



Doncaster Council

Would you please note that a Group Meeting will be held at 1.00 p.m. in the Civic Office.

Agenda

To all Members of the

COUNCIL

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

Venue: Council Chamber, Floor 2, Civic Office, Waterdale, Doncaster

Date: Thursday, 5th March, 2020

Time: 2.00 pm

BROADCASTING NOTICE

This meeting is being filmed for subsequent broadcast via the Council's site. The Council is a Data Controller under the Data Protection Act and images collected during this recording will be retained in accordance with the Council's published policy. Please be aware that by entering the Council Chamber, you accept that you may be filmed and the images used for the purposes set out above.

A handwritten signature in black ink, appearing to read "Damian Allen".

Damian Allen
Chief Executive

Issued on: Wednesday, 26 February 2020

Governance Officer for this meeting

David Taylor
01302 736712

Doncaster Metropolitan Borough Council
www.doncaster.gov.uk

ITEMS

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. Declarations of Interest, if any.
4. Minutes of the Council Meeting held on 23rd January, 2020. 1 - 12
5. To receive any announcements from the Chair of Council, the Mayor, Members of the Cabinet or the Head of Paid Service.
6. Questions from the public in accordance with Council Procedure Rule 13:-

- (a) Question from Mr. Michael Swain to Councillor Joe Blackham, Cabinet Member for Highways, Street Scene and Trading Services:-

“When will works commence on installing a 20mph speed restrictions on our estate in Athelstane Crescent, and in regards to new housing developments, can it be made a planning requirement for 20mph speed limits and/or adequate footpaths to be implemented as standard practice?”

A. Items where the Public and Press may not be excluded.

For Decision

7. Appointment of Chief Executive and Head of Paid Service. 13 - 16
8. Director of Public Health Annual Report 2019. 17 - 88
9. Corporate Plan 2020/21. 89 - 112
10. Capital Strategy and Capital Budget 2020/21 to 2023/24. 113 - 140
11. The Treasury Management Strategy Statement 2020/21 to 2023/24. 141 - 172
12. Revenue Budget 2020/21 - 2022/23. 173 - 250
13. Housing Revenue Account Budget 2020/21. 251 - 272
14. Council Tax Setting and Statutory Resolutions 2020/21. 273 - 288
15. Implementing the South Yorkshire Devolution Deal. 289 - 298

16. Questions by Elected Members in accordance with Council Procedure Rules 15.2 and 15.3:-

(i) Questions on Notice to the Executive:-

(a) Question from Councillor Nick Allen to the Mayor of Doncaster, Ros Jones:-

“How many officers from DMBC contributed to the Ministry of Housing, Communities and Local Government’s technical consultation on the assessment of local authorities’ relative needs and resources? Do you support the contributions of those officers and to what extent did they ensure the Fair Funding review: ‘considers the type of adjustment that will be made to an authority’s relative needs assessment to take account of the relative resources available to them to fund local services’? These are significant issues which have recently been misrepresented, for political gain, despite some clear economic benefits for Doncaster.”

(b) Question from Councillor Jane Cox to the Mayor of Doncaster, Ros Jones:-

“Doncaster Council correctly declared a climate emergency in September 2019. Does the Mayor feel that the current Tree Policy is robust and sufficient to move the borough forward given the recent environmental damage in and around Doncaster. The planting of trees is vital and with historic issues around the town such as Mill Lane in Warmsworth and Middlefield Road in Bessacarr are very much in the headlines. As was the failure to plant trees properly in Finningley Ward. Is our declaration of a climate emergency consistent with the town’s tree policy and what issues do you feel should be addressed in the near future?”

(ii) Questions without Notice to the Executive and the Chairs of Committees.

For Information

17. Annual Report on Executive Decisions taken under Special Urgency Provisions. 299 - 302

For Information and Not Endorsement

18. To receive the minutes of the following Joint Authorities. 303 - 340
- A. Sheffield City Region Mayoral Combined Authority Board held on 27th January, 2020.

- B. Sheffield City Region Local Enterprise Partnership Board held on 16th January, 2020.
- C. South Yorkshire Fire and Rescue Authority held on 13th January, 2020.
- D. South Yorkshire Pensions Authority Local Pension Board held on 11th December, 2019.
- E. Team Doncaster Strategic Partnership held on 26th November, 2019.

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

COUNCIL

THURSDAY, 23RD JANUARY, 2020

A MEETING of the COUNCIL was held in the COUNCIL CHAMBER, CIVIC OFFICE on THURSDAY, 23RD JANUARY, 2020, at 2.00 pm.

PRESENT:

Chair - Councillor Linda Curran
Vice-Chair - Councillor Paul Wray
Mayor - Ros Jones
Deputy Mayor - Councillor Glyn Jones

Councillors Nick Allen, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Rachael Blake, Nigel Cannings, Bev Chapman, Phil Cole, John Cooke, Mick Cooper, Jane Cox, Steve Cox, George Derx, Susan Durant, Nuala Fennelly, Neil Gethin, Martin Greenhalgh, Pat Haith, John Healy, Rachel Hodson, Mark Houlbrook, David Hughes, Eva Hughes, Richard A Jones, Kenneth Keegan, Majid Khan, Jane Kidd, Nikki McDonald, Tosh McDonald, Sue McGuinness, Bill Mordue, John Mounsey, David Nevett, Jane Nightingale, Ian Pearson, Andy Pickering, Cynthia Ransome, Tina Reid, Andrea Robinson, Kevin Rodgers, Derek Smith, Frank Tyas, Austen White, Sue Wilkinson and Jonathan Wood.

APOLOGIES:

Apologies for absence were received from Councillors Sean Gibbons, John Gilliver, Charlie Hogarth, Chris McGuinness and Dave Shaw.

55 Minute's Silence for the Recent deaths of former Councillors Liz Jeffries, Colin Wedd and Dorothy Chamberlain

Prior to the commencement of formal business, Elected Members, Officers and members of the public, observed a minute's silence as a mark of respect and remembrance in relation to the recent deaths of former Councillors Colin Wedd who passed away on 27th December, 2019, Dorothy Chamberlain who passed away on 30th December, 2019 and Liz Jeffries who passed away on 7th January, 2020. Details of the funeral arrangements were noted by Members.

56 Declarations of Interest, if any

There were no declarations of interest made at the meeting.

57 Minutes of the Council Meeting held on 21st November, 2019

RESOLVED that the minutes of the Council Meeting, held on Thursday, 21st November, 2019, a copy of which had been circulated to all Members, be approved as a correct record, and signed by the Chair.

58 To receive any announcements from the Chair of Council, the Mayor, Members of the Cabinet or the Head of Paid Service

The Mayor of Doncaster, Ros Jones, made the following announcements:-

“My first is a statement in respect of the results of the December General Election.

Firstly on behalf of Doncaster Council, I would like to thank Caroline Flint for her 22 years of dedicated service as MP for Don Valley.

I would like to welcome Don Valley’s new MP, Mr. Nick Fletcher, whom we invite to meet with myself, the Chief Executive and our re-elected MPs, to continue to pursue the interests of our residents and to assist in reducing the North South divide.

The Prime Minister and his Government have promised to re-balance the current gross inequalities in regards to regional spending. Doncaster is ready and willing to receive this investment, to deliver opportunities and prosperity for all of our residents across the whole of our Borough.

My next announcement is in respect of Devolution. In 2017, Doncaster residents voted overwhelmingly in favour of a wider Yorkshire devolution deal.

Pursuing a Yorkshire wide deal is still very much our intention and we welcome the agreement from the Secretary of State for Housing, Communities and Local Government to work with us to progress our ambition for a Yorkshire wide devolution deal, whilst still allowing the South Yorkshire deal to progress, unlocking a significant opportunity and investment for Doncaster and South Yorkshire.

At the Yorkshire Leaders meeting on Friday, 10th January, Leaders were unanimous in reiterating our desire to secure a Yorkshire wide devolution deal.

Leaders also recognised that a stepped approach may be required to achieve this through the establishment of a Yorkshire Committee, as proposed by the Prime Minister, to provide strategic co-ordination across the region, supported by a number of interim funding arrangements at a sub-regional level.

The achievement of such a framework would be a major step towards achieving a full Yorkshire wide devolution deal.

Following that meeting, discussions have taken place between South Yorkshire and the Government, and agreement has been reached that the Government will continue work with Yorkshire Councils to establish a Yorkshire Committee on the basis that the South Yorkshire devolution deal is brought to a positive conclusion, with Barnsley and Doncaster having the opportunity to join any full Yorkshire devolution at a future date.

Following discussions with other South Yorkshire Leaders, South Yorkshire Councils will now consult on the proposed South Yorkshire deal. This deal is exactly the same financial deal as originally proposed, but this will now be shared between the four South Yorkshire Councils instead of the nine that were originally envisaged.

This is the compromise that I and Barnsley Council Leader, Steve Houghton, have been campaigning for. Government is now allowing us to continue to progress with our One Yorkshire devolution ambitions whilst also accessing the funds, resources and powers that were originally promised, through the Sheffield City Region deal.”

The Deputy Mayor, Councillor Glyn Jones, made the following announcement:-

“Following the announcement on the 13th January, from the Rt Hon Robert Jenrick, the Secretary of State for Housing, Communities and Local Government, Doncaster Council will be formally adopting the required International Holocaust Remembrance Alliance definition of Anti-Semitism at the earliest opportunity.

I will also be looking at Doncaster Council endorsing other policies to tackle racism, hate-crime and discrimination.”

59 Questions from the public in accordance with Council Procedure Rule 13

(A) Question from Mr. C. J. Nowak to Councillor Chris McGuinness, Cabinet Member for Communities, Voluntary Sector and the Environment:-

“Why is the Council allowing fly tipping of household waste/items to happen on a regular basis in the alleyways behind/between houses in Hyde Park, Balby, Hexthorpe and other areas? This is not the first time this has happened in these areas and I know it will not be the last because the Council’s response is ineffectual and the people doing this are aware of this. When are Doncaster Council going to get tough with this and use the powers at their disposal to end this health hazard?”

In the absence of Councillor Chris McGuinness, Councillor Joe Blackham, Cabinet Member for Highways, Street Scene and Trading Services, gave the following response:-

“Doncaster Council does not and has never allowed fly tipping of any sort. Fly tipping is a blight, not only on the countryside of Doncaster, but also on our urban streets.

The Enforcement Team utilise all environmental enforcement tools available to tackle littering and fly tipping, including the more recently introduced Fixed Penalty Notices for fly tipping and Duty of Care offences. Within this, the Council utilise the maximum penalty for fly-tipping offences of £400. Between April and December 2019, over 3,200 Fixed Penalty Notices were issued by this Authority.

It is the responsibility of all Doncaster residents to combat fly tipping, by ensuring we get rid of waste through the appropriate channels and there is no excuse for fly tipping. We will investigate every instance of fly tipping and we will follow through to prosecution where we can.

We have recently invested in specific cameras in and around the Borough, as part of our tactics to investigate fly tipping offences. Cameras have been deployed in various areas of the Borough and will continue to be utilised.

We are committed to tackling this matter in the Borough and we will communicate our successful convictions to also act as a deterrent. I ask that Councillors and residents alike, report fly tipping as and when they see it.

It needs to be noted that over 900 hours of additional work was recently carried out by the Enforcement Team supporting our flooded communities, during which time, their standard work was not completed as it would normally be. Also, due to the flooding, only 50% of planned Street Cleansing was completed during November and December. I ask that communities bear with us as we catch up with both our pro-active and re-active street cleansing programmes.

As part of the Council's budget for the financial year 2020/21, we will be allocating further financial resources to Street Scene in order to tackle our Cleaner, Greener, Safer, Stronger Agenda."

In accordance with Council Procedure Rule 13.10, Mr. Nowak asked Councillor Joe Blackham, the following supplementary question:-

"Thank you for the reply you have just given to my question. There are a couple of points that I would like to highlight. The first one is that you say between April and December 2019, there were over 3,200 Fixed Penalty Notices issued. On the 3rd January this year, DMBC, on its social media page, said that there were 51 Fixed Penalty Notices issued between April and December of last year. There is a bit of a difference from 3,200. I did ask how many of these have been paid, but I am still waiting for a reply.

The cameras are a good idea. Hopefully, they will be in the areas of Hyde Park and Hexthorpe as highlighted.

Regarding the flooding, yes, that must take priority, but the fly tipping of household waste, etc. has been happening for a long, long time before the flooding occurred. The last question that I want to ask is, the people and residents of Doncaster pay their Council Tax and rates on a regular basis, and they are having to live with household waste being dumped which attracts, flies, rats and cockroaches, etc. How long would any Member of Council be prepared to have this outside their back doorstep. How long would they wait for the Council to actually do something to stop it happening?"

Councillor Joe Blackham gave the following reply:-

"I find it totally unacceptable that people have had to endure what they have had to endure. However, it is not Doncaster Council that does the fly tipping, it is the residents that live in the area where this fly tipping occurs. Hence the request, whether it be a Councillor or resident that sees fly tipping occurring, is to actually report it into the system so that positive action can be taken. When we address fly tipping and pick the issues up, we actually check to see whether there is any evidence trail that can be taken back to the people who actually cause the fly tipping. I can assure you that it is not only occurring down the back alleys around Hexthorpe. I live at Thorne and Moorends, and there is fly tipping routinely taking place throughout the area, and it does not matter which Councillor or which Council area in this Authority, they will all see the same thing. Fly tipping is a plague across this Borough. It needs to be addressed. Regrettably, the last few months have seen significant slippage in our ability to address those issues, but we intend to reinforce our efforts and the amount of physical and fiscal resources available to actually address the issue."

60 Annual Pay Policy Statement 2020/21

The Council considered a report on the Annual Pay Policy Statement for 2020/21, which was presented by Councillor Jane Nightingale, Cabinet Member for Customer and Corporate Services, which set out the Council's policy for paying staff, in particular its senior staff, namely Chief Officers, and detailed the relationship between the highest, lowest and average paid employees in the organisation.

It was noted that the Policy Statement was a public document, which was published on the Council's website each year, and clearly demonstrated a willingness to increase accountability, transparency and fairness in setting pay. It also included information about where more detailed salary information was published, as part of the Council's Annual Statement of Accounts.

Councillor Nightingale highlighted that there had been minimal changes to the pay ratios this year, with the salary levels remaining at the 2019 rates, although she pointed out that this was largely because the pay award negotiations for 2020/21, had not been concluded.

The current ratio between the highest and lowest paid employee salary remained at 9.46:1 this year, meaning that the highest salary, the Chief Executive, was 9.46 times more than the lowest salary. The ratio between the highest employee salary and average employee salary had positively reduced from 6.30:1 to 6.20:1. These ratios reflected the Council's ongoing commitment to reduce the pay difference.

In March 2011, the Hutton Review of Fair Pay made several recommendations for promoting pay fairness in the Public Sector by tackling disparity between the lowest and highest paid. The Hutton Review considered that the ratios should be no greater than 20:1 and the Council fell well below this threshold.

It was anticipated that the Pay Policy may need amending during the period 1st April, 2020 to 31st March, 2021 should a national pay award be agreed. Any amendments would be included in the following year's statement presented to Full Council.

Following the presentation of the report, Members of the Council were afforded the opportunity to comment on the report.

RESOLVED that the Pay Policy Statement for 2020/21 be approved.

61 Overview and Scrutiny Update - May to December, 2019

The Chair of the Overview and Scrutiny Management Committee (OSMC), Councillor Jane Kidd, presented a report which provided a summary of the key work undertaken by the OSMC and its four Standing Panels, covering the period of May to December 2019, and identified future work plan issues.

In introducing the report, Councillor Kidd conveyed her thanks to all Members, the Executive and Officers, who had contributed to the Overview and Scrutiny process, and partners, stakeholders and the public, who had taken the time to attend meetings and engage in the Overview and Scrutiny process.

It was noted that the work of Overview and Scrutiny contributed to the main Doncaster Growing Together Themes of Working, Living, Caring, Learning and Connected Council. The OSMC scrutinises the quarterly performance and finance report and at each session identifies a particular service to focus on, such as the Doncaster Children's Services Trust, St. Leger Homes of Doncaster or Adult Social Care. As a way of holding the Executive to account, the relevant Cabinet Members were invited to Overview and Scrutiny meetings to respond to questions, and also provided an opportunity for Members to better understand the key challenges faced in the Council delivering services.

Councillor Kidd spoke of how Scrutiny had received information from a number of partners including NHS organisations, Doncaster Children's Services Trust, St Leger Homes, Doncaster Culture and Leisure Trust and South Yorkshire Fire and Rescue Service. To understand issues from a service user's perspective, Overview and Scrutiny had also engaged with individuals in order to learn about the experiences of those with autism and learning disabilities, and regularly invited young advisers to its Children and Young People's Scrutiny meetings to contribute to its debate and discussion.

Councillor Kidd highlighted that one of the most significant pieces of work undertaken had been the OSMC's review to consider how Members could help to support volunteers and community groups, to help the Council achieve local priorities. It was proposed that Members would have a small locally devolved budget to assist and support these activities in the form of small grants. As well as undertaking a site visit to Barnsley Council and a conference call to Nottingham Council to learn from best practice, the OSMC held a number of workshops and invited all Members to attend and give their views on how the new arrangements could work in practice. The Committee would be agreeing its recommendations at its meeting on 6th February.

Looking forward to 2020, Councillor Kidd concluded by informing Members that the major issues Overview and Scrutiny needed to focus on were:-

- The Mayor's Budget Proposals 2020/21 - 2022/23
- Climate Change Agenda and Strategy
- Homelessness and the Rough Sleeping Strategy
- Living Well and Ageing Well Themes
- The Youth Council - Priorities
- Reviewing strategies for reducing Crime and Disorder
- The Council and partners response to the flooding
- Exclusion rates from Academies

Following the presentation of the report, Members of the Council were afforded the opportunity to comment on the report.

RESOLVED that the work of Overview and Scrutiny Management Committee and its four Standing Panels for the period May to December, 2019, be noted.

62 Proposed Diary of Meetings - 2020/22

The Council considered a report which outlined the draft diary of meetings for the 2020/21 and 2021/22 Municipal Years.

Members were informed that in approving an advanced calendar of meetings that encompassed two Municipal Years, it provided Members and Officers with advanced notification of meetings, training or seminars and other key dates, which was particularly helpful for those who needed to organise their time due to other commitments.

It was reported that whilst the proposed calendar covered a two-year period, there would be the opportunity to review the meeting dates for 2021/22 when the 2021/22 to 2022/23 Diary of Meetings was considered by Full Council in May, 2021.

Members noted that the final version of the diary would be agreed at the Annual Meeting of Council in May, 2020 and any amendments between consideration of the draft diary and this meeting would be incorporated.

RESOLVED that

- (1) the proposed Diary of Meetings for the 2020/21 and 2021/22 Municipal Years, as attached at Appendix A to the report, be noted; and
- (2) the final version of the Diary of Meetings be presented to the Annual Meeting of Council in May, 2020, for final approval.

63 Questions by Elected Members in accordance with Council Procedure Rules 15.2 and 15.3

A. Questions on Notice

No questions on Notice from Elected Members had been received for this meeting.

B. Questions Without Notice

In accordance with Council Procedure Rule 15.2, the Chair of Council sought questions from Elected Members during Question Time.

A. Questions to the Mayor of Doncaster, Ros Jones

Q. Councillor Andy Pickering asked the following question:-

“As it has been documented in the last few weeks, the Mexborough Ward Members have voiced concerns over the sale of the Mexborough Resource Centre, a deal which appears to put a valuable community resource in to private hands. Should our concerns be realised and the processes of disposal were to be found invalid, could the Mayor assure us that DMBC would play a positive role in bringing the Centre back into the hands of the suitable community group?”

A. The Mayor of Doncaster gave the following response:-

“If there are any discrepancies in the disposals process, I would ask you to put them in writing and of course, they will always be investigated to ensure that the correct procedures have been followed.”

Q. Councillor Jonathan Wood asked the following question:-

“More recently, in addition to private developers, we have noticed that Council departments have been supporting recommendations for green belt to be removed for the development of highways, facilities, assets and various things. It seems like it is a continual progression of creep into the green belt. This is a two part question. The first is, whether you genuinely support the green belt? I appreciate that we have got the Local Plan and I appreciate that you are not necessarily responsible directly for that, as it is a Planning matter. Can you just give us a commitment that you stand behind green belt first and foremost?

Secondly, as different departments in the Local Authority have to appraise the necessity to support or deny developers the opportunity to take chunks of land out of the green belt, can you assure us and recognise, as the Council departments that come under your control, that green belt is something very special? It is enshrined in law and development on green belt should only be recommended in very special and exceptional circumstances.”

A. The Mayor of Doncaster gave the following response:-

“I therefore take it that you are asking me whether I believe in green belt. Of course I do, but we all know that sometimes there will be exceptional circumstances where green belt is put forward for development such as the iPort and the Great Yorkshire Way as examples. You know we are declaring a green and cleaner environment for our Borough and this includes green belt. The Local Plan approved by this Council, detailing our approach to green belt, is currently out for consultation and everyone will be making their representations. So, in principle, of course I support green belt, but I do accept that there will be some exceptional circumstances and we would always ask that these exceptional circumstances be documented so that we ensure that we preserve what is our natural right to preserve.”

In accordance with Council Procedure Rule 15.7, Councillor Jonathan Wood asked the following supplementary question:-

Q. “I appreciate that I am on the Planning Committee and therefore, I am more familiar with these applications. You have used a classic thing there to say exceptional circumstances dictate that green belt can be sacrificed and it is probably the terms and the detail that causes the problem. There is a law that protects green belt and it says that it should only be compromised in very special circumstances. Exceptional is not good enough. Could you just remind Members of the Council and Officers that very special circumstances is not every time somebody applies, it should maybe be 1 in 10, or 1 in 20. Currently, people are seeing it as exceptional when it is not.”

A. The Mayor of Doncaster, Ros Jones, gave the following response:-

“As you know Councillor Wood, I am not able to comment on planning applications. As a Member of the Planning Committee you are seeing all of these applications coming through and therefore, I expect that you will actually raise your concerns at the time. I also acknowledge that each planning application is considered on its own merits. Officers do not need reminding because as you have said, it is enshrined in law.”

Q. Councillor Lani-Mae Ball asked the following question:-

“Ros, can you provide the Council with an update on the number of households and businesses that were affected by the floods back in November and an explanation of how the Council is supporting residents and communities whilst they are trying to recover from this?”

A. The Mayor of Doncaster, Ros Jones, gave the following response:-

“The numbers I have been given are 708 households that have been affected and 141 businesses. We have worked continually with our communities and continue to work with those blighted, in order to help them get back to some form of normality. Our hearts go out to these communities. I visited those areas affected by the floods as soon as I could and have seen the devastation it causes, and how families are still suffering through the trauma and all our staff that have had to live through it and be there. So, first of all, I need to thank our staff for their continued support to all those areas that have been affected. We continue to hold Gold Recovery meetings with staff and partners, and we are ensuring that we are doing everything we can to support our communities and residents, and we will continue to be there. We are here when the cameras have gone because these are our residents who we want to assist all we can. We have provided all the support that we are able to provide, and we will continue to support them out there in the communities. It is not only Fishlake and Bentley that have suffered; we all forget that at times. So, the drop in sessions are also continuing which have been arranged for Clay Lane, Intake, Conisbrough, Scawthorpe and Tickhill. Regarding everyone who has been affected by these horrendous floods, we are there to assist, by just giving advice, or pointing them in the right direction to make sure that we do all we can to get through this trauma. It is not just next week, or month, it could be years. Thank you for your question Councillor.”

B. Questions to the Deputy Mayor, Councillor Glyn Jones, Cabinet Member for Housing and Equalities

There were no questions put to the Deputy Mayor, Councillor Glyn Jones, Cabinet Member for Housing and Equalities.

C. Questions to Councillor Nigel Ball, Cabinet Member for Public Health, Leisure and Culture

There were no questions put to Councillor Nigel Ball, Cabinet Member for Public Health, Leisure and Culture.

D. Questions to Councillor Joe Blackham, Cabinet Member for Highways, Street Scene and Trading Services

There were no questions put to Councillor Joe Blackham, Cabinet Member for Highways, Street Scene and Trading Services.

E. Questions to Councillor Rachael Blake, Cabinet Member for Adult Social Care

There were no questions put to Councillor Rachael Blake, Cabinet Member for Adult Social Care.

F. Questions to Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools

There were no questions put to Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools.

G. Questions to Councillor Chris McGuinness, Cabinet Member for Communities, Voluntary Sector and the Environment

In the absence of Councillor Chris McGuinness, Cabinet Member for Communities, Voluntary Sector and the Environment, the Chair of Council informed Members that any questions for Councillor McGuinness should be submitted in writing to the Executive Office after the meeting, and a response would be provided accordingly.

H. Questions to Councillor Bill Mordue, Cabinet Member for Business, Skills and Economic Development

Q. Councillor Richard Allan Jones asked the following question:-

“In my Ward, we are seeing an increasing number of planning applications which create additional traffic issues. I genuinely have a problem with that because of what is going to be developed in Finningley. I would ask Councillor Mordue to look at a particular application on Mosham Road regarding a crane service, to identify if a more appropriate site could be identified? I believe that it would be better served by the roadway connections going to DN7. I have nothing against the company with regards what it wants to do, but to take traffic through an area where we already have an issue is a problem.”

A. Councillor Bill Mordue gave the following response:-

“Thank you Councillor. I cannot deal with planning issues or traffic issues, but I take on board what you are saying. I believe the Airport may have put in an objection to the siting of the crane company that you are referring to?”

Q. Councillor Richard Allan Jones responded as follows:-

“There is no objection by the Airport. My concern is about the siting of the business and its impact on additional traffic on the local highway.

We do not want any more traffic going on Hurst Lane. We will have 2 million cars going along that road. I want the Council to consider giving some assistance to this company, if it is possible, to look at a better location with a motorway connection?"

A. Councillor Bill Mordue gave the following response:-

"If the Council can assist the company to come to a sensible or an alternative arrangement, I am sure that we can do that, but surely, it is the Planning Committee which will determine whether that is an appropriate development or not."

In accordance with Council Procedure Rule 15.7, Councillor Richard Allan Jones asked the following supplementary question:-

Q. "We are at the point of looking at how we can have a better community for this Council. I do not support your response. I want to raise a Point of Order. I believe this is not a Planning issue. Councillor Mordue is in charge of Business proposals and I ask him to look at this. I ask the Council that it be sited elsewhere for the betterment of the community?"

A. Scott Fawcus, Assistant Director of Legal and Democratic Services and Monitoring Officer, gave the following response:-

"Councillor Jones, you have asked the question. It has been answered by Councillor Mordue. You have encroached into planning matters and this is not the arena for that. Thank you."

The Chair of Council also responded as follows:-

"Councillor Jones, you can put your question into the Executive Office and obtain an answer. Thank you."

I. Questions to Councillor Jane Nightingale, Cabinet Member for Customer and Corporate Services

There were no questions put to Councillor Jane Nightingale, Cabinet Member for Customer and Corporate Services.

J. Questions to Councillor Austen White, Chair of the Audit Committee

There were no questions put to Councillor Austen White, Chair of the Audit Committee.

K. Questions to Councillor Phil Cole, Chair of the Elections and Democratic Structures Committee

There were no questions put to Councillor Phil Cole, Chair of the Elections and Democratic Structures Committee.

L. Questions to Councillor Rachael Blake, Chair of the Health and Wellbeing Board

There were no questions put to Councillor Blake, Chair of the Health and Wellbeing Board.

M. Questions to Councillor Jane Kidd, Chair of the Overview and Scrutiny Management Committee

There were no questions put to Councillor Jane Kidd, Chair of the Overview and Scrutiny Management Committee.

64 To receive the minutes of the following Joint Authorities

Councillor Pat Haith, Section 41 Member on the South Yorkshire Fire and Rescue Authority (SYFRA), congratulated the SYFRA on its recent inspection report which had been rated as 'good' across all three judgement criteria. This now placed the SYFRA amongst the top rated Fire and Rescue Services in England.

RESOLVED that the minutes of the following Joint Authorities be noted:-

- A. Sheffield City Region Mayoral Combined Authority Board held on 18th November, 2019.
- B. Sheffield City Region Local Enterprise Partnership Board held on 4th November, 2019.
- C. South Yorkshire Fire and Rescue Authority held on 14th October and 25th November, 2019.
- D. South Yorkshire Pensions Authority Local Pension Board held on 17th October, 2019.
- E. South Yorkshire Police and Crime Panel held on 2nd December, 2019.
- F. Team Doncaster Strategic Partnership held on 15th October, 2019.

CHAIR: _____

DATE: _____



Doncaster Council

5 March 2020

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

APPOINTMENT OF CHIEF EXECUTIVE AND HEAD OF PAID SERVICE

PURPOSE

1. The purpose of this report is to seek the approval of Council to appoint Damian Francis Allen as Doncaster Council's Chief Executive and Head of Paid Service and appointed Returning Officer and Electoral Registration Officer for elections with effect from 6 March 2020.

RECOMMENDATION

2. It is recommended that Damian Francis Allen be appointed as Doncaster Council's Chief Executive and Head of Paid Service and appointed Returning Officer and Electoral Registration Officer for elections with effect from 6 March 2020.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

3. The impact of the post holder on the citizens of Doncaster is to ensure that their employment meets its statutory responsibilities in respect of the administration of the Council's affairs as the Council's Head of Paid Service.

BACKGROUND

4. Interim arrangements were put in place last June as agreed at Full Council, to appoint a replacement Head of Paid Service as this is a statutory role for a period of up to 12 months to allow for a full recruitment process to take place, subject to a permanent appointment being made within the timeframe via the Council's established and approved chief officer recruitment practice.
5. Following an open recruitment process, final interviews were held on 19 February 2020 by an established panel from the Chief Officers Appointments Committee (COAC) supported by the Assistant Director for Human Resources and Communications. A recommended decision was made to offer this role to Damian Francis Allen, subject to ratification at this meeting of Full Council.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

6. It is a statutory requirement to have a designated Head of Paid Service, which is fulfilled by the Chief Executive post and is a key post within the current approved chief officer senior management structure. Therefore the

only option considered appropriate is to recruit to this position, via the Council's established and approved chief officer recruitment practice.

IMPACT ON THE COUNCIL'S KEY PRIORITIES

7.

	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>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 	<p>This is a key statutory role within the Council's Management Structure and the successful candidate will be</p>

	<ul style="list-style-type: none"> • 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>expected to make a significant contribution to the delivery of these priorities</p>
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RISKS AND ASSUMPTIONS

8. The proposals outlined in the report are consistent with the requirements set out in law. This statutory role must be appropriately designated and undertaken to ensure the Council meets its statutory responsibilities as well as ensuring stability and effective leadership.

LEGAL IMPLICATIONS (HW 24.02.20)

9. Section 4 Local Government and Housing Act 1989 provides that every Local Authority must designate one of their officers as Head of Paid Service. The post of Head of Paid Service is designated as also being the Council's Chief Executive.

Legislation also requires that an authority appoint a Returning Officer and an Electoral Registrations Officer who is responsible, inter alia, for the conduct of elections and registration within the Authority.

Under the Council's Constitution, the responsibility for the appointment of chief officers, sits with the Chief Officers' Appointment Committee (COAC) (section 1 of the Terms of Reference). As part of the process, COAC must establish an appointment panel for each chief officer post recruitment (section 2 of the Terms of Reference).

Pursuant to Section 8 of the Local Government and Housing Act 1989 the Secretary of State has issued the Local Authorities (Standing Orders) Regulations that mandate Councils to incorporate certain prescribed standing orders. One of the mandatory requirements reads as follows:

Authority with Mayor and Cabinet Executive - Where a committee, sub-committee or officer is discharging, on behalf of the authority, the function of the appointment or dismissal of an officer designated as the head of the authority's paid service, the authority must approve that appointment before an offer of appointment is made to him/her or, as the case may be, must approve that dismissal before notice of dismissal is given to him/her.

Section 112 of the Local Government Act 1972 allows a local authority to appoint such officers as are necessary for the proper discharge of its functions, on such reasonable terms and conditions as it thinks fit. The appointment of Chief Officers should be compliant with the Council's Employment Procedure Rules and the Recruitment and Selection Policy and Procedure. The appointment should be made on merit in accordance with section 7 Local Government and Housing Act 1989.

FINANCIAL IMPLICATIONS (MS 19.02.20)

10. There are no specific financial implications arising from this report, the cost will be funded from the Chief Executive budget allocation

HUMAN RESOURCES IMPLICATIONS (JP 19.02.20)

11. There are no specific human resources implications other than those mentioned elsewhere in this report.

EQUALITY IMPLICATIONS (JP 19.02.20)

12. The appointment process is being conducted in accordance with the Equalities Act 2010 and associated principles.

CONSULTATION

13. Consultation has taken place with the Chair and Vice Chair of the Chief Officer Appointments Committee to agree a reasonable selection process that is appropriate to the circumstances. Members of the Executive and Group Leaders have also been informed.

This report has significant implications in terms of the following:

Procurement		Crime & Disorder	
Human Resources	X	Human Rights & Equalities	
Buildings, Land and Occupiers		Environment & Sustainability	
ICT		Capital Programme	

BACKGROUND PAPERS

14. None

REPORT AUTHOR & CONTRIBUTORS

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Jill Parker
Assistant Director for Human Resources and Communications



Doncaster Council

Report

Date: 5th March 2020

To the Chair and Members of the Council
Director of Public Health Annual Report 2019

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Cllr Nigel Ball	All	No

EXECUTIVE SUMMARY

1. The 2019 Doncaster Director of Public Health Annual Report is the fifth authored by Dr Rupert Suckling.

In an increasingly digital world, this year the delivery of the main report is as an online document which will be accessible at

<https://www.doncaster.gov.uk/services/health-wellbeing/about-public-health>

This report includes an assessment of whether or not health is improving in Doncaster. The report shows that there is a slowdown in health improvement. It also shows how averages mask inequalities between different groups of people in Doncaster. The report demonstrates how the public health grant is committed locally, how those commissioned services perform and how the public health grant and the action of the public health team and partners combine to address the most pressing local health issues.

The comparison of the performance of public health commissioned services is included for the first time. The ranking of tobacco control is based on the high rates of smoking in the in the adult population (19.6%) and smoking during pregnancy (15.9%). This national indicator does not include any data in the effectiveness of local specialist smoking cessation services. This annual report does include a call to action on tobacco control. Tobacco is still the leading cause of preventable ill health and premature deaths in the Borough. Despite high quality specialised smoking cessation services in Doncaster, as many people are starting to smoke each year as quit resulting in no overall reduction in smoking numbers.

The Best start in life indicator is made up of 2 process measures, the

percentage of new birth visits within 14 days and the percentage of children receiving an 'Ages and Stages' assessment between 2 and 2 1/2 years old. It also includes an assessment of school readiness that is improving and an assessment of breast-feeding at 6-8 weeks, which is 30%.

Whilst alcohol and drug treatment indicators are good in this report, there will be changes as to how these indicators are calculated in future years. It is likely that performance will deteriorate, as both indicators will include an assessment of unmet need.

Finally, the report provides a summary of progress on the recommendations from my previous reports and I make three new recommendations for 2020.

- Doncaster partners should continue to embed a population health approach focussed on four related activities addressing:

The wider determinants of health

Our health behaviours

The places and communities we live in and with

Integrating health and care services into an integrated health and care system

- Doncaster Council should consider an LGA prevention peer review
- Doncaster Council public health function should continue to take a sector led improvement approach to quality improvement

EXEMPT REPORT

2. No

RECOMMENDATIONS

3. Council is asked to NOTE, DISCUSS and PUBLISH the report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The publication of this report demonstrates the council's commitment to its leadership duties with regard to health improvement, health protection and health and social care quality.

BACKGROUND

5. The Director of Public Health (DPH) has a statutory duty to write a report on the health of the local population and the authority has a duty to publish it (section 73B (5) & (6) of the 2006 Act, inserted by section 31 of the 2012 Act). The content and structure of the report is something to be decided locally.

OPTIONS CONSIDERED

6. No other options considered.

REASONS FOR RECOMMENDED OPTION

7. The recommendation fulfils the council's duty to publish the Director of Public Health annual report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

8.

	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>Good health and wellbeing is a contributor to increased productivity. Equally good quality work contributes to good health and wellbeing.</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 these wider determinants of health improve health and wellbeing. Combining universal and targeted investment could reduce health inequalities.</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>Good health and wellbeing is a contributor to improved learning outcomes. Equally good learning outcomes contribute to good health and wellbeing.</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>Universal and targeted prevention approaches can improve health and reduce burdens on health and care services.</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>A more connected council could support better health and wellbeing in Doncaster people and improved health and wellbeing in the workforce could increase the effectiveness of the council.</p>

RISKS AND ASSUMPTIONS

9. There are no specific risks associated with this report.

LEGAL IMPLICATIONS [Officer Initials NC Date 19/02/2020]

10. The Director of Public Health (DPH) has a statutory duty to write a report on the health of the local population and the authority has a duty to publish it (section 73B (5) & (6) of the National Health Service Act 2006, inserted by section 31 of the Health & Social Care Act 2012). The content and structure of the report is something to be decided locally.

FINANCIAL IMPLICATIONS [Officer Initials HR Date 18/02/20]

11. There are no specific financial implications arising from this report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials BT Date 02/01/2019]

12. There are no specific human resource implications with this report.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 31/12/18]

13. There are no specific technology implications with this report.

HEALTH IMPLICATIONS [Officer Initials RS Date 18/02/2020]

14. There are no additional health implications in this report.

EQUALITY IMPLICATIONS [Officer Initials RS Date 08/02/2020]

15. This report continues to identify reducing health inequalities and addressing fairness as one of five building blocks for health and wellbeing. Health varies across the Borough and is associated with deprivation, with those living in the most affluent parts of the Borough perceiving, experiencing and having better health than those living in the less affluent parts of the Borough.

CONSULTATION

16. No formal consultation has taken place to contribute to this report.

BACKGROUND PAPERS

17. Director of Public Health Annual Report 2019.

REPORT AUTHOR & CONTRIBUTORS

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Dr Rupert Suckling
Director of Public Health

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Public Health Annual Report

2019



Doncaster
Council

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A call to action
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recommendations



Doncaster faces many challenges in relation to the health and wellbeing of its citizens.

Year on year the Public Health Grant has been reduced since 2010 and this has impacted on the people of this borough and their wellbeing.

Despite this, Doncaster Council and its partners continue to engage and promote health, happiness and wellbeing with its people. We also strive to produce and enact innovative approaches to tackle and combat deprivation, illness and isolation.

We have worked hard to consult with the people of Doncaster to design and fund activities and programmes out of our Wider Determinants Fund. These initiatives are successful, engaging and have a positive effect on the people involved in them.

I am very proud of the work we do within Public Health, and collectively as a local authority with our partners, to make Doncaster a better place and make its people healthier. This said, unless there is significant increase in funding or a change to national policy, this task will become even harder.

We have a long, difficult journey ahead, but our people are full of spirit, grit, resilience and determination and we are committed to making Doncaster a happier, healthier place over the coming years.

Councillor Nigel Ball

Cabinet Member for Public Health, Leisure and Culture



Welcome to my fifth Annual Report as Director of Public Health for Doncaster Council.

This report includes an assessment of whether health is improving locally and shows how there is a slowdown in health improvement that masks inequalities between different groups of people in Doncaster. The report also demonstrates how the public health grant is used locally, how those commissioned services perform and how the public health grant is combined with the action of the public health team and partners to address the most pressing local health issues.

The report is also a call to action on tobacco control. Tobacco is still the leading cause of preventable ill health and premature deaths in the borough. Despite high quality specialised smoking cessation services in Doncaster, as many people are starting to smoke each year as quit resulting in no overall reduction in smoking.

Finally, the report provides a summary of progress on the recommendations from my previous reports and I make three recommendations for 2020.

A handwritten signature in black ink, appearing to read 'Rupert Suckling', with a long horizontal flourish extending to the right.

Dr Rupert Suckling
@rupertsuckling

Director of Public Health
Doncaster Council

Changes to health and wellbeing outcomes



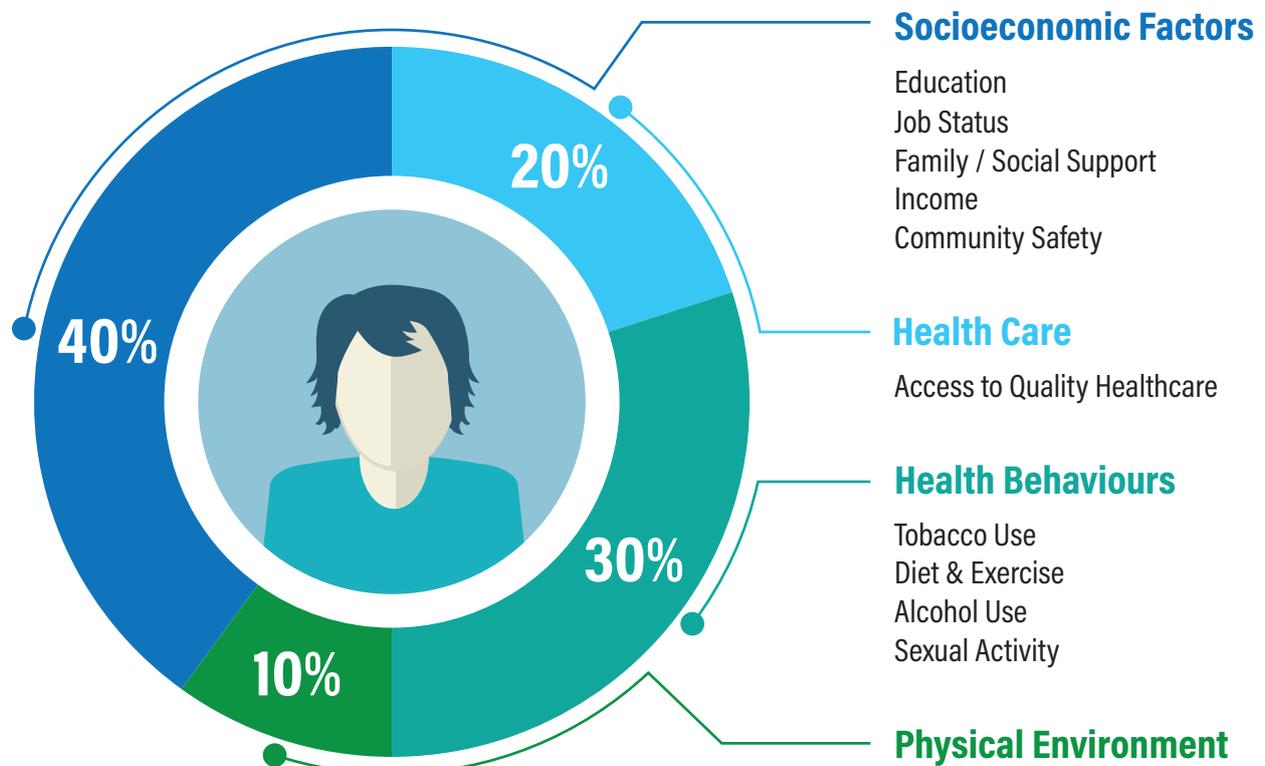
In 2019 across the country and in Doncaster, people still value good health above income, careers and education.

In previous reports I have described how good health is not only valuable in its own right but also contributes to thriving and vibrant economies and places. I have also described

how staying healthy depends on much more than health care, important though that is in a crisis. Health is both created and maintained in the places we are born, live, work and socialise. A series of broader socio-economic factors, the physical environment, health behaviours as well as health care all contribute to health.

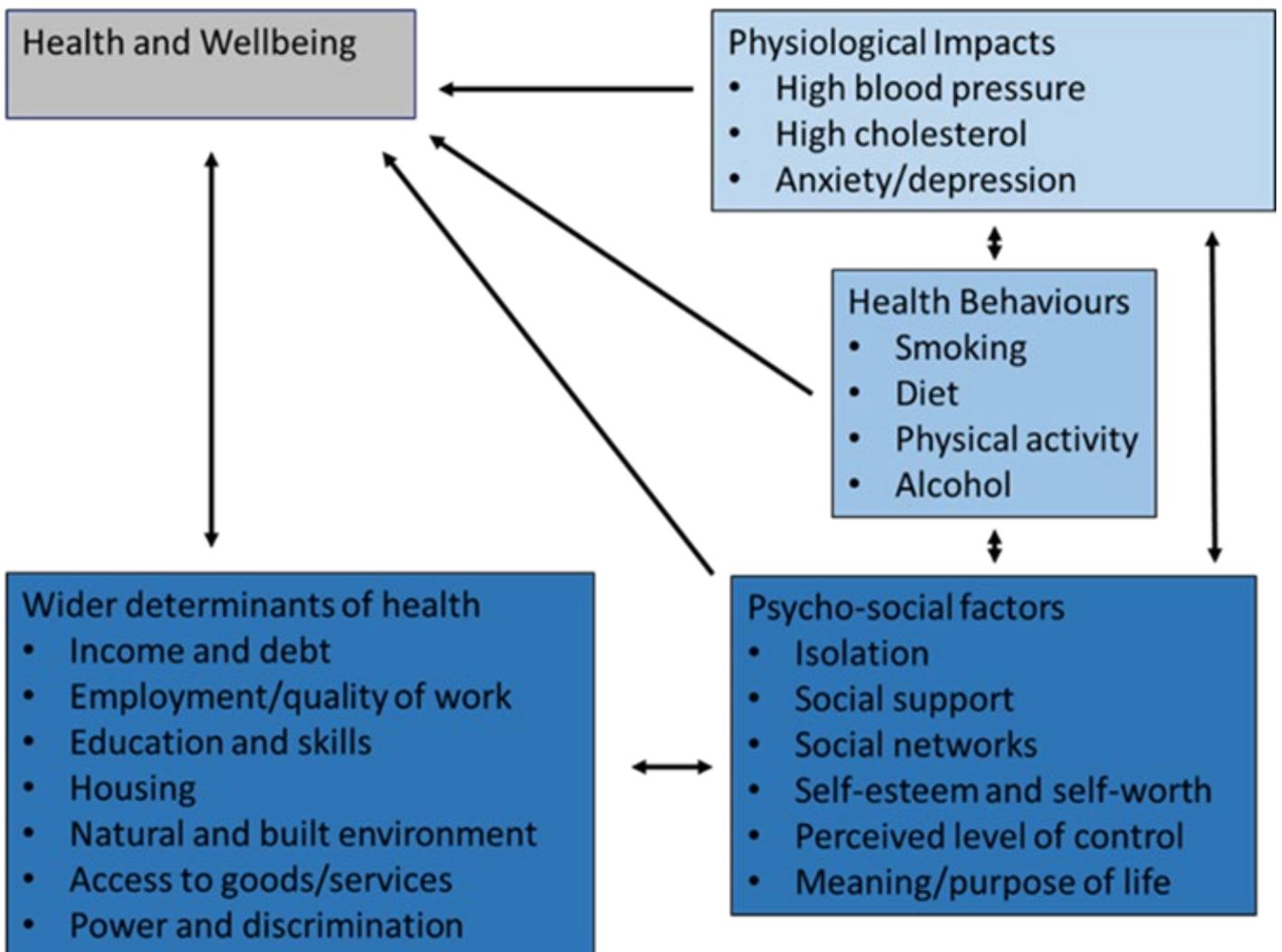
There is increasing evidence that shows how all these factors not only have an individual impact on health but also combine through the body's response to chronic stress and trauma through psycho-social factors, health behaviours and ultimately physiological factors to lead to disease, disability and ultimately death.

What goes into your health



I have also previously described how everyone knows when they feel healthy and how Directors of Public Health use a range of population outcomes to assess overall health status.

In particular, there are three headline measures that are used to describe overall population health; life expectancy, healthy life expectancy and health inequalities.



Life Expectancy

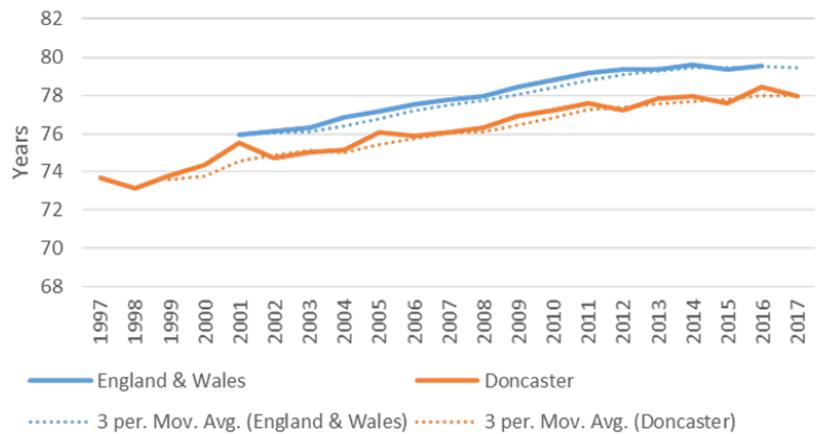
Life expectancy at birth in the UK (between 2001 and 2005) improved, on average around 0.34 years a year in men and around 0.25 a year in women.

However, between 2012 and 2017 the average improvement in life expectancy at birth fell in men to only 0.02 years and in women to 0.004 years.

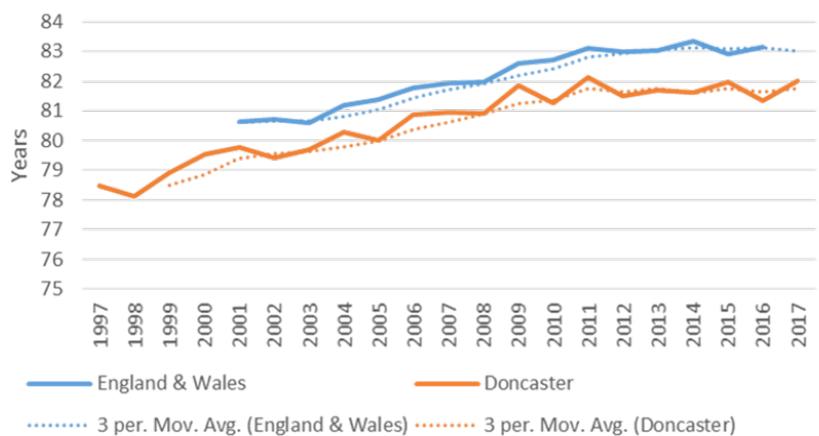
Life expectancy in Doncaster has largely reflected the changes that have occurred nationally.

In Doncaster between 2006 to 2011 life expectancy in men improved on average by 0.25 of a year each year and in women by 0.33 of a year each year. However, between 2012 and 2017 life expectancy only improved in men by 0.06 of a year and in women there was actually a fall in life expectancy of 0.02 years.

Male Life expectancy at birth



Female Life expectancy at birth



The contributors that make the biggest impact on life expectancy in Doncaster are deaths in childhood, deaths from overdose, violence and suicide, and premature deaths from heart disease, respiratory diseases and cancer. Many of these conditions are preventable and although reducing are not reducing as fast as nationally.

Avoidable Deaths in Local Population (Mortality Rate Per 100,000)

Avoidable deaths have reduced

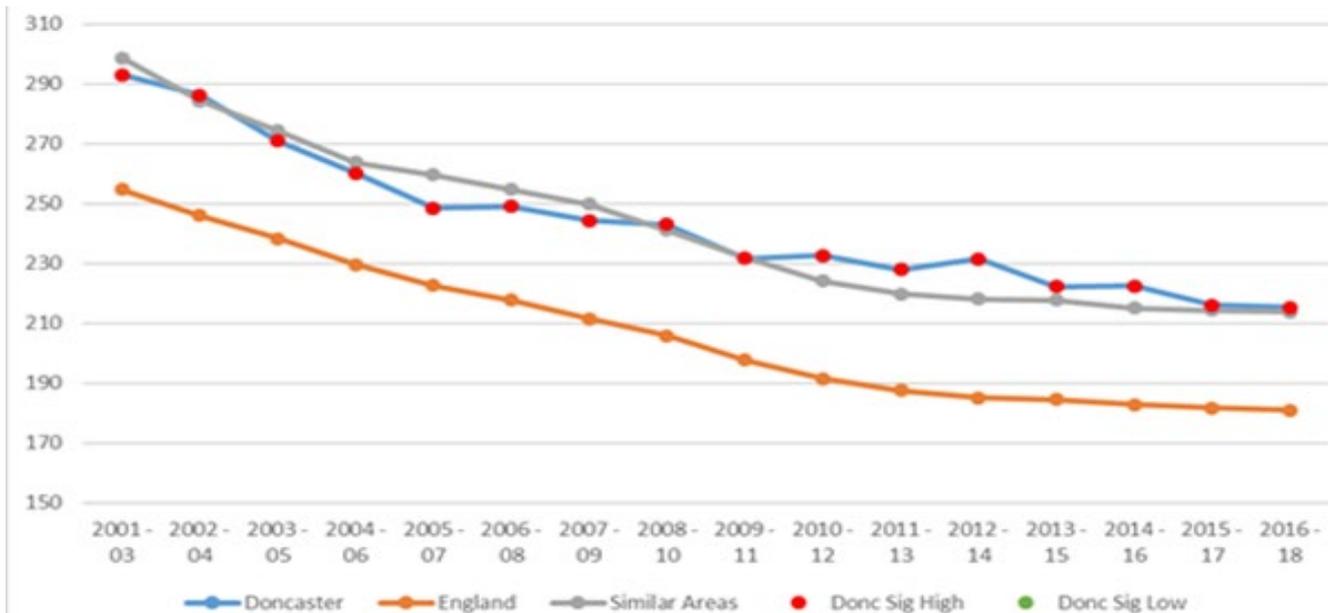
Avoidable deaths remain higher than comparators



The long-term trend shows a reduction in avoidable deaths, including a reduction of 6.7 per 100,000 population over the past year. This mirrors the long-term trend for the Yorkshire and Humber rate and England. However, the Doncaster rate remains higher than comparators. These are deaths that could have potentially been avoided using preventative public health interventions. This figure will be influenced by public health issues such as Doncaster having higher than average rates of smoking and obesity.

Data Source: Public Health Outcomes Framework 2015-2017, Public Health England

Preventable mortality Doncaster compared to national averages.





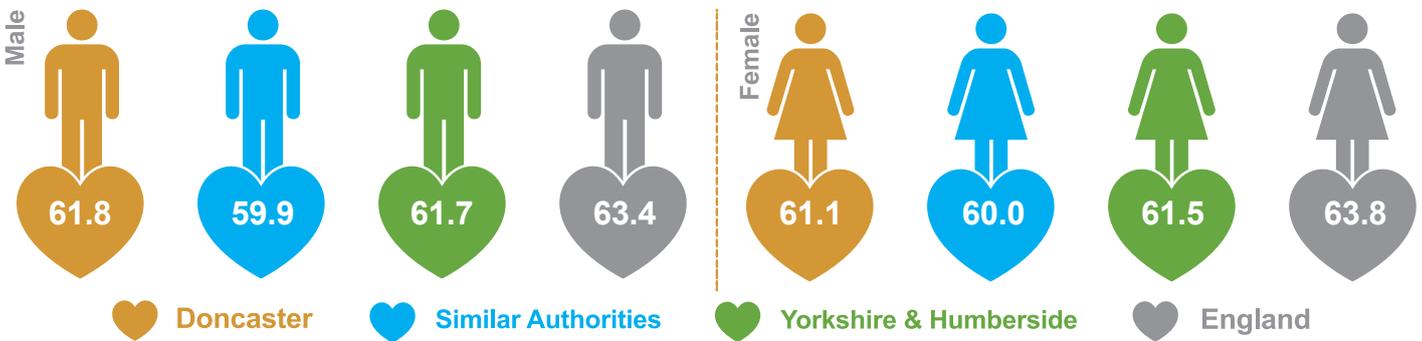
Healthy Life Expectancy

As well as assessing length of life, quality of life is important and this is measured by assessing Healthy Life Expectancy.

This is the length of time people live in a self assessed state of good or very good health. The latest update of the Public Health Outcomes Framework shows that, for the first time since 2009, healthy life expectancy at birth for men in Doncaster is no longer significantly worse than the national rate. Healthy life expectancy for men is 61.8 years compared to the England rate of 63.4 years.

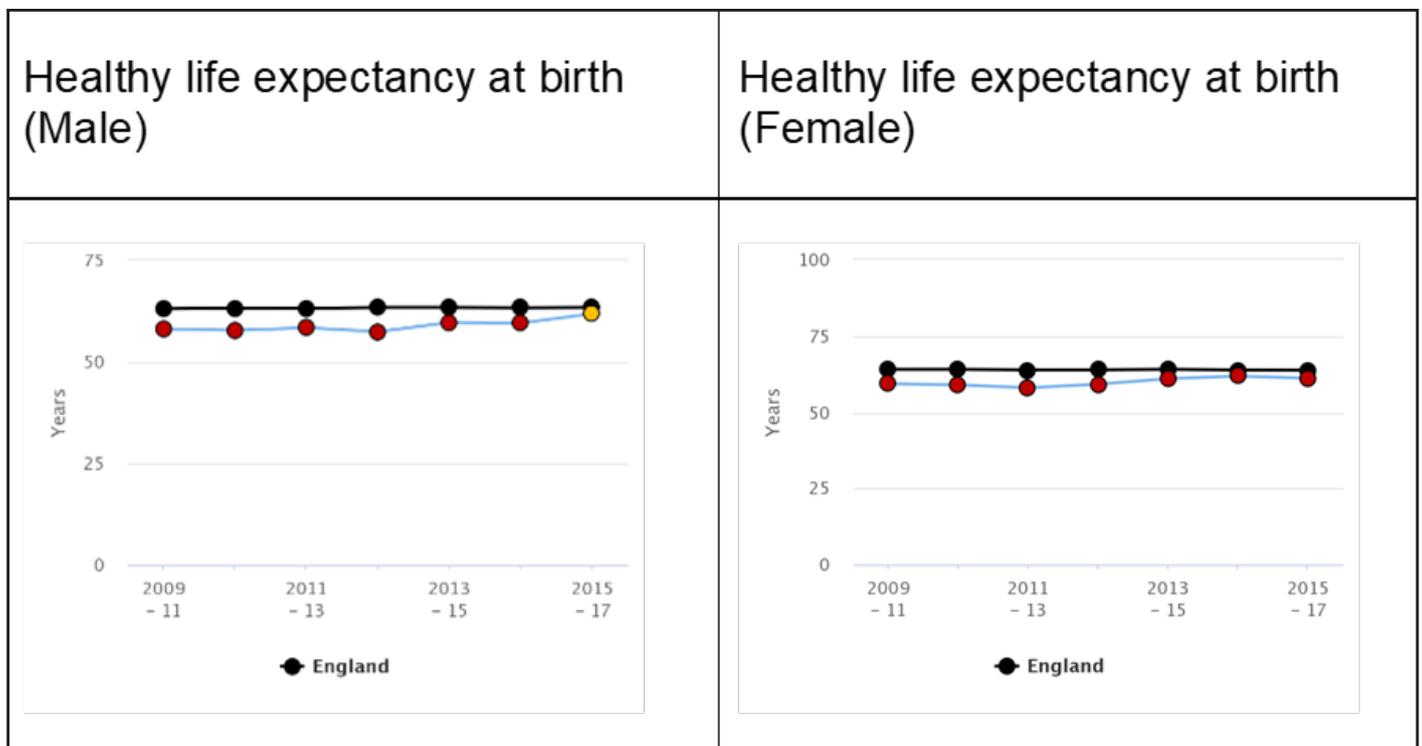
The average difference between England and Doncaster has historically been around 4.7 years. The difference in 2015-17 (latest data) is now 1.6 years. However, healthy life expectancy in women has remained significantly worse than the national average. The latest data shows a health life expectancy for women of 61.1 years a difference between Doncaster women and England of 2.7 years.

Healthy Life Expectancy at Birth



Healthy life expectancy in Doncaster is better than for similar areas. It has increased for males by 2.2 years since 2014-16 and by 3.6 years since 2009-11, narrowing the gap with England. After increasing for females since 2011-13, the most recent data shows a decline of 0.8, whilst it has levelled out for Yorkshire and the Humber and England. There does remain inequality across Doncaster with significant differences between the most affluent and deprived communities.

Data Source: Public Health Outcomes Framework 2015-17, Public Health England



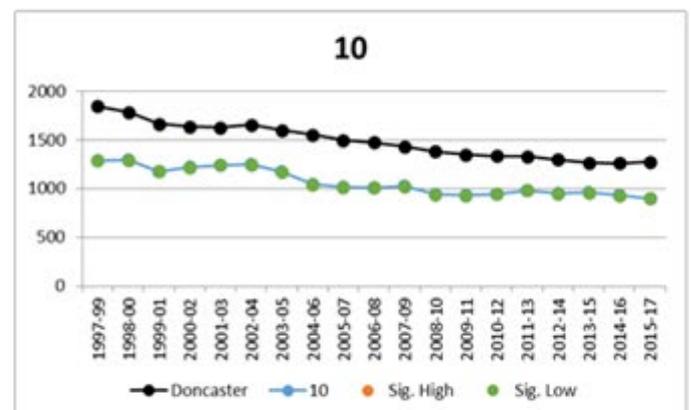
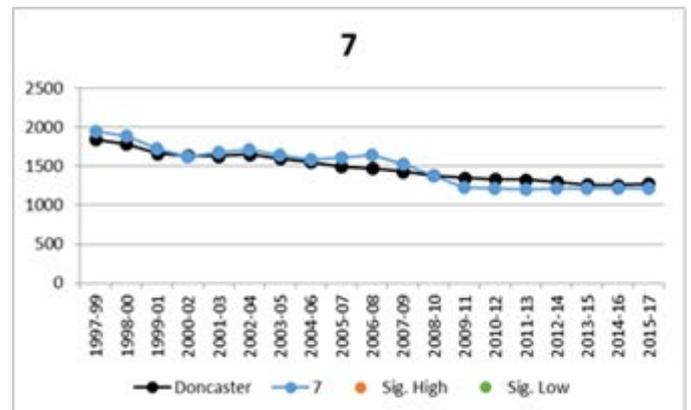
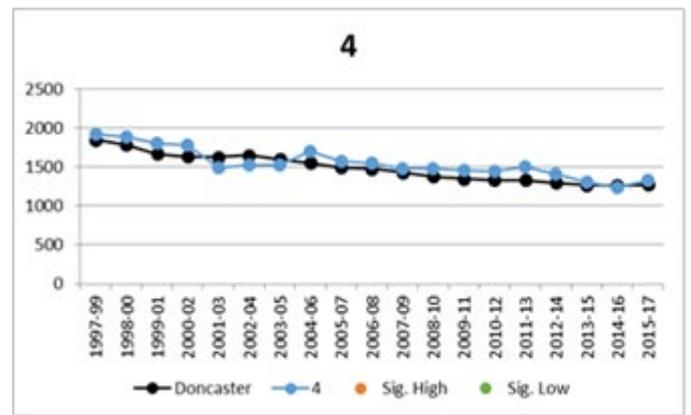
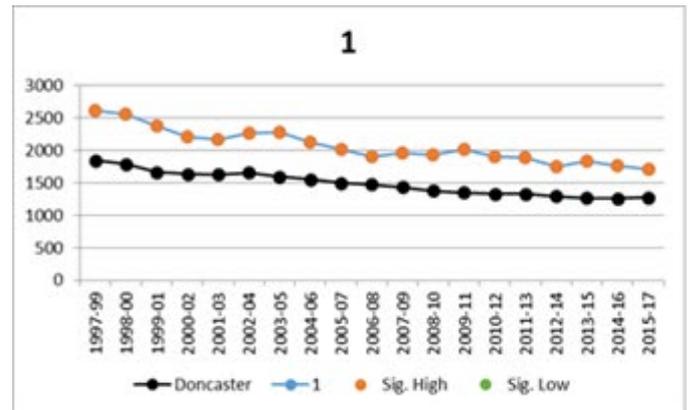
Health Inequalities

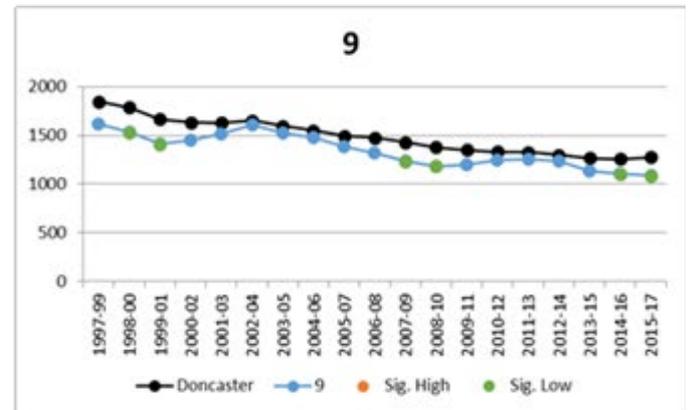
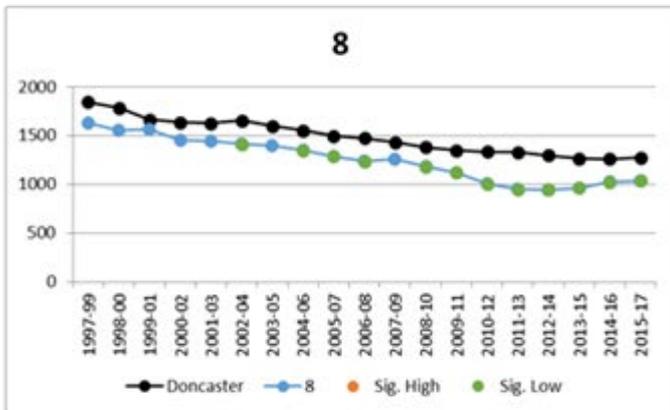
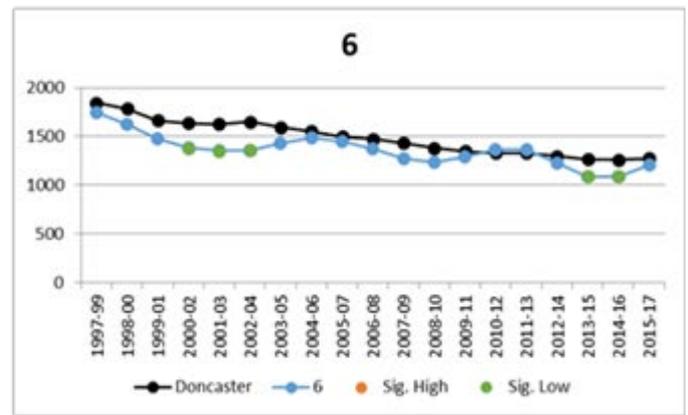
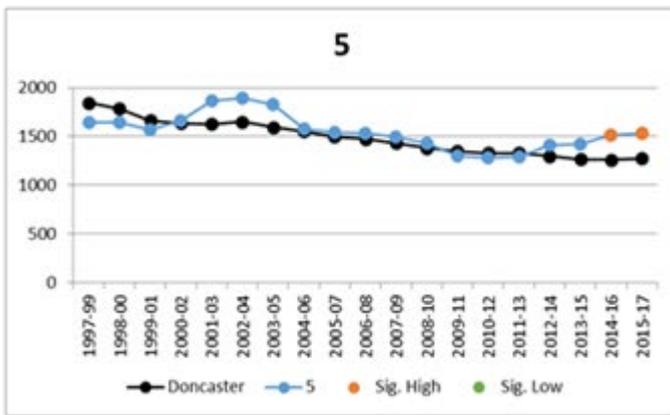
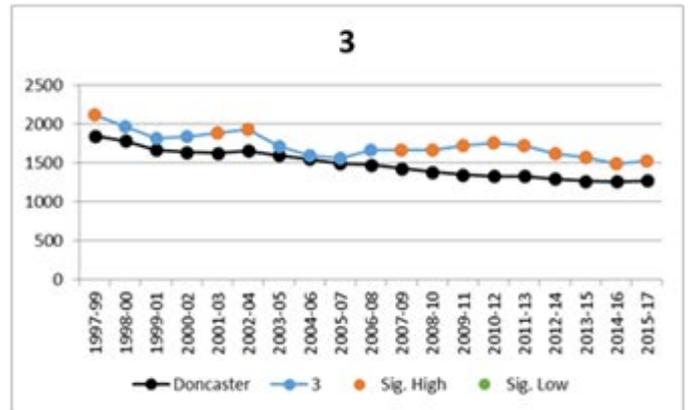
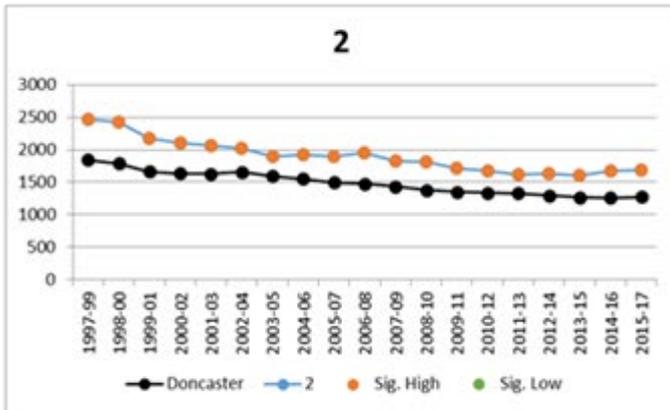
Whilst these headline figures are useful and show how Doncaster compares to national averages, they may mask variation within Doncaster.

