



## Agenda

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**To all Members of the**

# CABINET

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

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

**Date:** Tuesday, 1st October, 2019

**Time:** 10.00 am

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### 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. Public Questions and Statements.

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Thursday, 26th September 2019. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to [Democratic.Services@doncaster.gov.uk](mailto:Democratic.Services@doncaster.gov.uk)).

4. Declarations of Interest, if any.

**Damian Allen  
Chief Executive**

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Issued on: Monday, 23 September 2019

**Governance Services Officer for this meeting:**

**Doncaster Metropolitan Borough Council**

[www.doncaster.gov.uk](http://www.doncaster.gov.uk)

**Andrea Hedges  
Tel. 01302 736716**

5. Decision Record Forms from the meeting held on 3rd September 2019 for noting (previously circulated).

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

**Key Decisions**

6. Medium Term Financial Strategy (MTFS) for 2020/21 to 2022/23.

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**Cabinet Members**

**Cabinet Responsibility For:**

<b>Chair – Ros Jones, Mayor of Doncaster</b>	Budget and Policy Framework and lead on Local Plan
<b>Vice-Chair – Deputy Mayor Councillor Glyn Jones</b>	Housing and Equalities
Councillor Nigel Ball	Portfolio Holder for Public Health, Leisure and Culture
Councillor Joe Blackham	Portfolio Holder for Highways, Street Scene and Trading Services
Councillor Rachael Blake	Portfolio Holder for Adult Social Care and Chair of Health and Wellbeing Board
Councillor Nuala Fennelly	Portfolio Holder for Children, Young People and Schools
Councillor Chris McGuinness	Portfolio Holder for Communities, Voluntary Sector and the Environment
Councillor Bill Mordue	Portfolio Holder for Business, Skills and Economic Development
Councillor Jane Nightingale	Portfolio Holder for Customer and Corporate Services.



## Doncaster Council

### Report

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Date: 1<sup>st</sup> October, 2019

To the Chair and Members of  
**CABINET**

#### MEDIUM-TERM FINANCIAL STRATEGY (MTFS) 2020/21 – 2022/23

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

#### EXECUTIVE SUMMARY

1. This report details the Council's Medium-term Financial Strategy for the three year period 2020/21 to 2022/23. 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. Full details on the changes to Local Government Funding and the funding gap facing the Council are provided in paragraphs 9 to 27.
2. The report includes savings proposals for consideration in preparation for the Council budget report on 5<sup>th</sup> March 2020. This provides a plan for 2020/21 and future years to enable further work to progress on the options, enabling more informed decisions and quicker delivery of savings approved in the March budget. Further information on the process undertaken to review and evaluate the savings, in addition to savings proposals identified, are provided in paragraphs 28 to 34.
3. The savings proposals detailed in the report are greater than the estimated budget gap for 2020/21 by £0.2m; however there is a shortfall in 2021/22 and 2022/23 resulting in a £0.2m shortfall over the 3 years. 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.
4. It is worth noting that Council funding remains uncertain for 2021/22 onwards. The Spending Round announcement in September covered the spending period 2020/21 with a further, longer term, review of spending planned for next year. We also await the provisional local government finance settlement announcement expected in December 2019, which will provide the specific

provisional funding allocations for Doncaster. Further information is provided in paragraphs 17 and 18.

5. The analysis, at Appendix F, shows the current position regarding earmarked reserves. The balance on the uncommitted General Fund reserve for 2019/20 is estimated at £14.8m; and is expected to remain at this level in 2020/21.

## **EXEMPT REPORT**

6. Not applicable.

## **RECOMMENDATIONS**

7. Cabinet are asked to approve the Medium-term Financial Strategy (MTFS) 2020/21 to 2022/23 as detailed in this report, including:
  - a. agree to progress the saving proposals detailed in Appendix D (approved by Council on 4th March 2019) and Appendix E (new saving proposals); and
  - b. note that the budget assumptions will be updated for the local government provisional settlement expected December 2019 and included in the budget report due to be considered by Council on 5th March 2020.

## **WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?**

8. 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**

### **Changes in Local Government Funding**

9. 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.
10. 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 IFS<sup>1</sup> 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%<sup>2</sup>.
11. 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

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<sup>1</sup> English council funding: what's happened and what's next?, 29/05/19, Institute for Fiscal Studies

<sup>2</sup> <https://www.nao.org.uk/other/financial-sustainability-of-local-authorities-2018-visualisation/#>

been much more severe. The HCLG Committee<sup>3</sup> 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.

12. In addition to the funding cuts, service costs and demographic pressures continue to build. In a report commissioned by the County Council Network<sup>4</sup>, PwC predicts a cumulative £51.8 billion black hole for council funding from 2019/20 to 2024/25.
13. 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.
14. 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.
15. 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.
16. On 28<sup>th</sup> August, the Chancellor announced that there would be a one year Spending ‘Round’, on 4<sup>th</sup> September, and a delay of the Spending Review until 2020. The Chancellor confirmed on 4<sup>th</sup> 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, but the detail of how this funding will be allocated has not yet been provided. Coherent spending plans will be pulled together for the one-off funding and budget assumptions updated when further details become available; anticipated to be received in December 2019.
17. The Government aims to publish indicative allocations through a formal consultation before the 2020/21 provisional local government finance settlement but that could be as late as October 2019. The provisional local government finance settlement announcement is still expected to be in December, just 3 months before the start of the financial year.
18. 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,

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<sup>3</sup> Local government finance and the 2019 Spending Review, 22/07/19, Housing, Communities and Local Government Committee

<sup>4</sup> Independent review of local government spending need and funding, May 2019, PwC

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 £7.6m has been included in this Medium-term Financial Strategy (MTFS).

