
Exclusive Rights on Memorial Seats - 30 Years		
Memorial Seats - accommodate 4 sets of cremated remains - Fee to include seat, container, and 1st interment of ashes and up to 160 letter inscription on plaque	1,945.00	1,990.00
Additional Charges		
Additional Interment Charge including up to 200 letter inscription	1,575.00	1,611.00
Each subsequent Interment of ashes charge into seat including container and 160 letter inscription charge	630.00	644.00
Motifs on tablet	Price on Application	Price on Application
Photo Plaque	Price on Application	Price on Application
Posy Holders	26.00	27.00
* Small Desktop Memorial - can only fit maximum of 160 letters on tablet		

BUILDING CONTROL**Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area not exceeding 36m².**

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	107.00	107.00
Building Notice or reservation Charge including VAT	257.00	257.00
Amount of Regularisation Charge (No VAT)	257.00	257.00
Part P Inspection	267.00	267.00

Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area 36- 100m².

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	172.00	172.00
Building Notice or reservation Charge including VAT	322.00	322.00
Amount of Regularisation Charge (No VAT)	322.00	322.00
Part P Inspection	267.00	267.00

Conversion of a domestic garage to create a habitable space

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	107.00	107.00
Building Notice or reservation Charge including VAT	257.00	257.00
Amount of Regularisation Charge (No VAT)	257.00	257.00
Part P Inspection	267.00	267.00

Any extension of a dwelling with an internal floor area of which does not exceed 10m². that extension

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	139.00	139.00
Building Notice or reservation Charge including VAT	289.00	289.00
Amount of Regularisation Charge (No VAT)	289.00	289.00
Part P Inspection	267.00	267.00

Any extension of a dwelling with an internal floor area between 10m² and 40m²

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	273.00	273.00
Building Notice or reservation Charge including VAT	423.00	423.00
Amount of Regularisation Charge (No VAT)	423.00	423.00
Part P Inspection	267.00	267.00

Any extension of a dwelling with an internal floor area between 40m² and 60m².

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	357.00	357.00
Building Notice or reservation Charge including VAT	507.00	507.00
Amount of Regularisation Charge (No VAT)	507.00	507.00
Part P Inspection	267.00	267.00

Any extension of a dwelling with an internal floor area between 60m² and 100m².

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	407.00	407.00
Building Notice or reservation Charge including VAT	557.00	557.00
Amount of Regularisation Charge (No VAT)	557.00	557.00
Part P Inspection	267.00	267.00

Installation of up to 5 domestic replacement window/s and door/s

Building Notice or reservation Charge including VAT	88.00	88.00
Amount of Regularisation Charge (No VAT)	88.00	88.00

Installation of between 5 and 10 domestic replacement window/s and door/s.

Building Notice or reservation Charge including VAT	121.00	121.00
Amount of Regularisation Charge (No VAT)	121.00	121.00

Controlled domestic electrical work - rewiring

Building Notice or reservation Charge including VAT	414.00	414.00
Amount of Regularisation Charge (No VAT)	414.00	414.00

Controlled domestic electrical work – minor works

Building Notice or reservation Charge including VAT	414.00	414.00
Amount of Regularisation Charge (No VAT)	414.00	414.00

Any alteration of a dwelling creating one or more rooms in roof space, including means of access.

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	273.00	273.00
Building Notice or reservation Charge including VAT	423.00	423.00
Amount of Regularisation Charge (No VAT)	423.00	423.00
Part P Inspection	267.00	267.00

Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £2,000.

Amount of Plan Charge	154.00	154.00
Building Notice or reservation Charge including VAT	154.00	154.00
Amount of Regularisation Charge (No VAT)	154.00	154.00
Part P Inspection	267.00	267.00

Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £2,000 but does not exceed £5,000.

Amount of Plan Charge	188.00	188.00
Building Notice or reservation Charge including VAT	188.00	188.00
Amount of Regularisation Charge (No VAT)	188.00	188.00
Part P Inspection	267.00	267.00

Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	172.00	172.00
Building Notice or reservation Charge including VAT	322.00	322.00
Amount of Regularisation Charge (No VAT)	322.00	322.00
Part P Inspection	267.00	267.00

Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	374.00	374.00
Building Notice or reservation Charge including VAT	524.00	524.00
Amount of Regularisation Charge (No VAT)	524.00	524.00
Part P Inspection	267.00	267.00

Planning & Building Control Fees for Small Domestic Buildings

Plan Charge for one dwelling	150.00	150.00
Inspection Charge	441.00	441.00
Amount of Regularisation Charge (No VAT)	591.00	591.00
For 2 or more dwellings please contact Building Control		

Planning & Building Control Fees for Non Domestic new buildings, extensions, alterations etc**Any extension with maximum internal 10m² floor area.**

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	172.00	172.00
Building Notice or reservation Charge including VAT	322.00	322.00
Amount of Regularisation Charge (No VAT)	322.00	322.00

Any new building or extension with an internal floor area between 10m² - 40m².

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	307.00	307.00
Building Notice or reservation Charge including VAT	457.00	457.00
Amount of Regularisation Charge (No VAT)	457.00	457.00

Any new building or extension with an internal floor area between 40m² - 100m².

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	508.00	508.00
Building Notice or reservation Charge including VAT	658.00	658.00
Amount of Regularisation Charge (No VAT)	658.00	658.00

Any new build or extension with an internal floor area between 100m² - 200m².

Individually Determined Individually Determined

Office or Shop Fit Out with an internal floor area up to 500m² floor area.

Individually Determined Individually Determined

Office or Shop Fit out with an internal floor area between 500m² and 2000m².

Individually Determined Individually Determined

Installation of mezzanine floor with an internal floor area up to 200m².

Individually Determined Individually Determined

Installation of up to 20 non domestic window/s and door/s.

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	102.00	102.00
Building Notice or reservation Charge including VAT	252.00	252.00
Amount of Regularisation Charge (No VAT)	252.00	252.00

Any other non domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £5,000.

Amount of Plan Charge	205.00	205.00
Building Notice or reservation Charge including VAT	205.00	205.00
Amount of Regularisation Charge (No VAT)	205.00	205.00

Any other non domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	256.00	256.00
Building Notice or reservation Charge including VAT	406.00	406.00
Amount of Regularisation Charge (No VAT)	406.00	406.00

Any other non domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.

Amount of Plan Charge	150.00	150.00
Amount of Inspection Charge	508.00	508.00
Building Notice or reservation Charge including VAT	658.00	658.00
Amount of Regularisation Charge (No VAT)	658.00	658.00

Under Regulation 7(5) of the Building (Local Authority Charges) Regulations 2010 any of the above charges may also be determined on an individual basis taking into account various factors which an applicant can discuss with Building Control if they so wish, and/or should market conditions dictate. This may result in the charge being lower or higher than listed above.

For applications falling outside the above categories, Building Control charges are individually calculated

Building Control - Other Fees

Street naming (One House) Non Vatable	57.00	59.00
Street naming (Two or more) Non Vatable	72.00	75.00
Street naming (New Road) Non Vatable	106.00	110.00
Subsequent roads on same development Non Vatable	38.00	39.00
Demolitions Non Vatable	76.00	79.00
Solicitors Enquiry	76.00	79.00
Duplicate/Replacement Certificates	76.00	79.00
Safety Advisory Group Certification	NEW / per hour	50.00

LOCAL RECORDS CENTRE

Collation and provision of biological records data for private and public sector use .

Standard Data Search		
Single Species/Group of Species search in 1km buffer	60.00	60.00
Single Species/Group of Species search in 2km buffer	90.00	90.00
Full Species search in 1km buffer	180.00	180.00
Full Species search in 2km buffer	240.00	240.00
Customised Data Search	Price on Application	Price on Application
Citation for Local Wildlife Site and Local Geological site	Per site	15.00
Minimum charge		30.00
Data enquiry unsuccessful	No Charge	No Charge
Copy Charges - varies depending on size of paper	Various	Various
High Hedge Applications		300.00
		312.00

CAR PARKING

Stay

Charges include VAT unless stated

Markets and Chamber Road car park fees restructured to ensure the existing hourly charge is incremental across the respective 2 hour and 3 hour fee range and includes a 10p increase in the hourly charge at Chamber Road. Chamber Road All Day fee will be subject to a separate decision. Other fees to remain the same.

Car Park:			
Colonnades	Per Hour	1.30	1.30
	All day	5.00	5.00
Wood Street	1 Hour	1.20	1.20
	2 Hours	2.40	2.40
College Road (Irish Club)	1 Hour	1.00	1.00
	2 Hours	1.50	1.50
	3 Hours	2.00	2.00
Chappell Drive (East and West)	1 Hour	0.50	0.50
	2 Hours	0.50	0.50
	3 Hours	1.00	1.00
	4 Hours	1.50	1.50
	Over 4 Hrs	2.50	2.50
Markets	1 Hour	1.30	1.30
	2 Hours	2.40	2.60
St Georges	1 Hour	1.00	1.00
	2 Hours	2.00	2.00
	3 Hours (Max Stay)	2.50	2.50
Council House	4 Hours	2.00	2.00
	ALL DAY	4.00	4.00
Scarborough House.	4 Hours	2.00	2.00
	ALL DAY	4.00	4.00
Thorne Rd (DRI)	1 Hour	1.10	1.10
	2 Hours	1.60	1.60
	3 Hours	2.10	2.10
	4 Hours (Max stay)	2.60	2.60
Marshgate (North Bridge)	1 Hour	0.50	0.50
	2 Hours	1.00	1.00
	3 Hours	1.50	1.50
	4 Hours	2.00	2.00
	All day	2.00	2.00
Church Way	1 Hour	0.50	0.50
	2 Hours	1.00	1.00
	3 Hours	1.50	1.50
	4 Hours	2.00	2.00

Appendix H

Dockin Hill Road	Over 4 Hrs	2.50	2.50
	1 Hour	0.80	0.80
	2 Hours	1.20	1.20
	3 Hours	1.90	1.90
Chamber Road	4 Hours (Max stay)	2.40	2.40
	1 Hour	1.10	1.20
	2 Hours	2.10	2.40
	3 Hours	3.10	3.60
	ALL Day	7.60	TBC

Civic Quarter Multi Storey Car Park

Subject to a separate decision.

Season tickets	Paid Monthly	60.00	TBC
	Paid Annually	720.00	TBC
Monday - Friday	1 Hour	1.10	TBC
	2 Hours	1.90	TBC
	3 Hours	2.50	TBC
	4 Hours	4.50	TBC
	Over 4 Hours	6.00	TBC
Early bird - In between 6:00 am and 8:30 am		3.00	TBC
Overnight - In after 6:00pm: out by 6:00 am		2.00	TBC
Saturday & Sunday	All Day	2.50	TBC

On Street Pay & Display (Outside scope of VAT):

St George Gate (new from January 2013)	Per 1/2 Hour	1.00	1.00
Prince's street	Per 1/2 Hour	1.00	1.00
Eastlathgate	Per 1/2 Hour	1.00	1.00
Spring Gardens	Per 1/2 Hour	1.00	1.00
Chequer Road	Per 1/2 Hour	1.00	1.00
Park Road	Per 1/2 Hour	1.00	1.00
Catherine Street	Per 1/2 Hour	1.00	1.00
Copley Road	Per 1/2 Hour	1.00	1.00
Nether Hall Road	Per 1/2 Hour	1.00	1.00
Wood Street	Per 1/2 Hour	1.00	1.00
Princegate	Per 1/2 Hour	1.00	1.00
Hallgate	Per 1/2 Hour	1.00	1.00
Sunny bar	Per 1/2 Hour	1.00	1.00
Market Place	Per 1/2 Hour	1.00	1.00
Horse Fair Green	Per 1/2 Hour	1.00	1.00
College Road	Per Hour	1.00	1.00
Francis Street	Per 1/2 Hour	1.00	1.00
Greyfriars Rd	Per Hour	1.00	1.00
Chamber Road (on street)	Per Hour	1.00	1.00
Suspensions	Day	25.50	20.00
Dispensations	Day	17.00	10.00

Permit Charges:

Parking Permit (Public) - Chappell Drive & Marshgate only (Marshgate from 1/4/14)	6 Day	372.00	372.00
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Residents parking permits (subject to further consultation):

Residents Permit Scheme - charges intended to cover cost of administering scheme.

Elmfield Scheme: -			
Per Permit (Residents, Charities & Carers) 5 maximum	Per annum	25.00	26.00
Scratch Card (initial issue of 50)	Per annum	25.00	26.00
	(then per scratch card)	Per annum	2.50
Permit (Businesses)	Per annum	50.00	52.00
Permit (Landlords)	Per annum	100.00	104.00
Other Schemes: -			
Per Permit (Residents, Charities & Carers) 5 maximum	Per annum	25.00	26.00
Scratch Card (initial issue of 50)	Per annum	25.00	26.00
	(then per scratch card)	Per annum	2.50
Permit (Businesses)	Per annum	50.00	52.00
Permit (Landlords)	Per annum	100.00	104.00

CATERING - FACILITIES MANAGEMENT

Catering charges to staff/public mainly at the Vibe, Café Culture, Mary Woollett Centre and the Mansion House.

Example charges: -

Standard Coffee	1.45	1.50
Standard Tea	1.25	1.30
Standard Sandwich	2.05	2.10
Speciality Coffee	1.90	2.00
Meal Deal	3.30	3.40
Standard Buffet	6.60	6.80
Afternoon Tea (per head)	16.00	16.50
Standard Wedding Package (per head)	94.05	97.00

DEVELOPMENT MANAGEMENT

Where the Council can determine the value, Pre Application fees have been increased by RPI 3.9%. Other Pre Application fees where there is no increase are either Statutory Fees set by Central government or free of charge.

Pre Applications (Minor)	85.00	88.00
Pre Applications (Householder/Adverts)	30.00	31.50
Discharging Conditions (Government set)	97.00	97.00
Discharging Conditions (Householder - Government set)	28.00	28.00
Decision Notices	0.00	0.00
Planning Histories	0.00	0.00
Permitted Development	30.00	31.50
Copies of permitted development decision letters	0.00	0.00
Pre- Applications (Major Applications including 1 meeting)	500.00	520.00
Pre-Application (Subsequent meetings after above, price per meeting)	350.00	364.00
Pre-Applications (Major Applications Block of 5 meetings)	2,000.00	2,078.00
Pre-Application validation service	25.00	26.00

Statutory Planning Fees

These are set by Central Government with a national increase of 20% implemented in January 2017. The increased income is intended to enable Planning Departments to fund additional resources to meet demand and clear bottlenecks, allowing new developments to come forward more easily, and is not available for the Fees & Charges savings target. As the increase has been implemented in 2017/18 there is no change in the fee between 2017/18 and 2018/19.

Outline Applications

Not more than 2.5 hectares - £462 per 0.1 hectare for sites up to and including 2.5 hectares	462.00	462.00
More than 2.5 hectares - £11432 + £138 for each 0.1 in excess of 2.5 hectares to a maximum of £150,000	11,432.00	11,432.00

Householder Applications

Alterations/extensions to a single dwelling (including flats), including works within boundary	206.00	206.00
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Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent)

Alterations/extensions to two or more dwellings or flats, including works within boundaries	407.00	407.00
New dwellings (up to and including 50) £462 per dwellinghouse	462.00	462.00
New dwellings (for more than 50) £22,859 + £138 per additional dwelling in excess of 50 up to a maximum fee of £300,000	22,859.00	22,859.00

Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery):

No increase in gross floor space or no more than 40m ²	234.00	234.00
More than 40m ² but no more than 75m ²	462.00	462.00
More than 75m ² but no more than 3,750m ² £462 for each 75 Sqm of part thereof	462.00	462.00
More than 3,750m ² £22,859 + £138 for each additional 75m ² in excess of 3750m ² to a maximum of £300,000	22,859.00	22,859.00

Erection of buildings (on land used for agriculture for agricultural purposes)

Not more than 465m ²	96.00	96.00
More than 465m ² but not more than 540m ²	462.00	462.00
More than 540m ² but not more than 4,215m ² (£462 for first 540m ² + £462 for each 75m ² (or part thereof) in excess of 540m ²	462.00	462.00
More than 4,215m ² £22,859 + £138 for each 75m ² (or part thereof) in excess of 4,215m ² up to a maximum of £300,000	22,859.00	22,859.00

Erection of glasshouses (on land used for the purposes of agriculture)		
Not more than 465m ²	96.00	96.00
More than 465m ²	2,580.00	2,580.00
Erection/alterations/replacement of plant and machinery		
Not more than 5 hectares £462 for each 0.1 hectare (or part thereof)	462.00	462.00
More than 5 hectares £22,859 + additional £138 for each 0.1 hectare (or part thereof) in excess of 5 hectares to a maximum of £300,000	22,859.00	22,859.00
Applications other than Building Works		
Car parks, service roads or other accesses for existing uses	234.00	234.00
Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)		
Not more than 15 hectares £234 for each 0.1 hectare (or part thereof)	234.00	234.00
More than 15 hectares £34,934 + £138 for each 0.1 hectare (or part thereof) in excess of 15 hectares up to a maximum of £78,000	34,934.00	34,934.00
Operations connected with exploratory drilling for oil or natural gas		
Not more than 7.5 hectares £508 for each 0.1 hectare (or part thereof)	508.00	508.00
More than 7.5 hectares £38,070 + additional of £151 for each 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum of £300,000	38,070.00	38,070.00
Operations (other than exploratory drilling) for the winning and working of oil or natural gas		
Not more than 15 hectares £257 for each 0.1 hectare (or part thereof)	257.00	257.00
More than 15 hectares £38,520 + £151 for each 0.1 in excess of 15 hectares up to a maximum of £78,000	38,520.00	38,520.00
Other operations(winning and working of minerals) excluding oil and natural gas		
Not more than 15 hectares £234 for each 0.1 hectare (or part thereof)	234.00	234.00
More than 15 hectares £34,934 + additional £138 for each 0.1 in excess of 15 hectares up to a maximum of £78,000	34,934.00	34,934.00
Other operations (not coming within any of the above categories) £234 for each 0.1 hectare (or part thereof) up to a maximum of £2,028	234.00	234.00
Lawful Development Certificate		
LDC – Existing Use or operation - same as full	see note	see note
LDC – Existing Use or operation - lawful not to comply with any condition or limitation	234.00	234.00
LDC – Proposed operation or use - half the normal planning fee	see note	see note
Prior Approval		
Agricultural and Forestry buildings & operations or demolition of buildings	96.00	96.00
Communications (previously referred to as Telecommunications Code Systems Operators)	462.00	462.00
Proposed Change of Use to State Funded School or Registered Nursery	96.00	96.00
Proposed Change of Use of Agricultural Building to State Funded School or Registered Nursery	96.00	96.00
Proposed Change of Use of Agricultural Building to a flexible use within Shops, Financial and Professional services, Restaurants and Cafes, Business, Storage or Distribution, Hotels, or Assembly or Leisure	96.00	96.00
Proposed Change of Use of a building from Office (Use Class B1) Use to a use falling within Use Class C3 (Dwellinghouse)	96.00	96.00
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), where there are no Associated Building Operations	96.00	96.00
Proposed Change of Use of Agricultural Building to a Dwellinghouse (Use Class C3), and Associated Building Operations	206.00	206.00
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), where there are no Associated Building Operations	96.00	96.00
Proposed Change of Use of a building from a Retail (Use Class A1 or A2) Use or a Mixed Retail and Residential Use to a use falling within Use Class C3 (Dwellinghouse), and Associated Building Operations	206.00	206.00
Notification for Prior Approval for a Change Of Use from Storage or Distribution Buildings (Class B8) and any land within its curtilage to Dwellinghouses (Class C3)	96.00	96.00
Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3)	96.00	96.00

Appendix H

Notification for Prior Approval for a Change of Use from Amusement Arcades/Centres and Casinos, (Sui Generis Uses) and any land within its curtilage to Dwellinghouses (Class C3), and Associated Building Operations	206.00	206.00
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos, (Sui Generis Uses) to Restaurants and Cafes (Class A3)	96.00	96.00
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial Professional Services (Class A2), Betting Offices, Pay Day Loan Shops and Casinos, (Sui Generis Uses) to Restaurants and Cafes (Class A3), and Associated Building Operations	206.00	206.00
Notification for Prior Approval for a Change of Use from Shops (Class A1), Financial Professional Services (Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis Uses) to Assembly and Leisure Uses (Class D2)	96.00	96.00
Notification for Prior Approval for a Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop	96.00	96.00
Notification for Prior Approval for the Temporary Use of Buildings or Land for the Purpose of Commercial Film-Making and the Associated Temporary Structures, Works, Plant or Machinery required in Connection with that Use	96.00	96.00
Notification for Prior Approval for the Installation, Alteration or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings, up to a Capacity of 1 Megawatt	96.00	96.00
Reserved Matters		
Application for approval of reserved matters following outline approval - full fee due or if full fee already paid then £462 due	see note	see note
Approval/Variation/discharge of condition		
Application for removal or variation of a condition following grant of planning permission	234.00	234.00
Request for confirmation that one or more planning conditions have been complied with. £34 per request for Householder otherwise £116 per request	34.00	34.00
Change of Use of a building to use as one or more separate dwelling houses, or other cases		
Not more than 50 dwellings £462 each	462.00	462.00
More than 50 dwellings £22,859 + £138 for each in excess of 50 up to a maximum of £300,000	22,859.00	22,859.00
Other Changes of Use of a building or land	462.00	462.00
Advertising		
Relating to the business on the premises	132.00	132.00
Advance signs which are not situated on or visible from the site, directing the public to a business	132.00	132.00
Other advertisements	462.00	462.00
Application for a Non-material Amendment Following a Grant of Planning Permission		
Applications in respect of householder developments	34.00	34.00
Applications in respect of other developments	234.00	234.00
Application for Permission in Principle (valid from 1 June 2018)		
Site Area £402 for each 0.1 hectare (or part thereof)	402.00	402.00
Concessions may apply - please refer to Planning Services website for details of exemptions and reductions to payments.		
ENVIRONMENT		
Environmental Information Regulations Fee	per hour	40.00
		41.50
Cutting alarms after service of notice:		
Internal	511.00	530.00
External	317.00	330.00
Disconnecting car alarm after service of notice	215.00	223.00
FLAG (Fly Tipping, Litter, Abandoned Vehicles & Graffiti)		
Leaflet Distribution		
0 to 5	200.00	208.00
6 to 9	300.00	312.00
10 to 15	400.00	416.00
16 to 23	500.00	520.00
24+	600.00	623.00
Additional Badge	26.00	27.00

Fixed Penalty Notices

Statutory Fees set by Central Government. The upper limit for Litter FPN's has now increased to £150 but with the Council offering discount to £100 if paid within 28 days to encourage payment rather than the more costly method of going through court to recover the charge. Changes to income will be need to be monitored and any increase re-invested in fly tipping prevention measures.

Litter Fixed Penalty Notices		80.00	150.00
Litter Fixed Penalty Notices - If paid within 28 days	NEW		100.00
Dog Fouling		50.00	50.00
Dog Fouling PSPO		100.00	100.00
Graffiti		80.00	80.00
Fly Posting		80.00	80.00
Waste Carriers		300.00	300.00
Waste Transfer Notes		300.00	300.00
Abandoned Vehicle		200.00	200.00
Vehicles for Sale		100.00	100.00
Repairing Vehicles		100.00	100.00
Unauthorised distribution of free printed matter		80.00	80.00
Breach of Notice - Trade Bins		110.00	110.00
Breach of Notice - Domestic Bins		80.00	80.00
Breach of Notice – Community Protection Notice		100.00	100.00
Noise – Noise from Dwellings		100.00	100.00
Anti-Social Behaviour - Public Space Protection Order Breach		100.00	100.00
Fly Tipping		400.00	400.00

FOOD CONTROL

Charges cover the cost of service. The drinking water sampling charge has been reduced from £92 to £74 to reflect a reduction in laboratory costs.

Food Control Risk Assessments, Investigations and Authorisations will be priced by the hour. The time charged will include travelling time and test time.

Drinking Water - Sampling visit		92.00	74.00
Risk Assessment (Minimum £50 charge, maximum charge £500, based on hourly rate)		41.00	41.00

PORT HEALTH FOOD CONTROL

Designated Point of Entry Inspection Facility at Robin Hood Airport Doncaster Sheffield

Common Entry Document - Standard Rate 07:00-19:00 - Clearance not subject to Sampling		44.50	44.50
Common Entry Document - Out of hours 19:00 - 7:00 Weekends & Public Holidays - Clearance not subject to Sampling		89.00	89.00
Common Entry Document - Standard Rate 07:00-19:00 - Sampled		75.00	75.00
Common Entry Document - Out of hours 19:00 - 7:00 Weekends & Public Holidays - Sampled		150.00	150.00
Common Entry Document - Standard Rate 07:00-19:00 - Charge for each additional hour or part thereof if required		45.50	45.50
Common Entry Document - Out of hours 19:00 - 7:00 Weekends & Public Holidays - Charge for each additional hour or part thereof if required		91.00	91.00
Laboratory costs and courier charges: -			
Courier - Dedicated collection at 8am the day after the sample is taken available Monday to Friday (results reported same day)		102.00	102.00
Courier - Monday morning collection for samples arriving Saturday and Sunday (results reported Monday afternoon)		102.00	102.00
Courier - Samples collected 8.00am Saturday morning (results reported Saturday afternoon)		135.00	135.00
Full Pesticide residue screen and report by Public Analyst		260.00	260.00
Out of Hours Rate (per consignment)		97.00	97.00
Disposal Cost per Consignment		99.00	99.00
Disposal Cost per tonne for Consignments over 99 tonnes		99.00	99.00
Written confirmation to UK Border Agency (or other) that clearance is not required by DMBC		45.00	45.00

We reserve the right to charge the appropriate additional hourly rate if this requires attending a transit shed or an ETSF to examine a consignment. We will send a letter on each occasion there has not been pre-notification by either entry onto TRACES or a fax or e-mail for products with a statutory obligation to pre-notify. The minimum cost will be £45.00 for a letter informing of the breach of regulation and any additional time spent on the issue will be recovered at the appropriate hourly rate.

FOOD HYGIENE

Level 2 Emergency First Aid at Work		81.00	84.00
Level 2 Award for Personal Licence Holders (APLH)		130.00	135.00
ERAR Course		37.00	38.00
Award in Underage Sales Prevention (AUSP) Level 2		44.00	46.00

Award in Underage Sales Prevention (AUSP) Level 2	46.00	48.00
Fixed Penalty Notice (FPN) Waiver		

Individual delegate prices:

Level 2 Award in Food Safety on-line course	26.00	27.00
Level 2 Award in Food Safety	56.00	58.00
Level 3 Award in Food Safety	284.00	295.00
Level 4 Award in Food Safety	590.00	613.00
Level 2 Award in Health & Safety in the Work place	56.00	58.00
Level 2 Award in COSHH	56.00	58.00
Level 2 Award in Healthier Food and Special Diets	66.00	69.00
Level 2 Award in Manual Handling (Principles & Practise)	77.00	80.00

Client provides the venue, price based on Tuition fee plus cost per delegate:

1 day Level 2 Food Safety or Health & Safety	Tuition Fee	248.00	258.00
	Plus Per Delegate	20.00	21.00
1 day Level 2 Healthier Food and Special Diets	Tuition Fee	248.00	258.00
	Plus Per Delegate	20.00	21.00
0.5 day Level 1 Food Safety or Health & Safety	Tuition Fee	146.00	152.00
	Plus Per Delegate	21.00	22.00
Level 2 Award in Manual Handling (Principles & Practice)	Tuition Fee	248.00	258.00
	Plus Per Delegate	20.00	21.00
0.5 day level 2 Award in COSHH	Tuition Fee	133.00	138.00
	Plus Per Delegate	20.00	21.00
0.5 day Doncaster Council bespoke course	Tuition Fee	146.00	152.00
	Plus Per Delegate	21.00	22.00

Weekend/Evening Tuition Rate:

Full day	373.00	388.00
Half day	222.00	231.00

Client provides the venue, total group price:

Level 2 Award in Emergency 1st Aid at Work (EFAW) 1 day	406.00	422.00
Level 2 Award in Paediatric 1st Aid 2 days	861.00	895.00
1st Aid at Work (FAW) Re-qualification - 2 days	861.00	895.00
1st Aid at Work (FAW) - 3 days	1,472.00	1,529.00
FHRS Revisit Per hour	160.00	160.00
Consultancy for food businesses after initial 1 Hr for free (Price per hour or part thereof)	65.00	65.00

FACILITIES MANAGEMENT - OTHER ROOM HIRE

Holmesarr Centre - External room hire per hour	12.00	12.50
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GYPSY & TRAVELLERS RENTS / STATIC CARAVAN SITES (Outside the scope of VAT)

These have been increased by 3.9% in line with the recommended value (RPI as at August 2017). The actual inflationary increase may differ as the legislation dictates using the RPI figure at the annual review date. This may require the proposed budget increase to be changed.

Gypsy & Travellers Site (charge per plot, per wk):

White Towers:		
Single Plots	70.67	73.43
Double Plots	78.21	81.26
Single Plot (New)	83.07	86.31
Double Plot (New)	93.45	97.09
Lands End	81.05	84.21
Single Plot (New)	83.07	86.31
Double Plot (New)	93.45	97.09
Little Lane	81.05	84.21
Nursery Lane	45.52	47.30

Static Caravan Sites (charge per plot, per wk)

Bloomhill Road, Moorends	27.36	28.43
Cow House Lane, Armthorpe	27.36	28.43
Orange Croft, Tickhill	28.50	29.61

HIGHWAYS

Statutory Fees set by Central Government constitute 89% of the budget and have not been increased. Other fees have been increased by 3.9% and rounded to the nearest 50p or £1 as appropriate.

Licensing of skips on the Highway	17.00	17.50
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Retrospective License fee	80.00	83.00
Licensing of Scaffolding and Hoardings on the Highway	180.00	187.00
Retrospective fee for additional 28 days	60.00	62.00
Private Road Openings	420.00	435.00
Work on existing apparatus	300.00	310.00
Licensing of the Storage of Materials on the Highway	180.00	187.00
Provision of Highway Information - standard charge for up to 1 hr	62.00	65.00
Extended searches for additional half hour	22.50	23.50
Vehicle Crossing Licence	450.00	467.50
Temporary Traffic Regulation Orders	1,350.00	1,350.00
Traffic Regulation Notice	650.00	650.00
Steetworks Permits (discount applies to working wholly outside of traffic sensitive times): -		
Provisional Advance Authorisation - Full Fee	91.00	91.00
Provisional Advance Authorisation - Discounted Fee	64.00	64.00
Major Works over 10 days or requiring a Traffic Regulation Order - Full Fee	211.00	211.00
Major Works over 10 days or requiring a Traffic Regulation Order - Discounted Fee	147.00	147.00
Major Works 4 to 10 days - Full Fee	109.00	109.00
Major Works 4 to 10 days - Discounted Fee	76.00	76.00
Major Works up to 3 days - Full Fee	64.00	64.00
Major Works up to 3 days wholly outside of Traffic Sensitive Times - Discounted Fee	46.00	46.00
Standard Activity Permit - Full Fee	112.00	112.00
Standard Activity Permit - Discounted Fee	78.00	78.00
Minor Activity Permit - Full Fee	66.00	66.00
Minor Activity Permit - Discounted Fee	46.00	46.00
Immediate Activity Permit - Full Fee	61.00	61.00
Immediate Activity Permit - Discounted Fee	42.00	42.00
S38 Agreement	6.5% (works cost as calculated by the Council) + Legal Fee	6.5% (works cost as calculated by the Council) min £1,500 + Legal Fee
S278 Agreement	10% of first £100,000 (works cost as calculated by the Council), 6.5% thereafter + Legal Fee	10% of first £100,000 (works cost as calculated by the Council) min £1,500, 6.5% thereafter + Legal Fee
S184 Agreement	£500 to £1500 depending on complexity of works	£500 to £1500 depending on complexity of works

HOMELESSNESS TEMPORARY ACCOMODATION

A review was undertaken to remove the existing "service charge per day" and to incorporate it into the rental charge. The charges aren't published due to confidentiality. The Council does not set an income target from Homelessness accommodation, so any changes in price up or down does not impact on the budget setting process.