One way to show this is to show the changes to all-age all-cause mortality by each tenth of the population ranked by deprivation where 1 is the most deprived tenth of the population and 10 is the least deprived.

The following graphs show that although the mortality is decreasing in both the most deprived and the least deprived areas.

The mortality rate in the most deprived communities is still twice that in the least deprived.





Use of the public health grant and impact of the public health function



Use of the public health grant

The council's director of public health is tasked with leading the local public health function with the overall intention of improving health and improving the health of those with the worst health fastest.

To achieve these goals often involves multi-sector and multi-party activity working across boundaries both between and within organisations. However, the council's public health function does receive a ring-fenced public health grant to support activity.

The public health grant is allocated through the council's budget setting process and can be directed to both mandated and non-mandated services guided by the Public Health Outcomes Framework (PHOF), the local Joint Strategic Needs Assessment (JSNA) and the local Health and Wellbeing Strategy. The list of public health services that are mandatory (prescribed) and non-mandatory (non-prescribed) includes the following:

Prescribed functions (mandated services):

1. Sexual health services – sexually transmitted infections (STI) testing and treatment
2. Sexual health services – Contraception
3. NHS Health Check programme
4. Local authority role in health protection
5. Public health advice to NHS Commissioners
6. National Child Measurement Programme
7. Prescribed Children's 0-5 services

Non-prescribed functions (non-mandated services):

8. Sexual health services - Advice, prevention and promotion
9. Obesity – adults and children
10. Physical activity – adults and children
11. Treatment for drug misuse and alcohol misuse in adults
12. Preventing and reducing harm from drug misuse and alcohol misuse in adults
13. Specialist drugs and alcohol misuse services for children and young people
14. Stop smoking services and interventions and wider tobacco control
15. Children 5-19 public health programmes
16. Other Children's 0-5 services non prescribed
17. Health at work
18. Public mental health
19. Miscellaneous, which includes: Nutrition initiatives, accident prevention, general prevention, community safety, violence prevention & social exclusion, dental public health, fluoridation, infectious disease surveillance and control, environmental hazards protection, seasonal death reduction initiatives birth defect prevention and other public health services

In 2019 the Public Health Grant was allocated as set out below. The in-year short fall has been offset by committing part of the public health reserve. Plans for 2020 will return the budget to a recurrent break-even position.

	2018/19	2019/20
	(£000s)	(£000s)
Public Health - Grant	-23,809	-23,180
Public Health - Other income	-330	-330
Public Health - Corporate recharges	-505	-505
Total Public Health Income	-24,644	-24,015
Expenditure: Commissioned Services		
Sexual health	2,242	2,242
NHS Health Check programme	475	375
Health protection	76	76
National Child Measurement programme	68	68
Obesity	170	0
Physical activity	71	71
Substance misuse	5,805	5,805
Smoking and tobacco	654	659
Children 5-19 public health programmes	1,874	1,827
Children 0-5 health visiting	6,289	6,109
Other public health services misc H&WB	86	86
Residential rehabilitation	173	173
Sub-total Commissioned Services	17,983	17,491
Public Health advice (including Salary costs)	1,245	1,245
Support services	505	505
Sub-total Central and Support Services	1,750	1,750
Expenditure (wider determinants)		
Realignment	4,657	4,907
Growth	263	263
Sub-total wider determinants	4,920	5,170
shortfall i.e. income against expenditure	-9	-396
Total Expenditure (commissioned + central & support +wider determinants)	24,644	24,015

Public Health England produce a public health dashboard that compares the performance of local services to similar or national benchmarks.

Local Authorities that are Chartered Institute of Public Finance & Accountancy (CIPFA) nearest neighbours to Doncaster include:

- Rotherham
- Stockton-on-Tees
- Kirklees
- Wakefield
- Tameside
- Halton
- Wigan
- Telford and Wrekin
- Bolton
- St Helens
- Calderdale
- North East Lincolnshire
- Barnsley
- Dudley
- North Lincolnshire

<http://bit.ly/dn-phhealth-stats>



How does Doncaster compare?



Alcohol treatment
(2016/17)



Drug treatment
(2016/17)



NHS Health Check
(2014/15 - 18/19)



Sexual and reproductive health
(2017/18)



Child obesity
(2016/17)



Population (%) living in AQMAs
(2017)



Best start in life
(2016/17)



Tobacco control summary
(2017/18)



Work of the public health leads

Improving health and Improving the health of those with the worst health fastest is not only brought about by committing the public health grant but is also brought about by the work of the public health leads and their teams working across organisational boundaries.



Planning into reality

The way we plan, design and build our communities affects the way we live our lives.

Good quality housing, walking and cycling networks and access to local employment, parks and leisure facilities can all add to the appeal of an area; creating places everyone can enjoy.

There are many ways that Public Health can influence place, from the initial development right through to living, working and socialising.

Planning:

Public Health brings the perspective of the people to the world of planning policy. Our role is to ask questions, highlight where even small design adjustments will create a more person-focussed setting and an environment that can benefit health and wellbeing.

Living:

Public health influence goes beyond the planning stage and work is taking place to ensure that where we live keeps us healthy and happy. We are working towards a Doncaster where all homes provide security and safety, privacy and comfort and are a source of pride.

We work with a wide range of partners to make sure this happens.

The Local Plan guides development within the borough and sets out its long-term future. The policies contained within the Local Plan are used when making decisions on planning applications. Public Health completed a health impact assessment of all the policies in the draft Local Plan. This is important because good spatial planning creates places that meet the needs of society, the economy and the environment in a way that is beneficial to our everyday health and wellbeing. Comments submitted as part of that assessment have been taken on board and amendments made to policies to reflect health and wellbeing.





Carrying out a Health Impact Assessment (HIA) on proposed developments provides an opportunity for health and wellbeing to be put at the heart of a development whether it be housing, workplaces, schools or facilities for pastimes and leisure. In Doncaster Public Health has worked with Planning colleagues to introduce HIAs into the planning process to ensure that any new developments in the borough are assessed at an early stage to ensure that any negative impacts can be mitigated against. This should mean new developments are constructed in a way that harmonises health and wellbeing with the built environment.

Easy access to hot food takeaways is thought to be one of the contributing factors to the increasing levels of weight across the population. At the time of writing this report there are 285 hot food takeaways and 70 fish and chip shops across Doncaster. Anyone seeking to open a new one has to apply to Planning for approval to use the building for that purpose. Through the local planning policy, Public Health is seeking to increase the scrutiny of all future applications. Not only will this ensure that the number of takeaways doesn't increase it will also help to make sure that our local shops offer a variety of products and services within our communities.

Commenting on Planning Applications

Public Health makes comments on many types of planning applications highlighting the impacts health and well-being. These developments can include schools, housing, travel networks and business premises. We work with the Energy team to deliver the Affordable Warmth Programme. We help people stay warm and well in their own homes by giving them valuable support, advice and sometimes access to grants. We particularly want to support people with health conditions and any households who are struggling to afford to keep their house warm. For some people, our service can make the difference between having warm or a cold home this winter.

Advice, information and challenge

Public Health is championing the right of everyone to be in a healthy home by working with partners and providing intelligence, advice and support. We contribute to the planning and delivery of services and health pathways. For example, we are working to ensure that people can return from hospital into a suitable, safe and healthy home.

We are supporting the wider workforce to make sure everyone who visits or works with someone in their own home understands how important a healthy home is and how to help if it isn't. For example, we are working with Health Visitors to design an interactive online resource to support and train local workers and volunteers who go into people's homes.

Public Health is working to improve the condition of existing homes to ensure that they are accessible, in good condition and fit for purpose. We are supporting partners to ensure that homes meet the needs of people with long-term conditions and disabilities.

Children and Young People

We know that learning environments play a crucial role in supporting the health and wellbeing of young people and pupils, as with better health and wellbeing, they are likely to achieve better academically.

The Healthy Learning, Healthy Lives (HLHL) programme is making a difference in Doncaster by supporting, developing and celebrating the good work of local settings.

The programme includes early years settings and is open to all education settings up to post-16, including Pupil Referral Units (PRU) and special schools, with a vision that all Doncaster children and young people learn in an environment that supports their health.

Engagement with educational settings has been good, with over half of all setting types either signed up to or working towards accreditation. The numbers achieving accreditation is also steadily increasing with 23 HLHL accredited settings across the borough.



As part of the accreditation process, learning settings evidence how they are promoting health. Here is just some of the good practice demonstrated over the last year;

- **PHYSICAL ACTIVITY** incorporated into pre-school children’s learning about the environment and how to protect it through action songs, nature walks and recycling scavenger hunts.
- **WELLBEING DAYS** for staff to experience the activities the children take part in, from yoga and mindfulness to short bursts of physical activity as part of every school day.
- **REDUCING SUGAR** in tuckshop snacks using alternative recipes provided by the HLHL team. They include a broad range of flavours, a variety of fruit and vegetables and less sugar than the original items served. Parents have received the recipes to recreate the healthy snacks at home.



23



HLHL accredited settings across the borough



Staff from Maple Medical PRU receiving a Healthy Learning, Healthy Lives Enhanced Award for their work in supporting emotional wellbeing.

“It’s given us a reason to pursue and a focus of a whole school approach that really does serve to help the children.”

[Healthy Learning, Healthy Lives School]

Clean Air Day

Air Pollution affects children's health from the first breath they take as the damage to our health can start when we are a baby and carry on through into old age.

Exposure to air pollution can affect children's lung development and in areas of high air pollution, it could be setting some children up for health problems throughout their lives.

For these reasons, we held a Street Play Road Closure event outside West Road Primary school with the purpose to reduce the exposure of car emissions to families on the journey to and from school.

During the morning school drop off we saw many families walking, cycling or scooting to school with the added benefit of a quiet, traffic free road leading them in to the school gates. There was an overall sense of community spirit with many parents commenting positively to the head teacher about the road closure.



444 

Children took part in the street play event



A drone picture of the school children and staff marking out "we love clean air"

To make the most of the closed road we held a number of activities where 444 children took part in circus skills, scooter skills, and improved their cycling skills. 'Dr Bike' also attended to service the children's bikes and the Communities Team stamped 86 bikes with smart water to help prevent theft.

To help more families to choose active ways to get to school in the future, 5 and 10 minute zones have been mapped out which show how long it takes for families to walk, cycle or scoot to school. The map is now on permanent display in the school entrance.

"It's given us a reason to pursue and a focus of a whole school approach that really does serve to help the children."

[Healthy Learning, Healthy Lives School]

"Travelling to school in an active way, whether this be walking, cycling or scooting is important for everyone. It's a great way for children to meet their recommended daily exercise needs; it takes cars off the road which has a positive impact on the quality of air that we breathe. Not only this but walking and cycling are fun modes of transport and are a great way for families to spend quality time together."

Councillor Nigel Ball, Cabinet Member for Public Health, Leisure and Culture

Working Age, Healthy Lives

The team supports residents to have the best quality of life possible, both in and out of work, adding years to life and reducing the health inequalities which are still prevalent across our communities.

One of our priorities for 2019 was to support local businesses in building good internal health and wellbeing practices and developing kinder cultures.



Be Well @ Work Awards

With this in mind we launched the Be Well @ Work Award. We know that poor employee health costs huge amounts of money to employers relating to sick pay, absence to attend medical appointments, employee turnover, recruitment and lower employee productivity.

There are considerable benefits to making small changes to promote a healthy workplace and looking after an employee's health and wellbeing has considerable benefits for employers. As well as reducing sickness absence, productivity, moral and satisfaction of employees are all enhanced.

The award is free and supports all types of employers, whether public, private sector or voluntary sector, small, medium or large organisation. The award runs over three levels, bronze, silver or gold and accreditation lasts for two years.

In addition to the award we support employers in carrying out an Employee Wellbeing Survey. The purpose being for the management team to better understand the current health and wellbeing needs of their staff and help identify areas of improvement.

The award also supports the employer with training and development and in the past year, we have provided sessions to support the topical issues that are arising in workplace health. This includes Menopause Awareness, Mental Health Awareness, Improving Musculoskeletal Health, Suicide Awareness, Improving Leadership Skills, Creating Kinder Cultures and many more. We also provide Workplace Health Champions Training and have trained 40 champions across a number of organisations to help in driving forward the health and wellbeing agenda.

We hosted our first Be Well @ Work Awards Ceremony in September, whereby local organisations nominated themselves across a number of themes. The winners were:

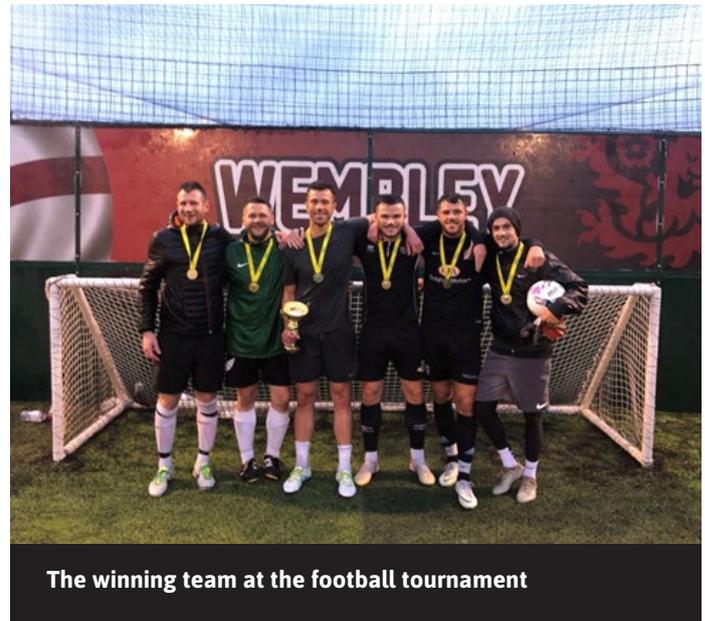
Be Well @ Work Best Small sized Business:
Hallcross Medical Services

Be Well @ Work Best Medium sized Business:
Hitachi Rail

Be Well @ Work Best Large sized Business:
**Rotherham Doncaster and South Humber
NHS Foundation Trust (RDaSH)**

Be Well @ Work Best Workplace Health Initiative:
RDaSH

Be Well @ Work Workplace Health Champion:
Adam Delsignore from BT



The winning team at the football tournament



The winning team at the football tournament

Annual Football Tournament

In addition to this, we host the Be Well @ Work Annual Football Tournament in support of Men's Health.

The 2019 Tournament was the biggest to date and we had 24 teams from local organisations supporting the event.

Alongside the tournament, we opened the evening with a preview of the Another Way suicide awareness video (see page 34) and we had a number of health promotion stalls available for the gentlemen to engage with.

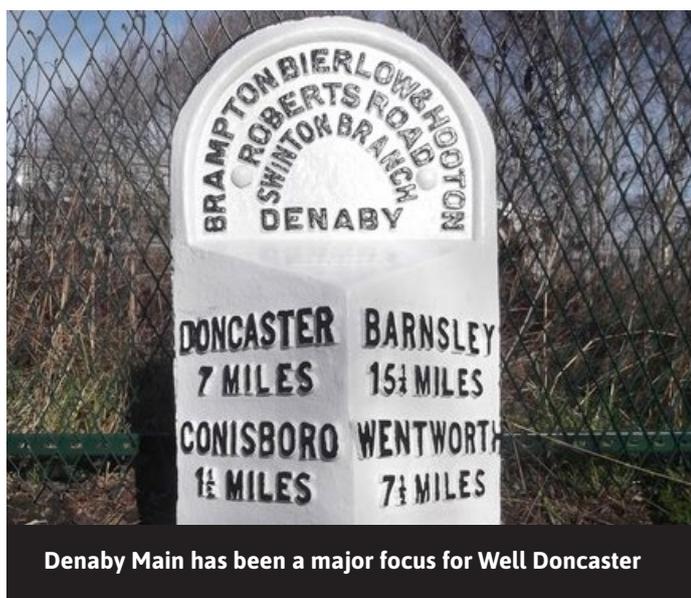
Lifestyle information and signposting was available on mental health, cancer, smoking, substance misuse, relaxation and physical activity. The event was also supported by our NHS Health Checks provider, Hallcross Medical Services who offered free full checks to those over 40 and a mini check to those under 40.

Another accomplishment was our Be Well @ Work Health and Safety Conference in October whereby we showed the good practice that is taking place within local organisations.

Well Doncaster

Well Doncaster follows an Asset Based Community Development (ABCD) approach to health which builds on the positives in life that empowers local people and trusts communities to shape their futures.

Well Doncaster has focused on Denaby Main since 2015 and supported major changes in one of Doncaster's most deprived communities. In 2018 the approach was rolled out to four other areas of the borough.



Get Doncaster Enterprising

Denaby Main has twice the borough average of Employment Support Allowances claimants. A series of community workshops and events highlighted that a focus on self-employment would be a way for residents with a long term condition to find and sustain employment, as it would allow them the flexibility to manage working hours around their condition.

In August 2017 Well Doncaster commissioned local social enterprise Aspiring2 to deliver 'Get Denaby Enterprising', an approach which offers tailored, one to one business start-up and enterprise support.

To help people start thinking about enterprise, Aspiring2 initiated the **£10 Challenge** where residents received £10 to raise as much money as they could for a good cause of their choice. Thirty four participants raised a total profit of £1385.64 through handmade crafts, baking and holding community events for 15 good causes. This led to a 407% return of investment!

Building on this momentum, Aspiring2 rolled out a series of workshops supporting budding entrepreneurs to develop their business ideas and access support around marketing, HMRC and book keeping. This guidance was able to support the creation of business plans and an opportunity to apply for a Well Doncaster funded Start-up Micro Grant. The grants were for up to £500, to remove the barriers of start-up costs, and applications were reviewed by a panel of local business owners. In the first year, 72 people engaged with this approach, 22 have completed the series of workshops, 17 successful start-up grants were awarded and 24 new businesses registered with HMRC and began trading.



Well Doncaster worked with Aspiring2 to deliver Get Denaby Enterprising, offering one-to-one business start-up advice and support.

Due to the success of the approach, its scope was widened to encompass the other Well Communities and was rebranded as **Get Doncaster Enterprising** in 2018. This saw an increase in engagement to 89 residents, 20 successful start-up grants and 31 new businesses registered and trading in Doncaster.

An important part of 'Get Denaby Enterprising' has been the establishment of **Denaby Business Club** which has gone from strength to strength. Around 35 new and established business owners meet once a month to network and support each other.

Danielle's Case Study

"Get Doncaster Enterprising has helped me set up my business by providing me with constant support, information and facilities needed in order to launch my company.

"The team has been great in regards to providing me with information booklets, contacts and even putting me in contact with someone to help with business cards.

"The team were lovely, and as they are women, I find it more comfortable to approach them and ask for them to help and assist me when needed.

"I attended a business start-up workshop which gave me a lot of knowledge and information I needed to get started. I left feeling confident and a lot more knowledgeable about starting up a business and where and how to approach potential clients.

"Aspiring2 are a great group and I hope they can continue supporting me with all the information and their own experiences when needed."

£1,385

Raised for good causes in the enterprising £10 challenge making a 407% return on investment

Leisure Services

Leisure services manage and develop sports and physical activity across Doncaster.

This includes exciting large scale events like the Tour de Yorkshire, UCI Road World Championships and the Rugby League World Cup.

May 2019 saw us host our first ever Tour de Yorkshire stage start at the newly refurbished market. Later in September we hosted two stages of the UCI Road World Championships at the brand new cycle circuit at the Dome.

Both events demonstrated the power of sport:

- Attracted 155,000 spectators
- Supported 11,900 school children to spectate and engage
- Delivered a major international sporting event to 67.8% of residents living within a 1 mile radius
- Supported 111 community groups to deliver celebratory events or activities
- Provided 33 micro grants of up to £200 engaging 11,066 residents



The 'Doncaster Welcomes The World' film shows a snap shot of delivering a hosting a major event:

<http://bit.ly/doncasterwelcomes>



Our services have now been identified as national best practice by UK Sport and Sport England as our approach and research in hosting these events creates a positive social impact on our communities and encourages residents to become more active. These events do more than just provide opportunities for spectating.

We have advised other local authorities from the north east to Cornwall, and we are supporting British Cycling, British Climbing Olympic team, RFU and RFL to maximise the social impact of their key events and delivery programmes.

None of this would be possible without all the help and support from our teams, partners, communities and residents.

155,000

Spectators got involved in the events locally



11,066

School children engaged with the events

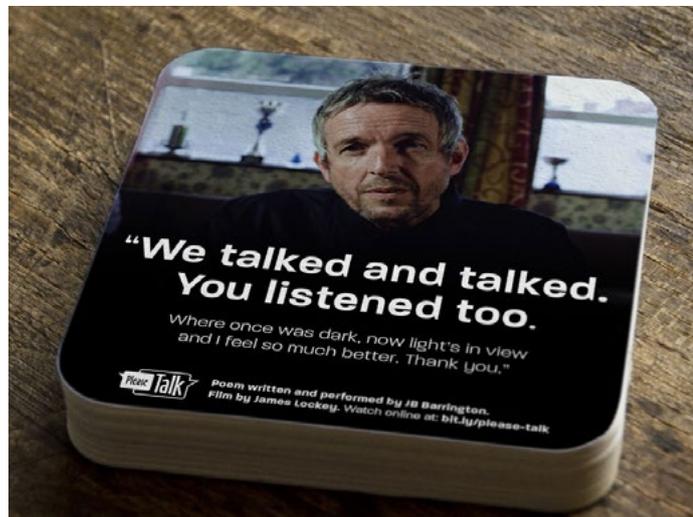
2019 has been the breakthrough year that raised the profile of Doncaster as a key player in delivering large scale major sports events in the UK.



Vulnerable People and Improving Lives

The team covers a wide range of areas which include mental health and suicide prevention, disability issues, domestic violence, smoking cessation and adult substance misuse.

One of our biggest priorities for 2019 was to focus on male suicide and to deliver a campaign to raise awareness of it and look at ways of preventing it.



*"Suicide is the biggest killer of men under 45 in the UK and today 16 people will take their own lives. That's why I'm keen that in Doncaster we pledge to become a **zero suicide borough** and that we always ask twice when we're talking to people and asking about their mental health." - Dr Rupert Suckling*

Suicide presents a real threat to human lives, with as many as one in four experiencing suicidal thoughts at some point in their lives. Although it affects so many people, suicide is often a topic that many don't feel comfortable talking about and we wanted that to change.

Through our Another Way campaign we aimed to actively encouraged people to talk more openly about their feelings and emotions and reduce suicide in Doncaster by 10%.

The strapline of the campaign was '**There is Help. There is Hope. There is Another Way.**' and we used a variety of ways to spread this message across the borough and beyond.

From using social media to promote our film to holding events in the community, the message was clear and we always ask twice when we're talking to people and asking about their mental health.

We launched the whole campaign, which coincided with the start of Mental Health Awareness Week, with an event for the media, attended by TV, radio and print press. This premiered the film and also allowed access to our two case studies who had been affected by suicide and wanted to share their experiences to help others.

207,000

People watched the video on Facebook alone



In loving memory of Nicholas Chadwick and Peter Clarke.

bit.ly/please-talk

7,167

comments, reactions
and shares on Facebook

“Wow, such poignant words and message” - Angela

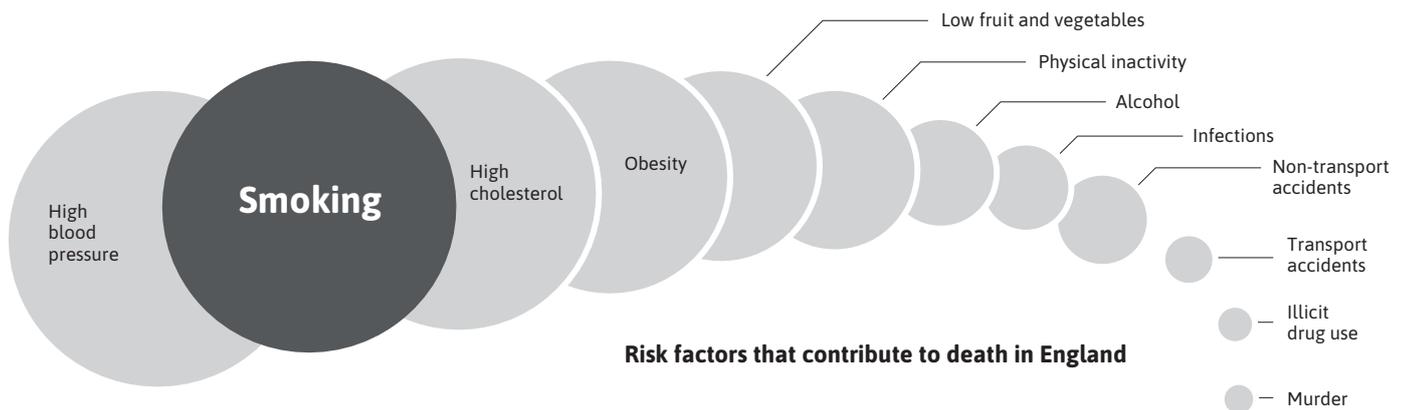
“This matters. Thank you!” - Will

“Donny Council ... it’s a first, but truly well done and thank u!” - Carol

Tobacco Control in Doncaster: A Call to Action



Tobacco Control in Doncaster



Smoking is one of the major public health challenges facing the people of Doncaster.

Smoking is the leading cause of preventable death: each year an estimated 675 people die early in Doncaster due to smoking – an average of 13 people per week¹.

Around 48,000 adults aged 18 years and over in the borough smoke or 19.6%, which is significantly higher than the national average for England (14.4%).

Although the smoking prevalence rate showed a pattern of decline in the first half of this decade, rates have stagnated in the past few years (Fig 1).

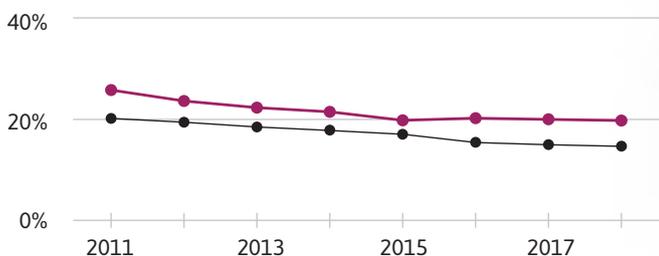
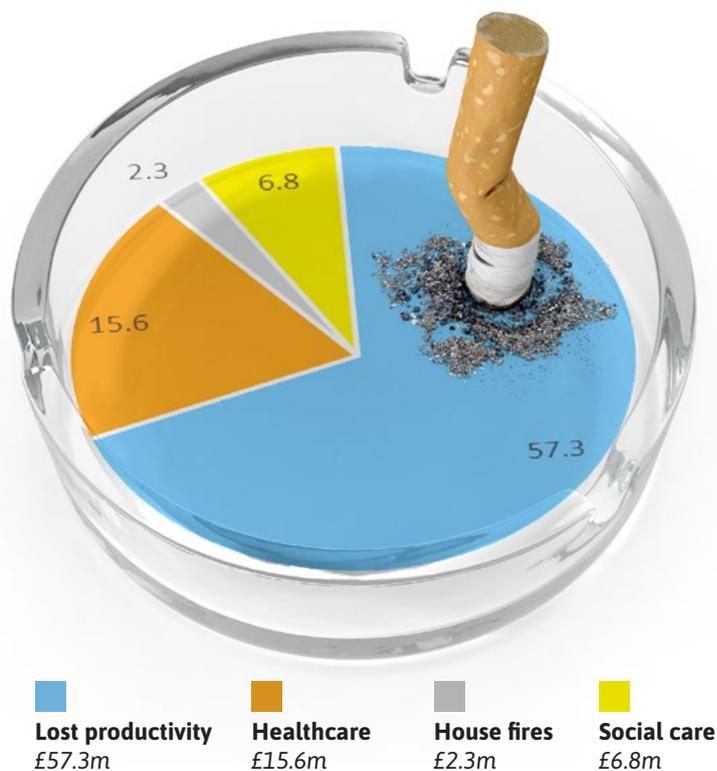


Fig 1. Smoking Prevalence in adults (18+) current smokers (APS) for Doncaster²

The economic and health costs of smoking to the people of Doncaster is enormous. Smoking costs the people of Doncaster £82m each year³. The cost of smoking impacts not only on the NHS, but it extends to social care, lost productivity (economy), and house fires (Fig 2). It is estimated that on average, a smoker in Doncaster spends £2,050 per year.

Fig 2. The costs of smoking to the people of Doncaster (£million)



¹Clear Peer Assessment report for Doncaster 2019

²Annual Population Survey (APS) 2018, published by Public Health England (<http://bit.ly/2RCykU5>)

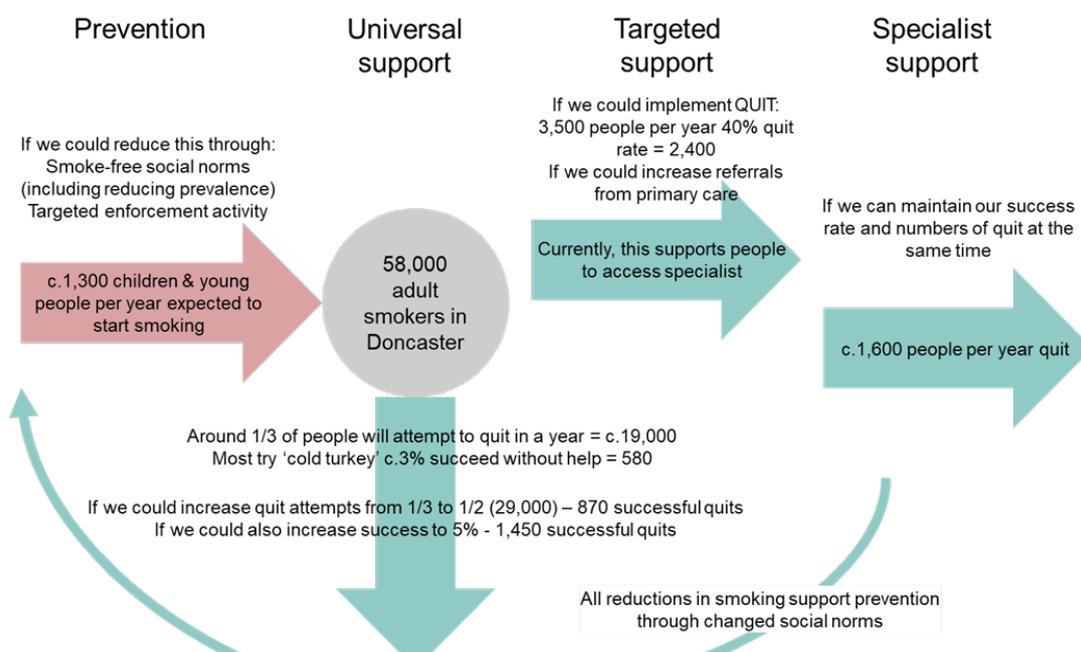
³ASH (2019): The Local Cost of Tobacco. ASH "Ready Reckoner": 2019 Edition V7.0; Published 4 October 2019

In 2017, the Government set a new vision to create a smokefree generation in England, where smoking prevalence is less than 5%⁴.

In order to address the challenges posed by smoking, we have undertaken two important initiatives during 2019 under Doncaster Tobacco Control Alliance:

1. Carried out a peer-assessment of our local actions to tackle smoking in Doncaster by independent assessors. This has helped us identify areas of our strengths and opportunities for improvements.
 2. We carried out public consultation on smoke-free Doncaster, an initiative which will see children grow up in an environment free from smoking. The majority of participants of the consultation agreed with the proposal for designated voluntary smoke-free spaces especially areas where there are children present.
- a. preventing children and young people from starting smoking;
 - b. mass media to help increase the number of people quitting smoking;
 - c. targeted intervention such as new initiatives in our local hospitals, and
 - d. building on the work of our specialist stop smoking service in the community

Strategy refresh



⁴Department of Health (2017): Towards a Smokefree Generation – A Tobacco Control Plan for England.

Our call to action focuses on preventing children and young people from starting smoking, by creating an environment in Doncaster where it is an accepted social norm to be smoke-free.

We want to see children grow up in an environment free from smoking

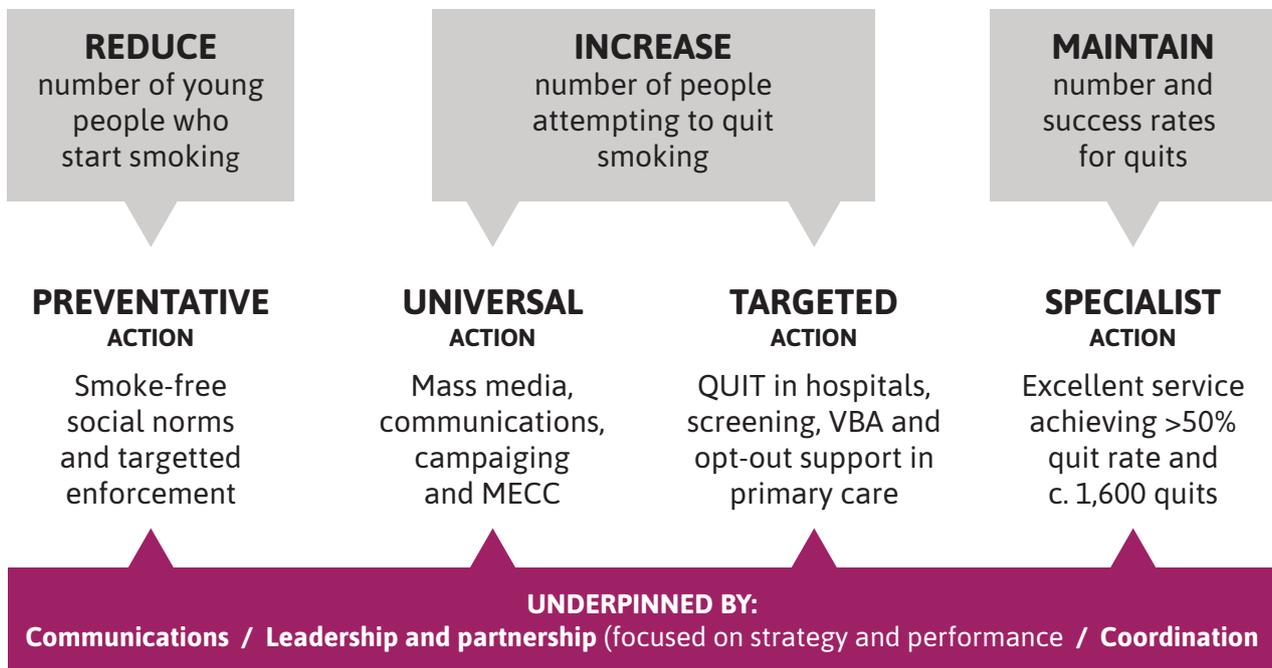
In order to realise this, we need the full participation of all stakeholders in Doncaster, each playing its best to tackle the challenge posed by smoking. There are several stages proposed to create smoke-free environment in Doncaster and these are:

- **ONGOING:** develop and implement communications plan
- **STAGE 1:** play parks and park events, schools and school gates, hospital grounds and family-friendly council events
- **STAGE 2:** Outdoor eating and drinking areas, Pedestrianised areas in town centre, Parks – not just play areas, Smoke-free side-lines
- **STAGE 3:** Other council events
- **STAGE 4:** Bus stops, railway station and airport (note that the railway station may need to be considered earlier due to redevelopment)
- **STAGE 5:** Smoke-free high streets (other town centres), Smoke-free markets (including no sale of tobacco products)





The action plan aims to:



A Sub-group of Tobacco Control Alliance will monitor the action plan that will cover the delivery of work of each of the stage described above. The Subgroup will report to the Doncaster Tobacco Control Alliance, which in turn reports to the Health and Wellbeing Board.

In order to achieve a smoke-free environment in Doncaster for our children and young people, all stakeholders need to pull together to realise this vision; from the public, businesses, statutory organisations, voluntary sectors, etc.

The Tobacco Control Alliance will continue to play a leading role in this fight.

Conclusion

On average, health is still improving in Doncaster, although the improvements are smaller than any time in the last ten years.

These average improvements mask differences between Doncaster populations.

The public health grant is committed against a range of services and the performance of these services is generally good. These services are supported by a range of supporting public health activity led and/or coordinated by the public health leads.

Three areas on the dashboard bear further scrutiny health checks, tobacco and air quality. In year health check performance is good despite reductions in the public health grant, tobacco is focus for this year's call to action and further work on air quality should be addressed through the council's forthcoming environment strategy.

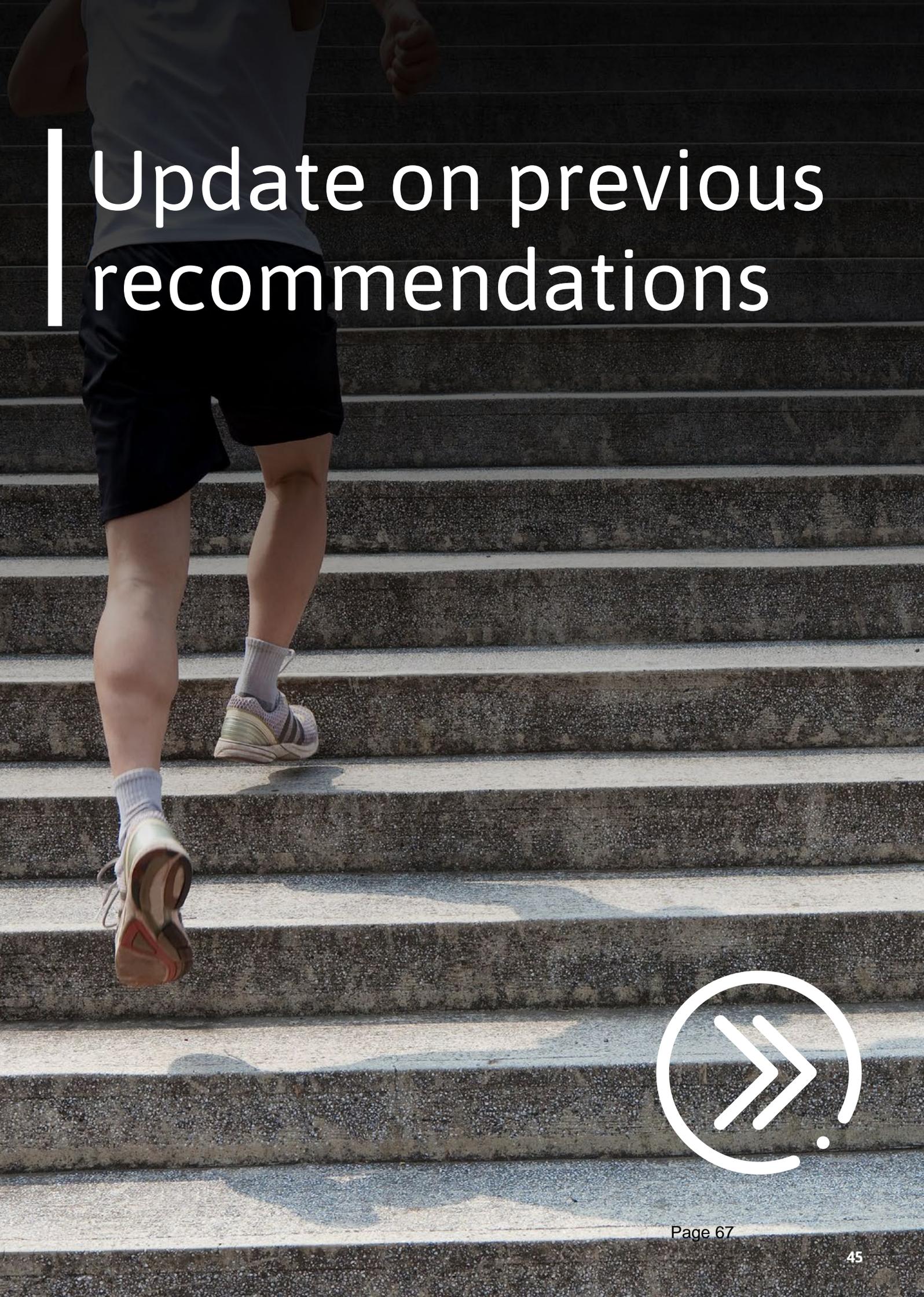
Progress on the recommendations over the last five years is good.

Future recommendations

In order to secure future health improvement and health improvement for those with the worst health I recommend the following:

1. Doncaster partners should continue to embed a population health approach focussed on four related activities addressing:
 - The wider determinants of health
 - Our health behaviours
 - The places and communities we live in and with
 - Integrating health and care services into an integrated health and care system
2. Doncaster Council should consider an LGA prevention peer review
3. Doncaster Council public health function should continue to take a sector led improvement approach to quality improvement

| Update on previous recommendations



Updates about previous recommendations

Tackle unfairness and health inequalities

Continue to adopt a 'Health in all Policies' approach

Dance strategy adopted 03.09.19
Local Plan – HIA, Cycling, Walking, HFT, Gambling policies

SYFR has refreshed the Health and Wellbeing policy and broadened the services internal capacity to support staff. Along with introducing health related messages and practices within the core prevention offer.

The Director of Public Health is a member of the council's senior management team and executive board. The DPH has full access to the mayor, cabinet and members. The corporate report template include health implications on all decisions and this approach was audited in 2019.



Make a strategic shift to prevention through the Doncaster Place Plan

The introduction of the Joint Community Safety Department which bring together SYFR and SYP prevention and early intervention activities is strengthening both services approach to prevention and supporting the most vulnerable.

The Doncaster Place Plan refresh makes an explicit commitment to shifting to prevention. The delivery plan identifies prevention activity. New investment models are needed to secure investment in these areas.



Build a Sustainable and Resilient Borough

The Doncaster Growing Together approach will develop an environmental strategy.

The development of a Local Plan will support planned developments and effective use of land.

Local 'No-deal' Brexit planning in place.

Transforming Cities Fund – Phase 1 approved £1.5m – Phase 2 in development. Supporting active travel behaviour change via the Doncaster Active Travel Alliance.



Empower people and communicates to take control of their own health and if services are required involved people in co-designing the services

SYFR Safe & Well Checks for over 65's for falls referrals and crime prevention along with leaving the healthy ageing booklet as a resources for residents to self-refer or seek further guidance.



SYFR Safe & Well Checks for over 65's for falls referrals and crime prevention along with leaving the healthy ageing booklet as a resources for residents to self-refer or seek further guidance.



We continue to take forward the ambition set out in our Community Engagement Strategy focussing in on our six areas of focus. We have made progress in each of these areas but more is still to be done for the remainder of the strategy period.

- Active Citizen Voice – Has been superseded by Doncaster Talks. The first Doncaster Talks borough-wide listening exercise collected over 3600 responses. The Doncaster Talks brand and platform has the potential to be developed into a comprehensive, Team Doncaster Consultation Hub.
- Supporting Volunteering – A number of Volunteer Recruitment Fairs at Priory Church, the Wool Market & Doncaster College, attracted around 40 third sector organisations respectively. Feedback has been extremely positive & many volunteer placements were brokered as a direct result. Around 50 people attended a Volunteer Celebration Walk in partnership with RDaSH, it attracted local press & positive social media attention.
- Supporting the VCF Sector: Voices of Doncaster project has recommended the formation of a VCF Cooperative that would act as a democratic coordinating structure for the sector. Ongoing partnership working with & enabling of VCF Middle Tier Organisations: Expect Youth, Social Isolation & Loneliness Alliance, & the nascent Doncaster Nature Alliance; Well Doncaster Programme; Market Shaping within Adults and Children's Commissioning.
- Training and Development – Internal programme of training to be developed.
- Embedding Social Value – A Social Value & Community Wealth Building anchor network is coordinated across Team Doncaster partners. A priority the consistent application of how social, economic & environmental factors are considered & contract managed to establish a social value baseline. It also plans to develop a Team Doncaster online procurement prospectus & meet the buyer events, which will improve engagement with social economy organisations.
- Bringing People Together through the Use of our Community Assets - The revised policy for Community Lease & Asset Transfer provides a more collaborative & enabling process, designed to increase the uptake.

Updates about previous recommendations

Tackle unfairness and health inequalities (continued)

Improve data capture, sharing and reporting so that services can become more seamless and based on insight to address inequalities in access and outcomes.		
<p>SYFR and Doncaster Council are progressing the sharing of data through the SPINR program, this includes identifying vulnerability to enable early prevention and intervention activities to take place.</p>		
<p>SYFR and Doncaster Council are progressing the sharing of data through the SPINR program, this includes identifying vulnerability to enable early prevention and intervention activities to take place.</p> <p>The Doncaster Health and Wellbeing board has now completed its first year's cycle of the new JSNA process in line with the policy agreed last year. This successfully ensured that stakeholders across the health and wellbeing system can access more easily accessible information to base decisions on. Future focus will be on main-streaming this work under the new Doncaster Talks brand with a library of information available to all.</p> <p>The data sharing agreement for the Doncaster Integrated Business Intelligence project has been signed so that health care providers and commissioners can share data using new tools that are available to us to better understand flow between services.</p>		
Report back on the local Health Needs Assessment for Black and Minority Ethnic (BME) groups		
<p>We have reported back via the Health and Well Being board and have also established a Minorities Partnership Group Meeting which is supported by the Public Health Team.</p>		
Continue to move beyond integration to population health system and budget		
<p>The Doncaster place plan refresh makes a commitment to working as a population health system. Further work is required on budgets and future commissioning intentions.</p>		

Give every child the best start in life - Children, Young People & Families

Continue to monitor the effectiveness of the Early Help strategy

SYFR offer a Think Family service this is trying to prevent anti-social behaviour fire setting both in homes and communities. Family hubs are signed up as a referral partner to SYFR.



Continue to monitor the effectiveness of the Early Help strategy

Early Help remains a key priority for the Children and Families Executive Board as identified within the Children and Young People's Plan (2017-20). Partnership oversight and monitoring of this priority is provided through the Early Help Strategy Group with the Local Authority as lead agency. In addition, the Starting Well Strategy has a specific focus on children aged 0-5 years, which focusses on early help in the early years.

The Early Help Strategy identifies four key objectives, which underpin the delivery of the Strategy:

1. Promote Early Help to Families; Communities and Partners to develop a common understanding of prevention and earlier intervention.
2. Embed the Early Help pathway to support children and young people who have additional or multiple/complex needs.
3. Support the Lead Practitioner role and increase responsibility across partner organisations.
4. Develop Family Hubs to promote participation; increased access to services and improve integrated working to secure better outcomes.

The responsibility for delivering the preventative and early intervention elements of Early Help reside with providers and practitioners. Doncaster Council delivers two critical elements to support. The Early Help Coordinators work with Lead Practitioners from schools and other partners to support individual cases. They gather information from across the partnership regarding children and families, supporting Lead Practitioners to complete Early Help Assessments, develop family plans, identify, and engage support for a child and their family. This delivers a key safeguarding function for families where there are concerns, ensures a well-documented process around delivering support and measures both process and progress. Recent monitoring data shows that the quality of Early Help Assessments and family plans are steadily improving and that more children are reaching key development milestones.

Family Hubs form part of the infrastructure for locality-based working, particularly for younger children. Engagement of families continues to increase and the effectiveness of services is improving. The learning journeys of a sample of children show the majority reaching new development milestones, parents showing a high level of satisfaction and forming social networks. Critically, they also report changes to the home environment because of participation, alongside increased reading, better approaches to behaviour management and increased parental confidence and understanding.

Give every child the best start in life (continued)

Continue to monitor the effectiveness of the Early Help strategy (continued)

The following performance information provides evidence of the improving picture in relation to the embedding of Early Help and the important role that schools play:

100%

1. At the end of June 2019, there were 1,192 cases in the existing Early Help Multi-Agency caseload, 38.5% in Parent and Family Support Services and 46.9% in schools. Although there has been a decline in the Early Help Multi-Agency caseload (1,682 – June 2018) there has been an increase in single agency cases from 716 in June 2018 to 1035 in June 2019, the majority of which (622 – 57.8%) are being held within schools.
2. The number of Lead Practitioners based in schools is growing and the quality of their work is improving. This is evidenced by increasing numbers completing Early Help Modules, Signs of Safety and Outcome Star training, and subsequently, taking on Lead Practitioner responsibility. The proportion of completed cases audited as 'good or better', which is a high bar in terms of evidenced partner engagement, case progression and family impact, has risen over the last year from 62% to 67%. Within the partnership-audited cases, 74% were rated good or outstanding for Children and Young People's wishes and needs evidenced through the family plan and 86% of audits were graded good or outstanding for child focused Early Help Assessment (EHA).
3. Across the partnership, the timeliness of holding the first TAC/F meeting has improved to 21 days. This remains below the 30-day recommendation. It is likely that this improvement will have a positive effect on the reduction of family disengagement over time.
4. Targeted training has taken place with groups of key partners, who were previously under represented as Lead Practitioners. This included training for Early Years practitioners, CAHMS, Voluntary Organisations and Midwifery. This work will broaden the range of Lead Practitioners and help to alleviate the pressure on schools.
5. Family Hubs are continuing to increase their levels of registration and participation, though this remains focussed on under-fives, with 4,917 families attending an average of 3.3 times. Signs of impact are positive, with those participating scoring slightly highly in Early Years Foundation Stage Profile outcomes, their parents reporting positive changes to the home environment (for example, increasing opportunities to read) and individual children's learning journeys showing participants catching up with expected age-appropriate development stages.

Continue to monitor the effectiveness of the Early Help strategy

The following performance information provides evidence of the improving picture in relation to the embedding of Early Help and the important role that schools play:



Over the last three years strategic action has focussed on establishing an understanding of Early Help, providing a framework for delivery and setting the strategic direction needed. Several strategies are in place and remain on track to deliver against the set priorities. Building on these foundations, further work is under way to link clearly health, education and care to respond early and effectively to families who are struggling. These include:

- The Place Plan – two opportunity areas: 1001 days and vulnerable adolescents
- The Doncaster Innovates and the local solutions model will ensure Early help is even more accessible as this will be a locality based community asset and contribute to meeting needs at the earliest opportunity and providing access to lower level intervention to reduce demand on pathway processes for single and multi-agency. The model is currently being prototyped in the Denaby and Hexthorpe areas.
- The Stronger Families programme and whole family working.
- The development of an Inclusion Strategy

A review of the Early Help Strategy is currently taking place led through the Early Help Strategy Group. Monitoring of the strategy whilst remaining a priority is now routine business for the group.

Updates about previous recommendations

Continue to monitor the effectiveness of the Early Help strategy

SYFR offer a Think Family service this is trying to prevent anti-social behaviour fire setting both in homes and communities. Family hubs are signed up as a referral partner to SYFR.



SYFR have many referral partnerships set up with Midwife services, children's centres to enable referrals for Home Safety Checks.



Focus on vulnerable mothers from pregnancy until the child is 2 ½ (the first 1000 days)

Body SYFR have many referral partnerships set up with Midwife services, children's centres to enable referrals for Home Safety Checks.

Health Visiting services have been exploring the use of a parent-infant attachment tool and are developing it in conjunction with Better Start Bradford Innovation Hub and University of York.

The tools will be used to open conversations regarding attachment and how a parent feels about their baby in order to identify any potential issues and intervene early where necessary. Health Visitors will pilot the tool early 2020 with a view to eventually embedding a functioning, final version of the tool into routine practice.

An incentive scheme to support women and their significant others to quit smoking is currently being piloted by the smoking in pregnancy service. Women and their significant others will be offered shopping vouchers at key points throughout their quitting journey in order to stay motivated to quit and remain smokefree. Early indications are that the vouchers are being received well which will hopefully translate into sustained quits.

Working with Public Health, the Health Visiting Team will develop a Healthy Homes Resource to be utilised during the contract year 2019/20. Homes should promote health. They should be free from hazards, warm and dry and smoke-free. They should promote a sense of security (in terms of both tenure and safety), be affordable to heat and should be suitable and big enough for the family. The influence of the home on the health of families and children is well evidenced and Health Visiting Teams are well placed to support families to make their homes healthier, as lead personnel in the delivery of the Healthy Child Programme. It is expected that the resource will continue to be used locally after the pilot period as part of the Health Visiting Team's toolkit to improve the health of the families they work with.

The first 1001 days has been chosen as an 'area of opportunity' in the first phase implementation of Doncaster Place Plan that will drive the shift to accountable care systems in Doncaster. Recruiting is now underway for team members who will pilot a new service model that will focus across the first 1001 days ensuring families receive the right support as and when needs arise.

Build on the national Future in Mind developments to address bullying and improve the mental health of school aged children

The narrative below is feedback from NHS England on the latest submission of performance and progress for the Local Transformation Plan. This external feedback evidences the continued progress being made.

Progress Update

The DCO Panel met on the 30 May 2019 to review the documentation and were able to be **fully confident** of your progress in delivering your Local Transformation Plan in Quarter 4.

Your report was much improved, with progress and next steps clearly identifiable. There was clear emphasis on resilience and self-care, with your Mental Health Toughness pilot scheme and work with the Children's Sleep Charity highly regarded by the panel.

The impact and outcomes of your work were clearly evidenced, along with your commitment to system wide transformation. Your update was open and transparent with key challenges outlined along with mitigating actions. It was encouraging to read that the Mental Health Investment Standard (MHIS) had been met for all-age mental health in 2018/19 and that you remained confident that the standard would be sustained into 2019/20.

Promoting Resilience, Prevention and Early Intervention

The panel were encouraged to read of the positive progress made in developing your Mental Health Support Teams (MHSTs) and were pleased that this had been reflected at your most recent NHS England site visit. Your comprehensive engagement and co-production with children and young people were acknowledged, with your involvement of Young Advisors in the site visit highly regarded by the panel.

Your update on your work with the Children's Sleep Charity was insightful and the panel were pleased to hear of your plans to increase the recurrent contract value for the service in order to enhance provision and provide training. It was also positive to read of the successful impact of your CAMHS locality workers, which every primary and secondary school had access to.

Your progress with the community specialist perinatal team was recognised and it was encouraging to read of your plans to appoint an infant mental health practitioner and develop pathways for dads and vulnerable groups. It would be helpful to include detail on a) the perinatal work plan within the SYB ICS Local Maternity System Transformation Plan on improving services for women with low to moderate perinatal mental health conditions and b) work being undertaken at a Doncaster locality to improve universal perinatal mental health services and support to women and their families, in your October 2019 refresh.

Give every child the best start in life Children, Young People and Families (continued)

Build on the national Future in Mind developments to address bullying and improve the mental health of school aged children (continued)

Improving Access to Effective Support

It was positive to note your improved identification of children and young people presenting with eating disorders and the consequent reduction in urgent and emergency eating disorder referrals in 2018/19. It would be beneficial to include an overview of access and waiting time performance in future updates.

The panel welcomed your update on CAMHs e-clinics and were pleased that children and young people were able to self-refer via the app and book a convenient appointment. Your plans to expand the clinics more widely were acknowledged along with your successful roll-out of locality based self-referral clinics.

It was encouraging to read that the number of children and young people presenting in crisis had decreased year on year with an increasing number of children seen on paediatric wards. It was also positive to note the reduction in tier 4 beds.

The panel were pleased that transition would continue to be a priority, with your Mental Health Toughness pilot ensuring pupils experienced fewer concerns about the transition to secondary school. We look forward to hearing more about the pilot as findings begin to emerge.

It would be beneficial to outline your plans for improving the access standard within your LTP refresh. Support is available from the Intensive Support Team and NHS England.

Care for the Most Vulnerable

Your report demonstrated extensive work to improve the service offer for vulnerable groups, with lots of progress made this quarter. It was encouraging to read of your positive site visit with the Anna Freud Centre and the Children Outcomes Research Consortium for your Mental Health Assessment Framework pilot for Looked After Children (LAC). Your plans to involve Young Advisors and children and young people with experience of the LAC pathway to develop opportunities for peer support was welcomed, in advance of the frameworks launch in July 2019. We look forward to hearing more about how this work progresses in your LTP refresh.

The panel were pleased that your General Development Assessment (GDA) pathway had been commended and your waiting list size reduced, as a result of your service redesign. It was also encouraging to note that your waiting list for ASD (<5 pathway) had remained stable, despite the increase in referrals. Your reduction in longest waits for ASD (<5 pathway and >5 pathway) was also acknowledged.

Build on the national Future in Mind developments to address bullying and improve the mental health of school aged children (continued)

Accountability and Transparency

Your report evidenced clear lines of accountability and governance, with strong integration and reporting to the Children and Families Executive Board and Health and Wellbeing Board.

Your ongoing commitment to the participation and engagement of children and young people was welcomed, with your work with Young Minds Participation Champions highly regarded by the panel. It was encouraging to read that your work with Young Minds would be continuing for a further two years, with lots of exciting developments planned. It would be helpful to see some examples of your engagement with children and young people in your LTP refresh such as photographs, artwork and materials produced.

It was also interesting to see the outputs from the CAMHS audit tool and we look forward to hearing more about how the recommendations are implemented and progressed through your Young Persons Participation Group.

Developing the Workforce

The panel welcomed your plans to implement the recommendations set out in the Mental Health Competency Framework and were pleased that this would include consideration of workforce across the entire system. It would be helpful to receive an update on how this work is developing in your LTP update, along with details of the progress made to develop the workforce across the SYB ICS. Your continued participation in the CYP-IAPT programme was also positive to note.

It was encouraging to read that your progress with the Transforming Care Programme (TCP) had been positively received by NHS England and reflected in your rating of Amber/Green. The panel commended your commitment to allocate recurrent funding to resource a post-diagnostic support pathway for children and young people with autism and your appointment of a Designated Clinical Officer to progress the SEND agenda. We would welcome sight of your SEND strategy and the outcome of your SEND inspection in your LTP refresh.

Support schools to develop a Curriculum for Life

SYFR schools packages which are primarily fire reduction and safety talks but also all include health messages, healthy relationships. We are part of the Joint Community Safety Department who offer crucial crew to all Yr 6 Students across SY this has a 97% uptake and includes personal safety, fire safety, road safety, consequences, healthy relationships, drug and alcohol packages



Updates about previous recommendations

Build on the national Future in Mind developments to address bullying and improve the mental health of school aged children (continued)

The One Doncaster commitment to develop 'whole person, whole life' learning has been taken forward by Team Doncaster's three core Education & Skills Programmes (Doncaster Opportunity Area, DGT Learning and the Inclusion Programme), as well as the wider work of the Cultural Education Partnership (CEP). Fundamentally, the objective is to provide a broad, balanced and place-based curriculum that equips young people and more widely, learners of all ages to develop the competencies required to function effectively in a globalised world.



While the Local Authority has little formal responsibility over schools curricula, we have been working in partnership to develop both place-based classroom learning and Essential Life Skills.

On the latter, this has included the successful 100 Things to do before you are 11 Programme and a constituent 50 Things to do before you are 5, aimed at Early Years. This consists of free or low cost activities that all families in Doncaster can undertake, linked with the curriculum and personal development. Over 12,500 booklets have been handed to local families. The Doncaster Essential Life Skills programme, commissioned by the Doncaster OA funded the EXPECTYouth Summer Programme. In 2018 and 2019, this summer programme engaged over 13,000 children and young people and provided almost 15,000 free healthy meals. We are currently commissioning a first-in-kind digital tool to monitor young people's essential life skills development, which will be rolled out before the new year.

With regard to the former, we are working closely with schools to promote a place-based, inclusive curriculum that furnishes children and young people with the right skills for the future. This is why the Cultural Education Partnership is working to increase schools accredited to ArtsMark and the Opportunity Area is working closely with schools to ensure that their post-16 settings offer a broad, balanced, viable and complimentary post-16 curriculum. We are working as system-leaders to broker successful partnership working between schools and community organisations – which has recently been successfully reflected by the innovative partnership between XP School and the Heritage Service.

Ensuring that young people have the right skills for working life is a vital element of our agenda. This is why the Careers Hub has worked closely with all schools in the borough to integrate careers learning within the curriculum and to facilitate meaningful encounters with employers. This is why, as of September 2019, we have delivered over 67,000 meaningful encounters with employers. We have also delivered a new Business-Education organisation, Opportunities Doncaster, who have ambitious plans to promote and generate a distinctly 'Doncaster' skills-based contribution to schools' curricula.

All of this is underpinned by the emergent 2030 Education and Skills strategy for Doncaster. This document builds upon the local strategic context, our achievements and the OECD 2030 Education and Skills framework to set forward our long-term ambition for local, place based learning. This will frame the contribution made towards this objective in the coming year.

Support schools to increase physical activity

All schools have been given the opportunity for support to deliver the Daily Mile with approximately 30 providing the opportunity for pupils to take part.

It has now been over a year since the official launch of the Healthy Learning, Healthy Lives programme in Doncaster. Engagement with educational settings has been good, with over half of all setting types either signed up to or working towards accreditation. Particular success has been seen with special schools & Pupil Referral Unit's (PRU's).

The Centre of Nutrition and Behaviour, Grounded Research Department, RDaSH were commissioned to carry out an evaluation of the programme to date.

Findings demonstrated an overall positive impact of the programme on policy and practice within settings. The table below outlines some of the survey results and the impact participating in the accreditation has had on the setting.

Question	Yes%	No%	Unanswered%
Do you think changes have been made?	90	10	0
Do you think that HLHL has influenced children's activity levels?	55	35	10

Qualitative data was also gathered in the evaluation via interviews with practitioners from settings who have worked towards Healthy Learning Healthy Lives accreditation. This further demonstrates the value and impact of the programme on increasing physical activity:

"...so every day the kids are doing table tennis and things and the wellbeing walk, which we only introduced when we came to do the HLHL, so we introduced that"



Updates about previous recommendations

Make good growth our watchword for economic development Employment and Health

Use the Social Value Act to maximise equitable employment opportunities when commissioning to secure social, environmental as well as economic benefits

Contract Procedure Rule (CPR) were update in May 2019 mandating a minimum weight of 10% to social value requirements for all contracts valued above £181,302.