### **Medium-term Financial Strategy (MTFS)**

19. The first step in the business planning process for 2020/21 is to estimate the gap between the Council's resources and expenditure. This 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.
20. The estimated gap for 2020/21 onwards identified in the March 2019 approved budget has been updated based on the latest information and a summary is provided below. This highlights the forecast gap for 2020/21 of £7.5m, including £4.3m for 2020/21 plus the impact of utilising £3.2m one-off reserves in 2019/20. This is shown in the table below: -

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Baseline Income & Government Grants	7.7	5.2	-1.3	-1.3	2.6
Council Tax Income	-8.0	-2.5	-3.5	-3.6	-9.6
Grant Exit Strategies	-7.7	-6.2	0.0	0.0	-6.2
Pay & Price Inflation	9.7	-0.3	9.3	7.8	16.8
Levy Bodies & Other	-1.9	-0.4	0.0	0.0	-0.4
Service Pressures	21.6	8.5	0.9	1.0	10.4
<b>Funding Gap</b>	<b>21.4</b>	<b>4.3</b>	<b>5.4</b>	<b>3.9</b>	<b>13.6</b>
Use of One-off Reserves	-3.2	3.2	0.0	0.0	3.2
<b>Funding Gap (adjusted for One-off Reserves)</b>	<b>18.2</b>	<b>7.5</b>	<b>5.4</b>	<b>3.9</b>	<b>16.8</b>

21. A summary of the headline assumptions is provided below with further information in Appendix A: -
  - a. Retained Business Rates: the annual inflationary increase is assumed to be 2%. The business rate income growth is assumed at 1.3% for 2020/21, with a further 1% in 2021/22 and 2022/23 based on known developments;
  - b. Business Rates reset / Fair Funding Review (FFR): no impact is assumed for 2020/21 as implementation has been delayed until 2021/22. The overall impact from 2021/22 onwards is estimated as a £7.6m reduction in funding. However the impact is anticipated to be delayed over a period of time with transitional arrangements. Therefore a £2.1m funding reduction for each year from 2022/23 onwards is assumed in the funding estimates.
  - c. Council Tax: 869 growth in the council tax base in 2020/21 and 900 thereafter is projected based on annual trends; 1.99% annual increase in core Council Tax is assumed with no increase in the Adult Social Care precept. A £933k reduction in surplus distribution is planned for 2020/21.
  - d. Specific Adult Social Care Grants continue at the 2019/20 level in 2020/21 – Improved Better Care Fund (iBCF) £12.2m, Better Care Fund (BCF) £7.3m, Winter Pressures £1.5m and Social Care Support Grant £2.6m.

23. The MTFS includes an increase in Council Tax of £2.5m in 2020/21. This includes £1.2m additional income through an increase in the Council Tax base due to more properties and £2.2m from a 1.99% Council Tax increase offset by a reduction of £0.9m redistribution of the accumulated Collection Fund surplus. This will increase the council tax to £1,378.32 per annum Band D (£918.88 Band A) which means an additional £26.89 for Band D council tax per annum or 52p per week (£17.93 for Band A per annum or 34p per week). The council tax rate will continue to be one of the lowest in comparison to other Metropolitan Districts and Unitary Authorities (in 2019/20 the rate is 11<sup>th</sup> lowest out of 91).
24. The pressures include rising pay costs of £2.7m in 2019/20. Pension contributions will reduce in 2020/21 to a saving of £8.6m 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 deficit, which changed the position from a deficit to a slight surplus. This mainly arose due to a rise in UK equities and foreign equities and a fall in the pound. The additional costs of contract inflation are estimated at £5.6m in 2020/21; this includes £3m each year for the Adult Social Care contracts including the impact of the government national minimum wage.
25. 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 £1.1m 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. A summary of the pressures for 2020/21 to 2022/23 is provided below with further detail in Appendices B and C: -

<b>Pressures</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Pressures agreed in 2019/20 budget – Appendix B	3.518	0.000	0.000	3.518
New Pressures – Appendix C	4.944	0.884	1.000	6.828
<b>Total</b>	<b>8.462</b>	<b>0.884</b>	<b>1.000</b>	<b>10.346</b>

26. The budget figures include £1m provision for budget pressures in each of the financial years 2021/22 and 2022/23. There is a significant risk that this funding provided is not sufficient and the actual pressures will be greater. A great deal of uncertainty still surrounds future funding of the Council and demand for services continues to increase.
27. The overall budget gap has changed by £3.7m from £13.1m for 2019/20 in the budget approved by Council on 4<sup>th</sup> March, 2019 to £16.8m detailed in this report for 2019/20 to 2022/23. The gap has been updated to reflect more recent information available on funding including; Revenue Support Grant (RSG) is reduced by less than originally expected (£8.1m improvement); inclusion of business rates growth from 2021/22 and assumed increase of 1.99% in Council Tax from 2021/22; offset by removing assumed increase in the Adult Social Care precept. The expenditure assumptions have also been updated to increase the pension savings expected, include 2% annual pay award from 2021/22 and increments in 2021/22, price inflation continuing at current levels in 2021/22 and 2022/23 and additional budget pressures across all 3 years, as detailed above.

### **Savings Proposals and Budget Framework**

28. The savings approved in the 2019/20 budget are detailed at Appendix D.

29. 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.
30. 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:
- Harnessing community strengths, collaboration and assets, particularly to enable more improvements in well-being to be delivered by communities.
  - A stronger focus on early intervention and prevention.
  - Demand management, including ensuring we deliver services right first time for the citizen.
  - Ensuring services are targeted and make a difference to those people who need them most.
  - Growing our economy and improving people's ability to access opportunities.
31. 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

32. The proposals have been assessed against the framework to evaluate the strategic alignment (strong disalignment, 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 the proposals are based on a number of factors, which take into account the size and scale of the proposal. This assessment ensures our proposals are congruent to the Council's priorities in the Corporate Plan and deliverable. It also supports the Section 151 to be able to give assurance on the robustness of the budget proposals; further details are provided in paragraphs 40 and 41.
33. The new savings proposals will be progressed prior to consideration by Council in the budget report on the 5<sup>th</sup> March 2020. Depending on the proposal this could involve carrying out wider communications, carrying out thorough consultations and equality impact assessments, reviewing the options and developing clear delivery plans in preparation for the proposals to be progressed quickly if approved by Council and implementing proposals where possible in accordance with decision making powers.
34. A summary of the overall savings proposals is detailed below: -

<b>Savings</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Savings agreed in 2019/20 budget – Appendix D	1.231	0.000	0.000	1.231
New Savings – Appendix E	6.502	5.267	3.541	15.310
<b>Total</b>	<b>7.733</b>	<b>5.267</b>	<b>3.541</b>	<b>16.541</b>

### **Post Reductions**

35. A review of the 2020/21 to 2022/23 budget proposals has been undertaken, which has identified an estimated 95 full time equivalent (f.t.e.) potential post reductions; 80 for the Council and 15 for Doncaster Children's Trust. This is an estimate calculated on the budget proposals and includes 51 f.t.e. for 2020/21, 20 f.t.e. for 2021/22 and 24 f.t.e. for 2022/23. To achieve the savings, the Council and Trust will initially look to delete vacant posts, then seek volunteers, then redeployment with compulsory redundancy being the last resort.