Temporary Accommodation (daily rate) varies according to property - contact service Contact Service Contact Service

LICENSING

Landlord Licences:

License fees need to reflect costs of administering the service. Variations are required by law without charging a fee. The Council cannot legally transfer a license so these would have to be treated as a new applicant. Overall effect on the budget is expected to be minimal. Licences are for a fixed term 01/07/2015 to 30/06/2020 with payment only being required for the remainder of that term. Landlords avoiding payment of fee since start of scheme will be charged full five year fee.

Selective Licencing Hexthorpe - 01/7/2015 to 30/6/2020 Fixed Term

DMBC Scheme - All licences granted to 30/6/2020 - New Applicants will need to pay from the historic date when their property became subject to license, until the end of the licensing period

Year 1 (5 Year licence) 01/7/15-30/06/16	500.00	500.00
Year 2 (4 Year Licence) 01/7/16-30/06/17	415.00	415.00
Year 3 (3year licence) 01/7/17-30/06/18	330.00	330.00
Year 4 (2 year licence) 01/7/18-30/06/19	245.00	245.00
Year 5 (1year licence) 01/7/19-30/06/20	160.00	160.00
Homesafe Scheme	75.00	75.00

Extra costs incurred when additional Correspondence is necessitated due to incomplete applications and will be recovered as an administration charge (per letter)	50.00	50.00
Registered Charities (£15 discount for additional applications where no Fit & Proper Person test required, subject to conditions).	0.00	0.00
Houses in Multiple Occupation		
Landlord Licence Basic fees (5 person HMO)	800.00	800.00
Fee for each additional bedroom	55.00	55.00
<i>Licence Renewal fee for 5 bedroom properties, subject to:- Current compliance with the Councils standards & existing licencing conditions; no change to the original occupation of the house; application made before expiry of previous Licence (applications after expiry will be treated as new applications) & Licensee and Manager to carry over from expiring licence.</i>	740.00	740.00
<i>Additional fee for Each Bedroom in the house</i>	55.00	55.00
<i>Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)</i>	35.00	35.00

Private Hire/Hackney:

Not allowed to generate a surplus, limited to cost recovery.

Vehicle Licensing Hackney (Inc plates & first test)	235.00	240.00
Vehicle Licensing Private Hire (Inc plates & first test)	235.00	240.00
Vehicle Test at North Bridge	60.00	60.00
Retest of Vehicle	27.00	27.00
Admin charge on lifting Suspensions	25.00	25.00
Private Hire Operators Licence	450.00	460.00
Private Hire Operators Licence each additional vehicle over 2 (for licenses issued prior to April 2017)	23.00	23.00
Application for Drivers Licence (+ DBS + Knowledge test)	135.00+DBS+Knt	140.00+DBS+Knt
Joint Application (+ DBS + Knowledge test)	135.00+DBS+Knt	140.00+DBS+Knt
Renewal of drivers licence	105.00	107.50
Knowledge Test	60.00	60.00
Replacement Badge	25.00	25.00
Sealing of meter	45.00	46.00
Advertising on Taxis Full Livery	30.00	30.00
Transfer of ownership	45.00	45.00
Surrender of Vehicle Licence admin fee	25.00	25.00
Front plate bracket	6.00	6.00
Rear plate bracket	12.00	12.00
Replacement Front plate	17.50	17.50
Replacement Rear plate	27.50	27.50

Other Licences

A number of fees are statutory charges where a maximum limit is determined by central government - many are decided jointly with other South Yorkshire authorities and/or are close to the maximum limit. The Council must also not be seen to generate surplus income from its licensing activities nor must it be seen to be using fees to support the enforcement activity against unlicensed individuals/businesses. Where possible selected increases have been made.

Miscellaneous:

Acupuncturist/Tattooist/Ear Piercing	205.00	210.00
Transfer or to Add Person	55.00	57.00
Animal Boarding Establishment (plus Vet Fee if needed)	150 + Vet Fee	155 + Vet Fee
Performing Animals Registration	80.00	80.00
Civil Marriage Licence	1,330.00	1,330.00
Approval of Religious premises as a place at which two people may register as civil partners of each other.	900.00	900.00
Dangerous Wild Animals (plus Vet Fee if needed)	150.00 + Vet Fee	155.00 + Vet Fee
Dog Breeding Licence (plus Vet Fee if needed)	150.00 + Vet Fee	155.00 + Vet Fee
Pet Shop Licence	150.00	155.00
Riding Establishment 1- 10 Horses	165.00 + Vet Fee	170.00 + Vet Fee
Riding Establishment 11-25 Horses	185.00 + Vet Fee	190.00 + Vet Fee
Riding Establishment over 25 Horses	210.00 + Vet Fee	215.00 + Vet Fee
Sex Establishment Licence Application	2,840.00	2,840.00
Sex Establishment Licence Renewal	2,840.00	2,840.00
Sex Establishment Licence Variation or Transfer	2,100.00	2,100.00
Zoo Licence (plus Statutory VET inspection fees as applicable)	1,540.00	1,575.00
Greyhound Stadium Licence	200.00	205.00
Scrap Metal Dealer - Site	330.00	340.00
Scrap Metal Dealer - Collector	210.00	215.00

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Scrap Metal Dealer - Change of name of Licensee	25.00	25.00
Scrap Metal Dealer - Change from Site to Collector	25.00	25.00
Scrap Metal Dealer - Change from Collector to Site	210.00	215.00
Scrap Metal Dealer - Change of Site Manager	210.00	215.00
Scrap Metal Dealer - Additional Site(s) to Licence	80.00	80.00
Copy of Licence Fee (Unspecified)	25.00	25.00

Gambling:

Bingo Premises

Non-conversion fee where a provisional statement has already been granted	740.00	740.00
New Premises Fee	1,230.00	1,300.00
Annual Fee	770.00	770.00
Variation Fee	1,230.00	1,230.00
Transfer Fee	740.00	770.00
Re-Instatement Fee	740.00	770.00
Provisional Statement Fee	1,200.00	1,300.00
Change of circumstances	30.00	30.00
Copy of Licence Fee	25.00	25.00

Adult Gaming Premises

Non-conversion fee where a provisional statement has already been granted	770.00	770.00
New Premises Fee	1,330.00	1,330.00
Annual Fee	720.00	745.00
Variation Fee	720.00	770.00
Transfer Fee	770.00	770.00
Re-Instatement Fee	770.00	770.00
Provisional Statement Fee	1,330.00	1,330.00
Change of circumstances	30.00	30.00
Copy of Licence Fee	25.00	25.00

Betting Premises (Track)

Non-conversion fee where a provisional statement has already been granted	770.00	770.00
New Premises Fee	2,060.00	2,060.00
Annual Fee	820.00	820.00
Variation Fee	820.00	820.00
Transfer Fee	770.00	770.00
Re-Instatement Fee	770.00	770.00
Provisional Statement Fee	2,060.00	2,060.00
Change of circumstances	30.00	30.00
Copy of Licence Fee	25.00	25.00

Family Entertainment Premises

Non-conversion fee where a provisional statement has already been granted	770.00	770.00
New Premises Fee	1,330.00	1,330.00
Annual Fee	515.00	535.00
Variation Fee	770.00	770.00
Transfer Fee	770.00	770.00
Re-Instatement Fee	770.00	770.00
Provisional Statement Fee	1,330.00	1,330.00
Change of circumstances	30.00	30.00
Copy of Licence Fee	25.00	25.00

Betting Premises (other)

Non-conversion fee where a provisional statement has already been granted	740.00	740.00
New Premises Fee	1,840.00	1,910.00
Annual Fee	410.00	425.00
Variation Fee	920.00	920.00
Transfer Fee	740.00	770.00
Re-Instatement Fee	740.00	770.00
Provisional Statement Fee	1,840.00	1,910.00
Change of circumstances	30.00	30.00
Copy of Licence Fee	25.00	25.00

Liquor Licences

(Fees are set by Central Government)		
Premises Licence	Variable	Variable
(Fees are set by Central Government, Premise licences are charged based on a number of factors, e.g. Rateable Value, Occupancy.)		

Lotteries

(Fees are set by Central Government)	Various	Various
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MANSSION HOUSE

Weddings	1,025.00	1,065
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Tea Dance	3.50	3.65
Room Hire - per hour	26.00	27.00

MARKETS

No increase to Markets charges are proposed for 2018/19, due to disruption from development and low footfall. No increase to car boot fee which is determined by the lease agreement until 2021/22.

Tenancy Agreements

2011/12 was the last year of a three year phased tenancy review. No further increases can be made other than the annual increase in line with the Retail Price Index as provided for within each lease, although no increase is proposed for 2017/18. This applies to the Corn Exchange, Fish Market, Wool Market, Market Hall, Irish Middle Market, Mexborough Hall & Lockup Units.

Doncaster Outer Market (outside the scope of VAT)

Gazebo Stall - Tuesday	11.50	11.50
12ft Stall - Tuesday	13.50	13.50
Gazebo Stall - Wednesday (Second Hand)	8.50	8.50
12ft Stall - Wednesday (Second Hand)	10.00	10.00
Gazebo Stall - Friday	14.50	14.50
12ft Stall - Friday	17.00	17.00
Gazebo Stall - Saturday	20.00	20.00
12ft Stall - Saturday	22.00	22.00
Storage Box	12.00	12.00

Rossington Outer Market (outside the scope of VAT)

Stall - Friday	13.50	13.50
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Car Boot Licence (outside the scope of VAT)

Car Boot Pitch (Minimum charge £7 regardless of number of cars)	1.08	1.08
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Mexborough Outer Market (outside the scope of VAT)

Stall - Monday	8.50	8.50
Gazebo - Monday	5.50	5.50
Stall - Thursday (bric-a-brac)	6.00	6.00
Gazebo - Thursday (bric-a-brac)	6.00	6.00
Stall - Friday	12.50	12.50
Gazebo - Friday	7.00	7.00
Stall - Saturday	15.00	15.00
Gazebo - Saturday	8.50	8.50

MARY WOOLLETT CENTRE (No VAT)Room

Full day	170.00	177.00
Half day (up to 3.5 hours)	115.00	120.00
Twilight (4.15pm to 6pm)	57.00	60.00
After 6pm: up to 2 hrs	115.00	120.00
After 6pm: (per additional hour or part thereof)	46.00	48.00
Saturday: up to 2 hrs	265.00	276.00
Saturday: (per additional hour or part thereof)	46.00	48.00
Sunday: up to 2 hrs	300.00	312.00
Sunday: (per additional hour or part thereof)	57.00	60.00

Hall

Full day	265.00	276.00
Half day (up to 3.5 hours)	175.00	182.00
Twilight (4.15pm to 6pm)	95.00	99.00
After 6pm: up to 2 hrs	170.00	177.00
After 6pm: (per additional hour or part thereof)	57.00	60.00
Saturday: up to 2 hrs	265.00	276.00
Saturday: (per additional hour or part thereof)	46.00	48.00
Sunday: up to 2 hrs	300.00	312.00
Sunday: (per additional hour or part thereof)	57.00	60.00

PARKS & PLAYING FIELDS**Administration Fee**

Charities / Community Organisations	61.00	61.00
Commercial Organisations	87.00	87.00

Site rental (VAT Exempt)

Commercial Organisations minimum hire per day	102.50	102.50
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Football / Rugby		
Class A pitches (includes changing rooms and showers)	75.00	78.00
Class B pitches (includes changing room only)	62.50	65.00
Class C pitches:		
Pitch only	53.00	55.00
Junior pitch	0.00	0.00
Five a side pitches (per 2 hours)	37.00	38.50
Seasonal club bookings (VAT Exempt)		
Class A pitches	690.00	717.00
Class B pitches	568.00	590.00
Class C pitches	448.00	465.00
Junior on class C Pitches	0.00	0.00
Junior pitch with changing	0.00	0.00
Cricket		
Class A pitches		
includes changing rooms and showers	79.00	82.00
season (VAT Exempt)	947.50	984.00
Class B pitches		
Includes changing room only	62.50	65.00
season (VAT Exempt)	842.00	875.00
Pitch only	52.00	54.00
season (VAT Exempt)	720.50	749.00
Funfairs		
Small rides and/or stalls per item per day	20.00	20.78
5 large rides and under per day	300.00	311.70
Additional large rides per day	60.00	62.34
Bowling Greens		
Per Person (non member use)	3.00	3.00
Pitch & Putt		
Per game of Golf	2.50	2.50
Deposit on equipment & Golf Ball	2.50	2.50
Fishing		
Per day charge	5.00	5.00
Sandall Beat		
All abilities bike	1.50	1.60
Visitor Centre Day Visits per child:	3.50	3.65
Rangers activities per half day	55.60	57.60
Ranger - 1 hour activity	36.00	37.20
Wooden table decorations (excluding postage where applicable) - starting price	10.00	10.50
£10.50 - prices vary according to individual decoration.		
Skill day (charge per person)	25.00	26.00
Pavilions / Sandall Beat Visitors centre:		
Hire of room per hour (external)	16.50	17.00
Hire of room per hour (internal)	16.50	17.00
PEST CONTROL		
Dwellings - Mice		
Normal working hours - First 4 visits inclusive where required	53.00	54.00
- subsequent visits (after the 4 above)	21.00	21.00
Out of hours and Saturdays	120.00	120.00
Sundays and Bank Holidays	150.00	150.00
On benefits:		
Applies to domestic customers in receipt of Housing Benefit and/or LTSS - First 4 visits inclusive where required	42.00	43.00
- subsequent visits (after the 4 above)	16.00	16.00
Dwellings - Insects (excluding bed bugs)		
Normal working hours	53.00	54.00
Out of hours and Saturdays	120.00	120.00
Sundays and Bank Holidays	150.00	150.00
On benefits:		
Applies to domestic customers in receipt of Housing Benefit and/or LTSS	42.00	43.00
Dwellings - Bed Bugs		
Per visit	65.00	70.00

Applies to domestic customers in receipt of Housing Benefit and/or LTSS - per visit	55.00	60.00
Dwellings - Control of Moles, Feral Pigeons, Squirrels & Cockroaches (price per hour; except cockroaches minimum 2 hours to be paid in advance)		
		New addition for cockroaches
Normal working hours	78.00	78.00
Out of hours and Saturdays	140.00	140.00
Sundays and Bank Holidays	180.00	180.00
Commercial Premises - Control of Moles, Feral Pigeons, Squirrels & Cockroaches, Mice, Insects & Rats (price per hour; except cockroaches minimum 2 hours to be paid in advance)		
		New addition for cockroaches
Normal working hours	78.00	78.00
Out of hours and Saturdays	140.00	140.00
Sundays and Bank Holidays	180.00	180.00
General Fees:		
Insect Identification (refunded if treatment carried out by DMBC)	30.00	30.00
Reclaiming of stray dogs	50.00	50.00
Abortive Visits		
Housing Benefit and/or LTSS		
Domestic standard rate	27.00	27.00
Out of hours and Saturdays	33.00	33.00
Sundays and Bank Holidays	70.00	70.00

POLLUTION PREVENTION & CONTROL

Statutory fees, charges based on rates confirmed by DEFRA August 2017. Revised figures expected to be announced Spring 2018.
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Pollution Prevention & Control fee values are set nationally by Central Government (no VAT) and may be subject to change April 2018.

Local Air Pollution Prevention & Control**Application Fee**

Standard process (includes solvent emission activities)	1,579.00	1,650.00
Additional fee for operating without a permit	1,137.00	1,188.00
PVRI, SWOB's and Dry Cleaners	148.00	155.00
PVR I & II Combined	246.00	257.00
VR's and other reduced fee activities	346.00	362.00
Reduced fee activities: Additional fee for operating without a permit	68.00	71.00
Mobile Plant (not using simplified permits)		
For the 1 st and 2 nd application	1,579.00	1,650.00
For the 3 rd to 7 th applications	943.00	985.00
For the 8 th and subsequent applications	477.00	498.00
Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts	297.00	310.00

Annual Subsistence Charge

Standard Process LOW	739.00 (+99.00)	772.00 (+104.00)*
Standard Process MEDIUM	1,111.00 (+149.00)	1,161.00 (+156.00)*
Standard Process HIGH	1,672.00 (+198.00)	1,747.00 (+207.00)
Additional fee in brackets charged for a combined Part B and waste application		
PVRI, SWOB's and Dry Cleaners LOW	76.00	79.00
PVRI, SWOB's and Dry Cleaners MEDIUM	151.00	158.00
PVRI, SWOB's and Dry Cleaners HIGH	227.00	237.00
PVR I & II Combined LOW	108.00	113.00
PVR I & II Combined MEDIUM	216.00	226.00
PVR I & II Combined HIGH	326.00	341.00
VR's and other reduced fee activities LOW	218.00	228.00
VR's and other reduced fee activities MEDIUM	349.00	365.00
VR's and other reduced fee activities HIGH	524.00	548.00
Mobile Plant (not using simplified permits)		
For the 1 st and 2 nd application LOW	618.00	626.00
For the 1 st and 2 nd application MEDIUM	989.00	1,034.00
For the 1 st and 2 nd application HIGH	1,484.00	1,551.00
For the 3 rd to 7 th applications LOW	368.00	385.00
For the 3 rd to 7 th applications MEDIUM	590.00	617.00
For the 3 rd to 7 th applications HIGH	884.00	924.00
For the 8 th and subsequent applications LOW	189.00	198.00

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For the 8 th and subsequent applications MEDIUM	302.00	316.00
For the 8 th and subsequent applications HIGH	453.00	473.00
Late payment fee	50.00	52.00

*the additional amounts in brackets must be charged where a permit is for a combined Part B and waste installation.

Where a Part B installation is subject to reporting under E-PRTR Regulation, add an extra £104 to the above amounts.

Transfer and Surrender

Standard process transfer	162.00	169.00
Standard process partial transfer	476.00	497.00
New operator at low risk reduced activity (extra one-off subsistence charge - see Article 15(2) of charging scheme)	75.00	78.00
Surrender: all Part B activities	0.00	0.00
Reduced fee activities: transfer	0.00	0.00
Reduced fee activities: partial transfer	45.00	47.00

Temporary Transfer for Mobiles

First transfer	51.00	53.00
Repeat following enforcement of warning	51.00	53.00

Substantial Change

Standard process	1,005.00	1,050.00
Standard process where the substantial change results in a new PPC activity	1,579.00	1,650.00
Reduced fee activities	98.00	102.00

Mobile Plant Permit Charges (not using simplified permits)

Permits 1 to 2 Application Fee	1,579.00	1,650.00
Permits 1 to 2 Subsistence Fee LOW	618.00	646.00
Permits 1 to 2 Subsistence Fee MEDIUM	989.00	1,034.00
Permits 1 to 2 Subsistence Fee HIGH	1,484.00	1,506.00
Permits 3 to 7 Application Fee	943.00	985.00
Permits 3 to 7 Subsistence Fee LOW	368.00	385.00
Permits 3 to 7 Subsistence Fee MEDIUM	590.00	617.00
Permits 3 to 7 Subsistence Fee HIGH	884.00	924.00
Permits 8+ Application Fee	477.00	498.00
Permits 8+ Subsistence Fee LOW	189.00	198.00
Permits 8+ Subsistence Fee MEDIUM	302.00	316.00
Permits 8+ Subsistence Fee HIGH	453.00	473.00

Local Authority - Integrated Pollution Prevention & Control

Every subsistence charge below includes the additional £104 charge to cover LA extra costs in reporting under the E-PRTR Regulation

Application	3,218.00	3,363.00
Additional fee for operating without a permit	1,137.00	1,188.00
Annual Subsistence LOW	1,384.00	1,447.00
Annual Subsistence MEDIUM	1,541.00	1,611.00
Annual Subsistence HIGH	2,233.00	2,334.00
Late payment fee	50.00	52.00
Variation	1,309.00	1,368.00
Substantial Variation (where 9 (2) (a) or 9 (2) (b) of the scheme applies)	1,309.00	3,363.00
Transfer	225.00	235.00
Partial Transfer	668.00	698.00
Surrender	668.00	698.00

Reduced fee activities are listed in the schedule to the Part B scheme
Newspaper adverts may be required under EPR at the discretion of the LA as part of the consultation process when considering an application (see Chapter9 of the General Guidance Manual). This will be undertaken and paid for by the LA and the charging scheme contains a provision for the LA to recoup its costs.

TOWN CENTRE MANAGEMENT

Performance Sites (Outside scope of VAT)

Clock Corner (Sunday to Thursday)	217.00	225.50
Clock Corner (Friday to Saturday)	254.50	264.50
St Sepulchre Gate Lay-by (Sunday to Thursday)	170.50	177.50
St Sepulchre Gate Lay-by (Friday to Saturday)	196.50	204.00
St Sepulchre Gate by Yorkshire Bank (Sunday to Thursday)	170.50	177.50
St Sepulchre Gate by Yorkshire Bank (Friday to Saturday)	196.50	204.00
Frenchgate Main Entrance St Sepulchre Gate (Sunday to Thursday)	170.50	177.50

Appendix H

Frenchgate Main Entrance St Sepulchre Gate (Sunday to Thursday)	196.50	204.00
Frenchgate Burger King Entrance (Sunday to Thursday)	170.50	177.50
Frenchgate Burger King Entrance (Friday to Saturday)	196.50	204.00
Frenchgate M&S and BHS (Sunday to Thursday)	170.50	177.50
Frenchgate M&S and BHS (Friday to Saturday)	196.50	204.00
Printing Office Street (Sunday to Thursday)	170.50	177.50
Printing Office Street (Friday to Saturday)	196.50	204.00
Primark Site (Sunday to Thursday)	188.00	195.50
Primark Site (Friday to Saturday)	221.00	230.00
Goosehill	76.50	79.50
Market Hall Corner	76.50	79.50
Open Market - Market Square	76.50	79.50
Based on 3M x 3M pitch (or multiple thereof)		
Gazebo (per day)	76.50	79.50

Town Centre Market Trading Baxtergate/High Street/Frenchgate/St Sepulchre gate

Cost per 3Mx3M pitch including Gazebo per day	105.50	109.50
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Pavement Cafes (Outside the scope of VAT)

5 year pavement café licence (for 1-10 tables)	100.00	104.00
5 year pavement café licence (for 11+ tables)	Price On Application	Price On Application

TRADING STANDARDS

All Trading Standards chargeable work will be priced by the hour. The time charged will include travelling time and test time.

TSO hourly rate (Minimum charge 2hrs)	70.00	73.00
Technician Hourly rate (Minimum charge 2hrs)	40.00	42.00
Motor Trade Partnership Subscription < £1m	476.40	495.00
Motor Trade Partnership Subscription < £2m	940.80	977.00
Motor Trade Partnership Subscription > £2m	1,663.20	1,728.00

TRANSPORT SERVICES FEES

Driving Assessments for Taxis and Private Hire Vehicles are proposed to increase by 2.9% to ensure increase in costs are covered.

Driving Assessments for Taxis and Private Hire Vehicles

Driver assessment	79.66	81.97
Driver assessment with wheelchair assessment	92.94	95.64
Driver wheelchair assessment	26.56	27.33
Charges are exempt from VAT		

Staff Vehicle Hire

Weekends & Bank Holidays	Per Day	27.00	27.00
Part day/overnight any other day		15.00	15.00
Fuel if not returned full	NEW / Per Litre (previously charged 18p per mile)		2.00

(special offers may be available)

MOT FEES

Car or light van (Class 4) test fee	40.00	40.00
Car or light van (Class 4) re-test fee	10.00	10.00
Light Minibuses (Class 5) test fee	50.00	50.00
Light Minibuses (Class 5) re-test fee	20.00	20.00
Light Commercial (Class 7) test fee	50.00	50.00
Light Commercial (Class 7) re-test fee	20.00	20.00

Private Vehicle Repair - Labour

Private Vehicle Repair - Labour	Per Hour	48.00	48.00
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WASTE AND RECYCLING

Fees have been increased by 3.9% and rounded. The value of changes is impacted on by the subsequent cost of the new waste collection contract.
New fees have been introduced for commercial recycling.

Commercial Waste Service (Charges are outside the scope of VAT)

Wheeled Bins Quarterly Charge

Sack	45.00	47.00
Std Bin	57.00	59.00
240 L	83.00	86.00
360 L	107.00	110.00
660 L	169.00	174.00
1100 L	243.00	250.00

Wheeled Bins Including Domestic Quarterly Charge

Sack	45.00	47.00
Std Bin	57.00	59.00
240 L	74.00	77.00
360 L	88.00	91.00
660 L	147.00	152.00
1100 L	221.00	229.00

Wheeled Bins Charities Quarterly Charge

Sack	36.00	37.00
Std Bin	36.00	37.00
240 L	36.00	37.00
360 L	39.00	40.00
660 L	77.00	80.00
1100 L	81.00	84.00

Wheeled Bins Compaction Quarterly Charge

240 L	215.00	223.00
360 L	237.00	245.00
660 L	365.00	378.00
1100 L	591.00	610.00

Commercial Recycling

Initial Receptacle - Sack	NEW	25.00
Initial Receptacle - 240 L	NEW	50.00
Initial Receptacle - 360 L	NEW	60.00
Initial Receptacle - 660 L	NEW	80.00
Initial Receptacle - 1100 L	NEW	120.00
Additional Receptacle - Sack	NEW	15.00
Additional Receptacle - 240 L	NEW	25.00
Additional Receptacle - 360 L	NEW	35.00
Additional Receptacle - 660 L	NEW	55.00
Additional Receptacle - 1100 L	NEW	75.00

Commercial Special

Under 2m ³	109.00	200.00
Between 2m ³ and 4m ³	203.00	300.00
Between 4m ³ and 6m ³	505.00	525.00

Bulky Collections

Standard Charge	30.00	32.00
Exemption Charge for Benefit Qualification	15.00	16.00

Administration and delivery of Additional/New and Replacement Bins (including New Developments)

Additional Bins (limited to residents meeting criteria)	31.00	32.00
New & Replacement Bins	22.00	22.50

Reserves (to be reviewed at year-end)

	Estimated Balance at 31/03/18 £'m
School Balances	-8.100
Health & Social Care Transformation Fund	-7.020
Service Transformation Fund	-6.256
NNDR - Contingency against Risks and Volatility	-2.800
Business Rates Incentive Scheme	-1.876
Reserve for future severance costs	-1.846
Grant Underspend to Extend Stronger Families Programme	-1.215
Civic Office Major Repairs & Maintenance Sinking Fund	-1.121
S106 Open Spaces Revenue unapplied contribution	-0.722
Various Section 278	-0.606
Teesland Section 278	-0.599
Public Health	-0.531
Coppice School	-0.305
Revenue Contribution to the Capital Programme (pre-work/development costs)	-0.300
St James Baths	-0.300
Revenues & Benefits - Discretionary Hardship	-0.264
S106 Interest balances	-0.203
Integrated Discharge Team (IDT)	-0.180
ERP - Phase 2	-0.150
Public Spaces Community Order	-0.140
High Needs Strategic Planning	-0.126
LEP Inward Investment Loan	-0.109
Dilapidation Costs on Vacated Buildings	-0.100
Pathway to Traineeships (SFA)	-0.097
DWP Fraud & Error Reduction Incentive Scheme	-0.083
Match Funding for European Structural Investment Fund	-0.083
North Ridge School	-0.080
Match Funding for Edge Funding Doncaster Skills Academy	-0.075
ICT - Schools Centralised Infrastructure Sinking Fund	-0.069
To Support the Introduction of the Apprenticeship Levy	-0.049
Weight management	-0.046
Lake Aeration Maintenance Costs	-0.040
Colonnades Tenants Repairs Fund	-0.037
Planning Capacity Funding Grant used for DN7 Project	-0.036
Museum Service - In year - donations, disposals & healthy lifestyles	-0.034
Mayor's Pledge to Miners' Statue	-0.031
S106 Planning and Other Revenue unapplied contribution	-0.030
Other	-0.129
Total	35.787

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 17/18 & 18/19 £m
Known provisions and contingent liabilities as at January 2018	Payments under s117 of the Mental Health Act – has separate provision (£103k) and this is deemed adequate. An Insurance Fund provision of £9.2m has been made as per the methodology agreed.	Provision identified, unable to quantify potential risk.
Overspend on Service Expenditure	An amount is included for the potential risk of overspends in future years (excluding the risk on deliverability of budget proposals covered below); including Children's Trust.	Up to 2.0
Major Emergency	The Government has confirmed that the Bellwin Scheme will continue thereby limiting certain costs to be borne by the Council. However in November 2015 they confirmed that the timescales for claiming recovery costs would be much reduced.	Up to 0.5
Robustness of 2018/19 budget proposals	It is prudent to include a risk regarding the deliverability of the 2018/19 proposals to allow for potential slippage on delivery. It is not possible to quantify the risk with certainty. This will need month by month monitoring in 2018/19 and urgent action taken if targets are not being achieved. However, due to the size of the budget reductions and increasing difficulty of achieving the savings £1.7m is included (equivalent to 10% of the 2018/19 budget proposals). The Local Government Finance Act 2012 which introduced the Business Rate Retention scheme and the Localisation of Council Tax Support from 2013/14 has introduced unprecedented volatility into local government funding which adds significant additional risk to the budget proposals. One-off funding has been identified (Service Transformation Fund), which is available to fund slippage on the deliverability of savings and reduces this risk.	Up to 1.7
Redundancy Costs	The staffing reductions assumed in the budget proposals will result in additional early retirements and/or compulsory redundancies. A process to reduce staffing through VER/VR's is taking place from October 2017 until March, 2018. A separate earmarked reserve exists for this.	0.0

Risk	Risks & Quantification	Maximum Potential Call on Reserves 17/18 & 18/19 £m
Capital Programme 2018/19 – 2021/22	There is a risk of grant clawback where projects do not meet their outputs, where they do not proceed, or the Council subsequently breaks the grant conditions. There is also a risk that expenditure will slip beyond the period of the grant so becoming ineligible and require financing from alternative resources.	No major issues at present. Any expenditure likely to slip into 2018/19 to be managed as part of capital monitoring process.
Treasury Management	The Council relies on short term (circa £14m) and under borrowing (circa £39.5m) to minimise interest costs; there is a risk that if we need to replace the under borrowing with long term external borrowing the Council will incur additional expenditure. If the Council had to replace the £39.5m of under borrowing with long term borrowing, this could cost £0.7m per year at current rates over 5 years and could rise to £1.1m per year over 50 year terms. There is also a risk regarding increasing interest rates. This would cost an additional £0.14m for every 1% increase in interest rates.	Up to 0.7
I.T. Strategy.	Current I.T. projects which are underway are funded from earmarked reserves and the Corporate Capital Programme.	Funding would be identified prior to purchasing any new I.T. requirements.
Reserves and contingencies	Reserves leave little room for further in year pressure, e.g. from new initiatives. To minimise the impact estimates as far as possible are included in the financial plan. This needs close monitoring throughout the year.	Up to 2.0
Abortive development and compensation costs	Any development costs on major capital projects which do not go ahead will become abortive and need to be funded from a revenue resource. This may also include potential compensation costs.	None envisaged at present but will be kept under regular review
Business Rates Appeals	There remains a risk that appeals and mandatory reliefs may be greater than estimated. There is also a risk to baseline income if the economy falls into recession.	Appeals to be funded from the earmarked reserve
Total Maximum Quantified Risks.		up to 6.9
General Reserve Available based on best estimates		7.0
Headroom Available		0.1

Revenue Budget Risks

Cost Reductions:

Current Risk		Target Risk
<p>20</p>	<p>Current Situation: The financial plan assumes that all cost reduction proposals can be implemented in the identified financial year. If cost reductions are not achieved, the risk of an in year overspend is increased and this will put pressure on revenue reserves. The delivery of savings becomes more difficult each year and flexibility needs to be built into the proposals to allow for some slippage in delivery.</p> <p>Mitigating Actions: Cost reduction proposals have been worked up in detail by responsible managers and H.R. advisers and quantified by financial advisers. Proposals will be closely monitored in year as part of the financial management process. Prudent figures have been included for the savings.</p>	<p>15</p>

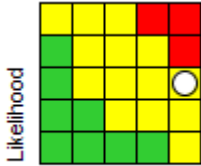
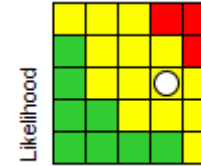
Budget Pressures:

Current Risk		Target Risk
<p>12</p>	<p>Current Situation: The financial plan assumes that existing budget anomalies, either where base budget is inadequate or income targets proven unrealistic are addressed as part of the budget proposals. If they are not addressed, the risk of in year overspending is increased.</p> <p>Mitigating Actions: Identification of budget anomalies as part of the financial management process. Where necessary, funding made available as part of setting in year budget. Keeping up to date on best practice and robust monitoring of costs as part of performance management framework. Adequate monitoring arrangements for Children's Trust in place.</p>	<p>8</p>

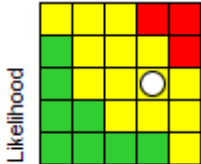
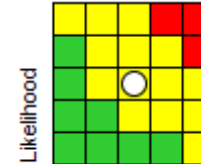
Level of General Reserves:

Current Risk		Target Risk
<p>12</p>	<p>Current Situation: The financial plan assumes that general reserves are sufficient.</p> <p>Mitigating Actions: Risk assessment of General Reserves undertaken annually. General reserves are increased where possible. Close monitoring of reserves, contingency and potential liabilities. Review of provisions undertaken. Contingency and one-off funding identified.</p>	<p>9</p>

Business Rates Retention:

Current Risk		Target Risk
<p style="text-align: center;">15</p>  <p style="text-align: center;">Impact</p>	<p>Current Situation: Risk that retained business rates collection will be below budget and appeals will be greater than expected causing the collection fund to run into a deficit, impacting on the funding available to the Council. This risk will increase assuming the Government's plans to increase Business Rate Retention to 75% by 2020/21 are implemented.</p> <p>Mitigating Actions: Close monitoring of the appeals and collection rates and central Government announcements.</p>	<p style="text-align: center;">12</p>  <p style="text-align: center;">Impact</p>

Council Tax Collection:

Current Risk		Target Risk
<p style="text-align: center;">12</p>  <p style="text-align: center;">Impact</p>	<p>Current Situation: There is a risk that council tax collection will be less than budget and the collection fund will run into a deficit – impact on the funding available to the Council.</p> <p>Mitigating Actions: Prudent view on the Council Tax base calculation. Close monitoring of the actual collection rates – reported quarterly in the finance and performance report.</p>	<p style="text-align: center;">9</p>  <p style="text-align: center;">Impact</p>

Budget Proposals 2018/19 – Due Regard

The budget proposals have been reviewed and a due regard assessment is required for the following budget proposals:

Directorate	Service/ Saving Proposal	Total
AH&Wb	Admin and business support (AHWb)	-0.342
	Community Safety	-0.020
	Customer Journey	-0.200
	Day Opportunities	-0.328
	Home Care	-0.588
	Housing related support services	-0.719
	Public Health Grant	-0.628
	Residential Care - Older People	-0.862
	Residential Care - Working Age	-0.400
	Supported Living	0.283
Children's Trust	Children's Trust	-2.000
Council-Wide	Fees & Charges	-0.302
	Procurement	-0.150
LOCYP	LO-CYP: Functional Review	-0.183
	SEND Implementation Grant	-0.231
R&E	Assets	-0.423
	Waste Contract	-0.200
		-7.293

Detailed Budgets

Service	Net Base Position £'000	Pressures £'000	Savings £'000	Other Changes (incl inflation) £'000	Net Budget £'000	Gross Budget £'000
ADULTS HEALTH & WELLBEING						
ADULT SOCIAL CARE&SAFEGUARDING	8,421	0	-542	192	8,071	10,797
COMMISSIONING & CONTRACTS	57,552	2,162	-3,469	-3,137	53,109	88,298
COMMUNITIES	12,067	0	-351	711	12,427	22,694
DIRECTOR OF ADULT SERVICES	666	0	0	-1,367	-701	9,198
DIRECTOR OF IMPROVEMENT	100	0	0	2	102	102
PUBLIC HEALTH	-173	0	0	0	-173	18,796
ADULTS HEALTH & WELLBEING Total	78,634	2,162	-4,362	-3,600	72,834	149,885
COUNCIL WIDE BUDGET	32,807	1,117	-1,830	3,337	35,430	15,150
CORPORATE RESOURCES						
CUSTOMERS, DIGITAL & ICT	5,923	172	0	295	6,391	8,559
FINANCE	5,106	0	-149	474	5,431	74,432
FINANCE & CORPORATE DIRECTOR	-7	0	0	-295	-302	-37
HR, COMMS & EXEC OFFICE	3,643	0	0	181	3,824	4,582
LEGAL & DEMOCRATIC SERVICES	2,953	0	-26	63	2,990	4,937
STRATEGY AND PERFORMANCE	2,074	0	0	64	2,138	2,281
CORPORATE RESOURCES Total	19,693	172	-175	781	20,472	94,753
LEARNING & OPPORTUNITIES C&YP						
CENTRALLY MANAGED	344	0	0	69	413	8,698
CHILDRENS SERVICES TRUST	42,154	0	-2,000	927	41,081	45,070
COMMISSIONING & BUSINESS DEVEL	6,631	787	-183	360	7,595	33,461
PARTNERSHIPS & OPERATIONAL DEL	2,581	200	0	2	2,782	9,763
LEARNING & OPPORTUNITIES C&YP Total	51,709	987	-2,183	1,358	51,871	96,992
REGENERATION & ENVIRONMENT						
DEVELOPMENT	2,413	535	-116	177	3,009	8,885
DIRECTOR OF REGEN & ENVIRO	-403	16	0	392	5	46
ENVIRONMENT	30,852	0	-1,033	744	30,563	64,534
TRADING & ASSETS	-234	633	-547	756	608	49,354
REGENERATION & ENVIRONMENT Total	32,628	1,184	-1,696	2,069	34,185	122,819
Total Council Budget	215,471	5,622	-10,246	3,945	214,791	479,597
Funded By: -						
NON DOMESTIC RATES	-44,057	0	-918	-1,462	-46,436	
REVENUE SUPPORT GRANT	-36,150	0	0	8,019	-28,131	
TOP UP GRANT	-32,805	0	-274	-449	-33,527	
COUNCIL TAX	-100,432	0	0	0	-106,696	
USE OF RESERVES	-2,027	2,027	0	0	0	
Total Funding	-215,471	2,027	-1,192	6,108	-214,791	



Doncaster Council

Report

Date: 20th February, 2018

To the Chair and Members of
CABINET

CAPITAL BUDGET 2018/19 – 2021/22

EXECUTIVE SUMMARY

Capital Programme Budget Proposal

1. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £349m of capital investment over 2018/19 to 2021/22 that will continue to stimulate growth and prosperity, with £129m of spend estimated for 2018/19. The Council is investing in projects to further improve Education, Housing, Infrastructure, Leisure and Culture, as well as attracting investors and visitors to the Borough. Prime examples of this investment are the Doncaster Culture & Learning Centre £13.9m and DN7 Hatfield Link Road Project £13.3m.
2. Capital spending is something that is bought or built that generally lasts more than one year, such as a road or building. Most capital funding is allocated for spending on specific projects. Capital spending is different from revenue spending, which covers the day to day costs of running Council services but capital investment can assist the revenue budget by helping to reduce running costs by providing more efficient facilities and equipment.
3. The proposed capital programme for 2018/19 to 2021/22 is detailed in Appendices 1a to 1f and the paragraphs below. There is also further information on some of the schemes that will have wide-ranging benefits for Doncaster.
4. The bids received during the budget setting process are provided in Appendix 2 of the Appendix pack.
5. In the following sections, unless stated otherwise, the value for 2018/19 is shown first and then the total for the four year programme is in brackets.

Regeneration and Environment: -

The programme managed by this Directorate is the largest individual programme in terms of project numbers and value at an estimated total investment of (£223.7m), with £88.3m in 2018/19. The main areas of investment are the Doncaster Culture & Learning Centre £8.2m (£13.9m), carriage way and bridge maintenance £4.9m (£19.2m) and housing projects £41.2m (£125.6m). A further analysis is provided in Appendix 1e of the Appendix pack.

Development

- **Doncaster Culture & Learning Centre** – £13.9m 2018/19 to 2019/20 (funded with £9.1m Council resources with the remaining £4.8m to be sought from external grant funders, underwritten by borrowing if necessary). A new, combined Central Library, Archives, Museum and Art Gallery, along with other social and learning facilities (e.g. a Core Education Space, rail heritage centre, conference and training facilities, micro-business incubation space, café, retail, crèche etc.). The building will be located on the site of the former Girls' School on Waterdale, adjacent to the Civic Offices. Scheduled for completion in 2020. A further £100k to invest in the infrastructure of the existing Museum on Chequer Road, for use as an interim storage and research facility. The building will contribute to wide-ranging skills, economic, and learning-related outcomes for Doncaster's residents.
- **Enterprise Market Place Phase 1** - £3.0m 2018/19 (funded with £1.9m SCRIF; £1.1m other Council resources) – this includes alterations to the car park and Irish Middle Market; conversion of the Wool Market to include new food outlets and events space; refurbishment of the Corn Exchange and further enhancements to the public realm. As one of the town's key assets the vision aims to ensure the area is vibrant not just on current market days, but all week long.
- **Enterprise Market Place Phase 2** - £6.0m 2019/20 to 2020/21 (funded with £1.4m SCRIF; £4.6m developer contributions) – Marketplace - development of new retail, leisure and office floor space through a new mixed use building framing the northern side of the market square and creating a new city street with recent investment. Subject to further appraisal by Sheffield City Region once the full business case is available to demonstrate the viability of phase 2.
- **CCQ Cinema Infrastructure** - £9.4m 2018/19 to 2019/20 (funded with £5.7m borrowing, £0.5m Sheffield City Region Investment Fund (SCRIF) and £3.2m other Council resources). CCQ cinema development with the Council acting as landowner, funder, developer and landlord of the completed development. Once completed it will create an annual rent, 180 jobs, an estimated rateable value of circa £0.53m and an enhanced CCQ leisure offer.
- **Quality Streets** - £1.9m 2018/19 (funded with £1.4m SCRIF, £0.1m Local Transport Plan (LTP) grant and £0.4m other Council funding) – Refurbishment and enhancement of public realm and footways within the core town areas of Hallgate and Silver Street. The aim of the scheme is to increase the attractiveness of these areas; complement three earlier phases of investment; increase footfall and retail usage and support the town's evening economy offer.
- **St Sepulchre Gate / Station Forecourt** - £5.8m 2018/19 (funded with all SCRIF but with an additional £2.4m associated private development works directly relating to the scheme but not undertaken by the Council) – Providing a new gateway to Doncaster by redeveloping the station forecourt and access to the station from St Sepulchre Gate. The project aims to create a sense of arrival into Doncaster and define the railway station as a key gateway into the town centre. Works include the relocation of station car parking, acquisition of redundant buildings, new public realm and infrastructure works to improve safety, accessibility and visitor experience to the urban centre.

Housing

- **Council House Building Programme (Committed)** – 151 new Council owned affordable units will be delivered over the next 2 years (45 2018/19 and 106 2019/20) through the Council's Affordable Housing building

programme, investing £16.8m (£19.3m). The major regeneration and redevelopment at the Wheatley Howards Estate will deliver 40 of these total units (in addition to the 23 units in 2017/18).

- **Council House Building Programme (Uncommitted)** - Further funding totalling £5.1m in 2019/20 (£20.6m across the four year programme) has been earmarked for further new build developments, subject to scheme approval. It is estimated this will deliver in the region of 180 additional units.
- **Council House Improvement and Maintenance Programme** - In 2018/19, £15.3m will be spent on improving and maintaining the existing Council housing stock, with the main focus on improvements to communal areas, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements
- **High Rise Fire Safety Improvements** - £3.6m in 2018/19 (alongside £0.7m in 2017/18 for £4.3m total) will be invested into fire suppressant & sprinkler installations to the high rise blocks of flats, the replacement of both lifts and improvement to the communal areas at Silverwood house with flexibility to fund any retrofit works resulting for the Governments building regulations review that are currently being undertaken.
- **Energy Efficiency Works** - £5.4m investment of Energy Efficiency Works on hard to treat properties. Hard to treat is where there is either no cavity (sometimes classed as solid wall) or a narrow cavity, where standard cavity wall insulation is not possible or viable due to the nature of the construction.

Major Transport Schemes

- **DN7 Unity Hatfield Link Road** - £13.3m 2018/19 (funded with £10.1m SCRIF and £3.2m developer contributions). Delivery of 3km new road from J5 M18 to unlock Unity mixed use development comprising 3,100 houses, 395,000m² of commercial floor space and local centre, retail and educational facilities over a 30 year timeframe.
- **The Finningley and Rossington Regeneration Route Scheme (FARRRS) Extended Gateway** - £1.8m 2018/19 to 2019/20 (funded with £1.5m SCRIF and £0.3m other Council funding). Delivery of a new 2km highway from Great Yorkshire Way (FARRRS Phase 1) to Doncaster Sheffield Airport, enabling 396,000m² of commercial development.
- **A630 Westmoor Link** - £10.3m 2018/19 to 2019/20 (funded with £5.0m SCRIF, £3.3m National Productivity Infrastructure Fund, £0.3m LTP including SYPTTE works and £1.7m developer contributions). This scheme is to unlock housing and employment sites by introducing infrastructure improvements, including high capacity junctions and removal of a classified arterial route pinch point by widening a narrow railway over-bridge.

Transport IT programmes

- £1.0m in 2018/19 for a range of schemes relating to Safer Roads, Network Management, Cycling and Sustainable Choices (Dropped crossings, Footways, Bus Partnership, Minor Works Package, etc.).

Environment

- **Highway Maintenance Programmes** – £4.4m 2018/19 (LTP)

An estimated £4.4m of LTP capital funded works programmes for highways, bridges and street lighting maintenance schemes in 2018/19.

The highways works comprise of the structural, preventative and routine maintenance of the classified and unclassified road, footway and bridges infrastructure.

This funding will support on average per year approximately; surface dress around 25km (15.5miles) of road network, strengthen/resurface around 10km (6.2 miles) of local roads and reconstruct/resurface around 8km (5miles) of footways in 2018/19.

In addition it is anticipated that around 15,000m² of permanent patching repairs will be undertaken in 2018/19 in support of pothole repairs, pothole prevention measures and routine maintenance.

The capital funded schemes will be undertaken based on a prioritised selection of classified and unclassified roads and footways aimed at stabilising and improving the condition performance status of the highway network in order to promote user safety and efficient travel and to support the local economy, investment, growth and regeneration initiatives within the borough.

- **Street Lighting Column Replacement** - £1.3m 2018/19 to 2020/21 (funded with Council resources) – for the replacement of existing street lighting columns, re-using the existing LED light fittings

Trading

- **Retained Public Building Investment Programme** - £0.6m (£1.3m) 2018/19 to 2020/21 (funded with Council resources). This is an annual programme to enhance and improve our retained building assets by addressing backlog maintenance issues.
- **Herten Triangle** – £4.5m 2018/19 (funded with borrowing). There are 8 leisure units to be built and let to generate £0.5m per annum of rent and around £0.3m per annum of new business rates. The total cost of scheme is £7.4m with the majority of the expenditure in 2018/19.

Adults, Health and Well Being: -

The total investment managed by this Directorate is estimated to be (£23.3m) over the four year programme, with £7.2m in 2018/19. The three largest areas are Housing Adaptations £4.6m (£18.5m) and Leisure Centre improvements £1.3m (£3.3m). A further analysis is shown in Appendix 1b of the Appendix pack:

- **DFG/Adaptations** - 1,200 housing adaptations for the disabled are estimated to be completed per year, with an estimated funding package of £17.8m
- **Doncaster Culture and Leisure Trust** - This is the final year of a 5 year programme, with a £3.8m allocation for 2018/19. £1.3m is estimated to be used on fabric maintenance and system replacement in 2018/19, mainly at Adwick, Dearne Valley and the Dome.

Corporate Resources: -

Corporate Resources are estimated to manage (£63.8m) of funds over the four year programme, with £22.0m in 2018/19. The major areas of spend are investment in ICT £5.1m (£7.3m) and the IMF which is to be increased to £12.5m (£50m). A further analysis is shown in Appendix 1c of the Appendix pack.

The bid received during the budget setting process is provided in Appendix 2 of the Appendix pack. The bid is to increase the funding allocated for the replacement of key Council systems (in line with the ICT Strategy) to include

provision for the HR/payroll system, which will deliver service improvements and efficiencies.

- £7.3m of investment in technology over the next four years informed by a four year technology plan developed to improve the daily functioning and service delivery across the whole authority as well as introducing new technology as it is needed and to support the planned transformation and increased efficiency over the next four years. This includes the essential upgrade of all council connectivity across all council buildings, the whole phone and mobile network, all data storage with the required business resilience in place the organisation, further increased mobile/agile working key operational systems that need updating and the joining up of systems. The introduction of an Integrated People solution is also a significant investment which will provide whole family intelligence and will enable the reduction of many systems and data sources that are costly to support and maintain and can impact on data and therefore essential business intelligence to better serve the citizens of Doncaster.
- £50.0m Investment Management Fund (IMF) available to fund projects which deliver more efficient services and enable further revenue savings; further detail is provided in paragraphs 19 and 20.

Learning and Opportunities – Children and Young People: -

The total investment via this Directorate is estimated to be £36.2m over the four year programme, with £11.3m in 2018/19. The major areas of investment are creating additional School Places (including a new special school £9.0m (£19.1m), the Schools Condition Programme £2.6m (£8.2m) and the School Roofs Programme £0.7m (£2.8m). It is important to note that these programmes are in development and so are subject to change, if for example cost estimates change or schools leave the Council's control. A further analysis is shown in Appendix 1d of the Appendix pack.

The bids received during the budget setting process are provided in Appendix 2 of the Appendix pack.

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:-

- Overall twenty nine schools are estimated to have a range of improvements works completed in 2018/19, a single school may have more than one type of improvement work carried out, including roof replacement, electrical and lighting upgrades, window replacement and heating system improvements, investing £2.9m (11.1m);
 - Fourteen schools will have a range of electrical work completed including mains and lighting upgraded £0.8m;
 - Ten schools will have a range of heating, boiler and pipework improvements and one school will have its water tank removed at an estimated cost of £0.1m;
 - Fourteen schools will have a range of fabric work completed including drainage work, windows replaced and fascia boards investing £0.9m;
 - Seven schools will have part of their roofs replaced, with an estimated investment of £0.7m.

The Schools Condition Programme will be refined and the values and locations are subject to change once detailed design has been completed. Any significant amendments will be agreed with the Portfolio Holder / Cabinet for this area and

updates will be available through the quarterly Finance and Performance Improvement report to Cabinet and Overview and Scrutiny Management Committee.

The projects listed on Appendix 1d of the Appendix pack, have estimated values attached to them but the level of work leaves very little contingency compared to the overall programme of works. Should unexpected and urgent works be required or the estimated value of works increase, some projects will have to be delayed or cancelled to manage within the resources available.

Doncaster Children's Services Trust: -

Doncaster Children's Services Trust has requested funding of £1.5m over the four year programme, with £0.2m in 2018/19. The schemes are for the construction and acquisition of accommodation for care leavers. A further analysis is shown in Appendix 1f of the Appendix pack.

EXEMPT REPORT

6. This report is not exempt.

RECOMMENDATIONS

7. Cabinet are asked to review and provide comments on the report. Cabinet will be asked to recommend to Council to approve the capital budget proposals for 2018/19 to 2021/22 as set out in this report. This includes: -
- Approving the capital programme, noting the proposed investment over the next four years and note what that will deliver;
 - Approving that Cabinet take responsibility for agreeing any significant changes to the Schools Condition Programme and the Local Transport Plan funding and that they are agreed in consultation with the relevant Portfolio Holder.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

8. Doncaster citizens will benefit from the continued capital investment in public facilities such as schools, leisure centres, roads, markets and affordable housing, and also from the Council facilitating growth by working with a range of partners to deliver affordable housing. Work will also continue on the Doncaster Culture & Learning centre an iconic 21st century building, which will transform how library and heritage resources are provided in the borough.

BACKGROUND

Capital Strategy

9. The Prudential Framework of Capital Finance introduced a new requirement for local authorities to prepare a Capital Strategy. An initial version of the strategy is detailed in paragraphs 10 to 24; this will be further developed next year.
10. The Capital Strategy outlines the principals and decision making process involved when approving Doncaster Council's capital programme. The aim is to contribute to the achievement of the Council's priorities and objectives, through the regeneration of the borough, improved infrastructure and effective operation

of services. This is to be delivered via an affordable programme of capital investment consistent with the Council's financial strategy.

The Council's Corporate Objectives and Priorities

11. The capital budgets within the capital strategy support the key priorities laid out by Doncaster Growing Together. Each capital proposal is reviewed to ensure the project links to the Council's priorities.
 - **Doncaster Learning** – Ensuring we prepare our young people for fulfilling lives, with bold reforms that will broaden their horizons and ambitions, bringing our education system and business community together to give our young people more exposure and opportunities to flourish;
 - **Doncaster Working** – Developing the economy through continued inward investment, targeting higher skilled jobs and more emphasis on supporting existing businesses to grow. Ensuring local people can connect to opportunities is a key aim here.
 - **Doncaster Caring** – Supporting our most vulnerable residents, whether children, adults, disabled people, families, older people. The emphasis here is on joining up social and health care and support and on shifting our focus to prevention and support that enables people to enjoy life with their families and communities.
 - **Doncaster Living** – Developing Doncaster as an attractive and secure place to live, including meeting housing needs, including for vulnerable people, developing town centres and the arts culture and leisure offer, and using physical activity, including cycling to improve population health and well-being.
 - There is also a Connected Council theme, which will use the strengthened organisational change capacity to deliver our internal transformation. Part of the transformation is to ensure the more effective use of assets.

Funding Sources

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

A disposals programme has been approved by Cabinet up to 2021/22. 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.

- **Revenue Contribution to Capital Outlay** – the use of revenue resources to fund capital schemes. The pressures this could cause upon revenue budgets are taken into consideration.

- **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 are taken into consideration.

- **Local Infrastructure Rate** - Local authorities will be able to access a new Local Infrastructure Rate; this will be further considered during 2018/19. Borrowing will be available at a discounted interest rate to support infrastructure projects that are high value for money.
- **Investment and Modernisation Fund (IMF)** – the fund was set-up in 2013/14 to assist the Council to deliver better and more efficient services; without the initial capital investment these types of projects quite often do not develop. The IMF is funded by borrowing and is available for regeneration or efficiency projects where capital investment is required up front. The schemes must be proven to be affordable within the revenue budget (cover the revenue borrowing costs).

The IMF Board, which includes the Mayor and the Director of Finance and Corporate Services, is responsible for the overall control and management of the IMF and has responsibility and authority for the approval and allocation of funds to projects in line with council policy.

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

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

- **Grants/Contributions** - Some capital projects are financed wholly or partly through external grants and contributions that are specific to projects and cannot be used for other purposes.

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.

Approval and Prioritisation of the Capital Programme

12. Relevant approval is required before a project can commence or commit to capital spend. New additions to the capital programme are approved in either the annual capital budget setting report or the quarterly monitoring report; which must be followed by a more detailed decision record.
13. During the budget setting process directorates are asked to make bids for priority projects to be considered for inclusion in the Capital Programme. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to Financial Management
14. Bids are made by the completion and submission of a Capital 1 Form. The Capital 1 Form requests information to demonstrate why a scheme is needed,

the impact if the scheme is rejected, future impact upon the revenue budget and potential sources of funding for the scheme.

15. The bids are then considered by all the Directors, the Mayor and Cabinet, and then if supported, included in the proposed Capital Programme considered by Full Council in March.
16. Outside of budget setting, the other main way to include a project in the capital programme is to complete a Capital 1 form and include the project in the quarterly Finance and Performance Improvement Report, which is a key decision approved at Cabinet. An ODR will then be required to gain specific project approval before spend can be committed to.
17. If approval is required before the next Finance and Performance Improvement report goes to Cabinet, a project specific report will be needed. Generally, and the approval route should be confirmed with your Financial Management contact, projects under the key decision limit can be done via ODR, but a full report will be needed for projects meeting the definition of a key decision. Capital ODRs are approved by both the Directorate and Financial Management.

Monitoring of the Capital Programme

18. Capital projects are formally monitored as part of the quarterly Finance and Performance Improvement report, 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.
19. Project officers provide information to their Financial Management contact and the information 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.
20. Collaborative Planning (CP) is to be introduced and used in the place of spreadsheets for monitoring and budget setting purposes. CP will be used by both Finance users and Budget Holders.
21. At year-end Financial Management collate the outturn position for capital schemes. Financing of the schemes is finalised and any unused budget is either rolled forward or removed.
22. The introduction of Capital CP will allow an easier post-implementation review of capital schemes after completion.
23. Capital CP will show the original approved budget and total scheme spend which will allow the financial aims of 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.

Links to the Medium-term Financial Forecast (MTFF)

24. All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFS.

Capital Programme Summary

25. The Capital Programme includes £349m of capital investment over 2018/19 to 2021/22, with £129m in 2018/19. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2018/19 £m	2019/20 £m	2020/21 £m	2021/21 £m	Total £m
Adults, Health and Well-Being	7.187	5.881	5.630	4.630	23.328
Corporate Resources	22.020	14.272	13.838	13.641	63.771
Learning and Opportunities – Children and Young People	11.261	12,322	6,497	6,130	36,210
Regeneration and Environment	88,376	65,585	38,097	31,716	223,774
Children's Trust	179	298	298	779	1,554
Total	129,023	98,358	64,360	56,896	348,637

Asset Sales

26. To deliver the priorities, the Council needs to generate income by selling assets to generate capital receipts. Over the next four years the Council has estimated £34m will be received from sales of land and buildings via the Disposal Programme. It is currently projected that there will be a shortfall in capital receipts of £4.5m in 2017/18, caused by not delivering all the capital receipts in previous years (this shortfall could increase further if the current estimated sales for 2017/18 are not achieved). This reduces the balance available over the four year programme to £29.5m.
27. Existing commitments to be financed with capital receipts total £22.4m (Appendix 3a and b of the Appendix pack), with new proposals totalling £7.1m (Appendix 3c of the Appendix pack).
28. If the planned capital receipts are not generated or are below the estimated values the Council will need to review the capital programme. This may mean that the Council is unable to progress all the schemes, some schemes may need to be rescheduled or have values revised. In cases where schemes are left unfinanced until the capital receipt is available, additional borrowing costs will be incurred.

Capital Receipts

29. A number of projects funded by capital receipts have already been approved and are shown on Appendix 3a and b of the Appendix pack. The new proposals are shown on Appendix 3c.

30. The table below shows the existing capital receipts, and both commitments and new proposals for 2018/19 to 2021/22: -

	18/19 £m	19/20 £m	20/21 £m	21/22 £m	Total £m
Approved Committed Projects – App 3a	7.501	0.747	0.334	0.000	8.582
Approved Uncommitted Projects – App 3b	8.629	1.867	1.656	1.141	13.293
New Proposals – App 3c	3.585	1.909	1.360	0.779	7.633
Total Capital Receipts Required	19.715	4.523	3.350	1.920	29.508
Estimated Capital Receipts:					
Carried forward	(4.514)	1.663	0.000	0.000	(4.514)
In-year capital receipts	25.892	2.860	3.350	1.920	34.022
Total Est. Capital Receipts	21.378	4.423	3.350	1.920	29.508
Cumulative Balance (to c/f)	1.663	0.000	0.000	0.000	0.000

Future Capital Allocations and Funding

31. 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.

32. The Chief Financial Officer will also approve requests to amend the use of capital receipts during the year after consultation with the Mayor and these will be reported quarterly to Cabinet and OSMC as part of the Finance and Performance Improvement report.

Investment and Modernisation Fund (IMF)

33. There is currently £16.5m funding remaining of the allocation, this is being topped back up to £50.0m. Examples of projects to be funded over the four year programme include: -

- £4.5m for the Herten Triangle development;
- £4.0m for the Doncaster Culture & Learning Centre;
- £5.7m Civic and Cultural Quarter cinema development.

OPTIONS CONSIDERED

34. Option 1 – Do not support the proposal for the 2018/19 to 2021/22 Capital budget.

35. Option 2 – Cabinet approve the proposal for the 2018/19 to 2021/22 Capital budget to go forward for Council approval.

REASONS FOR RECOMMENDED OPTION

36. Option 2 has been adopted, allowing the Council to carry out the four year Capital programme financed with available resources. This will bring about the investment required for the regeneration and improvements highlighted within the report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

37. These are detailed in the table below: -

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

RISKS AND ASSUMPTIONS

38. 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. the funding for Education is lower than estimated, which would mean that programmes of work would have to be reviewed.

LEGAL IMPLICATIONS [Officer Initials: SF Date: 16.01.18]

39. 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.
40. Each individual drawdown of Capital funds of one million pounds or more will require further approval by the Director of Finance and Corporate Services, in consultation with the Portfolio Holder for Finance and Corporate Services in accordance with Financial Procedure Rules.
41. Further, specific legal advice will be required as each project progresses. Advice will be required when utilising external funding streams in order to ensure that the council's best interests are protected. Each individual project should be procured in accordance with Contract Procedure Rules and EU Procurement Regulations as appropriate.

FINANCIAL IMPLICATIONS [Officer Initials: RS Date: 15.01.18]

42. Financial implications are contained within the body of the report. Specific project approval will be required for each project as they are developed as per the Financial Procedure Rules. These will help to ensure that the capital programme remains affordable as projects will not start until the required funding has been identified.
43. 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 Policy. The Director of Finance and Corporate Services has 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 2018/19 to 2021/22.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: KM Date: 19.01.18]

44. There are no immediate HR implications associated with this report.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 19.01.18]

45. The report covers many areas and activity of work for the Council. For the majority of the items listed in the report there are no ICT implications. Delivering the projects highlighted will require initiating several projects and 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 ICT Governance Board.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 25/01/2018]

46. The choices the council makes in both raising and allocating capital budgets will impact on the health of the population. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment.
47. Within the financial resources available this paper sets out clearly the broad areas of capital investment in culture, housing, leisure and infrastructure should support increasing physical activity and reducing social isolation. Work on fire safety will contribute to protecting health, street lighting and other environmental improvements may also increase physical activity and support for school infrastructure is crucial for learning. Where ever possible capital investments should seek to maximise social value consider long term social, environmental and economic sustainability and resilience.
48. Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

EQUALITY IMPLICATIONS [Officer Initials: FT Date: 25/01/2018]

49. The Council must consider and have due regard to the three aims of the general equality duty when developing and implementing the council's Medium Term Financial Forecast. The Council will ensure it makes fair and informed financial decisions, demonstrating its commitment to improving outcomes for the most vulnerable groups of people living in Doncaster. The weight given to the general duty will depend on how that area of work affects discrimination, equality of opportunity and good relations. For example; decisions on social care or community safety are likely to be more relevant and have greater impact on equality than those on waste disposal. The Council uses a simple due regard process to ensure due regard is considered and to support a transparent, effective process that is accountable to users and residents. Amongst others, the "due regard" will be informed by establishing the key equality issues across Doncaster, undertaking appropriate consultation and prioritising the projects.
50. Whilst no due regard statement has been completed as part of this report, all projects and programmes agreed during the programme will be subject to an individual due regard statement being prepared and actioned by the relevant project manager where required.

CONSULTATION

51. The specific proposals have been considered by Directorates from September 2017.
52. Where required, specific consultation will take place on individual projects prior to implementation.