The Council is currently looking at procuring the social value portal to enable the quantification of social value commitments made by contractors during the tender process

In additional to the changes in CPRs, a Doncaster Anchor Institutions Procurement Grp has been established. Part of the remit of this group is looking at inclusive growth and social value being embedded across Team Doncaster.

100%

Re-commission the 'work programme' as part of the Sheffield City Region deal to help those furthest from the labour market find work and deliver the Work and Health Unit trial

Work and Health Programme

The Work and Health Programme is being delivered by Reed in Partnership in South Yorkshire (part of a wider contract package area) and will run until 2021. The programme reports to Doncaster's Local Integration Board and in July reported the following update:

- 772 programme referrals to date from Job Centre Plus
- 83% referral to start (which is the second best on the entire national contract)
- 365 currently active on caseload
- 240 people have secured employment
- 59 re-entries (support does not end with securing employment but continues for 6 months)
- 86 jobs sustained which equates to 75% exceeding contract expectations
- 47 job entries (nearest competitor is on 31)

25%

Re-commission the 'work programme' as part of the Sheffield City Region deal to help those furthest from the labour market find work and deliver the Work and Health Unit trial (continued)

Work and Health Unit Trial (Working Win)

Working Win is delivered by South Yorkshire Housing across South Yorkshire and Bassetlaw. In October the referral window closes and the programme will have one year left during which it will continue to support those already on the Programme. Working Win also reports to Doncaster's Local Integration Board and in July reported the following update:



Referrals

- 685 randomized to trial in Doncaster

Outcomes

- 58 Job starts
- 32 jobs sustained
- 18 Education outcomes
- 13 Volunteering outcomes
- 12 job returns

Make good growth our watchword for economic development Employment and Health

Work to keep those with health issues in employment longer, improving health literacy and self management

The Be Well @ Work Award launched in February of this year. The programme offers support to organisations to improve health and wellbeing provision and ensure policies and procedures are conducive to employee wellbeing.

The programme not only offers accreditation to the healthy workplace award but also access to an independently carried out workplace health needs assessment. The document has assisted in gathering anonymous information about the health of a company's workforce and provided a baseline of data to track progress against.

It has helped employers to understand where to organise investment in staff health and well-being, especially beyond the basic legal health and safety requirements.

In addition to this, the programme hosts a monthly engagement calendar where organisations are invited along to learn best practice amongst a number of workplace related topics. Sessions run to date include:

- Workplace Health Champions Training
- Making Every Contact Count
- MSK in the Workforce- Supporting an ageing population
- Menopause Awareness
- Improving Leadership Skills
- Mitigating the Risk of Disability Discrimination
- Sleep Hygiene
- Mental Health Awareness
- Domestic Abuse Awareness
- Substance Misuse Awareness
- Cancer Awareness



Continue to help residents keep their homes warm by improving the energy efficiency of properties, ensuring access to welfare advice and helping residents find a cheaper energy tariff.

SYFR are currently seeking a referral route back into DMBC services (similar to the old Hotspots scheme) to enable referrals.

Since the launch of the Council's energy company in November 2017, over 6,500 supplies have switched to Great North Energy (GNE). A cheaper energy supply for these residents equates to at least £450,000 of savings. The promotion of GNE adds to a list of other services the Council is able to support residents with. These include:

The Public Health funded Boiler on Prescription scheme (aka Winter Warmth Project). The Neighbourhood Energy Action project; the Energy Company Obligation (ECO grant) and a variety of support services the Energy Team is able to refer to via a proactive (home visit) approach.

The introduction of the Council's local 'Flexible' grant criteria has enabled a further 479 households to access ECO insulation grants since March this year.



Use community assets to join up health, social care, education, skills and employment around the family. Extend both the Stronger families and Well North approaches to other groups and geographical areas in the Borough

SYFR have community rooms in Edlington (Currently being refurbished), Adwick, Dearne which partners can utilise to run sessions/meetings to support health, social care, education, skills and employment around the family, including fire safety.



Stronger Families is locally coordinated via the Communities Area teams in localities who also lead on the Community Led Support (CLS) and wider community engagement and capacity building work. Stronger Families ethos and principles have been fully adopted by the Complex Lives programme working with complex needs adults; it is also the basis of the new SLHD Tenancy Support Unit team. Stronger Families and Well North approaches are working with the localities prototype areas to test out ways of reducing demand on the front door by 'loosening' requirements for early and low level intervention. Under the Sheffield City Region, the Local Integration Board (LIB) has been working to improve the employment pathways and support for people with health issues to remain in work or return to work. More recently Doncaster has begun to implement the national DWP reducing Parental Conflict work, training local trainers and providing access to the training modules on line for all practitioners to access in order to help them be more confident in identifying and raising the issue with parents / couples.



Updates about previous recommendations

Improve healthy life expectancy through preventing disabilities

Include preventative approaches in all patient pathways and clinical services

SYFR make falls prevention referrals through our Safe and well checks.



SWYPT also run a stop smoking service from Adwick Community room looking to reintroduce referral pathways into stop smoking service

Plans for smoking cessation to be offered to all in patients well advanced.



Focus on 'Get Doncaster Moving' campaign to increase physical activity

A whole systems approach is being taken to address the stubborn challenge of inactivity in Doncaster. This includes utilising in-depth evidence and insight utilising a number of tools including systems mapping, COM-B behaviour change, ABCD and reframing. Progress over the last 12 months includes adoption of a Dance Strategy, establishment of 4 new community health walks, 14 Community Street Audits completed and 4 large active travel awareness raising events delivered. There has been 63 community sports clubs and 37 volunteers supported with the delivery of a programme of high profile cycling & rugby events.



Develop a 'Delicious Doncaster' approach to food and nutrition

The Good Food Doncaster Partnership continues to meet on a quarterly basis and is supported by Public Health and economic/business development teams in the council. This year the partnership has worked with Sustainable food cities and has joined as the 50th city in the Sustainable Food Cities network. Although charitable status has not been possible, the Partnership continues to work on the sustainable food agenda and this year work has included a workshop to review priorities and review the action plan; commissioning of a piece of work around food poverty which has complimented the action plan; a presence at the Sustainable food cities conference and wider networking with other areas including Leeds, Barnsley and Hull. In order to raise the profile of the group and the issues, the website has been reviewed and re-reported and presentations have been delivered at the Anti- poverty steering group in Doncaster and the regional food power group. The group has been working in partnership with the "Love Food Hate Waste" campaign in October to promote the waste agenda too. In addition links have been made with cook and eat projects, food banks and other local initiatives and the next tasks are to develop a food map and to look at any future projects including veg cities and connecting local food providers. The group is now seeking further membership from local businesses/groups and will continue to grow and identify some new areas for development for 2020.



Continue to reduce the negative impact of takeaways and fast food on health and air pollution by considering health in spatial planning and licensing approaches

Public Health has continued to work with Planning colleagues on the development of a Hot Food Takeaway Policy. This has been finalised and included in the draft Local Plan. The intention is that once approved there will be a restriction on any new hot food takeaways gaining planning permission in any area of Doncaster where year 6 childhood obesity levels are above 10%. In the meantime, the Director of Public Health submits an objection to any planning applications for hot food takeaway use.



Evaluate local approaches with South Yorkshire Fire and rescue to promote fire safety and address falls including enhanced home safety checks

We can demonstrate what Safe and Well referrals partnerships we currently have set up in Doncaster and we look and target gaps in key services.

Rose regeneration have undertaken independent evaluation of S&W visits which indicates that the social return of investment is £30 for every £1 invested.



Create, improve and protect mental wellbeing using the five ways to wellbeing to harness the role of arts, culture and physical activity, promote social connections and contribute to inclusive economic growth and the reduction of health inequalities.

The five ways to wellbeing model is embedded in the 'another way' public health campaign.



Doncaster Council and partners should sign the Prevention Concordat for Better Mental Health as an indication of support for the mental wellbeing of both Doncaster people and Doncaster employees.

Doncaster became a signatory to the Prevention Concordat for Better Mental Health, and a Better Mental Health (adults) Improvement Plan was endorsed by the Health and Wellbeing Board.



Updates about previous recommendations

Improve healthy life expectancy through preventing disabilities

Suicide is the biggest killer of men under 45 in the UK and today 16 people will take their own lives. That's why I'm keen that in Doncaster we pledge to become a zero suicide Borough and that we always ask twice when we're talking to people and asking about their mental health. This should be backed by rolling out Mental Health First Aid training across the Borough.

Doncaster Public Health team is supporting the Human Resources department at Doncaster Council, to pilot a mental health first aid scheme within the Council

Some SYFR Community Safety staff are trained in Mental Health First aid but this is not all CS staff.



Continue to deliver mental health service improvements across the life course with service users as identified by Overview and Scrutiny reviews including:

- a. improving the mental health of parents at the time of the birth of a new child**
- b. improving children and young people’s mental health by responding quicker to all requests for support**
- c. improving responses to crisis including better use of peer support**
- d. reducing the need for and use of Out of Area placements**

improve employment support for those with mental health issues to help them stay in work or return to work

<p>a. New perinatal mental health service under development</p>	
<p>b. Performance of children’s mental health service routinely assessed.</p>	
<p>c. Modernisation programme mobilisation is underway to include additional Crisis resolution, Home Treatment and alternative crisis resolution approaches. The latter includes a dedicated psychiatric decision unit to deliver assessment away from A&E in a more appropriate environment, it also includes a separate peer led crisis resolution and connection service to recognise and value a peer role as an alternative to statutory clinical provision. Doncaster will also achieve CORE 24 compliance for acute psychiatric liaison provision operating on DRI site with additional MH & Substance / Alcohol intervention operating within A&E and throughout the hospital site. Mobilisation will take place through November and December 2019.</p>	
<p>d. Very good progress has been made toward achievement of out of area placement for capacity (non-specialist) reasons. The national target is to eliminate capacity out of area placements by 2021. Current 90 day rolling performance is 25 days to the end of June 2019 compared to circa 450 days for the equivalent quarter at the commencement of the initiative. Access to capacity remains a risk but service investment in crisis modernisation should have a positive impact.</p>	



Doncaster Council

Report

Date: 05 March 2020

To the Chair members of Council

CORPORATE PLAN 2020-21

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

EXECUTIVE SUMMARY

1. The current Corporate Plan runs out at the end of 2019/20. An updated 2020/21 Corporate Plan is presented at **Annex 1** to provide clear direction for the work of the council for the next year. The new Corporate Plan summarises:
 - The Council’s contribution over the next year to the Doncaster Growing Together Plan (DGT) – the Borough Strategy.
 - How the Council will ensure it has the capacity to deliver DGT transformational priorities and quality services day in, day out.

2. The overall structure and format of the Corporate Plan has been retained from 2019-2020. The Corporate Plan is framed around the four DGT Themes and the cross-cutting ‘Connected Council’ Theme. The following changes have been made to reflect the latest priorities and significant budgetary challenges:
 - There is a clearer focus on the six imperatives that must guide our transformation work for a better borough. These are supported through new priorities and existing pieces of work.
 - The ‘Key priorities that our resources will support’ sections under each DGT Theme has been updated to capture the priorities identified as part of the 2020/21 service planning.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATION

- It is recommended that the Chair and members of Council approve the Corporate Plan 2020/21.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

- The Corporate Plan is the Council's key strategic document for directing its work towards achieving its purpose, to focus on the things that matter most to its citizens to create a better borough.

BACKGROUND

- The Corporate Plan forms the 'Plan' phase of the Council's annual 'Define and Deliver' improvement cycle:

PROCESS	STAGE	IMPROVEMENT CYCLE
State of the Borough Assessment	ANALYSE	
Updating and resourcing the Corporate Plan	PLAN	
Updating Delivery Programmes, Service Plans and staff Performance & Development Reviews	DO	
Performance monitoring and reporting	REVIEW	

- Over the past year since the last refresh of the Corporate Plan, the policy context to be integrated into the Corporate Plan has evolved significantly. On the 19 September 2019 Full Council declared a Climate and Biodiversity emergency. This was supported with the setting up and delivery of the Doncaster Local Commission on Climate and Biodiversity Crisis to advise the borough's response to this. The Commission, alongside the production of a new Environment Strategy, will help shape the agenda and local response to future sustainability.
- In October 2019, a refresh of the Doncaster Place Plan was developed by the Council and relevant partners. Delivery of the Plan is focused on a four-layered model:
 - Supporting communities
 - Developing a 'front door system'
 - Joining up care and support at home
 - Ensuring specialist services can be used more appropriately
- Team Doncaster has committed to a refresh of the DGT Borough Strategy in 2020. During Summer 2019, a borough-wide listening exercise 'Doncaster Talks' enabled 3,610 residents to inform the Council about the issues that matter the most to them. This has helped inform the direction of the Corporate Plan, and will help shape the development of the upcoming Borough Strategy.

UPDATED CORPORATE PLAN 2020-21

10. The Corporate Plan sets out the Council's contribution to the DGT Plan with a focus on the key deliverables for 2020/21. The overall tone of the 2020/21 Corporate Plan is more direct, with the Forward and Overview providing a clear focus and emphasis on the six imperatives that must guide our transformation work for a better Borough.
11. In light of the Climate and Biodiversity crisis, the Corporate Plan now places a heavy focus on sustainability as part of creating of a cleaner and greener Borough. This will help shape the new 10 year Doncaster Growing Together Plan and forms one of the six imperatives. The Corporate Plan outlines the other imperatives that will drive our work in 2020/21. These are creating Inclusive Growth across the Borough, focusing on Early Help and Prevention, developing a Lifelong Skills and Learning approach to support inclusive growth, but also the overall well-being of citizens, 'Keeping It Real' through understanding and responding to lived experiences and being 'Intelligence Led' by ensuring we make the most of our insight and intelligence in the decisions we make.
12. Under each of the imperatives, the Corporate Plan identifies the new priorities we will focus on and on-going key areas of work for 2020/21.
13. We have a clear plan to manage our resources in 2020/21, in response to the challenging fiscal environment. Despite this, working more commercially, utilising technology and taking new approaches to commissioning have enabled the Council to be fiscally responsible. Through our house building programme and by inwardly investing into businesses in Doncaster, we can grow income streams whilst supporting key actions to facilitate inclusive growth. This will help form part of our sustainable funding base. The Council is also working to maximise social value to improve the social, economic and environmental impact of procurement to the benefits of our residents.
14. Each of the four DGT Themes and the Connected Council Theme has a specific page in the Corporate Plan, which sets out the vision and outcomes for residents, areas for action, and key directorate priorities for 2020/21. The vision, outcomes and areas for action for each theme has been retained from the 2019/20 Plan. The plans and strategies that underpin each theme can be found on our council policy register and a new Policy & Strategy Toolkit will be brought forward to support greater consistency and alignment in our policymaking.
15. To ensure synergy between the DGT Themes, imperatives and directorate priorities, consultation was undertaken with the different Director Leadership team 'DLT' meetings as part of the service planning process. This has helped to update the 'Key priorities that our resources will support' sections on the DGT Theme pages.
16. Within the Learning Theme greater prominence is given to:
 - Developing opportunities for more people to access the skills for employment and better well-being.
 - Developing our plans for a 'University City'.

- Ensuring sufficient high quality education and care provision so children and young people have access in their local communities.
- Moving towards becoming the most child friendly borough in the country by ensuring the voice of children and young people are central to decision-making and service delivery.
- Ensuring that everyone engaged in supporting young people with special needs and disabilities are clear about their responsibilities.

17. Within the Working Theme greater prominence is given to:

- Creating the conditions for economic growth and maximising investment opportunities.
- Enabling people and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- Responding to the HS2 national review.
- Developing targeted programmes to grow our existing and potential industry specialisms outlined in our Inclusive Growth Strategy.
- Bringing forward our strategy for Anchor institutions and leveraging social value from inward investment.

18. Within the Living Theme greater prominence is given to:

- Embedding Sustainability into all that we do for a cleaner and greener borough, including supporting the work of the Local Commission on Climate Change and Biodiversity and bring forward a new environment strategy.
- Creating the conditions for healthy behaviours.
- Developing a new strategic approach to housing including a five year Council house build programme.
- Embedding arts and culture into our approach to well-being and economic growth.
- Growing inclusion by helping people already getting social care support to build better lives.

19. Within the Caring Theme greater prominence is given to:

- Enabling people to be independent, safe and well and when services are need they are provided to a good standard.
- Targeting prevention to build resilience with people and places.
- Supporting families to be resilient and to access services early when needed.
- Thinking local to improve our connections with communities and partners to help joint working.
- Using technology to connect people more easily.
- Charging fairly by using personal, timely and clear processes.

20. Within the Connected Council Theme greater prominence is given to:

- Developing and implementing our 'Locality Working' approach.
- Supporting the partnership to develop a new 10 year Borough Strategy to 2030.
- Work to maximise our agreed South Yorkshire Devolution deal and

- continue working towards a wider one Yorkshire approach.
- Better understanding of our people and places and building this into our insight, policy and decision making.
- Developing an integrated commissioning function across all services.
- Further developing our Digital Strategy to support modern, accessible customer interactions.

OPTIONS CONSIDERED

21. Three main options were considered for the updated Corporate Plan:
- A plan that focuses on the internal 'Connect Council' components service standards and capacity to deliver DGT.
 - A detailed plan, which reflects the breadth and depth of the council PMF/Quarterly Monitoring report.
 - A high level plan, which reflects the breadth of the Council PMF, picking out key, focuses for the 2020/21 year – but which signposts to further detail.

REASONS FOR RECOMMENDED OPTION

22. Option 'c' is the recommended option as this provides a Corporate Plan that:
- Dovetails with DGT and sets out the Council's contributions to it over the next year across the themes, without duplicating the detail of what is already happening across the DGT Programmes.
 - Sets out how the Council will ensure it has the capacity to deliver its DGT transformational priorities and quality services day in, day out.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

23.

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>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</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 	<p>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>

<ul style="list-style-type: none"> • 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>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</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>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</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>The Corporate Plan is the key document for focusing the Council's attention on these priorities and ensuring it has the capacity to deliver its contribution towards them.</p>

RISKS AND ASSUMPTIONS

24. There is a risk that the priorities in the Corporate Plan do not drive the Council's activity and resource allocation. This is mitigated by:
- DGT Governance arrangements, including partnership boards and sub-boards with clear accountabilities, and quality assurance arrangements.
 - An improved Council PMF, including quarterly corporate reporting which combines progress in delivering the DGT and Connected Council priorities in the Corporate Plan and the latest council financial position.
25. As the Corporate Plan does not detail all the legal duties and objectives of the Council, there is a risk that the performance management process will not highlight all areas of underperformance. To reduce the likelihood of this happening, Service Plans will capture Directorate objectives which may be escalated to the quarterly corporate reporting level is appropriate.

LEGAL IMPLICATIONS [SF 23.01.20]

26. Although there are no specific legal implications arising out of the report, the programmes of activity which will deliver the Corporate Plan and the related programmes will require specific and detailed legal advice and in some instances further approvals as they develop further and move towards delivery. The Corporate Plan forms part of the budgetary and policy framework and must also be approved by Full Council.

FINANCIAL IMPLICATIONS [MS 16.01.20]

27. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2020/21 budget reports that will be considered by Council in March 2020. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

HUMAN RESOURCES IMPLICATIONS [RH 21.01.20]

28. There are no specific HR implications arising from this report however there may be HR implications within specific projects arising from the corporate plan objectives; these will be included in the appropriate individual reports.

TECHNOLOGY IMPLICATIONS [PW 20.01.20]

29. Technology is an essential enabler to support the delivery of all services together with the imperatives and key priorities outlined in the updated Corporate Plan. In particular 'developing our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement'. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. New technology requirements to support the key priorities will be considered by the Council's Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

HEALTH IMPLICATIONS [RS 16.01.20]

30. Health and inequalities in the pattern of health are caused by a range of different factors: socio-economic factors e.g. the availability of work, education, income housing and amenities; lifestyle and health-related behaviours e.g. smoking, diet, and physical activity; healthcare factors e.g. access to services, understanding the needs of the population; and personal factors e.g. age, gender, ethnicity, and genetics. All of these factors contribute to the likelihood that an individual will develop ill health. One of the best ways of describing the relative contribution of these factors is the Robert Wood Johnson Foundation work which estimates the contribution of each factor. The figure below outlines these contributions:

Health behaviours 30%	Socioeconomic factors 40%	Clinical care 20%	Built environment 10%
Smoking 10%	Education 10%	Access to care 10%	Environmental 5%
Diet/exercise 10%	Employment 10%	Quality of care 10%	Built environment 5%
Alcohol use 5%	Income 10%		
Poor sexual health 5%	Family/social support 5%		
	Community safety 5%		

Source: Robert Wood Johnson Foundation and University of Wisconsin Population Health Institute.
Used in US to rank counties by health status

31. Local authorities can play a significant part in creating health and addressing unequal patterns of illness. The Corporate Plan plays a key role in setting the conditions to improve health and reduce inequality. The Corporate Plan and service priorities for 2020/21 are both informed by current health outcomes and use health outcomes to monitor impact. It will be essential that the 'Review' phase of Council's annual 'Define and Deliver' improvement cycle monitors progress in terms of creating health and assures that inequalities in patterns of illness are not increased. On-going vigilance and attention to these issues should be a key component in the successful delivery of the new Corporate Plan. The public health function within the council can provide on-going support and advice in this area.

EQUALITY IMPLICATIONS [AW 15.01.20]

32. In line with the corporate approach to compliance against the Equality Act 2010, due regard must be shown across all activity within the Council. As the Corporate Plan brings together key plans and delivery programmes that are already shaping how we work a due regard statement is not required. However as the individual components and programmes that underpin the Plan become further developed, due regard statements will need to be completed and reported as and when appropriate. The Corporate Plan includes Equalities, Diversity and Inclusion objectives, which form part of the Council's quarterly monitoring process.

CONSULTATION

33. Consultation on the updated Corporate Plan document is summarised below:

- DLT's: Early January 2020
- Directors: 13.01.20
- Directors: 20.01.20
- Executive Board 28.01.2020
- OSMC 06.02.2020
- Cabinet 04.03.20
- Full Council: 05.03.20

BACKGROUND PAPERS

34. Letter of support from OSMC (**Annex 2**)

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Doncaster
Council

Corporate Plan 2020-21

Doncaster – growing together

Foreword by: Ros Jones, Mayor of Doncaster & Damien Allen, CEO

Doncaster is a huge and diverse **'place of places'** – most of its 226 square miles are rural, but the town centre is complemented by large, distinctive former mining settlements, historic market towns. Our priorities for the borough and how we deliver them must be grounded in this variety, as well as in our combined strengths, shared challenges and opportunities.

Actions taken now by the council and its partners have the **power to improve the lives** of residents people for **generations to come**, for example through the homes provided, community strengths nurtured, public transport made available, skills developed and how we reform public services.

The impact of greenhouse gas emissions on **climate change** also starkly demonstrates how previous local, national and global priorities can have profoundly damaging consequences. Doncaster has declared a **climate change and biodiversity emergency** and established a Local Commission to advise on how we achieve net zero emissions.

Crucially, the **low carbon transition** also provides major **opportunities** to improve well-being by, for example reducing energy costs and creating well-paid green-tech jobs.

Digitisation, globalisation, an ageing population and growing inequalities also demand radical new approaches to deliver lasting social, economic and environmental improvements.

Therefore, embedding longer-term **sustainability** into all that we do is a council imperative – and will shape a new 10 year Borough Strategy. This drive to be a **cleaner and greener** borough will include reviewing and improve our Environmental and Street-scene services.

The **2019 State of the Borough** assessment report highlights record levels of employment and investment, supported by a borough-wide portfolio of development projects. **Wage rates** have increased by 10% over the past 2 years which is a strong basis for improving living standards. However, too many residents are still not feeling the benefit of this success, which requires a renewed focus on building a **fair and inclusive borough**.

The agreement of a **South Yorkshire devolution deal** in January 2020 will unlock significant investment for Doncaster and we will also maximise the investment available from Town Deals and the Shared Prosperity Fund. A **Yorkshire wide devolution deal** remains the ultimate goal to deliver thousands of new jobs and homes, infrastructure and a public transport system to transform Doncaster into a **vibrant networked city**. Work to establish a Yorkshire Committee is already underway.

We must continue to support the creation of **well-paid jobs in high-value industries**, including engineering, creative, and digital, whilst ensuring our 'every-day economy' has the skilled workers it needs, particularly in health and social care.

A **University Technical College** will open in 2020 which is part of our **University City** ambitions to strengthen and diversify skills provision and the routes to work. The recently launched **Opportunities Doncaster** brings education and business together to raise awareness of the different careers and education pathways.

We have made positive progress in **early years education** and **GCSEs**, but we need to significantly improve skills at Level 3. A new **Education and Skills Strategy** will be launched in 2020 to focus our efforts on transforming lifelong learning and skills in Doncaster.

In 2020, a new cinema and a new library and museum will open in the Civic and Cultural Quarter and Doncaster is developing a dynamic **collaborative arts programme** to improve well-being.

Through major events like the **Tour de Yorkshire** and the cycling world championships, we continue to create a place where people enjoy spending time and support the promotion of **physical activity**.

House building remains strong and a **new strategic approach** to housing will enable the council to deliver an ambitious programme of new affordable council houses over a 10 year period. Levels of **homelessness** are lower than the England average and we will continue to work together to ensure nobody needs to sleep rough on our streets.

By integrating **health and care services** we are ensuring residents benefit from co-ordinated care and support, and where possible are more able to look after their own health and well-being. New **locality-based models** of support focus on early help and valuing the resources and knowledge in communities. Good progress has been made in enabling older people to **live independently** and it is encouraging that the long-term trend shows an improvement in **healthy life expectancy**.

The 3,610 residents who contributed to the '**Doncaster Talks**' consultation provided compelling feedback on the issues that matter most to them and should be borough priorities – including the environment, crime and ASB, public transport and support for community activities.

To deliver effective services and our broader **place-shaping role**, the council needs to be fit for the future. We have clear plans to **manage our resources** in 2020/21, despite reduced government funding, rising demand for services and increasing costs. However, we will have to make further difficult decisions about how services are delivered and funded.

Over the next year, the **One Council programme** will provide clarity about the type of organisation we should be and the capabilities, behaviour, technology and approaches needed. The devastation caused by the **2019 floods** remind us that our work must be **rooted in communities** and focussed on residents' lived experiences. The flood recovery will continue during 2020/21 and we will develop plans to improve the borough's **future resilience** to other major events.

With our growing **track record of delivery** and the transformational **opportunities** within our grasp, we must now set the borough on a path to a **sustainable and inclusive** step-change in well-being.

It has never been more possible.

Overview

This Corporate Plan summarises:

- The council's contribution over the next year to the Doncaster Growing Together (DGT) plan – the Borough Strategy for Team Doncaster.
- The overall quality of life improvements the council will contribute to, including those relating to Equality, Diversity and Inclusion.
- How the council will ensure it delivers quality services - as measured by service standards.

Priority Themes

This Corporate Plan is framed around the same four themes as the DGT Plan, with the addition of a fifth 'Connected Council' theme:

THEME	VISION
Doncaster Learning	Learning that prepares all young people and adults for a life that is fulfilling
Doncaster Working	More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future
Doncaster Living	Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time
Doncaster Caring	A borough that cares together for its most vulnerable residents
Connected Council	A Connected Council, ready for the future

Resources

The council continues to face the **significant challenge of setting a balanced budget** with reducing funding, rising demand for services and increasing costs (e.g. inflation), whilst continuing to invest in the borough and protect the most vulnerable in our communities. The overall funding gap is £17.7m across 2020/21, 2021/22 and 2022/23. The unprecedented set of cuts and pressures faced required managers and service areas to deliver savings of £148.3m over the 5 year period 2014/15 to 2018/19 and a further £35.9m over the period 2019/20 to 2022/23.

Despite continued budget constraints, we have a clear plan to manage our resources in 2020/21 and a robust and balanced **gross revenue budget of £490.1m** is expected to be in place for 2020/21. The savings proposals and budget framework that have enabled this budget to be set are based on the Corporate Plan's six imperatives. Many of the savings proposed in the budget are a result of working more commercially, utilising technology and taking new approaches to commissioning. For example, the budget proposals include re-tendering the homelessness and substance misuse service and Healthwatch contracts; technology investments to deliver cost savings, such as chatbots to assist with customer enquiries and other savings from digital ways of working; and a more commercial approach through investments in properties and the Yorkshire Purchasing Organisation.

As well as funding high quality services for residents, the council will **continue to invest in the future of the borough** with £112.1m of capital spending estimated for 2020/21. This is part of an overall package of £307.8m of investment to 2022/23 to stimulate growth and prosperity. Residents across Doncaster will benefit from investment in projects to further improve education, housing, infrastructure, retail, leisure and culture,

as well as attracting investors and visitors to the borough. Wherever possible, we will spend our money locally to support local businesses and organisations, and create **social value** to maximise the social, economic and environmental impact of procurement to the benefits of our residents.

The council's services are delivered through people, directly and indirectly, and by far the largest element of investment is connected with the cost of employing and developing staff. The satisfaction of our customers, our efficiency and overall performance depend on **our workforce's skills, abilities, behaviour** and motivation in modernising services and changing the way it works to meet customer needs.

Imperatives & Approach

Six imperatives are the focus for our transformation work:

1. **Sustainability** - to become a cleaner and greener Borough with net zero greenhouse gas emissions.
2. **Inclusive Growth** - particularly ensuring local people can access economic opportunities.
3. **Early intervention & Prevention** - through locality working which harnesses community strengths and targets services to where they are needed most.
4. **Lifelong Learning & Skills** - for inclusive growth and the overall well-being of residents.
5. **'Keeping It Real'** - understanding and responding to the lived experience of residents and communities.
6. **'Intelligence Led'** - ensuring we make the most of the insight and intelligence we have in the decisions we make.

To drive the delivery of the **DGT Plan** Team Doncaster has:

- Governance arrangements that include partnership boards and sub-boards with clear accountabilities.
- A programme management approach to the day-to-day delivery of priorities.
- Quality of life indicators to measure overall success.
- Set a timetable to refresh the Borough Strategy by Summer 2020.

The **Council's performance management framework** captures:

- The Council's progress in delivering the DGT Programmes (or parts of) it is responsible for.
- The latest data for the DGT quality of life indicators.
- Service Standards - reflecting what the council needs to do well, day in, day out.
- An effective performance and development scheme linked to a corporate skills framework.
- Equalities, Diversity and Inclusion objectives.
- Progress in quarterly monitoring reports to the Council's leadership.

A new **council policy register** provides a single place to access the key plans and strategies that underpin all our work. We will bring forward a Policy & Strategy Toolkit to support greater consistency and alignment in our policymaking

Corporate Plan 2020/21 – Delivering Our Imperatives

Imperative	We will prioritise new work to....	We will continue to....
1. Sustainability	<p>Embed Sustainability into all that we do for a cleaner and greener borough, in particular:</p> <ul style="list-style-type: none"> Respond to our Local Climate Commission recommendations. Develop a One Catchment approach to flooding resilience and implement our Flooding Recovery Plans. Bring forward a new Borough and Environment Strategy 	Review and improve our Environmental and Street-scene services we deliver.
2. Inclusive Growth	<p>Develop a new strategic approach to housing including a ten year Council house build programme</p> <p>Create the conditions for good economic growth in particular by:</p> <ul style="list-style-type: none"> Developing our place narrative - reflecting the potential of Doncaster's town centre, principal towns and major projects. Maximising the investment available, e.g. from Future High Street Fund, Town Deals, the Shared Prosperity Fund and the Sheffield City Region. 	<p>Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.</p> <p>Embed arts, heritage and culture into our approach to well-being and economic growth.</p>
3. Early Intervention & Prevention	Develop and Implement our 'Locality Working' approach (OC).	<p>Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.</p> <p>Support families to be resilient and access services early when needed.</p> <p>Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.</p>
4. Lifelong Learning & Skills	Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being .	Continually develop our workforce with the skills necessary to deliver in an ever-changing environment (OC).
5. 'Keeping It Real'	<p>Better understand our people and places and build this into our insight, policy and decision making.</p> <p>Operate within our resources and deliver value for money (OC).</p>	<p>Continue to develop closer collaborative working with the police to reduce crime and ASB.</p> <p>Build a fair and inclusive Borough that celebrates equality and diversity.</p>
6. 'Intelligence Led'	Develop an integrated commissioning function across all services (OC).	Develop our technology to support modern, accessible customer interactions and act as a catalyst for cross council service improvement (OC).

Key: OC = One Council

Learning

Learning that prepares all young people and adults for a life that is fulfilling.

How we want to make life better for residents

- More young people are equipped to access employment, training and higher education.
- More young people are ready for school.
- More people are learning throughout their lives and have the skills to access work.
- More young people do well in school.
- Pupil attendance and behaviour of disadvantaged young people is improved.
- Greater work readiness of all children and young people particularly for disadvantaged young people.
- More young people from BME backgrounds as well as people with a disability do well at school.

What the Council needs to do well

- Support schools and early year's settings to provide good or excellent provision.
- Ensure Education, Health and Care plans are issued quickly and effectively.
- Ensure as many children as possible gain entrance to their first choice school placement.

Key priorities that our resources will support in 20-21

We will:

- Develop opportunities for more people to access skills that open pathways to employment and a better sense of well-being.
- Develop our plans for a 'University City' that will enhance the Higher Education Offer across the Borough.
- Ensure that there is sufficient high quality education and care provision in all phases and sectors to enable all children and young people to access good provision within their local communities and enable them to achieve their full potential irrespective of disadvantage.
- Ensure that everyone engaged in supporting young people with special needs and disabilities are clear about their responsibilities and are supported and challenged to deliver them in line with the principles of early intervention and the graduated response to need.
- Have an agreed set of commissioning principles across the borough.
- Ensure that families have access to high quality advice and guidance through the Family Information Service
- As we move towards fulfilling our ambition of becoming the most child friendly borough in the country, we will ensure the voice of children and young people is central to all our decision-making and delivery of all our services. This will be delivered through the implementation of Participation Standards and the Child Friendly Doncaster Framework.

Working

More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future.

How we want to make life better for residents

- Doncaster's economy is more productive.
- More people are employed in good quality jobs.
- Wages increase for Doncaster residents.
- The number of businesses in Doncaster increases and more of them export.
- More people are in sustained work.
- More quality jobs are created in the local economy.
- More people in Doncaster are completing good quality apprenticeships.
- Fewer people claim out of work benefits, including Universal Credit.
- More care leavers enter employment, education or training.
- The number of people from BME communities that take up apprenticeship opportunities in Doncaster increases.
- The gap in female employment and the female wage rate reduces within the organisations in Doncaster that we can influence.

What the Council needs to do well

- Process planning applications quickly and appropriately.
- Market the borough as a good place to live, work and visit.
- Encourage and support inward investment opportunities in the borough, targeting key employment sectors.

Key priorities that our resources will support in 20-21

We will:

- Create the conditions for economic growth and maximise investment for example by developing our town fund investment plans for Stainforth and Town Centre and taking forward our proposals under the Future high Street Fund.
- Enable people and businesses to enjoy improved prosperity by participating in a growing and productive economy.
- Deliver on-going development projects and develop the investment pipeline, in particular:
 - Urban Centre Masterplan¹
 - Integrated and sustainable transport, active travel and Smart Cities
 - DN7 Unity and the wider northern growth corridor (e.g. A1-A19 link)
 - Improving digital and transport connectivity across the borough
- Respond to the HS2 national review and the impact within the borough.
- Market the borough to investors and visitors and take destination management to the next level.
- Continue to lobby and work with government to develop a new train station at the airport.
- Develop targeted programmes to grow our existing/potential industry specialisms: Engineering & Technology; Digital & Creative; Future Mobility and Advanced Materials (e.g. for manufacturing).
- Direct business support resources to growth opportunities and challenges, including accessing new export markets and supply chains.
- Provide support for employment, recruitment and in-work progression including those with the poorest health, for example the Working Win - Health-Led Employment Trial
- Respond to the challenges of Brexit and assess the impacts on the borough and its economy.
- Bring forward our strategy for Anchor institutions and leverage social value from inward investment.

Living

¹ <http://www.doncaster.gov.uk/services/planning/doncaster-town-centre-masterplan>

Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time.

How we want to make life better for residents

- More homes are built and fewer people are homeless or in unsuitable accommodation.
- More people are physically active.
- More people feel safe in their community.
- Healthy life expectancy in Doncaster improves.
- Our natural environment is enhanced and protected.
- Fewer children in poverty.
- People take part and enjoy great cultural experiences.
- Care leavers have a good place to live with the support they need.
- The inequalities of health outcomes of BME populations reduce.
- More people are supported to take up opportunities to get involved in community life.

What the Council needs to do well

- Support more people to recycle.
- Encourage and educate people on road safety.
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly tips.
- Make sure we cut grass when we say we will.
- Maintain the roads to appropriate standards across the borough.
- Deal with dangerous/nuisance trees when we know about them.
- Deal with housing hazards, resolving any issues quickly.
- Encourage more people to take up NHS health checks.

Key priorities that our resources will support in 20-21

We will:

- Create conditions for healthy behaviours and in particular deliver the Get Doncaster Moving whole system approach to address physical inactivity.

- Review and improve our Environmental and Street-scene services we deliver
- Embed arts, heritage and culture into our approach to well-being and economic growth, including opening the new library and museum and raising the profile of quality cultural opportunities and major events.
- Develop a new strategic approach to housing including a five-year Council house build programme, by delivering homes and providing housing related support especially to those who need it most.
- Embed sustainability into all that we do for a cleaner and greener borough
- Support the reduction of crime, reoffending, domestic abuse and ASB
- The Local Plan² is developed to facilitate Doncaster's economic, housing and population growth in a sustainable way.
- Consider the impacts on health in our key planning, licensing and environmental decisions.
- Help People Feel Safe through focused work with vulnerable individuals and with affected communities
- Support the partnership to reduce the impacts of poverty
- Building Better Lives with people already known to social care or community teams
- Create vibrant town centre(s) that people want to visit, work and live in.
- Support and respond to the work of the Local Commission on Climate change and biodiversity by bringing forward a new environment strategy for the Borough.
- Explore a single technology solution that will help us report and understand places across the borough better.

Caring

A borough that cares together for its most vulnerable residents

How we want to make life better for residents

² <http://www.doncaster.gov.uk/services/planning/local-plan>

- Fewer children and adults require health and social care services and vulnerable people are safe.
- More people remain healthy and independent for longer with fewer people that are socially isolated.
- The number of preventable deaths reduces.
- Fewer people are delayed from leaving hospital.
- People in end of life care die in a place of their choosing.

What the Council needs to do well

- Work with communities to improve people's well-being
- Respond to need quickly and appropriately, keeping people safe
- Support more people with disabilities into work.
- Make information about services easier to access.
- Support people to live well at home for as long as possible.
- Reduce the amount of repeat referrals, specifically for children's care.
- Support families to access free childcare entitlements.
- Support more residential homes to be rated good or better.

- Support families to be resilient and access services early when needed supporting child and family development, encouraging self-care and build resilience through whole family working.
- Target prevention to build resilience with people and places most at risk of escalating needs
- Prioritising 'Home First' by working with NHS Partners so people spend less time in urgent care
- Improving Quality and Value by ensuring timely access to individually tailored services
- Act Personal using a clearer practice framework so our actions always reflect our principles
- Think Local to improve our connections with communities and partners to help joint working

Key priorities that our resources will support in 20-21

We will:

- Develop and Implement our 'Locality Working' approach involving whole family multi agency integrated working
- Enable people to be independent, safe and well and when services are needed, ensure they are provided to a good standard.

Connected Council

A connected council – ready for the future.

What the Council needs to do well

- Respond to our customers quickly, focusing on a quality customer experience.
- Process Housing and Council Tax queries quickly and appropriately.
- Ensure more people can access Council services digitally.
- Collect Council Tax and Business Rates effectively.
- Be an open and inclusive employer that champions diversity
- Wherever possible spend our money locally.
- Support employees to improve performance, engagement and attendance.
- Provide expert advice for all aspects of council business.

- Operate within our resources by continuing with disciplined financial monitoring and refreshing our Medium Term Financial Strategy and budget planning for 2021/22
- With the support of a new Digital Strategy, further develop our technology to support modern, accessible customer interactions and to connect people with new forms of support and with each other
- Develop an integrated commissioning function across all services
- Better understand our people and places and build this into our insight, policy and decision making
 - Ensure we have a consistent approach to policy development and implementation across the organisation
 - Develop a stronger base of intelligence that integrates new opportunities for research informing the key decisions we make.
- Work to maximise our agreed South Yorkshire Devolution deal and continue to explore a wider Yorkshire approach.
- Provide leadership to ensure the public sector provides a joint up response to the changes arising from leaving the EU
- Deliver our partnership priorities, particularly the actions in the Inclusive Growth and Community Engagement Strategies
- With the support of a revised communications and engagement strategy, continue to develop and embed effective communications with all stakeholders and increase the ability to give the right information in the right way at the right time
- Improve the ‘front-door’ service experience of residents by simplifying our co-ordination, providing more continuity and less hand-offs.
- Embed and promote the delivery of social value commitments with the Council’s procurement and contracting activities
- Manage our corporate assets effectively to support service delivery
- Support the partnership to develop a new 10 year Borough Strategy to 2030 setting out the priorities over the long term.

Key priorities that our resources will support in 20-21

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We will:
Continue the implementation of the Workforce Strategy that equips staff with the right skills and behaviours to deliver and commission good quality services, underpinned by high standards of leadership and partnership working

Glossary of Terms

ASB

Anti-Social Behaviour

BME

Black and Minority Ethnic

Complex Lives

Integrated partnership team that works to support a cohort of people who have complex needs including addiction, mental health, domestic abuse and rough sleeping.

Devolution Deal

A deal between the Government and a region to transfer powers and funding to improve local quality of life.

Digitisation

The process of converting information from a physical format into a digital one

DN7 Unity

642ha regeneration and housing site adjacent to J5 of M18.

Globalisation

The process by which businesses or other organisations develop international influence or start operating on an international scale.

HS2

High Speed Rail Two (proposed route through Doncaster).

SEND

Special educational needs and disability

Smart Cities

A Smart City uses information and communication technologies and other means to improve quality of life, for example relating to public safety to health and transportation.

Social Mobility

Social mobility is the movement of an individual or group from one social position to another over time.

Social Value

Term that describes how public bodies should consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Supply chains

Networks of individuals, organisations, resources, activities and technology involved in the creation and sale of a product or service.



Doncaster
Council

Councillor Jane Kidd
Wheatley Hill and Intake Ward

Tel: 07954428726
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7th February, 2020

Mayor Ros Jones
Floor 4, Civic Office
Waterdale
Doncaster
DN1 3BU

Dear Ros,

CORPORATE PLAN 2020-21 UPDATE

The Overview and Scrutiny Management Committee held a meeting on the 6th February, 2020 to consider the updated 2020/21 Corporate Plan. I am pleased to confirm that Members supported the plan ahead of it being presented to Full Council on 5th March, 2020.

The Committee expressed the wish during discussion to assist and support the Executive with delivery of the Corporate Plan Imperatives and therefore, requested that the Executive give consideration to providing possible areas for review for Overview and Scrutiny to undertake during its 2020/21 Work Plan.

I would like to take this opportunity to thank Allan Wiltshire, Head of Policy and Partnerships, for outlining in detail the information contained in the Corporate Plan.

To conclude I would be grateful for a response by Monday 9th March, prior to Scrutiny agreeing its work plan for next year.

Kind regards,

Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

cc OSMC Members
Cabinet Members
Damian Allen, Chief Executive
Debbie Hogg - Director of Corporate Resources
Allan Wiltshire, Head of Policy and Partnerships

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Doncaster Council

Date: 5th March, 2020

To the Chair and Members of
COUNCIL

CAPITAL STRATEGY AND CAPITAL BUDGET 2020/21 – 2023/24

EXECUTIVE SUMMARY

Capital Strategy

1. The Capital Strategy outlines the principles and decision making process involved when approving new bids and the monitoring of Doncaster Council's capital programme. The aim is to contribute to the achievement of the Council's priorities and objectives, through the regeneration of the borough, improved infrastructure, improved efficiency and effective operation of services. This is to be delivered via an affordable programme of capital investment consistent with the Council's financial strategy.
2. The Capital and Major Projects Board (CAMP Board) was established during the year and has a cross directorate membership. CAMP Board has the purpose of scrutinising and prioritising the capital bids received during the budget setting process.
3. The Council needs to change the way it funds its capital programme. Funding of the current programme relies largely upon capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. The disposals programme is also decreasing in size so the level of capital receipts available in the future will greatly diminish.
4. Due to the lack of capital receipts there will be greater borrowing requirements to fund the capital programme in the future. This will create a requirement for increased revenue budget to pay for the cost of borrowing. There is more information within the Capital Strategy and paragraphs 29 to 34.
5. The Capital Strategy is set out in paragraphs 38 to 76; this has been used to produce the Capital Budget Proposals set out in paragraphs 15 to 37.

Capital Programme Budget Proposal

6. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £307.8m of capital investment over 2020/21 to 2023/24 that will continue to stimulate growth and prosperity, with £112.1m of spend estimated for 2020/21. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture, as well as attracting investors and visitors to the Borough. Prime examples of this investment are the new Central Library and Museum, DN7 Hatfield Link Road and the construction of a new Special School.

7. £133.9m will be invested in the Councils social housing stock over the next four years. This will include maintenance, adaptations and the start of a 10-year new build programme. It is estimated that 560 new homes will be built over 10 years with an overall budget of £100m. This investment will be the largest council house investment in Doncaster for many years.
8. The additional bids received which are to be taken into consideration for inclusion in the capital programme total £20.7m with £13.2m in 2020/21.
9. The existing capital programme and new bids where financing is in place for the four years 2020/21 to 2023/24 is detailed in Appendices 1a to 1e and the paragraphs below. There is also further information on some of the schemes that will have wide-ranging benefits for Doncaster.
10. In the following sections, unless stated otherwise, the value for 2020/21 is shown first and then the total for the four-year programme is in brackets (2020/21 to 2023/24).

EXEMPT REPORT

11. This report is not exempt.

RECOMMENDATIONS

12. Council to approve: -
 - a. The Capital Strategy at paragraphs 38 to 76;
 - b. Capital Programme Budget for 2020/21 to 2023/24 at paragraphs 15 to 37;
 - c. Directors in consultation with the portfolio holder take responsibility for agreeing any significant changes to the Schools Condition Programme and the Local Transport Plan funding and that they are agreed in consultation with the relevant Portfolio Holder; and
 - d. Note that capital bids will be approved as in year additions to the capital programme in line with the Council's financial procedure rules.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

13. 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. Work will also continue on the new Central Library and Museum an iconic 21st century building, which will transform how library and heritage resources are provided in the borough.

BACKGROUND

14. Capital spending is something that is bought or built that generally lasts more than one year, such as a road or building. Most capital funding is allocated for spending on specific projects. Capital spending is different from revenue spending, which covers the day-to-day costs of running council services but capital investment can assist the revenue budget by helping to reduce running costs by providing more efficient facilities and equipment.

Capital Programme Summary

15. The current Capital Programme includes £307.8m of capital investment over 2020/21 to 2023/24, with £112.1m in 2020/21. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults, Health and Well-Being	6.275	4.829	4.652	4.665	20.421
Corporate Resources	23.271	13.098	12.905	12.850	62.124
Learning and Opportunities – Children and Young People	17.498	4.814	4.435	0.255	27.002
Economy and Environment	65.068	44.918	50.448	37.818	198.252
Total	112.112	67.659	72.440	55.588	307.799

16. The value of capital bids received as part of budget setting that require funding from council resources (capital receipts and borrowing) are set out in the table below. The CAMP board has reviewed all the bids received. Due to the shortfall of capital receipts, these bids will have to be funded by borrowing. Due to the associated costs of borrowing impacting upon the revenue budget no bids will be put forward for approval until it is decided what level of borrowing is affordable: -

Directorate	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Adults, Health and Well-Being	2.615	0.000	0.000	0.000	2.615
Corporate Resources	2.025	0.317	0.887	0.00	3.229
Economy and Environment	8.576	3.253	2.800	0.200	14.829
Total	13.216	3.570	3.687	0.200	20.673

17. Additional budget of £0.50m will be allocated in the revenue budget for the additional cost of borrowing. Based on an average asset life of 20 years and interest rate of 2.75%, £6.45m of the capital bids received could be funded. An affordable borrowing block budget will be put in place and a process for allocating it to the prioritised bids will be established through the CAMP Board.
18. In addition to the borrowing block budget there may be Service Transformation Fund available that could be used to finance some of the capital bids. If made available this funding will be used in line with the borrowing block budget and will be allocated through the CAMP Board.
19. The CAMP Board will undertake further review and analysis of the bids in conjunction with relevant portfolio holders in order to get a better understanding of the relative importance of each bid.

Economy and Environment

20. The programme managed by this Directorate is the largest part of the Council's budget in terms of project numbers and value at an estimated total investment of £65.1m in 2020/21 (£198.3m), a further analysis is provided in Appendix 1e of the Appendix pack.
21. Bids totalling £8.6m (£14.8m) were received during budget setting for this Directorate that would need to be funded with council resources.

Development

- a. **New Central Library and Museum** – £0.5m 2020/21 – £15.7m for the overall programme including 2018/19. A new, combined Central Library, 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, etc.). The building work started in late 2018 on the site of the former Girls' School on Waterdale, adjacent to the Civic Office and is scheduled for completion in August 2020. The building will contribute to wide-ranging skills, economic, and learning-related outcomes for Doncaster's residents.
- b. **Civic and Cultural Quarter (CCQ) Cinema Infrastructure** - £3.0m 2020/21 (funded from borrowing) – £10.6m for the overall project from 2019/20. CCQ cinema development with the Council acting as landowner, funder, developer and landlord of the completed development. The CCQ project seeks to regenerate the area around the Cast Theatre to increase footfall and attract further investment. The project aims to make the area more accessible and in turn attractive to occupiers, developers and investors, further assisting our aims of securing further jobs and Gross Value Added (GVA) to this part of the region. This development land will be more effectively connected to the core CCQ uses delivered in earlier phases (Cast Theatre and Civic Office) and offer the potential to accommodate up to 47,882 sqm (515,000 sqft) of mixed use development incorporating retail, office and residential uses. The improved connectivity to these sites provided by the proposed public realm and infrastructure works will increase the attractiveness of these plots to investors for further commercial and residential development, in turn continuing the momentum achieved to date within the core CCQ area.

In tandem with the public realm and infrastructure works, the associated delivery of the new cinema (6 screens) and family restaurants (5) will lever in £7.8m of finance, providing 102 new jobs, adding to local employment opportunities for Doncaster and the wider City Region. Once completed it will create an annual rent, generate additional business rates and an enhanced CCQ leisure offer. The site is due to open May 2020.

- c. **DN7 Unity Hatfield Link Road** - £4.6m 2020/21 (funded from Council resources, Sheffield City Region grant and developer contributions) – £17.6m for the overall project from 2017/18. 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 Link Road is due to be completed in late 2020.
- d. **A630 Westmoor Link** - £0.4m 2020/21 – £10.7m for the overall project from 2017/18. This scheme sets out to deliver infrastructure improvements, including high capacity junctions and removal of a classified arterial route pinch point by widening a narrow railway overbridge over the A18. This scheme future-proofs infrastructure so that it is able to accommodate a number of planned developments in the area. This will cater for identified developments delivering 3,383 houses and 227,328 sqm of commercial development.

Asset protection dialogue has already commenced with Network Rail. Construction to be completed 2020/21.

- e. **Transport IT programmes** - £1.3m in 2020/21 (LTP) for a range of schemes relating to Safer Roads, Network Management, Cycling and Sustainable Choices (Dropped crossings, Footways, Bus Partnership, Minor Works Package, etc.).

- f. **Strategic Acquisitions Fund** - £3.8m 2020/21 (funded with Council resources) – £5.0m for the overall fund from 2019/20. To be used for the strategic acquisition of assets. Initial allocations for one purchase confirmed and one other under review. Remainder available for identified strategic prioritisation and subject to general capital resource planning.
- g. **Transforming Cities Fund** - £8.5m 2020/21 (£42.7m) (£2.5m of Council resources, £40.2m external grant) - The TCF aims to drive up productivity through improved connections between urban centres and suburbs with investment and improvements local transport infrastructure and public transport. This investment by the Council is estimated to secure £40.2m of grant funding.

Housing

- a. **Council House Building Programme (Committed)** – £8.98m (2020/21-2021/22). The scheme on the former Askern Colliery site to deliver 12 new homes (8 modular units and 4 traditional construction) will be completed in 2020/21.

On 3rd December, 2019 Cabinet approved future developments as part of its Affordable Homes Programme. The approval will deliver an estimated 60 new homes in the Borough by spring 2021.

- b. **Council House Building Programme (New Major Investment)** - £100m with £8.9m in 2020/21. The Government's decision in October 2018 to remove the Housing Revenue Account (HRA) borrowing cap will mean the Council is no longer constrained by government controls over borrowing for house building and is able to borrow against expected rental incomes, in line with the Prudential Code.

As a result, the Council will be able to continue an ambitious programme of housing development over a 10-year period; delivering a substantial number of new homes to meet the needs of our residents.

The lifting of the cap will enable: -

- Accelerated delivery of additional new homes across the Borough
- The purchase of additional land for housing development
- The acquisition of additional affordable housing through S106 agreements
- Opportunities for additional investment in older persons accommodation provision
- The provision of bespoke accommodation to include the following sectors: -
 - Looked after children and care leavers.
 - Physical and learning disabilities.

For Doncaster this means investment totalling £100m will be available subject to approval, for future housing. £20m of approved resources will be boosted by an additional £80m borrowing.

- c. **Council House Improvement and Maintenance Programme** - Funding totalling £19.4m in 2020/21, will be spent on improving and maintaining the existing Council housing stock to the Doncaster decency standard. The main focus will be on improvements to communal areas, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements. The programmed works will include the following: -

- **Fire Safety Improvements** - Fire suppressant & sprinkler installations to nine high rise blocks of flats and the replacement of both lifts at Silverwood house have already been completed. Fire risk assessments have now been carried out on all the high risks properties. The existing stock will be closely monitored to ensure any future fire safety improvements are carried out.
- **Electrical Works** – Electrical works totalling £4.0m across the four year programme will be invested into exchanging consumer units and introducing surge and arc protection equipment to existing stock where required, in order to comply with new regulations.
- **Energy Efficiency Works** - Funding totalling £4.0m in 2020/21 (£12.6m across the four year programme) will be spent on investment in Energy Efficiency Works to help reduce fuel poverty. The main focus will be on hard to treat properties 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.

Environment

a. **Highway Maintenance Programmes** – £4.9m 2020/21 (LTP)

An estimated £4.9m of LTP capital funded works programmes for highways, bridges and street lighting maintenance schemes in 2020/21.

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 dressing around 25km (15.5miles) of road network, strengthening/resurfacing around 10km (6.2 miles) of local roads and reconstruction/resurfacing around 8km (5miles) of footways in 2020/21.

In addition it is anticipated that around 15,000m² of permanent patching repairs will be undertaken in 2020/21 in support of pothole repairs, pothole prevention measures and routine maintenance.

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.

The Bridges allocation is taken from the £4.9m LTP capital highways funding, this will be approximately £0.85m with another £0.50m to be allocated for the Newton Ings Footbridge replacement scheme. It is anticipated that around 6-8 highways structures schemes (bridges and retaining walls) will be delivered in 2020/21 alongside the design for a number of culvert renewal schemes which shall be delivered over the following few years subject to external grant/levy funding.

b. **Street Lighting Column Replacement** - £0.6m 2020/21 (funded with Council resources) – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing LED light fittings.

Adults, Health and Well Being

22. The total investment managed by this Directorate is estimated to be (£20.4m) over the four year programme, with £6.3m in 2020/21. The largest areas are Housing Adaptations £4.7m (£18.6m) and Leisure Centre improvements £0.75m. A further analysis is shown in Appendix 1b of the Appendix pack.

23. Bids totalling £2.6m (£2.6m) were received during budget setting for this Directorate that would need to be funded with council resources.
- a. **DFG/Adaptations** - 1,830 housing adaptations for the disabled are estimated to be completed per year (230 DFG adaptations to private properties and 1,600 on SLH properties). There are also 1,300 private minor adaptations estimated to be completed each year. The estimated funding package is £18.6m.
 - b. **Doncaster Culture and Leisure Trust** - This is the third year of a new 3 year programme (£3.0m). £0.75m is estimated to be used on fabric maintenance and system replacement in 2020/21, mainly at Adwick, Dearne Valley and the Dome.

Corporate Resources

24. Corporate Resources are estimated to manage (£62.1m) of funds over the four year programme, with £23.3m in 2020/21. The major area of spend managed is investment in ICT £1.9m (£2.2m). The balance for the Investment and Modernisation Fund allocation, which is to be increased to £12.5m (£50m), is held within this directorate. Also within this directorate is the borrowing block budget of £6.5m which will be allocated as and when the capital bids received are approved. A Further analysis is shown in Appendix 1c of the Appendix pack.
25. Bids totalling £2.0m (£3.5m) were received during budget setting for this Directorate that would need to be funded with council resources.
- a. The Council cannot operate effectively and efficiently without technology. Technology needs to be continually refreshed to be fit for purpose and so it will still operate as technology continually evolves and to ensure all information is kept safe and secure. This particular scheme is to replace absolutely essential key infrastructure such as connectivity between buildings, further improved security, system upgrades and device refresh.
 - b. Electric pool cars, charging infrastructure and pool car relocation - £0.85m (funded with council resources). This scheme includes the replacement of 25 diesel pool cars with full battery electric vehicles. This will reduce the amount of harmful vehicle emissions and contribute towards the achieving the aims of the Climate and Biodiversity emergency declared by the Council.
 - c. £12.5m (£50.0m) IMF available to fund projects which deliver more efficient services and enable further revenue savings; further detail is provided in paragraph 37.

Learning and Opportunities – Children and Young People

26. The total investment via this Directorate is estimated to be £27.0m over the four year programme, with £17.5m in 2020/21. The major areas of investment are creating additional School Places, including a new special school £9.9m (£14.8m). 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.
27. Considerable amounts of effort and investment are being made to improve the condition of our schools and create new school places. The main outcomes for this Directorate and more detail on the school building improvements is below:-
- a. **Schools Condition Programme** - Overall fourteen schools are estimated to have a range of improvements works completed in 2020/21, a single school may have more than one type of improvement work carried out, including roof replacement, electrical and lighting upgrades and heating system improvements, investing £1m.

- Six schools will have a range of electrical work completed including mains and lighting upgraded £0.3m;
- Seven schools will have a range of heating, boiler and pipework improvements at an estimated cost of £0.3m;
- Three schools will have roofing works completed, investing £0.3m;

A contingency of £0.1m is allocated within the budget to allow for any unforeseen costs.

The Schools Condition Programme will be refined and the values and locations are subject to change once detailed design has been completed. Any significant amendments will be agreed with the Portfolio Holder / Cabinet for this area and updates will be available through the quarterly Finance and Performance Improvement report to Cabinet and Overview and Scrutiny Management Committee.

- b. **School Places** - Investment in Armthorpe Academy following redevelopment of the site is subject to agreement of the Secretary of State to release land (valued at £0.8m) back to the Council. A full business case needs to be produced and reviewed before this scheme progresses further.

Social, Emotional, Mental Health (SEMH) Provision and Alternative Provision allocation remaining balance has been identified for various projects following the inclusion transformation plan.

Investment in Don Valley academy to facilitate an increase in Pupil Admission Number (PAN). This will enable an additional 30 pupils to be admitted to Don Valley.

Investment in and expansion of Outwood Academy Adwick to provide additional teaching and dining space to facilitate an increase in PAN. This will enable an additional 60 pupils to be admitted.

Expansion of The Hayfield School, providing 5 additional classrooms to facilitate an increase in PAN. This will enable an additional 150 pupils to be admitted.

Completion of The Bader Academy, a communication and interaction needs school which will provide 100 places for students aged between 5 and 19. This is scheduled to complete Q3 2020 and is being delivered as part of a Free School project in conjunction with the Department for Education.

Expansion of Hatchell Wood Primary to a three form-entry school. This will create space for an additional 210 pupils to address increasing demand in the pyramid.

Expansion of Rossington All Saints Academy to provide space for an additional 180 pupils to alleviate pupil place pressures.

All the school expansions are funded with DfE New Pupil Places grant.

- c. **Doncaster Children's Services Trust** – Doncaster Children's Service Trust has funding of £2.3m over the four-year period, with £1.5m in 2020/21. The schemes will produce a semi-independent living home, a 16+ home and homes for children with disabilities.

Links to the Medium-term Financial Strategy (MTFS)

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

Asset Sales and Capital Receipts

29. To deliver the priorities, the Council needs to generate income by selling assets to generate capital receipts. Over the next four years, the Council has estimated £50.1m will be received from sales of land and buildings via the general fund disposal programme. It is currently projected that there will be a shortfall in general fund capital receipts of £12.2m in 2019/20 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2019/20 are not achieved). There is also a predicted shortfall of £9.9m in 2020/21 therefore there are no receipts available to fund the new capital schemes.

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

31. It is proposed that capital receipts are only used to fund the existing capital programme and if any capital receipts are generated beyond that they could be used to fund transformational and regeneration schemes. An example of such a scheme could be investment in the Council's leisure centres.

32. The value in the current capital programme to be financed with capital receipts totals £15.5m.

33. The tables below show the existing capital receipts and commitments for 2020/21 to 2023/24: -

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Current Capital Programme Requirement	12.615	1.255	1.268	0.400	15.538
Estimated Capital Receipts:					
Carried forward	(12.219)	(9.884)	5.031	13.263	(12.219)
In-year capital receipts	14.950	16.170	9.500	9.500	50.120
Total Est. Capital Receipts	2.731	6.286	14.531	22.763	37.901
Cumulative Balance (to c/f)	(9.884)	5.031	13.263	22.363	22.363

34. The disposal programme is dependent upon a low number of high value assets. If any of these assets were to fail to sell, slip to another financial year or not achieve the estimated sale price it would be detrimental to the amount of capital receipts available. As these are estimates the sale price may vary as well as the timings of the sales.

Future Capital Allocations and Funding

35. 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.

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

Investment and Modernisation Fund (IMF)

37. The IMF allocation is being increased back up to £50.0m to be available over the four year programme. Examples of projects to be funded over the four year programme include: -
- a. Fleet and Plant replacement programme;
 - b. Civic and Cultural Quarter cinema development.
 - c. Electric Pool Cars and charging Infrastructure and Pool Car Relocation

Capital Strategy

38. The Capital Strategy outlines the principles and decision making process involved when approving Doncaster Council's capital programme explaining how the Council prioritises, finances and manages capital schemes.
39. Spending is included within the capital programme where the Council expects it to result in future economic (asset value) or service (asset performance or life) benefits. This covers both purchase of new long-term assets and improvements to existing ones and is consistent with the approach required in the CIPFA Code of Practice in Local Authority Accounting. Some of the Council's spending allocations are to either purchase or improve an asset belonging to another organisation or individual, such as housing adaptations for the disabled, in these circumstances, we include the expenditure in the capital programme for budget setting and monitoring processes but follow the Code of Practice's requirements for accounting treatment to ensure it does not increase the net worth shown on our Balance Sheet.
40. A prudent low risk approach is taken with the capital programme; spend needs to be aligned to council objectives, e.g. through the regeneration of the borough, improved infrastructure and effective operation of services. This is achieved by ensuring the Council: -
- a. Maximises the use of assets over their useful life ensuring they are kept in appropriate operational condition for continual delivery of services;
 - b. Strategic projects that deliver our ambitions as a Council to improve education, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough; and
 - c. Improves the revenue budget position through maximising the use of capital funding e.g. rationalisation of buildings and investment in Care Leavers Housing Provision to reduce on-going costs.
 - d. If designed to yield returns a capital scheme must be within the borough, deliver regeneration and meet the criteria set out in paragraphs 46 to 50.
41. Further information is provided below on the overall priorities and key strategies that influence the capital programme:

The Council's Corporate Objectives and Priorities

42. The Council's priorities are summarised by five themes in both the Corporate Plan and four year Borough Strategy, Doncaster Growing Together. The five themes are: -
- a. Doncaster Learning – Learning that prepares all young people and adults for a life that is fulfilling;

- b. Doncaster Working – More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;
- c. Doncaster Caring – A borough that cares together for its most vulnerable residents;
- d. Doncaster Living – Doncaster’s people live in a borough that is vibrant and full of opportunity, where people enjoy spending time;
- e. Connected Council - A Connected Council, ready for the future.

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

- a. **Medium-term Financial Strategy (MTFS)** - All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council’s MTFS.
- b. **Asset Management Strategy 2017-2022** - Sets out actions to be taken to the Council’s property portfolio to ensure it stays relevant and retains its financial and organisational value with clear guidance about how assets will be used, maintained and where appropriate, disposed of.
- c. **Housing Strategy** - A clear strategy for responding to current and future housing needs is an essential requirement for borough growth and improvement. The availability and quality of housing has a direct impact on health, educational attainment, economic prosperity and community safety and cohesion – all of which are critical to Doncaster’s success and to the wellbeing of our residents and visitors.
- d. **Treasury Management Strategy Statement** - details the strategy for management of the Council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management makes sure that sufficient cash is available to meet service delivery in line with the approved Capital and Revenue Budgets.

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

Maintenance and review of current Assets

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

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

- a. **School condition programme** – planned maintenance across Doncaster’s Maintained Schools. The programme will cover schemes for mechanical (heating and ventilation), electrical (lighting and Mains upgrades) and building fabric improvements (windows etc.). The work is identified through the annual building surveys and a review of any data that has been collected through call outs or emergency repairs as well comments from regulatory inspections (OFSTED and Safeguarding).