### **Overall Budget Position**

36. A summary of the overall budget position is provided below: -

	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Budget Gap	7.484	5.372	3.901	16.757
Savings	7.733	5.267	3.541	16.541
<b>Total</b>	<b>-0.249</b>	<b>0.105</b>	<b>0.360</b>	<b>0.216</b>

37. This details that the savings are greater than the estimated budget gap for 2020/21, however there is a shortfall in 2021/22 and 2022/23 resulting in a £0.2m shortfall over the 3 years. This provides the Council with a balanced plan for 2020/21 and savings options for future years, with further work to be undertaken.
38. There remain a number of risks surrounding these estimates, which are fully detailed in this report. In relation to funding, the Council will not be provided with the actual funding allocations for 2020/21 until December 2019 and uncertainties remain for 2021/22 and 2022/23 with the planned review of spending and expected implementation of a number of changes to Council funding.

## **2020/21 Baseline Budgets by Service Area**

39. The 2019/20 detailed budgets updated for the proposed pressures and savings are provided at Appendix G by Directorate, this provides the breakdown of the budget plan by Head of Service.

### **Robustness of the Budget**

40. Under the Local Government Act 2003, the Chief Financial Officer is required to give assurance on the robustness of estimates in the forthcoming budget. The key objective of the MTFS is to provide the Council with a robust financial plan to ensure financial sustainability. This report is an interim stage of the budget setting process, aimed at approving the current savings proposals to enable further work to be undertaken. Thereby placing us in an improved position to provide assurance on the robustness of the budget proposed for Council approval on 5<sup>th</sup> March 2020.
41. The budget proposals that are set out in this document have been developed by those responsible for service delivery, taking account of the implications of implementing the changes and the current information available. There is commitment and ownership from managers to develop and progress the savings options detailed.

### **Reserves**

42. Appendix F shows the summary of earmarked reserves.
43. To note there are one-off MRP budgets which are being ring-fenced 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: -

	<b>2020/21 £'m</b>	<b>2021/22 £'m</b>	<b>2022/23 £'m</b>	<b>Total £'m</b>
Service Transformation Fund	0.9	0.5	0.7	<b>2.1</b>
VER/VR	3.0	3.0	3.0	<b>9.0</b>
Feasibility works for capital projects	0.5	0.5	0.5	<b>1.5</b>

44. The uncommitted general fund reserves are expected to increase to £14.8m by 2020/21; this takes into account of utilising £0.8m in 2019/20 to fund the estimated additional cost of the recent Pay Offer. This one-off saving in 2019/20 will be replaced with on-going reductions in the pension deficit budget from 2020/21 onwards.
45. The un-committed reserves are not excessive for a Council of our size, which spends £489m a year; £14.8m would only run the Council for 11 days. Further work will be undertaken with an aim to increase the level of uncommitted General Fund reserves from 2020/21 and ensure the reserves remain at a reasonable level to effectively manage all future risks and liabilities. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available. The Council needs to hold sizeable reserves whilst delivering large budget savings in year.
46. 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 risk assessment of the Council's level of reserves carried out for the 2019/20 budget approved in March 2019 and assessment on the level of reserves is still

applicable. An updated assessment will be undertaken for the Budget Report presented to Council in March 2020.

## OPTIONS CONSIDERED

47. A range of options have been considered over the preceding months to arrive at these budget proposals.

## REASONS FOR RECOMMENDED OPTION

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

## IMPACT ON THE COUNCIL'S KEY OUTCOMES

49. These are detailed in the table below: -

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

	<b>Outcomes</b>	<b>Implications</b>
	<ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	

## RISKS AND ASSUMPTIONS

50. 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. Key risks in relation to the MTFS detailed in this report include: -
- a. Risks around the MTFS budget assumptions, including: -
    - i. Although the Spending Round Statement on 4<sup>th</sup> September provided some reassurance in terms of funding for 2020/21, we still await the detail behind some of the announcements to truly understand the impact on the Council.
    - ii. In a departure from normal practice, the Spending Round was for 1 year only. The normal 4 year Spending Review due to take place during 2019/20 has been postponed to 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.
  - b. There is a risk that the pressures included in the assumptions are insufficient and greater pressures are identified as part of the monitoring of the 2019/20 budget; this will continue to be closely monitored and updated for the Council budget report to be considered in March 2020. In addition, pressures for 2021/22 and 2022/23 could be greater than the £1m provision included in the estimates.

## LEGAL IMPLICATIONS [Officer Initials...NC... Date...23.09.19]

51. A Medium-term Financial Strategy adopted by the Council must allow it to set a balanced budget ensuring that resources are sufficient to meet its proposed spending plans. The Council's S151 Officer is required to advise the Council of the adequacy of its reserves and the robustness of estimates used in preparing its spending plans.
52. The Local Government Finance Act 1992 places a duty on Local Authorities to set an amount of Council Tax on or before 10th March, in the financial year preceding that for which it is set.
53. The Localism Act 2011 introduced a new Chapter into the Local Government Finance Act 1992, which makes provision for Council tax referendums to be held if an authority increases its Council tax by an amount exceeding principles determined by the Secretary of State.

54. By Regulation, the Government allow Councils to raise Council Tax by a maximum amount. Any further increases would require a local referendum to be held on the increase. The maximum amount of increase for 2020/21 has not yet been announced by the Government.
55. The Council will need to be satisfied that the budget set will ensure the Authority is able to discharge its statutory duties.
56. Under the general principles of public law, the Council must also act fairly when making budgetary changes or changes to services which potentially involve the reduction or removal of a previously enjoyed benefit. Acting fairly includes consulting fairly with those affected, conscientiously taking into account the results of the consultation and, where appropriate, having due regard to any impact on equality issues.
57. Some of the proposals outlined within the MTFS will affect service users and other individuals, particularly those with protected characteristics within the meaning of the Equality Act 2010. Further work will be required prior to the March budget report to identify these proposals. 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...11.09.19]**

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

#### **HUMAN RESOURCES IMPLICATIONS [Officer Initials...RH... Date...19.09.19]**

59. There are no immediate HR implications identified within this report, however once post reduction numbers are confirmed (see point 33) further advice should be sought regarding the process.

#### **TECHNOLOGY IMPLICATIONS [Officer Initials...PW... Date...20.09.19]**

60. Technology is as ever an evolving key essential enabler to support the delivery of all services and the key strategic budget themes outlined in this report. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. This will be monitored and continuously reviewed via the Council's Technology Governance Board.
61. There will also of course remain the on-going maintenance and support of all current technology as well as upgrades, responses to changes in legislation and continuous service changes and transformation. This includes the further dimension of on-line services, which allow customers to self-serve 24/7 and require constant monitoring, support, continuous development and improvement.
62. The Council's technical infrastructure providing desktop, internet and system connectivity, landline and mobile phone services to all buildings will also need to be maintained and changed or developed as required. This includes St Leger Homes, Doncaster Children's Services Trust and many schools. Increased partnership working including integration with health will also mean significant technical developments.
63. Finally, just as significant is ensuring all staff have the required digital skills to successfully embrace all the new and more efficient ways of working required. Therefore, close working between all services and ICT will be essential.