BACKGROUND PAPERS

- Cabinet Report – Finance and Performance Improvement Report: 2017-18 Quarter 1

<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2627>

- Cabinet Report – Finance and Performance Improvement Report: 2017-18 Quarter 2

<http://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2636>

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Appendices Contents

Title	
Appendix 1a to 1f	Capital Schemes by Directorate
Appendix 2	New Inclusion Summary
Appendix 3	Use of Capital Receipts

CAPITAL PROGRAMME 2018/19 TO 2021/22 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	4,562	4,631	4,630	4,630	18,453
COMMUNITIES	2,625	1,250	1,000	0	4,875
ADULTS, HEALTH & WELL-BEING TOTAL	7,187	5,881	5,630	4,630	23,328
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	4,925	1,772	400	0	7,097
FINANCE	17,095	12,500	13,438	13,641	56,674
CORPORATE RESOURCES TOTAL	22,020	14,272	13,838	13,641	63,771
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE					
CENTRALLY MANAGED	250	250	250	250	1,000
COMMISSIONING & BUSINESS DEVELOPMENT	9,970	11,905	6,080	5,880	33,835
PARTNERSHIPS & OPERATIONAL DELIVERY	1,041	167	167	0	1,375
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE TOTAL	11,261	12,322	6,497	6,130	36,210
REGENERATION & ENVIRONMENT					
DEVELOPMENT - INVESTMENT AND MAJOR PROJECTS	33,868	30,856	4,622	0	69,346
DEVELOPMENT - STRATEGIC HOUSING	41,167	28,710	28,376	27,358	125,611
ENVIRONMENT	4,941	5,231	4,781	4,358	19,311
TRADING & ASSETS	8,400	788	318	0	9,506
REGENERATION & ENVIRONMENT TOTAL	88,376	65,585	38,097	31,716	223,774
CHILDREN'S TRUST					
CHILDREN'S TRUST	179	298	298	779	1,554
CHILDREN'S TRUST TOTAL	179	298	298	779	1,554
TOTAL DMBC CAPITAL PROGRAMME	129,023	98,358	64,360	56,896	348,637
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	19,715	4,523	3,350	1,920	29,508
MINIMUM REVENUE PROVISION	3,946	5,714	0	0	9,660
EARMARKED RESERVES	327	0	0	0	327
EXTERNAL CONTRIBUTIONS	363	0	0	0	363
GRANTS	28,821	30,396	11,608	7,030	77,855
BORROWING	26,238	18,095	13,572	12,500	70,405
REVENUE CONTRIBUTION - GENERAL FUND	4	0	0	0	4
REVENUE CONTRIBUTION - HRA	10,470	6,705	7,642	8,244	33,061
USABLE CAPITAL RECEIPTS (HOUSING)	6,537	1,596	2,118	2,118	12,369
MAJOR REPAIRS RESERVE (HOUSING)	22,147	19,006	19,574	18,954	79,681
SUPPORTED CAPITAL EXPENDITURE (C)	10,156	11,447	6,197	5,830	33,629
SUPPORTED CAPITAL EXPENDITURE (C) - DFC	300	876	300	300	1,776
TOTAL CAPITAL FUNDING	129,023	98,358	64,360	56,896	348,637

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2018/19 TO 2021/22

CAPITAL INVESTMENT	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
ADULT SOCIAL CARE	4,562	4,631	4,630	4,630	18,453
ADAPTATIONS FOR THE DISABLED	1,856	1,700	1,700	1,700	6,956
DISABLED FACILITIES GRANT DFG & HOUSING	2,706	2,931	2,930	2,930	11,497
COMMUNITIES	2,625	1,250	1,000		4,875
LIBRARIES & CULTURE	137				137
WW1 DIGITAL RESOURCE & OTHER	5				5
WW1 EXHIBITIONS	16				16
CONISBROUGH COURT ROLLS PURCHASE	10				10
URGENT INFRASTRUCTURE UPDATES AT TWO LIBRARIES	106				106
COMMUNITIES	2,488	1,250	1,000		4,738
DONCASTER CULTURAL & LEISURE TRUST	1,250	1,000	1,000		3,250
CYCLE FACILITY (DCLT)	586				586
LAKESIDE PLAY AREA & OPEN SPACE	8				8
CANTLEY PARK SKATE PARK	19				19
BRANTON PLAYING FIELD IMPROVEMENTS	7				7
WIKE GATE ROAD (THORNE) PLAY AREA	2				2
MERE LANE PUBLIC OPEN SPACE IMPROVEMENTS	39				39
FAR FIELD / CHURCH BALK (EDENTHORPE) OPEN SPACE IMP	322				322
BALBY WOODFIELD PUBLIC OPEN SPACE IMPROVEMENTS	5				5
COMMUNITY INFRASTRUCTURE - SUPPORTING CUSTOMER JOURNEY	250	250			500
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	7,187	5,881	5,630	4,630	23,328

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	1,606	1,250	1,000		3,856
MINIMUM REVENUE PROVISION	586				586
EXTERNAL CONTRIBUTIONS	363				363
GRANTS	2,474	2,672	2,672	2,672	10,491
REVENUE CONTRIBUTION - GENERAL FUND	1				1
USABLE CAPITAL RECEIPTS (HOUSING)	858	658	658	658	2,832
MAJOR REPAIRS RESERVE (HOUSING)	1,300	1,300	1,300	1,300	5,200
TOTAL ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME FUNDING	7,187	5,881	5,630	4,630	23,328

CORPORATE RESOURCES CAPITAL PROGRAMME 2018/19 TO 2021/22

CAPITAL INVESTMENT	2018/19 PROJECTION	2019/20 PROJECTION	2020/21 PROJECTION	2021/22 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	4,925	1,772	400		7,097
DONCASTER INTEGRATED PEOPLE SOLUTION (DIPS)	1,610				1,610
SUPERFAST BROADBAND		780			780
ICT STRATEGY 2014 - 2017	250				250
ICT DESKTOP AND MOBILE DEVICE UPGRADE	150		220		370
NETWORKING	500	180	140		820
PHYSICAL SERVERS		40	40		80
ICT CORPORATE STORAGE	1,000				1,000
COUNCIL WIDE SYSTEMS	645	572			1,217
VMWARE (VIRTUAL SERVERS)		200			200
ENTER DATA STORAGE & BROCADE	170				170
VIRTUALISED ORACLE ENVIRONMENT	97				97
HR/PAYROLL SYSTEM	503				503
FINANCE	17,095	12,500	13,438	13,641	56,674
ERP (FINANCIAL SYSTEMS)	170				170
INVESTMENT & MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
CAPITAL RESERVE FUND	4,425		938	1,141	6,504
CORPORATE RESOURCES CAPITAL PROGRAMME	22,020	14,272	13,838	13,641	63,771

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2018/19 PROJECTION	2019/20 PROJECTION	2020/21 PROJECTION	2021/22 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	9,520	992	1,338	1,141	12,991
BORROWING	12,500	13,280	12,500	12,500	50,780
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	22,020	14,272	13,838	13,641	63,771

LEARNING & OPPORTUNITIES - CHILDREN AND YOUNG PEOPLE'S CAPITAL PROGRAMME 2018/19 TO 2021/22

CAPITAL INVESTMENT	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CENTRALLY MANAGED	250	250	250	250	1,000
LO-CYP SERVICE IMPROVEMENTS & LIABILITY	250	250	250	250	1,000
PARTNERSHIPS & OPERATIONAL DELIVERY	1,041	167	167		1,375
SPECIAL EDUCATIONAL NEEDS & DISABILITIES AUTISM	236	167	167		570
SPECTRUM DISORDER DEVELOPMENT					
BIG PICTURE LEARNING	805				805
COMMISSIONING & BUSINESS DEVELOPMENT	9,970	11,905	6,080	5,880	33,835
SCHOOL ORGANISATION	9,570	10,930	5,680	5,480	31,660
ADDITIONAL SCHOOL PLACES - BLOCK ALLOCATION	600	400	400	400	1,800
HAYFIELD LANE PRIMARY PLACES	700				700
ARMTHORPE PRIMARY PLACES			2,250	2,250	4,500
LAKESIDE PRIMARY PLACES	180				180
BAWTRY MAYFLOWER PRIMARY PLACES	250				250
DON VALLEY PRIMARY PLACES	250				250
HATCHELL GRANGE PRIMARY PLACES	500	4,500			5,000
ROSSINGTON PRIMARY PLACES	500				500
SCHOOL CONDITION PROGRAMME - BLOCK ALLOCATION	2,000	2,000	2,000	2,000	8,000
SCHOOL ROOF PROGRAMME - BLOCK ALLOCATION	750	750	750	750	3,000
NEW SPECIAL SCHOOL BUILD (EDENTHORPE)	3,387	3,000			6,387
SAFEGUARDING & SECURITY - MINOR PROJECTS	80	80	80	80	320
SAFEGUARDING & ACCESS FUND	373	200	200		773
SCHOOLS	300	875	300	300	1,775
DEVOLVED FORMULA CAPITAL - SCHOOLS	300	875	300	300	1,775
COMMISSIONING	100	100	100	100	400
AIMING HIGH FOR DISABLED CHILDREN	100	100	100	100	400
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE	11,261	12,322	6,497	6,130	36,210
CAPITAL PROGRAMME					

LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
CAPITAL SOURCES OF FUNDING	£'000s	£'000s	£'000s	£'000s	TOTAL
SUPPORTED CAPITAL EXPENDITURE (C)	10,156	11,447	6,197	5,830	33,629
SUPPORTED CAPITAL EXPENDITURE (C) - DFC	300	876	300	300	1,776
CAPITAL RECEIPTS - GF	805				805
TOTAL LEARNING & OPPORTUNITIES - CHILDREN & YOUNG	11,261	12,322	6,497	6,130	36,210
PEOPLE PROGRAMME FUNDING					

REGENERATION & ENVIRONMENT CAPITAL PROGRAMME 2018/19 TO 2021/22

CAPITAL INVESTMENT	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
DEVELOPMENT	75,035	59,566	32,998	27,358	194,957
INVESTMENT AND MAJOR PROJECTS	33,868	30,856	4,622		69,346
SCRIF URBAN CENTRE					
SCRIF - URBAN CENTRE DONCASTER MARKET PHASE 1	3,046				3,046
SCRIF - URBAN CENTRE DONCASTER MARKET PHASE 2		1,488	4,560		6,048
SCRIF - URBAN CENTRE QUALITY STREETS	1,917				1,917
SCRIF - URBAN CENTRE ST SEP GATE / STATION FORECOURT	2,950	2,850			5,800
SCRIF - URBAN CENTRE WATERFRONT WEST	750				750
CCQ					
CCQ CINEMA INFRASTRUCTURE & PUBLIC REALM	6,586	2,824			9,410
OTHER					
CHEQUER ROAD MUSEUM CONDITION WORKS	100				100
DONCASTER CULTURE & LEARNING CENTRE	8,210	5,714			13,924
FOOTWAY ENHANCEMENT	128	61	62		251
WELCOME & WAYFINDING		250			250
TRANSPORT					
SCRIF - FARRRS EXTEND GATEWAY SY	1,807				1,807
SCRIF - DN7 PROJECT	6,500	6,819			13,319
SCRIF - A630 WEST MOOR LINK	824	9,500			10,324
INTEGRATED TRANSPORT TBA	1,050	1,350			2,400
STRATEGIC HOUSING	41,167	28,710	28,376	27,358	125,611
COUNCIL HOUSE NEW BUILD					
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	16,842	2,434			19,276
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)		5,126	8,166	7,308	20,600
PLANNED MECHANICAL & ELECTRICAL					
HEATING CONVERSIONS/UPGRADES	2,260	2,270	2,280	2,280	9,090
ELECTRICAL PLANNED WORKS	80	80	80	80	320
MECHANICAL PLANNED WORKS	130	130	130	130	520
LIFT REFURBISHMENT			180		180
SPRINKLERS INSTALLATION	3,280				3,280
STAIRLIFT REPLACEMENTS	220				220
PLANNED INVESTMENT IMPROVEMENT					
EXTERNAL PLANNED MAINTENANCE	4,480	4,520	4,560	4,580	18,140
STRUCTURAL	330	330	330	330	1,320
COMMUNAL HALLS/ SHOPS FLATS	110	110	110	110	440
COMMUNAL HALLS CONVERSIONS		1,080			1,080
THERMAL EFFICIENCY		1,950	1,950	1,950	5,850
ASBESTOS SURVEYS & REMOVAL	860	870	870	870	3,470
GARAGE SITE IMPROVEMENTS	430	440	440	440	1,750
UNADOPTED PATHS	220	220	220	220	880
ENVIRONMENTAL WORKS					
ENVIRONMENTAL / FENCING PROGRAMME	1,400	1,410	1,410	1,410	5,630
AFFORDABLE HOUSING					
EDWIN ROAD, WOODLANDS	58				58
LAYDEN DRIVE, SCAWSBY	117				117
OTHER					
VOIDS CAPITAL WORKS TO DECENCY STANDARD	3,010	3,030	3,040	3,040	12,120
EMPTY HOMES INVESTMENT SCHEME (ACQUISITIONS)	330	330	330	330	1,320
EMPTY PROPERTY LANDLORD GRANTS	239				239
COUNCIL OWNED G&T AND RESIDENTIAL SITE IMPROVEMENTS	711	300	300	300	1,611
IT SYSTEMS PROCUREMENT	800	100			900
ADAPTIONS FOR THE DISABLED	1,700	1,700	1,700	1,700	6,800
FIRE SAFETY WORKS	1,400	110	110	110	1,730
SHOPS/FLATS	220	220	220	220	880
INTERNAL WORKS	1,940	1,950	1,950	1,950	7,790
ENVIRONMENT	4,941	5,231	4,781	4,358	19,311
DEVELOPMENT & COMMISSIONING - TRANSPORT & MAINTENANCE	4,891	5,181	4,781	4,358	19,211
MAINTENANCE BLOCK ALLOCATION (CARRIAGEWAY)	3,748	3,748	3,748	3,748	14,992
BRIDGES LTP ALLOCATION	610	610	610	610	2,440
STREET LIGHTING IMPROVEMENT PROGRAMME	423	423	423		1,269
SYKEHOUSE SLOPE STABILIZATION	110	400			510
REGULATION & ENFORCEMENT	50	50			100

REGENERATION & ENVIRONMENT CAPITAL PROGRAMME 2018/19 TO 2021/22

CAPITAL INVESTMENT	2018/19 PROJECTION	2019/20 PROJECTION	2020/21 PROJECTION	2021/22 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
REPLACEMENT OF DETERIORATING AIR QUALITY MONITORING STATIONS (AQMSS).	50	50			100
TRADING & ASSETS	8,400	788	318		9,506
FACILITIES MANAGEMENT	65	55	13		133
GRAVEYARD BOUNDARY WALLS	65	55	13		133
COMMERCIAL SERVICES (MARKETS)	1,291	313			1,604
MARKET CAFÉ VENTILATION & EXTRACTION SYSTEM	100				100
CORN EXCHANGE ROOF & FAÇADE	842	313			1,155
DONCASTER MARKET OUTER STALL RECONFIGURATION	175				175
MEXBOROUGH MARKET H&S REFURBISHMENT	174				174
FLEET TRANSPORT	504				504
STREETSCENE & GROUNDS MAINTENANCE FLEET PURCHASES	200				200
MAIN FLEET REPLACEMENT PROGRAMME	304				304
CONSTRUCTION SERVICES	6,540	420	305		7,265
LAKESIDE 1 GENERAL	208				208
RETAINED PUBLIC BUILDINGS INVESTMENT PROGRAMME	600	420	305		1,325
PROPERTY INVESTMENT FUND	659				659
HERTEN TRIANGLE	4,491				4,491
HOLMES CARR CENTRE - SECURITY IMPROVEMENTS	45				45
MARY WOOLLETT CENTRE - DOOR ACCESS UPGRADE	40				40
MARY WOOLLETT CENTRE - INSTALLATION OF FIRE ALARM SYSTEM	109				109
PARKS AND OPEN SPACES - FOOTPATH REPAIR WORK	388				388
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	88,376	65,585	38,097	31,716	223,774

REGENERATION & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2018/19 PROJECTION	2019/20 PROJECTION	2020/21 PROJECTION	2021/22 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	7,605	1,983	714		10,302
EARMARKED RESERVES	327				327
EXTERNAL CONTRIBUTIONS					
GRANTS	26,348	27,724	8,935	4,358	67,365
BORROWING	13,737	4,815	1,072		19,624
REVENUE CONTRIBUTION - GENERAL FUND	3				3
REVENUE CONTRIBUTION - HRA	10,908	6,705	7,642	8,244	33,499
MINIMUM REVENUE PROVISION	3,360	5,714			9,074
USABLE CAPITAL RECEIPTS (HOUSING)	5,241	938	1,460	1,460	9,099
MAJOR REPAIRS RESERVE (HOUSING)	20,846	17,706	18,274	17,654	74,480
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	88,376	65,585	38,097	31,716	223,774

CHILDREN'S TRUST CAPITAL PROGRAMME 2018/19 TO 2021/22

CAPITAL INVESTMENT	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CHILDREN'S TRUST	179	298	298	779	1,554
CARE LEAVERS HOUSING PROVISION SHELTERED ACCOMMODATION	179	298	298	119	894
CARE LEAVERS HOUSING PROVISION 16 -18YEAR OLDS				660	660
CHILDREN'S TRUST CAPITAL PROGRAMME	179	298	298	779	1,554

FINANCE & CORPORATE SERVICES CAPITAL SOURCES OF FUNDING	2018/19	2019/20	2020/21	2021/22	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	179	298	298	779	1,554
TOTAL CHILDREN'S TRUST CAPITAL PROGRAMME FUNDING	179	298	298	779	1,554

New Inclusion Summary

2018/19 values are listed first and four year programme total values in brackets.

Some inclusions are funded by capital receipts and to identify them they are allocated a CR reference in addition to the Directorate specific reference.

Corporate Resources

CR14 CORPRES 01 HR/Payroll System £0.5m

To increase the funding allocated for the replacement of key Council systems (in line with the ICT Strategy) to include provision for the HR/payroll system, which will deliver service improvements and efficiencies.

Learning and Opportunities – Children and Young People Programme

LOCYP 01 Capital Condition Programme £2.6m

The Capital Condition project delivers the planned maintenance programme across all the schools (not academies or LCVAP), with the current focus on mechanical (new heating & water tanks), electrical (mains upgrades and classroom lighting) and fabric (windows, external cladding and drainage)

Funded by LOCYP Capital Resources.

LOCYP 02 School Roof Programme £0.7m

The project delivers the replacement or improvement to school roofs identified within the annual surveys, all works include a 20 year guarantee.

A programme of works to improve school roofs, addressing longer term health and safety issues as well as annual repair costs.

Over previous years because of capital funding restrictions schools have had a patch and repair approach to school roofs utilising their limited repairs and maintenance budgets. Through the recently establish Schools Capital Maintenance Programme a small number of school roofs in most urgent need of repair have been addressed. However many more schools are now experiencing a large number of minor leaks and damaged areas that are starting to overlap with each other and the problems are now highlighted in recent site visits as category D, Bad (life expired and/or serious risk of imminent failure) and 1, Urgent/immediate requirement (urgent work that will prevent immediate closure of premises and or address an immediate high risk to the H & S of occupants and/or remedy a serious breach of legislation).

Following an assessment of the risk for individual schools it is recommended that upgrades are phased over a period of another three years. By addressing the wider problem there would be an expected reduction in the annual cost of re-active maintenance freeing up more of the budget to deliver a pro-active programme. Thus supporting year on year cost savings to both the school and CYPs capital budget

Funded by LOCYP Capital Resources.

CR14 LOCYP 03 Big Picture Learning £0.8m

To establish a modular building and associated work for Big Picture Learning as a new model for alternative behaviour provision in Doncaster. The Local Authority are working in partnership with the Innovation Unit called Big Picture Learning. We are seeking to set up a social impact bond to deliver this, and are due to hear if we have been successful by the end of January 18. This would introduce a new mode of learning for young people who are disengaged from school, and fulfil a set of eligibility criteria to direct the provision towards those who would benefit most from it. It is based around a '1 learner at a time' approach, whereby the curriculum is shaped to the interests of individual children, and at Key Stage 4 is complemented by 2 days a week in community or work based settings to apply their knowledge to real world setting. It is scheduled to open in September 2018.

Funded by Capital Receipts

Adults Health and WellbeingCR01 AHWB 01 Doncaster Leisure Trust £1.3m (£3.3m)

Doncaster Leisure Trust to enable delivery of key outcomes of Growing Doncaster Together and prevent dilapidation of Leisure Facilities. £1.3m is estimated to be used on fabric maintenance and system replacement in 2018/19, mainly at Adwick, Dearne Valley and the Dome.

Funded by Capital Receipts.

CR02 AHWB 02 Urgent updates to infrastructure in two branch libraries £0.1m

Updates to the following libraries:

- Hatfield Community Library is scheduled to have work done in 2018/19; £10k new fire alarm system, £19k Asbestos Removal and £37k Smart Lighting.
- Scawthorpe Community Library full roof replacement estimated at £40k.

Funded by Capital Receipts.

CR03 AHWB 03 Community Infrastructure - supporting Customer journey CLS £0.3m (£0.5m)

Community Led Support is a mayoral priority and is pivotal to the success of the new 'Customer Journey' Programme.

Key principles which underpin the CLS model need to be considered alongside local infrastructure to deliver the model successfully. Building a robust infrastructure to support CLS is vital to the ongoing success, evolution and longevity of the model throughout Doncaster.

The proposal is to integrate 3 tiers of 'Your Life Local' into communities throughout the borough. We will develop the approach incrementally and proportionately using the learning from each area so the model can evolve organically. Ultimately a 'hub and spoke' type model will be in place, that is led and run by the community alongside key partners, meaning only limited resource from DMBC is required to oversee and co-ordinate activity.

Existing Hubs

There are currently 7 CLS (Your Life Local) conversation points throughout the borough. None of the conversation points are located in purpose built hubs; all are located in existing community buildings and other community space.

Though there is no pre-determined 'design' for the 'Your Life Local' hub where the conversation point is located, there are fundamental elements which are required to enable the CLS model to be successful, these are as follows;

- Essentials – central location and good transport links / good accessibility, Wi-Fi enabled, a private space for 1:1 conversations, 3 conversations trained person(s)
- Desirable – co-located with partners and other services, area of high footfall, group activity space, community development space

It is not clear as yet whether there is current capacity in community buildings throughout the borough to meet the demand which the promotion of 'Your Life Local' will create. Further assessment is required to determine the extent to which the current buildings are equipped and appropriate to meet the needs of their communities and what expenditure may be required to bring them up to a reasonable, usable standard. For example, we anticipate that both the buildings' infrastructure will need to be refreshed and that accessibility may require building enhancement to better meet the needs of disabled and older people.

Community Libraries are currently used for a number of the conversation points (Bentley, Mexborough and Balby), though this seems like a good idea on the face of it as they are under-occupied, under used, existing community assets, Libraries can also be perceived as 'authoritarian' by certain people, this therefore restricts their accessibility and some people are less likely to 'drop in' or attend pre-booked appointment in such a location. This isn't ideal and may mean certain cohorts of people in certain areas don't feel the service is accessible to them.

There is a great divide in some of the services and environments in which conversation points are currently located;

The Martin Wells Centre (Edlington), Holmescarr Centre (Rossington) and The Vermuyden Centre (Thorne) are all 'community hubs' in the truest sense; they are all spacious multiple occupancy premises / co-located with partners and other services and therefore benefit from high footfall due to their location, also capturing some of the more vulnerable cohorts who are visiting other 'health / support' services.

At the other end of the scale (size and facility wise) is The Neighbourhood Centre in Cantley. This is a great little community hub driven by a very passionate and knowledgeable manager with lots of experience, ideas, innovation and willing volunteers, that said when you visit you can't help but feel they have 'outgrown' the space they occupy, and wonder how much more of an impact they could have given more space and better facilities.

Funded by Capital Receipts.

Regeneration and Environment Programme

R&E 01 2018/19 Highways and Bridges Maintenance - Department for Transport Capital Funding Allocations £4.4m (£17.4m)

These funds support the permanent repairs and structural maintenance of all of the adopted Highway assets and include: -

Carriageways, Footways, Street lighting, Bridges, Retaining Walls and some Drainage assets.

Funded by LTP Maintenance block

CR04 R&E 02 Quality Streets: Hall Gate & Silver Street £2.1m

The Urban Centre Masterplan identifies the need to reinvent the quality of offer in the town centre as a destination with residential, leisure and cultural assets, improved markets and better townscape.

Quality Streets project is identified in the SCRIF Urban Centre Scheme which recognises the need to deliver a number of projects to invigorate and create a vibrant core in Doncaster. Projects include; The Station Forecourt project which will provide a key gateway into the centre of Doncaster and is due to complete 2019 and The Enterprise Marketplace project, due to complete in February 2019 will provide new enterprise space and public realm improvements. The successful delivery of Quality Streets works to the public realm by March 2019, will tie in with the works to the Marketplace ensuring the core is attractive to inward investment and future business engagement.

The works to Hall Gate include narrowing the existing carriageway to one way, upgrading the footways to creating wider pedestrian areas and more attractive streetscapes increased outdoor business space and alfresco areas.

The works to Silver Street are as Hall Gate with additional specialist lighting to encourage and enhance the night time economy.

Funded from capital receipts and SCRIF.

CR05 R&E 03 Doncaster Growing Together – Town Centre Programme – Footway Enhancement £0.1m (£0.3m)

Works will consist of: Replace patching (black top), carry out levelling works, replace broken slabs and reparation to pointing on footways and pedestrian areas within the town centre.

Phased approach taking into account Major Development works and Quality Streets

Impact:

1. Enables investment to replace tarmac infill with matching and suitable surfaces – especially in high profile areas – e.g. High Street
2. Shows a visible commitment to investment in TC.

3. Improves the paved surface for service users, which will be of particular benefit to mobility users, physically and visually impaired, and will assist in reducing third party liability claims.

Funded from Capital Receipts

CR06 R&E 04 Doncaster Growing Together – Town Centre Programme – Welcome & Wayfinding £0.0m (£0.3m)

Modernises and makes signage consistent and clear. It will create a new and welcoming feel to the town and arrival points. Improves welcome points and clarity of town centre offer for town centre visitors/users and directs people to key locations/zones. The existing system focuses on wayfinding only. When on street there is no promotion of places of interest nor is there any interpretive material to help you understand the Town's history or its current and future development.

Works will include: replacement and rationalisation of existing street signage from key arrival points through the town centre to major assets, developments and historical assets.

At present the town centre wayfinding system is made up of several layers of elements that have been installed at different times. There is quite a variance in the condition of them across the town centre. In some places there are multiple signs directing people to the same attraction by different routes, causing confusion for visitors.

The Urban Centre Masterplan sets out the proposals and projects which will achieve the vision and ambitions for Doncaster. It identifies a series of Areas of Change which will be the focus for future investment and development.

As important as these locations for growth and change in the town centre is the experience of arrival and the ability to move between locations in a logical way complemented by a quality, safe environment. The Masterplan reflects this through the identification of key streets and spaces that respond to the potential axes of movement and the stepping stones required to move across the town centre. The proposed new Welcome and Wayfinding system is key to this – it will create a series of links and experiences guiding and encouraging people to explore the existing town centre and the regeneration areas / urban centre projects as they develop.

Funded from capital receipts

CR07 R&E 05 Holmescarr Centre – Security Improvements £0.05m (£0.05m)

Essential Security improvement works to security access, crime detection, crime prevention at the Holmescarr Centre

The improvement works will future proof the Holmescarr Centre as a valuable community asset and ensures that it is retained as an asset to Doncaster in line with the Asset Transformation Plan.

Funded from capital receipts and revenue contribution

CR08 R&E 06 Mary Woollett Centre – Door Access Upgrade £0.04m (£0.04m)

A complete upgrade to the buildings door entry system is required which will keep the building in line with other Facilities Management buildings.

Funded from capital receipts

CR09 R&E 07 Mary Woollett Centre – Installation of Fire Alarm System £0.1m (£0.1m)

The fire alarm system at Mary Woollett Centre requires a full replacement, this is essential to ensure that fire safety regulations are met.

Funded from capital receipts

CR10 R&E 08 Doncaster Parks and Open Spaces – Footpath repair work project £0.4m (£0.4m)

Overall the council's Parks and Open Spaces offer cleaner greener and quality of life benefits to local communities and visitors. Research shows that access to good quality green space is associated with better health outcomes and reduced health inequalities across the life course. For example people living in areas with large amounts of green space are three times as likely to be physically active than those living in areas where there is less open space. Also, improving the quality and long term maintenance of green spaces, including pathways and infrastructure in local areas where the quality may be poor is likely to improve access to green space.

This bid is to fund the essential resurfacing works at 11 of the Doncaster's Parks and Open Spaces. The current condition of these footpaths is very poor with only urgent reactive patching works are being carried out as and when needed, to keep these areas as safe and accessible as possible. The council has a duty of care to all of the users at these sites.

Parks and Open Spaces play a role in encouraging active travel by forming parts of green corridors that encourage people to walk or cycle to school or work and improved pathway infrastructure would enhance accessibility, use and appeal across the population including for those who may be less mobile, those in wheelchairs or with pushchairs for example.

Access to good quality green space also has positive impacts on mental health and provides a way of connecting with other people in the local community by acting as a social space for people of different ages or from different backgrounds to come together. Similarly, parks can play a role in reducing social isolation by providing an engaging space and helping people to be less socially isolated, be more active and have improved self-esteem.

Physical inactivity is a key priority of Doncaster Council and is one of nine transformational programmes for the Doncaster Growing Together borough strategy. Doncaster's Physical Activity and Sport strategy provides a ten year plan to address our physical activity levels and in particular focus on our most inactive communities. Physical activity and access to green spaces also contributes to some of the 'five domains of wellbeing' outlined in Doncaster's Health and Wellbeing board strategy,

including physical health, social and emotional wellbeing and environmental wellbeing.

Funded from capital receipts

CR11 R&E 09 Replacement of deteriorating Air Quality Monitoring Stations £0.05m (£0.1m)

Local Authorities have a statutory duty for managing local air quality and Doncaster Council has designated Air Quality Management Areas (AQMAs), as required by law in areas of high air pollution. The information we collect is used to help us review and assess air quality in the borough, to measure whether air quality standards are being met, to provide good local information for policy decisions and provide the community with information on the air it breathes.

Doncaster Council currently has responsibility for maintaining six AQMS. The council has participated in national networks providing information on air quality in the borough for approximately 20+ years.

At present the six AQMS have deteriorated and require a rolling programme to replace each unit over a six year period.

This bid is part of our continuous evidence gathering for the secretary of state, to prove that Doncaster air quality is below levels where further Government intervention maybe required across the borough. Furthermore, the units are used to provide daily air quality data to the public and also for joint working with the Public Health partnerships, in line with the Mayor's new Doncaster Growing Together 4 year strategy. The data obtained from the units was recently used to prove to DEFRA that the air quality linked to the St Georges Bridge "Clean Air Zone" investigation was below the required Air Quality Regulation Objectives (2000 as amended 2002).

Funded from capital receipts, earmarked reserves and grant

R&E 10 Integrated Transport Block £1.3m (£2.4m)

Doncaster is allocated funding (via SCR Combined Authority) from the Department for Transport on a formula basis. Monitoring arrangements exist to ensure that this allocation meets LTP objectives. Failure to demonstrate progress on the outputs and outcomes may jeopardise future funding and performance ratings (e.g. National Indicators on congestion and road safety), so it is essential that funding is maintained within the Council's Transport Capital programme.

Future year budgets are indicative at this stage and the budget is allocated to projects on an annual programme setting process. The following is the indicative programme for 2018/19: -

Safer Roads

Safer Communities – Borough wide	100,000
Residential Area Speed Limits	100,000
*Targeted casualty reduction scheme	40,000
*Targeted casualty reduction scheme	30,000
*Targeted casualty reduction scheme	30,000

	300,000
Network Management	
Traffic Management Measures – Borough wide	90,000
Direction Signing – Borough wide	60,000
Enhancements	60,000
Variable Message Signs	25,000
CCTV	35,000
	270,000
Cycling	
Cycling Infrastructure	180,000
Cycle Parking	20,000
	200,000
Sustainable Choices	
Dropped Crossings	40,000
Footways 17-18	40,000
Active Travel Communities Project	20,000
Travelwise Commuter Plan	20,000
Doncaster Bus Partnership Infrastructure/ Activities	60,000
Minor Works Package/ Monitoring	100,000
	280,000
IT Block Total	1,050,000

* Specific schemes will be confirmed as projects are developed and prioritised.

The following are LTP grant contributions to Major Schemes which are already represented in the capital programme or the subject of other Capital 1 forms for 2018/19. The values have been excluded from this Capital 1 Form to avoid double counting but are mentioned below to demonstrate the balance to the total £1.35m indicative LTP grant allocation: -

Major Schemes	
West Moor Link	200,000
Quality Streets	100,000
	300,000
IT Grant Total	1,350,000

Funded from LTP IT Block

Doncaster Children's Services Trust Programme

CR12 DCST 01 Care leavers Housing provision Sheltered accommodation £0.2m (£0.9m)

Construction of three, Care Leavers semi supported Housing for 16 to 18 year old homes.