By delivering the programme the Council will ensure the school buildings remain open and ensure pupil places are not at risk due to condition issues within the premises. The lighting, mechanical and mains upgrades will ensure all statutory requirements as set out in the condition reports held by the Council are met.

- b. **Highways** - supports the ongoing permanent repair and structural maintenance of all of the adopted highway assets including carriageways, footways, street lighting and bridges. Works to be carried out are based on condition surveys which are carried out annually.

Planned structural schemes will be selected and funding allocated on a priority basis reflective of condition, usage, risk and affordability in order to ensure the Council meets its statutory duty and obligations in safely maintaining the highway network and in providing safe passage for highway users.

- c. **Responsive Asset Management Plan (RAMP)** – development of directorate specific plans to inform decision making and bring asset use further up the agenda. RAMPs provide information used to identify and prioritise the maintenance requirements of current assets and to support longer-term decision making based on service priorities and available assets.
- d. **Investment Portfolio Review** – a reporting mechanism to allow robust and informed management decision making relating to;
- Asset performance;
 - Investment, acquisition and disposal opportunities;
 - Benchmarking against other authorities.
- e. **Fleet replacement** – factors such as condition, age, mileage and current utilisation levels are all taken into consideration when deciding if vehicles which currently form part of the Council's fleet should be disposed of, maintained or replaced.
- f. **Retained Buildings Improvement** - Investment to address condition related projects to ensure buildings remain fit for purpose, in operation and safe.
- g. **Housing** - improvements and maintenance of the existing Council housing stock to maintain the Doncaster decency standard. The main focus will be on improvements to communal areas, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements. There will be further investment in Energy Efficiency Works to help reduce fuel poverty.

Non-Financial Investments

46. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
47. All investment assets are revalued annually at fair value to give an accurate indication of the receipt that could be generated to recover any capital investment.
48. It is anticipated that the properties will increase in value over the long term providing an increase in the capital value of the investment as well as the investment return. There is a risk the capital value could fall reducing the capital returned on disposal depending upon market conditions.
49. The key considerations when purchasing a property for investment purposes are:-
- a. Targeted Returns of 7%;
 - b. Investment range between 5% & 12% (hurdle rate for consideration 5%);

- c. When weighing up an investment the rental yield will be used to ensure the hurdle rate is reached i.e. an investment property with a capital value of £1m should return at least £50k pa after costs to meet the criteria. This will take into account any costs of management of the property;
- d. Reporting will also outline the expected capital appreciation for the property and the overall IRR (Internal Rate of Return);
- e. Clear risk management through a balanced portfolio approach and link with the Treasury Management Strategy Statement as a whole;
- f. Due diligence will be carried out on all potential properties. This will include: -
 - Full Survey and valuation of the buildings;
 - Review of leases ensuring they are FRI (Full repair and insuring) and there is a clear service charge where needed covering 100% of all costs of maintenance;
 - Review of tenant covenants including credit checks to ensure tenants are a low risk category and yields are appropriately set;
 - Full book appraisal of service charge accounts to ensure these have been managed appropriately;
 - Review of all contracts in place for the management of service charge contracts.

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

Funding Sources

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

52. The resources used for the delivery of the capital programme are: -

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

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

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

There is a disposal programme in place which was approved at Cabinet on 5th November 2019 . Reviews account for legal and planning restrictions and include ward member consultation.

The timing of the receipts takes into account, where possible, other Council led disposals (Strategic Housing) and known local private sector supply. An example of this is at Lakeside where a number of competing Council owned sites programmed to be marketed simultaneously, with on-going developer activity in the area, risked low demand and reduced receipts. The programme also aims to create a spread of disposals in terms of scale as well as geographical location, to promote development across the borough.

Strategic Asset Management continues to review smaller scale disposals and will bring these sites forward on a continuing basis for approval.

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

Capital receipts therefore will only be used to fund the existing capital programme and that if any capital receipts are generated beyond that they could be used to fund transformational and regeneration schemes.

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

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

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

- **Investment and Modernisation Fund (IMF)** – the fund was set-up in 2013/14 to assist the Council to deliver better and more efficient services; without the initial capital investment these types of projects quite often do not develop. The IMF is funded by borrowing and is available for regeneration or efficiency projects where capital investment is required up front. The schemes must be proven to be affordable within the revenue budget (cover the revenue borrowing costs).

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

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

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

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

Approval and Prioritisation of the Capital Programme

53. Relevant approval is required before a project can commence or in some circumstances commit to capital spend.
54. As part of a more robust and transparent approach to the setting of the capital programme, the Capital and Major Projects Board (CAMP Board) was established. The CAMP Board's membership is cross-directorate. One of the purposes of the CAMP Board is to prioritise schemes within the capital programme.
55. With the implementation of CAMP Board, it is hoped there will be a greater visibility of the Council's property portfolio so efficient plans for the required responsive and programmed repairs and maintenance can be put in place.
56. The majority of new additions to the capital programme are approved in the annual capital budget setting report. To be included in the budget setting process a Capital 1 form is completed which will be scrutinised by the CAMP Board who will ensure a robust business case is in place to support all proposed capital scheme.
57. The capital process and guidance are distributed to Directors, Assistant Directors and Heads of Service to ensure that no areas are missed and all have the opportunity to submit bids. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to Financial Management.
58. Bids are made by the completion and submission of a Capital 1 Form. The Capital 1 form aims to capture the relevant information to prove the scheme is required and if so, determine its level of priority.
59. The Capital 1 form records the Council priorities the proposed scheme will help to achieve, measurable outcomes and the potential impact if the scheme is rejected or delayed. How the scheme is expected to be financed is also required with additional scrutiny taking place on the use of capital receipts.
60. Future impact upon revenue budget requirements is also captured in order to ensure the scheme is affordable and sustainable in the long term following implementation. The pressures this could cause upon revenue budgets are taken into consideration within the MTFS.
61. The CAMP Board rank bids by priorities met, health and safety issues resolved, necessity for service continuation, financial implications.
62. The bids are categorised as being business critical, having political mandate or as having neither. Red business critical need immediate attention as if the works do not happen a service may no longer be able to be provided, there could be health and safety issues, etc. Amber business critical need to happen at some point in the future but there is no immediate risk. Dark green Political Mandate have a level of approval, the lighter green are yet to have approval
63. The bids are then considered by all the Directors, the Mayor and Cabinet and then if supported, included in the proposed Capital Programme considered by Full Council in March. This is as per Financial Procedure Rule B.3.

64. Additions in year require the completion of a Capital 1 form; which must be followed by an Officer Decision Record 1 which will need to be signed off by the Chief Finance Officer to gain specific project approval before spend can be committed to. A full report will be needed for projects meeting the definition of a key decision. This is as per Financial Procedure Rule B.9.

Monitoring of the Capital Programme

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

66. Project officers work with Financial Management to provide information which is collated and analysed. Exceptions (problems with delivery or spend for example) are then included in the quarterly report for information and action. The information is considered by the relevant Directorate Management Team, Directors, Executive Board and Cabinet.

67. The outturn position for capital schemes is collated at year end. Financing of the schemes is finalised and any unused budget is either rolled forward or removed.

68. Capital CP shows the original approved budget and total scheme spend. When a scheme is complete this allows the financial aims of the scheme to be assessed. Where the aims were not met, lessons can be learned, which can inform future projects and may lead to revisions in either the budgeting or monitoring processes.

69. As well as the financial aims the project outcomes should also be reviewed, e.g. construction of facilities to encourage the uptake of sport and physical activity within a community has had the desired effect.

Flexible use of Capital Receipts

70. Guidance was issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003, effective from 1st April 2016 in respect of the Flexible Use of Capital Receipts.

71. This allows the Council to fund expenditure with capital receipts that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in such a way that reduces costs or demand for services in future years.

72. The option to use capital receipts for revenue transformation purposes is currently available up to 2021/22.

73. The Council does not intend to use capital receipts this way from 2020/21 onwards.

74. In 2019/20 capital receipts are to be used to finance the cost of Voluntary Redundancy and Voluntary Early Retirement. It is currently estimated the costs will amount to £2.4m with an estimated annual saving of £0.9m. These figures will be subject to change.

Skills and Knowledge

75. The Council has many years' experience of delivering capital programmes and uses this experience to evaluate new proposals, monitor on-going capital investment and manage any risks that may arise.

76. Capital investments are reviewed under a robust approval process that receives input from appropriately qualified and skilled finance professionals and receives scrutiny from Elected Members.

If additional skills and knowledge requirements are identified, the Council will source appropriate specialist skills and knowledge to supplement and, where possible, upskill Members and in-house staff.

OPTIONS CONSIDERED

77. Option 1 – Do not support the Capital Strategy and proposal for the 2020/21 to 2023/24 Capital budget.

78. Option 2 – Council approve the Capital Strategy and proposal for the 2020/21 to 2023/24 Capital budget.

REASONS FOR RECOMMENDED OPTION

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

IMPACT ON THE COUNCIL’S KEY OUTCOMES

80. 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 	

	Outcomes	Implications
	within and beyond school <ul style="list-style-type: none"> • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents; <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 	
	Connected Council: <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

81. Specific risks and assumptions have been detailed in the report. Specific risks to highlight are: -

- a. the risk of asset sales being delayed or being delivered at a lower value than estimated.
- b. Should the funding for Education be lower than estimated, this would mean that programmes of work would have to be reviewed and revised.
- c. The risk that interest rates rise causing additional pressure to the revenue budget or reducing the amount of capital schemes that can be afforded.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 20/1/20]

82. 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.

83. Further, specific legal advice will be required as each project progresses.

84. 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: 21.01.2020]

85. 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.
86. The use of borrowing to fund projects such as the Investment and Modernisation Fund will be managed within the prudential indicators as approved in the Council's Treasury Management Strategy Statement. The Chief Finance Officer and Assistant Director of Finance have delegated powers through this policy to make the most appropriate form of borrowing from approved sources. The borrowing will therefore be incorporated within the Council's four-year capital programme for 2019/20 to 2022/23.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: KG Date: 23/01/20]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 23/01/20]

88. The capital programme includes essential investment in technology that has been informed by the Council's Technology Forward Plan agreed by the Council's Technology Governance Board. The report covers many other areas and activity of work for the Council. For the majority of the items listed in the report there are no technology implications. However, as part of the implementation of the individual projects any requirements for new, enhanced or replacement technology to support the delivery of proposals outlined in the report will need to be considered and prioritised by the Technology Governance Board.

HEALTH IMPLICATIONS [Officer Initials: RS Date: 21.01.2020]

89. The choices the council makes in prioritising capital budgets will impact upon the health of the population. In general, 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. The investments in capital projects will bring many benefits to Doncaster for example, contribute to economic growth, the reduction in social isolation, increase physical activity and improve mental health. They should also improve working conditions for staff and help reduce our carbon footprint. With sustained long-term lack of investment in capital expenditure, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the decision making process so that inequalities and health inequalities are at the least not increased, at best improved. As part of the decision-making process report authors for each should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these reports. The health impact assessments and due regard statements should highlight the positive and negative effects of the proposal and should provide information that will assist in the decision making process as outlined.

EQUALITY IMPLICATIONS [Officer Initials: RS Date:03/02/2020]

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

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

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

Having due regard to advancing equality involves: -

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

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

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

Each new project may have an equality impact and therefore require a due regard assessment prior to implementation. Some of these proposals may require further specific consultation exercises and review in light of the PSED and be subject to further decisions taken by Cabinet or other authorised decision maker prior to implementation.

CONSULTATION

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

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

BACKGROUND PAPERS

- Cabinet Report – Finance and Performance Improvement Report: 2019-20 Quarter 1
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2887>
- Cabinet Report – Finance and Performance Improvement Report: 2019-20 Quarter 2
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=2893>

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Appendices Contents

Title	
Appendix 1a to 1e	Capital Schemes by Directorate

CAPITAL PROGRAMME 2020/21 TO 2023/24 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	4,659	4,652	4,652	4,665	18,628
COMMUNITIES	689	0	0	0	689
MODERNISATION AND COMMISSIONING	177	177	0	0	354
PUBLIC HEALTH	750	0	0	0	750
ADULTS, HEALTH & WELL-BEING TOTAL	6,275	4,829	4,652	4,665	20,421
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	1,940	248	0	0	2,188
FINANCE	19,100	12,500	12,500	12,500	56,600
TRADING SERVICES	2,231	350	405	350	3,336
CORPORATE RESOURCES TOTAL	23,271	13,098	12,905	12,850	62,124
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	15,099	3,835	4,235	255	23,424
PARTNERSHIPS & OPERATIONAL DELIVERY	701	0	0	0	701
CHILDREN'S TRUST	1,498	779	0	0	2,277
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE TOTAL	17,498	4,814	4,435	255	27,002
ECONOMY & ENVIRONMENT					
ECONOMY & DEVELOPMENT	22,754	13,761	20,509	0	57,024
ENVIRONMENT	7,169	50	50	50	7,319
STRATEGIC HOUSING	35,145	31,107	29,889	37,768	133,909
ECONOMY & ENVIRONMENT TOTAL	65,068	44,918	50,448	37,818	198,252
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	112,112	67,659	72,440	55,588	307,799
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	12,615	1,255	1,268	400	15,538
EARMARKED RESERVES	547	0	0	0	547
GRANTS & CONTRIBUTIONS	35,043	19,645	26,264	2,843	83,795
BORROWING	30,011	20,206	19,619	20,377	90,213
REVENUE CONTRIBUTION - GENERAL FUND	2,831	1,127	1,200	0	5,158
REVENUE CONTRIBUTION - HRA	10,442	7,707	8,420	9,279	35,848
USABLE CAPITAL RECEIPTS (HOUSING)	7,889	2,389	1,026	1,920	13,224
MAJOR REPAIRS RESERVE (HOUSING)	12,734	15,330	14,643	20,769	63,476
TOTAL CAPITAL FUNDING	112,112	67,659	72,440	55,588	307,799

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2020/21 TO 2023/24

CAPITAL INVESTMENT	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
ADULTS SOCIAL CARE	4,659	4,652	4,652	4,665	18,628
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	2,452	2,452	2,452	2,465	9,821
BRAIN IN HAND - AUTISM GRANT	7	0	0	0	7
COMMUNITIES	689	0	0	0	689
CUSWORTH HALL IMPROVEMENTS	184	0	0	0	184
BENTLEY COMMUNITY LIBRARY IMPROVEMENTS	61	0	0	0	61
CCTV	444	0	0	0	444
MODERNISATION AND COMMISSIONING	177	177	0	0	354
COMMUNITY INFRASTRUCTURE - CUSTOMER JOURNEY	177	177	0	0	354
PUBLIC HEALTH	750	0	0	0	750
DONCASTER LEISURE TRUST	750	0	0	0	750
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	6,275	4,829	4,652	4,665	20,421

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	995	0	0	0	995
EARMARKED RESERVES	472	0	0	0	472
GRANTS & CONTRIBUTIONS	2,459	2,452	2,452	2,465	9,828
BORROWING	-28	0	0	0	-28
REVENUE CONTRIBUTION - GENERAL FUND	177	177	0	0	354
USABLE CAPITAL RECEIPTS (HOUSING)	300	300	300	300	1,200
MAJOR REPAIRS RESERVE (HOUSING)	1,900	1,900	1,900	1,900	7,600
TOTAL ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME FUNDING	6,275	4,829	4,652	4,665	20,421

CORPORATE RESOURCES CAPITAL PROGRAMME 2020/21 TO 2023/24

CAPITAL INVESTMENT	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CUSTOMERS, DIGITAL & ICT	1,940	248	0	0	2,188
ICT DESKTOP & MOBILE UPGRADE	480	0	0	0	480
NETWORKING (WAN)	140	0	0	0	140
PHYSICAL SERVERS	236	0	0	0	236
ICT CORPORATE STORAGE (SAN)	102	0	0	0	102
VMWARE VIRTUAL SERVERS	77	0	0	0	77
DONCASTER INTEGRATED PEOPLE SOLUTIONS DIPS	111	0	0	0	111
COUNCIL WIDE SYSTEMS	584	98	0	0	682
INTEGRATED PEOPLE SOLUTION - PHASE 2 New Bid	210	150	0	0	360
FINANCE	19,100	12,500	12,500	12,500	56,600
ERP (FINANCIAL SYSTEMS)	150				150
INVESTMENT & MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
BORROWING BLOCK BUDGET	6,450	0	0	0	6,450
TRADING SERVICES	2,231	350	405	350	3,336
GRAVEYARD BOUNDARY WALLS	23	0	0	0	23
MARKETS SCHEDULED MAINTENANCE	350	350	350	350	1,400
CLEANING EQUIPMENT PROGRAMME	0	0	55	0	55
2 YEAR FLEET/PLANT REPLACEMENT	708	0	0	0	708
PURCHASE OF GULLEY EMPTIERS	300	0	0	0	300
ELECTRIC POOL CARS & CHARGING INFRASTRUCTURE & POOL CAR RELOCATION <i>New</i>	850	0	0	0	850
CORPORATE RESOURCES CAPITAL PROGRAMME	23,271	13,098	12,905	12,850	62,124

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	2,077	448	405	350	3,280
BORROWING	20,113	12,500	12,500	12,500	57,613
REVENUE CONTRIBUTION - GENERAL FUND	1,081	150	0	0	1,231
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	23,271	13,098	12,905	12,850	62,124

LEARNING & OPPORTUNITIES - CHILDREN AND YOUNG PEOPLE'S CAPITAL PROGRAMME 2020/21 TO 2023/24

CAPITAL INVESTMENT	2020/21 PROJECTION	2021/22 PROJECTION	2022/23 PROJECTION	2023/24 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CENTRALLY MANAGED	200	200	200	0	600
LO-CYP SERVICE IMPROVEMENTS & LIABILITY	200	200	200	0	600
PARTNERSHIPS & OPERATIONAL DELIVERY	701	0	0	0	701
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT	701	0	0	0	701
COMMISSIONING & BUSINESS DEVELOPMENT	15,099	3,835	4,235	255	23,424
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
SAFEGUARD & SECURE MINOR PROJECT	80	80	80	0	240
SCHOOL PLACES-BLOCK ALLOCATION	2,500	200	200	0	2,900
SURPLUS PLACES ARMTHORPE	0	2,000	2,500	0	4,500
NEW SPECIAL SCHOOL	3,961	0	0	0	3,961
SCHOOL PLACES HATCHELL GRANGE	1,900	0	0	0	1,900
SCHOOL PLACES ROSSINGTON PRIMARIE	1,500	0	0	0	1,500
ARMTHORPE ACADEMY LAND PURCHASE	800	0	0	0	800
SCHOOLS CONDITION PROGRAMME	1,000	900	800	0	2,700
NEW PASTURES UPPER LIGHTING	40	0	0	0	40
1920 WOODLANDS FABRIC WORKS	38	0	0	0	38
1920 NEW PASTURES TOILETS	115	0	0	0	115
DFC - GENERAL - PRIMARY	400	300	300	0	1,000
BRANTON ST WILFRED'S (SECTION 106) <i>New bid</i>	24	0	0	0	24
DUNSVILLE PRIMARY SCHOOL EXPANSION <i>New bid</i>	255	255	255	255	1,020
PLOVER PRIMARY (SECTION 106) <i>New bid</i>	61	0	0	0	61
THORNE KING EDWARD SLC (SECTION 106) <i>New bid</i>	73	0	0	0	73
WARMSWORTH PRIMARY SCHOOL (SECTION 106) <i>New bid</i>	61	0	0	0	61
DON VALLEY ACADEMY EXTENSION <i>New bid</i>	150	0	0	0	150
OUTWOOD ACADEMY ADWICK EXPANSION <i>New bid</i>	541	0	0	0	541
HAYFIELD SCHOOL CLASSROOM EXPANSION <i>New bid</i>	1,500	0	0	0	1,500
CHILDREN'S TRUST	1,498	779	0	0	2,277
CARE LEAVERS HOUSING PROVISION SHELTERED ACCOMMODATION	675	119	0	0	794
CARE LEAVERS HOUSING PROVISION 16 -18YEAR OLDS	0	660	0	0	660
1920 REFURB BEECHFIELD FAM CEN	223	0	0	0	223
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	600	0	0	0	600
LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE CAPITAL PROGRAMME	17,498	4,814	4,435	255	27,002

LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE CAPITAL SOURCES OF FUNDING	2020/21 PROJECTION	2021/22 PROJECTION	2022/23 PROJECTION	2023/24 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
GRANTS & CONTRIBUTIONS	15,200	4,035	4,435	255	23,925
REVENUE CONTRIBUTION - GENERAL FUND	823	0	0	0	823
CAPITAL RECEIPTS - GF	800	660	0	0	1,460
USABLE CAPITAL RECEIPTS (HOUSING)	675	119	0	0	794
TOTAL LEARNING & OPPORTUNITIES - CHILDREN & YOUNG PEOPLE PROGRAMME FUNDING	17,498	4,814	4,435	255	27,002

ECONOMY & ENVIRONMENT CAPITAL PROGRAMME 2020/21 TO 2023/24

CAPITAL INVESTMENT	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
ECONOMY & DEVELOPMENT	22,754	13,761	20,509	0	57,024
DONCASTER CULTURE & LEARNING CENTRE	482	0	0	0	482
CCQ CINEMA INFRASTRUCTURE	3,043	0	0	0	3,043
DONCASTER GROWING TOGETHER TOWN CENTRE FOOTWAY ENHANCEMENT	137	0	0	0	137
DN7 HATFIELD LINK ROAD PROJECT	4,589	0	0	0	4,589
SCRIF-A630 WEST MOOR LINK	395	0	0	0	395
PROPERTY INVESTMENT FUND	690	0	0	0	690
STRATEGIC ACQUISITION FUND	3,835	0	0	0	3,835
LAKESIDE 1 GENERAL	208	0	0	0	208
RETAINED PUBLIC BUILDING INVESTMENT PROGRAMME	514	97	13	0	624
MARY WOOLLET KITCHEN VENTILATION	71	0	0	0	71
TRANSFORMING CITIES FUND <i>New Bid</i>	8,540	13,664	20,496	0	42,700
ADWICK SEC (SPECIAL EDUCATION CENTRE) <i>New Bid</i>	250	0	0	0	250
ENVIRONMENT	7,169	50	50	50	7,319
BRIDGES STRUCTURAL MAINTENANCE	58	0	0	0	58
WEST MOOR DRAIN BRIDGE 2.057	145	0	0	0	145
BENTLEY MOOR LANE RETAINING WALL	10	0	0	0	10
RAILWAY CJS/2 TILTS HILL VEHICLE CONTAINMENT - CRASH BARRIERS	130	0	0	0	130
SPROTBROUGH FLOOD ARCHES REPAIRS	10	0	0	0	10
MAINTENANCE BLOCK	4,910	0	0	0	4,910
ADD MAINTENANCE - ROAD REPAIRS	1,000	0	0	0	1,000
REPLACE AIR QUAL MONITORING STATIONS	50	50	50	50	200
WOODFIELD PLANTATION & HUXTERWELL WOODS	75	0	0	0	75
ELMFIELD PARK IMPROVEMENT SCHEME	197	0	0	0	197
STREET LIGHTING IMP PROGRAMME	584	0	0	0	584
STRATEGIC HOUSING	35,145	31,107	29,889	37,768	133,909
VOIDS CAPITAL WORKS	2,730	2,769	2,769	2,706	10,974
MECHANICAL & ELECTRICAL	4,972	3,244	3,172	3,126	14,514
HEATING CONVERSIONS/UPGRADES	2,248	2,303	2,327	2,297	9,175
ELECTRICAL PLANNED WORKS	75	77	78	77	307
NEW ELECTRICAL WORKS	2,350	733	635	621	4,339
MECHANICAL PLANNED WORKS	128	131	132	131	522
LIFTS	171	0	0	0	171
INTERNAL WORKS	1,258	1,289	1,302	1,285	5,134
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK	0	0	0	7,427	7,427
EXTERNAL WORKS	11,800	9,639	9,719	9,576	40,734
EXTERNAL PLANNED MAINTENANCE	5,141	5,047	5,095	5,027	20,310
THERMAL EFFICIENCY - ECO WORKS	4,336	3,060	3,079	3,028	13,503
FIRE DOORS	428	0	0	0	428
STRUCTURAL	321	329	332	328	1,310
FIRE SAFETY WORKS	589	874	880	865	3,208
SHOPS/FLATS	214	219	222	219	874
COMMUNAL HALLS	182	110	111	109	512
COMMUNAL HALLS CONVERSIONS	589	0	0	0	589
ENVIRONMENTAL WORKS	1,980	2,014	2,019	1,978	7,991
ENVIRONMENTAL / FENCING PROGRAMME	482	494	499	493	1,968
ASBESTOS SURVEYS & REMOVAL	749	760	760	743	3,012
GARAGE SITE IMPROVEMENTS	428	434	434	424	1,720
ESTATE ROADS & PATHS	321	326	326	318	1,291
IT SYSTEMS/INVESTMENT	518	0	0	0	518
ACQUISITIONS/BUY BACKS	836	182	182	50	1,250
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	8,982	0	0	0	8,982
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	0	10,000	10,000	10,000	30,000
AFFORDABLE HOUSING GOODISON BOULEVARD	30	0	0	0	30
EMPTY HOMES / FLOOD LOANS AND GRANTS	220	220	220	220	880
RESIDENTIAL SITE INVESTMENT	231	400	400	1,400	2,431
DEMOLITIONS	108	0	0	0	108
HOUSING INVESTMENT	1,480	1,350	106	0	2,936
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	65,068	44,918	50,448	37,818	198,252

ECONOMY & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	8,743	147	863	50	9,803
EARMARKED RESERVES	75	0	0	0	75
GRANTS & CONTRIBUTIONS	17,384	13,158	19,377	123	50,042
BORROWING	9,926	7,706	7,119	7,877	32,628
REVENUE CONTRIBUTION - GENERAL FUND	750	800	1,200	0	2,750
REVENUE CONTRIBUTION - HRA	10,442	7,707	8,420	9,279	35,848
USABLE CAPITAL RECEIPTS (HOUSING)	6,914	1,970	726	1,620	11,230
MAJOR REPAIRS RESERVE (HOUSING)	10,834	13,430	12,743	18,869	55,876
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME FUNDING	65,068	44,918	50,448	37,818	198,252

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Doncaster Council

Report

Date: 5th March 2020

To the Chair and Members of
COUNCIL

THE TREASURY MANAGEMENT STRATEGY STATEMENT 2020/21 – 2023/24

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 seeks to optimise the council's cash flow and secure the most effective arrangements to support long term funding requirements. 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 total borrowing requirement to avoid the higher cost of carrying debt (Capital Financing Requirement 2020/21 £610m). As borrowing rates are forecast to rise gently over the next 3 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 16 – 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 is a low risk policy with minimal returns in value; this protects 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 – 101**.
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.

RECOMMENDATIONS

4. Council to approve: -
 - a. the Treasury Management Strategy Statement 2020/21 – 2023/24 report and the Prudential Indicators included;
 - b. the Minimum Revenue Provision (MRP) policy as set out in paragraphs 27 - 28 (details in Appendix B).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. This Strategy ensures that the Council's Capital Programme borrowing requirement is affordable and takes advantage of 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

6. 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 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 liquidity before considering investment return. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
7. 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. On occasion, when it is prudent and economic, any existing debt may be restructured to reduce Council risk or generate savings.
8. The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity, or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget.
9. 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 that is compliant with the statutory guidelines, a number of acts and guidance have to be taken into account.

10. The CIPFA 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report which will provide the following: -

- A high-level long term 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 stability.

The aim of the capital strategy is to ensure that all elected members of the Council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

11. The Treasury Management strategy for 2020/21 – 2023/24 covers two main areas: -

Capital Issues

- a) the capital expenditure plans and the associated 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, MHCLG MRP guidance, the CIPFA Treasury Management Code and the MHCLG Investment Guidance.

The Capital Programme Prudential Indicators 2020/21 – 2023/24

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 2020/21 – 2023/24 budget cycle.

	Actual	Estimates				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Capital Expenditure						
General Fund (GF)	49,360	94,501	76,967	36,552	42,551	17,820
HRA	37,469	24,695	35,145	31,107	29,889	37,768
Total	86,829	119,196	112,112	67,659	72,440	55,588

15. The following table summarises the above capital expenditure plans and how capital or revenue resources are financing these plans. Any shortfall of resources results in a funding borrowing need.

	Actual	Estimates				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Financing of Capital Expenditure						
Capital Receipts	3,765	22,727	20,504	3,644	2,294	2,320
Capital Receipts Shortfall *	0	-12,219	-9,884	0	0	0
Capital Grants	31,494	37,968	35,043	19,645	26,264	2,843
Capital Reserves	528	1,928	547	0	0	0
Revenue	31,764	22,556	26,007	24,164	24,263	30,048
Sub Total	67,551	72,960	72,217	47,453	52,821	35,211
Net Financing Need	19,278	46,236	39,895	20,206	19,619	20,377

*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 this.

Borrowing

The Council's borrowing need (the Capital Financing Requirement (CFR))

16. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply total historic outstanding capital expenditure that has not been fully funded. It is a measure of the Council's underlying borrowing need.
17. 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 borrow separately for these schemes. As at 31/03/19, the Council had £46.7m of such schemes.
18. The CFR does not increase indefinitely, as minimum revenue provision (MRP) is a statutory annual revenue charge that broadly reduces the borrowing need in line with each assets life.

	Actual	Estimates				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Capital Financing Requirement						
GF	301,489	327,467	334,946	337,733	340,020	331,790
HRA	267,069	267,069	275,020	283,020	291,020	299,020
Total CFR	568,558	594,536	609,966	620,753	631,040	630,811
Movement in CFR	16,984	25,978	15,430	10,787	10,288	-230
Represented by						
Net Financing Need (table above)	19,278	46,236	39,895	20,206	19,619	20,377
Less MRP/Other financing adjustment	-2,294	-20,258	-24,465	-9,419	-9,331	-20,607
Movement in CFR	16,984	25,978	15,430	10,787	10,288	-230

19. The Council is forecast to have borrowed £515.7m as at 31/03/20 against a CFR (borrowing requirement) of £594.5m which means that the Council is currently forecast to be under-borrowed (see paragraphs 20 to 23) by £78.8m. This minimises external interest costs but may not be sustainable long term.

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 interest payments are minimised and funds available for investments are reduced at a time when investment returns remain low.
22. This position cannot be sustained in the long term. The reserves and balances may be needed and consequently 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.
23. The Council is currently reviewing whether to pre-pay its pension liabilities, at a discounted rate, for the coming 3 years. Provided value for money can be proven, the prepayment will be funded through borrowing. This will reduce the under borrowed position for the next 3 years, until the pension prepayment loans are repaid.

Short-Term Borrowing

24. 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.
25. 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.
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, currently, is 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 taxpayers.
28. The Council's MRP policy is detailed at **Appendix B**. The selected methods are those that 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				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Reserves balances	81,930	81,930	81,930	81,930	81,930	81,930
Capital receipts	15,619	18,210	16,151	13,497	12,206	10,021
Provisions	12,332	14,544	14,544	14,544	14,544	14,544
Capital Grants Unapplied	21,737	21,737	21,737	21,737	21,737	21,737
Total core funds	131,618	136,421	134,362	131,708	130,417	128,232
Working capital	27,465	27,465	27,465	27,465	27,465	27,465
Under/over borrowing	47,635	78,800	70,331	60,322	56,737	48,694
Expected investments	56,518	30,156	36,566	43,921	46,215	52,073

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 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 31st March 2020 is expected to be £515.7m. This is split across two pools as shown in the table below. The borrowing need (total CFR) is £594.5m, which highlights that the Council will be under-borrowed by £78.8m (see paragraphs 20 to 23 above).

Portfolio Position	Actual	Estimates				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
CFR General Fund	301,489	327,467	334,946	337,733	340,020	331,790
External Borrowing	257,956	249,674	263,699	276,495	284,289	284,103
Under-borrowed Position	43,533	77,794	71,247	61,237	55,731	47,688
Ave. Interest Rate	3.04%	2.82%	3.04%	3.00%	3.07%	3.02%
CFR HRA	267,069	267,069	275,020	283,020	291,020	299,020
External Borrowing	244,267	266,063	274,014	282,014	290,014	298,014
Under-borrowed Position *	22,802	1,006	1,006	1,006	1,006	1,006
Average Interest Rate	4.78%	4.67%	4.65%	4.53%	4.46%	4.36%
Total CFR	568,558	594,536	609,966	620,753	631,040	630,811
Total External debt	502,223	515,736	537,713	558,509	574,303	582,117
Total Under-borrowing	66,335	78,800	72,253	62,244	56,737	48,694

*As there is no requirement to apply MRP to HRA borrowing, its under-borrowed position would only change because of a strategic change in the Council's borrowing pool makeup or 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 2020/21 and 2023/24. 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.

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.

33. Following changes to the MHCLG guidance, the council needs to report debt relating to commercial activities/non-financial investments separately. The Council confirms that we do not currently have any debt relating to commercial activities/non-financial investments and there are no plans for this to change during the term of this report.

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 2020/21, the limit is **£612.3m**. In most cases, this would be a similar figure to the Capital Financing Requirement (CFR). However, Doncaster Council's operational boundary adds in our 'other long term liabilities' (which is Metropolitan Debt transferred from South Yorkshire County Council).

Operational Boundary	Actual	Estimates				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
CFR/Borrowing	568,558	594,536	609,966	620,753	631,040	630,811
Other long-term liabilities Met. Debt	6,926	4,762	2,381	0	0	0
Total	575,484	599,298	612,347	620,753	631,040	630,811

The Authorised Limit for external borrowing

36. A further key prudential indicator is a control on the maximum level of borrowing. This represents the statutory legal limit, determined under section 3 of the Local Government Act 2003, 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. The Council does not borrow in advance and this would only be considered where interest rates were preferential and to avoid future interest rate risk. For 2020/21, the limit is **£672.5m**.

Authorised limit	Actual	Estimates				
	2018/19 £k	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k
Borrowing	568,558	594,536	609,966	620,753	631,040	630,811
Other long-term liabilities – 'Met. Debt'	6,926	4,762	2,381	0	0	0
Theoretical amount *	0	79,720	60,202	39,996	0	0
Total	575,484	679,018	672,549	660,749	631,040	630,811

* 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. Previously, the Council used to be limited to a maximum HRA Capital Financing Requirement (CFR) through the self-financing regime. This was called the HRA debt limit, which was abolished during 2018/19.

Treasury Management Limits on activity

40. There are three debt related treasury activity limits, shown in **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 Councils 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 Link forecasts will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Within a benign interest rate environment, 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 speedy completion of new trade deals as part of the Brexit transition period.
43. 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.
44. 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.

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 2020/21 is forecast to be £515.7m. During 2020/21, the Council estimates that it will borrow an additional £39.9m for the Capital Programme and replace £88.5m GF and HRA loans expiring during the year. 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 to 23) and borrowing short term (see paragraphs 24 to 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 the Chief Financial Officer considers it is prudent to do so borrowing may be taken over a longer period.
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 £78.8m (forecast under-borrowed amount as at 31st March 2020) from the Public Works Loan Board (PWLB) over 5 years interest would cost £1.9m per annum and over 25 years to 50 years it would cost £2.4m 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 normalise gradually during the strategy term, however, the new normal is forecast to be much lower borrowing rates than in previous economic cycles. Also, 49% of the Council's 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 2020/21 treasury operations. The Chief Financial Officer 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. In addition, longer-term investments would be considered, subject to cash flow requirements.
- if it was felt that there was a significant risk of a much sharper, than currently forecast, rise in long and short term rates, perhaps due to 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.

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, the Council does 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. Rescheduling of current borrowing is unlikely to occur as the 1% increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates, effectively wiping out the benefits of rescheduling.

59. Consideration will be given to identify if there is any residual potential for making savings by running down investment balances to repay debt as it matures as short term rates on investments are likely to be lower than rates paid on current debt.

60. Any rescheduling activity will be reported in the next Finance & Performance Report to Cabinet.

Annual Investment Strategy

Investment Policy

61. The Council's investment policy has regard to the Government MHCLG's Guidance on Local Government Investments ("the Guidance"), the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA Code") and the CIPFA Treasury Management Guidance Notes 2018. 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 & Poor's, 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
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.	Aaa Obligations rated Aaa are judged to be of the highest quality, with minimal credit risk.	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.
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.	Aa (1/2/3) Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.	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.
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.	A (1/2/3) Obligations rated A are considered upper-medium grade and are subject to low credit risk.	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.
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.		

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. As a result of the change in accounting standards for 2018/19 under IFRS 9, this authority will consider the implications of investment instruments, which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)
70. Investment instruments identified for use within the financial year are listed in **Appendix E** under the “Specified” and “Non-specified” investment categories.
71. The MHCLG 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”
72. Non-Specified Investments are any that do not meet the above criteria.
73. The above criteria is unchanged from last year.

Credit Risk Policy

74. 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 Chief Financial Officer. Not all counterparties will be active in the market at all times, therefore, it is important to have a good spread of available organisations.
75. The Council applies the credit risk assessment service provided by Link Asset Services Treasury Solutions.
76. 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.
77. The end product of this 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 (CNAV/LVNAV or VNAV)	AAAmmf	£20m per category	liquid
Ultra –Short dated Bonds Funds with a credit score of 1.25	Dark pink / AAA	£10m	liquid
Ultra –Short dated Bonds Funds with a credit score of 1.5	Light pink / AAA	£10m	liquid

78. 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.

79. 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.
80. All credit ratings are monitored daily and changes to ratings are notified to us by Link Asset Services Treasury Solutions, creditworthiness service.
81. 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.
82. 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.

UK banks – ring-fencing

83. The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), were required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.
84. Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.
85. While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings (and any other metrics considered), will be considered for investment purposes.

Investment Strategy

86. 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).
87. On the assumption that the UK and EU agree a Brexit deal including the terms of trade by the end of 2020 or soon after, then Bank Rate is forecast to increase only slowly over the next few years.
88. Bank Rate is forecast to stay flat at 0.75% before starting to rise from quarter 4 of 2020 and are unlikely to rise above 1.25% by quarter 4 2023. Bank Rate forecasts for financial year ends (March) are: -

Financial Year	Rate
2019/20	0.75%
2020/21	1.00%
2021/22	1.00%
2022/23	1.25%
Estimates beyond 2022/23 are not available	

89. The suggested budgeted investment earnings rates for returns on investments placed for periods of up to 3 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.
90. The Council will pursue value for money with its investments and to measure this 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.
91. The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
92. The balance of risks to increases in Bank Rate and shorter-term PWLB rates are broadly similarly to the downside. The Bank of England's forward guidance should be a good indicator of where interest rates are going.
93. To bring balance to the portfolio funds generated through the Council's cash flow will be invested on the following basis:-

Liquid Funds (approx. £15m)

This part of the portfolio should be managed at around £15m. This allows for the payment of payroll on dates within the year when grants are delayed due to the 15th being on a weekend (August 2020, November 2020, December 2019, February 2021 and March 2021).

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. £25m)

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 1 year. 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 1 year.
- Other Corporate Bonds that meet its minimum investment criteria, with a maturity of less than 1 year.
- 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, could continue to be invested in suitable longer term assets, examples of which are: -

- fixed deposits with banks in excess of 12 months.
- 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 the Councils minimum investment criteria, with a maturity in excess of 12 months.

94. A full list of Specified and Non-Specified investments is shown in **Appendix E**.

95. Any new Non-Specified investment will require authorisation by the Chief Financial Officer. Details of minimum criteria and any additional due diligence required can also be seen in **Appendix E**.

96. 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 > 1 year			
£m	2020/21	2021/22	2022/23	2023/24
Principal sums invested > 1 year	£20m	£20m	£20m	£20m

End of year investment report

97. 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

98. 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.

99. 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.

100. 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.

101. 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 provided in the past and further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

OPTIONS CONSIDERED

102. 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
1. 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.
2. 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, as planned, 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.
3. 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.
4. 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.
5. Borrow sufficient funds for under-borrowed position	Additional interest costs of up to £2.4m per annum. It should be noted that a proportion of the under-borrowed position has been used to prepay the pension contribution recently.	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.

REASONS FOR RECOMMENDED OPTION

103. Options 1 is the recommended option to maximize external interest savings without introducing unacceptable risk.

104. 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 • 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 	
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RISKS AND ASSUMPTIONS

105. This strategy report along with the Council's Treasury Management Practice Statements seeks to limit as far as possible the risks associated with the Council's Treasury function. However, the economic climate and financial markets are dynamic, and, can be prone to sharp unexpected movements. The Chief Financial Officer and the Council's advisors will continually monitor the environment and act as necessary to limit risk and achieve best value for the Council.

106. Key risks and the actions taken to mitigate those risks are: -

- a. The Council could be unable to borrow when funding is required due to adverse market conditions and/or budgetary restraints. This risk is mitigated by maintaining sufficient easily accessible funds. Further mitigating actions could be scaling back or re-profiling capital expenditure plans if necessary.
- b. There could be an increased use of reserves and working capital which is currently used to finance the under borrowed position. This risk is mitigated by regular monitoring of the use of reserves and having a robust cash flow forecast, which is monitored on a daily basis.
- c. Interest rates for borrowing could be higher than forecast. This risk is mitigated by regular monitoring of economic forecasts, consulting with the Council's treasury advisers and reducing the borrowing term. Other sources of borrowing will also be identified if possible.
- d. The Council could receive a lower than forecast return on its investments. This risk is mitigated by regular monitoring of economic forecasts, consulting with the Council's treasury advisers and regular benchmarking. Investment strategies would then be adjusted by the Chief Financial Officer, as appropriate.
- e. An institute with whom the Council has investments could become insolvent. This risk is mitigated by only investing in financial institutions that meet the Council's minimum criteria. The Council will also continually monitor the credit ratings of approved institutions and spread investments across a number of financial institutions and assets.

- f. A financial institution may not repay an investment at maturity date due to an administration error (not insolvency). This is mitigated by maintaining accurate records of all investments placed, including confirmation from the counterparty. Adequate borrowing sources are available to cover any temporary cashflow shortfalls. In addition a proportion of the investments placed will always be instantly accessible.

LEGAL IMPLICATIONS [Officer Initials SF Date 30/01/20]

107. The Council's Treasury Management activities are regulated by a variety of professional codes, statutes and guidance: -

- a. 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;
- b. the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, develops the controls and powers within the Act;
- c. 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;
- d. 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;
- e. 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 24/01/2020]

108. The treasury management budget required for 2020/21 has been reviewed and analysed over the following headings: -

	General Fund £'m	HRA £'m
<u>Costs</u>		
Total Borrowing Costs	7.452	12.529
Other treasury management expenditure	0.089	0.000
Total Costs	7.541	12.502
<u>Income</u>		
Investment Interest	-0.615	0.000
Net Costs	6.926	12.529

The 2019/20 general fund budget was £6.172m for Treasury Management and after £0.754m of pressures that have been included in the 2019/20 revenue budget proposals, the £6.926m referenced in the above table is available for these costs. The HRA interest costs are included in the separate HRA budget report that will be presented to Full Council in March 2019. Specific financial information is included in the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials KG Date 2301/2020]

109. There are no specific Human Resources implications to this report

TECHNOLOGY IMPLICATIONS [Officer Initials...PW Date...23/01/20]

110. There are no technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials RS Date 23/01/2020]

111. 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 09/01/20]

112. 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

113. 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.

114. 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

C.I.P.F.A. Code of Practice on Treasury Management (Revised 2017).

C.I.P.F.A. Treasury Management in the Public Services Guidance Notes 2018.

C.I.P.F.A. Prudential Code for Capital Finance in Local Authorities (Revised 2017).

Localism Act 2011.

MHCLG Statutory Guidance Local Government Investments (3rd edition), April 2018.

The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2010 [SI 2010/454].

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THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2020/21 – 2023/24

- 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	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
£m	Actuals	Estimates				
Adults, Health & Wellbeing	5,265	5,770	6,275	4,829	4,652	4,665
Finance & Corporate	3,178	28,136	23,271	13,098	12,905	12,850
Learning & Opportunity – Children	6,559	7,651	17,498	4,814	4,435	255
Economy & Environment	34,358	52,944	29,923	13,811	20,559	50
Non-HRA	49,360	94,501	76,967	36,552	42,551	17,820
HRA	37,469	24,695	35,145	31,107	29,889	37,768
TOTAL	86,829	119,196	112,112	67,659	72,440	55,588

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.

a. 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.

	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Non-HRA	5.33%	5.23%	4.87%	3.56%	3.66%	3.65%
HRA	15.68%	17.00%	16.70%	16.58%	16.65%	16.83%

The estimates of financing costs include current commitments and the proposals in this budget report.

b. HRA ratios

	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt £k	244,267	266,063	274,014	282,014	290,014	298,014
HRA revenues £k	74,547	73,727	73,515	74,799	76,466	78,172
Ratio of debt to revenues %	30.52%	27.71%	26.83%	26.52%	26.37%	26.23%

	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
HRA debt £k	244,267	266,063	274,014	282,014	290,014	298,014
Number of HRA dwellings	20,100	20,110	20,041	19,961	19,881	19,801
Debt per dwelling £	12,153	13,230	13,673	14,128	14,587	15,050

4. Maturity Structure of Borrowing

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	2019/20	2020/21	2021/22	2022/23	2023/24
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 2020/21					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	94,728	18.37%	
12 months to 2 years	0%	50%	28,350	5.50%	
2 years to 5 years	0%	50%	42,288	8.20%	
5 years to 10 years	0%	75%	23,160	4.49%	
10 years and above	10%	95%	327,214	63.44%	
Total			515,740	100.00%	
Maturity structure of variable interest rate borrowing 2020/21					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	0	0	
12 months to 2 years	0%	50%	0	0	
2 years to 5 years	0%	50%	0	0	
5 years to 10 years	0%	75%	0	0	
10 years and above	10%	95%	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 2020/21 MRP Policy

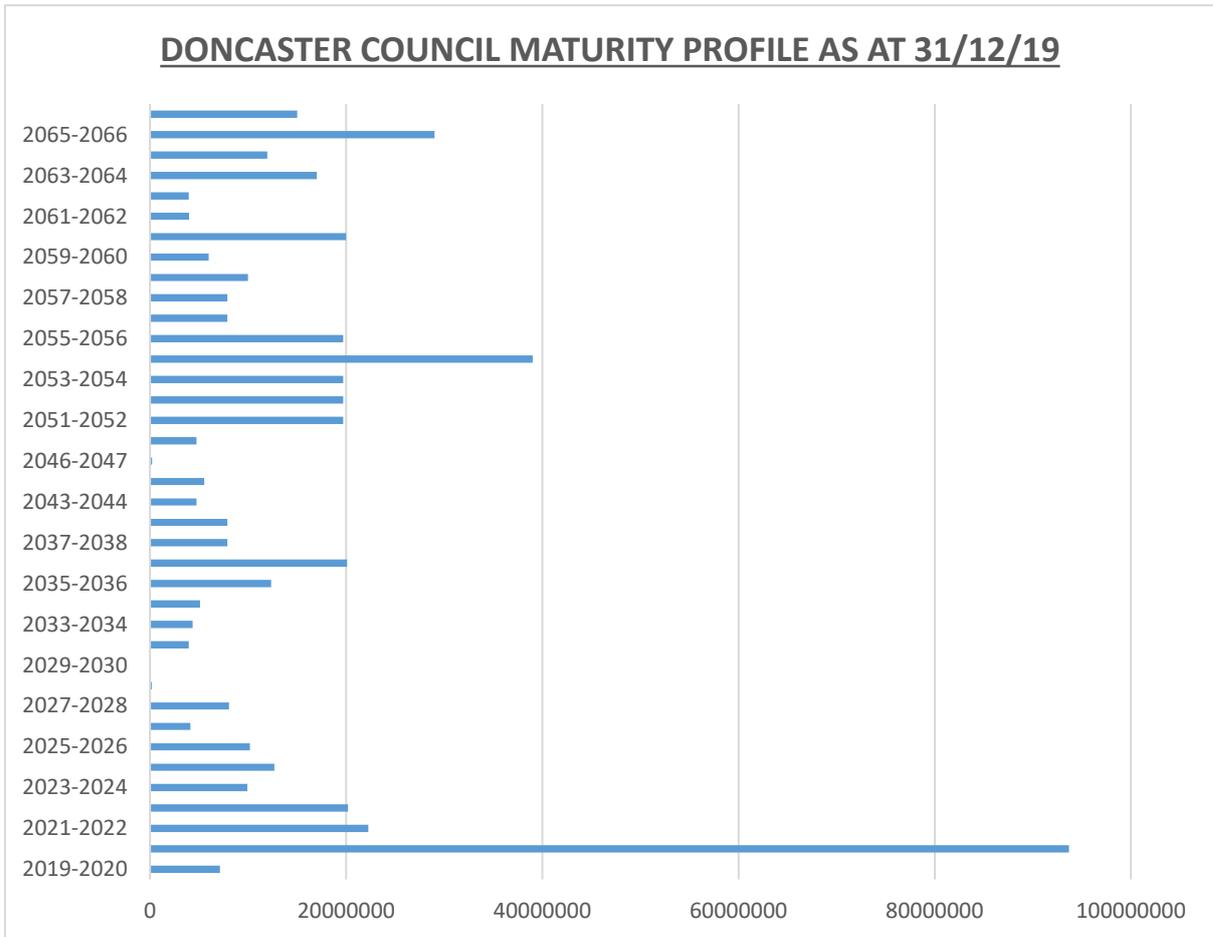
The Council adopts the most appropriate method of calculating and charging MRP for the specific asset. Methods used include either:

- **Asset Life method – Equal instalment method** (option 3a); or
- **Asset Life method - Annuity method** (option 3b); or
- **Depreciation method** (option 4).

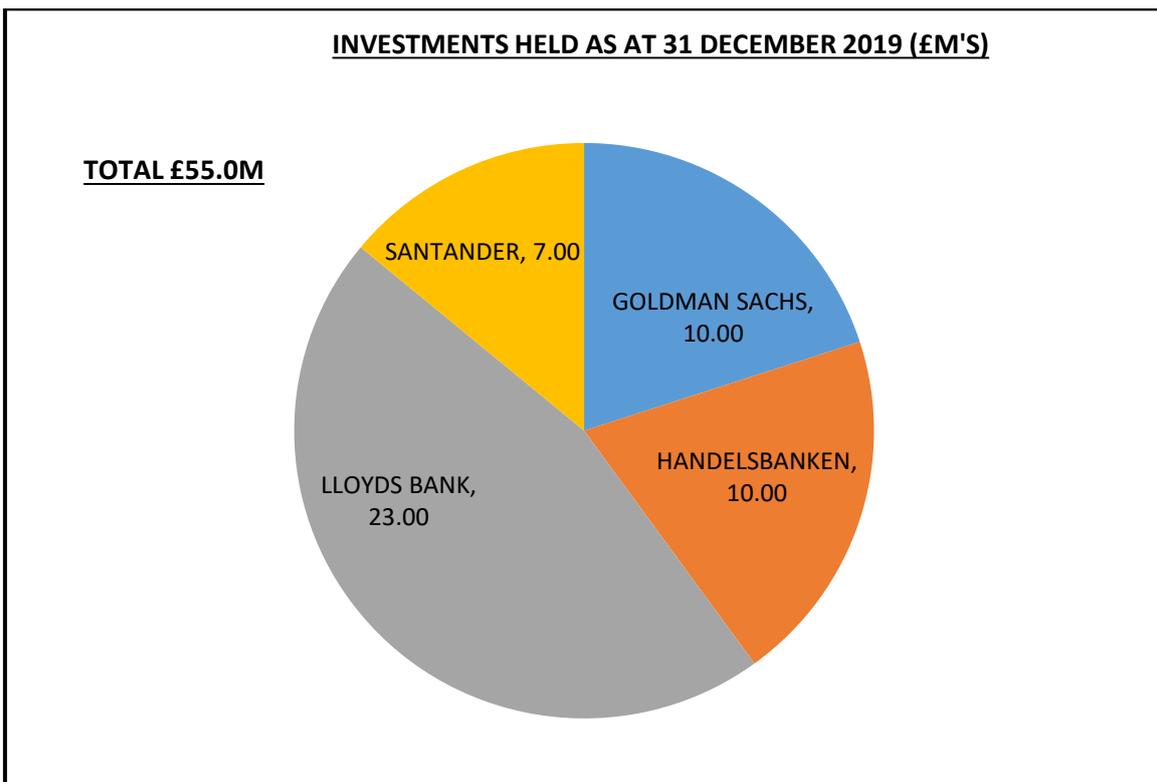
MRP Overpayments - A change introduced by the revised MHCLG MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31st March 2020, the total MRP overpayments are estimated to be £38.637m. It is proposed in the Revenue Budget 2020/21 – 2022/23 Report to utilise £12.6m over the next three years.

Analysis of Debt as at 31/12/19

Total £515,740,000



Analysis of Investments as at 31/12/19



Interest Rate Forecasts

Bank Rate	Now	Mar 2020	Mar 2021	Mar 2022
Actual DEC 19	0.75%	-	-	-
Link Asset Services view.	0.75%	0.75%	1.00%	1.25%
Capital Economics(CE)	0.75%	0.75%	0.75%	-
5Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.			
Actual DEC 19	2.30%	-	-	-
Link Asset Services view.	2.30%	2.40%	2.60%	3.10%
Capital Economics(CE)	2.30%	2.40%	2.60%	-
10Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.			
Actual DEC 19	2.60%	-	-	-
Link Asset Services view.	2.60%	2.70%	2.90%	3.30%
Capital Economics(CE)	2.60%	2.60%	2.80%	-
25Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.			
Actual DEC 19	3.20%	-	-	-
Link Asset Services view.	3.20%	3.30%	3.60%	4.00%
Capital Economics(CE)	3.00%	3.10%	3.30%	-
50Yr PWLB Rate	PWLB rates and forecasts below take into account the 0.20% Certainty rate deduction effective as of 01/11/12.			
Actual DEC 19	3.10%	-	-	-
Link Asset Services view.	3.10%	3.20%	3.50%	3.90%
Capital Economics(CE)	3.00%	3.00%	3.20%	-

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

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
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 rating	100%	12 months
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -			
Government Liquidity Funds	AAA MMF rating	100%	Liquid
Money market funds (CNAV/LVNAV or VNAV)	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
Bond Funds	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid
Gilt Funds	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	£20m (maximum of £5m per authority)	5 years
Term deposits with banks and building societies	Yellow Purple	£50m £40m	5 years 2 years
Term Deposits with UK part nationalised banks	Blue	£30m	5 years
Certificates of Deposit or corporate bonds with banks and building societies	Yellow Purple	£50m £40m	5 years 2 years
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	£20m	10 years
Commercial Paper Other	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Corporate Bonds	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Sovereign bond issues (other than the UK govt)	UK sovereign	£20m	5 years
Bond Funds	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Gilt Funds	Fitch rating Short term F1, long Term A- or equivalent	£20m	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 equivalent	£5m per bond	10 years
Unrated Bonds	**Non-rated internal due diligence	£5m per bond	10 years

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
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 or 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.

AAA	AA+	AA
Australia, Canada, Denmark	Finland	Abu Dhabi (UAE)
Germany, Luxembourg, Netherlands,	USA	France
Norway, Singapore, Sweden		Hong Kong
Switzerland		UK



Doncaster Council

Report

Date: 5th March, 2020

**To the Chair and Members of
COUNCIL**

REVENUE BUDGET 2020/21 – 2022/23

EXECUTIVE SUMMARY

1. This report details the Mayor's revenue budget proposals for 2020/21 to 2022/23. Our budget plan is driven by our Corporate Plan. The Corporate Plan details the Council's contribution over the next year to the Doncaster Growing Together (DGT) partnership plan (Borough Strategy) and how the Council will ensure it has the capacity to deliver DGT transformational priorities and quality services day in, day out.
2. In the context of the national position where funding has been cut by circa. 50% since 2010/11, Councils are facing strong demand and cost pressures and no reduction in their statutory obligations to provide services. Local spending is becoming more narrowly focused on social care due to the need to meet the growing demand and falling central government funding. The Council continues to face the significant challenge of setting a balanced budget whilst continuing to invest in the borough and protecting the most vulnerable in our communities.
3. The significant budget pressures are estimated at £14.6m in 2020/21, increasing to over £30m by 2022/23. This includes pay and price inflation; with £2.7m set aside for Adults, Health & Wellbeing in 2020/21 for Adult Social Care contracts including the impact of the Government National Living Wage. The service specific budget pressures amount to £14.0m in 2020/21 and are detailed in Appendix C; this includes investing £4.6m for Adults, Health & Wellbeing pressures in 2020/21.
4. After updating the funding changes and including the additional pressures, there is an overall budget gap of £17.7m over the next 3 years.
5. The savings proposals detailed in the report are greater than the estimated budget gap for 2020/21 by £8.2m, largely due to one-off additional Government funding for Social Care and an increase in Retained Business Rates; however, there are shortfalls in 2021/22 and 2022/23 resulting in a £1.7m gap over the 3 years which will be met by use of one-off reserves in 2022/23. This provides the Council with a balanced plan for 2020/21 and savings options for future years, with further work to be undertaken on the overall plan.

6. It is worth noting that Council funding remains uncertain for 2021/22 onwards. The government's Spending Round announcement in September only covered the spending period 2020/21 with a further, longer term, review of spending planned for next year.

EXPLANATION OF THE BUDGET GAP

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total 2020/21 – 2022/23 £m	Total Incl. 2019/20 £m
Baseline Income & Government Grants	6.9	-11.9	9.9	1.6	-0.4	6.5
Council Tax Income	-8.0	-4.4	-1.1	-3.7	-9.2	-17.2
Grant Exit Strategies	-7.6	-2.7	-3.6	0.0	-6.3	-13.9
Pay & Price Inflation	9.7	0.4	8.5	7.4	16.3	26.0
Levying Bodies & Other Expenditure	-1.2	0.2	0.2	0.0	0.4	-0.8
Other service Pressures	21.6	14.0	-2.1	1.8	13.7	35.3
Funding Gap	21.4	-4.4	11.8	7.1	14.5	35.9
Use of One-off Reserves	-3.2	3.2	0.0	0.0	3.2	0.0
Gap	18.2	-1.2	11.8	7.1	17.7	35.9

7. 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. After a prolonged period of austerity, 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. This report summarises the saving proposals to contribute towards the £17.7m gap for 2020/21 – 2022/23; these are detailed in paragraphs 25 to 35 and Appendix D and E.
8. The majority of the savings will be delivered by continuing with our current plans; ensuring 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. Service savings in 2020/21 will contribute £7.0m towards the overall funding gap; these include 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 31.

9. £1.8m will be delivered through an increase in the Council Tax base due to more properties. The budget also includes an increase in Council Tax of 3.99% in 2020/21 (1.99% Council Tax increase and a further 2% increase through the Government's Social Care precept). This will increase the Council Tax to £1,405.35 per annum Band D (£936.90 Band A) which means an additional £53.92 for Band D Council Tax per annum or £1.04 per week (£35.95 for Band A per annum or 69p per week). The 2% Social care precept delivers £2.2m and will contribute towards the pressures for Adults, Health & Wellbeing including inflationary cost increases, investment in the care ladder and growth in the number of clients from projected changes in the population. In total £4.4m of additional income will be generated through Council Tax.
10. The Council Tax system continues to be disproportionate across the country and successive governments have failed to come up with an alternative method of local taxation. A National Audit Office report on the Financial Sustainability of Local Authorities 2018 found that the average reduction in council revenue spending power between 2010/11 and 2017/18 was 28.5% but that the reduction for Doncaster was 35.9%. Doncaster continues to have one of the lowest Council Tax rates in comparison to other Metropolitan Districts and Unitary Authorities (the 11th lowest in 2019/20) as shown in Appendix F.
11. The savings proposals exceed the budget gap in 2020/21 by £8.2m. This is primarily due to £9.1m of unexpected income from the continuation of the 2017 announced Improved Better Care Fund (iBCF) £2.1m that was due to cease in 2019/20 and the new Social Care grant of £7.0m announced in the September Spending Round. £7.7m of this additional income is already committed to fund increases in Social Care costs in 2020/21 covering pay and price inflation (including the additional costs of the recently announced increase in the National Living Wage) and the budget pressures shown in Appendix B. This means £3.6m (£1.4m from the additional grants and £2.2m from the social care precept) will be committed on a non-recurrent basis in 2020/21 to fund transformational projects in Social Care. This will include investment in the new model of locality working to support the development of vibrant communities and provide resourcing to strengthen activities for Early Help and prevention. It will also support practice development across the social care sector and workforce capacity changes. This will certainly help provide resources to work with the voluntary sector and how they may support our changing practices and ambitions regarding localities.
12. The remaining £4.6m in 2020/21 and £1.6m in 2021/22 will be used to fund the Service Transformation Fund (STF). The STF can provide non-recurrent resources to support the Corporate Plan. Our recent community engagement exercise, through Doncaster Talks, identified being a cleaner and greener borough as a key priority for the people of Doncaster. As it is a priority to improve standards, we will implement an improvement plan that will see investment in plant and equipment, additional resources and improved methods of operation within the cleansing and grounds maintenance services. An integral part of the improvement will include services being delivered at a locality level, introducing measures that support behavioural change and reducing the levels of fly tipping across the Borough. Investment in enforcement resources and tools such as CCTV and covert cameras will enable a tough approach for dealing with those who continue to litter and fly-tip in our borough.

13. It is important that the Council does not commit this funding on a permanent basis, as there remains an overall recurrent budget gap in 2022/23 of £1.7m (which will be met by use of one-off reserves in 2022/23). Any funds committed on a permanent basis in 2020/21 or 2021/22 would increase the size of this gap. The effect of the one-off proposals are shown in the table below: -

	2020/21 £m	2021/22 £m	2022/23 £m	Total 2020/21 – 2022/23 £m
Budget Gap	-1.2	11.8	7.1	17.7
Savings Proposals	-7.0	-5.2	-3.8	-16.0
Recurrent Budget Gap	-8.2	6.6	3.3	1.7
<u>Non-recurrent Expenditure:-</u>				
Social Care Transformation projects	3.6	-3.6		0.0
Service Transformation Fund funding in 2020/21	4.6	-4.6		0.0
Service Transformation Fund in 2021/22		1.6	-1.6	0.0
Revised Recurrent Budget Gap	0.0	0.0	1.7	1.7

14. The analysis, at Appendix I, shows the current position regarding earmarked reserves. The balance of uncommitted reserves for 2020/21 is estimated at £14.4m; and is expected to remain at this level in 2021/22.

EXEMPT REPORT

15. Not applicable.

RECOMMENDATIONS

16. Council to approve the 2020/21 to 2022/23 Revenue Budget as set out in this report. This includes: -
- the revenue budget proposals for 2020/21 detailed at Appendices B and C (pressures £14.0m) and Appendices D and E (savings £7.0m);
 - Council Tax increasing by 3.99% to £1,405.35 for a Band D property (£936.90 for a Band A) for 2020/21. This includes: -
 - 1.99% Council tax increase equates to an increase of £26.89 for Band D per annum, 52p per week (£17.93 for Band A per annum, 34p per week);
 - 2.00% Government's Social Care precept equates to an increase of £27.03 for Band D per annum, 52p per week (£18.02 for Band A per annum, 35p per week).
 - the 2020/21 Grants to 3rd Sector Organisations outlined in paragraph 37 and Appendix G;
 - the fees and charges proposed for 2020/21 at Appendix H;
 - the Medium-term Financial Strategy (MTFS) including all proposals in this report as set out in Appendix A;

- f. a gross revenue expenditure budget of £490.1m and a net revenue expenditure budget of £223.9m, as detailed in Appendix A.
- g. note the Chief Financial Officer's positive assurance statements (detailed in paragraphs 45 and 50).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

17. 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

18. The financial strategy and 2020/21 budget is informed by the Corporate Plan: -
- **Doncaster Learning** – Learning that prepares all young people and adults for a life that is fulfilling. The key budget proposals in relation to this area are LO-CYP functional review and the Travel Assistance Review.
 - **Doncaster Working** – More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future. 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.
 - **Doncaster Living** – Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time. The key budget proposals for this area include additional funding for street cleansing and fly tipping.
 - **Doncaster Caring** – A borough that cares together for its most vulnerable residents. The key budget proposals in relation to this area are the Adults Transformation programme and Future Placements strategy for children.
 - The Doncaster Growing Together programme includes the following areas for action which are reflected in the budget proposals, e.g. corporate resources saving, Adults transformation programme: -
 - i. A modern, efficient and flexible workforce with the right behaviours and skills.
 - ii. Use technology to support modern, accessible customer interactions and as a catalyst for change for cross council service improvement.
 - iii. Operating within our resources and delivering value for money.
 - iv. A co-ordinated, whole person, whole life focus on the needs and aspirations of residents.
 - v. Building community resilience and self-reliance by connecting community assets and strengths.
 - vi. Working with our partners and residents to deliver our joint priorities through effective leadership, governance and democratic processes.
19. The financial strategy should also be read in conjunction with other Council strategy documents including Capital Programme, Housing Revenue Account (HRA) budget, Treasury Management Strategy and Capital Strategy.