## **HEALTH IMPLICATIONS [Officer Initials...RS... Date ...19.09.19]**

64. The choices the council makes in both raising and allocating revenue budgets will impact on the health of the population. In general 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. 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 some 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 2021 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...NC... Date...23.09.19]**

65. Members must be aware of their obligations under Section 149 of the Equality Act 2010, which 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; 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 2010 are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

## **CONSULTATION**

66. Directors and Cabinet have considered the budget proposals at several meetings between May 2019 and September 2019.
67. The Doncaster Consultative Group received an update on 18<sup>th</sup> September 2019 and will receive a copy of the report on 23<sup>rd</sup> September 2019.
68. Overview and Scrutiny Management Committee will consider the contents of the report at its meeting on the 3<sup>rd</sup> October 2019.

69. 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, 4<sup>th</sup> March 2019.  
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?Cld=130&Mid=2848>

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## **Appendices Contents**

Appendix A	Medium-term Financial Strategy (MTFS) and key assumptions
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## Appendix A

### Medium-Term Financial Strategy (MTFS) and key assumptions

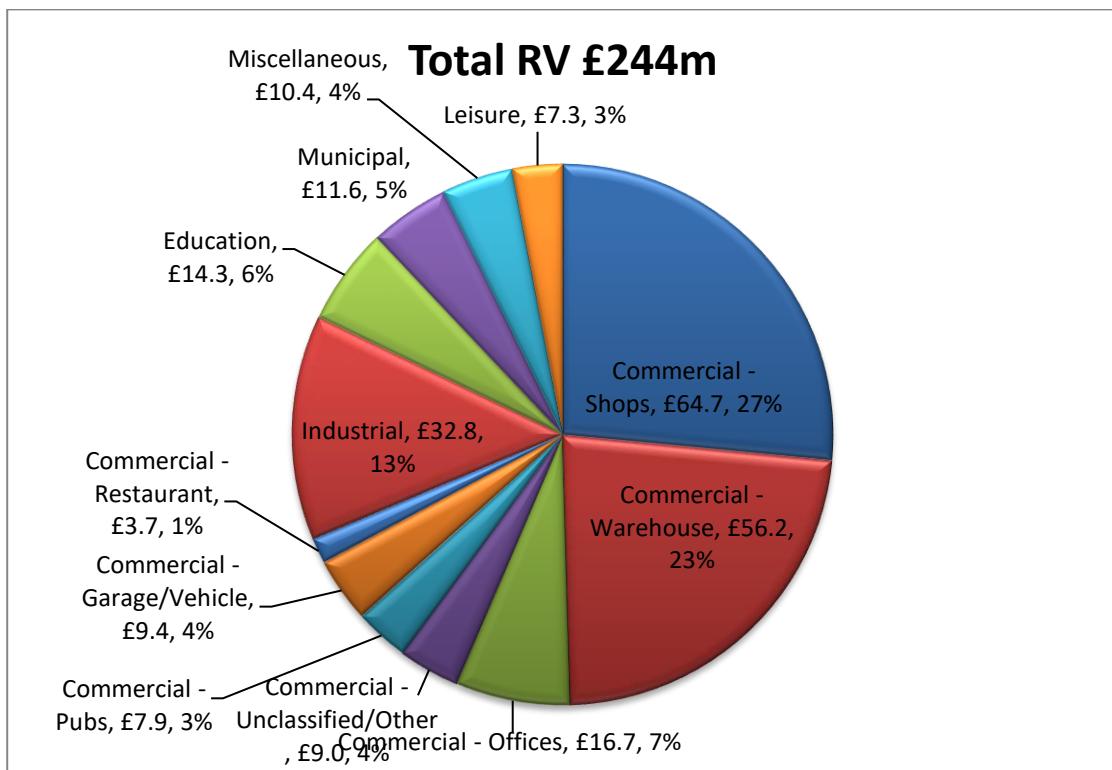
The Medium-term Financial Strategy for 2019/20 – 2022/23 is provided below: -

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
<b>Income</b>				
Retained Business Rates*	-44.523	-47.102	-74.148	-76.370
Top Up Grant*	-34.296	-34.982	-59.898	-58.999
<b>Baseline Funding</b>	<b>-78.819</b>	<b>-82.084</b>	<b>-134.046</b>	<b>-135.369</b>
Revenue Support Grant (RSG)*	-20.041	-20.041	0.000	0.000
<b>Settlement Funding Equivalent</b>	<b>-98.860</b>	<b>-102.125</b>	<b>-134.046</b>	<b>-135.369</b>
Compensation for under-indexing the business rates multiplier	-2.603	-2.603	0.000	0.000
Council Tax Income	-114.721	-117.194	-120.735	-124.371
Improved Better Care Fund	-14.321	-12.185	-12.185	-12.185
New Homes Bonus	-4.469	-3.546	-3.546	-3.546
Winter Pressures Grant	-1.510	-1.510	-1.510	-1.510
Social Care Support Grant	-2.579	-2.579	-2.579	-2.579
<b>Core Spending Power Equivalent</b>	<b>-239.063</b>	<b>-241.742</b>	<b>-274.601</b>	<b>-279.560</b>
Public Health Grant*	-23.180	-23.180	0.000	0.000
s31 Business Rates Grants	-4.862	-4.862	0.000	0.000
Other Specific Grants	-47.271	-41.994	-41.994	-41.994
Customer & Client Receipts	-50.117	-50.117	-50.117	-50.117
Other Income	-60.637	-60.637	-60.637	-60.637
Housing Benefit	-60.250	-60.250	-60.250	-60.250
<b>Total Income</b>	<b>-485.380</b>	<b>-482.782</b>	<b>-487.599</b>	<b>-492.558</b>
<b>Expenditure</b>				
<b>Total Council Expenditure (Funded)</b>	<b>500.621</b>	<b>488.610</b>	<b>482.782</b>	<b>487.599</b>
<b>Expenditure Changes</b>				
Change in Housing Benefit (nil impact on reductions required)	-9.765	0.000	0.000	0.000
Grant decreases exit strategies (one-off)	-6.399	-4.861	0.000	0.000
Grant decreases exit strategies (on-going)	-1.318	-1.262	0.000	0.000
Staffing	4.107	-5.905	3.663	2.218
Prices Changes	5.642	5.642	5.642	5.642
Levying Bodies	0.100	0.100	0.000	0.000
Expenditure funded from additional income included above	-7.788	-0.520	0.000	0.000
Budget Pressures	21.605	8.462	0.884	1.000
<b>Gross Budget</b>	<b>506.805</b>	<b>490.266</b>	<b>492.971</b>	<b>496.459</b>
Budget Proposals for cost reductions	-18.195	-7.733	-5.267	-3.541
Use of one-off Committed Reserves	-3.230	0.000	0.000	0.000
<b>Total Budget Gap</b>	<b>0.000</b>	<b>-0.249</b>	<b>0.105</b>	<b>0.360</b>
<b>Gross Budget (Total Income plus one-off uncommitted reserves)</b>	<b>488.610</b>	<b>482.782</b>	<b>487.599</b>	<b>492.558</b>
<b>Net Budget Requirement (including Baseline Income)</b>	<b>213.581</b>	<b>219.319</b>	<b>254.781</b>	<b>259.740</b>