There is an estimated 82 children over the next two years to be reviewed, and potential placed in a new home, although around half will stay in foster care.

Funded from capital receipts

CR13 DCST 02 Care leavers Housing provision 16 -18year olds £0.2m (£0.9m)

Acquisition of accommodation for 6, 16 to 18 year old care leavers homes.

Funded from capital receipts

Ref for New Bids	Project name	Project Details	Spend Profile						
			2018/19	2019/20	2020/21	2021/22	Total Four Year Programme	Later Years	
Section 3a - Approved Committed Projects - Capital Receipts									
Adults, Health and Well-Being									
Q0189	Doncaster Cultural & Leisure Trust	Funding for proposed capital expenditure requirements over the programme to enable centres to be 'fit for purpose'	605					605	
Sub Total - Adults, Health and Well-Being			605	0	0	0	0	605	0
Corporate Resources									
Q0556	Financial Systems (ERP) Upgrade & Enhancements	Upgrades and enhancements will be required to ensure that ERP meets service requirements	170					170	
Q1809	Doncaster Integrated People Solution (DIPS)	Replacement of a number of childrens and adults related IT systems with one integrated solution	1,610					1,610	
Q1200	ICT Strategy 2014-17	A number of schemes identified in the approved ICT Strategy	250					250	
	Virtualised Oracle Environment		97					97	
	Enter Data Storage & Brocade	To address a potential lack of expansion in storage capacity	170					170	
Sub Total - Corporate resources			2,297	0	0	0	0	2,297	0
Regeneration and Environment									
Q1161	Mexborough Market Improvements	Replacement of fire alarm, emergency lighting and electrical distribution boards and improvement to roof, all on health and safety grounds	174					174	
Q1298	Corn Exchange Roof & Façade	The scheme will refurbish the roof and external façade of the Corn Exchange.	841	313				1,154	
Q1372	Market Café ventilation & extraction system	Upgrade to the existing dated ventilation systems in place and will also provide a full installation to establishments that currently have no ventilation in place.	100					100	
Q0399	Street Lighting Improvement Programme	Existing street lamps are being replaced with new LED (Light Emitting Diode) lamps which will result in better quality lighting, a reduced carbon footprint and financial savings.	334	334	334			1,002	
	CCQ Cinema Infrastructure	Delivery of a state-of-the-art cinema and restaurant complex for the Civic and Cultural Quarter	3,150	100				3,250	
Sub Total - Regeneration and Environment			4,599	747	334	0	0	5,680	0
Total Section 3a - Approved Committed Schemes - Capital Receipts			7,501	747	334	0	0	8,582	0
Section 3b - Approved Un-Committed Projects - Capital Receipts									
Adults, Health and Well-Being									
Q1352	Extra Care Housing Project	Capital contribution to enable development of an extra care facility at Askern and Rossington						0	2,000
Sub Total - Finance and Corporate Services			0	0	0	0	0	0	2,000
Corporate Resources									
Q1418	Council Wide Systems	To enable the replacement of key Council systems (in line with the ICT Strategy) together with the procurement of essential new systems, following consideration by the Council's ICT Governance Board. This will enable continued progress towards becoming a modern digital authority and ensure service delivery is not affected by the loss of or ageing technology.	645	572				1,217	
Q1417	ICT Corporate Storage	The current ICT Corporate Storage (SAN) infrastructure which includes physical servers, storage disks and various other hardware at both the Civic Office and the Colonnades (cross-site resilience) will be five years old in 2018/19, the hardware will no longer be under support by the vendors as it is end of life and therefore will need replacing. This capital bid is to replace the aging unsupported hardware in 2018/19 and to addresses any potential lack of expansion capacity moving forward.	1,000					1,000	
Q1414	ICT Desktop & Mobile Device Upgrade	To implement an ICT solution to accurately manage the Council's mobile assets, identifying location, licences and the ability to remotely wipe data from lost or stolen devices. This bid is in addition to the existing capital programme. To also ensure Council staff are using the latest desktop and mobile devices and have the ability to securely connect and access Council systems when working remotely. This allows staff to be able to work more mobile and agile.	150		220			370	
Q1415	Networking	This bid covers a range of network related contracts that will be coming to an end in the coming years such as the corporate WAN contract, the Fixed/Mobile contract that includes the core Unified Communication Infrastructure and the Email and Web filtering devices. The bid also addresses the requirement to upgrade essential core network equipment, and to also do a feasibility study to see the viability to expand the existing Council owned Fibre infrastructure	500	180	140			820	
Q1416	Physical Servers	ICT hardware has a general life expectancy of approximately five years, after that time the chance of failure increases significantly and the probability of performance issues and services outages greatly increases. This capital bid is to refresh and upgrade end of life ICT server hardware coming to the end of their five year cycle. This include 20 plus Terminal Servers used for Remote Desktop Access to run Council applications.		40	40			80	

Ref for New Bids	Project name	Project Details	Spend Profile						
			2018/19	2019/20	2020/21	2021/22	Total Four Year Programme	Later Years	
Q1419	Vmware (Virtual Servers)	<p>Replace the existing corporate servers hosting DMBC virtual servers at the Civic Office and the Colonnades (cross-site resilience). We have around 450 virtual servers currently running on the 13 physical servers that need replacing (split between production services and disaster recovery services).</p> <p>Physical servers require replacement every five years to stay within the support life cycles. This is an industry standard for all physical servers.</p> <p>In simple terms the VMware technology allows 450 servers to share their resource and be consolidated down to 13 servers, hence 437 servers do not have to be purchased. This also provides full cross site resilience for the virtual servers, to protect them against the failure of physical equipment.</p>		200				200	
Q1204	Capital Reserve Fund		4,425	0	938	1,141		6,504	
Sub Total - Corporate Resources			6,720	992	1,338	1,141		10,191	0

Regeneration and Environment

Q1413	Sykehouse Slope Stabilisation	Slope Stabilisation projects, Sykehouse Road, West Lane and Rudgate Lane. The banks of the watercourse immediately adjacent to the carriageway have shown clear slip failures, which in turn has caused the carriageway to crack and also slip, causing significant depressions on the surface. If these failures are not repaired, it could progress to more significant failures which pose a serious safety risk to road users that could lead to closure. There are a number of services that are located within the slopes adjacent to the carriageways. These services include BT telephone cables, Yorkshire water mains and other unknown services, which could also be affected by the slope failures.	110	400				510	
Q1358	SCRIF - Urban Centre Doncaster Market Phase 1	Includes alterations to the car park and Irish Middle Market; conversion of the Wool Market to include new food outlets and events space; refurbishment of the Corn Exchange and further enhancements to the public realm. As one of the town's key assets the vision aims to ensure the area is vibrant not just on current market days, but all week long.	200					200	
Q1360	SCRIF - Urban Centre Quality Streets	Refurbishment of public realm and footways around Hallgate, Silver Street and Cleveland Street in the town centre, to complement three earlier phases of investment, and to support the town's evening economy offer (Corporate Resource element)	100					100	
Q1362	SCRIF - Urban Centre Waterfront East	Land assembly and site enabling works for the wider site including internal access roads, utilities, remediation and public realm for a new residential led mixed use on the vacant 15 hectare site (Corporate Resource element)						0	600
Q1364	SCRIF - North Doncaster A1-A19 Link Road	Provision of new highway between A1 Redhouse and A19 Toll Bar to enable regeneration and improve access to Adwick and Carcroft						0	2,320
Q1366	Retained Buildings Condition Improvement Works	Investment to address condition related projects to ensure buildings remain fit for purpose, operation and safe	600	420	305			1,325	
Q1807	Graveyard Boundary Walls	<p>Repair work is required at various closed and current graveyards across the borough to prevent further damage to walls and risk of accidents as the sections of wall requiring attention get worse.</p> <p>The work across the different sites has been profiled across the years according to the risk of further damage. Some small repairs may be required from revenue to make collapsed sections safe.</p>	65	55	13			133	
Q1346	Property Investment Fund	Create a fund to acquire property to generate a revenue income stream with a target return of 7% per annum	659					659	
Q1362	Markets Development – Outer Stall Reconfiguration	Create a new layout of the stalls with necessary readjustments	175					175	
Sub Total - Regeneration and Environment			1,909	875	318	0		3,102	2,920

Total Section 3b - Approved Un-Committed Schemes - Capital Receipts

8,629	1,867	1,656	1,141		13,293	4,920
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Section 3c - New Requests for Approval - Capital Receipts**Adults, Health and Well-Being**

AHWB1	Doncaster Leisure Trust (extension to existing)	Doncaster Leisure Trust to enable delivery of key outcomes of Growing Doncaster Together and prevent dilapidation of Leisure Facilities.	645	1,000	1,000			2,645	
AHWB2	Urgent updates to infrastructure in two branch libraries	Hatfield community library and Scawthorpe community library works required	106					106	
AHWB3	Community Infrastructure - supporting Customer journey CLS	The proposal is to integrate 3 tiers of 'Your Life Local' into communities throughout the borough. We will develop the approach incrementally and proportionately using the learning from each area so the model can evolve organically. Ultimately a 'hub and spoke' type model will be in place, that is led and run by the community alongside key partners, meaning only limited resource from DMBC is required to oversee and co-ordinate activity.	250	250				500	
Sub Total - Adults, Health and Well-Being			1,001	1,250	1,000	0		3,251	0

Ref for New Bids	Project name	Project Details	Spend Profile						
			2018/19	2019/20	2020/21	2021/22	Total Four Year Programme	Later Years	
Corporate Resources									
CORP RES 1	HR/Payroll System	To increase the funding allocated for the replacement of key Council systems (in line with the ICT Strategy) to include provision for the HR/payroll system, which will deliver service improvements and efficiencies.	503					503	
Sub Total - Corporate Resources			503	0	0	0	0	503	0
Learning & Opportunities - Children & Young People									
LOCYP 3	Big Picture Learning	To establish a modular building and associated work for Big Picture Learning as a new model for alternative behaviour provision in Doncaster. The Local Authority are working in partnership with the Innovation Unit called Big Picture Learning. We are seeking to set up a social impact bond to deliver this, and are due to hear if we have been successful by the end of January 18. This would introduce a new mode of learning for young people who are disengaged from school, and fulfil a set of eligibility criteria to direct the provision towards those who would benefit most from it. It is based around a '1 learner at a time' approach, whereby the curriculum is shaped to the interests of individual children, and at Key Stage 4 is complemented by 2 days a week in community or work based settings to apply their knowledge to real world setting. It is scheduled to open in September 2018	805					805	
Sub Total - Learning & Opportunities - Children & Young People			805	0	0	0	0	805	0
Regeneration and Environment									
R&E 2	Quality Streets: Hall Gate & Silver Street	The works to Hall Gate include narrowing the existing carriageway to one way, upgrading the footways to creating wider pedestrian areas and more attractive streetscapes increased outdoor business space and alfresco areas. The works to Silver Street are as Hall Gate with additional specialist lighting to encourage and enhance the night time economy.	367					367	
R&E 3	Doncaster Growing Together – Town Centre Programme – Footway Enhancement	Works will consist of: Replace patching (black top), carry out levelling works, replace broken slabs and reparation to pointing on footways and pedestrian areas within the town centre.	128	61	62			251	
R&E 4	Doncaster Growing Together – Town Centre Programme – Welcome & Wayfinding	Modernises and makes signage consistent and clear. It will create a new and welcoming feel to the town and arrival points. Improves welcome points and clarity of town centre offer for town centre visitors/users and directs people to key locations/zones. The existing system focuses on wayfinding only. When on street there is no promotion of places of interest nor is there any interpretive material to help you understand the Town's history or its current and future development. Works will include: replacement and rationalisation of existing street signage from key arrival points through the town centre to major assets, developments and historical assets.		250				250	
R&E 5	Holmesarr Centre – Security Improvements	Essential Security improvement works to security access, crime detection, crime prevention at the Holmesarr Centre The improvement works will future proof the Holmesarr Centre as a valuable community asset and ensures that it is retained as an asset to Doncaster in line with the Asset Transformation Plan.	42					42	
R&E 6	Mary Woollett Centre – Door Access Upgrade	A complete upgrade to the buildings door entry system is required. To keep in line with other Facilities Management buildings, the system requires upgrading from the current and very outdated PAC system to SALTO.	40					40	
R&E 7	Mary Woollett Centre – Installation of Fire Alarm System	The fire alarm system at Mary Woollett Centre requires a full replacement. The current system is over 12 years old and due to parts now being obsolete it is causing issues when the system breaks down. The installation of new system is essential to ensure that fire safety regulations are met.	109					109	
R&E 8	Doncaster Parks and Open Spaces – Footpath repair work project	This bid is to fund the essential resurfacing works at 11 of the Doncaster's Parks and Open Spaces. The current condition of these footpaths is very poor with only urgent reactive patching works are being carried out as and when needed, to keep these areas as safe and accessible as possible. Over the last 5 years the council has paid out over £51k in 4 public liability claims in Parks and Open Spaces. The council has a duty of care to all of the users at these sites.	388					388	

Ref for New Bids	Project name	Project Details	Spend Profile					
			2018/19	2019/20	2020/21	2021/22	Total Four Year Programme	Later Years
R&E 9	Replacement of deteriorating Air Quality Monitoring Stations (AQMSs).	This bid is part of our continuous evidence gathering for the secretary of state, to prove that Doncaster air quality is below levels where further Government intervention maybe required across the borough. Furthermore, the units are used to provide daily air quality data to the public and also for joint working with the Public Health partnerships, in line with the Mayor's new Doncaster Growing Together 4 year strategy. The data obtained from the units was recently used to prove to DEFRA that the air quality linked to the St Georges Bridge "Clean Air Zone" investigation was below the required Air Quality Regulation Objectives (2000 as amended 2002).	23	50			73	200
Sub Total - Regeneration and Environment			1,097	361	62	0	1,520	200
Doncaster Children's Services Trust								
DCST 01	Care leavers Housing provision Sheltered accommodation	Construction of three, Care Leavers semi supported Housing for 16 to 18 year old homes. There is an estimated 82 children over the next two years to be reviewed, and potential placed in a new home, although around half will stay in foster care.	179	298	298	119	894	
DCST 02	Care leavers Housing provision 16-18year olds	Acquisition of accommodation for 6, 16 to 18 year old care leavers homes.				660	660	
Sub Total - Doncaster Children's Services Trust			179	298	298	779	1,554	0
Total Section 3c - New Requests for Approval - Capital Receipts			3,585	1,909	1,360	779	7,633	200
Total Capital Receipts Required			19,715	4,523	3,350	1,920	29,508	5,120

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Doncaster Council

Report

Date: 20th February 2018

To the Chair and Members of Cabinet

Housing Revenue Account Budget 2018/19

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones	ALL	Yes

EXECUTIVE SUMMARY

1. This report sets out the Mayor's proposals for the 2018/19 Housing Revenue Account (HRA) Budget. The report focuses on the following key areas:-
 - the level of the Council's housing rents for 2018/19; current average rent is £70.54 per week which is the lowest within all Metropolitan District Councils, rents will decrease by 1%
 - the Housing Revenue Account (HRA) budget proposals for 2018/19
 - the medium term financial forecast for the HRA which includes estimated budgets for 2019/20, 2020/21 and 2021/22; the HRA budget follows the budget strategy as set out in previous years and maintains a reserve of £4.0m within the HRA, the budget for 2018/19 is a balanced budget (income equals expenditure) and
 - the level of fees and charges for 2018/19 as detailed in paragraph 13.

EXEMPT REPORT

2. Not applicable.

RECOMMENDATIONS

3. Cabinet is asked to note the report and recommend to Council to approve the Housing Revenue Account budget proposals as set out in this report and including:-
 - i. Rents are reduced from 2nd April 2018, by 1.0% as detailed in paragraphs 7 to 10 in line with Government policy. This will result in an average weekly rent

decrease of £0.71, resulting in an average rent of approximately £69.83 per week. Rents will be charged every week of the year.

- ii. The budget proposals for the HRA for 2018/19 which are contained in Appendix A. These proposals set a balanced budget for the HRA and maintain a reserve of £4.0m;
- iii. Fees and charges set out in paragraph 13.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Council provides housing to over 20,000 residents through the housing stock within the HRA. The majority of these properties are let at social rents which are currently the lowest within all Metropolitan District Councils and they will continue to be after this decrease. The proposals within this report mean that the existing tenants of these properties will pay lower rents in 2018/19. Reducing the rents does not prevent the Council from continuing to provide quality social housing maintained to the Doncaster decency standard but significantly reduces the number of new properties which will be built in the future in order to provide additional accommodation for those in need of social housing.

BACKGROUND

5. The Housing Revenue Account budget for 2017/18 was approved on 2nd March 2017. Since then the regular financial management reports to Cabinet have provided the latest projections of the 2017/18 financial position.

The underlying principles for HRA budgets had been agreed in previous years,

- that rents would remain at affordable levels;
- where properties are relet it is at target rent; and
- that surplus resources within the HRA would be used to provide additional council housing, either new build or acquisitions.

This would have continued if it had not been for the announcements in the Government's Summer Budget, 8 July 2015. The major change which was implemented in 2016/17 is a 1% rent reduction for four years, from 2016/17 to 2019/20. There are two other potentially major impacts;

- The sale of vacant higher value local authority housing stock (not now an issue until 2019/20 at the earliest) and
- Changes to welfare benefits

The full details and financial implications of these proposals are still unknown. Further commentary is provided in paragraph 14.

BUDGET PROPOSALS 2018/19

6. The Budget proposals for 2018/19 are shown in detail at Appendix A. The key features are as follows:-
 - a) A reduction in rents of 1.0% with effect from 2 April 2018 (see paragraphs 7 to 10 for more details);

- b) Dwelling rent income is expected to be £0.666m lower at £72.314m due to the effect of the rent reduction and the projected number of Right to Buy sales, new build properties, acquisitions and void (empty) properties;
- c) As and when properties become empty they will be advertised and relet at target rent (see paragraph 11 for definitions of rent) minus 1.0% (2016/17 reduction) minus a further 1% (2017/18 reduction) and a further 1% (2018/19 reduction) based on target rent calculations as at July 2015.
- d) The majority of HRA services are provided by St. Leger Homes of Doncaster (SLHD). The management fee paid to SLHD is increased by £1.2m to reflect increases in salaries (pay award), increased employer pension costs, inflationary increases and virements from other HRA budgets. Efficiency savings have been made from within SLHD to fund the additional costs of services required to collect rent and sustain tenancies following the rollout of full service for universal credit on 11 October 2017. It is estimated that when universal credit is fully rolled out in 2021 7,500 tenants will be affected and an additional £23.8m of rent income will need to be collected which was previously paid directly to the HRA from housing benefit. The details of the SLHD management fee calculations are shown at Appendix B. The management fee paid from the HRA for 2018/19 is £28.828m;
- e) It is estimated that the additional resources required to collect the rent and sustain tenancies following the full rollout of universal credit is £0.5m, SLHD are required to find efficiencies and savings to fund these additional costs over the three year period 2018/19 to 2020/21. In 2018/19 £0.194m of efficiencies and savings have been identified and reinvested into a new Tenancy Sustainment team;
- f) There is a budget of £0.561m within the HRA to assist tenants to deal with changes as a result of welfare benefit reform. The sustainable tenancy policy was reviewed in August 2017 and both the usage and the policy will be kept under review as further changes to welfare benefits are rolled out;
- g) The number of Right to Buy sales continues to be monitored and total sales to the 31st December 2017 were 126 giving an average of 3.23 sales per week (compared to 3.0 per week as of December 2016). A projected level of 175 sales, 86 new build and/or acquisitions and a void rent loss percentage of 1.25% have been used for calculating the rental income budget for 2018/19;
- h) Housing Subsidy (the historic Government grant system for the HRA) was abolished with effect from 1 April 2012 and the HRA became self-financing. A self-financing HRA needs to fund both its revenue services and deliver the investment/capital programme from rent income;
- i) Following the introduction of self-financing for the HRA a longer term view (30 years) is taken on HRA budgets to ensure that there is sufficient funding available in future years to maintain the properties at the Doncaster decency standard, deliver other investment needs and day to day services;
- j) A prudent level of balances for the HRA is considered to be £4.0m. Any surplus funds in excess of this, £1.660m, has been transferred to the housing public sector capital programme to fund investment in the housing stock and the programme for building more council houses.

A balanced budget will be set for 2018/19. This will maintain an estimated reserve within the HRA of £4.0m by 31 March 2019.

RENT LEVELS

7. On 8 July 2015 the Government held a Summer Budget and announced in that Budget that all social housing rents would reduce by 1% a year for the next four years from 2016/17 to 2019/20. This announcement is being forced upon Local Authorities through the Welfare Reform and Work Act 2016. Over the four year period 2016/17 to 2019/20 there will be £25.9m less resources available compared to the previously budgeted figures and over the 30 year business plan there will be £310m less resources available.
8. Previous assumptions in the 30 year business plan were that any resources in excess of the minimum level of balances required would be invested into the capital programme, these excess resources were estimated at £310m and the majority of these resources would have been invested in new build council houses and these houses would have generated additional rent income. The total estimated reduction in resources available over a 30 year period is £457m.
9. Rents in Doncaster are the lowest of all Metropolitan District Councils based on the 2016/17 financial year (according to the latest published figures from CIPFA, Chartered Institute of Public Finance and Accountancy).
10. There are five different ways in which rents will change during 2018/19, (different types of rents are defined in paragraph 11);

Existing tenants (social rent) – rent will be reduced by 1%;

New tenants into existing (social rent) housing stock – if the tenancy changes during 2018/19 the property will be relet at the 2015/16 target rent for that property minus 1% (2016/17 reduction), minus a further 1% (2017/18 reduction), minus a further 1% (2018/19 reduction);

New council housing, either new build or acquisitions (funded wholly from Council resources, social rent) – when new properties are completed the target rent will be calculated for each property and then adjusted for minus 1% (2016/17 reduction), a further 1% (2017/18 reduction) and a further 1% (2018/19 reduction);

New council housing, either new build or acquisitions (funded with an element of Government grant, affordable rent) – when new properties are handed over both the target rent and affordable rent will be calculated for these properties, the rent charged will be the higher of the of the two figures (this is a condition of the grant funding) and

Affordable rent properties – the rent will be reduced by 1% for existing tenants. If there is a change of tenancy a new affordable rent calculation will be carried out and the new rent will be the affordable rent (1% reductions are not required).

RENT DEFINITIONS

11. Target rent (sometimes referred to as formula rent) for each property is calculated using the following formula;

- 70% of the national average rent (April 2000) multiplied by relative county earnings (1999 levels) multiplied by a bedroom weighting (higher weighting for larger properties) plus 30% of the national average rent (April 2000) multiplied by relative property value (January 1999).

This calculation gives a target rent figure for the financial year 2000/01. It has then been updated each year by R.P.I plus 0.5% up until 2014/15. In 2015/16 the target rent was increased by CPI plus 1% (2.2%), the average target rent in Doncaster for 2015/16 was £75.26 per week. The target rent figure for 2015/16 is the base figure used for calculating target rent in future years. The 2016/17 target rent figure (£74.65 per week) is 2015/16 minus 1%, the 2017/18 figure (£73.91 per week) is reduced by a further 1% and the 2018/19 figure (£73.17 per week) is reduced by a further 1%.

12. Affordable rents – Affordable rent is defined as 80% of open market rent. These figures are calculated on an individual basis for each property by a qualified surveyor. A number of properties which are now in the HRA have either been built or acquired with the assistance of some grant funding from the Homes and Communities Agency (HCA). One of the grant conditions for these properties is that they are let at affordable rents (or target rent if that is higher). The current average rent for these tenancies is £91.83 per week and this will reduce to £90.91 per week in 2018/19.

FEES AND CHARGES

13. The following recommendations are proposed in respect of fees and charges for 2018/19:-

- a) That the charges for garages and garage sites are increased by 3.9%.
- b) The bio mass district heating boiler at Ennerdale provides heating and hot water to the bungalows at Ennerdale and the properties in Jubilee Court. The current charge for heating at this scheme is 5.80p per unit (plus VAT). This scheme is forecast to breakeven in 2018/19. It is therefore recommended that the charges remain the same. The average annual charge for these properties is £327.
- c) The district heating charge for properties on the Balby Bridge estate will remain at 6.09p per unit (inclusive of VAT) which is equivalent to 5.80p per unit plus VAT. The average annual charge for these properties is £198.
- d) The 41 properties at Milton Court do not have individual meters, the current charge is between £6.40 and £6.80 per property per week and these charges will remain unchanged.

- e) The current enclosed garden charge is between £2.42 and £4.00 (inclusive of VAT) per week dependent on the size of the garden and will increase by 3.9%. This is available as a whole year service (charged every week) or as a part year service (charged for 34 weeks). This service is an optional service, it is not eligible for housing benefit and it is available to all tenants.
- f) That the service charges to leaseholders are calculated based on the actual costs of providing the services and repairs and maintenance to the property.

The table below summarises the fees and charges that are included within the HRA budget assumptions.

Fee	Current Charge 2017/18	Proposed Charge 2018/19	Budget Implication
Garages	£5.14 per week (charged every week)	£5.34 per week (charged every week)	£5,106
Garage charges to non tenants	£6.17 per week (charged every week)	£6.41 per week (charged every week)	£5,626
Garage Sites	£0.88 per week	£0.91 per week	£53
Garage site charges to non tenants	£1.06 per week	£1.10 per week	£342
District Heating - Balby Bridge	5.80p per unit (excluding VAT) 6.09p per unit (inclusive of VAT)	5.80p per unit (excluding VAT) 6.09p per unit (inclusive of VAT)	Income dependant on usage
District Heating - Milton Court			Nil
Bedsits	£6.40 per week	£6.40 per week	
One bedroom	£6.50 per week	£6.50 per week	
Three bedroom	£6.80 per week	£6.80 per week	
District Heating - Ennerdale	5.80p per unit 6.09p per unit (inclusive of VAT)	5.80p per unit 6.09p per unit (inclusive of VAT)	Income dependant on usage
Enclosed Garden Service (inclusive of VAT)	£2.42 £3.04 £3.29 £3.74 £4.00 (charged every week or 34 weeks)	£2.51 £3.16 £3.42 £3.89 £4.16 (charged every week or 34 weeks)	£2,691

14. Other announcements within the Summer Budget 2015 were;

The sale of Vacant Higher Value Local Authority Housing Stock – the Housing and Planning Act 2016 gives the Government a mechanism to collect a payment from Local Authorities which they will then use to fund the Right to Buy (RTB) in Housing Associations. There are no details within the Act about how this payment will be calculated and it is therefore very difficult to plan for the impact of this, the earliest likely introduction date is during the 2019/20 financial year. Currently the majority of resources within the HRA are committed to either revenue or capital budgets, therefore whatever the size of this payment which has to be made to the Government it is likely that it will have to be funded from the sale of vacant properties (not necessarily high value ones) or from the sale of surplus HRA land or other assets.

Welfare Benefit Changes and Potential financial impact

Changes to Welfare benefits have a direct impact on individual tenants which usually results in them having less income. This can impact on their ability to pay their rent, this can also lead to an increase in rent arrears and then eventually increased property turnover and associated costs.

A number of welfare benefit changes have already been made;

Under occupation or “bedroom tax” – this was introduced on 1 April 2013. This policy means that if working age tenants (pensioners were excluded from this change) are deemed to be under occupying their property then their housing benefit is reduced by 14% if they have one under occupied bedroom, or 25% if they have two or more under occupied bedrooms. This change currently affects 2,699 of tenants and their housing benefit has been reduced by £1.66m, which needs to be collected. Bedroom tax still applies to tenants that claim Universal Credit (UC) however as DWP do not share information with us, we are unable to obtain accurate information as to how many of our tenants are affected under UC.

Benefit Cap – this is the maximum amount of benefit that an individual or household can receive. This was set at £26k in July 2013 and has been further reduced to £20k for families and £13,400 for single claimants with effect from 9 January 2017. This affects 110 Council tenancies.

Further rollout of universal credit (UC) – Tenants claiming universal credit receive their housing costs (the equivalent of Housing benefit) paid direct to themselves rather than paid to the landlord, with the tenant then responsible for paying their own rent.

Universal credit was rolled out in Doncaster in September 2015 and applied to single people with no dependents, in October 2017 full service for UC started (all new and changes to tenancies will claim UC) there are currently 755 UC claimants in the Council’s housing stock. At some point between 2019 and 2021, when UC is fully rolled out, it is expected that all working age tenants will be paid their benefits via UC. This will apply to approximately 7,500 Council tenancies and will require approximately £23.8m of rent to be collected from tenants which has previously been paid directly to the HRA.

No automatic entitlement to housing costs for 18 to 21 year olds – this affects anyone in this age group who is single and without dependants. It removes the automatic entitlement to those who are claiming Universal Credit and only applies in Full Service areas – it has applied in Doncaster since October 2017. We are not aware of any tenants in this age group who are currently affected by this change, but this is likely to become problematic for our younger tenants as more UC Full Service claims are made. There are a significant number of exemptions to this part of the policy.

The changes to welfare benefits will have a significant impact on housing services within Doncaster. Tenants are informed of the changes on a regular basis via Houseproud (the tenants' newsletter) and both the Council and St Leger Homes' website. Members are kept up to date of these changes through Members Briefings.

ACCOUNTING CHANGES

15. Self-financing was implemented for the HRA with effect from 1 April 2012. One of the requirements following this change was that Local Authorities were required to provide sufficient funding through depreciation to ensure that their stock did not fall below the Government's decent homes standard. For the first five years following self-financing Local Authorities were allowed to use a calculation for depreciation based on a formula provided by Government. This transitional period has now ended and a depreciation figure has been calculated based on the need to spend, based on International Accounting Standard (IAS) 16 componentisation in accordance with proper accounting practices. Additional monies can be transferred to the major repairs reserve using revenue contributions to capital outlay (RCCO). The amount of money transferred to the capital programme has not decreased following this accounting change as it is calculated that £22.1m is required each year for the next 30 years to maintain the existing stock at the Doncaster decency standard. £22.1m will be transferred to the major repairs reserve to fund capital investment, this is funded from £17.5m of depreciation and £4.6m of RCCO. Any RCCO in excess of the amount required to maintain the decency standard of the existing housing stock is spent on other capital expenditure, for example council house new build and aids and adaptations.

OPTIONS CONSIDERED

16. The Welfare Reform and Work Act 2016 defines how Local Authority rents will be set over the period 2016/17 to 2019/20. No other options were considered.

REASONS FOR RECOMMENDED OPTION

17. The Authority is required to approve the Housing Revenue Account budget for each financial year and monitor spending throughout the year. HRA budget information is reported quarterly to Cabinet. The HRA must make a provision for depreciation on Council dwellings as specified by the Government (as a minimum). It must also pay the necessary charges due on all its loans (loan charges - interest), any expenditure over and above this is discretionary but all expenditure must be funded from rent income. The recommended rent decrease of 1.0% allows the Council to fulfill its financial obligations in relation to the HRA.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

18.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>All staff employed by SLHD are paid at or above the Living Wage. SLHD has an established apprenticeship programme and all entry level roles are reviewed to see if they can be converted to an apprenticeship role.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	<p>All Council homes are improved and maintained to the Doncaster Decency standard. Resources have been identified to build new Council houses and to improve the energy efficiency of the existing ones.</p>
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>A safe and warm living environment is an excellent foundation from which children, young people and adults can prosper.</p>

	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>SLHD works closely with the Council's stronger families team. A tenancy sustainment team has recently been established. A significant amount of investment is made each year in aids and adaptations to people's homes to enable them to live there in a safe and comfortable environment.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Housing services in Doncaster are excellent value for money with 93.6% of tenants saying that they are satisfied that their rent provides value for money. St Leger Homes is a key partner in Team Doncaster and in delivering Doncaster Growing Together.</p>

RISKS AND ASSUMPTIONS

19. The table below identifies the main quantifiable risks, which might result in the actual income and expenditure in 2018/19 being significantly different from the estimates and proposed actions to manage/mitigate them;

Risk/Assumption	Probability	Impact	Proposed Action
Increase in rent arrears as a result of welfare benefit reform (under occupation criteria)	Medium	£1.66m of direct housing benefit payments will be lost by tenants during 2018/19.	Increased focus on rent collection and financial advice. Bad debt provision of £1.390m and £0.561m assistance fund.