Medium-term Financial Strategy (MTFS)

20. The MTFS includes the estimated changes to the Council's main sources of income (i.e. central government grant and local taxation), corporate expenditure (e.g. capital financing costs) and pressures on services (arising from inflation, demand or legislative changes such as the increase to the government national minimum wage) based on current information. The estimated gap for 2020/21-2022/23 is £17.7m.
21. The Council continues to face pressures include rising pay costs of £3.1m in 2020/21. Pension contributions will reduce in 2020/21 to a saving of £7.3m due to an estimated reduction in the pension deficit budget, when the next tri-annual valuation in 2020 will take effect. The Pensions Actuary reported a considerable improvement in the financial position of the pension fund, which changed the position from a deficit to a slight surplus. This mainly arose due to a rise in the value of UK and foreign equities and a fall in the pound. The additional costs of contract inflation are estimated at £4.6m in 2020/21; this includes increases each year for the Adult Social Care contracts including the impact of the government national minimum wage.
22. The MTFS also provides the funding necessary to meet growth in the services and other service pressures. The Council is currently forecasting an underspend of £1.3m for the 2019/20 financial year; however this includes a number of pressures that need to be managed to begin the 2020/21 financial year on a sustainable basis, which are currently offset by one-off underspends. The pressures for 2020/21 to 2022/23 are shown in detail in Appendices B and C. The baseline budget will be increased for the pressures identified on an ongoing basis. A negative figure shows where the funding is being removed to account for one-off pressures in previous years.
23. The MTFS details the funding reductions and pressures for 2020/21; this clearly demonstrates the importance of increasing income by raising Council Tax 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.
24. There are two major reviews upcoming during 2020 that could have a significant effect on the funding available for the Council. There will be a Spending Review, which will set out the funding available for Government Departments for 2021/22 onwards. There will be a Fair Funding Review (FFR), which will set out how the funding determined by the Spending Review 2020 will be allocated for 2021/22 onwards. In addition, there will be a "full reset" of the Business Rates Retention scheme. The Prime Minister has promised to "fix the crisis in social care once and for all" and the Queen's Speech reiterated that the government would seek cross-party consensus on proposals. Given the complexities around how adult social care is currently funded (through core funding, the social care precept and three different grant regimes), the changes needed to simplify this are likely to be wide-ranging. It is not yet possible to determine the full impact of these wide ranging reviews and subsequent changes; the assumption included for 2021/22 is that the Council could suffer a net reduction in funding of up to £10.3m although this would likely be offset by transitional funding unwinding over time. The Government aims to publish indicative allocations through a formal consultation before the 2021/22 provisional local government finance settlement but that could be as late as October 2020.

Savings Proposals and Budget Framework

25. The savings approved in the 2019/20 budget are detailed at Appendix D.

26. The Council has undertaken a thorough review of all budgets to identify additional savings to balance the budget; these are detailed in Appendix E. The proposals have been developed in accordance with the budget framework to ensure: -

- We engage with the organisation on the type and nature of the savings proposal being put forward – **We want to understand the story behind individual proposals**;
- We bring consistency and a sense of organisational support and challenge to the process – **a participatory approach that shapes the how with managers**;
- We ensure that what we are proposing **meets our policy intent** but also meets how we want to deliver services in the future;
- We iterate and the framework allows us to have more **intelligent conversations** over time.

27. The framework is based on our Corporate Plan, including the impact and areas for action identified for Doncaster Learning, Working, Caring and Living, and the following imperatives: -

- **Sustainability** - to become a cleaner and greener Borough with net zero greenhouse gas emissions.
- **Inclusive Growth** - particularly ensuring local people can access economic opportunities.
- **Early intervention & Prevention** - through locality working which harnesses community strengths and targets services to where they are needed most.
- **Lifelong Learning & Skills** - for inclusive growth and the overall well-being of residents.
- **'Keeping It Real'** - understanding and responding to the lived experience of residents and communities.
- **'Intelligence Led'** - ensuring we make the most of the insight and intelligence we have in the decisions we make.

28. The framework also includes a set of design principles which set out how we want to work: -

Keep it Simple / Customer Focus	We want services to be clear, transparent and accessible as possible
	We want to join up our services to avoid duplication and make it easier to understand and access
	We want people to access our services, when they need them, easily and quickly
Be Ambitious	We want the exercise to yield innovative and future proof proposals
	We want proposals, where appropriate, to be radical and challenge the status quo
	We want to aim high for our people and place that helps us deliver our Borough Strategy
Do it Together	We want to work with Team Doncaster partners collaboratively to achieve for our people and place locally
	We will, wherever appropriate, encourage other agencies and partners to deliver services if they are well placed to do so

	We want to work with communities to achieve our strategic ambitions for our Borough
Expect Contribution	We want all services to be proactive and supportive of savings ideas working alongside partners and communities
	We want to build on strengths and assets in communities in a way that helps us achieve our ambitions for the Borough

29. The proposals have been assessed against the framework to evaluate the strategic alignment (strong misalignment, weak alignment, good alignment and strong alignment). This has resulted in the prioritisation and filtering of the initial options to arrive at the proposals set out in this report. The proposals have also been reviewed to understand how deliverable they are based on a number of factors, which take into account their size and scale. This assessment ensures our proposals are congruent to the Council's priorities in the Corporate Plan and deliverable. It also supports the Chief Financial Officer to be able to give assurance on the robustness of the budget proposals; further details are provided in paragraphs 42 to 45.
30. The savings for 2020/21 to 2022/23 are shown in detail in Appendices D and E. The baseline budget will be decreased for the savings identified on an ongoing basis. A positive figure shows where the budget is being increased to account for one-off savings in previous years.
31. The 'all-age' Your Life Doncaster Programme focuses on early intervention and prevention/ integrated area based working, front door, practice development and joint commissioning. The Programme will contribute significantly to the delivery of £6.1m savings in 2020/21. The Council welcomes the continuation of the Social Care Support grant and Winter Pressures grant in 2020/21 of £2.6m and £1.5m respectively and the new one-off Social Care Support grant of £7.0m in 2020/21, which provides essential funding towards the pressures facing the service including Residential Care and Homecare.
32. The savings required in this area are significant and as such, their delivery is key to the achievement of the Council's MTFs. There are a number of initiatives covering all areas of the care ladder: Residential Care Working Age, Home Care & Direct Payments and the impact of the Front Door and Community Offer. In addition, savings are targeted for staffing restructuring & functional review to manage our workforce to deliver effective and efficient services. Full details of the savings are provided in Appendices D and E.
33. Fees and charges increases are expected to generate £0.13m in 2020/21 (no increase is assumed in future years); this is based on the principle that charges are raised by 1.82% (based on the Office for Budget Responsibility's Consumer Price Index forecast for quarter 1 2020/21). Each fee has then be rounded to the nearest appropriate denomination. For a number of fees the inflationary increase will be so small that the rounding will result in no increase even though they have been subjected to the principle.
34. Appendix H contains:-
- All new fees and charges,
 - All proposed fees and charges that are an exception to the 1.82% target increase,
 - A list of individual fees and charges where there is a legal requirement for them to be specifically set by full Council.
35. Some fees are set by legislation, so the above will not apply; the values of these will be as determined by statute.

Post Reductions

36. A review of the 2020/21 to 2022/23 budget proposals has been undertaken, which has identified an estimated 101.7 full time equivalent (fte) potential post reductions; 86.7 for the Council and 15 for Doncaster Children's Services Trust (DCST). The Council and DCST will initially look to delete vacant posts, then seek volunteers, then redeployment with compulsory redundancy being the last resort. This is an estimate calculated on the budget proposals and includes 58.1 fte for 2020/21, 19.5 fte for 2021/22 and 24.1 fte for 2022/23. The budget also includes a total of £22.2m of additional investment in services in 2020/21 and is therefore, likely to mean post reductions in some services are offset by additional posts in other areas.

Grants to Third Sector Organisations

37. The 2020/21 grants proposed to third sector organisations are detailed in Appendix G. The Council's has more clearly commissioned and contracted 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. Despite the need for the Council to identify recurrent savings, it is still able to provide £0.4m of support to the third sector.

2020/21 Baseline Budgets by Service Area

38. The 2020/21 detailed budgets updated for the proposed pressures and savings are provided at Appendix K by Directorate, this provides the breakdown of the budget plan by Head of Service.

Monitoring & Challenge

39. 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.
40. 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.
41. The Financial Management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. The quarterly Finance & Performance report presents the Council's revenue projection, prepared by managers working in conjunction with finance teams. In addition, a monthly review enables Directors to monitor the Council's revenue projection and take any further action to ensure effective management of the budget.

Robustness of the Budget

42. Under the Local Government Act 2003, the Chief Financial Officer is required to give assurance on the robustness of estimates in the forthcoming budget.

43. 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 2020/21. The key objective of the MTFs 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 £148.3m over the 5 financial years 2014/15 to 2018/19 and a further £35.9m over the period 2019/20 to 2022/23.
44. In this context, the budget proposals that are set out in this document are 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: -
- 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 2020/21 as long as the risks (Appendix J) can be managed;
 - we have reviewed those service areas that are overspending in 2019/20 and aim to provide adequate funding to ensure that areas of overspend are managed within the budget target for 2020/21;
 - a review of the quarter 3 projected outturn has been undertaken to ensure that the budget proposals are based on the most up to date information available. Any further pressures identified will need to be managed during 2020/21 as part of the revenue monitoring process; and
 - the development of financial skills amongst Council managers is critical to the success of delivering the spending targets set in this budget.
45. Taking this into account, the Chief Financial Officer believes the 2020/21 estimates used for the Mayor’s budget proposals can be delivered.

Reserves

46. The Council holds both “earmarked” and “uncommitted” reserves. Earmarked reserves are balances set aside for specific purposes, for example School Balances. Appendix I shows a summary of earmarked reserves.
47. To note there are one-off Minimum Revenue Provision (MRP) budgets, which are being earmarked for one-off requirements, e.g. Service Transformation Fund and VER/VR, funding; this is not available for on-going pressures. In 2019/20, we are utilising capital receipts to fund VER/VR’s, which is not sustainable moving forward. It is proposed to allocate the one-off MRP funding as follows: -

	2020/21 £’m	2021/22 £’m	2022/23 £’m	Total £’m
Service Transformation Fund	0.9	0.5	0.7	2.1
VER/VR	3.0	3.0	3.0	9.0
Feasibility works for capital projects	0.5	0.5	0.5	1.5

48. Uncommitted reserves are balances held as contingencies against risks such as weather related events. The uncommitted reserves are expected to be £14.4m by 2021/22. A risk assessment of the Council's level of uncommitted reserves is carried out each financial year, when setting the budget and updating the financial plan. It is 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 review of known provisions and contingent liabilities;
 - the likelihood of overspend for either revenue or capital;
 - the likelihood of any additional income that would be credited to uncommitted reserves;
 - the robustness of the Council's revenue budget proposals;
 - the adequacy of funding for the Capital Programme; and
 - any potential significant expenditure items for which explicit funding has not yet been identified.
49. Appendix J provides the risk assessment of the Council's level of uncommitted reserves and shows that they are sufficient to meet the risks. The uncommitted reserves are not excessive for a Council of our size, which spends £490.1m a year; £14.4m would only run the Council for 11 days. Careful consideration should continue to be given before funding any unexpected costs from uncommitted reserves.
50. 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

51. 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 confirmed the Council Tax Referendum Cap for 2020/21 as part of the final Local Government Financial Settlement on 24th February 2020. Any increase of 4.0% or greater for those authorities that have decided to implement up to the maximum 2.0% adult social care precept will be deemed excessive.
52. Full details of the calculation will be presented as part of the Council Tax setting report to Council on 5th March 2020.

OPTIONS CONSIDERED

53. A range of options has been considered over the preceding months to arrive at these budget proposals.

REASONS FOR RECOMMENDED OPTION

54. The budget proposals seek the appropriate balance in meeting the savings whilst still delivering on the key priorities, protecting front-line services where possible.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

55. 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

56. The savings proposals outlined in this report are underpinned by the Council's 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. Paragraph 49 details the risk assessment of the level of reserves. Key risks in relation to the 2020/21 budget include: -

- Potential shortfall on the delivery of the savings, which are increasingly more challenging to deliver. In particular, the Adults, Health & Wellbeing savings will need careful management to ensure they are delivered and reduce the base budget requirement. The cost proposals have been co-produced with managers, with challenging but realistic figures for savings included.
- Risks around the MTFs budget assumptions, including: -
 - i. An estimate has been included for price inflation; there is a risk that the actual costs could be greater if inflation rises (CPI for December 2019 was 1.3%). Price inflation is applied as determined in the individual contracts; details on the price inflation applied to specific areas of contract expenditure are provided in the MTFs Appendix A. All other non-pay budgets assume a cash freeze.
 - ii. There are a number of one-off grants decreasing or ending over the next 2 years, which require expenditure to reduce or cease completely retrospectively, i.e. iBCF one-off funding. This is minimised by building the impact of reduced one-off funding into the cost pressures as part of this budget.
 - iii. Potential future budget pressures, this will be reviewed during 2020/21 for the 2021/22 budget.
 - iv. In a departure from normal practice, the Spending Round was for one year only. The normal four year Spending Review due to take place during 2019/20 was postponed until 2020/21. This leaves a huge amount of uncertainty regarding future funding beyond 2020/21 including the impact of a move to 75% Business Rates Retention, a full Business Rates reset and the Fair Funding Review.
 - v. 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 2021/22 are implemented.
 - vi. There is a risk that council tax collection will be less than budget and the Collection Fund will run into a deficit, impacting on the funding available to the Council.

The estimates have been produced based on the latest information available and the risks will be monitored during 2020/21 as part of the budget monitoring cycle. The MTFs budget assumptions are continuously reviewed and updated for any changes; including a thorough review during 2020/21 in preparation for 2021/22 budget setting.

- There is a risk that earmarked and uncommitted reserves are insufficient to support the Council during this period. This is minimised by undertaking a risk assessment of reserves annually, regular close monitoring of all balances as part of the monitoring cycle and the identification of contingency funding for demand pressures identified in 2020/21.

LEGAL IMPLICATIONS [Officer Initials...SF... Date...24.01.20]

57. 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.
58. 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.
59. 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.
60. 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. The maximum amount of increase for 2020/21 has not yet been announced by the Government.
61. The Council will need to be satisfied that the budget set will ensure the Authority is able to discharge its statutory duties.
62. 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 any impact on equality issues.
63. 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 specific 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...13.01.20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initials...SJ Date...27.01.20]

65. There are no immediate HR implications identified within this report, however once post reduction numbers are confirmed (see paragraph 36) further advice should be sought regarding the process going forward.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW... Date...23.01.20]

66. 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. This will be monitored and continuously reviewed via the Council's Technology Governance Board.

67. 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.
68. 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.
69. 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 ICT will be essential.

HEALTH IMPLICATIONS [Officer Initials...RS... Date ...17.01.20]

70. 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. 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. 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. Wherever possible commissioners and providers of services should seek to maximise social value consider long term social, environmental and economic sustainability and resilience. With sustained long-term cuts 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. The lack of national guidance on the future of the public health grant from April 2020 places a risk on future public health activity. 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...MS... Date...30.01.20]

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

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

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

Having due regard to advancing equality involves: -

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

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

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

73. Each saving proposal has been reviewed with regard to our PSED obligations. Appendix L shows the budget proposals that may have an equality impact and therefore require a due regard assessment prior to implementation. Some of these proposals may require further specific consultation exercises and review in light of the PSED and be subject to further decisions taken by Cabinet or other authorised decision maker prior to implementation.

CONSULTATION

74. Directors and Cabinet have considered the budget proposals at several meetings between May 2019 and September 2019. Key dates in the budget timetable leading up to Council approving the budget on the 5th March 2020 are detailed below: -

- Government’s Spending Round 2019 – 4th September, 2019
- Cabinet – MTFs 2020/21 to 2022/23 approved – 1st October, 2019
- Government’s Autumn Budget – scheduled for 6th November, 2019 but postponed due to the General Election

- Labour Budget Group – 25th November, 2019
- General Election – 12th December, 2019
- Provisional LG Finance Settlement 2020/21 – 20th December, 2019
- Cabinet – Council Tax Base 2020/21 approved – 14th January, 2020
Overview & Scrutiny Management Committee (OSMC) – 6th February, 2020. The Chair of the Overview & Scrutiny Management Committee has responded to the Mayor's budget proposals. The letter is shown in Appendix M along with the response from the Mayor.
- Final LG Finance Settlement Announcement 2020/21 – 24th February, 2020
- Cabinet – Council reports – 11th February, 2020.
- Council – 5th March, 2020

75. 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 2019/20 – 2020/21, 4th March 2019.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2848>
- Cabinet Report – Medium-Term Financial Strategy 2020/21 – 2022/23, 1st October 2019.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2848>

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Appendix A

Medium-Term Financial Strategy (MTFS) and key assumptions

The Medium-term Financial Strategy for 2019/20 – 2022/23 is provided below: -

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Income				
Retained Business Rates*	-44.523	-49.546	-75.614	-77.880
Top Up Grant*	-34.296	-34.854	-61.790	-57.890
Baseline Funding	-78.819	-84.400	-137.404	-135.770
Revenue Support Grant (RSG)*	-20.041	-20.368	0.000	0.000
Settlement Funding Equivalent	-98.860	-104.768	-137.404	-135.770
Compensation for under-indexing the business rates multiplier	-2.603	-3.323	0.000	0.000
Council Tax Income	-114.721	-119.170	-120.294	-123.977
Improved Better Care Fund	-14.321	-15.831	-15.831	-15.831
New Homes Bonus	-4.469	-4.086	-4.086	-4.086
Winter Pressures Grant	-1.510	0.000	0.000	0.000
Social Care Support Grant	-2.579	-9.562	-2.579	-2.579
Core Spending Power Equivalent	-239.063	-256.740	-280.194	-282.243
Public Health Grant*	-23.180	-23.875	0.000	0.000
S31 Business Rates Grants	-4.862	-4.828	0.000	0.000
Other Specific Grants	-48.128	-46.152	-42.555	-42.555
Customer & Client Receipts	-44.115	-44.115	-44.115	-44.115
Other Income	-66.354	-66.354	-66.354	-66.354
Housing Benefit	-60.250	-56.321	-56.321	-56.321
Total Income	-485.952	-498.385	-489.539	-491.588
Expenditure				
Total Council Expenditure (Funded)	500.621	489.182	490.091	487.899
Expenditure Changes				
Change in Housing Benefit (nil impact on reductions required)	-9.765	-3.929	0.000	0.000
Grant decreases exit strategies (one-off)	-6.403	-2.673	-2.308	0.000
Grant decreases exit strategies (on-going)	-1.208	-0.070	-1.289	0.000
Staffing	4.107	-4.166	3.885	2.767
Prices Changes	5.642	4.600	4.600	4.600
Levying Bodies	0.100	0.100	0.000	0.000
Expenditure funded from additional income included above	-7.322	0.096	0.259	-0.068
Budget Pressures	21.605	14.017	-2.094	1.793
Gross Budget	507.377	497.157	493.144	496.991
Budget Proposals for cost reductions	-18.195	-7.066	-5.244	-3.687
Use of one-off Committed Reserves	-3.230	8.294	1.640	-1.716
Total Budget Gap	0.000	0.000	0.000	0.000
Gross Budget (Total Income plus one-off uncommitted reserves)	489.182	490.091	487.899	493.304
Net Budget Requirement (including Baseline Income)	213.581	223.938	257.698	259.747

* In 2021/22, Retained Business Rates increased by £26m due to the implementation of 75% Business rates Retention. Top Up Grant increased by £25m to compensate for nil RSG, by £24m to compensate for nil Public Health Grant and reduced by £22m due to the implementation of 75% Business Rates Retention and a full Business Rates reset.

CHANGES IN LOCAL GOVERNMENT FUNDING

1. Following the 2010 General Election, the Coalition Government embarked on an austerity programme aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. The Spending Review announcements covering the years 2011/12 – 2019/20 contained large and sustained cuts to local government.
2. Various studies have shown that not only has local government funding been cut in real terms since 2009/10 but that those cuts have fallen disproportionately on more deprived areas. The IFS¹ state that on average, local government spending on services has fallen by 21% in real terms since 2009/10 however, these falls have not been spread evenly across councils. The reductions have been larger for councils serving more deprived communities, such as Doncaster, than for those serving less deprived communities. The National Audit Office report on the Financial Sustainability of Local Authorities 2018 found that the average reduction in council revenue spending power between 2010/11 and 2017/18 was 28.5% but that the reduction for Doncaster was 35.9%².
3. As councils seek to protect services such as Children's and Adult Social Care, cuts to non-statutory services such as planning, housing and highways have been much more severe. The HCLG Committee³ found that net expenditure on planning & development and housing services has more than halved and net spending on highways & transport and cultural & leisure services is down more than 40%. Increasing demand for adult social care means that this trend is set to continue unless local government is provided with additional central government funding or the power to raise more revenues locally.
4. In addition to the funding cuts, service costs and demographic pressures continue to build. In a report commissioned by the County Council Network⁴, PwC predicts a cumulative £51.8 billion black hole for council funding from 2019/20 to 2024/25.
5. As council funding becomes more dependent on Council Tax and Retained Business Rates this creates additional problems as income from these sources is not expected to keep pace with rising demand for services.
6. 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 2020/21. As part of this process, Revenue Support Grant (RSG) will be phased out. In the 2018/19 provisional Finance Settlement, the Government confirmed their aim to increase business rates retention to 75% for all local authorities in 2020/21 to help meet the commitment to give local authorities more control over the money they raise locally. This will be through incorporating existing grants into business rate retention including RSG and the Public Health Grant.

¹ English council funding: what's happened and what's next?, 29/05/19, Institute for Fiscal Studies

² <https://www.nao.org.uk/other/financial-sustainability-of-local-authorities-2018-visualisation/#>

³ Local government finance and the 2019 Spending Review, 22/07/19, Housing, Communities and Local Government Committee

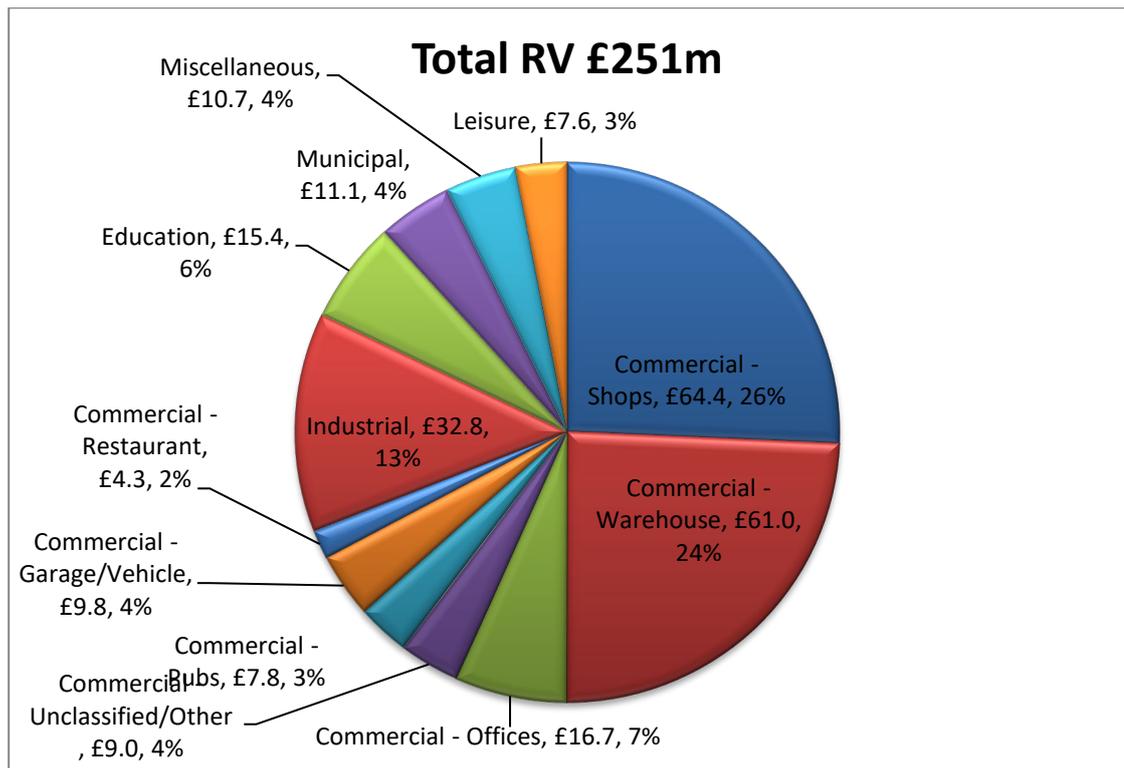
⁴ Independent review of local government spending need and funding, May 2019, PwC

7. In the 2018/19 provisional Finance Settlement, the Government launched a consultation on a Review of Local Authorities Relative Needs and Resources – the Fair Funding Review – which changes the way funding is allocated for 2020/21 onwards. The intention was for a further consultation over the summer of 2019 with implementation in 2020/21.
8. On 28th August 2019, the Chancellor announced that there would be a one-year Spending ‘Round’, on 4th September and a delay of the Spending Review until 2020. The Chancellor confirmed on 4th September, that the move towards 75% Business Rates Retention, the planned Business Rates reset and the Fair Funding Review have all been postponed until 2020/21. The MTFS has been updated for these changes. The Spending Round also contained announcements about additional funding (mainly one-off) for Councils, e.g. for social care and homelessness reduction.
9. The Spending Round did not deal with the long-term issues of funding for local government; rather it postponed those decisions for a further year. Work will continue in 2020 on the impact of the move to 75% Business Rates Retention, a full Business Rates reset and outcome of the Fair Funding Review, including how they will be implemented. This makes long term planning extremely difficult however, an estimated reduction of £10.3m has been included in the MTFS.
10. The Government announced indicative allocations of funding for 2020/21 in the provisional local government finance settlement announcement on 20th December 2019. Final allocations of funding for 2020/21 were confirmed in the final local government finance settlement announcement on 24th February 2020.

BASELINE FUNDING AND BUSINESS RATES GRANTS

11. The Business Rates Retention scheme, whereby 50% of local business rates income is retained locally, (the Council 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.
12. The final local government finance settlement for 2013/14 set the baseline funding levels for the local retention of business rates model. The difference between each council’s individual business rate baseline and their calculated baseline funding level results in either a top up or a tariff that is paid from/to councils from central government. The Council will receive top-up grant of £34.854m for 2020/21.
13. The baseline funding level has not been reset since the scheme came into operation. Central Government has previously announced that there will be a full reset of business rates in 2021/22. This means that any “growth” within the current business rates system up to 2020/21 will be transferred into baseline need and effectively lost to the Spending Review 2020 / Fair Funding Review. Although it is difficult to estimate what the impact will be at this stage, the Council had a favourably low baseline in 2013 and could potentially see a large drop in Top-Up grant when the reset takes effect in 2021/22. The assumption is that the Council will lose £7.0m in Top-Up grant and a further £8.1m in related business rates grants but will gain £4.8m out of an overall redistribution of business rates after the reset. It is expected that the net loss of £10.3m in 2021/22 will be covered by transitional funding unwinding at c£5.1m per annum.
14. Full revaluations are carried out every three years and the last revaluation took place on 1st April 2017. The next revaluation therefore, was scheduled for 2020/21, however this has now been delayed until 2021/22.

15. For information, the breakdown of total rateable value of Business Rates by category, as at the end of December 2019, is shown in the chart below: -



THE COLLECTION FUND

16. 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 the Council, South Yorkshire Police Authority and South Yorkshire Fire & Rescue Authority. For Business Rates the preceptors are the Council, Central Government and South Yorkshire Fire & Rescue Authority.

Business Rates

17. The MTFs includes an increase of 1.63% per annum in the multiplier for 2020/21 and 2% for subsequent years, which is built into the Retained Business Rates and Top Up grant lines. The multiplier is based on the Consumer Price Index (CPI) for September.
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 but are detailed in the MTFs rather than in the budget savings at Appendices D and E.
21. The overall increase in Retained Business Rates income of £5.0m is due to the ending of the repayment of the deficit for 2018/19 of £1.0m, the distribution of the estimated surplus for 2019/20 of £1.6m and a combination of increased growth and a reduction in the level of appeals £2.4m for 2020/21.

Council Tax

22. A breakdown of the 2020/21 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,405.35
Band D Equivalent Properties	84,141
Council Tax Income	£118.248m
Collection Fund (Council Tax) Surplus	£0.922m
Total Council Tax Income	£119.170m

23. The assumed collection rate for Council Tax in 2020/21 is 98.6%. Although the short term collection rate, i.e. the amount of debt collected in the year it relates to, is around 95%, the long term collection rate, i.e. the amount of debt collected in the year it relates to and subsequent years, is around 99%.
24. All changes to Council Tax, including setting the collection rate, are policy decisions but are detailed in the MTFS rather than in the budget savings at Appendix E.

IMPROVED BETTER CARE FUND

25. 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 final settlement confirms that this funding will continue at the same level of £12.185m in 2020/21.
26. Improved Better Care Fund (iBCF) 2017 settlement – The additional iBCF funding was allocated through a separate grant to local government, using a methodology that provides greater funding to those authorities that benefit less from the additional council tax flexibility for social care. This additional funding commenced in 2017/18 and has decreased every year since. The final settlement confirms that this funding will continue at the same level of £2.136m in 2020/21.
27. In response to the growing concerns of local government about the escalating costs of providing both Adult and Children’s social care, the government announced one-off grants for 2018/19 and 2019/20 for Winter Pressures. The final settlement confirms that this funding will continue at the same level of £1.510m in 2020/21 and is rolled into the iBCF.
28. A specific Section 75 pooled budget will be completed once final funding allocations have been confirmed. The iBCF (2015 settlement and 2017 settlement) is being spent on the costs of increased demand and inflationary pressures.

NEW HOMES BONUS

29. 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 consequently the Council is worse off because the amount deducted is significantly more than the grant received. From 2011/12 to 2020/21, the difference between the grant received and the reduction to baseline for Doncaster Council was a net loss of £30.9m.

- a. 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 existing 6 years to 5 for 2017/18 and 4 for 2018/19 onwards and introduced a national baseline for housing growth of 0.4% that has to be exceeded before any NHB becomes available. As part of the Spending Round on 4th September 2019, the Government announced that the 2020/21 NHB allocation would not attract any legacy payments.
- b. The NHB for the Council is £4.086m for 2020/21, which is a £0.383m reduction from 2019/20.
- c. The net grant loss is significant at £30.938m. 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 grant figures are set out in the table below: -

Year	Housing Growth £m	Reimbursement Grant £m	Total Grant Receipt £m	Grant Reduction £m	Net Grant Loss £m
2011/12	0.403	0.000	0.403	1.412	1.009
2012/13	0.928	0.000	0.928	3.054	2.126
2013/14	1.314	0.565	1.879	5.312	3.433
2014/15	2.430	0.228	2.658	6.729	4.071
2015/16	3.479	0.224	3.703	8.500	4.798
2016/17	5.051	0.160	5.211	10.518	5.307
2017/18	4.946	0.173	5.119	8.868	3.749
2018/19	4.458	0.000	4.458	6.708	2.250
2019/20	4.468	0.000	4.468	6.375	1.906
2020/21	4.086	0.000	4.086	6.375	2.289
Total	31.563	1.350	32.913	63.851	30.938

ADULT SOCIAL CARE GRANTS

30. The Winter Pressures grant is rolled into the iBCF from 2020/21.
31. The final settlement confirms that the one-off grants for 2018/19 and 2019/20 for Social Care Support will continue at the same level of £2.136m in 2020/21. In the Spending Round on 4th September, a new one-off increase in the Social Care Support grant was announced as part of a £1.5bn package for social care. The additional one-off grant for 2020/21 for Doncaster is £6.983m.

PUBLIC HEALTH

32. 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.
33. The ring-fence on Public Health spending will be maintained in 2020/21 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% business rate retention in 2021/22. For 2020/21, the Council should see an increase in the Public Health Grant of £0.695m, however Government have not yet made a final announcement confirming this.

OTHER SPECIFIC GRANTS

34. 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. The largest grants such as Public Health and iBCF are shown separately in the MTFs. Further details of the main specific grants (ring-fenced and non ring-fenced) are provided below. The following table details the amounts for 2019/20 and the assumptions for 2020/21 - 2022/23: -

Grant	Issued By	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
S31 Business Rates Grants					
Local Discretionary Relief	MHCLG	-0.047	-0.007		
Public House Relief	MHCLG		0.244		
Retail Relief	MHCLG	-1.294	-1.294		
Rural Rate Relief Compensation	MHCLG	-0.002	-0.002		
Small Business Rate Relief Refund	MHCLG	-3.483	-3.727		
Small Business Rate Relief: "first" property	MHCLG	-0.013	-0.019		
Supporting Small Business Relief	MHCLG	-0.023	-0.023		
Non Ring-fenced					
Extended Rights to Free Transport	DfE	-0.145	-0.145	-0.145	-0.145
Local Reform & Community Voices	DH	-0.206	-0.206	-0.206	-0.206
War Pension Disregard	DH	-0.140	-0.140	-0.140	-0.140
Local Authority Data Sharing	DWP	-0.010	-0.010	-0.010	-0.010
New Burdens Grant	DWP	-0.137	-0.133	-0.133	-0.133
Universal Credit	DWP	-0.080	-0.036	-0.036	-0.036
Verify Earnings and Pensions	DWP	-0.052	-0.052	-0.052	-0.052
Brexit Preparation Grant	MHCLG	-0.210			
Flexible Homelessness Support Grant	MHCLG	-0.308	-0.308		
Homelessness Reduction Grant	MHCLG	-0.083	-0.089		
Levy Account Surplus (c/f of 2018/19 allocation)	MHCLG	-1.153			
Troubled Families Grant	MHCLG	-0.919	-0.842		

Grant	Issued By	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Ring-fenced					
NPO Grant	Arts C	-0.100	-0.100	-0.100	-0.100
Additional recurrent Children's Services Trust Costs	DfE	-0.191	-0.191	-0.191	-0.191
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-27.819	-27.819	-27.819	-27.819
Music Services Grant	DfE	-0.438	-0.438	-0.438	-0.438
Opp Area Social Mob Grant	DfE	-2.000	-2.000		
Personal Adviser duty Implementation Grant	DfE	-0.037	-0.037	-0.037	-0.037
Pupil Premium Grant (Children in Care Element)	DfE	-0.961	-0.961	-0.961	-0.961
School Improvement & Brokerage Grant	DfE	-0.179	-0.179	-0.179	-0.179
Staying Put Implementation Grant	DfE	-0.149	-0.149	-0.149	-0.149
Bus Service Operator's Grant - Local Authority Bus Subsidy Ring-Fenced (Revenue) Grant	DfT	-0.020	-0.020	-0.020	-0.020
Sustainable Transport Access Fund	DfT	-0.358	-0.358		
Care Act Grant (Social Care in Prisons)	DH	-0.343	-0.343	-0.343	-0.343
Discretionary Housing Payments (DHPs)	DWP	-0.676	-0.676	-0.676	-0.676
Housing Benefit Subsidy Admin Grant	DWP	-0.948	-0.951	-0.951	-0.951
Independent Living Fund	DWP	-0.682	-0.660	-0.660	-0.660
Council Tax Support Admin Subsidy	MHCLG	-0.382	-0.390	-0.390	-0.390
MHCLG - Launchpad / Technical Assistance	MHCLG	-0.127	-0.059	-0.059	-0.059
Migration Fund	MHCLG	-0.312			
The Private Finance Initiative (PFI) (Schools - fixed for the 25 years duration of PFI scheme)	MHCLG	-3.478	-3.478	-3.478	-3.478
Rough Sleeper Initiative	MHCLG	-0.513	-0.462	-0.462	-0.462
Waste Infrastructure Grant	DEFRA	-2.385	-2.385	-2.385	-2.385
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	-0.232	-0.232	-0.232	-0.232
Syrian Resettlement Programme Grant	HO	-0.155	-0.157	-0.157	-0.157
Adult and Community Learning from Skills Funding Agency	BIS	-0.677	-0.677	-0.677	-0.677
Apprenticeship Levy	BIS	-0.048			
Higher Education Funding Council for England (HEFCE) Payments	BIS	-0.179	-0.179	-0.179	-0.179
ERDF & ESIF – Launchpad	EC	-0.097	-0.102	-0.102	-0.102
ERDF & ESIF - SCR Growth Hub	EC	-0.015			
ERDF & ESIF - Technical Assistance	EC	-0.030	-0.034	-0.034	-0.034
Heritage Lottery Fund	HLF	-0.108	-0.108	-0.108	-0.108
Initial Teacher Training (ITT)	NCTL	-0.447	-0.447	-0.447	-0.447
Youth Justice Board	YJB	-0.599	-0.599	-0.599	-0.599
Specific Grants (Excl PH & HB Grants)		-48.128	-46.152	-42.555	-42.555

35. 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 in the table below: -

Grant Exit Strategy	Issued By	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
One-off					
Brexit Preparation Grant	MHCLG		-0.210		
Flexible Homelessness Support Grant	MHCLG			-0.308	
Essential Life Skills	DfE	-1.750			
Opp Area Social Mob Grant	DfE	-1.400		-2.000	
Adult Social Care Grant	MHCLG	-0.944			
Migration Fund	MHCLG		-0.312		
ERDF & ESIF - Launchpad	EC	-0.084			
ERDF & ESIF - SCR Growth Hub	EC	-0.045	-0.015		
Improved Better Care Fund (iBCF) (March 2017 announcement)	MHCLG	-2.180	-2.136		
On-going					
Local Authority Data Sharing	DWP	-0.002			
Homelessness Reduction Grant	MHCLG	0.011		-0.089	
Troubled Families Grant	MHCLG	-0.679		-0.842	
Additional recurrent Children's Services Trust Costs	DfE	-0.016			
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	0.144			
SEND Implementation Grant	DfE	-0.217			
Bikeability	DfT	-0.021			
Access Fund (Local Sustainable Transport)	DfT	-0.064		-0.358	
Discretionary Housing Payments (DHPs)	DWP	-0.108			
Independent Living Fund	DWP	-0.021	-0.022		
Adult and Community Learning from Skills Funding Agency	BIS	-0.070			
Apprenticeship Levy	BIS	-0.116	-0.048		
Heritage Lottery Fund	HLF	-0.049			
Total Exit Strategies		-7.611	-2.743	-3.597	0.000

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

a. 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 2020/21 Block allocations including Academies are as follows: -

- Schools Block Allocation £205.0m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2020/21 due to be sent out to schools in February 2020;
- 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 £36.9m;
- Early Years Block Allocation £20.0m.

- b. 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.

OTHER INCOME

37. 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.
38. 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 2020/21 draft spending plan for the BCF is detailed below. The table below currently shows an unallocated balance of £0.535m which will be used to support further schemes supporting an integrated approach to health and social care that support people to remain independent at home:-

	£m
Community mobile day service / borough wide	0.125
Dementia mobile day services	0.046
The Admiral service (making space)	0.081
PMO (Programme Management Office and Development)	0.181
Enhancement of Dementia support services (Alzheimers dementia cafés)	0.071
Hospital based Social Workers	0.203
Home from Hospital (Age UK)	0.072
Telecare Strategy	0.150
HEART	0.571
Dementia Advisor/Care Navigator (Age UK)	0.029
STEPS / OT service	1.695
RAPT	0.110
(Positive Steps) Social care Assessment Unit	1.989
Hospital Discharge Worker	0.023
SPOC/One Point 1	0.064
RAPID	0.200
DTOC - Positive Steps	0.142
Well North/Doncaster Project	0.189
Winter Warm	0.085
Adults Health and Wellbeing – Creative Options for Learning Disability service users	0.245
Mental Health - Doncaster Mind	0.200
Community Wellbeing Officers	0.183
Carers Support Services & Breaks	0.200
Healthier Doncaster	0.300
Unallocated Balance	0.535
Total	7.689

39. The following table sets out the Other Income for 2019/20. This is the 2020/21 baseline starting position: -

Other Income	2020/21 £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	-28.119
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	-15.196
Trading Services Income – includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	-16.045
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	-2.082
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	-3.363
Investment Interest	-0.703
Developer Contributions – S106 & S38 agreements	-0.142
Other Contributions – includes external income from alarm monitoring for housing associations and from energy companies in relation to feed in tariffs for solar panels	-0.704
Other Income	-66.354

HOUSING BENEFIT

40. The 2020/21 estimated cost of £56m is based on an assumed 8,000 caseload for local authority tenants 5,000 in the private sector. The reduction in numbers is due to the working age customers migrating to Universal Credit from October 2017.

STAFFING

Pay

41. Funding has been set aside in accordance with the latest assumptions on a national pay award of 3% for 2020/21 and 2.5% for subsequent years. The assumptions also include increments being paid every other year; the next increments are due in April 2021 for all staff except DCST staff who will continue to receive increments annually.

Pension

42. The actuarial valuation used for the period 2017/18 – 2019/20 showed the Council’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.

43. The provisional actuarial valuation for the period 2020/21 – 2020/23 shows that the Council’s Pension Fund is no longer in deficit and has moved into a small surplus therefore the MTFS assumes that the pension deficit budget can be reduced from 2020/21.

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

Staffing	2019/20 £m	2020/21 £m	2021/22 £m	2022/23
Pay Inflation – based on the assumptions of 3% for 2020/21 and 2.5% for subsequent years	2.215	2.853	2.459	2.506
Increments	1.480	0.261	1.426	0.261
Employers Pension Contribution				
Future Service Rate Contribution Rate (to 17.0% in 2020/21)	0.172	1.015		
Employers Pension deficit saving phased	0.240	0.300		
Reduce Pension deficit budget for estimated position with protection		-8.595		
Total	4.107	-4.166	3.885	2.767

PRICE CHANGES

44. 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.
45. 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: -

Inflation	March		December		September		July	
	2020	2019	2019	2018	2019	2018	2019	2018
CPI					1.7%	2.4%		
RPI			2.2%	2.7%	2.4%	3.3%		
RPIX	TBC%	3.3%			2.4%	3.3%	2.7%	3.3%

46. The cost of price inflation for 2019/20 was £5.6m, including £3.0m for Adult Social Care contracts. The various inflation indicators shown in the table above have reduced since last year. It is assumed that £2.7m will be needed in 2020/21 for Adult Social Care contracts and a further £1.9m needed for other inflation. A summary of the inflation to be provided in 2020/21 is provided below. No inflation is applied for expenditure areas not mentioned below: -

Category	£m
Adults Contracts (Various %)	2.694
Other Inflation	
Apprenticeship Levy (3%)	0.013
Building Repairs & Maintenance (Various %)	0.042
Business Rates (1.7%)	0.036
Coroners (Various %)	0.017
CYPS Placements (Various %)	0.049
Elections (19.27%)	0.021
Electricity (7.6%)	0.081
Electricity (Street Lighting) (7.6%)	0.108
FM Catering Provisions (5%)	0.008
Gas (2.1%)	0.007
Grounds Maintenance (2%)	0.019
Highways Contracts (2.3%)	0.114
ICT Contracts (Various %)	0.010
Insurance (Various %)	0.073
Landfill Tax (2.97%)	0.010
LIFT Contracts (2.4%)	0.021
Markets (1.7%)	-0.001
Members Allowances (3%)	0.030
Other Authorities (Various %)	0.006
Other Energy Costs (Various %)	0.001
Pension / Retirement Costs (1.7%)	0.090
Racecourse Joint Venture (1.8%)	-0.003
Rents (Various %)	0.001
Rotherham Payroll Contract (1.8%)	0.023
SLHD Management Fee (Various %)	0.059
Transport (Various %)	0.008
Waste Collection Contracts (Various %)	0.126
Waste Disposal Contracts (2.4%)	0.176
Waste Management Contracts (2.4%)	0.048
Water (3.1%)	0.006
DCST Inflation	0.336
Insurance Premium Tax	0.010
MRP Inflation	0.129
General (cover for unforeseen items / changes)	0.232
Subtotal Other Inflation	1.906
Total Price Inflation	4.600

BUDGET PRESSURES

47. The service pressures are estimated at £14.0m for 2020/21, £-2.1m in 2021/22 and £1.8m for 2022/23; these are detailed at Appendices B and C. All service pressures are robustly challenged to ensure that they are absolutely necessary for on-going delivery of Council services. The MTFS also provides £0.1m for levy increases.

Budget Proposals 2020/21**Budget Pressures approved in 2019/20 budget**

			Total	£3.518m
Proposal	Director	Service / Pressure	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21
				£'m
2017/18 Pressure	AH&Wb	Care Ladder 2019/20	Anticipated increases in demand for services, including demographics, admissions, leavers and changes to the average costs of direct payments. Linked to an estimated 65+ population increase of 7% between 2017 and 2021 from 57,900 to 61,700 (2018 58,630). This will contribute to funding direct payment agreements, older people residential places, working age adults residential places, homecare packages and extra care places. The funding will make sure that services can keep pace with future demand, whilst also focussing on independence, strengths and community support. (Gross budget excluding one-off funding for 2018/19 circa. £50m)	1.283
2019/20 Pressure	AH&Wb	Increased Demand for Adult Social Care	Increase in the budget to take account of the full-year impact of increased activity in 2018/19 in all areas of care and support. The total net expenditure budget for 18/19 is £50.555m and is based on approximately 3,100 service users. Since the beginning of 18/19 there have been significant increases in activity, particularly in Home Care and Direct Payments, and the opening number of service users at 01/04/19 is estimated to be around 3,500 (provides for 400 additional service users).	0.981
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 deliver the Working Age Residential Care saving. The growth will provide for over 40 complex supported living placements, the Residential Care Working Age Adults savings target includes £2.56m over 2019/20 and 2020/21 for the transfer.	0.955
2017/18 Pressure	AH&Wb	Transitions	The investment of £265k per year 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. We will work 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
2019/20 Pressure	CW	Borrowing	Additional revenue budget required to fund borrowing costs in relation to the Capital Programme.	0.278
2019/20 Pressure	LO-CYP	Children with Disability Out of Authority placements demand pressure	There is a budget pressure of £480k in 2018/19 on a gross expenditure budget of £2m in this area. A review is underway, including planned utilisation of a foster care model approach from October 2019, which is anticipated to reduce the cost pressure to £292k in 2019/20 and £58k in 2020/21.	-0.234
2019/20 Pressure	LO-CYP	SEN Transport demand pressure	Special Education Needs (SEN) transport is currently projecting an overspend of £250k for 2018/19, on a gross expenditure budget of £5.4m. A strategic transport review is underway to address this overspend & £350k functional review saving in 2019/20, offset by £391k one off saving in 2019/20. Figures are estimates and subject to modelling work required as the review progresses, with proposals to be completed by the end of March 2019.	0.090
2018/19 Pressure	E&E	Planning	Additional funding provided to meet the costs of the Local Plan examination e.g. costs associated with the independent inspection. This funding is removed from 2020/21 onwards	-0.100

Appendix C

Budget Proposals 2020/21

New Budget Pressures 2020/21

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£10.499m	-£2.094m	£1.793m	£10.198m
				2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	
				£'m	£'m	£'m	£'m	
2020/21 Pressure	AH&Wb	DCLT	Payment to Doncaster Culture & Leisure Trust to ensure services can continue to be provided from all centres. The annual capital grant to DCLT has reduced by the same value.	0.250				0.250
2020/21 Pressure	AH&Wb	Adult Social Care	Demographic changes are expected to increase demand for services and therefore costs. The estimates will be subject to further review prior to 2021/22.		0.120	0.120		0.240
2020/21 Pressure	AH&Wb	Welcome To Yorkshire Partnership	Welcome to Yorkshire (WTY) annual subscription. This has previously been funded from one-off funding. The WTY business model is currently being reviewed.	0.075				0.075
2020/21 Pressure	AH&Wb	Domestic Abuse Advisor Post	£30k is required to add a permanent Domestic Abuse Advisor post to the Domestic Abuse Service establishment. The post was introduced to the service through a one-off MHCLG grant funded project and the post is considered to be hugely beneficial to the Domestic Abuse Service.	0.030				0.030
2020/21 Pressure	AH&Wb	Revenue Contribution to Capital Schemes	Fund the Adwick SEC, Integrated People Solution Phase 2 and Customer Journey capital schemes in full and the final year of the Integrated People Solution Phase 1 capital scheme through revenue. One-off pressures in 2020/21 and 2021/22.	0.748	-0.421	-0.327		0.000

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	CR	Project & Programme management	This will provide resources to ensure that the council projects are delivered are effectively managed and delivered on time. Support to key priorities and to support service changes to deliver savings and improve outcomes. This proposal consolidates existing capacity and provides more permanent resources to support the effective management of projects and programmes (for example, the Education 2030 Strategy, Future High Street & Stronger Towns Fund, Climate Change and the Environment Strategy).	1.500			1.500
2020/21 Pressure	CR	Housing Benefit Overpayment	Declining levels of Housing Benefit cases (resulting from Universal Credit implementation) and a reduction in overpayments being made, both lower the levels of overpayment debt, leading to an on-going budget pressure. This will leave an income budget of £201k after the adjustment.	0.650			0.650
2020/21 Pressure	CR	Various	Pressures from 19/20, delayed impact because used Fleet underspends this financial year - Markets £237k, Metroclean £107k (all as a result of reductions in income). Services will also look at how expenditure can be reduced.	0.349			0.349
2020/21 Pressure	CR	Bereavement	Income pressure resulting from a reduction in the volume of services being provided.	0.332			0.332
2020/21 Pressure	CR	National Graduate Development Programme	Providing central funding for the programme to allow graduates to be placed where required that will improve skills gaps and succession planning	0.200			0.200
2020/21 Pressure	CR	Schools Catering	Budget required to address the current reduction in income plus the impact of 4 fewer trading days in the 20/21 financial year. Estimate based on period 3 meal number assumptions (lost income less food costs). Trading days will increase again in 21/22.	0.203	-0.116		0.087
2020/21 Pressure	CR	Revenue Contribution to Capital Schemes	Fund the Electric Pool Cars and Charging Infrastructure and Pool Car Relocation capital scheme through revenue. One-off pressure in 2020/21.	0.660	-0.660		0.000

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	CW	Services	Assume there will be services pressures of £2m in 2021/22 and £2m in 2022/23. There is a risk that this provision is insufficient and there are greater pressures facing the Council in these years.		2.000	2.000	4.000
2020/21 Pressure	CW	Borrowing	Provide funding to meet borrowing costs (repayment and interest) associated with the capital programme 2020/21 - 2023/24.	0.500			0.500
2020/21 Pressure	CW	Locality Budgets	Support for community development and grass root initiatives	0.280			0.280

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	E&E	Street Cleansing	Additional resources subject to outcome of a review of the service.	0.250			0.250
2020/21 Pressure	E&E	Strategic Housing	New Burdens grant has been received from the govt for three years and used to meet increased costs of Homelessness - this may no longer be available after 20/21.	0.142	0.083		0.225
2020/21 Pressure	E&E	Waste & Recycling	There has been an approximate 10% reduction in Trade waste customers due to heavy marketing campaigns by our competitors. We intend to counter this for next year with a revised pricing structure, but there are no guarantees we will recover the customers or be able to reduce prices far enough to make the income targets. Our costs are fixed into the new collection contract.	0.169			0.169
2020/21 Pressure	E&E	Emergency Planning	On-going security and repairs and maintenance costs at Hatfield Colliery Site.	0.150			0.150
2020/21 Pressure	E&E	Strategic Asset Management	Central library holding costs following the move to the new library/museum building.	0.117			0.117
2020/21 Pressure	E&E	Design	Pressures from 19/20, delayed impact because used Fleet underspends this financial year - Design £112k (as a result of reductions in income). Services will also look at how expenditure can be reduced.	0.112			0.112
2020/21 Pressure	E&E	Enforcement	Increasing the number of Planning Enforcement officers to continue dealing with issues including the increased problems of illegal banners & advertisements and planning enforcement of HIMO's within the borough. It's assumed that additional income is achievable.	0.097			0.097
2020/21 Pressure	E&E	Unmet Digital Council savings	Historic efficiency savings in E&E relating to digital council that are not deliverable.	0.075			0.075
2020/21 Pressure	E&E	Fly tipping	Introduction of two dedicated officers to enforce our powers in relation to fly tipping (to be implemented in 2019/20).	0.055			0.055
2020/21 Pressure	E&E	Revenue Contribution to Capital Schemes	Fund the Council's contribution to the Transforming Cities Fund capital scheme through revenue. The contribution will be match funded with up to £45m of grant from central government. One-off pressure in 2020/21.	2.500	-2.500		0.000

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	LO-CYP	DfE Funding for DCST	The Department for Education (DfE) currently fund the Council £0.2m for additional recurrent Children's Services Trust costs. This grant funding is expected to end next financial year.	0.200			0.200
2020/21 Pressure	LO-CYP	Education & Skills 2030	Investment is required to build on existing Learning Improvement, education, skills and essential life skills resource on a permanent basis, to ensure delivery of the Education & Skills Strategy for 2030, improving achievement rates, reducing the risk of increases in young people not in education, employment and training, supporting our most vulnerable learners and enabling adult learners to re-skill to support career development and progression.	0.155			0.155
2020/21 Pressure	LO-CYP	Youth provision	An estimated £100k is required to deliver the Youth Strategy, including funding targeted youth provision as an ongoing permanent requirement in order to deliver a universal youth service.	0.100			0.100
2020/21 Pressure	LO-CYP	Revenue Contribution to Capital Schemes	Fund the Future Placements Strategy (CiC) capital scheme through revenue. Savings shown in appendix E are reliant on this investment. One-off pressure in 2020/21.	0.600	-0.600		0.000

Budget Proposals 2020/21

Budget Savings approved in 2019/20 budget

Proposal	Director	Service / Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	17.2
				-£1.231m	
				2020/21	2020/21
				£'m	FTE
2017/18 Saving	AH&Wb	Day Opportunities	The service is being modernised to promote better choice and control through self-directed support and creating integrated community opportunities that will generate efficiencies, improve outcomes and experiences for people assessed as having support needs. The savings have been generated by remodelling traditional service provision, providing service users with alternative person centred and cost effective options. Independent and in-house providers aim to provide a wider range of tailored activities which support people to take part of in activities in their local communities. Travel options are being reviewed to support individuals independence, create alternative options and make best use of what is available. Current gross expenditure budget £2.93m.	-0.409	0.0
2017/18 Saving	AH&Wb	Home Care & Direct Payments	There are a number of initiatives which will reduce the overall gross spend of £25m on homecare and direct payments; - improved practice standards and workforce development which will provide a focus on value for money and promote strength-based reviews reducing admission costs by 5% (£0.36m) in 20/21. - homecare reviews will make sure that people are protected, have the right level of support in the right way from the right number of carers and promote independence, making best use of assistive technology options by focussing on very high cost packages saving £0.1m and very low cost packages saving £0.685m in 19/20 only, redirecting approximately 1/3 of current packages of less than 7 hours per week to alternative provision at no cost to the Council. - reviewing packages where 2 carers are used and it is estimated a reduction on 1/4 of current 2 carer packages will deliver £0.257m savings in both 19/20 and 20/21. - extra care will be maximised to transfer existing clients where appropriate saving £0.361m in 19/20.	-0.936	0.0
2017/18 Saving	AH&Wb	Residential Care - Working Age	Vulnerable people will have more independence and be able to live in their own homes, with appropriate support from the community and where necessary from public services. This includes the transition of people from residential settings into more appropriate, more independent support options including 40 to supported living saving (£2.56m over 2019/20 & 2020/21) and provision of care by DMBC (£0.15m). Note that this is linked to the Supported Living growth of £2.54m (over 2019/20 & 2020/21).	-1.160	0.0
2017/18 Saving	AH&Wb	Staffing Restructuring & Functional Review	Managing the workforce to deliver effective and efficient services. This will include the control of vacant posts and a senior management restructure in 19/20, leading to a functional review in 20-21 that works across the Adult Health and Well Being and Children's Directorates and strengthens area based service delivery.	-0.570	4.0
2018/19 Saving	AH&Wb	Stronger Communities	The saving is planned for 2020/21. It relates to staff efficiencies through alignment of teams to the community led support model and enablement agenda, which will also improve productivity. The saving of £200k is 9% of the net budget and equates to a reduction of approximately 7 full time equivalents. Present gross expenditure £2.99m, gross income £0.75m, net £2.24m	-0.200	7.0

Proposal	Director	Service / Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2020/21
				£'m	FTE
2018/19 Saving	AH&Wb	Supported Living	Supported living to promote independence and help people to live in their own homes, with appropriate support from the community and where necessary from public services. A strengths based approach will facilitate implementation of the opportunities presented by new supported living contracts (September 2018), using more assistive technology to support night care and improving daytime provision (£0.2m). Client reviews will make sure that appropriate support is in place in each setting and improve value for money as a result (£0.365m). Present gross expenditure £16.04m, saving 3.5%	-0.570	0.0
2019/20 Saving	AH&Wb	Contract Review	The Council currently spends approximately £77m on Adult Social Care contracts annually. All contracts due for renewal will be reviewed to identify efficiency opportunities or areas where contracts can be reduced. The target saving represents 0.8% of overall annual spend.	-0.250	0.0
2019/20 Saving	AH&Wb	Front Door and Community Offer	This target will be delivered by improving the 'front door' and community offer through increased community support, rehabilitation and reablement, use of assistive technology and sign-posting. Also by focussing on people's strengths and giving them more independence this will reduce numbers entering long term care. Outcomes for people will improve and quality of life will be better as a result. Currently there are some 2,956 people receiving a care package (residential, homecare or direct payment) costing £41m (net) per year and there are roughly 1500 new admissions each year. The £0.262m target in 19/20 equates to a prudent reduction of 35 admissions into care. In 20/21, when we expect the community offer to be greater and more effective, the reduction in admissions equates to 180.	-1.103	0.0
2017/18 Saving	CR	Corporate Resources	Savings identified from within Corporate Resources includes: Revenues and Benefits £712k (mixture of salary and non-salary budgets), Finance £131k (mainly salary budgets), Strategy and Performance £100k (mixture of salary and non-salary budgets), Legal £50k (mainly salary budgets) and HR, Comms and Exec Office £25k (potential Christmas 2019 closedown - options being explored).	-0.200	6.2
2017/18 Saving	CW	Fees & Charges	General fees and charges increases - the overall policy for 2019/20 is to increase the charges by 3% with some higher changes to ensure the Council is not subsidising the charges.	-0.290	0.0
2017/18 Saving	CW	Pension - former employees	A reduction in pensions paid to former employees. The number of former employees falls every year. The budget in 2018/19 is £5.2m.	-0.100	0.0
2017/18 Saving	CW	South Yorkshire Passenger Transport Executive (SYPTe)	SYPTe savings represent reduction in the levy payment of 2.5% in 19/20 and 2.0% in 20/21. This will mainly be delivered through a restructure of capital financing liabilities to find more efficient ways of providing for debt obligations. There will not be any policy changes in 2019/20.	-0.240	0.0
2018/19 Saving	CW	Metropolitan Debt Levy	South Yorkshire County Council was abolished in 1986 and its four metropolitan boroughs (Doncaster, Barnsley, Rotherham and Sheffield) became unitary authorities. The SYCC debt was allocated out to the four Councils and, as at 01/04/19, Doncaster's share of the debt will be £4.5m. The principal repayment increases every year in line with the repayment schedule - 19/20 £2.1m and a final repayment in 20/21 £2.4m.	0.039	0.0
2018/19 Saving	CW	Parish Councils	Local Council Tax Support (LCTS) Parish Council Grant reductions - current grant is £188k. 10% reductions were implemented in 2015/16 and 2016/17, the grant remained the same in 2017/18. Remainder of grant profiled to reduce annually from 2018/19 by 20%, 30% in 2019/20 and 30% in 2020/21 (reducing to zero).	-0.094	0.0
2019/20 Saving	CW	Minimum Revenue Provision (MRP) - reprofiling	Use of underspends created by the reprofiling of borrowing repayments (MRP) £4.3m in 19/20 only - this isn't an ongoing source of funding.	4.300	0.0

Proposal	Director	Service / Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2020/21
				£'m	FTE
2019/20 Saving	CW	Pension - prepayment	One-off saving due to the decision taken in 2017/18 to prepay the pension deficit and to prepay 80% of the Future Service Rate contributions for the period 2017/18 - 2019/20.	1.700	0.0
2016/17 Saving	E&E	Assets	The savings in 19/20 and 20/21 related to the running costs of 6 buildings to be disposed of and rental income to be received from investments.	-0.200	0.0
2017/18 Saving	E&E	Highways (general fund)	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. Further options to be considered as part of 2020/21 budget setting.	-0.500	0.0
2017/18 Saving	E&E	Waste Contract	The £300k saving in 20/21 will be met through a) the new Household Waste Recycling Centres contract £295k and b) the recent decision to remove some bring sites and their associated costs £5k.	-0.300	0.0
2017/18 Saving	LO-CYP	LOCYP: Functional Review	A functional review of the LO-CYP structure contributed towards phase 2 restructure target of £0.8m over 2018/19 to 2020/21. The functional review, including staff consultation and savings was completed in May 2018. The functional review delivers £500k savings by 2020/21, this includes transitional staffing arrangements through 2018/19 and 2019/20, releasing £50k in 19/20 and £267 in 2020/21. £300k savings in 2019/20 are expected to be found through the Strategic Transport Review referenced under "SEN Transport demand" budget pressure.	-0.267	0.0
2018/19 Saving	LO-CYP	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.	-0.025	0.0
2019/20 Saving	LO-CYP	LOCYP: Savings one-off in-year	One off budget savings identified for 2019/20 by reprioritising existing Earmarked reserves and Service Transformation Funding allocations following changes to staffing budget requirements following LOCYP's functional review.	0.225	0.0
2019/20 Saving	LO-CYP	LOCYP: Savings on-going	Review of in year savings in 2019/20 (£69k savings target) and ending of 7 fixed term posts from 2020/21, with saving offset by permanent funding required for 1 Head of Service post (£81k net saving), to offset the overall LOCYP budget pressures and expected to amount to £150k in total.	-0.081	0.0

Budget Proposals 2020/21

New Budget Savings 2020/21

Director	Service	Saving Proposal	Saving Option	Total	-£5.835m	-£5.244m	-£3.687m	-£14.766m	40.9	19.5	24.1	84.5
				2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE	
AH&Wb	Social Care Fees & Charges	Social Care Fees and Charges	Fairer and more consistent Social Care Fees & Charges: The Council's approach under the national Fairer Charging framework needs to be updated so it is both clearer and more consistent, while continuing to protect those in greatest need.	-0.520	-0.520	-0.520	-1.560					
AH&Wb	Communities	Residential short breaks	To improve the effectiveness and value for money of residential short breaks for adults with care needs: The Council runs two residential units which provide 18 short-break places in total at any one time. However they are only 68% occupied, and the Council also funds other ways that local people can access this sort of support. Work will be undertaken to determine the causes of under-occupancy in these units. If occupancy cannot be sustainably increased (helping a larger number of family carers to support loved ones for longer) then a reduction in the number of available places in these units should be explored (ensuring the Council can maintain its investment in more popular sources of residential short breaks)	-0.150	-0.150		-0.300	11.5				11.5
AH&Wb	Communities	Optimising residential and supported living places.	To improve the effectiveness and value for money of residential and supported living provision for adults with complex disabilities The Council runs one residential home and one supported living scheme which support adults with complex disabilities. This is in addition to services run by other providers in Doncaster. There are opportunities to ensure the Council's provision supports those with the highest needs, helping them stay close to friends and family in Doncaster and also enabling them to increase their independence and control.	-0.113	-0.113		-0.226					
AH&Wb	Commissioning	Homelessness and Substance Misuse Service	Increase efficiency following re-tender of the Homelessness and Substance misuse service Opportunities have been identified to reduce management costs and increase Housing Benefit income to current services. These changes will not affect the support given to the vulnerable adults and families who use the service.	-0.042	-0.062		-0.104					

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
AH&Wb	Commissioning	Health Watch	Increasing value for money when the Healthwatch contract is re-tendered The Council will work with Doncaster CCG on the new tender to ensure a more effective partnership approach, avoidance of duplication and a more efficient contract.	-0.040			-0.040				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	Finance	Revenues and Benefits Structure	Changes arising from introduction of Universal Credit; The savings are based on the continued reduction in Housing Benefit claims and change events from new claimants migrating to Universal Credit allowing service delivery that reflects the changing environment. This will also significantly reduce the number of Housing Benefit overpayments raised and associated recovery work. Existing Housing Benefit claimants are also expected to be moved over to Universal Credit starting from 2020 through to 2023. The 21/22 proposals also include the impact of further system development and other digital improvements	-0.095	-0.113	-0.051	-0.259		5.0		5.0
CR	Customers, Digital & ICT	No Longer Required Technology Contracts	Reduced contract spend from a number of technology contract arrangements with suppliers are able to be cancelled or reduced from 20/21. This includes lower cost and less printing devices due to digital ways of working, systems being replaced by less and lower cost solutions and some that are just no longer required due to the further modernisation of technology	-0.221			-0.221				
CR	Finance	Structure Changes within Financial Development and Business Support	Structure Changes; The savings will be delivered through the operation of a lean model, focusing on the following priorities:- 1. Essential services to an acceptable value for money level; 2. Value added services e.g. services delivering high return on investment. A proportion of the savings will be delayed to 2022/23, providing additional one-off improvement capacity including invest to save projects aimed at enabling savings elsewhere in the Council or improving internal processes to help reduce the risk of backlogs with the reduced staffing levels	-0.100		-0.100	-0.200	4.0		4.0	8.0
CR	Finance	Financial Management Structure	Structure Changes; The savings for Financial Management will be released by creating a flexible workforce that can be deployed to areas of priority whilst continuing to deliver key specialisms and retaining valuable experience. The service delivery has been redefined to ensure that the skills and finance expertise is targeted where required and managers are provided with the necessary skills/information to carry out their duties i.e. providing the projections for low risk budgets	-0.110	-0.035	-0.035	-0.180	7.0			7.0