\* In 2021/22, Retained Business Rates increased by £25m due to the implementation of 75% Business rates Retention. Top Up Grant increased by £25m to compensate for nil RSG, by £23m 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.

## **BASELINE FUNDING AND BUSINESS RATES GRANTS**

1. 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.
2. 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 £34.982m for 2020/21.
3. 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 2020/21. This means that any "growth" within the current business rates system up to 2019/20 will be transferred into baseline need and effectively lost to the Spending Review 2019 / 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 £5.8m in Top Up grant and a further £7.5m in related business rates grants but will gain £4.9m out of an overall redistribution of business rates after the reset. It is expected that the net loss of £8.4m in 2021/22 will be covered by transitional funding unwinding at c£2.0m per annum.
4. 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.
5. For information, the breakdown of total rateable value of Business Rates by category, based on the 2018/19 list, is shown in the chart below: -



6. The MTFS assumes an increase of 2% per annum in the multiplier 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.
7. The net Retained Business Rates income is reduced for losses on collection and losses due to appeals of approximately 1.5% and 2% respectively.
8. 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.
9. 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 Appendix E.

## COUNCIL TAX

10. A breakdown of the 2020/21 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,378.32
Band D Equivalent Properties	83,633
<b>Council Tax Income</b>	<b>£115.272m</b>
Collection Fund (Council Tax) Surplus	£1.922m
<b>Total Council Tax Income</b>	<b>£117.194m</b>

11. 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%.
12. 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

13. 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 assumption is that this funding continues at the same level of £12.185m in 2020/21 although there has been no government announcement to confirm this.

Improved Better Care Fund (iBCF) 2017 settlement – The additional iBCF funding was allocated through a separate grant to local government, using a methodology which provides greater funding to those authorities which benefit less from the additional council tax flexibility for social care. This additional funding commenced in 2017/18 and has decreased every year since. The assumption is that the £2.136m received in 2019/20 is the final year of the grant although there has been no government announcement to confirm this.

## NEW HOMES BONUS

14. New Homes Bonus (NHB) is a grant that was paid for 6 years by Government based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes. NHB is funded by reducing the baseline funding available for Councils and as a consequence the Council is worse off because the amount deducted is significantly more than the grant

received. From 2011/12 to 2019/20 the difference between the grant received and the reduction to baseline for Doncaster Council was a net loss of £28.6m.

- 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% which has to be exceeded before any NHB becomes available.
- b. The NHB for the Council is £3.546m for 2020/21, which is £0.923m less compared to 2019/20.

## **ADULT SOCIAL CARE GRANTS**

15. 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 and Social Care Support. The assumption is that this funding continues at the same level of £1.510m and £2.579m respectively in 2020/21 although there has been no government announcement to confirm this.

## **OTHER SPECIFIC GRANTS**

16. 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 reductions in 2020/21 relate to the Levy Account Surplus £1.153m, Troubled Families Grant £0.799m and Opportunity Areas Social Mobility Grant £2.000m.

## **FEES AND CHARGES**

17. The budget assumptions include £0.3m savings generated from an estimated 3% increase in fees and charges. These assumptions will be updated and specific recommendations, for an overall increase and exemptions, will be included in the budget report due to be considered by Council on 5<sup>th</sup> March.

## **STAFFING**

### **Pay**

18. Funding has been set aside in accordance with the recent local government circular on a national pay award. The assumptions also include increments being paid every other year; the next increments are due in April 2021 for all staff except DCST staff who will continue to receive increments annually.

### **Pension**

19. 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.
20. The latest information from the actuary now shows that the Council's Pension Fund is no longer in deficit and has moved into surplus. Work was undertaken to safeguard the surplus until the next valuation period; 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: -

<b>Staffing</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23</b>
Pay Inflation – based on the current national Pay Offer for 2019/20 and estimated for 2020/21	2.215	1.963	1.963	1.963
Increments	1.480	0.255	1.700	0.255
<b>Employers Pension Contribution</b>				
Future Service Rate Contribution Rate (to 15.8% in 2020/21)	0.172	0.172		
Employers Pension deficit saving phased	0.240	0.300		
Reduce Pension deficit budget for estimated position with protection		-8.595		
<b>Total</b>	<b>4.107</b>	<b>-5.905</b>	<b>3.663</b>	<b>2.218</b>

## PRICE CHANGES

21. 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.

**Budget Proposals 2020/21 - Budget pressures agreed in 2019/20 budget**

Proposal	Directorate	Saving/ Pressure	Service/ Saving Proposal	Total	£3,518k
				Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000
2017/18 Pressure	AH&Wb	Pressure	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	Pressure	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).	981
2017/18 Pressure	AH&Wb	Pressure	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.	955
2017/18 Pressure	AH&Wb	Pressure	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.	265
2019/20 Pressure	Council-Wide	Pressure	Borrowing	Additional revenue budget required to fund borrowing costs in relation to the Capital Programme.	278
2019/20 Pressure	LOCYP	Pressure	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.	-234

Proposal	Directorate	Saving/ Pressure	Service/ Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000
2019/20 Pressure	LOCYP	Pressure	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.	90
2018/19 Pressure	R&E	Pressure	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	-100