Increase in rent arrears as a result of the introduction of universal credit.	Medium	Estimated that 2,100 new tenants will receive universal credit in 2018/19 (£3.8m), instead of housing benefit paid direct to the landlord.	Increased focus on rent collection and financial advice. Bad debt provision of £1.390m and £0.561m assistance fund
Interest rates increase by 0.5%	Medium	Increased costs of £1.3m	A prudent estimate has been assumed for interest rates, a large proportion of loans are at fixed rates of interest.
Dwelling rent voids exceed the assumed level of 1.25% of the rent debit (£0.904m income reduction for the year) by 0.25% of rent debit.	Medium	Income reduction £0.181m	Regular monitoring of voids, reduce re-let periods, review strategy for long term voids. Demand for most properties remains high.
Dwelling rent voids exceed the assumed level of 1.25% of the rent debit (£0.915m income reduction for the year) by 1.0% of rent debit	Low	Income reduction £0.723m	Regular monitoring of voids, reduce re-let periods, review strategy for long term voids. Demand for most properties remains high.
Inflation in future years is higher than anticipated. An additional 1% on CPI would create cost pressures at a time when income is reducing.	Medium	£0.053m of potential inflationary costs.	Inflationary projections for future years are expected to remain low, the figures will be monitored on a regular basis.
Changes to welfare benefit – no automatic entitlement to Housing costs for claimants aged 18 to 21.	Low	Although not yet seeing the impacts of this policy, £0.210m of potential rent not received by tenants due to benefit changes.	Increased focus on rent collection and financial advice. Bad debt provision of £1.390m and £0.561m assistance fund. General reserve increased to £4.0m. A significant number of exemptions to this part of the policy.
Sale of vacant high value social housing stock	Low	Potentially up to £15.0m a year.	Check and challenge any consultation documents which are issued by the Government. Keep sufficient resources available to make the initial payments. Stress test the 30 year business plan.

LEGAL IMPLICATIONS [Officer Initials: SF Date: 24 January 2018]

20. The Council is required by s74 of the Local Government and Housing Act 1989 to keep a Housing Revenue Account (HRA) which records all revenue expenditure and income relating to the provision of council dwellings and related services. This includes formulating proposals relating to income from rent and charges, expenditure on repairs, maintenance, supervision and management, capital expenditure and any other prescribed matters in respect of the HRA. In formulating these proposals using best estimates and assumptions, the Authority must set a balanced account. In its role as landlord, the Council has statutory and contractual obligations to maintain the structure of, and installations in, its housing stock. The HRA Budget will assist the council in fulfilling those obligations
21. Referring to paragraph 7 above, the Welfare Reform and Work Act 2016 requires registered providers of social housing to secure that the amount of rent payable in respect of that relevant year by a tenant of their social housing in England is at least 1% less than the amount of rent that was payable by the tenant in respect of the preceding 12 months. The relevant year in relation to a registered provider is a year beginning on 1 April 2017, 1 April 2018 or 1 April 2019. The Secretary of State may issue a direction in relation to the amount of rent payable in respect of a local authority if he considers that the local authority would be unable to avoid serious financial difficulties if it were to comply with the reduction in rent.
22. With regard to paragraph 14 above, under the Housing and Planning Act 2016 the Secretary of State may make a determination requiring a local housing authority in England to make a payment to him representing an estimate of the market value of the authority's interest in any high value housing that is likely to become vacant during the year less any costs or other deductions of a kind described in the determination in respect of a financial year. Before making a declaration the Secretary of State must consult and be made before the financial year to which it relates.
23. Further, under this Act a local housing authority that keeps a HRA must consider selling its interest in any high value housing that has become vacant. In discharging its duty a local housing authority must have regard to any guidance given by the Secretary of State.
24. The decision maker must be aware of their obligations under section 149 Equality Act 2010, the Public Sector Equality Duty (PSED). It 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; and
 - c. Foster good relations between people who share relevant protected characteristics and those who do not.

The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

The decision maker must ensure that they have seen the due regard statement. The duty must be exercised in substance, with rigour, and with an open mind and is not a

question of ticking boxes. It is for the decision-maker to decide how much weight should be given to the various factors informing the decision, including how much weight should be given to the PSED itself. The duty is a continuing one and there should be a record/audit trail of how due regard has been shown. It is not sufficient for due regard to be a “rear-guard action” following a concluded decision. The decision maker must also pay regard to any countervailing factors and decide the weight to be given to these, which it is proper and reasonable to consider; budgetary pressures, economics and practical factors will often be important.

FINANCIAL IMPLICATIONS [Officer Initials: JC Date: 19 January 2018]

25. These are contained within the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: MLV Date: 24 January 2018]

26. While there appear to be no specific HR implications related to the content of this report there is reference in paragraph 6e to the need to “find efficiencies and savings to fund additional costs over the three year period 2018/19 to 2020/21”. If this includes looking at staff numbers appropriate policies must be followed and full consultation with staff and trade unions must take place before any changes are made. Every effort to minimise the possibility of compulsory redundancies, including redeployment, should be made.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 22 January 2018]

27. There are no direct technology implications as a result of this report. SLHD are represented on the council & partners ICT Governance Board and submit any technology requirements to be considered to ensure wise investment, maximisation of existing systems across partners and rationalisation where possible & appropriate.

HEALTH IMPLICATIONS [Officer Initials SH Date 06/02/2018]

28. This report sets out the Mayor’s proposals for the 2018/19 Housing Revenue Account (HRA) Budget and outlines rent reductions and proposed fees. The choices the council makes in both raising and allocating budgets will impact on the health of the population. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment (including housing).

The decisions within this budget report have positive implications for health: specifically, around the proposed rent reduction, maintenance of the Doncaster decency standard, and work to ensure access to warm homes. The Housing Strategy 2015-25 is informed by health outcomes and these are also incorporated in the council’s corporate plan. In addition, the due regard statement addresses the implications of the impact of welfare reform in terms of equality issues.

However, the report also identifies that these revenue decisions as a result of changes to Government policy significantly reduce the number of new properties which will be built in the future (see paragraph 8). Reduced access to housing is costly to health and has implications in terms of increased health inequalities. This needs to be considered during the implementation phase so that health inequalities are addressed, and monitored.

Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports. Consideration could also be given to further utilising the considerable guidance on Housing for Health: (<https://www.gov.uk/government/collections/housing-for-health>).

EQUALITY IMPLICATIONS [Officer Initials: JC Date: 19 January 2018]

29. A Public Sector Equality Duty assessment is attached at Appendix C. There will be implications for individuals as a result of reducing rents but fundamentally rents are set based on the type and location of the property not with regard to the tenant.

CONSULTATION

30. Full Council were informed of the key points on 21 December 2017.

31. Members have been consulted at meetings between November 2017 and February 2018; this included Labour Group and representatives from other parties.

32. The proposed HRA budget and changes to rent and service charges have been the subject of formal consultation with members of the Tenants and Residents Involvement Panel (TRIP) and representatives from Tenants and Residents Associations (TARAs) on 18 January 2018.

33. Tenants think that Council rents in Doncaster are excellent value for money (this is reflected in Tenant surveys, 93.6% are satisfied that their rent provides value for money). They thought that the increases in fees and charges were reasonable and that the increases were very small weekly changes. They also responded to say that many tenants were seeing decreases in their fuel bills following investment in energy efficiency improvements.

34. Tenants are happy with the condition of their homes and the services that they receive, they could not identify any service improvements or investment needs which were not being met by the proposed budgets. They were particularly pleased to see the resources to be invested in fire safety work and felt that the Council had acted quickly to address fire safety issues.

35. SLHD consult with their staff and unions on the proposals within the HRA budget which directly affect them.

This report has significant implications in terms of the following:

Procurement	N/A	Crime & Disorder	N/A
Human Resources	N/A	Human Rights & Equalities	N/A
Buildings, Land and Occupiers	N/A	Environment & Sustainability	N/A
ICT	N/A	Capital Programme	Yes

BACKGROUND PAPERS

36. Welfare Reform and Work Act 2016

Housing and Planning Act 2016

Cabinet report 28 November 2017 – Finance and Improvement Report 2017/18
Quarter 2

<http://doncaster.moderngov.co.uk/documents/s13576/Cab%20281117%20i6%20-%20Q2%202017->

[18%20Finance%20and%20Performance%20Report%20plus%20App%20A%20and%20B.pdf](http://doncaster.moderngov.co.uk/documents/s13576/Cab%20281117%20i6%20-%20Q2%202017-18%20Finance%20and%20Performance%20Report%20plus%20App%20A%20and%20B.pdf)

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Housing Revenue Account Budget 2018/19 to 2021/22

Description	Annual Budget	Annual Budget	Annual Budget	Annual Budget
	OE	OE	OE	OE
	2018/19	2019/20	2020/21	2021/22
	£000s	£000s	£000s	£000s
Expenditure				
Management and Maintenance				
Insurances	783	800	820	840
General Management	3,689	3,439	3,139	3,139
Special Services	234	234	234	234
Management Fee to St Leger Homes	28,828	29,642	30,416	31,290
Tenancy Sustainment Fund	561	411	111	111
Debt Management Expenses	20	20	20	20
Rent, Rates, Taxes & Other Charges	250	250	250	250
Capital Charges				
Depreciation on Council Dwellings	17,200	17,200	17,200	17,200
Depreciation on non dwellings	307	307	307	307
Provision For Bad or Doubtful Debts	1,390	1,500	1,700	1,700
Total Expenditure	53,262	53,803	54,197	55,091
Income				
Rent Income				
Dwelling Rents	-72,314	-71,473	-72,773	-74,294
Non-dwelling Rents	-775	-750	-725	-700
Charges For Services and Facilities	-141	-141	-141	-141
Contributions Towards Expenditure	-278	-200	-200	-200
Income from Solar Panels	-200	-200	-200	-200
Total Income	-73,708	-72,764	-74,039	-75,535
Net Income from Services	-20,446	-18,961	-19,842	-20,444
Capital Charges				
Loan Charges - Interest	11,946	12,271	12,215	12,215
Interest Receivable	-36	-15	-15	-15
Net Operating Income	-8,536	-6,705	-7,642	-8,244
Appropriations				
Revenue Contribution To Capital Outlay	10,196	6,705	7,642	8,244
Transfer to / from Reserves	-1,660	0	0	0
Surplus (-) / Deficit for Year	0	0	0	0
HRA A/C BALANCE BF	5,660	4,000	4,000	4,000
Transfer to/from balances	-1,660	0	0	0
HRA A/C BALANCE CF	4,000	4,000	4,000	4,000

SLHD Management Fee

	2018/19 £000s	2019/20 £000s	2020/21 £000s	2021/22 £000s
Management fee	27,629	28,828	29,642	30,416
Growth items				
Legislation changes	5			
Inflationary increases				
Pay award	543	500	500	500
Superannuation	137	137	137	137
Increments	23	25	25	25
Inflation	212	212	212	212
Removal of 5 year temporary funding		-60	-100	
SLHD Efficiencies				
Efficiencies delivered	-194			
Reinvestment in services	194			
Future efficiency target		-206	-100	
Future investment in services		206	100	
Virements				
Energy efficiency certificates	84			
Welfare Reform Fund	195			
Total Management Fee	28,828	29,642	30,416	31,290

Details of the growth bids are:

Legislation Changes - Energy Performance Certificates (EPCs) are now required for shops

Pay award - 2% pay award with effect from 1 April 2018

Superannuation - The pension fund was revalued in 2016. Employers contribution increases from 12.4% in 2017/18 to 13.2% in 2018/19 and 13.9% in 2019/20. It has been assumed that this will increase to 14.5% in 2020/21 and 15.2% in 2021/22, these figures are subject to the next triannual valuation in 2019. Auto enrolment was also introduced with effect from 1 October 2017.

Increments - the overall net increase paid to staff.

Inflation - the increase cost for contracted goods and services. .

Removal of 5 year temporary funding - on 18 June 2014 Cabinet agreed a five year increase of £160k per annum in resources to fund the refurbishment costs of St Leger House (formerly Concorde House). This funding has been removed from the management fee as the refurbishment costs are written off.

SLHD Efficiencies

Efficiencies delivered - the following staffing posts have been deleted; one head of service, two service managers and two back office posts (total savings £171k). A contract with an external supplier is now being delivered in-house which saves £23k. These savings have been reinvested into front line services to sustain tenancies and collect rent and also into the improvement of our digital services.

Future Savings and Efficiencies - St Leger homes have estimated that when universal credit (UC) has been fully implemented an additional £23.8m will need to be collected from tenants each year which has previously been paid directly from housing benefit. It is estimated that the collection of this rent will require an additional 20 staff, the appointment of these staff will be phased in to match the rollout of UC. St Leger homes will deliver efficiencies through improved working practices and cost savings to fund these additional staff.

HRA Budget Report

1	<p>Name of the 'policy' and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the 'policy' is to equality.</p>	<p>HOUSING REVENUE ACCOUNT BUDGET 2018/19 The Impact of Decreasing Dwelling Rents for the Council's Housing Stock.</p> <p>Doncaster Council is landlord to 20,471 properties of which 20,209 are socially rented and 262 are leasehold. The Housing Management responsibility for the stock has been delegated to St Leger Homes of Doncaster (SLHD) under a management agreement. On 8 July 2015 the Government held a summer budget and announced in that budget that all social housing rents would reduce by 1% a year for the next four years from 2016/17 to 2019/20. This announcement is being forced upon local authorities through the Welfare Reform and Work Act 2016. For 2018/19 the rent reduction will be 1.0% for all tenants meaning that the average rent will be £69.83 per week.</p> <p>This due regard statement seeks to identify those groups noted in the protected characteristics (section 3) that may be affected positively or negatively by the reducing of rents and sets out the measures to mitigate the impact on those groups. The rent decrease of 1.0% will be applied to all properties irrespective of the tenant.</p>
2	<p>Service area responsible for completing this statement.</p>	<p>St Leger Homes of Doncaster.</p>
3	<p>Summary of the information considered across the protected groups.</p> <p>Service users/residents</p> <p>Doncaster Workforce</p>	<p>Age The rent decrease of 1.0% will apply to all properties, regardless of the resident's age. However, other specific welfare reform measures may have an impact as a result of the age of the tenant , these are as follows;</p> <p>Social Sector Size Criteria (bedroom tax); Introduced 1 April 2013, this welfare reform only applies to working age households and currently affects 2,699 tenants claiming HB and 87 tenants who are claiming Universal Credit. 2,151 tenants have to make up a 14% shortfall for their rent and 548 have a shortfall of 25% to make up. The average age of tenants affected by under occupation charge is 46. We are not aware of the number of</p>

households who under occupy but do not claim housing benefit. Bedroom tax still applies to tenants that claim Universal Credit however we are unable to obtain accurate information as to how many are affected so the figures quoted above do not provide the full picture of the impact.

Benefits Cap: A Cap on the total amount of benefits a household can receive was introduced in July 2013, which affected 20 DMBC tenants. A further, lower cap was fully implemented on 9th January 2017 (£20k for families and £13,400 for single claimants). The lower cap currently affects 110 families in Council accommodation, although previous data would indicate that this is likely to change as cases are reassessed. For DMBC tenants, the reduced cap will largely apply to single parent households with 4 or more children or couples with 3 or more children.

No automatic entitlement to Housing costs for 18-21 year olds: This policy removes the automatic entitlement to help with housing costs for anyone in this age group who makes a claim for Universal Credit (UC), only applies in UC Full Service areas and it has applied in Doncaster since October 2017. We are not aware of any tenants in this age group who are currently affected by this change, but this is likely to become problematic for our younger tenants as more UC Full Service claims are made.

Full Service roll out of Universal Credit from October 2017

Universal Credit '*Full Service*' was implemented in Doncaster on 11 October 2017 and replaced the Universal Credit *Live Service* which had been operational since September 2015. From this point all new claims from working age tenants for any of the 6 former benefits (Job Seeker's Allowance, Employment and Support Allowance, Income Support, Child Tax Credit, Working Tax Credit and Housing Benefit) will automatically go onto Universal Credit and these former benefits will be closed to new claims. Based on new claims to UC made since 11 October 2017 where the rent costs has been verified by St Leger Homes, we are anticipating over 2,100 tenants will move onto UC in 2018/19. It is however, worth noting that claimants with 3 or more children are not currently eligible to claim Universal Credit. From January 2019, the policy will change and these families will

also be required to claim Universal Credit which is likely to increase the projected numbers of claimants moving to UC.

As at January 2018, there are approximately 38% pension age tenants and 62% working age. 5,207 (25.9%) pension age tenants and 6,796 (33.7%) working age tenants are in receipt of Housing Benefit or the Housing Element of Universal Credit. Currently there are 755 (3.8%) tenants claiming Universal Credit, all of which are working age.

Disability

Out of the main tenants on our Universal Housing system, 6,858 have identified as disabled – which equates to 34.19%. This compares to a national figure of 8.3% across the whole population in England (2011 Census data). It is not anticipated that the decrease in rents will adversely affect individuals based on their disability. The Housing Revenue Account also has a specific budget of £1.7m for adaptations to the homes of disabled residents.

Ethnicity

16,771 of our tenants identify as White British – which equates to 83.62%. 1,285 (6.41%) identify as belonging to black, Asian or minority ethnic groups. A report by Department for Work and Pensions in June 2012 also tells us that working age adults living in households headed by someone from an ethnic minority were more likely to live in low-income households. This was particularly the case for households headed by someone of Pakistani or Bangladeshi ethnic origin. Translation services are offered in exceptional cases, but every effort is made to ensure that tenants understand their tenancy agreements and any other legal documents.

Gender

It is not anticipated that the decrease in rents or under occupation charge will adversely affect individuals based on their gender. Male and Female residents will be equally affected. 12,683 of our tenants have identified as Female (63.23%) and 7,327 (36.53%) as Male. 28 tenants have identified as transgender.

		<p>Sexual Orientation It is not anticipated that the decrease in rents will adversely affect individuals based on their sexual orientation.</p> <p>Religion and Belief It is not anticipated that the decrease in rents will adversely affect individuals as a result of any specific religion or belief they may have.</p> <p>Maternity and Pregnancy It is not envisaged that those residents who happen to be pregnant or on maternity leave will be adversely affected by the rent decrease as a result of their pregnancy or maternity leave.</p> <p>Gender Reassignment It is not anticipated that the decrease in rents will adversely affect individuals who have undergone gender reassignment.</p> <p>Marriage and Civil Partnership It is not anticipated that the decrease in rents will adversely affect individuals if they are married or in civil partnerships, more so than non-married residents or those not in civil partnerships.</p>
4	Summary of the consultation/engagement activities	<p>Directors and Cabinet have considered these matters at several meetings between December 2017 and February 2018.</p> <p>Members have been consulted at meetings between November 2017 and February 2018; this included Labour Group and representatives from other parties.</p> <p>The proposed HRA budget and changes to rent and service charges have been the subject of formal consultation with members of the Tenants and Residents Involvement Panel (TRIP) and representatives from Tenants and Residents Associations (TARAs) on 18 January 2018.</p> <p>Tenants think that Council rents in Doncaster are excellent value for money (this is reflected in Tenant surveys, 93.6% are satisfied that their rent provides value for money). They</p>

		<p>thought that the increases in fees and charges were reasonable and that the increases were very small weekly changes. They also responded to say that many tenants were seeing decreases in their fuel bills following investment in energy efficiency improvements. Tenants are happy with the condition of their homes and the services that they receive, they could not identify any service improvements or investment needs which were not being met by the proposed budgets. They were particularly pleased to see the resources to be invested in fire safety work and felt that the Council had acted quickly to address fire safety issues.</p> <p>SLHD consult with their staff and unions on the proposals within the HRA budget which directly affect them.</p> <p>Once a decision has been made by Council on 5 March, a letter will be sent to all Council tenants which will give details of the rent change with effect from 2 April 2018.</p>
5	<p>Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>All Council tenants will benefit from the rent reduction. But some tenants will continue to be impacted by the under occupation charge and/or benefit cap, however it is likely that some groups will be affected to a greater extent because of their lower income. The changes to welfare reform currently only impact on tenants that are deemed to be of “working age”.</p> <p>SLHD have a tenancy sustainment team to help assist tenants in financial difficulties and to help to sustain tenancies. This team was reconfigured and significantly strengthened to 17 staff members during 2017/18 to help the increasing numbers of tenants in rent arrears as a result of welfare reform changes. SLHD staff and staff from the Council’s benefit team work together with tenants to assist them to claim discretionary housing benefit (DHP) where this is appropriate. The Council has identified a budget of up to £0.561m to assist tenants impacted by welfare reform, a revised policy was approved which detailed how this money could be spent in August 2017, as further welfare benefit reform changes are made this policy may need to be updated again.</p> <p>The rent reduction is the same percentage reduction for all properties, the rent is calculated based on the characteristics of the property and not with regard to the tenant.</p>
6	Decision Making	<p>This due regard statement has been made available to Members in advance of making any decisions on rent decreases. The HRA Budget 2018/19 report to Council on 5 March</p>

		asks the Council to agree the rent reduction for the 2018/19 financial year with effect from 2 April 2018.
7	Monitoring and Review	The HRA budget is monitored on a quarterly basis by Cabinet, performance information for SLHD is monitored every 3 months by Cabinet and includes information on rent arrears. SLHD management team and Board monitor performance on a regular basis and there is a focus on rent arrears as a result of the recent welfare reform changes. Financial assistance is offered to all tenants who are in rent arrears, the number of evictions due to rent arrears is also monitored in detail to identify if any trends are emerging. Payments made from the welfare benefit reform fund are monitored and these details include the protected characteristics of the tenants.
8	Sign off and approval for publication	Julie Crook, Director of Corporate Services, St Leger Homes of Doncaster.

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Doncaster Council

Report

**To the Chair and Members of the
CABINET**

Date: 20th February 2018

THE TREASURY MANAGEMENT STRATEGY STATEMENT 2018/19 – 2021/22

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

EXECUTIVE SUMMARY

1. This report details the strategy for management of the council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management makes sure that sufficient cash is available to meet service delivery in line with the approved Capital and Revenue Budgets. Key prudential indicators relating to borrowing limits are contained in the body of the report, with the prudential indicators relating to affordability in **Appendix A**. The key messages are:
 - a. Borrowing – total borrowing requirement will increase during the period covered by this report but the Council will remain under-borrowed against its borrowing requirement to avoid the higher cost of carrying debt. As borrowing rates are forecast to only rise gently over the next 4 years, the primary borrowing strategy for new and replacement debt will be to take cheaper short term loans to maximise interest savings over the period of the report. The borrowing strategy is detailed in **paragraphs 13 – 60**.
 - b. Investments – securing the return of investment funds remains paramount when selecting counterparties and the strategy reflects this. The Investment Strategy will continue to manage the balances available and support cash flow requirements. The Investment Strategy, which includes a low risk policy to protect the Council from losses caused by financial institutions failing to repay investments when due. This policy allows the Council to spread the risk amongst a number of approved lenders, and financial instruments as outlined in **paragraphs 61 – 91**.
2. The Council has to approve the local policy for approach to debt repayment (Minimum Revenue Provision – MRP) which is detailed in **Appendix B**.

EXEMPT REPORT

3. Not applicable.
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RECOMMENDATIONS

4. Cabinet is asked to recommend to Council, the Treasury Management Strategy Statement 2018/19 – 2021/22 report and the Prudential Indicators included.
5. Cabinet is asked to recommend to Council the Minimum Revenue Provision (MRP) policy as set out in **paragraphs 27 - 28** (details in **Appendix B**).
6. Cabinet is asked to note the Treasury Management Annual Review report at **Appendix F**.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

7. This Strategy ensures that the Council's Capital Programme borrowing requirement is affordable and takes advantage of historically low short term interest rates to deliver savings for the Council. By ensuring that the treasury management function is effective we can ensure that the right resources are available at the right time to enable the delivery of services.

BACKGROUND

8. The Chartered Institute of Public Finance and Accounting (CIPFA) defines treasury management as: "The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks". For the Council to produce a strategy which is compliant with the statutory guidelines, a number of acts and guidance have to be taken into account.
9. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management function is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk financial institutions and instruments in line with the Council's low risk appetite, providing adequate liquidity before considering investment return.
10. The second main function of treasury management is the funding of the Council's Capital Programme. The Capital Programme provides a guide to the borrowing need of the Council and the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses.
11. The Treasury Management strategy for 2018/19 – 2021/22 covers two main areas:

Capital Issues

- a) the Capital Programme and the prudential indicators;
- b) the Minimum Revenue Provision (MRP) policy.

Treasury Management Issues

- a) the current treasury position;
- b) treasury indicators which limit treasury risk and activities of the Council;
- c) prospects for interest rates;
- d) the borrowing strategy;
- e) policy on borrowing in advance of need;
- f) debt rescheduling;
- g) the investment strategy;
- h) creditworthiness policy; and
- i) policy on use of external service providers.

12. These elements cover the requirements of the Local Government Act 2003, CIPFA Prudential Code, CLG MRP guidance, the CIPFA Treasury Management Code and the CLG Investment Guidance.

The Capital Programme Prudential Indicators 2018/19 – 2021/22

13. The Council's Capital Programme is the key driver of treasury management activity. The Prudential Indicators are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure

14. The first prudential indicator is a summary of the Council's Capital Programme expenditure plans and funding. It includes existing expenditure commitments, and those included in the 2018/19 – 2021/22 budget cycle.

	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
Capital Expenditure						
General Fund (GF)	52,579	81,994	91,736	68,988	35,846	28,919
HRA	35,373	33,222	37,226	29,072	28,216	27,198
Total	87,952	115,216	128,962	98,060	64,062	56,117
Financing of Capital Expenditure						
Capital Receipts	8,910	10,406	30,428	6,019	5,468	4,038
Capital Grants	33,032	42,133	39,479	42,421	17,806	12,381
Capital Reserves	765	640	327	0	0	0
Revenue	38,484	29,925	37,004	31,425	27,216	27,198
Unfinanced*	-1,049	1,088	-4,514	100	0	0
Sub Total	80,142	84,192	102,724	79,965	50,490	43,617
Borrowing Need	7,810	31,024	26,238	18,095	13,572	12,500
Total	87,952	115,216	128,962	98,060	64,062	56,117

*Some Capital schemes are financed by capital receipts. The timing of the receipts varies and may result in some expenditure showing as unfinanced at the year-end until the receipts are generated. The forecast figures above reflect the in-year movement including the £4.5m shortfall in capital receipts for 2017/18.

The Council's Total Capital Financing Requirement (CFR)

15. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is total historic outstanding capital expenditure which has not been fully funded. It is a measure of the Council's underlying borrowing need.

16. The CFR includes any other long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £52.2m of such schemes.

17. The CFR does not increase indefinitely, as minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

Capital Financing Requirement	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
GF	253,791	276,869	296,146	308,128	315,047	319,707
HRA	265,045	266,069	267,069	267,069	267,069	267,069
Total CFR	518,836	542,938	563,215	575,198	582,116	586,776
Movement in CFR	3,170	24,102	20,276	11,983	6,918	4,660
Represented by	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
Borrowing need (above)	7,810	31,024	26,238	18,095	13,572	12,500
Less MRP & other financing adj.	-4,640	-6,922	-5,962	-6,112	-6,654	-7,840
Movement in CFR	3,170	24,102	20,276	11,983	6,918	4,660

18. The Council is forecast to have borrowed £528.2m as at 31/03/18 against a CFR (borrowing requirement) of £542.9m which means that the Council is currently forecast to be under-borrowed (see paragraphs 20 – 22) by £14.7m. This minimises interest costs, but may not be sustainable long term.

19. In 2017/18 the Council borrowed £56.5m to prepay its pension deficit obligations and 80% of the future service rate (FSR) for the following 3 years, which saved the Council £0.6m after borrowing costs. Whilst the borrowing for the pension prepayment is not for capital purposes and therefore does not feed into the Capital Financing Requirement as no asset is purchased, it will temporarily reduce the under-borrowed position for reporting purposes, for the three years during which the loans are outstanding.

Under- Borrowing

20. As detailed above, the Council is currently maintaining an under-borrowed position. This means that the level of actual debt is below the Capital Financing Requirement (the amount the authority needs to borrow for capital purposes) and therefore the Council has to use internal resources such as earmarked reserves, unapplied grants and capital receipts, cash balances, etc. to fund some of its unfinanced capital expenditure.

21. This strategy is beneficial because external debt payments are minimised and funds available for investments are reduced at a time when investment returns are low.

22. This position cannot be sustained in the long term. At some point the reserves and balances will be needed and as a consequence the need to borrow will increase. This could be short-term or long-term borrowing. The Council have used short-term borrowing opportunities from other authorities as they have restricted lending lists which means they lend at rates much lower than PWLB rates.

Short-Term Borrowing

23. The use of short-term borrowing can make the borrowing portfolio volatile in terms of interest rate and refinancing risk. The benefit to the Council is low interest costs which has enabled the treasury management function to generate savings, which have been re-prioritised to service delivery. The risk inherent to using this approach has to be balanced against the need to find savings and produce a balanced budget.

24. There is a risk associated with a short-term borrowing strategy. As interest rates are likely to rise in future years, long-term borrowing will be more expensive than it is currently. By deferring long term borrowing until later years it is likely that additional costs will be incurred. We are balancing long term stable interest costs against short term interest savings.
25. The under-borrowing position is lower than previous years as the council has borrowed £56.5m to prepay its pension liabilities for the years 2017/18 to 2019/20 (see paragraph 19). This position will change by approx. £20m per year as the borrowing is repaid and the under-borrowing position increases by the same amount.
26. Unless new resources are identified e.g. grants, asset sales, etc. funding the Capital Programme from balances will decrease investment balances and hence reduce investment income levels, but the loss, is currently, more than offset by the interest savings generated by not taking on the full borrowing requirement.

The Minimum Revenue Provision (MRP)

27. The Council is required by statute to charge MRP to the General Fund Revenue Account each year for the repayment of debt. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers.
28. The Council's MRP policy is detailed at **Appendix B**. The selected methods are those which are most beneficial in each case and comply with Ministry of Housing, Communities & Local Government (MHCLG) regulations.

Core funds and expected investment balances

29. The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances. It should be noted that the use of resources is difficult to predict and a cautious approach is taken.

Year End Resources	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
Reserves balances*	74,464	55,595	55,595	55,595	55,595	55,595
Capital receipts GF	8,910	10,406	30,428	6,019	5,468	4,038
Provisions*	15,498	14,544	14,544	14,544	14,544	14,544
Capital Grants Unapplied*	11,676	4,924	4,622	4,622	4,622	4,622
Total core funds	110,548	85,469	105,189	80,780	80,229	78,799
Working capital*	22,353	22,353	22,353	22,353	22,353	22,353
Under/over borrowing	77,740	14,721	39,511	63,146	88,049	92,413
Expected investments	40,000	52,000	50,000	50,000	50,000	50,000

* The estimated balances from 2018/19 are to be reviewed and updated.

Current Portfolio Position

30. There are a number of key prudential indicators to ensure that the Council operates within well-defined limits. One of these is that the Council needs to ensure that its total borrowing does not, except in the short term, exceed the total of the Capital Financing Requirement (CFR). This helps to ensure that over the medium term borrowing is not undertaken for revenue purposes.

31. The Chief Financial Officer & Assistant Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this report. As previously stated the Council's external borrowing at 31 March 2018 is expected to be £528.2m. Split across two pools as below. The borrowing need (total CFR) is £542.9m which highlights that the Council will be under-borrowed by £14.7m. (see paragraphs 20 -22 above).

Portfolio Position	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
CFR GF	253,791	276,869	296,146	308,128	315,047	319,707
External Borrowing GF	198,853	284,950	279,437	267,785	249,800	250,096
Under-borrowed Position GF	54,938	-8,081	16,709	40,344	65,247	69,611
Ave. Interest Rate GF	3.69%	2.91%	2.99%	3.30%	3.70%	3.72%
PORTFOLIO POSITION	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
CFR HRA	265,045	266,069	267,069	267,069	267,069	267,069
External Borrowing HRA	242,243	243,267	244,267	244,267	244,267	244,267
Under-borrowed Position HRA*	22,802	22,802	22,802	22,802	22,802	22,802
Average Interest Rate HRA	4.83%	4.89%	4.87%	4.89%	4.87%	4.81%
Total CFR	518,836	542,938	563,215	575,198	582,116	586,776
Total External debt	441,096	528,217	523,703	512,052	494,067	494,363
Total Under-borrowing	77,740	14,721	39,511	63,146	88,049	92,413

*As there is no requirement to apply MRP to HRA borrowing, its under-borrowed position would only change as a result of a strategic change in the Council's external borrowing position, e.g. increase/decrease in external debt.