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	HR, Comms and Exec Office	HR&OD Structure	Structure Changes; Human Resources and Organisational Development service offer will be reviewed. Focus will be on providing a professional, highly knowledgeable service with staff who are multi-skilled and can transfer between disciplines as required. Functions will be assessed to ensure they deliver value for money whilst supporting achievement of outcomes for services	-0.084	-0.030	-0.047	-0.161	2.0	1.0	1.0	4.0
CR	Strategy and Performance Unit (SPU)	SPU Structure	Structure Changes; Overall the service will be working differently as a team and this will deliver efficiencies. These efficiencies will be generated through a combination of increasingly focusing on the most important priorities for the organisation, automating the work being completed, this will be achieved through new software / technology will also allow the organisation to become more 'self-serve', and a more streamlined approach to the development and delivery of policy through for example the development of a policy toolkit. The aim is to streamline the amount of policy development work completed	-0.055	-0.100		-0.155		4.0		4.0
CR	Legal and Democratic Services	Service Delivery Change	Structure Changes; Savings will be achieved through greater efficiencies, better use of technology and reassignment of work. As the Council shrinks in line with reducing budgets and adopts a revised operating model the need for some core legal services will reduce	-0.010	-0.015	-0.110	-0.135	0.4	2.0	2.6	5.0
CR	Customers, Digital & ICT	Review of Mobile Phones and Data	Review of Mobile Phones and Data Connections the aim to reduce this cost by 10% each year through to 2022/23	-0.038	-0.038	-0.038	-0.114				
CR	HR, Comms and Exec Office	Communications Structure	Structure Changes; Resizing and reprioritising the communications and engagement and support team activities		-0.038	-0.047	-0.085	1.0		1.0	2.0
CR	Customers, Digital & ICT	Technology Systems Reduced Cost	Reduced Supplier Costs; The Council in partnership with Doncaster Children's Services Trust is implementing a new Integrated People Technology Solution for the delivery of Adult and Children Social Care and Education Management. This will cost less in supplier costs each year compared to the current systems and the budget reduction will be achieved as each system is switched off	-0.030	-0.053		-0.083				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	Customers, Digital & ICT	Use of Artificial Technology in Customer Services	Use of New technologies are now available that can assist in dealing with the easier types of customer enquiries to the Council. Chatbots are being used by many to achieve this by assisting people on-line, responding to text messages, answering phone calls and responding to questions via smart home gadgets (the facility to Ask Alexa is already available via the Council). This efficiency will be achieved by introducing the increased use of artificial intelligence where it is appropriate to do so for providing information and carrying out simple tasks to help ensure we deliver accessible services right first time, easily and quickly. Currently it costs the Council £2.02 per telephone call compared to 0.15p if a customer self-serves.	-0.079			-0.079				
CR	Strategy and Performance	Organisational Subscriptions	Review spend on subscriptions across the Council	-0.045			-0.045				
CR	HR, Comms and Exec Office	HR Shared Service	Further savings negotiated from our payroll provider		-0.020	-0.020	-0.040				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CW	Council-wide	Metropolitan Debt Levy	Natural end to outstanding debt; Metropolitan Debt Levy - South Yorkshire County Council was abolished in 1986 and its four metropolitan boroughs (Doncaster, Barnsley, Rotherham and Sheffield) became unitary authorities. The SYCC debt was allocated out to the four Councils and will be paid in 2020/21		-2.400		-2.400				
CW	Cross-cutting	General Efficiencies	General efficiencies	-1.128	-0.236	-0.152	-1.516				
CW	Council-wide	Council Tax Empty Properties	Incentivise Property owners to bring empty properties into use; Government legislation introduced in April 2019 allows increased council tax charge for properties that have been empty for more than two years. On the 15th Oct 2019 Cabinet will consider the detailed proposal. A proactive campaign and detailed communications will commence with homeowners prior to the proposed implementation date of April 2020	-0.468	-0.514		-0.982				
CW	Council-wide	Savings from Capital Scheme Delivery	Income arising from commercial decisions and previously approved capital schemes	-0.249	-0.324	-0.189	-0.762				
CW	Senior Management	Senior Management Review	Reduction in senior management to reflect revised operating structure of the organisation and working with partners (Directors, Assistant Directors and Heads of Service)		-0.200	-0.200	-0.400		2.0	3.0	5.0
CW	Council-wide	Consolidation of Common Functions	Review options to consolidate common functions across Doncaster service delivery partners to join up services remove duplication and reduce overheads and deliver increased efficiencies		-0.050	-0.050	-0.100				
CW	Council-wide	Increased dividend	Increased dividend from the Yorkshire Purchasing Organisation (YPO) from 2022/23 based on their latest business plan following YPO's purchase of Findel Education.			-0.150	-0.150				
CW	Council-wide	South Yorkshire Passenger Transport Executive (SYPTE)	Removal of saving from SYPTE approved in 2019/20. This was going to be delivered through a restructure of capital financing liabilities but is has been agreed to allow SYPTE to retain this money.	0.240			0.240				
CW	Council-wide	Fees & Charges	General fees and charges increases - the saving approved in 2019/20 was to increase the charges by 3%. The forecast CPI for Q1 2020/21 is 1.8%. The reduction in saving is the difference between the original saving of £0.290m and what can be achieved with a 1.8% increase £0.127m.	0.163			0.163				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
DCST	DCST	DCST Contract	Reduction to Doncaster Children's Services Trust contract	-2.213	-0.599	-0.328	-3.140	7.0	5.5	2.5	15.0
DCST	Dedicated Schools Grant (DSG)	DSG	Dedicated Schools Grant (DSG) High Needs Block - savings totalling £532k across financial years 2020/21 - 2022/23 from the Children's Trust contract savings will not be general fund savings; these will be savings to the Dedicated Schools Grant (DSG) High Needs Block as they relate to the reduction in costs of Education packages for Looked After Children. This is a much needed saving as there are currently considerable budgetary pressures on the High Needs Block.	-0.210	0.477	0.265	0.532				
DCST	Innovation projects	Innovation projects	Funding to mainstream the innovation projects	0.720			0.720				
DCST	Corporate	Pension Deficit	DCST is required to fund its pension deficit over the next 3 years: 20/21 £0.135m, 21/22 £0.138m and 22/23 £0.142m.	0.135	0.003	0.004	0.142				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	Trading	Cremation Fees	Cremation Fees Increase the charge for Cremations by £50 (and no normal inflationary increase). At current local benchmarking rates this would move us from a low to average priced service to the second quartile (assuming no rises in April 2020 at benchmarking sites).	-0.100			-0.100				
E&E	Environment	Penalty Notices - Early Payment Discounts	FPN/PCN Cancel early payment discounts - This will generate an increase in income as there will be one flat rate for payments. The use of the legislation forms a stronger focus on early intervention and prevention, in doing so we are providing a clear and transparent service by proposing the cancelation of early payment discounts. These fines apply to littering (rather than parking and dog fouling or other anti-social behaviour enforcement).	-0.025			-0.025				
E&E	Environment	Bus Lane Cameras	Bus lane cameras - Changes in processes and legislation has provided an alternative method of investigation into the contraventions of the Road Traffic Act 1984. Such adoption has helped grow our economy by ensuring people can access Doncaster and move around the borough freely. By ensuring permitted vehicles have the ability to travel unrestricted makes a difference to those people who need them the most. We want to aim high and ensure a reduction in air quality and congestion which feeds in to the Borough Strategy and achieves outcomes for our people and place locally. Cameras are currently located on 3 bus gates; this new proposal is to install camera in bus lanes in areas such as Bennetthorpe and Great North Road.	-0.025			-0.025				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
E&E	Environment	Licensing - Homesafe	Licensing - Homesafe. The Selective Licensing schemes currently allow landlords to be licensed through either the Council or the Homesafe scheme. It is proposed that the Council utilise this opportunity to bring in house the Homesafe option and offer a review of services, with the Council offering payment plans and evening inspections of properties. This will ensure we have a stronger focus on intervention and prevention as well as delivery services right first time for the citizens of Doncaster. We will achieve value for money by offering different payment options and services by using our resources to lever in additional value from other sources as much as possible. The changes will be implemented when current contracts cease (Hexthorpe April 2020 and Edlington February 2023).	-0.020			-0.020				
E&E	Environment	Rewild Project	Rewild Project - This project will see grass verges throughout the Borough that are currently close mowed on a regular basis, supported by additional tree and bulb planting to enhance green assets borough wide to support biodiversity and climate change mitigation. These extra planting measures could access external funding to offer a sustainable, high value and robust environmental solutions. By making better use of these assets and natural resources will enable this saving to be achieved. Highway sight lines would not be impacted by this saving option.			-0.020	-0.020				
E&E	Development	Development Management Pre-Application Fees	Development Management Pre-application fees - Fees have remained low compared to other authorities; therefore it is proposed to increase the fees whilst remaining competitive both locally and nationally. The fee would also be more in line with costs incurred to deliver the service. We will continue to still offer the 'free ½ hr' meeting for major developments to give in-principle advice.	-0.013			-0.013				
E&E	Environment	Penalty Charge Notices - Car Littering	PCNs Car Littering - Our aim is for everyone to take responsibility for keeping Doncaster clean. To support this aim we will be applying the changes in Government Legislation which give us greater capability to issue fines; our ability and willingness to do so will allow for delivery of a stronger focus on early intervention and prevention for envirocrime offences.	-0.008			-0.008				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
LO-CYP	LO-CYP	Short Breaks Revised Offer	Short Breaks Revised Offer - A review of short breaks provision is currently underway in consultation with children, young people and their families. This review includes an assessment of the requirements for the current overnight respite care provision. Exploring what a future short breaks offer could look like, including a new overnight respite offer, in particular increasing the offer at evenings and weekends, better reflecting needs.	-0.600			-0.600				
LO-CYP	LO-CYP	Strategic Travel Assistance Review	Travel Assistance - Doncaster Council is currently undertaking a Travel Assistance Review. The review is focussed upon supporting Doncaster's children and young people to become independent travellers where this is possible. The council will consult with families about their travel assistance needs including: independent travel training, allowances to provide appropriate support and assistance for children and young people to education settings, whilst also ensuring that transport is available for those who most need it. The Travel Assistance Review will take into account the views of families to ensure these are encompassed in the future delivery model.	-0.217	-0.114	-0.049	-0.380	8.0			8.0

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
PH	Public Health	Redesign community preventative health and wellbeing services	Redesign community preventative health and wellbeing services for both children and adults in line with developments in in locality working investing in Voluntary, Community and Social Enterprise sectors. Options to explore include single provider, lead provider, social enterprise, in house or a mixture of provision. In response to this review and restructure the core public health team. Requires removal of Public Health grant 'ring fence'.			-1.800	-1.800			10.0	10.0
PH	Public Health	Exit Expiring Contracts	Review the service offer that addresses the health and wellbeing needs of vulnerable groups as part of developing a more sustainable relationship with Voluntary, Community, Social Enterprise and Faith sector partners.			-0.050	-0.050				
PH	Public Health	Reclaim Smoking Cessation Underspend	Reduce the size of the smoking cessation service prescribing budget. The prescribing budget for this service is underspent despite high 'quit' rates. If smoking cessation service referrals increase this will be managed as a future cost pressure. Requires realignment of budget against eligible general fund costs, under the terms of the Public Health grant to release the saving.	-0.018			-0.018				
PH	Public Health	External Funding - Salaries	Maximise the use of external resources to fund eligible staff salaries from other sources as part of income generation. This will include Sport England monies and research income. Requires realignment of budget against eligible general fund costs, under the terms of Public Health grant to release the saving.	-0.067			-0.067				

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

	2019/20 Band D Council Tax £		2019/20 Band D Council Tax £		2019/20 Band D Council Tax £
1 Windsor & Maidenhead	1,036.07	32 Warrington	1,436.15	63 Leicester	1,552.17
2 Thurrock	1,287.81	33 St Helens	1,446.05	64 Blackpool	1,556.31
3 Wigan	1,290.03	34 Cheshire East	1,446.27	65 Sheffield	1,559.18
4 Trafford	1,292.22	35 East Riding of Yorkshire	1,448.53	66 South Tyneside	1,567.13
5 Telford & Wrekin	1,301.55	36 Wiltshire	1,456.87	67 North Tyneside	1,568.05
6 Bracknell Forest	1,303.83	37 Tameside	1,469.31	68 Sefton	1,570.30
7 Stoke-on-Trent	1,305.62	38 North Lincolnshire	1,471.00	69 Salford	1,577.32
8 Dudley	1,328.60	39 Luton	1,478.22	70 Redcar & Cleveland	1,577.43
9 York	1,330.25	40 Bournemouth, Christchurch & Poole	1,478.52	71 Rochdale	1,582.14
10 Peterborough	1,344.37	41 Barnsley	1,483.48	72 Stockton-on-Tees	1,588.65
11 Doncaster	1,351.43	42 Wokingham	1,483.93	73 Durham	1,590.65
12 Solihull	1,358.04	43 South Gloucestershire	1,484.15	74 Brighton & Hove	1,595.75
13 Swindon	1,366.15	44 Knowsley	1,485.08	75 Isle of Wight Council	1,599.17
14 Slough	1,366.98	45 Bolton	1,486.46	76 Wolverhampton	1,617.06
15 Manchester	1,370.77	46 Calderdale	1,488.96	77 Coventry	1,620.59
16 Kingston-upon-Hull	1,371.26	47 Central Bedfordshire	1,500.64	78 Oldham	1,624.36
17 Bradford	1,373.07	48 Torbay	1,503.04	79 Reading	1,627.23
18 North Somerset	1,378.50	49 West Berkshire	1,505.21	80 Dorset Council	1,629.75
19 Birmingham	1,380.85	50 Darlington	1,505.64	81 Stockport	1,641.65
20 Milton Keynes	1,381.65	51 Bedford	1,507.51	82 Newcastle-upon-Tyne	1,643.37
21 Southend-on-Sea	1,382.22	52 Kirklees	1,509.56	83 Middlesbrough	1,644.51
22 Wakefield	1,384.43	53 Blackburn with	1,509.83	84 Liverpool	1,650.06
23 Shropshire	1,388.23	54 Plymouth	1,514.34	85 Hartlepool	1,685.28
24 Leeds	1,393.36	55 Herefordshire	1,514.70	86 Bristol	1,690.82
25 Portsmouth	1,396.68	56 Cheshire West and Chester	1,520.08	87 Northumberland	1,695.73
26 Bath & North East Somerset	1,401.12	57 Rotherham	1,522.20	88 Rutland	1,705.18
27 Sandwell	1,401.48	58 Wirral	1,523.42	89 Walsall	1,714.49
28 Sunderland	1,413.68	59 Cornwall	1,527.09	90 Nottingham	1,738.93
29 Medway	1,415.43	60 North East Lincolnshire	1,529.99	91 Gateshead	1,753.92
30 Derby	1,417.07	61 Southampton	1,535.52		
31 Halton	1,419.08	62 Bury	1,550.94		

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2018/19 Budget	2019/20 Budget	2020/21 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	152,150	No change proposed for 2019/20. 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	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.	236,244	96,162	0	The Standards and Effectiveness Partner (StEP) function was transferred, along with funding for the 2016/17, 2017-18 and 2018-19 academic years. Grant funding of £283,568 (£187k in 2018/19, £96k in 2019/20) relates to the 2018/19 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 2018. Funding has been provided through School Forum (Dedicated Schools Grant) agreement on 11th April 2018. Payments are made in termly installments with 2 payments for the 18-19 academic year in 2018-19 and 1 payment in 2019-20 financial year. No further requests are expected to go to School Forum. No further payments expected in 20-21
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	43,500	No change proposed for 2020/21. It is important to be maintained for now as it can be used to demonstrate match against new funding opportunities through the culture 2020 development work.
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	27,520	This grant will continue in 2020/21.
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).	45,000	45,000	45,000	This grant will continue in 2020/21.
A,H&WB	Day Care - Age UK	Day care in the four locality areas Funded from Better Care Fund (BCF).	125,000	125,000	125,000	No change proposed for 2020/21.
Total Grants to 3rd Sector			629,414	489,332	393,170	

New Fees (Detailed Charge)	Proposed Charge from 1st April 2020 £
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BEREAVEMENT SERVICES

Cremation: -

Strewing of ashes was previously included in the ashes scattering appointment fee; a new fee has been introduced to reflect the higher cost of an ashes strewing appointment.

Ashes grave strewing appointment	65.00
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Memorial Items: -

Previously fees for the new sanctum were "Price on Application" as potential services were still in development. The Council is now in a position to offer specific services and associated fees.

Sanctum 2000 - includes 80 letters and 1st interment - 30 years	1,315.00
Sanctum on Panorama - includes 80 letters and 1st interment - 30 years	987.00
Sanctum posy holder	44.00
Sanctum bench memorial plaque - 10 years	313.00
Additional inscription on sanctum plaque - per letter	2.00
Removal and refitting of sanctum plaque for additional inscriptions	42.00
Sanctum photo plaques - various sizes and designs	63.00
	to
	131.00
Bespoke artwork on sanctum plaque	Price on application

Memorials: -

The willow tree is a new memorial feature at Rose Hill.

Granite leaf on willow tree - 5 years	125.00
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BUILDING CONTROL

Building Control - Other Fees

The current Street Naming Fees are to be discontinued and replaced with new fees to simplify the charging arrangements and better reflect the time spent on larger naming/numbering applications (this is in line with other Authorities).

Street naming/numbering - new development/phase up to 10 properties	250.00
Street naming/numbering - new development/phase over 10 properties (the following are cumulative): -	
First 10 properties	250.00
Plus per additional plot	10.00
Changes to a naming/numbering application after notification - per plot	40.00
Any other naming/numbering individually determined charge per hour	52.00

New Fees (Detailed Charge)	Proposed Charge from 1st April 2020 £
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DEVELOPMENT MANAGEMENT

Planning Performance Agreements are voluntary undertakings that enable Local Planning Authorities and applicants to agree the timescales, actions and resources necessary to process a planning application. The cost associated is dependent on the scale of the application, the resources required and input from officers for the project. A PPA will give the developer more certainty in the timescale of the application, especially in relation to large scale developments.

Planning Performance Agreements	Price on Application
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Statutory Planning Fees

New fee to comply with statute.

Change of use of a building and any land within its curtilage from Light Industrial (Use Class B1c) to Dwelling Houses (Use Class C3)	96.00
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LICENSING - Landlord Licences

Houses in Multiple Occupation

New fee to reflect the cost of undertaking this inspection that was not previously charged for.

Property inspection report - immigration & visa	150.00
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LICENSING - Other Licences

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations

New legislation relating to the licensing of animal activities came into force in October 2018 which introduced a star rating scheme and new standards for such things as animal boarding. This revised licensing regime includes various business models which may require variation in licence conditions during the duration of licence, which account for the new charges.

Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	45.00
Minor Amendment of Licence per hour (minimum of 1 hour)	45.00
Major Amendment of Licence per hour (minimum of 2 hours)	45.00
Request for Re-Rating per hour (minimum of 2 hours)	45.00

WASTE AND RECYCLING

Commercial Recycling Quarterly Charge

New fee to make this service more affordable for charities.

Charities Initial Receptacle - Sack	16.00
Charities Initial Receptacle - 240 L	26.00
Charities Initial Receptacle - 360 L	38.00
Charities Initial Receptacle - 660 L	59.00
Charities Initial Receptacle - 1100 L	79.00

New Fees (Detailed Charge)	Proposed Charge from 1st April 2020 £
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Bulky Collections

The new rates for bulky collections are to broaden the offer from one price for 8 items to various rates for different numbers of items. Previous inflexibility relating to the number of items was acting as a deterrent for take up of the service.

Standard Charge (up to 4 items)	20.00
Standard Charge (up to 12 items)	45.00
Standard Charge (up to 24 items)	65.00
Standard Charge (up to 32 items)	80.00
Exemption Charge for Benefit Qualification (up to 4 items)	15.00
Exemption Charge for Benefit Qualification (up to 12 items)	30.00
Exemption Charge for Benefit Qualification (up to 24 items)	40.00
Exemption Charge for Benefit Qualification (up to 32 items)	50.00
Commercial & Industrial Bulky Standard Charge (up to 4 items)	80.00
Commercial & Industrial Bulky Standard Charge (up to 8 items)	135.00

Additional/New and Replacement Bins (including New Developments)

New fee to make this service more affordable for those on benefits.

New & Replacement Bins for Benefit Qualification	15.00
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Fees & Charges Summary of Exceptions 2020/21

Service	Narration
Bereavement - Burial	<p>The policy has been applied to these fees, with the following exceptions: -</p> <p>These fees have had a higher increase to reflect additional cost for cemetery maintenance, etc. (with interment fees this is still cheaper than neighbouring authorities based on their 2019/20 prices): -</p> <p>Adult Grave - Exclusive rights for 50yrs (including Woodland/Meadowland) increased from £1,058 to £1,125.</p> <p>Grave interment fee increased from £970 to £995.</p> <p>Use of Chapel for services not taking place in our Cemeteries or Crematorium increased from £280 to £295.</p> <p>The Permit for additional inscription on a vase fee has increased from £14 to £15.</p> <p>These fees have had a lower increase or reduction to try and encourage uptake: -</p> <p>Adult Grave - Exclusive rights for 75yrs (including Woodland/Meadowland) increased from £1,340 to £1,360.</p> <p>Cremated remains plot for 4 - Exclusive rights for 75yrs decreased from £760 to £750.</p> <p>Child related services remain free of charge.</p>
Bereavement - Cremation	<p>In order to achieve a specific saving target of £100k, the main cremation fees have been increased by £50, e.g. the Adult committal service charge inc medical ref fee has increased from £770 to £820. However, it was felt that the Early morning direct cremation (8:40 or 9:00 am - No service) should be reduced from £500 to £420 as several funeral directors have been taking their direct cremations to other crematoria. The saving should still be achievable and the proposed budget uplift from fees & charges excludes the £100k that will be generated for the saving.</p> <p>The policy has been applied to the remaining fees. The exceptions to the policy are Use of chapel organ increased from £15 to £16 and Exhumation casket increased from £120 to £125.</p> <p>Child related services remain free of charge.</p>
Bereavement - Memorial Items	<p>The policy has been applied to these fees. The exceptions are Ornamental tree with bronze or granite tablet 10 years reduced from £600 to £450 and its renewal reduced from £450 to £410. New detailed fees have been introduced relating to the Sanctum.</p>
Building Control - Trading	<p>The policy has been applied to these fees.</p> <p>Where a fee category (type of works) requires both an Amount of Plan Charge and an Amount of Inspection Charge these have been re-weighted. In these cases the Plan Charge is fixed and the Inspection Charge is variable, depending on the nature of the works. The Plan Charge has been increased from £150 to £200 but the Inspection Charge has been reduced to ensure that the overall cost of the two fees together is consistent with the policy. This is to encourage customers to take up both fees rather than just the Plan Charge and then going elsewhere for the inspection.</p> <p>For example, for Any extension of a dwelling with an internal floor area between 40m² and 60m² the current Plan Charge is £150 and the Inspection Charge £450 for a total of £600. Once the policy has been applied this will become £611 in total restructured as a Plan Charge of £200 and an Inspection Charge of £411.</p>
Car Parking - Cusworth Hall	<p>The policy has been applied to these fees. The exceptions are that the 3 hour fee has been rounded up from £2.20 to £2.50 and the All Day fee has not changed from £6.00.</p>
Car Parking - Residents Permits	<p>These have not been increased as this area is currently subject to a separate review.</p>

Fees & Charges Summary of Exceptions 2020/21

Service	Narration
Development Management - Non-Statutory Fees	<p>In order to achieve a specific saving target of £13k, the pre-application fees have been increased as follows: -</p> <p>Pre Applications (Minor) from £90.50 to £100 Pre Applications (Householder/Adverts) from £32.50 to £40 Permitted Development from £32.50 to £40 Pre-Applications (Major Applications including 1 meeting) from £536 to £700 Pre-Application (Subsequent Meetings after above, price per meeting) from £375 to £490 Pre-Applications (Major Applications Block of 5 Meetings) from £2,140 to £2,500</p> <p>These have remained low compared to other SCR authorities, increasing fees as indicated will contribute to budget savings targets whilst remaining competitive both locally and nationally. The proposed budget uplift from fees & charges excludes the £13k that will be generated for the saving.</p>
Health & Social Care	<p>In order to achieve a specific saving target of £0.52m per year over three years these will be subject to separate review. The Council's approach under the national Fairer Charging framework needs to be updated so it is both clearer and more consistent, whilst continuing to protect those in greatest need. Individual fee values have not yet been determined and will be the subject of separate consultation with members. The policy has been applied to those fees falling outside of the review.</p>
Health & Social Social Care - Training Related	<p>Fees are based on the costs of registration and systems to administer qualifications. The weighting of fees has been changed to account for the duration of each course and better reflect the individual costs associated with it. Proposed fees are as follows: -</p> <p>Health and Social Care Qualification - Level 2 to remain the same at £130 Health and Social Care Qualification - Level 3 to increase from £150 to £158 Health and Social Care Qualification - Level 4 to increase from £155 to £213 Health and Social Care Qualification - Level 5 to increase from £180 to £242 Training Cancellation & Non Attendance Fee (Full Day) to remain the same at £100 Training Cancellation & Non Attendance Fee (Half Day) to remain the same at £50</p>
Highways Licences & Permits	<p>The policy has been applied to these fees. Government guidance requires these to be calculated to ensure no profit is achieved; it is reasonable for the inflationary increase in salaries and other costs to be met from an inflationary increase in the fee. The exceptions are Streetworks Permits, these are not increasing to avoid the risk of income exceeding expenditure.</p>
Licensing - Landlord Licences	<p>Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 30/06/2020, new fees for any successor scheme are the subject of a separate review. The policy has been applied to HMO fees with no exceptions.</p>
Pest Control	<p>The policy has been applied to these fees. The exceptions are for Bedbugs where works are completed by two person teams but previous year's charges have not fully reflected this cost. The main fee has increased from £80 to £85 and for those on benefits from £70 to £75 per visit. Also the fee for Insect Identification (refunded if treatment carried out by DMBC) has increased from £32 to £33 to reflect increases in salary costs over the past few years. The service consider the revised prices are still reasonable and are comparable to charges from private companies. Any uplift from fees is required to contribute towards a potential pressure from fall in numbers.</p>
Registrars - Non-Statutory Fees	<p>The Hire of Registrar fees have been increased by £15, which the service believe is a reasonable increase and still reflects value for money, e.g. the Monday to Thursday fee has increased from £285 to £300.</p> <p>In order to achieve a specific savings target of £9k, the Civil Naming/Renewal of Vows and Premium Marriage/Civil Package fees have been increased by £10 for Priory Place and £15 for an Approved Premise, e.g. the Saturday PM (Priory Place) fee has increased from £350 to £360. The exception to this is the Premium Marriage/Civil Package - Priory Suite Sunday Fee, this has not seen much activity so has not been increased in order to try and stimulate demand. The proposed budget uplift from fees & charges excludes the £9k that will be generated for the saving.</p> <p>The policy has been applied to the remaining fees. The exceptions are the Copy Certificates - Standard fee, which has increased from £10 to £11 to reflect the initial certificate fee set by statute; and postage fees, which have been increased to recover actual costs, e.g. Postage - Standard fee has increased from £1 to £2.</p>

Fees & Charges Summary of Exceptions 2020/21

Service	Narration
Town Centre Management	The policy has been applied to these fees. The exceptions are for the Performance Site at Goosehill which is to increase from £82 to £100. This is the most popular location and is deemed viable to maximise income without affecting the frequency of users in the town centre, especially given this is the lowest fee by far when compared to the other sites (next lowest fee for other sites is £186.50). Pavement café licences remain frozen until 2021/22, per agreement in 2016/17.
Trading Standards	The policy has been applied to these fees. The exceptions are for the Motor Trade Partnership Subscription; any surplus is re-invested in the partnership and this already makes sufficient return from the current level of fees to run the scheme. These are proposed to remain the same so as not to put unnecessary strain on those businesses within the partnership. The Primary Authority Economy & Environment Charges are also proposed to remain the same as these fees were only introduced in 2019/20 and it is felt that it is too soon to apply an increase.
Translation Services	These stay the same to remain commercially viable.
Transport Services Fees	The policy has been applied to these fees. The Exceptions are for MOT fees, which are proposed to remain the same in order to remain competitive.
Waste & Recycling	The policy has been applied to the remaining fees. The exception is the New & Replacement Bins fee, which has been frozen.

**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020
£**

LICENSING - Landlord Licences:**Selective Licensing 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
Year 2 (4 Year Licence) 01/7/16-30/06/17	415.00
Year 3 (3year licence) 01/7/17-30/06/18	330.00
Year 4 (2 year licence) 01/7/18-30/06/19	245.00
Year 5 (1year licence) 01/7/19-30/06/20	160.00
Homesafe Scheme	75.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Registered Charities (£15 discount for additional applications where no Fit & Proper Person test required, subject to conditions).	0.00

Selective Licensing Edlington - 07/02/18 to 06/02/23 - Fixed term (maximum 5 years)

DMBC scheme - all licences granted to 06/02/23 - new applicants will need to pay from the historic date when their property became subject to licence, until the end of the licensing period.

Year 1 (5 year licence) 07/02/18 - 06/02/19	515.00
Year 2 (4 year licence) 07/02/19 - 06/02/20	415.00
Year 3 (3 year licence) 07/02/20 - 06/02/21	330.00
Year 4 (2 year licence) 07/02/21 - 06/02/22	245.00
Year 5 (1 year licence) 07/02/22 - 06/02/23	160.00
Homesafe Scheme	75.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Registered Charities (£15 discount for additional application within the same scheme, subject to conditions)	0.00

Houses in Multiple Occupation

Landlord Licence Basic fees (5 person HMO)	815.00
Fee for each additional bedroom	56.00
<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>	755.00
<i>Additional fee for Each Bedroom in the house</i>	56.00
<i>Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)</i>	36.00
Extra costs incurred which are prompted i.e after 3 months. Additional £50.00 charge added to the fee.	
Property inspection report - immigration & visa	150.00

New

**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020**

£

LICENSING - Other Licences**Miscellaneous:**

Acupuncturist/Tattooist/Ear Piercing	224.00
Transfer or to Add Person	60.00

Civil Marriage Licence	1,385.00
Approval of Religious premises as a place at which two people may register as civil partners of each other.	942.00

**Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations
2018 New Regs which came into force 1st October 2018**

Selling Animals as Pets (1-3 year licence depending on star rating)	514.00
Providing or Arranging for the Provision of Boarding for Cats or Dogs (1-3 year licence depending on star rating)	453.00

Hiring Out Horses (1-5 Horses) (1-3 year licence depending on star rating)	538.00
	+ Vet Fee

Hiring Out Horses (6+ Horses) (1-3 year licence depending on star rating)	734.00
	+ Vet Fee

Breeding Dogs (1-3 year licence depending on star rating)	497.00
	+ Vet Insp

Keeping or Training Animals for Exhibition	457.00
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Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	New	45.00
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Minor Amendment of Licence per hour (minimum of 1 hour)	New	45.00
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Major Amendment of Licence per hour (minimum of 2 hours)	New	45.00
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Request for Re-Rating per hour (minimum of 2 hours)	New	45.00
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Dangerous Wild Animals (plus Vet Fee if needed)	163.00
	+ Vet Fee

Zoo Licence (plus Statutory VET inspection fees as applicable)	1,630.00
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Greyhound Stadium Licence	214.00
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Sex Establishment Licence Application	2,890.00
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Sex Establishment Licence Renewal	2,890.00
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Sex Establishment Licence Variation or Transfer	2,140.00
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Scrap Metal Dealer - Site	356.00
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Scrap Metal Dealer - Collector	229.00
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Scrap Metal Dealer - Change of name of Licensee	26.00
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Scrap Metal Dealer - Change from Site to Collector	26.00
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Scrap Metal Dealer - Change from Collector to Site	224.00
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Scrap Metal Dealer - Change of Site Manager	224.00
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Scrap Metal Dealer - Additional Site(s) to Licence	87.00
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Copy of Licence Fee (Unspecified)	25.00
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Gambling:**Bingo Premises**

Non-conversion fee where a provisional statement has already been granted	764.00
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New Premises Fee	1,375.00
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Annual Fee	804.00
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Variation Fee	1,275.00
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Transfer Fee	804.00
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Re-Instatement Fee	804.00
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Provisional Statement Fee	1,375.00
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Change of circumstances	31.00
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Copy of Licence Fee	25.00
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**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020**

£

Adult Gaming Premises

Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	1,375.00
Annual Fee	774.00
Variation Fee	804.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Betting Premises (Track)

Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	2,140.00
Annual Fee	845.00
Variation Fee	845.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	2,140.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Family Entertainment Premises

Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	1,375.00
Annual Fee	560.00
Variation Fee	804.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Betting Premises (other)

Non-conversion fee where a provisional statement has already been granted	774.00
New Premises Fee	1,985.00
Annual Fee	458.00
Variation Fee	957.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,985.00
Change of circumstances	31.00
Copy of Licence Fee	25.00
Temporary Use Notice	100.00

Liquor Licences

Personal Licence (Fees are set by Central Government)	37.00
Premises Licence (Fees are set by Central Government, Premise licences are charged based on a number of factors, e.g. Rateable Value.)	Variable

Lotteries

(Fees are set by Central Government)	Various
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**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020**

£

LICENSING - Private Hire/Hackney:

Vehicle Licensing Hackney (Inc plates & first test)	250.00
Vehicle Licensing Private Hire (Inc plates & first test)	250.00
Vehicle Test at North Bridge	63.00
Retest of Vehicle	28.50
Admin charge on lifting Suspensions	26.50
Private Hire Operators Licence	480.00
Private Hire Operators Licence each additional vehicle over 2 (for licenses issued prior to April 2017)	24.50
Application for Drivers Licence (+ DBS + Knowledge test)	148.00
	+DBS+Knt
Joint Application (+ DBS + Knowledge test)	148.00
	+DBS+Knt
Renewal of drivers licence	112.00
Knowledge Test	63.00
Replacement Badge / Licence	26.50
Sealing of meter	48.50
Advertising on Taxis Full Livery	31.50
Transfer of ownership	47.50
Surrender of Vehicle Licence / Suspension admin fee	26.50
Front plate bracket	6.00
Rear plate bracket	12.50
Replacement Front plate	18.50
Replacement Rear plate	28.50

Reserves (to be reviewed at year-end)

	Estimated Balance at 31/03/20 £m
Insurance Fund	5.500
Health & Social Care Transformation Fund	5.078
School Balances	3.894
Service Transformation Fund	2.378
Improved Better Care Fund	2.267
Minimum Revenue Provision (MRP) underspend	1.802
Civic Office Major Repairs & Maintenance Sinking Fund	1.318
Inward Investment Incentive Scheme (NNDR Incentive Scheme)	1.227
Stronger Families Programme	1.088
S106 Open Spaces Revenue unapplied contribution	0.665
Social Mobility Opportunity Area	0.500
Well Doncaster match funding	0.442
Section 38 Income	0.400
Teesland Section 278	0.335
Public Health	0.334
Various Section 278	0.330
Mental Health Trailblazer	0.270
All Out Local Elections - 4 Year Cycle	0.244
Pathway to Traineeships (SFA)	0.238
DCST Contingency	0.220
Safeguarding Adults Board	0.206
St James Baths	0.199
ERP - Phase 2	0.182
Flexible Homelessness Grant	0.174
Transport budget Sec 19 permits	0.169
MHCLG Migration Fund	0.165
S106 Interest balances	0.160
Public Spaces Community Order	0.130
Revenues & Benefits - Discretionary Hardship	0.114
LEP Inward Investment Loan	0.109

	Estimated Balance at 31/03/20 £m
Examination In Public (LDF Sites & Policies)	0.107
Revenue Contribution to the Capital Programme (pre-work/development costs)	0.094
Planning 20% additional Income Balance	0.088
Lincoln Gardens Six Streets	0.084
Early Outcomes Grant	0.082
Syrian Resettlement Grant	0.060
Others (less than £50k)	0.378
Total	31.030

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 19/20 & 20/21 £m
Known provisions and contingent liabilities as at January 2020	An Insurance Fund provision of £9.4m has been made as per the methodology agreed. A provision of £4.3m for NNDR appeals has been made in 20/21 based on known risks.	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).	Up to 4.0
Major Emergency	The Government has confirmed that the Bellwin Scheme will continue thereby limiting certain costs to be borne by the Council.	Up to 0.5
Robustness of 2020/21 budget proposals	It is prudent to include a risk regarding the deliverability of the 2020/21 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 2020/21 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 £2.8m is included (equivalent to 40% of the 2020/21 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 2.8
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 December 2019 until March, 2020. A separate earmarked reserve exists for this.	0.0
Capital Programme 2020/21 – 2023/24	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 2020/21 to be managed as part of capital monitoring process.

Risk	Risks & Quantification	Maximum Potential Call on Reserves 19/20 & 20/21 £m
Treasury Management	<p>The Council relies on short-term (circa £90m) and under borrowing (circa £78m) 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 £168m of short-term and under-borrowing with long term borrowing, this could cost £3.2m per year at current rates over 5 years and could rise to £4m per year over 50 year terms.</p> <p>There is also a risk regarding increasing interest rates. This would cost an additional £0.36m for every 1% increase in interest rates.</p>	Up to 4.0
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. Funding has been set aside in an earmarked reserve to meet development 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 and Business Rates income is kept under regular review
Total Maximum Quantified Risks		13.3
Uncommitted Reserves Available based on best estimates		14.4

Detailed Budgets by Service Area

Service	Net Base Position £'000	Pressures £'000	Savings £'000	Other Changes (incl inflation) £'000	Net Budget £'000	Customer & Client Receipts £'000	Government Grants £'000	Other Income £'000	Gross Budget £'000
ADULTS HEALTH & WELLBEING									
ADULT SOCIAL CARE&SAFEGUARDING	70,203	3,484	-4,293	3,266	72,660	20,854	1,177	6,565	101,255
COMMISSIONING & CONTRACTS	6,803	0	-420	148	6,531	0	1,198	2,988	10,717
COMMUNITIES	12,240	280	-1,019	33	11,533	667	1,845	8,269	22,314
DIRECTOR OF ADULT SERVICES	583	0	0	675	1,258	0	0	0	1,258
DIRECTOR OF IMPROVEMENT	-15,188	498	-570	-10,629	-25,890	0	25,393	144	-352
PUBLIC HEALTH	-225	325	-139	-0	-39	152	18,705	563	19,380
ADULTS HEALTH & WELLBEING Total	74,415	4,587	-6,441	-6,508	66,053	21,673	48,318	18,529	154,573
CORPORATE RESOURCES									
CORPORATE RESOURCES DIRECTOR	-19	0	-350	214	-155	0	0	344	189
CUSTOMERS, DIGITAL & ICT	7,838	650	-447	330	8,370	48	58,612	3,735	70,765
FINANCE	460	1,810	-359	-754	1,156	6,904	148	18,223	26,432
HR, COMMS & EXEC OFFICE	4,259	260	-84	184	4,620	87	62	820	5,589
LEGAL & DEMOCRATIC SERVICES	3,978	0	-31	195	4,142	757	0	1,388	6,287
STRATEGY AND PERFORMANCE	2,124	1,500	-100	91	3,615	0	211	25	3,851
CORPORATE RESOURCES Total	18,640	4,220	-1,371	260	21,749	7,797	59,033	24,536	113,114
COUNCIL WIDE BUDGET	25,286	1,058	5,360	-5,965	25,739	493	12,710	-20,179	18,764
LEARNING & OPPORTUNITIES CYP									
CENTRALLY MANAGED	199	0	100	-97	202	0	1,348	3,191	4,741
CHILDRENS SERVICES TRUST	50,180	0	-1,568	1,633	50,245	0	4,451	432	55,127
COMMISSIONING & BUSINESS DEVEL	8,066	805	-799	392	8,464	117	26,819	3,219	38,620
PARTNERSHIPS & OPERATIONAL DEL	2,307	0	-166	92	2,232	188	6,220	375	9,015
LEARNING & OPPORTUNITIES C&YP Total	60,751	805	-2,433	2,020	61,144	305	38,838	7,218	107,504
ECONOMY & ENVIRONMENT									
ENVIRONMENT	30,320	3,262	-1,463	1,138	33,257	8,470	4,537	20,196	66,460
ECONOMY & DEVELOPMENT	6,179	17	-702	762	6,256	5,050	454	15,633	27,392
STRATEGIC HOUSING	877	67	-42	115	1,018	328	89	422	1,856
DIRECTOR ECONOMY & ENVIRONMENT	343	0	26	60	429	0	0	0	429
REGENERATION & ENVIRONMENT Total	37,719	3,346	-2,181	2,076	40,960	13,848	5,080	36,250	96,138
Total Council Budget	216,811	14,017	-7,066	-8,117	215,644	44,115	163,979	66,354	490,091

Funded By: -					
NON DOMESTIC RATES	-44,523	0	0	-5,024	-49,546
REVENUE SUPPORT GRANT	-20,041	0	0	-327	-20,368
TOP UP GRANT	-34,296	0	0	-558	-34,854
COUNCIL TAX	-114,721	0	0	-4,449	-119,170
NET BUDGET REQUIREMENT	-213,581	0	0	-10,358	-223,938
USE OF RESERVES	-3,230	0	11,524	0	8,294
TOTAL FUNDING	-216,811	0	11,524	-10,358	-215,644

Budget Proposals 2020/21 - Due Regard Review

Due Regard Assessment required

Adults, Health & Wellbeing

Contract Review

Day Opportunities

Front Door and Community Offer

Health Watch

Home Care & Direct Payments

Homelessness and Substance Misuse Service

Optimising residential and supported living places.

Residential Care - Working Age

Residential short breaks

Social Care Fees and Charges

Stronger Communities

Supported Living

Children's Trust

Doncaster Children's Trust contract

Learning & Opportunities: Children & Young People

Independent Travel Training Scheme

Short Breaks Revised Offer

Strategic Travel Assistance Review

Public Health

Reclaim Smoking Cessation Underspend

Redesign community preventative health and wellbeing services

No Due Regard Assessment Required

Adults, Health & Wellbeing

Staffing Restructuring & Functional Review

Children's Trust

2 bed Children's Homes

Admin savings

Agency Social Workers

Agency staff

Corporate

DSG

General Efficiencies

Innovation projects

Pension Deficit

Personal advisors

Corporate Resources

Communications Structure

Corporate Resources

Council Tax Empty Properties

Cremation Fees

Financial Management Structure

HR Shared Service

HR&OD Structure

No Longer Required Technology Contracts

Organisational Subscriptions

Revenues and Benefits Structure

Review of Mobile Phones and Data Connections

Service Delivery Change

SPU Structure

Structure Changes within Financial Development and Business Support

Technology Systems Reduced Cost

Use of Artificial Technology in Customer Services

Council-Wide

Consolidation of Common Functions

Fees & Charges

General Efficiencies

Increased dividend

Metropolitan Debt Levy

Minimum Revenue Provision (MRP) - reprofiling

Parish Councils

Pension - former employees

Pension - prepayment

Savings from Capital Scheme Delivery

Senior Management Review

South Yorkshire Passenger Transport Executive (SYPTTE)

Economy & Environment

Assets

Bus Lane Cameras

Development Management Pre-Application Fees

Highways (general fund)

Licensing - Homesafe

Penalty Charge Notices - Car Littering

Penalty Notices - Early Payment Discounts

Rewild Project

Waste Contract

Learning & Opportunities: Children & Young People

LOCYP: Functional Review

LOCYP: Savings one-off in-year

LOCYP: Savings on-going

Public Health

Exit Expiring Contracts

External Funding - Salaries



Doncaster
Council

Councillor Jane Kidd
Wheatley Hill and Intake Ward

Tel: 07954428726
E-Mail: jane.kidd@doncaster.gov.uk

Date: 7th February 2020

Dear Ros
Mayor Ros Jones
Floor 4
Civic Office
Waterdale
Doncaster
DN1 3BU

Overview and Scrutiny's Response to the Mayor's Budget Proposals

I am writing to confirm Overview and Scrutiny Management Committee's (OSMC) response to your Budget Proposals.

OSMC Members initially reviewed the Medium-term Financial Strategy for 2020/21 to 2022/23 in October 2019 and continued their consideration by discussing your proposed budget with Directors on 31st January 2020 prior to final consideration at OSMC on 6th February, 2020, where they confirmed support for your proposals.

At these meetings the Committee used four specific lines of enquiry to assist in providing a commentary on the overall budget proposals. As you are aware, the role of Overview and Scrutiny is not to provide alternative proposals or to undertake a line-by-line analysis of the budget. Overview and Scrutiny can support the budget process by considering the basis and assumptions upon which the budget has been developed and how those proposals will be implemented.

The four key areas considered included:

- i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives?
- ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?
- iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

- iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

The Committee's response to your budget proposals is attached to this letter and I have provided a commentary against each of these lines of enquiry. If you wish for Councillor Healy, in my absence, to attend the Cabinet meeting on 11th February to present or clarify any issues contained within the letter, please let me know. I would also be grateful if you could take account of Overview and Scrutiny Management Committee's response when you present your final proposals to Full Council on the 5th March 2020.

Finally, on behalf of the Committee, I would like to thank the Directors and Assistant Directors for attending our budget review sessions, answering questions and providing clarification on issues raised by the Overview and Scrutiny Management Committee.

Yours sincerely



Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

cc OSMC Members
Cabinet Members
Damian Allen, Chief Executive
Debbie Hogg, Director Corporate Resources
Scott Fawcus, Assistant Director, Legal and Democratic Services

APPENDIX A OVERVIEW AND SCRUTINY RESPONSE TO BUDGET PROPOSALS

The Committee acknowledged the ongoing work undertaken since the budget setting process began last summer, to propose a balanced budget in line with the emerging Corporate Plan, Central Government policy and a challenging programme of service transformation and savings targets.

It was acknowledged that all Directorates were reviewing the way services were being delivered and managing and monitoring the significant challenges and risks in delivering savings whilst maintaining the organisation's capacity to innovate and meet service demands both now and in the future.

Recommendation

The Committee supported the budget proposals and provided the following comments for your consideration:

- 1. To what extent are the Mayor's proposals in line with central government policy, pressures and directives?**
 - i. The Committee recognised that ambitious savings were required to achieve a budget gap of £17.7m over a three-year period due to a change of funding arrangements. The Committee agreed the proposals were an appropriate response to government policy, pressures and directives.
 - ii. The Committee acknowledged a significant challenge in budget setting was the lack of certainty over future funding to deliver key services, particularly around adult social care and children's services. The Committee support continued lobbying of central government for additional resources and certainty over future funding streams to enable the Council to plan its budgets with greater certainty.
 - iii. OSMC accepted that the Council operated in a challenging financial environment. However, the Council's and its partners' response to the flooding emergency demonstrated it had the flexibility and resources to meet unexpected challenges. The Committee recognised that in future this could become increasingly difficult as savings targets were being delivered.
- 2. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?**

Whilst acknowledging fiscal constraints the Committee supported the view that overall the budget proposals sought to deliver the wider Borough ambitions of Doncaster Growing together and the Corporate Plan. Some specific examples, which highlighted this, included:

- i. Innovating and reviewing services in adult health and well-being to seek to deliver high quality health and social care to support personalisation.
- ii. Recognition of our responsibilities to the environment and climate change agenda e.g. proposals to ensure the Authority held an electric car fleet supporting Government expectations, the Council's Corporate Plan and Environmental Strategy. Additionally the small contribution to the Transforming Cities Agenda to improve pathways and

public transport would produce a large projected return for the borough in supporting this theme.

- iii. Acknowledging the Council's role in stimulating the local economy and encouraging economic growth. It was recognised however, that the Council would need to carefully manage the capital programme in future, as there would be a need for additional and creative borrowing requirements as the disposal programme and timeliness of capital receipts was becoming more challenging.

3. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

- i. The Committee received examples of how consultation and other appropriate evidence had been used to develop the proposals. Overview and Scrutiny considered a significant piece of consultation relating to how the Local Authority charges for some adult social care services, giving Members an insight into changes required to review service efficiency and demand. Each of these proposals were considered in detail and with the exception of the Day Care charge element, all remaining proposals were supported.
- ii. During its review, the Committee was updated on the key outcomes from the "Doncaster Talks" exercise and identified a clear link between these priorities and what the budget proposals sought to deliver e.g. a Cleaner and Greener Borough. This was supported at a number of levels including use of the Service Transformation Fund to deliver proposals around the Cleaner and Greener themes.

4. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

The Committee recognised that there would be a significant challenge in delivering the budget proposals and these were identified in the risks detailed within the various reports and the Chief Finance Officer's comments on the robustness of the estimates in the forthcoming budget. Members also acknowledged there was ongoing monitoring of impacts and risks during the transition period and following withdrawal from the European Union.

Some of the key challenges around deliverability highlighted by the Committee included:

- i. Recognition that to meet demand and move more towards early help and prevention in adult social care, there was a need to maximise capacity and identify opportunities, particularly with partners, to assist delivery.
- ii. A need to continue to support the early interventions and positive outcomes for children delivered by the Doncaster Children's Services Trust and partners and ensure these can continue to be achieved within budget. Members noted that mechanisms were in place to identify potential overspends early on and ensure they were robustly tracked, enabling budget spend to be monitored more accurately. It was identified that some children's needs were so complex they would need to receive care out of authority, which could incur higher than average costs.

- iii. Proposals to reconfigure the way in which we commission services in the locality to ensure a proactive service that meets the needs of individuals and communities. Members were assured that staffing resources were adequate to meet the demand for both delivery and strategic mechanisms and as part of their accountability role OSMC would continue to review the success of this initiative over the next 12 months through the quarterly reporting process.
- iv. Whilst Members supported a partnership approach to the delivery of local services it identified that where appropriate there should be transparency in terms of accountability. Members referred to Parish and Town Council's that could fund local services through a precept. The Committee was of the view that as public bodies they should make clear how any increase in precept was being used, to avoid any uncertainty over the service provider.

To conclude, OSMC welcomed the opportunity to comment on the budget proposals and will continue to support the Council's performance monitoring processes throughout the year by reviewing budget and performance on a quarterly basis. This will ensure Members are aware of progress in implementing key budget proposals, the extent to which value for money is achieved and how any slippage and key risks are being managed.



**Doncaster
Council**

Councillor Jane Kidd
Chair
Overview & Scrutiny
Management Committee

Contact: Mayor Ros Jones
Tel: 01302 862225
E-Mail: ros.jones@doncaster.gov.uk
Website: www.doncaster.gov.uk

Date: 13th February 2020

Dear Jane

OVERVIEW AND SCRUTINY'S RESPONSE TO THE MAYOR'S BUDGET PROPOSALS

Thank you for your letter dated 7th February and for confirming OSMC's support for my budget proposals. I agree with the comments made in respect of the proposals, and your acknowledgement that a legal budget must be set that both delivers for the people of Doncaster, and within the constraints that we have. I will certainly request that the OSMC report is attached as an appendix to the budget report being presented to Full Council on 5th March.

With regard to Point 4(iv), I note colleagues' suggestion requesting that Parish and Town Councils should set out how any increases in their precepts will be used. However, this is a matter outside of my influence. Parish and Town Councils are able to set their own precepts and whilst Doncaster Council will collect those precepts on behalf of the Town and Parish Councils, this is not a matter which the Council can otherwise become involved in.

I trust the above is helpful and thank you once again for OSMC's support.

Kind Regards

Ros Jones
Mayor of Doncaster

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Doncaster Council

Date: 5th March 2020

To the Chair and Members of Council

Housing Revenue Account Budget 2020/21

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 2020/21 Housing Revenue Account (HRA) Budget. The report focuses on the following key areas:-
 - the level of the Council's housing rents for 2020/21; the current average rent is £69.75 per week which is the lowest within South Yorkshire, rents will increase by 2.7% for 2020/21;
 - the Housing Revenue Account (HRA) budget proposals for 2020/21;
 - the medium term financial forecast for the HRA which includes estimated budgets for 2021/22, 2022/23 and 2023/24; 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 2020/21 is a balanced budget (income equals expenditure); and
 - the level of fees and charges for 2020/21 as detailed in paragraph 14.

EXEMPT REPORT

2. Not applicable.

RECOMMENDATIONS

3. Council is asked to approve the Housing Revenue Account budget proposals as set out in this report and including:-
 - i. Rents are increased from 6th April 2020, by 2.7% as detailed in paragraphs 7 to 10 in line with Government policy. This will result in an average weekly rent increase of £1.88, resulting in an average rent of approximately £71.63 per week. Rents will be charged every week of the year.
 - ii. The budget proposals for the HRA for 2020/21, 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 14.

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 South Yorkshire and they will continue to be after this increase. The proposals within this report mean that the existing tenants of these properties will pay higher rents in 2020/21. Increasing the rents in line with the Government's policy "Policy statement on rents for social housing" ensures that there is sufficient funding to continue to provide quality social housing maintained to the Doncaster decency standard and compliant with Health & Safety standards. It also provides sufficient funding to support an ambitious investment programme which will deliver significant numbers of new additional properties over the next 10 years.

BACKGROUND

5. The Housing Revenue Account budget for 2019/20 was approved on 4th March 2019. Since then the regular financial management reports to Cabinet have provided the latest projections of the 2019/20 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.

In February 2019 the Government published "Policy statement on rents for social housing" and this document sets the principles of rent setting for the next 5 years from 1st April 2020. Compliance with the policy will be monitored by the Regulator of Social Housing.

BUDGET PROPOSALS 2020/21

6. The Budget proposals for 2020/21 are shown in detail at Appendix A. The key features are as follows:-
 - a) An increase in rents of 2.7% with effect from 6th April, 2020 (see paragraphs 7 to 10 for more details);
 - b) Dwelling rent income is expected to be £2.2m higher at £74.0m due to the effect of the rent increase 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).
 - d) The majority of HRA services are provided by St. Leger Homes of Doncaster (SLHD). The management fee paid to SLHD is increased by a net £1.0m to reflect increases in salaries (pay award), increased ongoing employer pension costs, inflationary increases, legislation and technology changes. These increases are offset by a payment which will be received from South Yorkshire Pension Authority (SYPA) as a result of the overall surplus in the fund. 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 11th October 2017. The details of the SLHD management fee calculations are shown at Appendix B. The management fee paid from the HRA for 2020/21 is £31.9m;

- e) It is estimated that the cost of 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 2020/21 £0.32m of further efficiencies and savings have been identified and reinvested into the tenancy sustainment team, improving customer services and the delivery of a new IT system;
- f) There is a budget of £0.411m 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 are being kept under review as further changes to welfare benefits are rolled out;
- g) Significant reductions in the amounts required to fund pension deficits have released an additional £1.3m a year over each of the next four years and this money will be invested into bringing forward energy efficiency works for the 2,000 hard to treat properties within the Council's stock;
- h) The number of Right to Buy sales continues to be monitored and total sales to the 31st December 2019 were 88 giving an average of 2.26 sales per week (compared to 2.18 per week as of December 2018). A projected level of 120 sales, 40 new build and/or acquisitions and a void rent loss percentage of 1.25% have been used for calculating the rental income budget for 2020/21;
- i) Housing Subsidy (the historic Government grant system for the HRA) was abolished with effect from 1st 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;
- j) 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;
- k) Following the tragic fire at Grenfell Tower in June 2017, there has been a considerable focus on health & safety and compliance, especially in high rise blocks of accommodation. The Hackitt report was issued in May 2018 and following that a consultation paper "Building a safer future; proposals for the reform of the building safety regulatory system" was issued on 6th June 2019, we are still awaiting the outcome from this consultation but there could be significant implications on budgets in future years.
- l) A prudent level of balances for the HRA is considered to be £4.0m. Any surplus funds in excess of this, £3.6m, have been transferred to the housing public sector capital programme to fund investment in the housing stock and the programme for building additional council houses.

A balanced budget will be set for 2020/21. This will maintain an estimated reserve within the HRA of £4.0m by 31st March 2021.

RENT LEVELS

7. In February 2019 the Government published “Policy statement on rents for social housing”, which sets out the principles which must be followed for rent setting by all local authorities over the next 5 years (2020/21 to 2024/25), the basic principle is that rents cannot increase by more than consumer price index (CPI) inflation from the previous September plus 1%. The rate of CPI in September 2019 was 1.7% therefore rents cannot increase by more than 2.7%. This change follows four years of 1% rent reductions as dictated by the Welfare Reform and Work Act 2016.
8. The rent policy allows flexibility for providers to set rents at up to 5% above formula rent (10% for supported housing). Currently this flexibility is not applied in Doncaster. Compliance with the rent policy will be monitored, checked and reported on by the Regulator of Social Housing (the Regulator).
9. Rents in Doncaster are the lowest of all South Yorkshire Councils based on the 2018/19 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 2020/21, (different types of rents are defined in paragraph 11);

Existing tenants (social rent) – rent will be increased by 2.7%;

New tenants into existing (social rent) housing stock – if the tenancy changes during 2020/21 the property will be relet at target rent;

New council housing, either new build or acquisitions (funded wholly from Council resources, social rent) – when new properties are completed these properties will be let at target rent;

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 two figures (this is a condition of the grant funding) and

Existing affordable rent properties – the rent will be increased by 2.7% for existing tenants. If there is a change of tenancy the property will be relet at a reviewed affordable rent. Affordable rents are reviewed on an annual basis and these calculations are used for any tenancy changes in the next financial year.

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 retail price index (RPI) inflation plus 0.5% up until 2014/15. In 2015/16 the target rent was increased by consumer price index (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. Target rent for the following four years (2016/17 to 2019/20) was reduced by 1% each year, the 2020/21 figure is increased by 2.7% (£74.43 per week).

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 Homes England (previously 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 £93.60 per week and this will increase to £96.13 per week in 2020/21.
13. The additional rent generated as a result of charging affordable rent on properties which have been built or acquired using an element of Government grant is £0.4m in 2020/21 and estimated at £1.6m over the four year period. The Government's rent policy states "Affordable rents are typically higher than social rents. The intention behind this flexibility is to enable properties let on this basis to generate additional capacity for investment in new affordable housing". These budgets enable approximately £10m of investment in new build housing a year over the next 10 years and this will be funded by 80% prudential borrowing and 20% from revenue funding.

FEES AND CHARGES

14. The following recommendations are proposed in respect of fees and charges for 2020/21:-
 - a) That the charges for garages are increased by 2.4%. Charges to non tenants must include value added tax (VAT).
 - b) That the charges for garage sites are increased by 6.4% but these charges will remain fixed for 3 years. Charges to non tenants must include VAT.
 - c) 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 6.0p per unit (plus VAT). The charges for heating should ensure that the scheme breaks even, it is therefore recommended that the charges are increased to 6.4p per unit (plus VAT) a 6.6% increase. The average annual charge for these properties is £306.
 - d) The district heating charge for properties on the Balby Bridge estate will increase to 6.72p per unit (inclusive of VAT) which is equivalent to 6.4p per unit plus VAT. The average annual charge for these properties is £194.
 - e) 40 properties at Milton Court do not have individual meters, the current charge is £6.62 (bedsits), £6.72 (one bedroom) or £7.03 (three bedroom) per property per

week and these charges will also increase by 6.6% to £7.06, £7.16 or £7.49 per week.

- f) The current enclosed garden charge is between £2.59 and £4.28 (inclusive of VAT) per week dependent on the size of the garden and will increase by 2.4%, the new charges will be between £2.65 and £4.38. 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.
- g) 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	Proposed Charge	Budget
	2019/20	2020/21	Implication
Garages	£5.50 per week (charged every week)	£5.63 per week (charged every week)	£2,655
Garage charges to non tenants	£6.60 per week (charged every week)	£6.76 per week (charged every week)	£2,990
Garage Sites	£0.94 per week	£1.00 per week	£87
Garage site charges to non tenants	£1.13 per week	£1.20 per week	£626
District Heating – Balby Bridge	6.0p per unit (excluding VAT) 6.3p per unit (inclusive of VAT)	6.4p per unit (excluding VAT) 6.72p per unit (inclusive of VAT)	Income dependant on usage
District Heating – Milton Court			£881
Bedsits	£6.62 per week	£7.06 per week	
One bedroom	£6.72 per week	£7.16 per week	
Three bedroom	£7.03 per week	£7.49 per week	
District Heating – Ennerdale	6.0p per unit 6.3p per unit (inclusive of VAT)	6.4p per unit 6.72p per unit (inclusive of VAT)	Income dependant on usage
Enclosed Garden Service (inclusive of VAT)	£2.59 £3.25 £3.52 £4.01 £4.28 (charged every week or 34 weeks)	£2.65 £3.33 £3.60 £4.11 £4.38 (charged every week or 34 weeks)	£1,224

15. Other changes which impact on the HRA are;

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 1st 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 1,675 of tenants and their housing benefit has been reduced by £1.042m, 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 that are claiming 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 9th January, 2017. This currently affects 49 Council tenancies. Benefit cap 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 that are claiming UC.

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 4,361 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 £24.0m of rent to be collected from tenants which has previously been paid directly to the HRA via housing benefit. By March 2021 it is anticipated that 6,400 tenants in Doncaster will have moved over to UC and the value of the rent which will need to be collected from these tenants during the 2020/21 financial year (which was previously paid direct via housing benefit) will be £17.6m.

No automatic entitlement to housing costs for 18 to 21 year olds – This policy was scrapped 31st December, 2018 following a change by the Government.

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.

OPTIONS CONSIDERED

16. Two options were considered for the rent increase in 2020/21;
 Option 1 (recommended option) – A 2.7% rent increase which is in accordance with Government policy. This keeps rents in Doncaster the lowest in South Yorkshire and ensures that there are sufficient resources available to deliver day to day services and the investment/capital programme which includes significant expenditure on energy efficiency works, health & safety improvements and new build council houses. Each 1% rent increase generates just over £0.7m per year. Over a four year period rent increases based on CPI plus 1% generate additional rent income of £7.6m.

Option 2 – A rent increase which is lower than 2.7%. Over the last four years costs have increased by approximately 10% while rent income has reduced by 1% each year. The last four years have also seen higher expectations in terms of the standard of properties and in relation to Health & Safety and compliance. A rent increase of less than 2.7% could result in reductions in services to tenants at a time when the demand for services and investment is higher than ever before.

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 increase of 2.7% allows the Council to fulfill its financial obligations in relation to the HRA in both the short and long term.

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.</p> <p>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 	<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>quality, affordable home</p> <ul style="list-style-type: none"> • 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>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 92.8% 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 2020/21 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	£1.04m of direct housing benefit payments will be lost by tenants during 2020/21.	Increased focus on rent collection and financial advice. Bad debt provision of £1.1m and £0.411m assistance fund.
Increase in rent arrears as a result of the introduction of universal credit.	Medium	Estimated that 1,612 new tenants will receive universal credit in 2020/21 (£5.2m), instead of housing benefit paid direct to the landlord.	Increased focus on rent collection and financial advice. Bad debt provision of £1.1m and £0.411m 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 (£0.936m income reduction for the year) by 0.25% of rent debit.	Medium	Income reduction £0.187m	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 (£0.936m income reduction for the year) by 1.0% of rent debit	Low	Income reduction £0.749m	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.	Medium	£0.056m of potential inflationary costs.	Inflationary projections for future years are expected to remain low, the figures will be monitored on a regular basis.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 21.01.20]

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.

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: AW Date: 07.01.20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initials: AC Date: 24.01.20]

22. There are no HR implications specific to this recommendation. Any future changes as a result of the efficiencies that impact on the workforce will require HR engagement and would involve separate approval as appropriate.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 24.01.20]

23. There are no direct technology implications as a result of this report. SLHD are represented on the Council & Partners Technology Governance Board (TGB) and submit any technology requirements to be considered to ensure wise investment, maximisation of existing systems across partners and rationalisation where possible and appropriate. As outlined in Appendix B, the total management fee for 2020/21 reflects an increase in the ICT SLA.

HEALTH IMPLICATIONS [Officer Initials: KH Date: 20.1.20]

24. This report sets out the Mayor's proposals for the 2020/21 Housing Revenue Account (HRA) Budget, including a 2.7% rental increase and some increases in other charges, such as district heating. 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 mixed implications for health. Providing secure, good quality and affordable housing can help to reduce poverty and inequality locally. Raising sufficient resources to ensure all Council homes are improved and maintained to the Doncaster Decency standard, build new Council housing stock and improve the energy efficiency of the existing stock will have a positive impact on the health and wellbeing of tenants.

In light of the continued changes in welfare benefits that will already be having a direct impact on the incomes of tenants, increases in rents and other charges may also contribute to the financial pressures facing some households. The Health Foundation (2018) states that an inadequate income can cause poor health because it is more difficult for people to avoid stress and feel in control, access experiences and material resources, adopt and maintain healthy behaviours and invest in their future. The impact of the changes to household rent should be monitored, not only to identify and support those at risk, but to also ensure that the impact is fully understood and mitigated, especially for our most vulnerable residents. It is important to ensure that tenants continue to have access to preventative and supportive tenancy services to enable them to manage and maximise their finances in light of these changes and to support them if they struggle or fall into arrears.

Where further reports are required report authors should consider the need for formal health impact assessments and build on the joint work already taking place with the public health team. Further considerable guidance is available on Housing for Health (<https://www.gov.uk/government/collections/housing-for-health>).

EQUALITY IMPLICATIONS [Officer Initials: JC Date: 07.01.20]

25. A Public Sector Equality Duty assessment is attached at Appendix C. There will be implications for individuals as a result of increasing rents but fundamentally rents are set based on the type and location of the property not with regard to the tenant.

CONSULTATION

26. Members have been consulted at meetings between November 2019 and February 2020; this included Labour Group, Overview & Scrutiny Management Committee (OSMC) and representatives from other parties.
27. 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), SLHD Tenant Board Members and representatives from Tenants and Residents Associations (TARAs) on 27th January, 2020.