**Budget Proposals 2020/21 - New Budget Pressures**

Proposal	Dir.	Saving/ Pressure	Service/ Saving Proposal	Total	4,944	884	1,000	6,828
				Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 Total £'000
2020/21 Pressure	AHWB	Pressure	WTY Partnership	Welcome to Yorkshire business model is currently being reviewed and this provides additional recurrent resources for future TdY races.	75			75
2020/21 Pressure	CR	Pressure	One Council	This will provide resources to ensure that the council projects are delivered 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.	1,500			1,500
2020/21 Pressure	CR	Pressure	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.	650			650
2020/21 Pressure	CR	Pressure	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	200			200
2020/21 Pressure	CW	Pressure	Services	Assume there will be services pressures of £1m in 2021/22 and £1m in 2022/23. There is a risk that this provision is insufficient and there are greater pressures facing the Council in these years.		1,000	1,000	2,000
2020/21 Pressure	CW	Pressure	Locality Budgets	Support for community development and grass root initiatives	280			280
2020/21 Pressure	LOCYP	Pressure	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.	155			155
2020/21 Pressure	LOCYP	Pressure	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.	100			100

<b>Proposal</b>	<b>Dir.</b>	<b>Saving/ Pressure</b>	<b>Service/ Saving Proposal</b>	<b>Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2020/21 - 2022/23 Total £'000</b>
2020/21 Pressure	R&E	Pressure	Various	Pressures from 19/20, delayed impact because used Fleet underspends this financial year - Markets £237k, Metroclean £107k, Design £112k (all as a result of reductions in income). Services will also look at how expenditure can be reduced.	461			461
2020/21 Pressure	R&E	Pressure	Bereavement	Income pressure resulting from a reduction in the volume of services being provided.	332			332
2020/21 Pressure	R&E	Pressure	Street Cleansing	Additional resources subject to outcome of a review of the service.	250			250
2020/21 Pressure	R&E	Pressure	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 19/20.	225			225
2020/21 Pressure	R&E	Pressure	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.	169			169
2020/21 Pressure	R&E	Pressure	Strategic Asset Management	Central library holding costs following the move to the new library/museum building.	117			117
2020/21 Pressure	R&E	Pressure	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.	97			97
2020/21 Pressure	R&E	Pressure	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.	203	-116		87
2020/21 Pressure	R&E	Pressure	Unmet Digital Council savings	Historic efficiency savings in R&E relating to digital council that are not deliverable.	75			75
2020/21 Pressure	R&E	Pressure	Fly tipping	Introduction of two dedicated officers to enforce our powers in relation to fly tipping (to be implemented in 2019/20).	55			55

Budget Proposals 2020/21 - Budget savings agreed in 2019/20 budget

Proposal	Directorate	Saving/ Pressure	Service/ Saving Proposal	Total	£1,231k
				Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000
2019/20 Saving	AH&Wb	Saving	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.	250
2017/18 Saving	AH&Wb	Saving	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.	409
2019/20 Saving	AH&Wb	Saving	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

Proposal	Directorate	Saving/ Pressure	Service/ Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000
2017/18 Saving	AH&Wb	Saving	Home Care & Direct Payments	<p>There are a number of initiatives which will reduce the overall gross spend of £25m on homecare and direct payments;</p> <ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- 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.</li> <li>- extra care will be maximised to transfer existing clients where appropriate saving £0.361m in 19/20.</li> </ul>	936
2017/18 Saving	AH&Wb	Saving	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
2017/18 Saving	AH&Wb	Saving	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.	570
2018/19 Saving	AH&Wb	Saving	Stronger Communities	<p>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.</p> <p>The saving of £200k is 9% of the net budget and equates to a reduction of approximately 7 full time equivalents.</p> <p>Present gross expenditure £2.99m, gross income £0.75m, net £2.24m</p>	200

Proposal	Directorate	Saving/ Pressure	Service/ Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000
2018/19 Saving	AH&Wb	Saving	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%	570
2017/18 Saving	Corporate Resources	Saving	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).	200
2017/18 Saving	Council-Wide	Saving	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.	290
2018/19 Saving	Council-Wide	Saving	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.	-39
2019/20 Saving	Council-Wide	Saving	Minimum Revenue Provision (MRP) -	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
2018/19 Saving	Council-Wide	Saving	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).	94
2017/18 Saving	Council-Wide	Saving	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.	100
2019/20 Saving	Council-Wide	Saving	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
2017/18 Saving	Council-Wide	Saving	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.	240

Proposal	Directorate	Saving/ Pressure	Service/ Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions) -	2020/21 £'000
2018/19 Saving	LOCYP	Saving	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.	25
2017/18 Saving	LOCYP	Saving	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.	267
2019/20 Saving	LOCYP	Saving	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.	-225
2019/20 Saving	LOCYP	Saving	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.	81
2016/17 Saving	R&E	Saving	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.	200
2017/18 Saving	R&E	Saving	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.	500
2017/18 Saving	R&E	Saving	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.	300

Budget Proposals 2020/21 - New Budget Savings

Ref	Direct orate	Service	Title	Total	Saving Option	6,502	5,267	3,541	15,310
				2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000		
A1	Adults	Social Care Fees & Charges	Social Care Fees and Charges	<b>Fairer and more consistent Social Care Fees &amp; Charges:</b> 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.	520	520	520	1,560	
A2	Adults	Communities	Residential short breaks	<b>To improve the effectiveness and value for money of residential short breaks for adults with care needs:</b> 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)	150	150		300	
A3	Adults	Communities	Optimising residential and supported living places.	<b>To improve the effectiveness and value for money of residential and supported living provision for adults with complex disabilities</b> 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.	113	113		226	
A4	Adults	Commissioning	Homelessness and Substance Misuse Service	<b>Increase efficiency following re-tender of the Homelessness and Substance misuse service</b> 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.	42	62	0	104	

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
A5	Adults	Communities	Neighbourhood Response Team	<p><b>To increase the efficiency of the Neighbourhood Response Team by safely deleting existing staffing vacancies</b></p> <p>The NRT sits within Community Safety, and provides a Borough Wide 24/7 first response to a number of community issues. There are currently vacancies for one team leader and two team members. The Council can safely delete these vacancies while working in partnership with other community organisations to respond quickly in communities round the clock.</p>	100			100
A6	Adults	Communities	Community Care Centres	<p><b>To reduce management overheads while continuing to support community groups and activities</b></p> <p>The centres host a number of community groups and activities. A review will be undertaken to assess options for the continued delivery of community activities, whilst enabling savings to be delivered for the Council.</p>	47	47		94
A7	Adults	Commissioning	Health Watch	<p><b>Increasing value for money when the Healthwatch contract is re-tendered</b></p> <p>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.</p>	40			40