32. Both debt pools have relatively low interest rates which are expected to stay flat between 2018/19 and 2021/22. The average rate on GF increases slightly as the short term pension prepayment loans, which have an average interest rate of sub 1%, are repaid. The average interest rate on HRA debt is higher than the GF debt as the pool contains a higher proportion of older, or longer term, debt taken out at higher interest rates.

33. Treasury management decisions on the structure and timing of borrowing will be made independently for the GF and HRA. Interest on loans will be calculated in accordance with proper accounting practices. This will require interest

expenditure on external borrowing attributed to HRA loans being allocated to the HRA. Interest expenditure on external borrowing attributed to the GF will be allocated to the GF.

Treasury Indicators: Limits to Borrowing Activity

34. These are the 2 overall controls for treasury management external borrowing:

- The 'operational boundary' for external borrowing; and
- The 'authorised limit' for external borrowing.

Operational Boundary for external borrowing

35. This is the normally expected limit for external borrowing. For 2018/19 the limit is **£568.0m**. In most cases, this would be a similar figure to the Capital Financing Requirement (CFR). However, Doncaster Council's operational boundary adds our 'other long term liabilities' (which is Metropolitan Debt transferred from South Yorkshire County Council).

Operational Boundary	Actual	Estimates				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
CFR/Borrowing	518,836	542,938	563,215	575,198	582,116	586,776
Other long-term liabilities Met. Debt	8,302	6,513	4,800	3,100	1,400	0
Total	527,138	549,451	568,015	578,298	583,516	586,776

The Authorised Limit for external borrowing

36. A further key prudential indicator is a control on the maximum level of borrowing. This represents a limit beyond which external borrowing is prohibited, and this limit needs to be set or revised by the full Council.

37. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

38. This allows the Council to borrow in advance (up to 3 years) of need for future planned expenditure – relating solely to unfinanced capital expenditure in any future 3 year period. Doncaster Council do not borrow in advance and this would only be considered where interest rates were preferential and to avoid future interest rate risk. For 2018/19 the limit is **£613.1m**.

Authorised limit	Actual	Estimate				
	2016/17 £k	2017/18 £k	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k
Borrowing	518,836	542,938	563,215	575,198	582,116	586,776
Other long-term liabilities – 'Met. Debt'	8,302	6,513	4,800	3,100	1,400	0
Theoretical amount *	74,553	59,354	45,133	26,555	12,500	0
Total	601,691	608,805	613,148	604,853	596,016	586,776

* This figure includes an allocation for the Improvement and Modernisation Fund, which will only be taken as and when individual schemes receive separate approval.

39. Separately, the Council is also limited to a maximum HRA Capital Financing Requirement (CFR) through the self-financing regime. This is called the HRA debt limit and equates to **£269.9m** through to the end of 2021/22.

Treasury Management Limits on activity

40. There are three debt related treasury activity limits, see **Appendix A**, The purpose of these are to keep the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance.

Prospects for Interest Rates

41. Link Asset Services Treasury Solutions, are the Council's treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. **Appendix D** draws together a number of current City forecasts for short term (Bank Rate) and longer term fixed interest rates.
42. Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts and Monetary Policy Committee (MPC) decisions will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit. There are a number of downside risks to current forecasts for UK gilt yields and PWLB rates e.g. an increase in the Bank Rate causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
43. There is also the potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates e.g. the bank rate raises too slowly and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
44. Our target borrowing rate for 2018/19 is 1.5%. Whilst our borrowing rates have taken account of all known factors including the advice of our treasury management advisors it is possible that rates could change unexpectedly. A significant rise in short term interest rates could expose the Council to additional interest costs. A 1% increase in interest on loans due to mature within the next 12 months would cost the General Fund an additional £271k in 2018/19 rising to £513k per annum (full year effect).

Borrowing Strategy

45. Effective treasury management makes sure that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's service activity in line with the Capital Programme. This will involve both the organisation of the cash flow and, where capital plans require, the arrangement of borrowing facilities. Total borrowing at the beginning of 2018/19 is forecast to be £528.2m with an additional estimated borrowing in year of £26.2m re Capital Programme and £32.5m to replace GF and HRA loans expiring during the year. It is planned that all the loans expiring will be re-borrowed unless additional resources become available. The Council also has £39m of loans, which potentially, we could be asked to repay during the financial year. However, based on the current and forecast levels of interest rates this risk is considered very low and replacement of the loans has not been

included within this strategy. The Council's current Loans and Investment portfolios are shown in **Appendix C**.

46. The borrowing strategy is a continuation of the recent successful strategy that has generated large interest savings. The savings are generated in two ways, being under-borrowed (see paragraphs 20 - 22) and borrowing short term (see paragraphs 23 - 26). As interest rates are forecast to increase gently over the term of this strategy we propose to continue to borrow short term rather than lock into the historically low long term interest rates. Where it is considered prudent to do so borrowing for specific capital schemes may be taken over the same term as the actual life of the scheme.
47. The savings, which are very sensitive to a movement in interest rates, assume that the under-borrowing will continue. There remains risks associated with the under-borrowing, but these will probably be eroded over time through the application of MRP.
48. The strategy delays some borrowing as long as possible to generate interest saving. For example at today's interest rates, if we were to borrow the £39.5m (forecast under-borrowed amount as at 31st March 2019) from the Public Works Loan Board (PWLB) over 5 years interest would cost £691k per annum and over 25 years to 50 years it would cost £1.1m per annum.
49. It is normally prudent to borrow long term to support the Capital Programme; however, we have had unusual market conditions that we have used to generate short term savings. Those market conditions are forecast to start to normalise gradually during the strategy term, however, the new normal is forecast to be much lower borrowing rates than in previous economic cycles. Also, 48% of the Councils borrowings are for terms between 30 and 50 years, which brings certainty of cost and minimises interest rate risk on almost half the portfolio.
50. It is possible that the Municipal Bond Agency will be offering loans to local authorities in the future. The Agency hopes that the borrowing rates will be lower than those offered by the PWLB. This Authority may make use of this new source of borrowing as and when appropriate. We will also consider any other sources of borrowing, which shows better value for money compared to the PWLB.

Risk Strategy

51. The strategies of internal and short-term borrowing generate immediate savings but are not sustainable in the long term given the level of interest rate risk within the portfolio. Three distinct risks have been identified:
 - a) The increased use of reserves and provisions reduces the funds currently financing the under-borrowing. To mitigate this risk the Council will monitor its use of resources and if necessary undertake additional external borrowing, within approved limits.
 - b) Short-term interest rates increase making the short-term borrowing strategy more expensive than a long-term alternative.
 - c) There is an on-going risk that long-term interest rates rise significantly so that the switch from short-term borrowing becomes very costly.
52. Against this background and the risks within the economic forecast, caution will continue to be adopted with the 2018/19 treasury operations. The Chief Financial Officer & Assistant Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
 - if it was felt that there was a significant risk of a sharp fall in long and short term rates, e.g. due to a marked increase of risks around relapse

into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

- if it was felt that there was a significant risk of a much sharper rise in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that long term fixed rate funding will be drawn whilst interest rates were still relatively cheap. We are already seeing an increase in inflation in line with Bank of England forecasts due to the fall in sterling post Brexit. However, over 12 months on, this impact should start to reverse and inflation should start to fall. The current levels do not yet justify a sharper than forecast increase in interest rates.

Transfer of Loans between Debt Pools

53. The Council's policy on transferring loans between the HRA and GF debt pools is as follows:

- In the case of the HRA/General Fund having a requirement to fund its Capital Financing Requirement (CFR), then one debt pool may be used to subsidise another to reduce either the GF or the HRA external borrowing requirement.
- If this happens, then loans will be transferred between the pools without the need to recognise an internal premium or discount.
- Similarly, if the HRA and General Fund wish to swap loans as a result of strategic decisions, this loan swap would also be undertaken at no internal premium or discount.

54. Where the HRA or General Fund has surplus cash balances which allow either account to fund internal, the rate charged on this internal borrowing will be based on the average external rate of interest on the applicable pool at the end of the financial year. This is a reasonable approach providing certainty of charging, protection against short term increases in market rates and reflects the fact that strategic borrowing decisions will generally be made on an annual basis.

Policy on Borrowing in Advance of Need

55. The Council will not borrow more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. At present Doncaster Council do not borrow in advance.

56. Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 100% of the expected increase in borrowing need (Capital Financing Requirement) over a three year planning period; and
- Would not look to borrow more than 36 months in advance of need.

57. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt Rescheduling

58. As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).
59. Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.
60. All rescheduling activity will be reported in the next Finance & Performance Improvement Report to Cabinet.

Annual Investment Strategy

Investment Policy

61. The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA TM Code"). The Council's investment priorities will be security first, portfolio liquidity second, then return.
62. In order to minimise the risk to investments, the Council has stipulated the minimum acceptable credit quality of financial institutions for inclusion on its lending list. The methodology used to create the lending list takes account of the ratings and watches published by all three ratings agencies, Fitch, Moody's and Standard & Poors, with a full understanding of what the ratings reflect in the eyes of each agency. Using the Link Asset Services Treasury Solutions, ratings service, banks' ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.
63. The aim of the policy is to generate a list of highly creditworthy financial institutions/products which will also enable diversification and thus avoidance of concentration risk.
64. The primary intention of the policy is to provide security of investment and minimisation of risk.
65. Where the HRA or GF has surplus cash balances invested the interest shall be credited based on the relative proportions of the balances. Where an investment is impaired the charge shall also be shared based on the relative proportions of the balances.

66. Long Term Credit Rating Equivalents and Definitions:-

Fitch	Moody's	Standard and Poor's
<p>AAA Highest credit quality. "AAA" ratings denote the lowest expectation of credit risk. They are assigned only in the case of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.</p>	<p>Aaa Obligations rated Aaa are judged to be of the highest quality, with minimal credit risk.</p>	<p>AAA An obligator rated "AAA" has extremely strong capacity to meet its financial commitments. "AAA" is the highest issuer credit rating assigned by S&P.</p>
<p>AA (+/-) Very high credit quality. "AA" ratings denote expectations of very low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.</p>	<p>Aa (1/2/3) Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.</p>	<p>AA (+/-) An obligator rated "AA" has very strong capacity to meet its financial commitments. It differs from the highest rated obligators only by a small degree.</p>
<p>A (+/-) High credit quality. "A" ratings denote expectations of low credit risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.</p>	<p>A (1/2/3) Obligations rated A are considered upper-medium grade and are subject to low credit risk.</p>	<p>A (+/-) An obligator rated "A" has strong capacity to meet its financial commitments but is more susceptible to the adverse effects of changes in circumstances and economic conditions than obligators in higher rated categories.</p>
<p>There are 1 investment grade and 18 sub investment grade ratings below this level but this Council will not deal in financial instruments rated below the above levels, or equivalent.</p>		

67. Further, the Council's officers recognise that ratings should not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial markets in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets.

68. Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investments.

69. Investment instruments identified for use within the financial year are listed in **Appendix E** under the "Specified" and "Non-specified" investment categories.

70. The CLG Guidance defines Specified Investments as those:

- Denominated in sterling
- Due to be repaid within 12 months of the arrangement
- Not defined as Capital Expenditure by legislation and invested with one of:-
 - I. The UK Government
 - II. A UK local authority, parish council, or community council, or
 - III. A body or investment scheme of “high credit quality”

71. Non-Specified Investments are any that do not meet the above criteria.

Credit Risk Policy

72. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating equal to the UK’s sovereign rating (minimum rating as confirmed by at least two agencies). The list of countries that qualify using this credit criteria as at the date of this report are shown in **Appendix E**. This list will be amended by officers should ratings change in accordance with this policy. Any changes will be approved by the Councils Section 151 Officer, or Deputy. Not all counterparties will be active in the market at all times, therefore it is important to have a good spread of available organisations.

73. The Council applies the credit risk assessment service provided by Link Asset Services Treasury Solutions.

74. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The credit ratings of financial institutions are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings;
- Sovereign ratings to select financial institutions from only the most creditworthy countries.

75. The model is a series of bands which indicate the relative creditworthiness of financial institutions. This is used by the Council to determine the duration of investments. The model will also be used to select institutions with a high level of creditworthiness, based on the following bands. The Council will therefore use financial institutions within the following durational bands.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

Colour	Maximum Term
Yellow	5 Years
Dark pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
Light Pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
Purple	2 Years
Blue	1 year (applies to nationalised or semi nationalised UK Banks)
Orange	1 Year
Red	6 Months
Green	100 Days
No Colour	Not to be used

	Colour (and long term rating where applicable)	Money and/or % Limit	Time Limit
Banks	Yellow	£50m	5 years
Banks	Purple	£40m	2 years
Banks	Orange	£30m	1 year
Banks – part nationalised	Blue	£30m	1 year
Banks	Red	£20m	6 months
Banks	Green	£10m	100 days
Banks	No colour	Not to be used	
Council's banker (Lloyds Bank)	One colour band upgrade	As per relevant band	As per relevant band
Other institutions limit	-	£20m	1 year
DMADF	UK sovereign rating	unlimited	6 months
Local authorities	n/a	£30m	5 years
	Fund rating	Money and/or % Limit	Time Limit
Money market funds	AAAmmf	£20m	liquid
Enhanced money market funds with a credit score of 1.25	Dark pink / AAA	£10m	liquid
Enhanced money market funds with a credit score of 1.5	Light pink / AAA	£10m	liquid

76. This methodology is even more cautious than the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy financial institutions. The Link Asset Services Treasury Solutions, creditworthiness service uses a wider array of information in addition to the primary ratings and by using a risk weighted scoring system, does not give undue weighting to one agency's ratings.

77. Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of F1 and a long term rating of A-. There may be occasions when another rating agency's counterparty ratings may be used that are marginally lower than Fitch's counterparty ratings, but in such instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

78. All credit ratings are monitored daily and changes to ratings are notified to us by Link Asset Services Treasury Solutions, creditworthiness service.

79. If a downgrade results in the financial institution/ investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

80. In addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Investment Strategy

81. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
82. Bank Rate is forecast to stay flat at 0.50% before starting to rise from quarter 3 of 2018 and are unlikely to rise above 1.25% by quarter 1 2021. Bank Rate forecasts for financial year ends (March) are:

Financial Year	Rate
2017/18	0.50%
2018/19	0.75%
2019/20	1.00%
2020/21	1.25%
Estimates after 2020/21 are not available	

83. Policy rates are not expected to tighten for some considerable time, so some of the longer dated deals on offer continue to present some potential advantage.
84. The suggested budgeted investment earnings rates for returns on investments placed for periods of up to 6 months during each financial year for the next 3 years are as above. These rates, plus a small margin to stretch performance, have been used to estimate investment interest, over the strategy term.
85. The Council will use the 7 day London Interbank Bid Rate (LIBID) as its investment benchmark. We will also continue to use the investment benchmarking service offered by Link Asset Services Treasury Solutions, to compare our performance against our peers.
86. There is an unlikely risk that rates will increase later than forecast if inflation prospects start to reduce. However, should the pace of inflation pick up more sharply than expected the rates could increase earlier, particularly if Bank of England inflation forecasts for two years ahead exceed the Bank of England's 2% target rate. The Bank of England's forward guidance should be a good indicator of where interest rates are going.
87. To bring balance to the portfolio funds generated through the Council's cash flow will be invested on the following basis:-

Liquid Funds (approx. £20m)

This part of the portfolio should be managed at around £20m. This allows for the payment of payroll on dates within the year when grants are delayed due to the 15th being on a weekend (April 2018, July 2018, September 2018 and December 2018).

For example this part of the portfolio should be invested in:-

- bank deposits (main accounts, call accounts, notice accounts); and
- potentially Money Market Funds (subject to due diligence and selection process).

Other Specified Investments (approx. £40m)

Once the liquid funds are in place the Council should continue to invest in other slightly less liquid, but still secure assets, up to a maximum of 365 days. Examples of these assets are:-

- UK Government Treasury Bills, which will have a maturity date of less than 6 months (the maximum term).
- High quality Certificates of Deposit (rank equally with bank deposits re bail in) which provides access to a wider range of higher rated banks.

- High quality bonds issued by banks, with a maturity date of less than 12 months.
- Other Corporate Bonds that meet its minimum investment criteria, with a maturity of less than 12 months.
- Collateralised Deposits (repurchase/Reverse Repurchase) arrangements utilising its existing custodial arrangements with King & Shaxson brokers. This is a method of secured deposit with a bank.

Repo/Reverse Repo is accepted as a form of securitised lending and should be based on the GMRA 2000 (Global Master Repo Agreement). Should the counterparty not meet our senior unsecured rating then a 102% collateralisation would be required. The acceptable collateral is as follows:

Index linked Gilts
 Conventional Gilts
 UK Treasury bills
 Corporate bonds

Non-Specified Investments (Maximum £20m)

Any core funds that are identified as being available longer term, e.g.reserves should continue to be invested in suitable longer term assets, examples of which are:-

- fixed deposits with banks.
- High quality Certificates of Deposit with a maturity date in excess of 12 months.
- High quality bonds issued by banks, with a maturity date in excess of 12 months.
- Other Corporate Bonds that meet its minimum investment criteria, with a maturity in excess of 12 months.

88. A full list of Specified and Non-Specified investments is in **Appendix E**.

89. Any new Non-Specified investment will require authorisation by the Councils Section 151 Officer, or Deputy. Details of minimum criteria and any additional due diligence required can also be seen in **Appendix E**.

90. Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

Maximum principal sums invested > 365 days			
£m	2018/19	2019/20	2020/21
Principal sums invested > 365 days	£20m	£20m	£20m

End of year investment report

91. At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

Policy on the use of external service providers

92. Following a competitive tender process the Council has re-awarded its Treasury Consultancy contract to Link Asset Services Treasury Solutions, as its external treasury management advisors until December 2021.

93. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.
94. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.
95. The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. Training has been undertaken by members and further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

OPTIONS CONSIDERED

96. Other options that have been considered and members need to be aware of, when compiling this report, that would affect the investments and borrowing decisions are as follows:-

Options	Likely impact on Income and Expenditure	Likely impact on risk management
Invest in a narrower range of institutions and shorter terms	Interest income will be lower	Reduced risk of losses from credit related defaults, but any single loss could be magnified.
Borrow additional sums at long term fixed interest rates	Debt interest costs will rise, this is unlikely to be offset by higher investment income	Reduced interest rate risk. But higher investment balance could lead to a higher impact in the event of a default.
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income. Premium to be paid if debt paid down (avoided if the reduction is done by not replacing maturing debt).	Reduced investment balance leading to a lower impact in the event of default, however long term interest costs become less certain.
Increase level of borrowing	Additional cost of debt interest is likely to exceed additional investment income received.	Under-borrowing uses a combination of reserves and working capital. Any adverse changes to either could lead to cash not being available to fund expenditure. Leading to increased levels of borrowing.
Borrow sufficient funds for under-borrowed position	Additional interest costs of up to £1.1m per annum. It should be noted that a proportion of the under-borrowed position has been used to prepay the pension contribution.	Reduced interest rate risk, but significantly higher costs. In addition the higher investment balance could lead to a higher impact in the event of a default.

Prudential Code Update/MHCLG revised guidance

97. In December 2017, CIPFA issued revised Prudential and Treasury Management Codes. All local authorities will be required to prepare an additional report (Capital Strategy report) from 2019/20 onwards, which is intended to provide the following: -

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability.

The aim of this report is to ensure that all elected members fully understand the overall strategy, governance procedures and risk appetite entailed by this Strategy.

98. In February 2018 the MHCLG issued revised investment guidance to include non-treasury investments within the Treasury Management framework. The changes to the codes and guidance will increase the responsibilities of the Section 151 Officer, especially in respect of non-financial (non-treasury management) investments. The Financial Procedure Rules will be updated during 2018/19 in preparation for 2019/20.

REASONS FOR RECOMMENDED OPTION

99. The strategy provides a good balance between our existing, predominantly long maturity profile, to produce additional savings to support front line budgets and service provision. Remaining under-borrowed also reduces the risk of losses from failed investments.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Treasury Management impacts on all the outcomes; it makes sure that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's service activity in line with the Capital Programme.</p>
<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean 	<p>The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk financial institutions or instruments in line with the Council's low risk appetite,</p>

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

RISKS AND ASSUMPTIONS

Unable to borrow when funding required due to adverse market conditions and/or budgetary constraints

Current Risk	Mitigating Actions -	Target Risk
<p>12</p>	<p>Maintain sufficient easily accessible resources. Further mitigating actions would be scaling back or re-profiling capital expenditure plans if necessary.</p>	<p>2</p>

An institution with Council Investment becomes insolvent.

Current Risk	Mitigating Actions -	Target Risk
<p>12</p>	<p>Continually monitor credit ratings of approved institutions and spread investment over a number of financial institutions. Actions in paragraphs 78 – 86 to further mitigate the risks.</p>	<p>3</p>

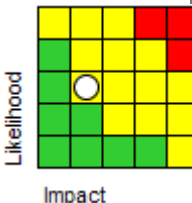
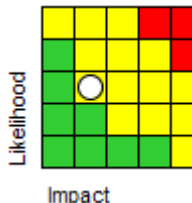
Lower than forecast returns on investment portfolio.

Current Risk	Mitigating Actions -	Target Risk
<p>6</p>	<p>Monitor Economic forecasts and consult with the Council's Treasury Advisor and adjust strategy as appropriate.</p>	<p>6</p>

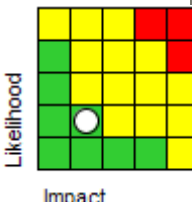
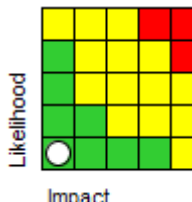
Increased use of reserves and provisions reduces the funds currently financing the under-borrowing.

Current Risk	Mitigating Actions:	Target Risk
<p>6</p>	<p>Monitor use of reserves, cash flow forecast and interest rates to manage the borrowing to minimise any impact on the forecast savings</p>	<p>2</p>

Interest Rates higher than forecast for new borrowing

Current Risk	Mitigating Actions -	Target Risk
<p>6</p> 	<p>Monitor Economic forecasts and consult with the Council's Treasury Advisor and adjust strategy as appropriate.</p>	<p>6</p> 

A financial institution does not repay an investment at maturity date due to an administration error (not insolvency)

Current Risk	Mitigating Actions -	Target Risk
<p>4</p> 	<p>Record all deals undertaken to eliminate administration errors. Ensure adequate borrowing facilities exist to cover temporary cash flow shortfall</p>	<p>1</p> 

LEGAL IMPLICATIONS [Officer Initials SF Date 17/01/18]

100. The Council's Treasury Management activities are regulated by a variety of professional codes, statutes and guidance:-
- Chapter 1 Part 1 of the Local Government Act 2003 (the Act) provides the powers to borrow as well as providing controls and limits on such capital finance and accounts;
 - the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, develops the controls and powers within the Act;
 - the Regulations require local authorities to have regard to the code of practice entitled the Prudential Code for Capital Finance in Local Authorities published by CIPFA when determining their affordable borrowing limit;
 - the Regulations also require local authorities to operate its overall treasury function having regard to the code of practice contained in the document entitled Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes published by CIPFA;
 - the Regulations require local authorities, for each financial year, to make a minimum revenue provision, which they consider to be prudent, in respect of the financing of capital expenditure incurred in that and previous years.

The Treasury Management function is included in the Chief Financial Officer's duties under Section 151 of the Local Government Act 1972 to administer the Council's financial affairs.

FINANCIAL IMPLICATIONS [Officer Initials AT Date 25/01/2018]

101. The treasury management budget required for 2018/19 has been reviewed and analysed over the following headings:

	General Fund £'m	HRA £'m
<u>Costs</u>		
Existing External Borrowing	6.984	10.012
Replacement External Borrowing	0.288	0.822
Pension Prepayment	0.364	0.000
New External Borrowing	0.380	0.008
Total Borrowing Costs	8.016	10.842
2017/18 approved schemes Interest & MRP*	1.402	0.000
Premiums	0.091	0.000
Treasury Management Expenditure	0.033	0.000
Total Costs	9.542	10.842
<u>Income</u>		
HRA recharge	-1.014	1.014
Investment Interest	-0.316	0.000
Net Costs	8.212	11.856

*Any new schemes approved through the IMF process will require additional budget to cover any interest and MRP costs. This budget will be allocated during the budget setting process.

HUMAN RESOURCES IMPLICATIONS [Officer Initials KM Date 19/01/2018]

102. No staffing implications.

TECHNOLOGY IMPLICATIONS [Officer Initials ET Date 22/01/2018]

103. None.

HEALTH IMPLICATIONS [Officer Initials RS Date 25/01/2018]

104. Treasury management is unlikely to have direct health impacts. However both the borrowing and the investment strategies should take account of any indirect or unintended health impacts. These may arise from investing or borrowing in or from ventures that themselves have health impacts or are linked with other organisations that impact health. The most obvious case is that the council should protect its tobacco control work from the commercial and vested interests of the tobacco industry by not accepting any partnerships, payments, gifts and services, monetary or in kind or research funding offered by the tobacco industry.

EQUALITY IMPLICATIONS [Officer Initials CY Date 18/01/18]

105. The Council must consider and have due regard to the three aims of the general equality duty, when developing and implementing the Treasury Management Strategy. By ensuring that the Treasury Management function is effective we can ensure that the right resources are available at the right time to enable the delivery of services. The equality implications for the revenue and capital budgets are detailed in the respective reports within the agenda papers.

CONSULTATION

106. The Council obtains advice from specialist organisations in respect of its treasury management activities. The impact of this is then assessed for its effect on the Council and appropriate action taken as necessary. Consultation has taken place with key financial managers and Executive Board.

107. This report has significant implications in terms of the following:

Procurement		Crime & Disorder	
Human Resources		Human Rights & Equalities	
Buildings, Land and Occupiers		Environment & Sustainability	
ICT		Capital Programme	X

BACKGROUND PAPERS

Link Asset Services Treasury Solutions TMSS template (Revised 2017).

C.I.P.F.A. Treasury Management in the Public Services (Revised 2017).

The Prudential Code for Capital Finance in Local Authorities (Revised 2017).

Localism Act 2011.

Department for Communities and Local Government – Guidance on Local Government Investments, April 2010.

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2010 [SI 2010/454].

Audit Commission Risk and Return – English Local Authorities and the Icelandic Banks, March 2009.

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 [SI 2008/414].

The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 2003/3146, as amended]

Local Government Investments – Guidance under Section 15 (1) of the Local Government Act 2003.

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THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2018/19 – 2020/21

1. The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
£m	Actuals	Estimates				
Adults, Health & Wellbeing	3,893	4,517	5,887	4,581	4,330	3,330
Finance & Corporate	1,693	3,549	22,120	14,272	13,838	13,641
Learning & Opportunity – Children	6,625	9,630	11,261	12,322	6,497	6,130
Regeneration & Environment	40,368	64,298	52,468	37,813	11,181	5,818
NON-HRA	52,579	81,994	91,736	68,988	35,846	28,919
HRA	35,373	33,222	37,226	29,072	28,216	27,198
TOTAL	87,952	115,216	128,962	98,060	64,062	56,117

2. Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

3. Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Non-HRA	6.48%	6.81%	7.73%	8.07%	8.37%	8.07%
HRA	15.68%	15.89%	16.22%	16.52%	16.18%	15.66%

The estimates of financing costs include current commitments and the proposals in this budget report.

HRA ratios

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt cap £k	269,904	269,904	269,904	269,904	269,904	269,904
HRA debt £k	242,243	243,267	244,267	244,267	244,267	244,267
HRA revenues £k	75,154	74,252	73,089	72,223	73,498	74,994
Ratio of debt to revenues %	31.02%	30.52%	29.92%	29.57%	30.09%	30.70%

£	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
HRA debt £k	242,243	243,267	244,267	244,267	244,267	244,267
Number of HRA dwellings	20,338	20,238	20,133	19,958	19,783	19,608
Debt per dwelling £	11,911	12,020	12,133	12,239	12,347	12,458

4. Treasury indicators for debt

There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

£m	2017/18	2018/19	2019/20	2020/21	2021/22
Interest rate exposures					
	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%	100%
Limits on variable interest rates based on net debt	30%	30%	30%	30%	30%
Maturity structure of fixed interest rate borrowing 2018/19					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	13,500	2.56%	
12 months to 2 years	0%	50%	75,687	14.33%	
2 years to 5 years	0%	50%	68,367	12.94%	
5 years to 10 years	0%	75%	35,101	6.65%	
10 years and above	10%	95%	335,562	63.53%	
Total			528,217	100%	
Maturity structure of variable interest rate borrowing 2018/19					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	0	0	
12 months to 2 years	0%	30%	0	0	
2 years to 5 years	0%	30%	0	0	
5 years to 10 years	0%	30%	0	0	
10 years and above	0%	30%	0	0	
Total			0	0%	

Minimum Revenue Position (MRP) Policy Statement

The Council has an annual duty to charge an amount of MRP to the General Fund Revenue Account which it considers to be a prudent provision. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers. The guidance on MRP allows different options for the calculation of MRP as below:

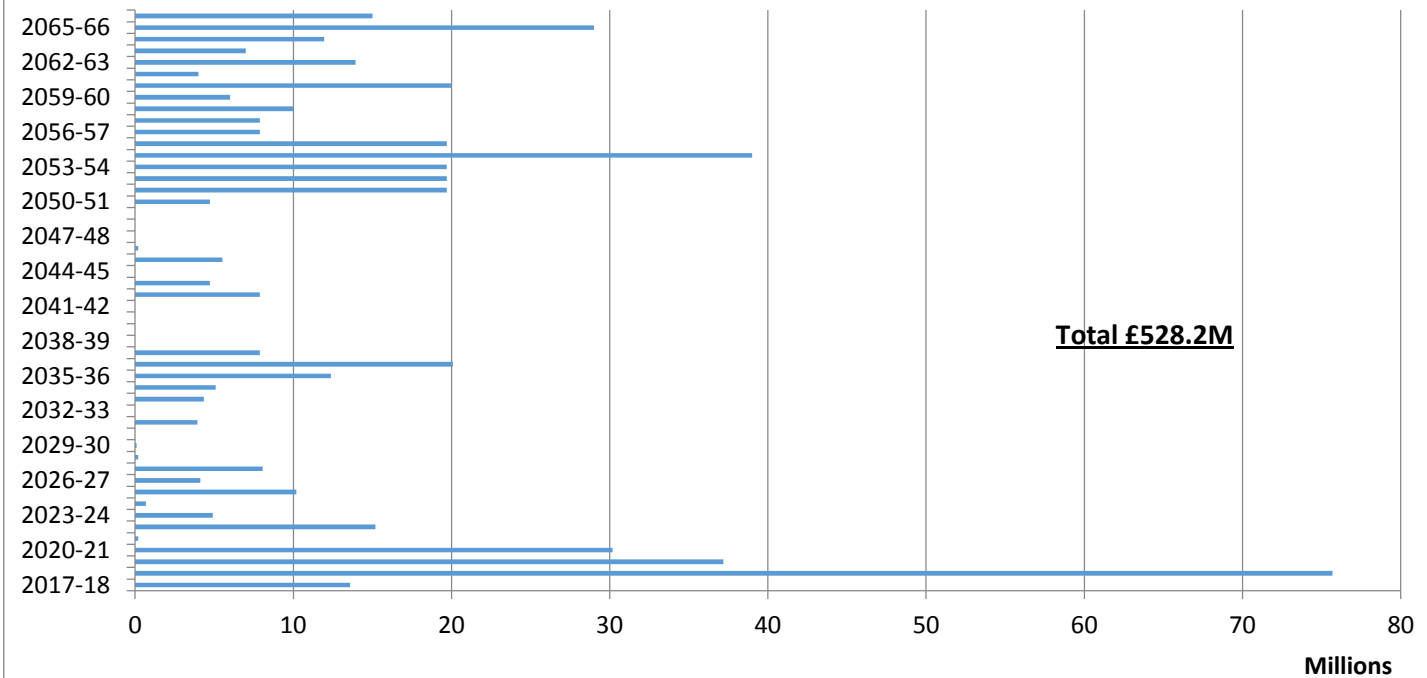
- 1) Regulatory method
- 2) CFR method
- 3) Asset Life method, using either
 - a) Equal instalment method
 - b) Annuity method
- 4) Depreciation method

Doncaster Council 2018/19 MRP Policy

The Council adopts the most appropriate method of calculating and charging MRP for the specific asset. Methods used include either:

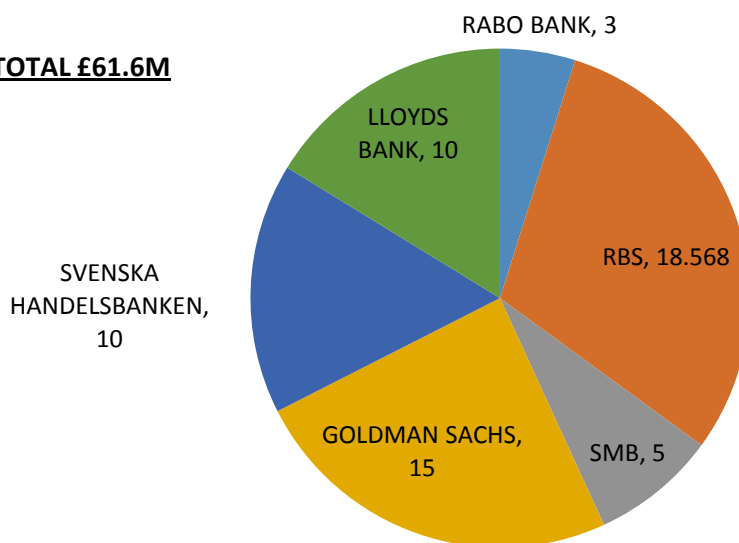
- **Asset Life method – Equal instalment method** (option 3a); or
- **Asset Life method - Annuity method** (option 3b); or
- **Depreciation method** (option 4).