28. Tenants think that Council rents in Doncaster are excellent value for money (and this is reflected in Tenant surveys 92.8% are satisfied that their rent provides value for money). They thought that the increases in rents and fees & charges were reasonable and that the increases were very small weekly changes and they also responded to say that many tenants were seeing decreases in their fuel bills following investment in energy efficiency improvements.
29. 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.
30. Tenants were pleased to hear that the Council is investing significantly in additional Council houses as they know that there are many people that would benefit from homes of an excellent standard with good services.
31. 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

- Welfare Reform and Work Act 2016
- Housing and Planning Act 2016
- Policy statement on rents for social housing, February 2019. Issued by Ministry of Housing, Communities and Local Government (MHCLG)
- Cabinet report 19th November, 2019 – 2019/20 Quarter 2 Finance and Improvement Performance Report and Delivering for Doncaster Booklet.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

CIPFA – Chartered Institute of Public Finance and Accountancy

CPI – Consumer Price Index

GIG – Get involved group

HB – Housing Benefit

HCA - Homes and Communities Agency

HE – Homes England

HRA – Housing Revenue Account

ICT – Information Communication Technologies

IT – Information Technology

MHCLG - Ministry of Housing, Communities and Local Government

SLA – Service Level Agreement

SLHD – St Leger Homes of Doncaster

SYPA – South Yorkshire Pension Authority

TARA – Tenants and Residents Association

TRIP – Tenants and Residents Involvement Panel

UC – Universal Credit

VAT – Value Added Tax

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Director of Corporate Resources

Housing Revenue Account Budget 2020/21 to 2023/24

Description	Annual Budget OE	Annual Budget OE	Annual Budget OE	Annual Budget OE
	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Expenditure				
Management and Maintenance				
Insurances	767	780	800	820
General Management	3,344	3,410	3,478	3,548
Special Services	250	250	250	250
Management Fee to St Leger Homes	31,931	32,497	33,450	34,622
Tenancy Sustainment Fund	411	111	111	111
Debt Management Expenses	15	15	15	15
Rent, Rates, Taxes & Other Charges	142	142	142	142
Capital Charges				
Depreciation on Council Dwellings	17,224	17,224	17,224	17,224
Depreciation on non dwellings	963	963	963	963
Provision For Bad or Doubtful Debts	1,100	1,700	1,700	1,700
Total Expenditure	56,147	57,092	58,133	59,395
Income				
Rent Income				
Dwelling Rents	-73,973	-75,651	-77,382	-79,365
Non-dwelling Rents	-826	-815	-790	-765
Charges For Services and Facilities	-123	-123	-123	-123
Contributions Towards Expenditure	-214	-214	-214	-214
Income from Solar Panels	-208	-212	-216	-220
Total Income	-75,344	-77,015	-78,725	-80,687
Net Income from Services	-19,197	-19,923	-20,592	-21,292
Capital Charges				
Loan Charges - Interest	12,450	12,299	12,255	12,096
Interest Receivable	-83	-83	-83	-83
Net Operating Income	-6,830	-7,707	-8,420	-9,279
Appropriations				
Revenue Contribution To Capital Outlay	10,442	7,707	8,420	9,279
Transfer to / from Reserves	-3,612	0	0	0
Surplus (-) / Deficit for Year	0	0	0	0
HRA A/C BALANCE BF	7,612	4,000	4,000	4,000
Transfer to/from balances	-3,612	0	0	0
HRA A/C BALANCE CF	4,000	4,000	4,000	4,000

SLHD Management Fee

	Note	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s
Management fee		30,921	31,931	32,497	33,450
Growth items					
Inflationary increases					
Pay award	1	774	664	681	700
Superannuation	2	429	0	0	200
Increments	3	66	40	40	40
Inflation	4	450	250	250	250
Increase in ICT SLA	5	127			
Arboriculture	6		-120		
Removal of 5 year temporary funding	7	-100			
Efficiencies delivered	8	320	-250		
Reinvestment in services		-320			
Pension Adjustment	9	-736	-18	-18	-18
Total Management Fee		31,931	32,497	33,450	34,622

Details of the growth bids are;

1. Pay award - 3.0% pay award with effect from 1 April 2020 and then 2.5% in each of the following years.

2. Superannuation - The pension fund was revalued in 2019. Employers contribution increased from 13.9% in 2019/20 to 16.0% in 2020/21. It has been assumed that there will be a further 1% increase in 2023/24.

3. Increments - the costs of annual pay increments paid to employees who are not at the top of their grade.

4. Inflation - the increase costs for contracted goods and services. Inflation is calculated on individual budget lines and the vast majority of budgets have not been inflated, examples of some of the inflationary increases are vehicles at 11.7% (£183k), materials at 1% (£57k), gas at 15.56% (£41k) and service level agreements (SLAs) at 3% (£97k).

5. ICT SLA - increased as a result of additional servers and complexities due to the rollout of Office 365.

6. Arboriculture - It was agreed at Cabinet on 18 June 2019 that £240k of the surplus from 2018/19 would be returned to SLHD to be spent on Arboriculture, this funding was split over two years to enable the Council to be able to deliver the work.

7. Removal of 5 year temporary funding - on 18 June 2014 Cabinet agreed a five year increase of £160k (split over two years £60k then £100k) 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.

8. Efficiencies Delivered - efficiencies have been found to fund additional posts within the Health, Safety & Compliance team to deal with the challenges facing the sector following the Grenfell tragedy and the increased focus on H&S and being able to demonstrate compliance and the Tenancy Sustainment Team to deal with the ongoing roll out of Universal Credit.

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 2020/21 The Impact of Increasing Dwelling Rents for the Council’s Housing Stock.</p> <p>Doncaster Council is landlord to 20,421 properties of which 20,150 are socially rented and 271 are leasehold. The Housing Management responsibility for the stock has been delegated to St Leger Homes of Doncaster (SLHD) under a management agreement. In February, 2019 the Government published “Policy Statement on Rents for Social Housing” which regulates rent increases from 1st April 2020 for the next five years. For 2020/21 the rent increase will be 2.7% for all tenants meaning that the average rent will be £71.63 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 increasing of rents and sets out the measures to mitigate the impact on those groups. The rent increase of 2.7% will be applied to all tenancies 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 increase of 2.7% will apply to all tenancies, 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 1st April, 2013, this welfare reform only applies to working age households and currently affects 1,675 tenants who are claiming Housing Benefit*. 1,319 tenants have to make up a 14% shortfall for their rent and 356 have a shortfall of 25% to make up. The average age of tenants affected by under occupation charge is 50. We are not aware of the number of households who under occupy but do not claim housing benefit.</p> <p>*Bedroom tax still applies to tenants that claim Universal Credit however, we are unable to</p>

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 49 families in Council accommodation. 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.

*Benefits cap 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.

Full Service roll out of Universal Credit from October 2017

Universal Credit '*Full Service*' was implemented in Doncaster on 11th 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. In January 2019 the total number of cases claiming UC was 2,826. By January 2020 the number of tenants claiming UC now stands at 4,361 cases, an increase of 1,535. From 1st February, 2019 the rate of transfer on to Universal Credit increased as claimants with 3 or more children will then be able to claim Universal credit.

As at January 2020, there are approximately 34% pension age tenants and 66% working age. Of these, 4,736 pension age tenants and 4,384 working age tenants are in receipt of Housing Benefit or the equivalent Housing Element of Universal Credit. Currently there are 4,361 tenants claiming Universal Credit, all of which are working age.

Disability

Out of the main tenants on our Universal Housing system, 6,729 have identified as disabled – which equates to 33.45%. This compares to a national figure of 22% across the whole population in England (data supplied by ONS, questions were changed in 2015 which has now given a more accurate figure). Data shows that the number of people declaring as disabled in Yorkshire and Humber is roughly in line with the national figure. It is not anticipated that the increase in rents will adversely affect individuals based on their disability. The Housing Revenue Account also has a specific budget of £2.2m for adaptations to the homes of tenants that need adaptations.

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 increase 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.

Sexual Orientation

It is not anticipated that the increase in rents will adversely affect individuals based on their sexual orientation.

		<p>Religion and Belief It is not anticipated that the increase 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 increase as a result of their pregnancy or maternity leave.</p> <p>Gender Reassignment It is not anticipated that the increase in rents will adversely affect individuals who have undergone gender reassignment.</p> <p>Marriage and Civil Partnership It is not anticipated that the increase 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>Members have been consulted at meetings between November 2019 and February 2020; this included Labour Group, Overview & Scrutiny Management Committee (OSMC) 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), SLHD Tenant Board Members and representatives from Tenants and Residents Associations (TARAs) on 27th January, 2020.</p> <p>Tenants think that Council rents in Doncaster are excellent value for money (and this is reflected in Tenant surveys 92.8% are satisfied that their rent provides value for money). They thought that the increases in rents and fees & charges were reasonable and that the increases were very small weekly changes and they also responded to say that many tenants were seeing decreases in their fuel bills following investment in energy efficiency improvements.</p>

		<p>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>Tenants were pleased to hear that the Council is investing significantly in additional Council houses as they know that there are many people that would benefit from homes of an excellent standard with good services.</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 5th March 2020, a letter will be sent to all Council tenants which will give details of the rent change with effect from 6th April 2020.</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 be impacted from the rent increase. However, 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 affect 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 24 staff members during 2019/20 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 £0.411m 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 increase is the same percentage increase for all tenancies, the rent is calculated based on the characteristics of the property and not with regard to the tenant.</p>

6	Decision Making	This due regard statement has been made available to Members in advance of making any decisions on rent increases. The HRA Budget 2020/21 report to Council on 5 th March, 2020 asks the Council to agree the rent increase for the 2020/21 financial year with effect from 6 th April, 2020.
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.



Doncaster Council

Report

To the Chair and Members of
Council

Date: 5th March 2020

COUNCIL TAX SETTING AND STATUTORY RESOLUTIONS 2020/21

EXECUTIVE SUMMARY

1. This report sets out how the Council Tax is calculated and makes recommendations regarding Doncaster's Council Tax requirement for 2020/21.
2. It is proposed that Doncaster Council's element of the Band D Council Tax charge is increased by 3.99% (1.99% Council Tax increase and a further 2.00% increase through the Government's Social Care precept) to £1,405.35 (£936.90 for a Band A).
3. The overall increase will mean an additional £53.92 for Band D Council Tax per annum, £1.04 per week (£35.95 for Band A per annum, £0.69 per week).

EXEMPT REPORT

4. Not applicable.

RECOMMENDATIONS

5. Council is requested to approve a Band D Council Tax for 2020/21 of £1,405.35 for Doncaster Council services. Council is also requested to pass the appropriate Statutory Resolutions, as set out and recommended at Appendix B, which incorporate the Council Taxes of the Joint Authorities and which, taken together with Doncaster's 3.99% increase, represent a 3.66% increase from the 2019/20 Council Tax for Doncaster residents.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The citizens of Doncaster can expect to see their Council Tax for Council services increase by 3.99%. The Police and Fire increases are 2.00% and 1.99% respectively, making an overall increase of 3.66% (see table at paragraph 22).
7. The average Parish Council Tax across the whole Doncaster Council area has increased by 3.11%.
8. The Government have indicated that there will be no referendum principles for Parish Councils for 2020/21 but that these could be introduced for future years if necessary, to provide protection for local taxpayers.

BACKGROUND

9. The Council, under the Local Government Finance Act 1992, is required to set the Council Tax for its area. The amount is based upon the capital value of each dwelling calculated by reference to their capital value at 1st April 1991 prices. Properties are placed in one of eight valuation bands by the Valuation Office Agency which is part of Her Majesty's Revenues and Customs: -

	Open Market Value as at 1st April 1991
Band A	Not exceeding £40,000
Band B	Over £40,000 but no exceeding £52,000
Band C	Over £52,000 but not exceeding £68,000
Band D	Over £68,000 but not exceeding £88,000
Band E	Over £88,000 but not exceeding £120,000
Band F	Over £120,000 but not exceeding £160,000
Band G	Over £160,000 but not exceeding £320,000
Band H	Exceeding £320,000

10. When Council Tax proposals were first issued by the Government in April 1991, it was estimated that the average property value in England was about £80,000. Such a property would be in Band D and as a result, many of the calculations are carried out by reference to Band D. For example, when the level of Council Tax is calculated, a Band D Tax is calculated initially and the taxes for all other bands are then calculated as proportions of that. Council Tax is based on two or more adult occupants occupying the property as their sole or main residence. In appropriate circumstances, where a single adult occupies a property as their sole or main residence, a 25% single person discount can be awarded.
11. The table below shows, for Doncaster, the number and percentage of dwellings in each band which were shown in the Valuation List as at the 30th November 2019 when the Tax Base was calculated: -

	Number	Percentage
Band A	81,065	58.42
Band B	25,295	18.23
Band C	15,188	10.95
Band D	9,380	6.76
Band E	4,630	3.34
Band F	2,146	1.55
Band G	918	0.66
Band H	130	0.09
Total	138,752	100.00

12. As such a high percentage of dwellings in Doncaster are in the lower bands, (87.60% are banded below the average Band of D), this has the effect of considerably reducing the amount of income the Council can achieve from Council Tax.

Council Tax Calculation – Doncaster MBC Services

13. Doncaster Council is a 'billing authority'; this means the Council is responsible for preparing the Council Tax Base, setting the Council Tax, billing and collection of Council Tax and maintaining the Collection Fund.
14. The Police and Fire authorities and Parishes calculate and set their own elements and Doncaster, as the billing authority, then formally sets the overall tax by adding the elements together.

15. The billing authority has to maintain a Collection Fund; this is a separate statutory account from the General Fund. The Collection Fund receives Council Tax and Business Rates income and pays out the demands and precepts made upon it by the Council, the Police and Crime Commissioner, the South Yorkshire Fire and Rescue Authority, Central Government and Parish Councils for Council Tax and Business Rates.
16. The Council Tax Base calculation of 84,141 Band D equivalent properties for 2020/21 was approved by Cabinet on 14th January 2020. This is an increase of 1,365 Band D equivalent properties to the Tax Base.
17. The financial year 2020/21 is the eighth year since major changes to the funding arrangements for Local Government came into effect. The changes affected the way Council Tax bases were calculated and removed certain discounts and exemptions and replaced them with discretionary powers to grant discounts and charge premiums on long-term empty properties and brought local Council Tax Support into the calculation of the Tax Base.
18. The gross revenue expenditure budget for 2020/21 will be £490.1m, which covers all funding sources, including Retained Business Rates, Government Top-Up Grant, Revenue Support Grant, Council Tax, Collection Fund surplus, Specific Grants, Customer and Client Receipts and other income. The figure provided for the Collection Fund surplus for Council Tax is in accordance with legislative requirements to return surpluses on the Collection Fund to taxpayers and precepting authorities.
19. Appendix A shows how the Council Tax is calculated for the Council's services. The Government Top-Up Grant and Revenue Support Grant income included in the calculation is that notified to the Council by the Government on 7th February 2020.
20. Dividing the Council Tax Base into the net amount required from Council Tax payers, excluding Parish Precepts, gives a Council Tax (Band D) for the Council's own services of £1,405.35, a 3.99% increase (£1,351.43 in 2019/20).

Joint Authority Precepts and Council Taxes

21. The South Yorkshire Fire and Rescue Authority met on 10th February 2020 to set its precept and Council Tax. It has notified the Council of a Band D Council Tax of £74.59 for 2020/21 which equates to an increase of £1.46 from 2019/20 (a 1.99% increase). At the time of the drafting of this report the South Yorkshire Police and Crime Commissioner had yet to formally set its precept. It has however proposed a Band D Council Tax of £198.04 for 2020/21, which equates to an increase of £3.88 from 2019/20 (a 2.00% increase). The Police and Crime Commissioner has a legal obligation to notify the council of its 2020/21 Council Tax and precept by 28th February 2020 and it is anticipated therefore that formal notification from the South Yorkshire Police and Crime Commissioner will have been received prior to Council considering this report on 5th March 2020. The increases notified and proposed by the Joint Authorities have been included in the resolutions set out at Appendix B. Appendix B will be updated as necessary following receipt of the formal notification from the Police and Crime Commissioner.
22. The table below shows the total Council Tax for Doncaster residents is £1,677.98 (£1,618.72 in 2019/20) for a Band D property, assuming the Council approves the Council Tax of £1,405.35 for Doncaster Council services. When the Joint Authority Council Tax increases are combined with the 3.99% increase for Doncaster Council, this represents a 3.66% increase from the 2019/20 Council Tax for Doncaster residents.

	2019/20 Band D £	2020/21 Band D £	Increase %	Annual Increase Band A £	Annual Increase Band D £
Doncaster	1,351.43	1,405.35	3.99	35.95	53.92
S.Y. Police	194.16	198.04	2.00	2.59	3.88
S.Y. Fire	73.13	74.59	1.99	0.97	1.46
Total	1,618.72	1677.98	3.66	39.51	59.26

Localisation of Council Tax Support and Parish Council Taxes

23. The Council Tax Benefit system was abolished and replaced with a Localised Council Tax Support (LCTS) Scheme from April 2013, which is now classed as a Council Tax discount in the Tax Base, similar to the single person's discount. This has had the effect of reducing the Council Tax Base. Under this Scheme, each Council in 2013/14 received a fixed grant to partly compensate for the reduction in Council Tax income resulting from the lower Council Tax Base due to this new discount. Government figures show that the Council received grant funding of £17.1m (£16.8m for the Council and £0.3m for parishes) to fund this in 2013/14, although the grant only covered 90% of the 2012/13 benefits and protected pensioners. This grant funding formed part of the Council's Baseline Funding for 2013/14, comprising Retained Business Rates, Revenue Support Grant and Top-Up Grant. Since the 2013/14 Finance Settlement the Government has not published revised grant allocations for these headings and does not intend to in future, even though Central Government funding for local authorities has continued to reduce significantly.

24. Changes to Parish Council Taxes are included in Appendix C below and a summary of increases is set out in the table below. The average Band D Parish Council Tax across the whole Doncaster Council area has increased from £28.32 in 2019/20 to £29.20 in 2020/21, an increase of 3.11%.

25. A summary of the increases in Parish precepts for 2020/21 is shown in the table below: -

Percentage Increase	No. of Parishes	% of the Total
Freeze or Reduction	8	20.5
0% - 5%	25	64.1
5% - 10%	4	10.3
10% - 20%	2	5.1
More than 20%	0	0.0
Total	39¹	100.0

Excludes Cadeby which did not set a Precept in 2019/20, but did for 2020/21.

Statutory Resolutions

26. The Statutory Resolutions at Appendix B are set out for Council approval in accordance with the requirements of the Local Government Finance Act 1992.

OPTIONS CONSIDERED & REASONS FOR RECOMMENDED OPTION

27. These are covered in the Budget report on the agenda item ahead of this report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

28. 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 Tax is a key element of the Council's budget which impacts on all priorities.</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

29. Not applicable.

LEGAL IMPLICATIONS [Officer Initials SRF Date...12/02/20]

30. 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. The setting of the Tax involves a series of processes and calculations resulting in a separate amount of Tax for properties in each of the eight bands (A to H) in which properties have been valued under the 1992 Act.
31. 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 the principles determined by the Secretary of State. By Regulation, the Government allows Councils to raise Council Tax by a maximum amount. Any further increases would require a local referendum to be held on the increase. On the 6th February 2020, the Government confirmed that a unitary authority, such as Doncaster Council, must hold a referendum if council tax is to be increased by 4% or more (Council tax for general spending requires a referendum if it rises by 2% or more, alongside a maximum 2% social care precept). The Council Tax levels proposed by Doncaster do not exceed that level and if approved by Council may be implemented without the need for a referendum.

FINANCIAL IMPLICATIONS [Officer Initials...RLI Date... 18/02/20]

32. These are contained in the body and appendices of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials...KG Date...12/02/20]

33. There are no specific HR implications relating to the content of this report.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date... 11/02/20]

34. There are no technology implications that cannot be managed through the Northgate Revenues and Benefits System.

HEALTH IMPLICATIONS [Officer Initials RS Date 12/02/20]

35. The choices the council make in raising revenue will impact on the health of the population. Decision makers should balance the requirement to raise resource as part of the overall funding of council activities and the health benefits that may arise though the use of council tax across a range of service areas (bearing in mind, in general 20% of what contributes to health and wellbeing is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment) with the health benefits that directly arise from improving the standard of living for Doncaster residents through ensuring the local council tax burden is fairly distributed

EQUALITY IMPLICATIONS

36. In taking this decision, Members must be aware of their obligations under Section 149 of the Equality Act 2010. This Section contains 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;
 - c. foster good relations between people who share relevant protected characteristics and those who do not; and
 - d. the relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
37. In setting out the recommendation, it is essential that Members keep an open mind. A final decision can only be made when the decision-makers fully understand and have 'due regard' to the potential impact of their decision on people with relevant protected characteristics under the Public Section Equality Act Duty. The decision-makers must consciously and actively consider the relevant matters in such a way that it influences the decision-making.

CONSULTATION

38. The report follows on from the Revenue Budget 2020/21 report and deals primarily with mathematical calculations to approve the Council Tax and the Council Tax requirement as set out in legislation.

Referenda

39. The Localism Act 2011 made significant changes to the Local Government Finance Act 1992 and requires the Council to set a Council Tax requirement for 2020/21. This requirement is to help the Council to determine if it has set an excessive Council Tax increase that would in turn trigger a local referendum.
40. Authorities are required to seek approval of their electorate in a referendum if any proposed tax increase exceeds the principles set by Parliament. The Government have confirmed the Council Tax Referendum Cap at 4.0% for 2020/21 for all authorities who have decided to implement up to the maximum 2.0% increase ring fenced precept to fund Adult Social Care for 2020/21. The referendum cap would apply on the Band D Tax of the Authority without any adjustments being made for levying bodies such as the Sheffield City Region Combined Authority Transport Levy.
41. Section 52ZB(a) of the Local Government Finance Act 1992 provides for the holding of a referendum where a Local Authority in England sets an excessive increase in its relevant basic amount of Council Tax for a financial year. The set of principles determined by the Secretary of State on whether the Council Tax is excessive for the financial year beginning 1st April 2020 is provided for in section 52ZC(1) of the Local Government Finance Act 1992. The arrangements for any referendum is contained in section 52Z(g). The change to the use of the actual Band D Tax of the Authority is provided for by Section 41 of the Local Audit and Accountability Act 2014 which came into force on the 30th January 2014 and the Local Authorities (Conduct of Referendums) (Council Tax Increases) (England) Regulations 2012 as amended. The Referendums relating to Council Tax Increases (Principles) (England) Report 2020/21 published 6th February 2020, sets the referendum limit at 4% for an Adult Social Care authority.
42. The Government have indicated that there will be no referendum principles for Parish Councils for 2020/21 but that these could be introduced for future years if necessary, to 'provide protection for local taxpayers'.
43. The proposed Council Tax increase of 3.99% for this year presents no risk of a referendum being required. Details of the calculation are set out below.

Tax Base 2019/20 (82,776 Properties) Tax Base 2020/21 (84,141 Properties)	2019/20 £M	2019/20 Amount per Band D Property £	2020/21 £M	2020/21 Amount per Band D Property £
Total Council Tax Requirement	111.866	1,351.43	118.248	1,405.35
% Change in Council Tax for Referendum Assessment	3.99			

44. The Ministry of Housing, Communities & Local Government (MHCLG) have laid regulations on the 10th January 2020. The Council Tax (Demand Notices) (England) (Amendment) Regulations 2020, which amend the 2011 and 2017 regulations, specify the detail they require to be shown on the Council Tax bill to cover the details of the Social Care precept and what is required in supporting information. The regulations which came into force on the 10th February 2017 specify that any increase, when compared to the previous year, must be shown to one decimal place. This means that a % increase of 3.95% or above would be shown as 4.0% on the face of the Council Tax bill. This is purely a rounding issue and presents no risk of a referendum being required.

BACKGROUND PAPERS

- The Local Authorities (Conduct of Referendums) (Council Tax Increases) (England) Regulations 2012 as amended by SI 2013/409 and SI 2014/231
- Local Government Finance Act 1992, chapter 4ZA, Sections 52Z(b) to 52Z(g) chapter 4ZA
- The Local audit and Accountability Act 2014
- The Referendums Relating to Council Tax Increases (Principles) (England) Report 2020/21
- The Council Tax (Demand Notices) (England) Regulations 2011 as amended by SI 2017/13
- The Council Tax (Demand Notice) (Amendment) Regulations 2017
- The Council Tax (Demand Notice) (Amendment) Regulations 2020

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

45. MHCLG: Ministry of Housing, Communities & Local Government

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CALCULATION OF COUNCIL TAX FOR COUNCIL SERVICES

	2019/20		2020/21	
	Total £million	Per Band D Equivalent £	Total £million	Per Band D Equivalent £
Gross Budget	495.244	5,982.94	490.091	5,824.64
Less:				
<i>Gross Retained Business Rates</i>	45.578		48.054	
<i>Adjustment for Business Rates Collection Fund Deficit</i>	-1.055		1.492	
Net Retained Business Rates	44.523	537.87	49.546	588.85
Government Top Up Grant	34.296	414.32	34.854	414.23
Revenue Support Grant	20.041	242.11	20.368	242.07
Public Health Grant	23.180	280.03	23.875	283.75
Specific Grants	78.473	948.02	83.782	995.73
Customer and Client Receipts	51.146	617.88	44.115	524.30
Other Income ¹	65.384	789.90	66.354	788.61
Housing Benefit Grant	60.250	727.87	56.321	669.36
Council Tax Collection Fund Surplus	2.855	34.49	0.922	10.96
Use of one-off Uncommitted Reserves	3.230	39.02	-8.294	-98.57
Council Tax Payers (Council Tax Requirement)	111.866	1,351.43	118.248	1,405.35

Note that figures are subject to rounding.

¹ Other income includes income from Continuing Health Care Contributions from the NHS and Section 256 and Section 75 Agreements with the NHS (Better Care Fund), income from Other Local Authorities (OLAs) such as Rotherham MBS in respect of Waste PFI credits and the Coroners Service and from OLAs where their children are placed in schools maintained by Doncaster MBC, as well as income from charges made to schools (including academies), the Housing Revenue Account, St Leger Homes, Housing Associations and the Children's Services Trust.

COUNCIL TAX 2020/21

Recommended:-

1.

(a) That it be noted that the Council has calculated the amount of **84,141** as its Council Tax Base for the year 2020/2021 in accordance with Item T of the formula in Section 31B of the Local Government Finance Act 1992, as amended, and Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 as amended:-

(b)

<u>Part of the Council's Area</u>	<u>2020/21 Tax Base</u>
Adwick on Dearne	114
Armthorpe	3,859
Askern	1,360
Auckley	1594
Austerfield	218
Barnburgh and Harlington	654
Barnby Dun with Kirk Sandall	2,723
Bawtry	1,377
Blaxton	465
Braithwell with Micklebring	459
Brodsworth	761
Burghwallis	141
Cantley with Branton	1,456
Clayton with Frickley	95
Conisbrough Parks	123
Denaby	132
Edenthorpe	1,485
Edlington	1,909
Finningley	721
Fishlake	255
Hampole and Skelbrooke	87
Hatfield	4,244
Hickleton	114
High Melton	146
Hooton Pagnell	95
Loversall	59
Moss and District	312
Norton	1,380
Owston	64
Rossington	3,667
Sprotbrough and Cusworth	3,904
Stainforth	1,270
Stainton	117
Sykehouse	195
Thorne – Moorends	4,391
Thorpe in Balne	76
Tickhill	2,098
Wadworth	390
Warmsworth	1,135

being the amounts calculated by the Council, in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more Parish precepts relate.

- Calculate that the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £118,247,554.
- That the following amounts be now calculated by the Council for the year 2020/21 in accordance with Sections 30 to 36 of the Local Government Finance Act 1992: -

- (a) **£654,225,568** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act taking into account all Parish precepts;
(Gross expenditure of the Council, including schools, the Housing Revenue Account and Parishes)
- (b) **£533,521,209** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act;
(Gross expenditure of the Council, including schools, the Housing Revenue Account and Parishes)
- (c) **£120,704,359** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year;
(Item R in the formula in Section 31B of the Act)
(Council Tax requirement including Parishes)
- (d) **£1,434.55** being the amount at 3(c) above, (Item R) all divided by (Item T) 1(a) above, calculated by the Council in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year;
(Including Parish Precepts)
- (e) **£2,456,805** being the aggregate amount of all special items (Parish Precepts) referred to in Section 34(1) of the Act. (Appendix C)
- (f) **£1,405.35** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T at 1(a) above, calculated by the Council in accordance with Section 34(2) of the Act as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precept relates;
(Council Tax at Band D for Doncaster MBC services)

(g)

<u>Part of the Council's Area</u>	<u>2020/21</u> <u>£</u>
Adwick on Dearne	1444.82
Armthorpe	1465.35
Askern	1480.71
Auckley	1430.44
Austerfield	1445.82
Barnburgh and Harlington	1450.73
Barnby Dun with Kirk Sandall	1438.78
Bawtry	1445.29
Blaxton	1458.38
Braithwell with Micklebring	1419.33
Brodsworth	1461.85
Burghwallis	1444.36
Cadeby	1417.40
Cantley with Branton	1433.51
Clayton with Frickley	1457.98
Conisbrough Parks	1441.94
Denaby	1421.26
Edenthorpe	1434.31
Edlington	1477.91
Finningley	1442.13
Fishlake	1545.56
Hampole and Skelbrooke	1414.45
Hatfield	1452.50
Hickleton	1461.93
High Melton	1429.60
Hooton Pagnell	1455.89
Loversall	1429.30
Moss and District	1425.38
Norton	1446.62
Owston	1427.23
Rossington	1460.16
Sprotbrough and Cusworth	1453.12
Stainforth	1540.89
Stainton	1430.36
Sykehouse	1443.81
Thorne – Moorends	1524.38
Thorpe in Balne	1418.51
Tickhill	1439.79
Wadworth	1456.63
Warmsworth	1448.60

being the amounts given by adding the amount at 3(f) above the amounts of the Parish Precepts relating to dwellings in those parts of the Council's area mentioned above, divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the (Local Government Finance Act 1992) as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which Parish Precepts relate.

(h)

Part of the Council's Area	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
	£	£	£	£	£	£	£	£
DONCASTER	936.90	1093.05	1249.20	1405.35	1717.65	2029.95	2342.25	2810.70
(except where specified below)								
Adwick on Dearne	963.21	1123.75	1284.28	1444.82	1765.89	2086.96	2408.03	2889.64
Armthorpe	976.90	1139.72	1302.53	1465.35	1790.98	2116.62	2442.25	2930.70
Askern	987.14	1151.66	1316.19	1480.71	1809.76	2138.80	2467.85	2961.42
Auckley	953.63	1112.56	1271.50	1430.44	1748.32	2066.19	2384.07	2860.88
Austerfield	963.88	1124.53	1285.17	1445.82	1767.11	2088.41	2409.70	2891.64
Barnburgh and Harlington	967.15	1128.35	1289.54	1450.73	1773.11	2095.50	2417.88	2901.46
Barnby Dun with Kirk Sandall	959.19	1119.05	1278.92	1438.78	1758.51	2078.24	2397.97	2877.56
Bawtry	963.53	1124.11	1284.70	1445.29	1766.47	2087.64	2408.82	2890.58
Blaxton	972.25	1134.30	1296.34	1458.38	1782.46	2106.55	2430.63	2916.76
Braithwell with Micklebring	946.22	1103.92	1261.63	1419.33	1734.74	2050.14	2365.55	2838.66
Brodsworth	974.57	1136.99	1299.42	1461.85	1786.71	2111.56	2436.42	2923.70
Burghwallis	962.91	1123.39	1283.88	1444.36	1765.33	2086.30	2407.27	2888.72
Cadeby	944.93	1102.42	1259.91	1417.40	1732.38	2047.36	2362.33	2834.80
Cantley with Branton	955.67	1114.95	1274.23	1433.51	1752.07	2070.63	2389.18	2867.02
Clayton with Frickley	971.99	1133.98	1295.98	1457.98	1781.98	2105.97	2429.97	2915.96
Conisbrough Parks	961.29	1121.51	1281.72	1441.94	1762.37	2082.80	2403.23	2883.88
Denaby	947.51	1105.42	1263.34	1421.26	1737.10	2052.93	2368.77	2842.52
Edenthorpe	956.21	1115.57	1274.94	1434.31	1753.05	2071.78	2390.52	2868.62
Edlington	985.27	1149.49	1313.70	1477.91	1806.33	2134.76	2463.18	2955.82
Finningley	961.42	1121.66	1281.89	1442.13	1762.60	2083.08	2403.55	2884.26
Fishlake	1030.37	1202.10	1373.83	1545.56	1889.02	2232.48	2575.93	3091.12
Hampole and Skelbrooke	942.97	1100.13	1257.29	1414.45	1728.77	2043.09	2357.42	2828.90
Hatfield	968.33	1129.72	1291.11	1452.50	1775.28	2098.06	2420.83	2905.00
Hickleton	974.62	1137.06	1299.49	1461.93	1786.80	2111.68	2436.55	2923.86
High Melton	953.07	1111.91	1270.76	1429.60	1747.29	2064.98	2382.67	2859.20
Hooton Pagnell	970.59	1132.36	1294.12	1455.89	1779.42	2102.95	2426.48	2911.78
Loversall	952.87	1111.68	1270.49	1429.30	1746.92	2064.54	2382.17	2858.60
Moss and District	950.25	1108.63	1267.00	1425.38	1742.13	2058.88	2375.63	2850.76
Norton	964.41	1125.15	1285.88	1446.62	1768.09	2089.56	2411.03	2893.24
Owston	951.49	1110.07	1268.65	1427.23	1744.39	2061.55	2378.72	2854.46
Rossington	973.44	1135.68	1297.92	1460.16	1784.64	2109.12	2433.60	2920.32
Sprotbrough and Cusworth	968.75	1130.20	1291.66	1453.12	1776.04	2098.95	2421.87	2906.24
Stainforth	1027.26	1198.47	1369.68	1540.89	1883.31	2225.73	2568.15	3081.78
Stainton	953.57	1112.50	1271.43	1430.36	1748.22	2066.08	2383.93	2860.72
Sykehouse	962.54	1122.96	1283.39	1443.81	1764.66	2085.50	2406.35	2887.62
Thorne - Moorends	1016.25	1185.63	1355.00	1524.38	1863.13	2201.88	2540.63	3048.76
Thorpe in Balne	945.67	1103.29	1260.90	1418.51	1733.73	2048.96	2364.18	2837.02
Tickhill	959.86	1119.84	1279.81	1439.79	1759.74	2079.70	2399.65	2879.58
Wadworth	971.09	1132.93	1294.78	1456.63	1780.33	2104.02	2427.72	2913.26
Warmsworth	965.73	1126.69	1287.64	1448.60	1770.51	2092.42	2414.33	2897.20

being the amounts given by multiplying the amounts at 3(f) and 3(g) above by the number which, in the proportion set out in Section 5 (1) of the (Local Government Finance Act 1992), is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. that it be noted for the year 2020/21 the South Yorkshire Police and Crime Commissioner and the South Yorkshire Fire and Civil Defence Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<u>Precepting Authority</u>	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£							
South Yorkshire Police and Crime Commissioner	132.03	154.03	176.04	198.04	242.05	286.06	330.07	396.08
South Yorkshire Fire & Civil Defence Authority	49.73	58.01	66.30	74.59	91.17	107.74	124.32	149.18

5. that, having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Section 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2020/21 for each of the categories of dwellings shown below:-

	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
<u>Part of the Council's Area</u>	£	£	£	£	£	£	£	£
DONCASTER	1118.66	1305.09	1491.54	1677.98	2050.87	2423.75	2796.64	3355.96
(except where specified below)								
Adwick on Dearne	1144.97	1335.79	1526.62	1717.45	2099.11	2480.76	2862.42	3434.90
Armthorpe	1158.66	1351.76	1544.87	1737.98	2124.20	2510.42	2896.64	3475.96
Askern	1168.90	1363.70	1558.53	1753.34	2142.98	2532.60	2922.24	3506.68
Auckley	1135.39	1324.60	1513.84	1703.07	2081.54	2459.99	2838.46	3406.14
Austerfield	1145.64	1336.57	1527.51	1718.45	2100.33	2482.21	2864.09	3436.90
Barnburgh and Harlington	1148.91	1340.39	1531.88	1723.36	2106.33	2489.30	2872.27	3446.72
Barnby Dun with Kirk Sandall	1140.95	1331.09	1521.26	1711.41	2091.73	2472.04	2852.36	3422.82
Bawtry	1145.29	1336.15	1527.04	1717.92	2099.69	2481.44	2863.21	3435.84
Blaxton	1154.01	1346.34	1538.68	1731.01	2115.68	2500.35	2885.02	3462.02
Braithwell with Micklebring	1127.98	1315.96	1503.97	1691.96	2067.96	2443.94	2819.94	3383.92
Brodsworth	1156.33	1349.03	1541.76	1734.48	2119.93	2505.36	2890.81	3468.96
Burghwallis	1144.67	1335.43	1526.22	1716.99	2098.55	2480.10	2861.66	3433.98
Cadeby	1126.69	1314.46	1502.25	1690.03	2065.60	2441.16	2816.72	3380.06
Cantley with Branton	1137.43	1326.99	1516.57	1706.14	2085.29	2464.43	2843.57	3412.28
Clayton with Frickley	1153.75	1346.02	1538.32	1730.61	2115.20	2499.77	2884.36	3461.22
Conisbrough Parks	1143.05	1333.55	1524.06	1714.57	2095.59	2476.60	2857.62	3429.14
Denaby	1129.27	1317.46	1505.68	1693.89	2070.32	2446.73	2823.16	3387.78
Edenthorpe	1137.97	1327.61	1517.28	1706.94	2086.27	2465.58	2844.91	3413.88
Edlington	1167.03	1361.53	1556.04	1750.54	2139.55	2528.56	2917.57	3501.08
Finningley	1143.18	1333.70	1524.23	1714.76	2095.82	2476.88	2857.94	3429.52
Fishlake	1212.13	1414.14	1616.17	1818.19	2222.24	2626.28	3030.32	3636.38
Hampole and Skelbrooke	1124.73	1312.17	1499.63	1687.08	2061.99	2436.89	2811.81	3374.16
Hatfield	1150.09	1341.76	1533.45	1725.13	2108.50	2491.86	2875.22	3450.26
Hickleton	1156.38	1349.10	1541.83	1734.56	2120.02	2505.48	2890.94	3469.12
High Melton	1134.83	1323.95	1513.10	1702.23	2080.51	2458.78	2837.06	3404.46
Hooton Pagnell	1152.35	1344.40	1536.46	1728.52	2112.64	2496.75	2880.87	3457.04
Loversall	1134.63	1323.72	1512.83	1701.93	2080.14	2458.34	2836.56	3403.86
Moss and District	1132.01	1320.67	1509.34	1698.01	2075.35	2452.68	2830.02	3396.02
Norton	1146.17	1337.19	1528.22	1719.25	2101.31	2483.36	2865.42	3438.50
Owston	1133.25	1322.11	1510.99	1699.86	2077.61	2455.35	2833.11	3399.72
Rossington	1155.20	1347.72	1540.26	1732.79	2117.86	2502.92	2887.99	3465.58
Sprotbrough and Cusworth	1150.51	1342.24	1534.00	1725.75	2109.26	2492.75	2876.26	3451.50
Stainforth	1209.02	1410.51	1612.02	1813.52	2216.53	2619.53	3022.54	3627.04
Stainton	1135.33	1324.54	1513.77	1702.99	2081.44	2459.88	2838.32	3405.98
Sykehouse	1144.30	1335.00	1525.73	1716.44	2097.88	2479.30	2860.74	3432.88
Thorne - Moorends	1198.01	1397.67	1597.34	1797.01	2196.35	2595.68	2995.02	3594.02
Thorpe in Balne	1127.43	1315.33	1503.24	1691.14	2066.95	2442.76	2818.57	3382.28
Tickhill	1141.62	1331.88	1522.15	1712.42	2092.96	2473.50	2854.04	3424.84
Wadworth	1152.85	1344.97	1537.12	1729.26	2113.55	2497.82	2882.11	3458.52
Warmsworth	1147.49	1338.73	1529.98	1721.23	2103.73	2486.22	2868.72	3442.46

6. The Council has determined that its relevant basic amount of Council Tax for 2020/2021 is not excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992 as amended by Section 41 of the Local Audit and Accountability Act 2014. For 2020/21 Government has determined that the relevant basic amount of Council Tax for an authority with Adult Social Care functions is only excessive if the authority's relevant basic amount of Council Tax for 2020/21 is 4% (comprising 2% for expenditure on Adult Social Care and 2% for other expenditure) or more than 4%, greater than its relevant basic amount of Council Tax for 2019/20. As the billing authority, the Council has not been notified by a major precepting authority, that its relevant basic amount of Council Tax for 2020/2021 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992.

Parish Council Taxes

Parish	2020/2021			2019/2020			% Band D Increase
	Tax base	Precept £	Band D Precept £	Tax base	Precept £	Band D Precept £	
Adwick on Dearne	114	4,500.00	39.47	115	4,363.00	37.94	4.03
Armthorpe	3,859	231,540.00	60.00	3,840	222,720.00	58.00	3.45
Askern	1,360	102,484.00	75.36	1,351	93,167.00	68.96	9.28
Auckley	1,594	40,000.00	25.09	1,556	38,380.00	24.67	1.70
Austerfield	218	8,822.00	40.47	217	8,650.00	39.86	1.53
Barnburgh and Harlington	654	29,681.00	45.38	646	28,681.00	44.40	2.21
Barnby Dun with Kirk Sandall	2,723	91,030.00	33.43	2,704	90,395.00	33.43	0.00
Bawtry	1,377	55,000.00	39.94	1,374	50,000.00	36.39	9.76
Blaxton	465	24,660.00	53.03	448	23,762.00	53.04	-0.02
Braithwell with Micklebring	459	6,418.00	13.98	444	5,240.00	11.80	18.47
Brodsworth	761	43,000.00	56.50	769	42,071.00	54.71	3.27
Burghwallis	141	5,500.00	39.01	134	5,471.00	40.83	-4.46
Cadeby	83	1,000.00	12.05	82	0.00	0.00	
Cantley with Branton	1,456	41,000.00	28.16	1,411	33,592.00	28.06	0.36
Clayton with Frickley	95	5,000.00	52.63	94	4,784.00	50.89	3.42
Conisbrough Parks	123	4,500.00	36.59	120	4,261.00	35.51	3.04
Denaby	132	2,100.00	15.91	131	1,992.00	15.21	4.60
Edenthorpe	1,485	43,000.00	28.96	1,470	41,814.00	28.44	1.83
Edlington	1,909	138,509.00	72.56	1,859	127,601.00	68.64	5.71
Finningley	721	26,520.00	36.78	709	26,080.00	36.78	0.00
Fishlake	255	35,753.00	140.21	251	35,052.00	139.65	0.40
Hampole and Skelbrooke	87	792.00	9.10	86	764.00	8.88	2.48
Hatfield	4,244	200,123.00	47.15	4,136	198,142.00	47.91	-1.59
Hickleton	114	6,450.00	56.58	110	6,029.00	54.81	3.23
High Melton	146	3,541.00	24.25	105	3,228.00	30.74	-21.11
Hooton Pagnell	95	4,801.00	50.54	96	4,410.00	45.94	10.01
Loversall	59	1,413.00	23.95	58	1,326.00	22.86	4.77
Moss and District	312	6,250.00	20.03	308	5,885.00	19.11	4.81
Norton	1,380	56,950.00	41.27	1,372	55,212.00	40.24	2.56
Owston	64	1,400.00	21.88	63	1,400.00	22.22	-1.53
Rossington	3,667	201,000.00	54.81	3,473	187,074.00	53.87	1.74
Sprotbrough and Cusworth	3,904	186,507.00	47.77	3,895	177,626.00	45.60	4.76
Stainforth	1,270	172,141.00	135.54	1,306	172,141.00	131.81	2.83
Stainton	117	2,926.00	25.01	116	2,840.00	24.48	2.17
Sykehouse	195	7,500.00	38.46	193	7,462.00	38.66	-0.52
Thorne - Moorends	4,391	522,650.00	119.03	4,315	489,149.00	113.36	5.00
Thorpe In Balne	76	1,000.00	13.16	77	977.00	12.69	3.70
Tickhill	2,098	72,250.00	34.44	2,093	68,038.00	32.51	5.94
Wadworth	390	20,000.00	51.28	389	19,000.00	48.84	5.00
Warmsworth	1,135	49,094.00	43.25	1,137	49,094.00	43.18	0.16
Total		2,456,805.00			2,343,873.00		



Doncaster Council

Report

Date: 5th March 2020

To the Members of Full Council

IMPLEMENTING THE SOUTH YORKSHIRE DEVOLUTION DEAL

Relevant Cabinet Member(s)	Wards Affected	Key Decision
	All	No

EXECUTIVE SUMMARY

1. After a period of uncertainty regarding the future of devolution in the region, consensus has now been reached on how it should be progressed, based on the proposal made to Government in March 2019 which would see the 2015 Deal in place from 2020.
2. At the end of this current Mayoral term, those councils that do not see their future in a South Yorkshire arrangement are free to join an alternative wider Yorkshire Devolution Group.
3. The Secretary of State (SofS) for Housing, Communities and Local Government (MHCLG) and the Northern Powerhouse Minister recently confirmed their support for the implementation of the South Yorkshire Devolution Deal, unlocking the benefits it offers.
4. Following the Government's response to the MCA's proposal, the next step (to put in place the powers of the 2015 Deal) requires a public consultation covering a Governance Review and Scheme. The consultation is now open on the SCR website until 15th March 2020. www.sheffieldcityregion.org.uk/devolution
5. This is a standard report with consistent recommendations being used by all South Yorkshire Authorities.

EXEMPT REPORT:

6. This report is not exempt.

RECOMMENDATIONS

7. It is recommended that Council:

R1 Note progress on the 2015 South Yorkshire Devolution Deal;

R2 Acknowledge the timetable for consultation on the Deal;

R3 Delegate to the Chief Executive, in consultation with the Mayor and the Assistant Director of Legal and Democratic Services, authority to take forward and conclude the legal steps necessary to implement the Devolution Agreement including consenting on behalf of the Authority to the enabling Powers Order, provided that such Order corresponds to the proposals contained in the [Governance Review and Scheme](#)¹.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER

8. Whilst the funding programmes that the SCR MCA and Local Enterprise Partnership (LEP) have in place, have and are delivering significant benefits, they are now nearing full commitment. In the absence of any certainty on the UK Shared Prosperity Fund, the successor to the Local Growth and European Structural Investment Funds, there is a need to secure additional resources to continue to unlock growth and opportunities in the region.

9. The 2015 South Yorkshire Deal will secure:

- greater collaborations between authorities, **will improve the exercise of statutory functions** in the area or areas to which the order relates over and above existing operations;
- **a neutral or no impact on the identities of local communities** – these proposals are about the economy and not about the identity of an area which has been working closely together for a number of years;
- **secure more effective and convenient local government**, reduce complexity and streamline the delivery of public services within the combined authority area.

BACKGROUND

10. In 2015, the Sheffield City Region Combined Authority (SCR CA) agreed a devolution agreement with Government (the 2015 South Yorkshire Deal). The deal led to the establishment of the Authority as a Mayoral Combined Authority, with the election of the first South Yorkshire Mayor taking place in May 2018.

11. This deal is one of the largest individual settlements for any combined authority area, relative to its population size and covers a range of themes including skills and employment; housing, planning and public assets; innovation, advanced manufacturing and business growth and transport.

¹ <https://sheffieldcityregion.org.uk/devolution/>

12. The 2015 Deal also includes elements of fiscal devolution (retained business rates) and changes to City Region-level democratic structures, including the provision of additional powers to the SCR Mayor.
13. The 2015 Deal will strengthen the MCA with additional powers. There is no intention to take existing powers from Local Authorities. Indeed, through devolution local councils and local leaders will be better able to exercise their democratic responsibilities through more influence over greater levels of public spending in their localities.
14. The SCR MCA now has the opportunity to have a major transfer of resources, powers and responsibilities from Government conferred upon it and the South Yorkshire Mayor. These powers and functions were set out in the devolution agreement reached between Government and the City Region in October 2015.
15. The Deal agreed was focused on economic growth. The headlines include:
 - devolved transport powers and funding;
 - full devolution of the 19+ Adult Education Budget for college and training providers;
 - control of a new, flexible single pot of funding for economic growth, which incorporates an additional £30m annual allocation over the next 30 years;
 - a greater share of the benefits of economic growth through a pilot of retention of business rate growth;
 - the co-design and co-commissioning of new employment programmes;
 - an improved approach and greater accountability to SCR of national inward investment and trade support;
 - better use of publicly owned assets and increased planning capacity and powers to increase housing delivery and commercial development;

CONSULTATION

16. On the 27th January 2020, the MCA agreed to launch a public consultation on the powers needed to implement the South Yorkshire Devolution Deal. The specific powers that the Authority requires are set out in detail in the Governance Review and Scheme, which are included in Annex A. In summary these are:

Housing and Regeneration – functions to be exercised concurrently with Homes England to improve the supply and quality of housing;

Spatial Planning - the power to establish mayoral development corporations and create a non-statutory spatial framework for South Yorkshire;

Skills – conferring local authority and central government training and skills functions to the MCA, to be exercised concurrently with constituent local authorities and the Secretary of State;

Transport – the central government power to provide grants to highway authorities, power to reach agreements with other bodies about the management of the strategic highway network, and bus operating powers;

Decision Making – the Order will determine a number of constitutional and governance issues e.g. relating to mayoral and non-mayoral functions and voting rights and majorities

Finance – the ability, subject to approval of the MCA, to precept for mayoral functions and wider borrowing powers that go beyond the Authority's current ability to only borrow for transport purposes.

17. The six-week public consultation on these proposals is now underway, launching on the 3rd February 2020 and concluding on the 15th March 2020. The consultation is being conducted primarily through digital channels with consultation feedback gathered via the SCR website. However, people are also able to submit response by letter or email should they wish to do so. Consultation documents and publicity materials have also been made available in key local authority buildings and in transport interchanges. In addition, the consultation is being publicised through a variety of mechanisms, including:
- pro-active media releases and pro-active engagement of regional and local media throughout the consultation, including advertisements;
 - web content for the SCR website, including a feedback form;
 - similar, but locally adapted content for local authority and partner websites;
 - social media using local authority and SCR MCA and LEP family channels;
 - staff messaging

NEXT STEPS

18. Whilst the progression of the public consultation on the proposals in the Scheme represents an important step in the process to devolve powers to the region, it is not the final step. The legislative process to secure the Devolution Deal comprises a number of stages that culminate in Parliament passing a statutory order (setting out the additional functions that will be devolved to the MCA) (Powers Order) into law. The next steps following completion of the consultation, including indicative milestones, are as follows:
- A summary of the consultation responses received, which is then considered by the MCA, who then take a decision to submit this to the Secretary of State (SofS), with any accompanying recommendations. No later than week commencing 13th April 2020;
 - The SofS considers the material submitted and produces a draft Power Order setting out the powers needed to implement the Devolution Deal, subject to the statutory tests being met. Mid April / end June;
 - The constituent councils, the MCA Mayor and the MCA consent to the draft Powers Order. By the 8th June 2020
 - The Power Order is laid in parliament - following the provision of the necessary consents and passes into law. Before the summer recess.
19. By meeting the above timetable, South Yorkshire has the potential to gain access to the benefits of the Devolution Deal (including release of the gainshare funding) by the summer. Should there be any delays in this process, the legislative process is unlikely to conclude until October, given parliamentary recess periods.
20. In December 2017, the people of Doncaster voted substantially in favour of pursuing a wider Yorkshire devolution proposal. As set out in the body of this report, agreeing this proposal is seen as a step on the road to wider Yorkshire devolution and the Council has achieved assurances that in 2022 Councils who wish to join an alternative wider Yorkshire devolution may do so.

OPTIONS CONSIDERED

21. Council has two options to consider:

- (i) **Take forward and conclude the South Yorkshire Devolution Deal** - In order to maximise the region's ability to complete this process by the summer, it is proposed delegate to the Chief Executive, in consultation with the Mayor and the Assistant Director of Legal and Democratic Services, authority to take forward and conclude the legal steps necessary to implement the Devolution Agreement including consenting on behalf of the Authority to the enabling Powers Order, provided that such Order corresponds to the proposals contained in the Governance Review and Scheme.
- (ii) **Do Nothing** – If these delegations are not put in place it is extremely likely that the parliamentary process will not be completed by the summer. This would mean a delay in the benefits of the Deal being secured for the people and communities of South Yorkshire.

REASONS FOR RECOMMENDED OPTION

- 22. The Secretary of Housing, Communities and Local Government and the Northern Powerhouse Minister recently confirmed their support for a South Yorkshire Devolution Deal, confirming that any authority that wished to do so would be free to join an alternative wider Yorkshire Devolution Group.
- 23. In terms of progressing devolution in the region further clarity has now been arrived on the Government's position. The Secretary of State for Housing, Communities and Local Government and the Northern Powerhouse Minister recently confirmed that subject to the positive conclusion of this deal, the Government agrees to progress discussions on the role and functions of a Committee of Leaders from across Yorkshire, based in the existing Yorkshire Leaders Board.
- 24. On the basis of this consultation and for the matters set out below, it is recommended that Council endorse the option set out in (i). The legislation does specifically require each Constituent Council to consent to the making of the Order and this must be done by June 2020.
- 25. The reason for this recommendation is that the SCR will receive a £30m gain-share payment each year starting from April 2020. The SCR are in the process of looking at options as to how this will spent. These options include major infrastructure projects. This funding is understood to be new money to the region that would not be received without the devolution deal. The costs of an elected city region Mayor will be met from the gain-share money.
- 26. National rebalancing in favour of Northern Towns will provide a catalyst for the future but it will be our responsibility to contribute positively towards the rebalancing needed. The Council is investing in the foundations for future growth, including the Local Plan, Environmental Strategy and Inclusive Growth Strategy.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Outcomes	Implications
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<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>Work is underway to develop a new Strategic Economic Plan (SEP) for the SCR. This will set out an ambitious vision for the future growth of the area that builds upon its strengths and weaknesses, to grow the economy at a faster rate.</p> <p>Additional powers and resources in the Deal could be used to deliver the priorities of the new SEP, when agreed and in place including the better use of publicly owned assets and increased planning capacity.</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>Devolution under the 2015 Deal will enable the Authority to have greater flexibility to direct external resources to support the economic wellbeing of Doncaster and all its citizens.</p> <p>The Deal incorporates devolved transport powers and funding – including the powers to franchise the bus network.</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>Conferral of local authority and central government training and skills functions to the Combined Authority, to be exercised concurrently with constituent local authorities and the Secretary of State.</p> <p>Further education provision generally services local labour markets. By devolving the Adult Education Budget and conferring the appropriate powers on the SCR MCA it is expected that provision of adult skills in the SCR will be better aligned with locally determined priorities to ensure that SCR residents have the skills required to help businesses to grow, innovate and diversify. A trained and skilled workforce will create good growth.</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>Not specifically applicable.</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>The premise of the SCR MCA is that decisions that are about creating economic growth are best made close to the people they effect.</p> <p>Nationally the government has recognised that there are powers and functions that can be more effectively delivered locally.</p> <p>The proposed strengthened MCA model will give direct accountability and streamlined decision making. A governance structure will protect the integrity and existing role and functions of local authorities.</p>

RISKS AND ASSUMPTIONS

27. Government is working with City Regions, not individual local authorities, to devolve powers and freedoms. The biggest risk would be not to endorse the Devolution Deal as Doncaster would have no access to additional resources currently proposed in the deal.
28. By continuing to progress the Devolution Deal the MCA has the opportunity to unlock additional powers and resources in the region to deliver local priorities and the outcomes identified in the Strategic Economic Plan (SEP). As such, this seeks to mitigate the risk of SCR's economic performance falling relatively further behind those areas that do have access to these additional resources.
29. The benefits that can be generated through the MCA models that have powers in place are shown by the successes being generated across the country where these arrangements have been established. The initiatives that they are bringing forward, additional powers and investment that has been unlocked from government (for example, more than a billion pounds of direct investment from the Transforming Cities Fund), and their engagement with local people is a testament to the benefits that can be achieved.

LEGAL IMPLICATIONS [Officer Initials NC Date 18/2/20]

30. The legal powers surrounding devolution are set out in the Cities and Local Government Devolution Act 2016. The Act sets out a framework for devolution with further detail to be enacted by Secretary of State Regulation.
31. The details of the Sheffield City Region Combined Authority's deal are set out in the "Sheffield City Region Devolution Agreement".
32. In accordance with the requirements of the Local Democracy, Economic Development and Construction Act 2009, a governance review and scheme have now been prepared and published. The review concluded that the exercise of the power to make an order that devolves further functions to the SCR would be likely to improve the exercise of statutory functions in relation to the area of the MCA.
33. A public consultation exercise is currently underway to seek views on the proposals as set out in the review. Following that exercise the MCA will analyse and produce a summary of the findings. A submission may then be made to the Secretary of State who may in turn produce a draft Order and seek consent to the Order from each constituent Council. Should all of these consents be provided the order can then be laid before Parliament for approval.

FINANCIAL IMPLICATIONS [RS 18th February 2020]

34. The deal is focussed on economic growth and aims to build further upon what has been achieved by Sheffield City Region so far. The deal secures the Mayoral Combined Authority £30m additional funding per annum for the next 30 years which the Council will be able to apply for a share of for both revenue and capital purposes.
35. If the deal was not accepted the Council would not have access to the additional funding available.

HUMAN RESOURCES IMPLICATIONS [AC 18th February 2020]

36. There are no HR implications specific to the recommendations in the report, however, any future developments as a result of the deal that impact on the workforce will require HR engagement and separate approval at the appropriate time.

TECHNOLOGY IMPLICATIONS [PW 25th February 2020]

37. There are no technology implications specific to the recommendations in the report. However, any future developments that impact on technology will require ICT engagement at the appropriate time.

HEALTH IMPLICATIONS [RS 18th February 2020]

38. Devolution is one way of empowering local people as it brings decision making nearer to them and increases accountability. As such devolution is likely to improve health and wellbeing. However, decision makers will want ensure any new powers

are resourced sufficiently to discharge them effectively and not increase health inequalities.

EQUALITY IMPLICATIONS [CAF 24th February 2020]

39. Decision makers must consider the Council's duties under the Public Sector Equality Duty at s149 of the Equality Act 2010. The duty requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
40. This report is the ratification of the proposal and due regard will be considered as part of the implementation of the proposal. In developing the approach to be adopted for the consultation on the scheme it will be important to ensure that this targets different communities and groups, including protected characteristics.
41. An equalities impact assessment will be produced to sit alongside the summary of the consultation responses. In addition, individual impact assessments will be produced in the progression of individual elements of the Deal, for example, the devolution of the adult education budget.

CONSULTATION

42. In December 2017, the people of Doncaster voted substantially in favour of pursuing a wider Yorkshire devolution proposal. As set out in the body of this report agreeing this proposal is seen as a step on the road to wider Yorkshire devolution and the Council has achieved assurances that in 2022 Councils who wish to join an alternative Wider Yorkshire Devolution may do so.
43. The SCR has been consulting on the Proposal since it was made. This has included:
 - a formal online consultation exercise and survey see: <https://sheffieldcityregion.org.uk/devolution/>
 - consultation through social media (including Twitter) through the Sheffield City Region Executive and all four South Yorkshire Local Authorities.

BACKGROUND PAPERS

Cabinet Report: Sheffield City Region Devolution Agreement : Ratification of the Proposal (1st March 2016).

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

SCR : Sheffield City Region

SCR MCA : Sheffield City Region Mayoral Combined Authority

SofS : Secretary of State

LEP : Local Enterprise Partnership

MHCLG : Ministry of Housing, Communities and Local Government

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Doncaster Council

Report

5th March, 2020

To the Chair and Members of the COUNCIL

ANNUAL REPORT ON EXECUTIVE DECISIONS TAKEN UNDER SPECIAL URGENCY PROVISIONS

EXECUTIVE SUMMARY

1. The Council's Constitution requires those key decisions that can be implemented immediately without a call-in period (usually referred to as "Rule 16 Special Urgency Decisions"), to be reported to Council on an annual basis. This report outlines such decisions taken between the period 4th March, 2019 and 25th February, 2020.

RECOMMENDATION

2. Council is asked to note the content of the report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

3. The Council is committed to maintaining the highest standards of governance and ensuring that the decision making process is open and transparent. By reporting the key decisions taken under 'Special Urgency' provisions over the past year, the Council is ensuring that the public are well informed with regard to the democratic processes undertaken.

BACKGROUND

4. The Council's Constitution requires that decisions taken using Special Urgency provisions are reported to Council on an annual basis. The ability to take decisions under Special Urgency are provided for in legislation and reflected in the Access to Information Procedure Rules set out in the Council's Constitution.
5. This report reflects decisions taken from 4th March, 2019, to 25th February, 2020, to coincide with the production of this report. Any decisions taken between this date and the Council meeting, will be reported orally at the meeting.

6. Set out below are the decisions taken that fall into this category:-

(a) Payment of Community Recovery and Business Recovery Grants taken by Mayor Ros Jones on 13th November, 2019

Severe weather in November 2019, meant hardship for local residents and businesses in specific areas of the Borough. The Government committed funding to Councils in order to enable payments to be made to affected households and businesses.

(b) Council Tax and Business Rates Discounts for households and businesses affected by the Floods taken by Mayor Ros Jones on 20th November, 2019

The decision was urgent in nature due to the need to award Council Tax and Business Rates discounts to households and businesses affected by the floods in November 2019, as soon as was practicable.

(c) Payment of Property Flood Resilience (PFR) Recovery Support Scheme taken by Mayor Ros Jones on 17th January, 2020

It was necessary for the Council to implement these arrangements quickly in order to enable those individuals impacted by flooding to claim Property Flood Resilience grants to coincide with their insurance claims and property repairs.

It was part of the package of measures announced by the Prime Minister and there was an expectation that these arrangements were implemented without delay.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

7. This report is for noting only and therefore, no options were considered.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

8.

Connected Council: Working with our partners and residents to provide effective leadership and governance.	 By publicly reporting all key decisions taken under special urgency procedures, the Council is ensuring that its governance arrangements are open, transparent and in accordance with statutory requirements.
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RISKS AND ASSUMPTIONS

9. There are no identified risks associated with this report.

LEGAL IMPLICATIONS [Officer Initials NC Date 19.02.20]

10. The content of this report complies with Rule 16.02 of the Council's Access to Information Procedure Rules, which requires the submission of an annual report to the Full Council at its last ordinary meeting of the Municipal Year, on the Executive Decisions taken in the preceding twelve months under the Special Urgency provisions contained in those Rules. The report must include the number of decisions taken and a summary of the matters in respect of which those decisions were taken.

FINANCIAL IMPLICATIONS [Officer Initials VJB Date 18.02.20]

11. There are no specific financial implications associated with this report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials RH Date 18.02.20]

12. There are no human resources implications associated with this report.

TECHNOLOGY IMPLICATIONS [Officer Initials AM Date 18.02.20]

13. There are no specific technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials RS Date 18.02.20]

14. There are no direct health implications from this report. Report authors can seek further advice from the Director of Public Health, if required.

EQUALITY IMPLICATIONS [Officer Initials SM Date 17.01.20]

15. There are no specific equality implications arising from this report.

BACKGROUND PAPERS

Special Urgency Key Decision (Rule 16) Reports and Executive Decision Records:-

- Decision taken by Mayor Ros Jones - Payment of Community Recovery and Business Recovery Grants

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=14224&Opt=0>

- Decision by Mayor Ros Jones - Council Tax and Business Rates Discounts for households and businesses affected by the Floods

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=14225&Opt=0>

- Decision taken by Mayor Ros Jones - Payment of Property Flood Resilience (PFR) Recovery Support Scheme
<https://doncasterintranet.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=14573&Opt=0>

REPORT AUTHOR

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Scott Fawcus
Assistant Director, Legal and Democratic Services

SCR - MAYORAL COMBINED AUTHORITY BOARD

MINUTES OF THE MEETING HELD ON:

MONDAY, 27 JANUARY 2020 AT 11.00 AM

SHEFFIELD CITY REGION, 11 BROAD STREET WEST,
SHEFFIELD S1 2BQ



Present:

Mayor Dan Jarvis MBE (Chair)	SCR Mayoral Combined Authority
Councillor Chris Read (Vice-Chair)	Rotherham MBC
Councillor Garry Purdy	Derbyshire Dales DC
Councillor Julie Dore	Sheffield City Council
Mayor Ros Jones CBE	Doncaster MBC
Councillor Sir Steve Houghton CBE	Barnsley MBC
Councillor Tricia Gilby	Chesterfield BC
Nigel Brewster	Vice-Chair of LEP Board

Officers in Attendance:

Sarah Norman	Chief Executive	Barnsley MBC
Damian Allen	Interim Chief Executive, Doncaster MBC	Doncaster BMC
Huw Bowen	Chief Executive of Chesterfield Borough Council	Chesterfield BC
Dan Swaine	Chief Executive of Bolsover District Council/NE Derbyshire District Council	Bolsover DC/NE Derbyshire DC
Neil Taylor	Chief Executive of Bassetlaw District Council	Bassetlaw DC
Sharon Kemp	Chief Executive of Rotherham Metropolitan Borough Council	Rotherham MBC
Dr Dave Smith	Chief Executive	SCR Executive Team
Dr Ruth Adams	Deputy Chief Executive	SCR Executive Team
Mike Thomas	Senior Finance Manager/ Deputy S73 Officer	SCR Executive Team
Noel O'Neill	Chief Finance Officer/S73 Officer	Sheffield City Region
Fiona Boden	Policy Adviser - Mayor	SCR Executive Team
Mark Lynam	Director of Programme Commissioning	SCR Executive Team
Stephen Batey	Head of Mayor's Office	SCR Mayor's Office
Eugene Walker	Chief Finance Officer	Sheffield City Council
Tim Taylor	Director of Customer Services	SYLTE

In Attendance

Councillor Chris Furness

Peak District National Park Authority

Craig Tyler (Minute Taker)

Apologies:

Councillor Steve Fritchley
James Muir
Charlie Adan
Paul Wilson
Steve Davenport
Stephen Edwards

Bolsover DC
Chair of LEP Board
Sheffield City Council
Derbyshire Dales DC
SCR Executive Team
SYLTE

1 Welcome and Apologies

Members' apologies were noted as above.