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
CR1	CR	Finance	Revenues and Benefits Structure	<b>Changes arising from introduction of Universal Credit;</b> 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	95	113	51	259
CR2	CR	Customers, Digital & ICT	No Longer Required Technology Contracts	<b>Reduced contract spend</b> 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	221			221
CR3	CR	Finance	Structure Changes within Financial Development and Business Support	<b>Structure Changes;</b> 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	100		100	200
CR4	CR	Finance	Financial Management Structure	<b>Structure Changes;</b> 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	110	35	35	180
CR5	CR	HR, Comms and Exec Office	HR&OD Structure	<b>Structure Changes;</b> 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	84	30	47	161

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
CR6	CR	Strategy and Performance Unit (SPU)	SPU Structure	<b>Structure Changes;</b> 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	55	100		155
CR7	CR	Legal and Democratic Services	Service Delivery Change	<b>Structure Changes;</b> 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	10	15	110	135
CR8	CR	Customers, Digital & ICT	Review of Mobile Phones and Data	<b>Review of Mobile Phones and Data Connections</b> the aim to reduce this cost by 10% each year through to 2022/23	38	38	38	114
CR9	CR	HR, Comms and Exec Office	Communications Structure	<b>Structure Changes;</b> Resizing and reprioritising the communications and engagement and support team activities		38	47	85
CR10	CR	Customers, Digital & ICT	Technology Systems Reduced Cost	<b>Reduced Supplier Costs;</b> 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	30	53		83
CR11	CR	Customers, Digital & ICT	Use of Artificial Technology in Customer Services	<b>Use of New technologies</b> 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.	79			79
CR12	CR	Strategy and Performance	Organisational Subscriptions	Review spend on subscriptions across the Council	45			45
CR13	CR	HR, Comms and Exec Office	HR Shared Service	Further savings negotiated from our payroll provider		20	20	40

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
CW1	CW	Council-wide	Metropolitan Debt Levy	<b>Natural end to outstanding debt;</b> 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
CW2	CW	Cross-cutting	General Efficiencies	General efficiencies	1,036	209	152	1,397
CW3	CW	Council-wide	Council Tax Empty Properties	<b>Incentivise Property owners to bring empty properties into use;</b> 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	468	514		982
CW4	CW	Council-wide	Savings from Capital Scheme Delivery	Income arising from commercial decisions and previously approved capital schemes	223	324	189	736
CW5	CW	Senior Management	Senior Management Review	<b>Reduction in senior management</b> to reflect revised operating structure of the organisation and working with partners (Directors, Assistant Directors and Heads of Service)	100	200	200	500
CW6	CW	Council-wide	Consolidation of Common Functions	<b>Review options to consolidate common functions across Doncaster service delivery partners</b> to join up services remove duplication and reduce overheads and deliver increased efficiencies		50	50	100

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000	
CT1	DCST	Social Care - Placements	Care Ladder	Scenario 1 (best case): Care ladder savings in-year plus reduction in Looked After Children numbers (530 to 500) but overall increase in children on care ladder. Scenario 1 savings in Out of Authority (OoA), In-house and Independent Fostering Agency (IFA) Foster, asylum seeking-children (UASC) = £3.9m, increases in 16+/18+ = £1.3m , increases in Special Guardianship Orders (SGO), Child Arrangement Orders (CAO), Adoption = £1.0m. <b>Scenario 2 and Scenario 3 are additional costs of £897k and £1.694m compared to 2019/20 budget - broadly speaking these scenarios are a reduction in savings in OoA and In-house and IFA Foster costs.</b> Note: £618k in 19/20 for Scenario 1. <b>Note: Some of the assumptions in all scenarios are predicated on the preventative services (e.g. Health Visitors) which the Trust is dependent upon remain, as a minimum, the same. If they are reduced then this may create additional pressure on the "front door" and consequent statutory services and therefore the reduction in Children in Care (CiC) numbers may not be realised. Some of the below will be subject to consultation and due process so if not progressed other options will be explored</b>	766	570	216		1,552
CT2	DCST	Social Care - Residential	Children's Home	Children's home reconfiguration - see new children's homes below. <i>Note: £350k will be delivered in 19/20</i>	700			700	
CT3	DCST	Social Care - Residential	2nd and 3rd Semi-Independent Living accommodation	Open 2nd and 3rd Semi-Independent Living accommodation (savings as per Cantley 1) - part of the Future Placement Needs Strategy based upon the success of DCST's Cantley model	200	200		400	
CT4	DCST	Social Care	Allowances	Review of allowances to be comparable to other local authorities	300	100		400	
CT5	DCST	Corporate	Corporate	Efficiencies created by teams due to increased confidence in practice, and the changing nature of the information and support needed by teams who have become more self-managing. <b>These savings would be affected by Scenarios 2 + 3</b>	140	140		280	
CT6	DCST	Corporate	Innovation funding	Reconfigure how Innovation Funding is deployed (funding was always time limited to March 2020)	280			280	
CT7	DCST	Social Care	General Efficiencies	General efficiencies: Agency holidays; SGO efficiencies; salary sacrifice; Value for Money (pool car, taxis, mobiles, printing); increased income generation. <i>Note: £118k will be delivered in 19/20</i>	231	33	7	271	
CT8	DCST	Social Care	Agency Social Workers	Reduced caseloads in CiC should impact on a need for fewer agency social workers. <b>These savings would be affected by Scenarios 2 + 3</b>		63	63	126	

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
CT9	DCST	Corporate	Terms & Conditions (T&C's)	Explore if efficiencies can be generated by reviewing employee T&Cs	110			110
CT10	DCST	Corporate	Corporate	Reducing LAC numbers may generate opportunities for efficiencies in other teams. <b>These savings would be affected by Scenarios 2 + 3</b>	27	81		108
CT11	DCST	Corporate	Agency staff	Reduced agency mark-up costs	98			98
CT12	DCST	Social Care - Admin	Admin savings	Children in Care (CiC) savings should reduce support costs. <b>These savings would be affected by Scenarios 2 + 3</b>		42	42	84
CT13	DCST	Social Care	Family Team	Create a "Family Team" who interact with families and provide more of a single point of contact for families. This team may be able to link in with Council Adult Services. Income generation over and above current estimates	51			51
CT14	DCST	Social Care	Adoption Services	Adoption Services - Regional Adoption Agency savings - report and potential savings not yet finalised / agreed so no savings forecast yet				0
CT15	DCST	Social Care - Care leavers	Personal advisors	Increase in personal advisor for Care Leavers due to increase in that part of the Trust. Links in to increases numbers in 18+ on Care Ladder. Note: £30k will be delivered in 19/20	-90	-30		-120
CT16	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 Out of Authority (OOA) savings (Ref CT1) 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.	210	-477	-265	-532
CT17	DCST	Innovation projects	Innovation projects	Funding to mainstream the innovation projects	-720			-720
CT18	DCST	Social Care - Residential	2 bed Children's Homes	Two bed children's home (1st + 2nd £600k, 3rd + 4th £600k) - part of the Future Placement Needs Strategy to bring children back from Out of Authority placements. The savings per 2 bed children's home are c. £130k.	-600	-600		-1,200