DONCASTER MBC FORECAST BORROWING PORTFOLIO AS AT 31/03/18



INVESTMENTS HELD AS AT 31 DECEMBER 2017 (£M'S)

TOTAL £61.6M



Interest Rate Forecasts

Bank Rate	Now	Mar 2018	Mar 2019	Mar 2020	Mar 2021
Actual FEB 18	0.50%	-	-	-	-
Link Asset Services view.	0.50%	0.50%	0.75%	1.00%	1.25%
Capital Economics(CE)	0.50%	0.50%	1.25%	2.00%	2.25%
5Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.				
Actual FEB 18	1.91%	-	-	-	-
Link Asset Services view.	1.91%	1.60%	1.80%	2.10%	2.30%
CE	1.91%	1.70%	2.40%	2.40%	2.90%
10Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.				
Actual FEB 18	2.41%	-	-	-	-
Link Asset Services view.	2.41%	2.20%	2.50%	2.70%	3.00%
CE	2.41%	2.20%	2.80%	2.80%	3.30%
25Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.				
Actual FEB 18	2.82%	-	-	-	-
Link Asset Services.	2.82%	2.90%	3.10%	3.40%	3.60%
CE	2.82%	2.60%	3.30%	3.35%	3.80%
50Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.				
Actual FEB 18	2.52%	-	-	-	-
Link Asset Services.	2.52%	2.60%	2.90%	3.20%	3.40%
CE	2.52%	2.50%	2.90%	3.15%	3.65%

TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 1

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum ‘high’ quality criteria where applicable.

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of 30% of the investment pool will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

SPECIFIED INVESTMENTS:

(All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum ‘high’ rating criteria where applicable)

	Minimum ‘High’ Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
Term deposits and other instruments with local authorities	N/a	£30m (maximum of £5m per authority)	12 months
Term deposits with banks and building societies	Yellow Purple Orange Red Green No Colour	£50m £40m £30m £20m £10m nil	12 months 12 months 12 months 6 months 100 days Not for use
Term Deposits with UK part nationalised banks	Blue	£30m	12 months
Certificates of Deposit or corporate bonds with banks and building societies	Yellow Purple Orange Blue Red Green No Colour	£50m £40m £30m £30m £20m £10m nil	12 months 12 months 12 months 12 months 6 months 100 days Not for use
Bonds issued by multilateral development banks	UK sovereign rating	100%	12 months
UK Government Gilts	UK sovereign rating	100%	12 months
UK Government Treasury Bills	UK sovereign rating	100%	6 months

Debt Management Agency Deposit Facility	--	100%	6 months
Collateralised deposit (Reverse Repurchase) (see note 2)	UK sovereign rating	100%	12 months
Bond issued by a financial institution which is explicitly guaranteed by the UK Government e.g. National Rail	UK sovereign rating	100%	12 months
Sovereign bond issues (other than the UK govt)	UK sovereign	100%	12 months
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -			
Government Liquidity Funds	AAA MMF rating	100%	Liquid
Money Market Funds	AAA MMF rating	100%	Liquid
Enhanced Cash Funds with a credit score of 1.25	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid
Enhanced Cash Funds with a credit score of 1.5	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid

Note 1. If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

N.B. buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of the Accounting Code of Practice.

Note 2. As collateralised deposits are backed by collateral such as UK Gilts, corporate bonds, etc. this investment instrument is regarded as being a AA rated investment as it is equivalent to lending to the UK Government.

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

NON-SPECIFIED INVESTMENTS: A maximum of 30% will be held in aggregate in non-specified investment

Maturities in excess of 1 year

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
Term deposits and other instruments with local authorities	N/a	£30m (maximum of £5m per authority)	5 years
Term deposits with banks and building societies	Yellow Purple Orange Red Green	£50m £40m £30m £20m £10m	5 years 4 years 3 years 2 years 1 year
Term Deposits with UK part nationalised banks	Blue	£30m	5 years
Certificates of Deposit or corporate bonds with banks and building societies	Yellow Purple Orange Blue Red Green	£50m £40m £30m £30m £20m £10m	5 years 4 years 3 years 5 years 2 years 1 year
Bonds issued by multilateral development banks	UK sovereign rating	£5m	5 years
UK Government Gilts	UK sovereign rating	100%	50 years
Collateralised deposit (Reverse Repurchase)	UK sovereign rating	100%	5 years
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government e.g. National Rail	UK sovereign rating	£5m	10 years
Sovereign bond issues (other than the UK govt)	UK sovereign	£5m	5 years
Bond Funds	Fitch rating Short term F1, long Term A- or equivalent	£5m	10 years
Gilt Funds	Fitch rating Short term F1, long Term A- or equivalent	£5m	10 years
Municipal Bonds	UK sovereign rating	£5m	5 years
Floating Rate Notes	Fitch rating Short term F1, long Term A- or equivalent	£5m	5 years
Covered Bonds	Fitch rating Short term F1, long Term A- or	£5m per bond	10 years

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
	equivalent		
Unrated Bonds	**Non-rated internal due diligence	£5m per bond	10 years
Loans to Third Parties	**Non-rated internal due diligence	£5m	50 years
Churches, Charities and Local Authorities (CCLA) Property Fund	**Non-rated internal due diligence	£5m	10 years
Property Funds*	**Non-rated internal due diligence	£5m	10 years

*The use of these instruments can be deemed capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using. Appropriate due diligence will also be undertaken before investment of this type is undertaken.

**Due Diligence will include the following, if available, however the list isn't intended to be exhaustive:-

- Capitalisation of the organisation,
- Revenue profits and margin trends,
- Competitors and industry,
- Valuation multiples e.g. price/earnings ratio,
- Management and share ownership and track records,
- Balance sheet analysis,
- Examination of future plans and expectations,
- Stock options and dividend policy.

APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings equivalent to the UK higher (based on two out of three ratings from the agencies Fitch, Moody's and S&P) and have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services Treasury Solutions credit worthiness service.

<u>AAA</u>	<u>AA+</u>	<u>AA</u>
Australia	Finland	Abu Dhabi (UAE)
Canada	Hong Kong	France
Denmark	USA	UK
Germany		
Luxembourg		
Netherlands		
Norway		
Singapore		
Sweden		
Switzerland		

TREASURY MANAGEMENT ANNUAL REPORT YEAR ENDED 31ST MARCH, 2017**SUMMARY**

1. During the year the Councils borrowing and investments have been managed in line with the treasury management strategy set out for 2016/17 which was approved by Council on 02/03/2017.
2. Due to the forecast interest rate environment where borrowing interest rates were expected to be higher than investment interest rates, the 2016/17 strategy was to defer borrowing and utilise internal funds to support the capital programme. When borrowing was required, the strategy was to take shorter term loans to minimise interest costs.
3. Thanks to the continued low borrowing interest rates the strategy led to a Treasury Management under spend of £1.58m for 2016/17. The under spend was predominantly achieved by being under-borrowed and delaying external borrowing as long as possible. The Council was £70m under-borrowed which is a key contributor to the under spend. If the £70m was borrowed at 2% there would be an additional external interest cost of £1.4m per annum.
4. By minimising external borrowing during the year savings were made, whilst at the same time minimising the risk of failure by a third party to meet its contractual obligations under an investment, loan or other commitment.
5. The Council operated within the financial limits set out in the Treasury Strategy and the Borrowing limits and complied with the relevant Regulations and guidance.

BACKGROUND

6. The revised Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2009 was adopted by this Council on 2nd February, 2010, and the Council fully complies with its requirements. This report meets the requirements of the code.
7. During 2016/17 the minimum reporting requirements were that the Council should receive the following reports:
 - a. An annual Treasury Management Strategy in advance of the year (Council 01/03/16).
 - b. A mid-year (minimum) Treasury Management Strategy update report (Included in quarterly Finance/Performance Monitoring Report).
 - c. An annual review following the end of year describing the activity compared to the strategy (this report).
8. Regulations place responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

9. Treasury Management in this context is defined as:-

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

10. This annual report comments on the delivery of:-

- the Council's Treasury Management position as at 31st March, 2017;
- the strategy for 2016/17;
- the forecast and actual economic activity and interest rates;
- the borrowing activity for 2016/17;
- the investment activity for 2016/17;
- Compliance with treasury limits.

Treasury Portfolio Position

11. The debt and investment position at the beginning and end of the financial year were as follows:-

	As At 01.04.16	Average Interest Rate	As At 31.03.17	Average Interest Rate
	£'m	%	£'m	%
Fixed Rate	443.2		441.1	
Variable Rate	<u>0.0</u>		<u>0.0</u>	
Total Debt	<u>443.2</u>	4.01	<u>441.1</u>	4.02
Investment	41.9	0.69	28.5	0.67

2016/17 Economic Activity

Forecast

12. The treasury management strategy approved by Council in March 2016 contained a forecast that interest rates for 2016/17 anticipated low but rising Bank Rate (starting in quarter 1 of 2017), and gradual rises in medium and longer term fixed borrowing rates during 2016/17. It was expected that the recovery for the global economy would be long and drawn out, with many bumps along the way, which was expected to keep interest rates at the same low levels for at least 12 months.

Outturn

13. The financial year 2016/17 continued the challenging investment environment of previous years, namely low investment returns, although levels of counterparty risk had subsided somewhat. In this scenario, the treasury strategy was to continue to postpone borrowing to avoid the cost of holding higher levels of investment and to reduce counterparty risk. Despite previous forecasts that Bank Base rate would rise during the year, the Brexit vote led to the Bank of

England actually reducing bank base rates in August 2016 from 0.5% to 0.25%. This further reduced the investment rates available to us and had a negative impact on interest income.

Borrowing Activity

Strategy

14. The amount of new borrowing for 2016/17 was estimated to be £35.3m, which included £23.2m of maturing loans which required refinancing. The primary strategy was for borrowing activity to be driven by cash flow and to minimise debt interest costs, to borrow over shorter terms. The forecast of gentle interest rate increases minimised the refinancing risk.
15. The Council is currently maintaining an under-borrowed position. This means that the level of actual debt is below the Capital Financing Requirement (the amount the authority needs to borrow for Capital purposes) and therefore the Council has to use internal resources such as ear-marked reserves, unapplied grants and capital receipts, cash balances, etc. to fund some of its unfinanced capital expenditure.
16. This strategy is beneficial because external debt payments are minimised and funds available for investments are reduced at a time when investment returns are low and financial institution risk is high.
17. This position cannot be sustained in the long term. At some point the reserves and balances will be needed and as a consequence the need to borrow will increase. This could be short-term or long-term borrowing. The Council have used short-term borrowing opportunities from other authorities as they have restricted lending lists which means they lend at rates much lower than market rates.

Outturn

18. During the 2016/17 financial year £32.5m in new external borrowing was taken, this was slightly lower than the original estimate of £35.3m for the following reasons:-
 - Borrowing continued to be minimised to avoid interest cost and to mitigate investment risk against continued uncertainty about the viability of the financial institutions.
 - The Capital Programme borrowing requirement fell from £12m to £10m during the year.
19. The timing of borrowing was in line with the Council's cash flow. This enabled us to take borrowing later than previously forecast, which minimised the interest charged and contributed to the under spend.
20. Short term loans were taken from other local authorities at interest rates ranging from 0.5% to 0.9%. One £15m loan was taken from the Public Works Loans Board (PWLB) at 2.77% over 50 years just prior to the Brexit vote, to minimise the risk of a no vote. This allowed the council to lock into a very low long term rate. Although in hindsight lower rates were available after the vote. In the long term a rate of 2.77% will look like a very good deal, it also removed some of the volatility seen in the portfolio from using short term borrowing.

Debt Rescheduling

21. Debt rescheduling relates to the early repayment of loans in order to generate a revenue saving or change to the structure of the debt maturity profile.
22. On 1st November, 2007, the PWLB introduced a two tier rate system, which effectively made it more expensive for Councils to repay debt. This precluded any rescheduling opportunities being undertaken during the 2016/17 financial year, which was outlined and planned as part of the strategy; however this situation is constantly reviewed in conjunction with our external Treasury Advisers.

Investment Activity

Strategy

23. The Council's in-house managed funds are mainly cash flow derived such as grants and other income received to be spent later. Therefore investments will be made with reference to the balances and cash flow requirements and the outlook for interest rates.

Outturn

24. The result of the investment activity was as follows:-

Average investment balance throughout the year	£65.9m
Rate of return	0.67%
Benchmark Rate	0.20%
Investment balance as at 31/03/17	£28.5m

25. Actual interest earned was £176k below target, due to minimising investment balances by delaying borrowing and by interest rates not increasing as previously forecast at budget setting.
26. The investment portfolio as at 31st March, 2017 is summarised in **Appendix 1**.

Icelandic Bank Deposit

27. The Council had a deposit of £3m with Landsbanki, an Icelandic bank which is in receivership. During the year there was increased uncertainty as to when the principal or accrued interest would be repaid to the Council. However, we expected to receive full repayment by 2019/20.
28. Over time we had recovered £2.8m from distributions to creditors and the sale by auction of the bulk of our remaining claim. Following the sale the Council was left with an escrow account of £23.7k held in Icelandic Krona. During 2016/17 an auction was held for the escrow account and we received £21k. The total loss on our original deposit was £233k, which was significantly less than the original £613k that was put aside, thanks to the actions of all involved in the recovery of the funds.

Compliance with Treasury Limits

29. During the year the Council operated within the limits set out in the Treasury Strategy, Policy and Practice statements and the Treasury Management Prudential Indicators included in **Appendix 1**.

RISKS

30. By its very nature the treasury management function can expose the Council to certain risks, whether these are with respect to the interest rate achievable on new borrowings, or the risk associated with placing an investment with a third party. The Council have in place policies and strategies in order to manage and mitigate these risks.

31. The primary overriding aims are the protection of capital investment sums, and the maintenance of a long term, low fixed rate debt portfolio. In achieving this, the Council abides by the Code of Practice, and, reviews procedures to ensure best practice is implemented at all times to control the risk and achieve the aims.

BUDGET

32. The Council's budget for 2016/17 included the revenue costs of the treasury management activities. The outturn compared with the budget is shown below:

	Budget 2016/17 £m	Actuals 2016/17 £m
External Borrowing	7.531	5.738
MRP	2.815	2.815
Other TM Costs	0.124	0.033
Total Cost	10.470	8.586
Income		
Investment Interest	-0.623	-0.304
Net Costs	9.847	8.282
HRA Borrowing		11.786

33. It can be seen from the above that the strategy pursued in relation to the Treasury Management activities achieved a saving of **£1.56m**. The key contributor to the under spend was the strategic decision to be internally borrowed by £70m during the year. By delaying the external borrowing we have been able to make significant interest savings against the original budget.

PRUDENTIAL INDICATORS 2016/17

	Estimate £'000s	Actual £'000's
Capital expenditure		
Non - HRA	79.483	54.870
HRA	36.175	33.083
Total	115.658	87.953
Capital Financing Requirement (CFR) as at 31/03/17		
Non-HRA	259.474	245.963
HRA	265.052	265.045
Total	524.526	511.008
Incremental Impact of Capital Investment Decisions		
For the Band D Council Tax	£7.25	£7.25
For Average Weekly Housing Rents	£0.61	£0.61
Ratio of Financing Costs to net revenue stream		
Non-HRA	6.00%	6.00%
HRA	15.87%	15.87%
Authorised Limit for External Debt		
(this limit allows authorities to take borrowing In advance of need as required)	565.374	565.374
Operational Boundary for External Debt		
(this is a key management tool for in-year monitoring)	533.932	533.932
Actual External Debt as at 31st March 2017		
Upper Limit for Fixed Interest Rate Exposure	100%	100%
Upper Limit for Variable Rate Exposure	30%	30%

The following table shows the maturity profile of our existing external debt.

Doncaster Council Debt Portfolio and Maturity Profile as at 31 March 2017				
	Upper Limit %	Lower Limit %	Actual %	Actual £'M
Under 12 Months	30	0	3.90	17.191
12 to 24 Months	50	0	5.14	22.687
24 Months to 5 Years	50	0	6.93	30.560
5 Years to 10 Years	75	0	7.96	35.101
10 Years to 20 Years	95	10	12.28	54.175
20 Years to 30 Years			5.94	26.205
30 Years and above			57.85	255.181
Total			100	441.100

The following table shows the individual investments as at 31st March 2017

Doncaster Council Investment Portfolio as at 31st March 2017		
Institution Name	Maximum Limit £'M	Balance £'M
Lloyds Banking Group	20	13.0
Canadian Imperial Bank of Commerce	20	3.0
Rabobank	20	6.0
Svenska Handelsbanken	20	6.5
Total		28.5

Council investments are made with institutions on our approved list. This is almost exclusively other banks and major financial institutions. The money invested is usually quite short term (up to 1 year) and is placed in order to gain some interest whilst we may have excess funds, following receipt of income/grants etc. until we need to pay those sums out.

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Doncaster Council

Report

Date: 20 February 2018

To the Chair and Members of Cabinet

SLHD Performance & Delivery Update: 2017/18 Quarter Three

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for St. Leger Homes of Doncaster (SLHD) an Annual Development Plan is produced in agreement with DMBC officers, the Housing Portfolio holder and the Mayor. This Annual Development Plan identifies the key deliverables, outcomes, milestones and the measures by which performance is assessed. There is an agreed governance framework part of which is a quarterly report of key performance indicators to Cabinet.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2017/18 key performance indicators.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. As this report includes the current progress on the St. Leger Homes Performance indicators, the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

BACKGROUND

6. Appendix A summarises the SLHD 2017/18 Quarter Three (Q3) performance management report.
 7. There are now twelve indicators. Two new indicators have been added to measure performance around homelessness, following consultation with DMBC colleagues. These replace the previous indicator of 'the number of households in temporary accommodation', they are:
 - the percentage of homeless decisions made within statutory timescales around homelessness; and,
 - the number of households placed into bed and breakfast (B&B) accommodation.
- The indicator measuring complaints has been changed to 'the percentage of complaints upheld against customer interactions' from 'percentage of complaints deemed service failure'.
8. Key performance elements to note are:
 - eight of the twelve key performance indicators are on target (green),
 - one is within acceptable tolerance levels (amber),
 - two are below target (red), and
 - one is a new indicator with targets to be agreed during Q4.
 9. Overall, this shows improved performance compared to Quarter 2, when there were six green indicators, two amber and three red, out of a total of eleven indicators.
 10. Targets were updated for 2017/18 and are considered more challenging than those set in 2016/17. Commentary covering the performance against all twelve indicators is provided below and summarised in the table at Appendix A. Targets for all indicators will be reviewed at the end of the year.

11. Performance

11.1. Performance measure: Percentage of Current Rent Arrears against Annual Debit (performing well – green)

Performance at the end of Q3 was 2.62% (£1.95m) against the end of year target of 2.50%, which is within the expected profiled target of 2.78%. Performance improved during October and November, but deteriorated in December. This is a seasonal trend in line with previous years. Whilst Q3 performance has declined compared with the end of Q2 (2.52%) and Q1 (2.41%), it remains within the profiled forecast to meet the year-end target. Performance for the same quarter in 2016/17 was similar at 2.66% (£1.99m).

This is considered a good achievement bearing in mind the numbers of tenants impacted by wider welfare reform changes including the under-occupation charge and the roll out of Universal Credit (UC) 'full service' which started in October. At the end of Q3 there were 695 UC cases, of which 584 (84%) are in

rent arrears. Work is underway with tenants and Department for Work and Pensions (DWP) to provide intensive support including applying for Alternative Payment Arrangements (APAs) where appropriate.

11.2. Performance measure: Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well – green)

Performance at the end of Q3 was 0.83%, which is well within the target of 0.97% and continues the improving trend seen throughout the year (0.98% at the end of Q2 and 1.16% at the end of Q1). This is a cumulative target, meaning performance in Q3 was particularly good. Rent loss for the year to date is £464,013, which is over £80,000 better than at the same point last year.

Whilst all areas of the Borough are performing well and within target, the North continues to be the area performing best, with a year-to-date performance of 0.69%.

The average overall re-let times for void properties, which includes major works, stands at 41 days, which is 4 days less than at the end of Q2 and 7 days less than at the same time last year. In December, the re-let time for standard re-lets, as benchmarked with other organisations, was 29.79 days. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards. Further process improvements are planned.

11.3. Performance measure: Number of households placed in bed and breakfast (B&B) accommodation (new indicator)

The increase in the level of homelessness and rough sleeping has led to a reconsideration of how the use of temporary accommodation is targeted, specifically whether targeting a low number of households in temporary accommodation is an appropriate measure for the future and driving the right behaviours. This new indicator, together with other indicators, intends to provide a clearer measure of the pathway from homeless to sustainable tenancy.

We always aim to have nobody in B&B accommodation, but there are exceptions where that is the most appropriate outcome. There were 20 households placed into B&B accommodation in Q3, for a total of 58 nights, an average of 3 nights per household. Using B&B is a last resort and tends to be where temporary accommodation and hostel placements are unavailable or unsuitable (e.g. Families). In Q3, 4 households with children were placed into B&B. The stock of temporary accommodation increased during December as part of the winter provision, which meant no-one spent Christmas in B&B accommodation.

11.4. Performance measure: Percentage of decisions made within statutory timescales (33 days) (below target – red)

Homelessness cases have become more and more complex with individuals often having many mutually reinforcing dependencies which can delay the assessment process. This new indicator, again, reflects the increased focus on homelessness and processing homeless applications faster. Performance is 76%, which is below the provisional target of 90%. This reflects 130 out of a total of 171 decisions being made within the 33 working day statutory

timescales.

A daily decision 'clinic' has been established to improve the timeliness of decisions on homeless applications. Monthly supervision and prioritisation of cases have also been improved.

Whilst this indicator is new (from October 2017 onwards), the final guidance regarding the implementation of the Homelessness Reduction Act, which comes into force in April 2018, has changed the legal framework around statutory homelessness decision. It will therefore be necessary to agree a replacement indicator from April 2018.

11.5. Performance measure: Number of households maintaining or established independent living (performing well – green)

This indicator is taken as a snap-shot at the end of the quarter when there were 46 households supported to maintain or establish independent living, against the contractual target of 40. This is an increase compared to previous quarters and higher than the 38 households at the end of Q3 last year.

An increase in referrals to the service has meant the number of tenancies being supported continues to increase. In Q3, all referrals were accepted into the service following assessment, and all cases are actively engaging with the support programme, with one exception.

Linked to 11.3 above, the increase in homelessness and rough sleeping within the borough has increased the pressures on staffing within this area of the business as previously reported.

11.6. Performance Measure: Complaints – Percentage of complaints upheld against customer interactions (performing well – green)

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. All complaints are investigated and either 'upheld' or not. Complaints are upheld where policies and procedures have not been followed.

This new way of reporting, introduced from October, places complaints in the context of the number of interactions with customers. The total number of interactions with tenants during October and November was over 57,500. There were 150 complaints in the period of which 45 were upheld. This means that performance in Q3 was 0.08%, which is the target level.

The total number of complaints for September, October and November was 218, which is lower than the previous three months (273) and similar to the same period last year (216).

Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is not surprising given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

11.7. Performance measure: Right first time (performing well – green)

Year to date performance at the end of Q3 was 99.30%, which is an improvement from 98.83% at the end of Q2 and better than the 98% target

level.

Failure against this indicator is where a re-visit is needed within a 9 month guarantee period.

11.8. Performance measure: Scheduled repairs, percentage of promises kept (within tolerance – amber)

Year to date performance is 98.83%, which is an improvement as a result of over 99% of promises kept during Q3, although this is below the 100% target.

The total number of jobs raised in Q3 was 2,811, of which just 15 were not on target. Q3 tends to be a quieter month as tenants are reluctant to have significant or potentially disruptive works undertaken before Christmas. The reasons for jobs not being completed on target in the quarter include delays in the delivery of materials. All jobs deemed not complete within target have subsequently been completed.

11.9. Performance measure: Gas servicing, percentage of properties attended against planned (performing well – green)

The annual gas servicing programme commenced in April and completed during Q3. All 19,383 properties requiring a service were visited and all have a valid landlord certificate, also all solid fuel services are complete. Access to almost 2,500 properties proved challenging due to a variety of customer related issues, but were completed using our managed legal process.

11.10. Performance measure: Days Lost to Sickness per Full Time Equivalent (FTE) (performing well – green)

Sickness levels continue to be better than target, and improved month on month during Q3, resulting in year to date performance of 5.70 days per FTE. This is an improvement of 0.44 days per FTE compared to the same time last year. The forecast for the end of the year is 7.74 days against the target of 7.90 days.

Sickness for the 12 months to the end of December is 7.74 days per FTE.

11.11. Performance measure: Percentage of invoices paid within 30 days (performing well – green)

Performance for Q3 is 96.93%, which is below Q2 (97.50%) and Q1 (97.57%), but remains within the target of 96%. This is also slightly below the same period last year (97.4%). For the year to date, 14,374 of 14,830 invoices received were paid within 30 days.

There was a significant increase in the number of invoices outstanding and there were fewer invoices processed and paid towards the end of Q3 due to staff absence around the Christmas holiday period. The increase in outstanding invoices has created a backlog, which is likely to lead to more invoices being paid late in January.

11.12. Performance Measure: Percentage of Local Expenditure (below target – red)

This KPI was introduced in 2017/18 to reflect the Mayoral priority for the

proportion of money spent with local businesses and other local organisations. The target is for at least £2 out of every £3, or 66%, to be spent locally in Doncaster. Performance improved during Q3, achieving 70% in October, 64% in November and 61% in December. This brings the year-to-date spend to 57%. Whilst this is below target and below the 60% achieved for 2016/17, it does equate to £4,008,074 spent locally.

Whilst our policies and procedures have been developed to optimise local spend and social value, legislative requirements prevent contract opportunities from being ring-fenced for Doncaster suppliers. A successful ‘meet the buyer’ event was held during the quarter to improve local suppliers’ awareness and understanding of our needs, and encourage them to tender for business.

OPTIONS CONSIDERED

12. Not applicable

REASONS FOR RECOMMENDED OPTION

13. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

14.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <p>Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment</p>	<p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council’s tenants and other residents and the communities they live in.</p>
	<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <p>The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage</p>	

<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <p>Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work</p>		
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <p>Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes</p>		
<p>Connected Council: A modern, efficient and flexible workforce Modern, accessible customer interactions Operating within our resources and delivering value for money A co-ordinated, whole person, whole life focus on the needs and aspirations of residents Building community resilience and self-reliance by connecting community assets and strengths Working with our partners and residents to provide effective leadership and governance</p>		

RISKS AND ASSUMPTIONS

15. Specific risks and assumptions are included in Section 8 of this report.

LEGAL IMPLICATIONS (SF, Asst. Director Legal & Democratic Services, Feb-18)

16. There are no legal implications for this report.

FINANCIAL IMPLICATIONS (NF, SLHD Head of Finance, Feb-18)

17. In 2017/18 St. Leger Homes will receive management fees of £28.7m from DMBC. This is made up of £27.7m from the Housing Revenue Account and £1.0m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS (AC, HR & OD Business Manager, Feb-18)

18. There are no Human Resource Implications for this report.

TECHNOLOGY IMPLICATIONS (PW, Governance & Support Manager, Feb-18)

19. There are no specific Technology Implications for this report.

HEALTH IMPLICATIONS (CT, Feb-18)

20. A home environment is important in enabling access to other health improving opportunities, for example employment, social networks, essential services and amenities such as green space. Access to decent and adequate housing is critically important in terms of health and wellbeing and it is positive to see that majority of indicators are on target to achieve the desired outcomes. However, those in relation to the following indicators can impact negatively on health and wellbeing of some of our most disadvantages and vulnerable residents.

11.3. Performance measure: Number of households placed in bed and breakfast (B&B) accommodation

11.4 Performance measure: Percentage of decisions made within statutory timescales (33 days)

The first 1001 days are critical to a child's development therefore a stable, consistent home that is safe and comfortable is important and is reflected in the 1001 days Place Plan. Therefore any measures to reduce the number of people and families living in bed and breakfasts and temporary accommodation should provide a positive impact on their health and wellbeing.

The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness experienced by single people to the NHS and social care is considerable. A recent audit found that 41 per cent of homeless people reported a long term physical health problem and 45 per cent had a diagnosed mental health problem, compared with 28 per cent and 25 per cent, respectively, in the general population. It is positive to see that plans are being put in place to address the shortfall in achieving that statutory timescale.

21. Continued regular monitoring of performance will ensure that improvements to the indicators are tracked and measures put in place to manage the situation.

EQUALITY IMPLICATIONS

22. Equality implications are considered in line with the Equality Act 2011 for the delivery of all St. Leger Homes services.

CONSULTATION

23. Consultation has taken place with key managers within St. Leger Homes, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

24. None

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Appendix A - St. Leger Homes Key Performance Indicator Summary

KPI	Indicator	Period	Value	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	Q3	2.62%	2.50%	↓	🟢
2	Void rent loss (lettable voids)	Q3	0.83%	0.97%	↑	🟢
3	Number of households placed in B&B accommodation	Q3	20 (58 nights)	New KPI	New KPI	New KPI
4	Percentage of Homeless decisions made within statutory timescales (33 days)	Q3	76%	90%	New KPI	🔴
5	Number of households maintaining or established independent living	Q3	46	40	↑	🟢
6	Analysis of complaints received – percentage of complaints upheld against customer interactions	YTD	0.08%	0.08%	New KPI	🟢
7	Percentage of repairs completed 'right first time'	Q3	99.30%	98%	↑	🟢
8	Scheduled repairs – percentage of promises kept	Q3	98.83%	100%	↑	🟡
9	Gas servicing - percentage of programme completed against plan	YTD	100%	100%	↔	🟢
10	Days lost through sickness per FTE	YTD	5.70	5.80	↓	🟢
10a	Rolling 12 months sickness per FTE	Q3	7.74	7.90	↑	🟢
11	Percentage of invoices paid within 30 days	Q3	96.93%	96%	↓	🟢
12	Percentage of Local Expenditure	YTD	56.71% £4,008,074	66%	↑	🔴

Notes:

- Direction of travel (DoT) is against performance in the previous quarter.

↑ = improving

↔ = no change

↓ = declining

- Year to Date (YTD) is performance since April 2017.