2 Announcements

Welcoming the Members and public present, the Mayor commented on the significance of the meeting noting this is the first MCA meeting post the General Election and the final MCA meeting before the UK officially leaves the EU.

The Mayor informed the meeting he continues to impress upon the Government the importance of getting the flood response right, citing the amazing work undertaken by the Local Authorities and partner agencies to help those communities affected by flooding. It was asserted that whilst the attention of the media may have gone, these communities will not be forgotten and we will be doing all in our power to make sure we have the resources and partnerships in place to mitigate and adapt to climate change.

The Mayor commented on the good progress made recently to get the Devolution Deal process moving progress that unlocks opportunities for us now and in the future and ensure we can be even better placed to deliver on priorities that are important to the SCR.

3 Urgent Items

None.

4 Items to be Considered in the Absence of Public and Press

None.

5 Voting Rights for Non-constituent Members

It was agreed that voting rights may not be conferred on non-Constituent Members for item 11: Devolution, item 15: South Yorkshire Transport Revenue Budget 20/21 and item 16: South Yorkshire Transport Capital Programme 20/21 as the matters concern the Constituent area only.

It was agreed there were no further agenda items for which voting right could not be conferred on the non-Constituent Members.

6 **Declarations of Interest by individual Members in relation to any item of business on the agenda**

Mayor Jones declared interest in the matters to be considered at agenda item 18 (LGF Capital Programme Approvals) by virtue of being Leader of the respective sponsoring Authority for the A630 Westmoor Link scheme.

Cllr Houghton declared interest in the matters to be considered at agenda item 18 (LGF Capital Programme Approvals) by virtue of being Leader of their respective sponsoring Authority for the Barnsley College scheme and noting the Council is a partner organisation of the College.

Mayor Jarvis declared an interest in the matters to be considered at item 18 (LGF Capital Programme Approvals) by virtue of being the Constituency MP for the geography the college sits in.

Cllr Dore declared an interest in the matters to be considered at item 17 (LGF Programme Monitoring Update) by virtue of being the Leader of the respective sponsoring authority for the Little Kelham scheme.

7 **Reports from and Questions by Members**

None.

8 **Receipt of Petitions**

None received.

9 **Public Questions**

It was confirmed no new questions had been received.

Members were reminded there were 2 questions received at the previous meeting, the answers for which were held in abeyance due to purdah.

The meeting was reminded the question from Mr Nigel Slack was received as follows:

“With the calling of a General Election for December 12th, many issues around the SCR seem to have been further compromised. From funding bids to scrutiny boards, LEP membership to climate change and not least the finalisation of the devolution deal first struck in 2015, we will presumably see continued delay and disruption. What is the Mayor's perception of the path for the SCR/MCA going forward?”

In response, the Mayor commented on the significant progress that has been made in recent weeks to unlock the Devolution Deal. It was noted consensus has been reached with the Government and Local Authorities in South Yorkshire on a proposed way forward, the details of which are outlined in the paper for discussion today under Agenda item 11.

The Mayor confirmed his priority is to secure additional powers and long-term funding from Government to deliver our vision and ambitions for the inclusive and sustainable growth that South Yorkshire needs and at a scale not seen before. This will be key in tackling the climate emergency that we are facing and which requires urgent action by all of us, working together to rise to the challenge posed, and as we will discuss at item 12.

It was noted further updates would be provided in the coming weeks as we continue apace to secure devolution.

The meeting was reminded the public question from Mr Geoff Cox representing Extinction Rebellion was received as follows:

“People across Sheffield City Region are still bailing flood water out of their homes and salvaging what's left of their belongings. Annie Hall was killed not far away in the river Derwent. The climate crisis is lapping at our doorsteps. Will the SCR MCA radically accelerate and expand the proposals in the paper at item 15 on your agenda today? Will they commit to telling the truth about the climate emergency with a public information campaign, cutting Sheffield City Region's emissions to net-zero by 2025, and involve the public in writing a fair and just plan through a citizens' assembly?”

In response, the Mayor reminded the meeting that in November we declared a climate emergency and noted that today, we will consider a framework for responding to the climate emergency and achieving net zero emissions across South Yorkshire.

It was suggested that engaging with the public is key to addressing the climate challenges we face and the Mayor noted he wants to hear the views and ideas of residents, businesses and partner organisations on how we can work together to reduce and off-set emissions to achieve net zero.

10 **Minutes of the previous meeting**

RESOLVED, that the minutes of the previous meeting held on 18th November are agreed to be an accurate record.

11 **Devolution**

A report was received to set out the next steps to progress devolution in South Yorkshire.

It was noted this specifically recommends launching a public consultation on the draft Governance Review and Scheme to unlock the powers, resources and functions set out in its Devolution Deal with Government.

Cllr Read led Members in recording their thanks to everyone involved in bringing this matter forward in a manner that facilitates and recognises the interests of all parties.

RESOLVED, that the MCA:

1. Approves the Governance Review that has been prepared in accordance with section 111 of the Local Democracy, Economic Development and Construction Act 2009, as amended, which concludes that the exercise of the power to make an order devolving the proposed functions would be likely to improve the exercise of statutory functions in relation to the area of the MCA.
2. Agrees to launch a six-week, public consultation on the proposals in the Scheme, commencing on the 3rd February.
3. Delegates to the Head of Paid Service the management of the public consultation process and the subsequent preparation of a summary of the responses received, for consideration by the MCA.

12 **Climate Emergency Response Framework**

A report was received to outline the proposed response framework to the climate emergency, following its declaration at the 18th November 2019 Mayoral Combined Authority (MCA) meeting.

The Mayor thanked the officers for the work undertaking in bringing together the proposed response framework and reiterated intentions to move at pace on this matter.

Members were advised of the key points of the Framework and how this will reflect the acknowledgment that climate change must be our number one priority for the SCR going forward, suggesting our ambition to be carbon neutral by 2040 is achievable (whilst considered not challenging enough by some parties) if actions commence now, noting this precedes the government's target by 10 years.

Comment was made on the need for a just transition to ensure measures introduced to remediate climate change do not lead to greater social and economic inequalities.

It was noted the MCA would be asked to accelerate proposals wherever it is considered achievable and beneficial to do so.

It was recognised the SCR can only achieve its climate ambitions through working in partnership with the local universities, businesses, the Local Authorities and through the input and engagement of the SCR's citizens.

Cllr Dore noted all the districts share good ideas and best practice on climate change and considered what added value the SCR is best placed to contribute to that conversation, suggesting this may be in the guise of the SCR LEP and the ability to directly engage the private sector, expanding actions beyond what matters the councils can directly affect.

Cllr Purdy commented on the requirement for the Government to drive matters at a national and international level and provide a wider framework for SCR to engage with. It was noted the Derbyshire and Nottinghamshire districts have identified there is a lack of officer resources needed to deliver the climate

change actions and asserted this needs to be appropriately considered by the SCR as actions are developed as part of the outline framework.

Mayor Jones commented on the devastation of the recent floods and what initiatives are in place to continue to support residents and businesses.

Mayor Jarvis reiterated his intentions to press the government on delivering the actions they need to deliver on in support of our region and ensure the right amount of investment is received locally over the forthcoming months and years.

RESOLVED, that the MCA:

1. Notes the proposed response framework to the climate emergency and note the further work that will take place over the coming months to put in place specific interventions to deliver upon the policies set out.
2. Agrees to receive the Energy Strategy; the first component of the framework, at the March MCA meeting.

13 **Statement of Common Ground**

A report was received to present a Statement of Common Ground for endorsement by the MCA, following agreement of the Statement by local districts.

It was noted this is part of a wider work programme being pursued collaboratively by local planning authorities in the City Region.

Referring back to the previous agenda item, Cllr Dore commented on the relationship between planning policy and wider ambitions around climate change and the needs to fully understand how actions in one area can have various consequences.

Cllr Houghton referenced the need to be clear about planning related governance and decision-making structures and the need to fully understand and agree to the role and responsibility of the SCR.

RESOLVED, the MCA notes the draft Statement of Common Ground pending additional work to be completed prior to future approval.

14 **Period 8 Capital and Revenue Monitoring Report**

A report was received to provide the position as at the end of November 2019 (Period 8) for the revenue and capital programme of the Sheffield City Region (SCR) Mayoral Combined Authority (MCA) for the financial year 2019/20.

RESOLVED, that the MCA:

1. Notes the 2019/20 Period 8 position for the Mayoral Combined Authority's and LEPs revenue budget and capital programme

2. Approves the proposed variations to the South Yorkshire Transport capital programme.
3. Approves the acceptance of Sustainable Transport Access Fund grant extension.

15 **South Yorkshire Transport Revenue Budget 20/21**

A report was received to seek approval from the MCA for the proposed 2020/21 South Yorkshire Transport Revenue Budget.

Mayor Jones commented on the unacceptable amount of social isolation in the SCR, especially in rural areas and the need to try and address the effects of people not having sufficient access to public transport, acknowledging the need to balance budgets and other funding priorities.

Cllr Dore referenced the other factors that can lead to social isolation, including austerity, cuts to public services and a consequent lack of destinations, suggesting people will only use public transport if there is somewhere to go, which in terms impacts on the viability of the transport network.

The Mayor reminded members the draft findings of the Bus Review were due to be received in the next couple of months.

It was noted the proposal to keep the Levy at the 2019/20 level will generate £1.1m of funding not considered in the budget presented in the report. Members were asked to consider the options available for how this might be utilised and expressed a preference for investment in tendered services noting this area of service is currently under increasing pressure due to inflation and bus operator costs. It was suggested the additional funding could be earmarked to specifically support this area of activity in 2020/21 and the future and that implementing this option would enable protection of the current essential services from potential cessation.

RESOLVED, that the MCA:

1. Notes the contents of the draft 2020/21 South Yorkshire Transport Revenue Budget report
2. Approves the proposal to retain the PTE Levy at 2019/20 levels
3. Approves the option presented at paragraph 3.1.2 for utilising the additional funding generated by keeping the Levy at the 2019/20 level

16 **South Yorkshire Transport Capital Programme 20/21**

A report was received to seek approval of the proposed 2020/21 South Yorkshire Transport Capital Programme.

It was noted the South Yorkshire Transport Capital Programme is limited geographically to the area covered by the four constituent member authorities and also funds programme activity undertaken by SYPTE. The programme

largely comprises: Transforming Cities Fund, SYPTÉ's capital programme (covering both small and large scale projects), Highways Capital Maintenance (HCM) (mainly carriageway resurfacing projects carried out by 3 of the 4 constituent member authorities), Integrated Transport Block (ITB) (a range of schemes designed to meet local transport needs and priorities) and ongoing work to develop the Mass Transit scheme beyond outline business case (OBC) stage.

Cllr Dore welcomed the inclusion of the Transforming Cities Fund in the programme and invited the government's confirmation the full amount proposed will be forthcoming. The Mayor noted representations he had made to that effect in parliament and to Ministers.

RESOLVED, that the MCA approves the proposed 2020/21 South Yorkshire Transport Capital Programme report.

17 **Local Growth Fund (LGF) Monitoring**

A report was received to provide an update on the 2019/20 LGF current forecast outturn position and an update of the current LGF programme commitments over the life of the LGF programme.

The report asked the MCA to approve one scheme (Little Kelham) to be returned to the pipeline due to significant delays in confirming other sources of funding, and for two further schemes (360 Degrees Media and Foxhill Crescent) approve that they will not be counted towards the over programming position.

The report showed there had been significant fluctuations in year from the predicted spend at the start of the year, and noted action is required to accelerate spending to mitigate the current position where we are currently forecasting a potential underspend.

It was noted the totality of the position for the LGF programme is a significant reduction in the over programming position due to the withdrawal of a number of schemes. Members were informed that further movement on the programme is likely to reduce this and may create additional headroom for schemes to progress.

RESOLVED, that the MCA:

1. Notes the predicted 2019/20 LGF outturn position and any remedial action it would wish to see to mitigate negative impact on the LGF spend in 19/20.
2. Approves the movement of the Little Kelham scheme from approval back into the pipeline, until it can satisfy the conditions of approval.
3. Agrees to discount two schemes 360 Degrees Media and Foxhill Crescent from the over programming position, whilst retaining them in the pipeline for future funding, due to a high probability of not completing business planning and delivery within the life of the LGF window.

18 **Local Growth Fund (LGF) Approvals**

A report was received seeking approval of three schemes with a total value over all years of £12.61m Local Growth Fund (LGF) and seeking delegated authority to the Head of Paid Service in consultation with the S73 and Monitoring Officer to enter into legal agreements for the schemes.

Regarding the Doncaster Sheffield Airport Passenger Capacity Extension scheme, Members were advised of discussions regarding the airport's sustainable development goals, which include being carbon neutral by 2030, and informed the project would be monitored to ensure that ambition is met.

RESOLVED, that the MCA:

1. Approves the progression of Doncaster Sheffield Airport Passenger Capacity Expansion to full approval and award of £5.02m loan to Doncaster Sheffield Airport Limited subject to the conditions set out in the Appraisal Panel Summary Table
2. Approves the progression of A630: Westmoor Link Road to full approval and award of up to £5m grant to Doncaster Metropolitan Borough Council subject to the conditions set out in the Appraisal Panel Summary Table
3. Approves the progression of Digital Innovation Hub to full approval and award of up to £2.59m grant to Barnsley College subject to the conditions set out in the Appraisal Panel Summary Table
4. Agrees delegated authority be given to the Head of Paid Service in consultation with the s73 and Monitoring Officer to enter into legal agreements for the schemes above.

19 **Arts & Culture**

A report was received to seek the MCA's support for the development of a programme of work to further evolve the arts and cultural sectors in South Yorkshire.

The meeting expressed surprise and concern at the Mayor's report that there had been no South Yorkshire sites of artistic and cultural interest contained within the latest edition of the Lonely Planet list of 500 places to visit in the UK.

Members were presented with proposals for how perceived weaknesses with the county's cultural and artistic offer might be addressed.

Cllr Dore acknowledged the need to differentiate between visitor attractions (attracting visitors from outside the region) and local attractions (which serve the cultural and artistic appetite of local residents) and requested more be done to understand why participation rates are surprisingly low and ensure people are fully enabled to access everything that the county offers.

Members noted support for the general intentions of the strategy as presented and the need to enhance the economic and social opportunities afforded by the local and 'inward destination' arts and cultural offer.

The importance of community level arts, as well as 'big shiny things' was acknowledged, as was the need for all local residents having the ability to access all arts and cultural offers.

RESOLVED, that the MCA:

1. Agrees to support the development of a programme of work to further evolve the arts and cultural sectors in South Yorkshire.
2. Notes the Mayor's intention to explore additional initiatives to consider how the SCR can add value to the work of the Local Authorities.

20 **Contract Award - BSW Provision of Cleaning Services**

A report was received to seek approval to appoint a provider of cleaning services for the Sheffield City Region offices at Broad Street West, Sheffield.

It was confirmed the real living wage will be paid to all employees.

RESOLVED, that delegated authority is given to the Head of Paid Service to approve the award of an up to 4 year contract (3 years plus 1 year extension) in excess of £100,000 for the Provision of Cleaning Services at Sheffield City Region Offices.

21 **Delegated Authority Report**

Provided for information.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed

Name

Position

Date

SCR - LOCAL ENTERPRISE PARTNERSHIP

MINUTES OF THE MEETING HELD ON:

THURSDAY, 16 JANUARY 2020 AT 11.00 AM

11 BROAD STREET WEST, SHEFFIELD S1 2BQ

**Sheffield
City Region**

**LOCAL ENTERPRISE
PARTNERSHIP**

Present:

Nigel Brewster (Vice-Chair)	Private Sector
Lucy Nickson (Vice-Chair)	Private Sector LEP Board Member
Alexa Greaves	Private Sector LEP Board Member
Professor Chris Husbands	Representative for Higher Education
Tanwer Khan	Private Sector LEP Board Member
Neil MacDonald	Private Sector LEP Board Member
Owen Michaelson	Private Sector LEP Board Member
Richard Stubbs	Private Sector LEP Board Member
Bill Adams	TUC Representative
Councillor Julie Dore	Sheffield City Council
Mayor Ros Jones CBE	Doncaster MBC
Councillor Sir Steve Houghton CBE	Barnsley MBC
Councillor Tricia Gilby	Chesterfield BC
Councillor Denise Lelliott (Reserve)	Rotherham MBC

Officers in Attendance:

Dr Dave Smith	Chief Executive	SCR Executive Team
Dr Ruth Adams	Deputy Chief Executive	SCR Executive Team
Noel O'Neill	Chief Finance Officer/S73 Officer	Sheffield City Region
Mike Thomas	Senior Finance Manager/ Deputy S73 Officer	SCR Executive Team
Mark Lynam	Director of Programme Commissioning	SCR Executive Team
Sharon Kemp	Chief Executive of Rotherham Metropolitan Borough Council	Rotherham MBC
Charlie Adan	Interim Chief Executive	Sheffield City Council
Damian Allen	Interim Chief Executive, Doncaster MBC	Doncaster MBC
Sarah Norman	Chief Executive	Barnsley MBC
Dan Swaine	Chief Executive of Bolsover District Council/NE Derbyshire District Council	NE Derbyshire DC/ Bolsover DC
Neil Taylor	Chief Executive of Bassetlaw District Council	Bassetlaw DC

Guests in Attendance

Craig Tyler (Minute Taker)

Apologies:

James Muir	Private Sector Member
Laura Bennett	Private Sector LEP Board Member
Peter Kennan	Private Sector LEP Board Member

Professor Dave Petley
Mayor Dan Jarvis MBE
Councillor Garry Purdy
Councillor Martin Thacker MBE
Councillor Simon Greaves
Councillor Nick Clarke
Steve Davenport
Huw Bowen
Sarah Fowler

University of Sheffield
SCR Mayoral Combined Authority
Derbyshire Dales DC
NE Derbyshire DC
Bassetlaw DC
Bolsover DC
SYPTE
Chesterfield MBC
Chief Executive Peak District National
Park

1 **Welcome and Apologies**

Members' apologies were noted as above.

The Chair took the opportunity to congratulate colleagues in respect of the recent progress made to determine the detail of the SCR Devolution Deal and facilitate movement towards public consultation on the matter.

2 **Declarations of Interest**

None.

3 **Notes of Last Meeting**

The notes of the previous meeting were agreed to be an accurate record.

4 **Strategic Economic Plan Update**

A report was received to present an update on the progress of the SEP following the discussions at previous LEP Board meetings.

Members were provided with an overview of the document's contents and received a presentation of the draft.

It was noted a more complete draft will be circulated as part of the papers for the forthcoming SCR MCA meeting.

Commentary was provided on what has changed from previous iterations of the draft, noting these are based on various lessons learnt, and that the latest draft is more engaging of the needs and expectations of our stakeholders and partners and capable of facilitating new ways of working.

An explanation of the proposed vision was provided, noting this is based around the 3 core components of growth, inclusion and sustainability.

How the SEP will fit with and provide strategic direction for the SCR's suite of strategies and plans (directly and indirectly) was explained.

Members questioned the proposed short timeframe for the submission of comments on the draft and agreed this was undeliverable. It was agreed to extend the feedback window from 1 week to 1 month, noting this will still

facilitate the intention to engage government in respect of our intended strategy over the summer.

When received the next version of the draft, the Board requested early sight of the comments made by members, particularly where these may conflict, to facilitate a rounded discussion on the matter at the next meeting (March).

Members expressed an expectation that the Strategy, once finalised will be readable and understandable to a wider audience and avoid trying to be 'too much to too many people'.

Members criticised strategic approaches that try to allocate 'things to places', questioning the validity of this approach and proposing that such cluster based mechanisms are too restrictive for unknown future developments.

Members acknowledged the inherent complexities that bringing together a document of this nature entails and thanked the Executive officers for what they have achieved so far. However, it was suggested the proposed vision was straining attempts to be kept within 1 sentence and may benefit from some additional sentence structure, potentially using this as a means to say something positive about our expectations for each core component.

The meeting considered what might be the most apposite role of the LEP Board going forward to support the Strategy and its implementation. It was suggested this role would be most predicated towards determining the SCR's business case for future local growth programmes and priorities in light of the content of the SEP.

RESOLVED, that the Board members will be afforded 1 month to feedback on the current draft, ahead of further consideration of all changes at the next meeting, with the intention to delegate the sign-off of the draft SEP for consultation to the Mayor, LEP Chair and SCR Chief Executive following this exercise.

5 **SCR Draft Energy Strategy**

A report was received to present the revised draft SCR Energy Strategy. It was noted this takes into account the steer and comments of the SCR Infrastructure Board.

Members were presented with the background and context to the Strategy, the process taken to prepare the draft, consideration of what matters are of greatest pertinence to our locality, the evidence base collated and the proposed goals and policies (to drive clean growth and decarbonisation in our local businesses whilst maintaining competitiveness, to promote investment, to improve energy efficiency and to accelerate the transition towards ultralow emission vehicles)

A timeline for how the SCR might achieve its net zero carbon ambition was provided.

Members thanked officers for the work that has gone into preparing the draft. It

was suggested practically everyone wants to realise a low carbon economy and this is a clear way the SCR LEP can play its part in achieving that vision.

It was suggested that of primary concern must be the need to develop costed actions rather than just un-costed strategic ambition, and be able to keep up with the national agenda to ensure the SCR can build on its industrial and advanced manufacturing heritage in attracting and developing the new jobs associated with new markets and sectors.

Questions were raised regarding whether the draft is trying to say too much for both energy generation (and the low carbon economy) and energy usage (and the reduction of the region's usage to net zero) and whether the focus here should be primarily centred with energy generation.

It was suggested that pending the development of costed actions and identified sources of funding, the Strategy should be best viewed as a 'statement of intent'.

The meeting considered the importance of having proper plans and actions in place that will help people understand and respond to what will be the right things to do to address climate change.

Consideration was given to how the issue of fuel poverty should be best referenced in the narrative. It was suggested that whilst this may not be a direct component we need to be absolutely mindful of it as a major social problem with the propensity to greatly affect the strategy's ambition if not addressed.

Members questioned the 'green heart of Great Britain' concept and suggested efforts need to be made to avoid appearing to tell people how to run their lives.

It was suggested the Strategy needs to be realistically couched and demonstrate the SCR as a region in transition that can do better, rather than something we will never achieve.

Consideration was given to the effect of national policies and the requirement for an economy that is better and fairer for everyone if people are to be convinced to give up their car within a nearer timeframe.

Examples were cited for other regions, nationally and internationally, that are ahead of the SCR in terms of their transition towards a low carbon economy, and what has been done (that the SCR could mirror) to address the social consequences of change.

Members were informed of what will be taken to the next meeting of the SCR MCA to present a response framework to the Mayor's declaration of a climate emergency. It was noted this doesn't does associate with energy strategies but also transport and the spatial developments that may be required to adapt to change.

RESOLVED, that the Board notes the current version of the SCR Energy Strategy and requests the comments raised be factored into subsequent drafts.

6 **Local Growth Fund and Programme Demand**

A report was received to provide an update of the current LGF programme position, the available headroom and the current level of over programming.

The report made recommendations to reduce the number of schemes in the pipeline thus reducing the over programming and also recommended the actions to be progressed with schemes in contract or with funding approval that are not progressing in accordance with the milestones agreed and are deemed to have a high risk of slipping beyond the life of the LGF programme.

The meeting was provided with an explanation of the various factors being mitigated as part of the management of the programme and assurances that despite the management of an over-programme position, there are safeguards in place to prevent any risk of over-commitment.

Members were advised of a slight adjustment to the figures which had developed since the publication of the papers.

Members asserted opinion that underspends must be avoided at all costs and therefore endorsed the Executive's usage of the over-programme as a means of maximising spend.

Further information was provided with reference to the four schemes recommended for removal from the pipeline.

RESOLVED, that the Board:

1. Approve the removal of four schemes from the pipeline thus reducing the over-programming position.

Approve the return of one scheme with funding approval to the pipeline to increase the available headroom.

7 **Local Growth Fund Programme Update**

A report was received to provide an update on the 2019/20 LGF current outturn position and the impact on the LGF programme.

It was noted the report shows significant fluctuations from predicted spend at the start of the year such that a potential underspend is currently forecast.

The paper also presented the contents of the Quarter 2 2019/20 DELTA Dashboard monitoring form, submitted to the Ministry of Housing, Communities and Local Government (MHCLG) on the 22nd November 2019 deadline.

Members were advised that further monitoring and claims processes would be introduced for the rest of the financial year to maintain regular contact with scheme promoters to ensure the year-end position is appropriately managed and to mitigate and risk of year-end underspend.

RESOLVED, that the Board:

1. Notes the predicted 2019/20 LGF outturn position, and supports any remedial action it would wish to see to mitigate any negative impact on the LGF programme
2. Notes the submission of the Q2 2019/20 DELTA Dashboard to MHCLG and its contents
3. Supports the imposition of a monthly claims protocol and also weekly update reports to Chief Executives and Directors of Finance.

8 **Budget Update**

A report was received to update the Board on the progress made in developing the draft LEP and MCA revenue budget for 2020/21 in the context of a 5-year financial strategy.

The meeting was provided with a detailed explanation of the main points of the Strategy in respect of income, staffing, treasury management and other core revenue budgets

Members noted the intention to use some reserves next year to balance the expected revenue deficit.

It was noted work has been undertaken to further quantify the assumptions and expectations of the Mayoral Capacity Fund.

Members requested that sufficient notice be given of any intention to convene further budget workshops.

RESOLVED, that the LEP Board members note the progress to date in developing the draft LEP and MCA revenue budget for 2020/21 in the context of a 5-year financial strategy.

9 **Mayoral Update**

The Mayoral update was provided for information and comment.

Members queried what the outcomes of the bus review exercise might be, beyond what has been recognised through similar reviews. It was noted the strength of this review is that it will present the Review Panel's actual recommendations rather than just observed findings.

Members requested early sight of the report prior to its formal presentation.

Regarding the Culture and Music initiative, it was confirmed activities are aligned with work being led by Welcome to Yorkshire.

10 **Chief Executive's Update**

Provided for information.

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

13 JANUARY 2020

PRESENT: Councillor R Taylor (Chair)
Councillor T Damms (Vice-Chair)
Councillors: S Ayris, A Buckley, T Cave, P Haith, C Hogarth,
P Price, C Ransome, S M Richards, C Ross and Dr A Billings

CFO A Johnson, T/DCFO T Carlin, S Booth and L Murray
(South Yorkshire Fire & Rescue Service)

A Frosdick, M McCarthy, N Copley, L Noble and M McCool
(Barnsley MBC)

M Buttery
(Office of the South Yorkshire Police and Crime Commissioner)

Apologies for absence were received from Councillor R Frost,
M Potter, S Norman and T/ACO S Helps

1 APOLOGIES

Apologies for absence were noted as above.

2 ANNOUNCEMENTS

None.

3 URGENT ITEMS

Members were referred to a letter received from the Local Government Association (LGA) and the National Fire Chiefs Council (NFCC) which proposed the creation of a dedicated comprehensive spending review team for the sector, until Autumn 2020.

A contribution of £8,000 was sought from the Authority towards the establishment of the team, which would work with the sector and the Home Office to help set out the business case for funding the fire and rescue service to the Treasury, whilst considering the need for increased funding to the sector as a whole; this would not affect the Authority's ability to lobby on an individual basis. It was envisaged that contributions would be sought nationally from all fire and rescue services.

Councillor Taylor referred to the recent Joint Liaison Forum (JLF) meeting where discussions had commenced on both the individual and collective lobbying approaches. Members noted the fire and rescue service lobby, established by the Fire Brigades Union (FBU) and Government representatives, to be held at the Houses of Parliament on 14 January 2020.

Members noted that the contribution of £8,000 would be sourced from the 2019/20 budget. The Service would be provided with feedback from the dedicated team via the NFCC, and inform the Authority accordingly.

RESOLVED – That Members supported the request for a contribution of £8,000 towards the establishment of a dedicated comprehensive spending review team for the sector, until Autumn 2020.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

Members noted that agenda items 19 and 20 entitled ‘Appendices B and C to the Progress Report on Estates and Facilities Service Improvements’ would be considered in the absence of the public and press, due to the security element to prevent the building plans of the fire stations being made widely available.

RESOLVED – That agenda items 19 and 20 entitled ‘Appendices B and C to the Progress Report on Estates and Facilities Service Improvements’ be considered in the absence of the public and press.

5 DECLARATIONS OF INTEREST BY INDIVIDUAL MEMBERS IN RELATION TO ANY ITEM OF BUSINESS ON THE AGENDA

None.

6 REPORTS BY MEMBERS

None.

7 RECEIPT OF PETITIONS

None.

8 TO RECEIVE ANY QUESTIONS OR COMMUNICATIONS FROM THE PUBLIC, OR COMMUNICATIONS SUBMITTED BY THE CHAIR OR THE CLERK AND TO PASS SUCH RESOLUTIONS THEREON AS THE STANDING ORDERS PERMIT AND AS MAY BE DEEMED EXPEDIENT

None.

9 MINUTES OF THE AUTHORITY MEETING HELD ON 25 NOVEMBER 2019

RESOLVED – That the minutes of the Authority meeting held on 25 November 2019 be signed by the Chair as a correct record.

10 SYFR HMICFRS INSPECTION REPORT

A report of the Chief Fire Officer and Chief Executive was presented outlining the outcome of the HMICFRS inspection report for SYFR. The report provided a summary of the main findings for the three categories (pillars) of inspection - effectiveness, efficiency and people - on which SYFR had been rated ‘good’ in all three of the areas, with ten out of eleven sub categories rated as ‘good’. The

inspectors had identified some areas for improvement, and an action plan and appropriate measures would be implemented to address these. The review and action plan would be undertaken by T/GM Rowland in preparedness for the next inspection which was anticipated for Spring/Summer 2021. The Service would review all of the tranche 3 inspection reports from the other fire and rescue services, in order to achieve learning points. All of the 45 fire and rescue services in England would be inspected for a second time. The State of Fire and Rescue report would be published in January 2020.

CFO Johnson had today met with the FBU to discuss a variety of issues including the leave policies for carers and special leave, and training planning in order to maximise firefighter numbers on fire appliances. A great deal of work and positive action was underway in relation to equality of opportunity, and workforce development plans were in place via a workforce planning group, which involved the trade union representatives and senior managers within the organisation.

Councillor Taylor congratulated the Service on the outcome of the inspection, whilst recognising the extent of the preparatory work undertaken. SYFR was now recognised as one of the very best fire and rescue services within the country.

Dr Billings acknowledged the good HMICFRS inspection report which he considered to be very encouraging. Both SYP and SYFR were inspected by the HMICFRS and had both received good outcomes, which he considered should provide huge reassurance to members of the public within South Yorkshire. He suggested that the Authority should have sight of the action plan once it had been devised. He stated that following the HMICFRS's Inspections of the Force, there was a requirement to respond formally to the Inspectorate, and he queried whether SYFR had an obligation to do the same.

CFO Johnson stated that a press release had been issued following receipt of the HMICFRS inspection report. She would ascertain whether a formal response was required to be sent to the Minister, and inform Members accordingly.

Councillor Ayris congratulated the Service on the outcome of the report. He queried the timescales for management of the actions of areas for improvement within the action plan, to enable Members to be informed of the progress made.

Members noted that initially T/GM Rowland would undertake a detailed review of the inspection report in order to ascertain the scale of the work needed and the additional resources required. This would enable timescales to be produced for each action and determine whether additional funding was required.

Councillor Ayris requested that a link to the report be included within the minutes of the meeting.

Councillor Ross endorsed the congratulations already conveyed to the Service and suggested that a report be presented to the Authority to highlight the comments made by the Inspectorate, and the progress made to address the areas of concern.

CFO Johnson commented that this would be built into departmental business plans.

Councillor Richards requested that, following the review of all of the tranche 3 inspection reports from the other fire and rescue services, that the Authority be provided with information on any additional learning points that had been ascertained. She requested that acknowledgement should be given to CFO Courtney on his retirement, for the good HMICFRS inspection report received during his time as Chief.

Councillor Haith expressed her thanks to all SYFR staff for the excellent inspection report. She queried why the report had indicated 'risk' as an area for improvement.

CFO Johnson stated that this related to the number of risk premises within South Yorkshire. Nationally, there was no clear description of what was classed as high or low risk premises. SYFR had requested clear guidance from HMICFRS to determine high or low risk premises, in order to ensure that the Service had attended those high risk buildings, and whether more/less visits should be made to those buildings.

Councillor Taylor considered that attendance times was another area that required clarity, which had a mixed approach nationally. He looked forward to receiving the action plan.

CFO Johnson commented that there was no definition of attendance times, and this was reliant upon each individual fire and rescue service to set accordingly. The Service was looking for HMICFRS guidance on the issue.

RESOLVED – That Members discussed the outcome of the SYFR HMICFRS inspection and agreed the monitoring arrangements for the action plan.

11 CLOSE PROXIMITY CREWING (CPC) - UPDATE

A report of the Chief Fire Officer and Chief Executive was submitted which provided Members with an update in relation to the resourcing of SYFR's remaining Close Proximity Crewing fire stations (CPC). This was the latest report provided to Members since the judicial review of the CPC arrangements that had been delivered by the High Court ruling in May 2018, which had determined that the CPC duty system at Edlington, Aston Park, Tankersley and Lowedges Fire Stations was non-compliant, unless a collective agreement could be reached with the representative bodies. The return of the Grey Book compliant 2-2-4 duty system at all CPC stations had begun to be initiated in early 2019, following no collective agreement being reached.

Currently, Aston Park and Tankersley Fire Stations were the only two remaining CPC stations in operation within the Service, and refurbishment works would be undertaken during 2020. Planning would commence in early 2020 for Tankersley Fire Station. Edlington and Lowedges Fire Stations were currently being refurbished to ensure that the facilities were fit for purpose for firefighters on the 2-2-4 duty system. Aston Park Fire Station provided a water rescue capability, and expressions of interest for volunteers to move onto the station were sought. It was anticipated that the 2-2-4 duty system at Aston Park Fire Station would commence in mid-2020.

Members were provided with assurance that the Service was managing the move from CPC to the 2-2-4 duty system on the fire stations, in close liaison with the Health and Safety Executive.

Councillor Ransome queried the Service's recruitment programme, and when additional firefighters would be recruited.

Members noted that volunteers were sought internally within the Service for a sideways move onto the 2-2-4 duty system stations. Currently, the Service was not specifically undertaking firefighter recruitment, but CFO Johnson was in negotiations with the representative bodies around the issue.

CFO Johnson had met with the FBU today with a view to reaching an agreement for a process in which firefighters would be moved onto the 2-2-4 duty system stations, in order to balance the Watches; discussions would continue. It was anticipated that there would be an increase in the numbers on the next firefighter recruitment course from 18 to 24 individuals, which would facilitate cover for retirement and workforce planning etc.

Dr Billings queried whether the associated risks were recorded on the Risk Register, and whether the Risk Register was for the Service or the Authority.

CFO Johnson stated that the Service and the Authority had separate Risk Registers.

T/DCFO Carlin added that both the Authority's and Service's Risk Registers would be considered at the Audit and Governance Committee meeting to be held today. CPC had remained on the Service's Risk Register for a considerable amount of time. Risks would be de-escalated as the risks were reduced.

Members noted that the Authority's Risk Register was considered by the Audit and Governance Committee meeting on a quarterly basis (the same as the Service Risk register), and that an annual report is also presented to the Authority on the work of the Audit and Governance Committee.

RESOLVED – That Members:-

- i) Noted the contents of the report.
- ii) Endorsed the ongoing, positive progress and improvements made so far to return the remaining stations back to the 2-2-4 duty system.

12 GRENFELL TOWER INQUIRY PHASE 1 REPORT - TRAINING GAP ANALYSIS

A report of the Chief Fire Officer and Chief Executive was presented which provided a gap analysis of the current position relating to the training provision at SYFR, following publication of the Grenfell Tower Inquiry: Phase 1 Report of the Public Inquiry into the fire at Grenfell Tower on 14 June 2017.

Councillor Taylor referred to the Local Government Association's Fire Commission, which would hold a special meeting on 24 January 2020 to discuss issues surrounding the outcome of the Grenfell Tower Inquiry to date. Members noted that Councillor Taylor would be happy to relay any information, views or questions to the special meeting on their behalf.

Councillor Ayris queried how the National Operational Learning Secretariat operated, the implications, and whether it was fit for purpose.

T/DCFO Carlin stated that the National Operational Learning Secretariat required every fire and rescue service nationally to upload learning onto the system. In terms of the success of the system, the information provided had been useful, albeit there had been instances of events that had occurred in other areas of the country which had been raised through the news and social media, with a lag of information coming in through the learning system at a later stage.

Members noted that the Regulatory Reform Order 2005 was the legislation used by the Business Fire Safety to ensure that buildings within South Yorkshire were safe i.e. where people worked and visited, with the exception of homes; the legislation had moved the burden from the Service onto the owners/occupiers. It was considered that the Grenfell Tower Inquiry may result in a shift of the responsibility back to the fire and rescue service, and the resources required to pick up this work will need to be discussed.

Councillor Ross queried the Service's position in relation to the 'stay put' policy within Gap 2 of the Gap Analysis, as opposed to evacuation.

Members were informed that the Service had worked very closely with the responsible owners/occupiers of every high rise building with ACM cladding within South Yorkshire to determine their fire strategy, and in the event of a 'stay put' strategy, to ascertain whether it was the appropriate strategy for the building. There were only three high rise buildings remaining within South Yorkshire, most of which the cladding had been removed, or small amounts of cladding remained, prohibition notices had been placed on bin chutes which were at the side of the cladding, and other buildings had a 'waking watch' system.

CFO Johnson was comfortable that appropriate measures had been implemented at high rise buildings within South Yorkshire, together with the arrangements made for additional fire appliances to attend when necessary. There was still a potential for additional buildings containing cladding to be identified within South Yorkshire. She had recently taken part in a telephone conference with the majority of other Chief Fire Officers across the country and they had discussed how to provide assurance in this area. The Service could assure Members and the Government that they had visited all of these premises, had spoken to the responsible persons, that SYFR's firefighters had been trained and were aware of the buildings that had been visited. Should a building be determined not to contain dangerous cladding and all of the fire precautions were in place, then the 'stay put' policy would be the safest option.

Councillor Haith referred to West Yorkshire Fire and Rescue Service who had implemented a mid-night order on a number of their properties. She queried whether this had also been implemented within SYFR.

CFO Johnson stated that the issue had been raised as part of the telephone conference, which had discussed the letters issued by West Yorkshire Fire and Rescue Service to the responsible owners of high rise buildings, in order to ascertain the plans and strategies. The NFCC had since made the letter available to be utilised by all of the fire and rescue services nationally. The Service was reviewing a small number of properties, where the owners had not been forthcoming about the types of cladding used etc. CFO Johnson confirmed that those high rise buildings with safety issues within South Yorkshire, had now either had the cladding removed or interim measures imposed. There were outstanding issues with just one privately owned building to ascertain funding in order to replace the cladding.

SYFR was fully compliant with the NFCC agreed guidance on the interim measures on suspending the 'stay put' policy.

Dr Billings suggested that most of the individuals that resided in high rise buildings would be surprised to learn that SYFR was not involved in all stages of the planning, building and refurbishment works of those buildings. He considered that further work should be undertaken to enable the fire and rescue service to be fully engaged in the process. He queried whether the Service had liaised directly with the residents of the high rise properties, and whether any safety advice had been provided. He also queried why Grenfell and the Phase 1 recommendations did not currently sit on the Corporate Risk Register.

CFO Johnson stated that the Grenfell report in isolation did not sit within the SYFR Corporate Risk Register, but elements within it – e.g. firefighter training, safety and the role of Business Fire Safety would all be included in the SYFR Risk Register to recognise the significance of the measures required to avoid a repeat of this terrible tragedy. Following the Grenfell Tower incident, the Service had visited all of the high rise premises in South Yorkshire, and had met with residents wherever possible to provide assurance. SYFR had also liaised with the four local authorities on the matter. Following the Dame Hackett Review, a number of SYFR firefighters had been embedded within the London Fire Brigade, through the NFCC.

Members noted that SYFR would continue to push for sprinkler installation in all buildings, and in particular in the high rise buildings in South Yorkshire.

Councillor Hogarth queried whether the Service was able to inspect those new buildings that had been built with retrospective planning permission.

CFO Johnson stated that SYFR had the right to enter premises, and attempts would be made to arrange visits wherever possible. Crews would inform SYFR's Business Fire Safety of any new buildings, and local authorities would be contacted to ascertain building plans and arrange for visits to be made.

RESOLVED – That Members noted the contents of the report and approved further action for the development of training against the recommendations.

13 KEY ISSUES ARISING FROM THE PERFORMANCE AND SCRUTINY BOARD MEETING HELD ON 21 NOVEMBER 2019

Members were presented with the key issues paper arising from the Performance and Scrutiny Board meeting held on 21 November 2019.

Dr Billings welcomed the report which he considered provided the appropriate level of detail for Members, together with the actions arising from the meeting.

RESOLVED - That Members noted the key issues arising from the Performance and Scrutiny Board meeting held on 21 November 2019.

14 DRAFT POLICE AND FIRE COLLABORATION BOARD MINUTES OF 11 NOVEMBER 2019

RESOLVED – That Members noted the draft minutes of the Police and Fire Collaboration Board held on 11 November 2019.

15 DRAFT MINUTES OF THE APPOINTMENTS COMMITTEE HELD ON 15 NOVEMBER 2019

RESOLVED – That Members noted the draft minutes of the Appointments Committee held on 15 November 2019.

16 DRAFT MINUTES OF THE AUDIT AND GOVERNANCE COMMITTEE HELD ON 25 NOVEMBER 2019

RESOLVED – That Members noted the draft minutes of the Audit and Governance Committee held on 25 November 2019.

17 PROGRESS REPORT ON ESTATES AND FACILITIES SERVICE IMPROVEMENTS

A report of the Chief Fire Officer and Chief Executive was submitted to provide Members with the details on progress to improve the Estates and Facilities Service within SYFR. The report was the latest in a series of reports presented to Members since June 2017, regarding the improvement plan for the Estates and Facilities service. The report provided details of the improvements and progress made to date, the major work and projects that were currently underway and their present status, alongside proposed new schemes that would need to become part of the capital programme in 2020/21.

Councillor Hogarth queried whether a Service Level Agreement was in place with the Yorkshire Ambulance Service (YAS) in respect of them utilising the fire stations.

L Murray commented that her team was liaising with YAS in relation to their different requirements at each of the fire stations, and that individual agreements were in place with the fire stations to ensure that the relevant accommodation costings were paid, whilst ensuring that all of the Service's costs were covered at no detriment to the Service.

Councillor Ayris queried if and when Members would have sight of the outline business case.

Members noted that the outline business case would form part of the SYP and SYFR Collaboration Board minutes that were submitted to the Authority. The normal route for decision making around collaboration was made at the Delivery Board at which the outline business case would be presented to the meeting on 26 February 2020. Subject to approval at that meeting, it would progress onto the Police and Fire Collaboration Board which was attended by Councillor Taylor, Dr Billings, CFO Johnson and Chief Constable Watson.

Councillor Ayris referred to past issues which had been encountered post inspection of the completion of works. He queried the current situation regarding post inspection of the works, the percentage of works that were inspected, and how it tied into best practice elsewhere.

L Murray stated that the new interim team consisted of more building surveyors including an additional fixed term building surveyor, to enable capacity for the works to be checked as matters progressed. Currently, feedback from the helpdesk regarding the surveyors had been very positive from J Tomlinson, the Hard FM contractor, and other sources of information. Consideration was being given to a facility within the wider team for a similar clerk of works function, to ensure that work was checked as matters progressed, in order to prevent any future issues.

Councillor Ross queried where the additional funding for the potential circa £250,000 for the construction of the multi-use community building at the new Barnsley Fire Station would be sourced. He also queried the temporary equipment outside Lowedges Fire Station, and the latest position regarding the green roof at Birley Fire Station.

S Booth referred Members to the report previously submitted to the Authority, which had flagged up numerous potential supplementary estimates that may be required for Barnsley Fire Station, and the financial envelope of £4m provided in 2015. At that time tenders for the works had not been received, and the Service had raised with the Authority that additional funding may be required for the temporary accommodation and multi-use community building. He was fairly optimistic that the costs would be contained within the £4m envelope. In the event that the costs could not be contained within the £4m envelope, a separate report would be submitted to the Authority to seek a supplementary estimate, and this would be included as part of the capital investment programme, to be presented to the Authority meeting in February 2020.

L Murray commented that the works had been completed at the Lowedges Fire Station on 10 January 2020. The temporary accommodation would be used for the works at Aston Park and Tankersley Fire Stations; a Member visit could be arranged if required. In relation to the green roof at Birley Fire Station, a number of specialist reports had indicated that when the material had initially been laid, the soil had contained an overly high level of zinc, which had prevented the roof from 'greening up'. Discussions had been held with the original contractor who would undertake further work on the roof over a 12 month period. If, by the end of the

period, the roof was still not green enough, arrangements would be made with the contractor to replace the roof entirely. The Service had engaged with STRI Ltd, who was the leading global pitch design and consultancy specialist for professional sports surfaces. STRI Ltd had commissioned the reports into the zinc issue and was working alongside the main contractor to ensure that the necessary maintenance was undertaken.

Councillor Ransome thanked L Murray for the work undertaken and the progress made. She queried whether the Estates and Facilities Services had a full complement of staff.

Members noted that the only vacant position was the Property Services Manager; the role was currently being covered partly by the Senior Building Survey who was on a fixed term contract. Consideration was being given as to how the post could be shared between both the SYFR and SYP Estates and Facilities Services teams.

Dr Billings gave thanks for the report presented. He acknowledged the huge task placed on the Head of Joint Estates and Facilities for SYFR and SYP in supporting both organisations on two Estate Strategies. Dr Billings felt the aspiration moving forwards should be a joint Estates Strategy for both organisations.

Members noted that in November 2019, L Murray had brought the vision and target operating model for the Estates and Facilities Management to both the Delivery and Collaboration Boards. At that time, a total of six options had been presented; two of the options had been discounted and four options were now being worked up with the Project Team to present to the Delivery Board on the 26 February 2020, the Police and Fire Collaboration Board, and potentially to the Authority. The four options for future service delivery consisted of operating as currently under a Joint Head of Estates and Facilities Management whilst enhancing the experience from the last 12 months' learning. The other three options related to adopting a lead authority model with one organisation responsible for both estates.

RESOLVED – That Members:-

- i) Noted the contents of the report in particular the future proposed capital investment schemes for the following financial year.
- ii) Endorsed the ongoing, positive progress and improvements made so far in Estates and Facilities as part of the Service's improvement journey towards becoming an effective and efficient support service of SYFR.
- iii) Approved the proposed updates to the Estates Plan.

Action Table

No.	Action	Timescale	Officer(s)	Status/ Update
1	To provide Members with feedback from the dedicated comprehensive spending review team for the sector.	ASAP	CFO Johnson	
2	The Authority to have sight of the action plan, following a detailed review of the HMICFRS inspection report.	ASAP	T/GM Rowland	
3	To inform Members whether SYFR had sent a formal response to the Minister following receipt of the HMICFRS inspection report.	By the next FRA 10-2-20	CFO Johnson	A formal response from CFO Courtney was not sent following receipt of the final Report, and not believed to be required/expected. A full formal response was sent to the preceding Draft Report, as required.
4	To include a link within the minutes to the HMICFRS inspection report.	By the next FRA 10-2-20	M McCoole	https://www.justiceinspectors.gov.uk/hmicfrs/publications/frs-assessment-2018-19-south-yorkshire/
5	A report to be presented to the Authority to highlight the comments made by the inspector on the HMICFRS inspection report and the progress made to address the areas of concern.	By the next FRA 10-2-20	T/GM Rowland	This may form part of Action 2 above (reporting of the Action Plan).
6	The Authority to be provided with information on any additional learning points that had been ascertained from the review of all of the tranche 3 HMICFRS inspection reports from the other fire and rescue services.	ASAP	T/GM Rowland	This may form part of Action 2 above (reporting of the Action Plan).

CHAIR

Please follow the link below for further information on the updates of the actions arising from the Fire and Rescue Authority meetings:-

<https://meetings.southyorks.gov.uk/ecSDDisplayClassic.aspx?NAME=SD1250&ID=1250&RPID=402996&sch=doc&cat=13039&path=13039&zTS=D>

SOUTH YORKSHIRE PENSIONS AUTHORITY

LOCAL PENSION BOARD

11 DECEMBER 2019

PRESENT: G Warwick (GMB) (Chair)

T Damms (Sheffield City Council), A Gregory (Scheme Member Representative), N Gregory (Academy Representative), S Loach (Employer Representative), K Morgan (Unite) and D Webster (Scheme Member Representative)

Officers: J Bailey (Head of Pensions Administration), G Graham (Fund Director), G Richards (Senior Democratic Services Officer) and G Taberner (Head of Finance and Corporate Services)

J Barata (CEM Benchmarking), I Colvin (Hymans Robertson) and J Simmonds (CEM Benchmarking)

Apologies for absence were received from N Doolan-Hamer, R Fennessy, M McCarthy and C Scott

1 WELCOME AND APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted as above.

2 DECLARATIONS OF INTEREST

None.

3 ANNOUNCEMENTS

The Chair introduced I Colvin from Hymans Robertson who had been commissioned by the Scheme Advisory Board to look into governance in the LGPS.

I Colvin explained that Hymans Robertson were looking at the structure and governance framework of LGPS funds. There had been an extensive consultation during the summer and two reports had subsequently been published which included a number of recommendations. He would be working with G Graham and his team to look at the themes emerging and how these would affect SYPA as the Authority was unique across LGPS funds.

The Chair commented that The Pensions Regulator was looking closely at Local Pension Boards to ensure they were effective and fulfilling the role for which they were created.

In the past the Board's agendas had been mainly officer-driven but, with the recent appointment of an advisor to the Board, it was an ideal time to ensure agendas were more Board member-driven. The Chair requested that members suggest topics they would like to see raised, any areas they would like to look at in depth and any ideas for training sessions.

4 MINUTES OF THE MEETING HELD ON 17 OCTOBER 2019

RESOLVED – That the minutes of the meeting of the Board held on 17th October 2019 be agreed as a true record.

5 PENSIONS ADMINISTRATION STRATEGY

The Head of Pensions Administration presented a report to update the Board on the proposal to consult on changes to the Administration Strategy and the collection of contributions via direct debit.

The Administration Strategy set out what services SYPA would provide and what was expected from employers. The Strategy was introduced in 2016 and updated in March 2018 prior to the introduction of Monthly Data Collection.

As Monthly Data Collection (MDC) had now been successfully embedded into employer processes and routines, SYPA would now like to move to the collection of monthly contributions from employers by direct debit.

The existing Administration Strategy had been updated to reflect the proposed change in process and was ready for consultation with employers. The opportunity had been taken to update some other minor areas of the document which had become outdated. Appendix A showed the full Strategy document with tracked changes highlighting the amendments.

The Chair commented that he was pleased that the Pension Information Surgeries were to continue in each district, albeit with reduced opening times and asked if the days and times each office was open could be circulated.

Action: J Bailey to circulate the opening days and times of each district office to Board members.

In response to a question from S Loach, J Bailey confirmed the locations of the district offices as:

Barnsley	Gateway Plaza
Doncaster	Civic Office
Rotherham	Riverside House
Sheffield	Howden House

The Board queried why the annual tax seminar, provided by an independent advisor, for members was to be discontinued.

J Bailey replied that as the externally commissioned seminar was aimed at a small cohort of high earners, the Fund was paying for something that would only be relevant for a very limited number of members; this was not considered an appropriate use of resource. SYPA could continue to offer general information sessions around these issues and employers were also free to commission specialist support if they wished which SYPA could support with.

With regard to the advice for schools converting to academies, the second bullet point read: [schools should] “assess whether their budget will allow for the payment of employer contributions.....”. N Gregory suggested the wording should be amended to read “ensure” rather than “assess” as there was no choice other than to join the LGPS.

The Board noted other amendments including updating the service standards in the Customer Charter as previously agreed by the Authority, fees for the provision of information and additional non-standard work, and the table of charges and financial penalties.

In reply to a question regarding the requirement for employers to submit their MDC file by the 5th day of the month following the end of the payment period, J Bailey explained that this was due to the need to give 10 days’ notice for a direct debit; the statutory deadline for the payment of contributions was the 19th of the month. There was the potential for some flexibility if employers were willing to waive the 10 day notice period and any issues raised would be discussed with individual employers.

RESOLVED – That the Board:

- (i) Endorse the draft changes to the Administration Strategy for consultation with employers.
- (ii) Note the proposed changes in the contribution collection process and the revised timescales for receipt on the monthly data from employers.

6 SYPF FUNDING STRATEGY STATEMENT

The Fund Director presented a report which gave the Board the opportunity to provide its views on the draft Funding Strategy Statement.

The Board was informed that the Funding Strategy Statement sets out the Authority’s policies that define how it intends to ensure that funds are available to pay pensions as they fall due. These included the setting of employer contributions, the management of deficits and surpluses, the assessment of the employer covenant and the management of employer admissions and exits.

The key changes reflected in the draft FSS were set out in the report. With regard to the McCloud judgement, G Graham informed the Board that an estimate had been made of the impact of the case and employers were being provided with the option of making additional contributions now to begin to meet the cost or to make what may be a greater level of contributions (including a “backdating” element)

once the final remedy was known. This would potentially provide greater stability in contribution rates for employers who chose to take the option.

Members noted that the maximum deficit recovery period would be 16 years, which was a reduction of 3 years as compared to the last valuation. Where possible, and within the overall approach to contribution stability, deficit recovery periods for individual employers would be brought down further.

RESOLVED – That the report be noted.

7 LOCAL PENSION BOARD BUDGET 2020/21

The Board considered its draft Budget for 2020/21.

Members noted that in the current financial year it was anticipated that the budget of £15,000 would be underspent by £9,000. The key variances were training, insurance and meetings running expenses.

With regard to the removal of the liability insurance for the Board, it was noted that the clear advice of the Scheme Advisory Board was that such a policy was not needed and therefore the policy had not been renewed.

The Fund Director explained that as the Board was not a decision making body it could not create a liability for the Authority therefore the insurance was unnecessary.

Although the training budget had been underspent it would remain at £6,000 for 2020/21. Members were encouraged to take up training opportunities and in addition resources had been reallocated for training sessions alongside Board meetings delivered initially by the Independent Advisor and officers.

To help the Authority to provide relevant training Board members were reminded to complete and return the Learning and Development questionnaire that had been circulated.

With regard to the savings being made on printing and postage, S Loach suggested that further savings could be made if the Board received agendas electronically.

RESOLVED – That the Board recommend the draft budget to the Authority for its approval as part of the Authority's overall budget.

8 MONITORING OF CONTRIBUTIONS PAYMENTS

A report was considered which updated the Board on current procedures for the monitoring of timely payment of contributions from employers and to provide details of contributions paid late and action taken in the financial year as at the end of quarter two.

The Board were informed that employers are required to make payments of all employer and employee contributions to the Authority within statutory deadlines.

Where payments are received later than the deadline, and the Authority considers that the late payment is of material significance, it had a duty to notify the Pensions Regulator of the late payments.

The report detailed the current procedures for monitoring of contribution payments and also showed a summary of the number of employers, analysed by size, who had made a late payment during the period April to September 2019.

It was noted that in the vast majority of cases, the amounts paid late were relatively small amounts and often relating to only one element of the contributions due.

As the Board had learned earlier when considering the update Pensions Administration Strategy, it was intended to move to Direct Debit collections with effect from 1st April 2020; this should reduce the risk of late payments in future.

In the event of an employer failing to make a data submission in time, it was proposed that contributions would still be collected (usually on the basis of the previous month's return) to avoid late payment situations.

In answer to a question from a Member, the Board was informed that none of the late payments had been reported to the Regulator as they had not been considered to be of material significance.

J Bailey informed the Board that in future the report would be presented on a quarterly basis.

RESOLVED – That the Board note the actions being taken in relation to the monitoring of contributions payments.

9 THE PENSIONS REGULATOR (TPR) UPDATE

A report was submitted to update the Board on the submission for the TPR Annual Scheme Return and the Public Service Governance and Administration Survey.

Members were reminded that the Pensions Regulator (TPR) required each pension scheme to submit an Annual Scheme Return each November. Whilst much of the return was routine administration and governance, TPR do also use the Annual Return to collect scores on data quality and the measurement of common and conditional data.

At the last meeting the Board were advised that the data score submitted for the 2018 Return was:

Common Data: 96%
Conditional Data: 87%

The Scheme Advisory Board (SAB) issued draft guidance on the data fields that could be measured by LGPS funds which was intended to provide a consistent approach across LGPS. SYPA developed its data analysis tool to accommodate

the SAB guidance and had submitted the following data scores calculated using the new guidance:

Common Data: 96%
Conditional Data: 91%

Members noted that although there had been an improvement overall, it was not particularly meaningful to compare the scores for 2018 and 2019 because the data measurements were not consistent. The summary of results to arrive at the data scores shown was attached at Appendix A for information.

Data would continue to be reported on quarterly and a Data Improvement Plan would be submitted to the next meeting of the Board.

At Appendix B was SYPA's response to TPR's annual Public Service Governance and Administration survey which was intended to help TPR understand what schemes were doing to improve their standards. The survey had been completed by officers in conjunction with the Chair of the Board.

It was thought that TPR would continue to focus on data along with cyber security, and member knowledge and understanding.

RESOLVED – That the Board:

- (i) Note the actions associated with the updated approach to data quality scoring submitted to the Pensions Regulator as part of the Annual Scheme Return.
- (ii) Note the responses to the TPR Governance and Administration Survey.

10 BENCHMARKING OF ADMINISTRATION

A report was submitted to update the Board on the outcome of two separate administration benchmarking exercises undertaken for 2018/19.

Members were informed that the CIPFA benchmarking exercise was specifically for LGPS funds and SYPA had been a participant for many years but this year SYPA and a number of other large LGPS funds also took part in a benchmarking exercise run by CEM, an independent provider with wider involvement in supporting the pensions world outside of the LGPS.

It was noted that the CIPFA Benchmarking Club was voluntary and that in 2019 only 27 funds out of approximately 90 funds chose to participate. Although this would limit the conclusions to be drawn from a national perspective, the club remains the principal source of comparative cost data available for LGPS funds.

It was hoped that one of the possible outcomes of the Good Governance Review would be that funds would be encouraged or mandated to participate in an appropriate benchmarking exercise.

The report showed that the total cost per scheme member for 2019 was £18.71 compared with an average of £17.69 for the comparator group. For comparison purposes, the total cost per scheme member in 2018 was £18.67.

It was difficult to draw conclusions from the data provided by CIPFA given the limited scale of participation but further analysis contained within the report suggested that SYPA invested less in Membership Engagement and Employer Engagement in 2018/19 than other participating funds. This issue had now been addressed, at least in part, by the recent administration restructure and the creation of specific engagement posts.

The Board considered the CEM Benchmarking Analysis which compared SYPA's governance and pensions administration costs and member service with a peer group of 12 other pension schemes which had membership of between 85,877 and 571,449.

In summary, the results of the analysis were:

Costs

- Total costs were £4.72 per member below the peer average.
- Governance costs were £1.67 per member lower than the peer average.
- BAU administration costs were £4.34 per member lower than the peer average.

Member Service

- SYPA scored well for service in the areas of:
 - Telephone – pre-connection
 - Social media
 - Meeting members one-to-one
 - Estimates
- SYPA scored below their peers in the areas of:
 - Telephone outcomes
 - Setting up new pensions

Cost effectiveness

- SYPA were positioned as high member service, low cost on the CEM administration cost effectiveness graph.

Employer Service

- SYPA scored well for its website.

J Bailey acknowledged the need to measure more aspects of service, especially with regard to telephone outcomes; how employers and how SYPA should report back to employers were performing was also an area to look at.

In all the report was generally positive and had brought out further areas to develop. It was hoped to see improvements in service areas, while recognising it was important not to concentrate too much on cost.

RESOLVED – That the Board:

- (i) Note the outcome of the 2018/19 CIPFA Benchmarking exercise.
- (ii) Note the potential areas for service development highlighted by the CEM Benchmarking exercise.

CHAIR



TEAM DONCASTER STRATEGIC PARTNERSHIP

26th November 2019

Present:

Mayor Ros Jones (Chair); Alan Adams Doncaster Children's Services Trust, Dolly Agoro (Chair Inclusion and Fairness Forum); Dan Fell (Doncaster Chamber); Cllr Nuala Fennelly; Akeela Mohammed (Vice-Chair Inclusion and Fairness Forum); Shaun Morley (South Yorkshire Police); Jackie Pederson (Doncaster Clinical Commissioning Group); Paul Tanney (St Leger Homes); and Sharon Thorpe (Dept. for Work and Pensions)

Also in attendance from Doncaster Council: Lee Tillman and Allan Wiltshire.

Phil Holmes (For Agenda Item 3 - Flood Incident Situation Update)

Rupert Suckling (For agenda item 5 – VoiCes of Doncaster)

Tier 1 Data Sharing Agreement

Partners were advised that the document had been circulated with a view to full sign-off being completed by all agencies. There would be a follow-up with those organisations yet to respond.

1. Flood Incident Situation Update

Partners received a brief snapshot of our response to the recent floods and plans for our recovery. There are still parts of the borough we regard as being in the response phase and communities remain anxious as weather warnings continue. A Recovery Plan Frame was presented at the meeting setting out short, medium and long term plans; together with a broad governance approach to four work streams: react; repair; resist and renew.

- a) The community response has been significant and should be used to encourage community pride;
- b) Advice and assurances on the engagement of tradespeople; insurance renewals; safer financial support systems (e.g. credit unions) will be provided as necessary;
- c) A letter to central government raises the insuring of properties in flood risk areas; the whole catchment approach to the River Don, and a request for round table discussions with government and government sponsors; and
- d) This incident had exposed the need to ensure our work is community-centred and efficient, and undertaken in response to the needs of Doncaster people.

2. Future Towns Fund Update

Partners were advised that proposals in response to the Town Funds Prospectus should drive long term economic and productivity growth through investment in connectivity, land use, economic assets including cultural assets, skills and enterprise infrastructure. This also provided an opportunity to have a joined up conversation across all central government departments, and with the Secretary of State for MHCLG, in the context of the floods, on co-ordinating investment in Doncaster. Practical tasks to be undertaken are around establishing governance arrangements that may be undertaken as part of the wider partnership review; and developing a readiness assessment.

3. VoiCes of Doncaster

Partners considered 'VoiCes For Doncaster' a proposed model for voluntary, community and faith sector co-ordinating structure; together with an approach to implement this structure. Clarification was sought on a number of issues. It was proposed that work proceeds on the development of a model for voluntary, community and faith sector co-ordinating structure, whilst taking on board the comments made at the meeting regarding finances and viability; sustainability of a membership organisation; and wider parts of delivery beyond health and social care.

4. Developing a New Borough Strategy: Team Doncaster Summit Update

High level analysis was presented at the meeting produced, in response to *Doncaster Talks 2019*, the listening exercise that took place over the summer. The analysis will be available on the Doncaster Talks website; more sophisticated analysis will now be developed; and these results will be fed into the next iteration of Doncaster Growing Together (DGT 2.0).

Thanks were extended to those who attended the *Team Doncaster Annual Partnership Summit* on Friday 8th November 2019, and to colleagues who stepped in to cover others who were responding to the floods emergency. Partners were invited to feed in key reflections from this event to assist preparations ahead of the next Team Doncaster Annual Partnership Summit in 2020.

Partners were advised of the outline process to produce *DGT 2.0* including:

- a) Development work – both the synthesis of available data and intelligence from the State of the Borough, Doncaster Talks, Make your Mark etc.; and the development and agreement of a key set of accompanying strategy documents that will eventually support the 10 year borough strategy; and
- b) Stakeholder engagement.

5. National and Regional Outlook

There is currently a state of flux in terms of both the national and regional outlook. Political parties are now publishing their manifestos ahead of the forthcoming *general election* on 12th December 2019 and the situation may be clearer once the result is announced. The *Team Doncaster Brexit Group* is now in place and meetings have been held. The level of activity undertaken by this group will be dependent upon the outcome of the election and the 31st January 2020 Brexit deadline and the potential issue around what trade agreements may be in place. With regard to *SCR governance arrangements* it was confirmed that colleagues are now receiving briefings ahead of these regional meetings. Consultation information continues to be developed for South Yorkshire powers and mayoral powers that need to be put in place as part of Devolution. We are awaiting a response from central government to our One Yorkshire proposal.