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
LO1	LO-CYP	LO-CYP	Short Breaks Revised Offer	<b>Short Breaks Revised Offer</b> - 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.	600			600
LO2	LO-CYP	LO-CYP	Strategic Travel Assistance Review	<b>Travel Assistance</b> - 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.	217	114	49	380

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
PH1	Public Health	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 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
PH2	Public Health	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.			50	50
PH3	Public Health	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.	18			18
PH4	Public Health	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.	67			67

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
RE1	R&E	Trading	Cremation Fees	<b>Cremation Fees</b> 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).	100			100
RE2	R&E	Environment	Penalty Notices - Early Payment Discounts	<b>FPN/PCN Cancel early payment discounts</b> - 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 cancellation of early payment discounts.	25			25
RE3	R&E	Environment	Bus Lane Cameras	<b>Bus lane cameras</b> - 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.	25			25
RE4	R&E	Environment	Licensing - Homesafe	<b>Licensing - Homesafe.</b> 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).	20			20

Ref	Directorate	Service	Title	Saving Option	2020/21 £'000	2021/22 £'000	2022/23 £'000	2020/21 - 2022/23 £'000
RE5	R&E	Environment	Rewild Project	<b>Rewild Project</b> - 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.			20	20
RE6	R&E	Development	Development Management Pre-Application Fees	<b>Development Management Pre-application fees</b> - 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.	13			13
RE7	R&E	Environment	Penalty Charge Notices - Car Littering	<b>PCNs Car Littering</b> - 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.	8			8

## Appendix F

### Earmarked Reserves

<b>Narration</b>	<b>Estimated Balance at 31/03/20 £'m</b>
Health & Social Care Transformation Fund	5.828
Insurance Fund	5.500
School Balances	4.118
Service Transformation Fund	1.880
Civic Office Major Repairs & Maintenance Sinking Fund	1.152
Inward Investment Incentive Scheme (NNDR Incentive Scheme)	0.979
Stronger Families Programme	0.697
S106 Open Spaces Revenue unapplied contribution	0.650
Improved Better Care Fund	0.647
Social Mobility Opportunity Area	0.500
Well Doncaster match funding	0.492
Various Section 278	0.400
Teesland Section 278	0.335
Public Health	0.334
Section 38 Income	0.300
All Out Local Elections - 4 Year Cycle	0.244
Safeguarding Adults Board	0.216
ERP - Phase 2	0.182
Flexible Homelessness Grant	0.174
Transport budget Sec 19 permits	0.169
S106 Interest balances	0.159
Public Spaces Community Order	0.130
Revenues & Benefits - Discretionary Hardship	0.114
LEP Inward Investment Loan	0.109
Examination In Public (LDF Sites & Policies)	0.107
Dilapidation Costs on Vacated Buildings	0.100
Lincoln Gardens Six Streets	0.084
Others (less than £50k)	0.290
<b>Total</b>	<b>25.890</b>

## Detailed Budgets by Service Area

		Gross Budget	Net Budget	Savings	Pressures	Updated Net Budget	Savings	Pressures	Updated Net Budget	Savings	Pressures	Updated Net Budget
		2019/20		2020/21			2021/22			2022/23		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>ADULTS HEALTH &amp; WELLBEING</b>												
<b>ADULT SOCIAL CARE&amp;SAFEGUARDING</b>		5,504	5,174	-159	113	5,128	0	0	5,128	0	0	5,128
ADULT SC - MH & SAFEGUARDING		34,175	30,591	-1,594	1,945	30,942	0	0	30,942	0	0	30,942
ADULT SC & SPECIALIST SUPPORT		611	559	0	0	559	0	0	559	0	0	559
ADULT SC LEARNING & DEVELOPMENT		67,896	39,361	-2,016	1,426	38,771	0	0	38,771	0	0	38,771
ADULT SOCIAL CARE & SUPPORT		108,186	75,685	-3,769	3,484	75,400	0	0	75,400	0	0	75,400
<b>ADULT SOCIAL CARE&amp;SAFEGUARDING Total</b>												
<b>COMMISSIONING &amp; CONTRACTS</b>												
COMMISSIONING & CONTRACTS		13,004	9,004	-420	0	8,584	-122	0	8,462	-23	0	8,439
<b>COMMISSIONING &amp; CONTRACTS Total</b>		13,004	9,004	-420	0	8,584	-122	0	8,462	-23	0	8,439
<b>COMMUNITIES</b>												
COMMUNITIES (AREA TEAM & MGMT)		4,755	3,088	-247	0	2,841	-47	0	2,794	0	0	2,794
COMMUNITY PROVISION		11,070	3,118	-1,192	0	1,926	-838	0	1,088	-520	0	568
COMMUNITY SAFETY		3,234	1,669	-100	0	1,569	0	0	1,569	0	0	1,569
LIBRARIES & CULTURE		6,070	4,847	0	0	4,847	0	0	4,847	0	0	4,847
LOCALITIES & TOWN CTRE MANAGEM		611	303	0	0	303	0	0	303	0	0	303
OLD COMMUNITIES CODES		1	1	0	0	1	0	0	1	0	0	1
STRONGER FAMILIES		-120	0	0	0	0	0	0	0	0	0	0
TRANSLATION SERVICES		390	40	0	0	40	0	0	40	0	0	40
<b>COMMUNITIES Total</b>		26,011	13,066	-1,539	0	11,527	-885	0	10,642	-520	0	10,122
<b>DIRECTOR OF ADULT SERVICES</b>												
DIRECTORATE MANAGEMENT		1,978	900	-570	0	330	0	0	330	0	0	330
<b>DIRECTOR OF ADULT SERVICES Total</b>		1,978	900	-570	0	330	0	0	330	0	0	330
<b>DIRECTOR OF IMPROVEMENT</b>												
PROGRAMME MANAGEMENT		1,877	-15,167	0	0	-15,167	0	0	-15,167	0	0	-15,167
<b>DIRECTOR OF IMPROVEMENT Total</b>		1,877	-15,167	0	0	-15,167	0	0	-15,167	0	0	-15,167
<b>PUBLIC HEALTH</b>												
COMMISSIONING		8,273	8,273	0	0	8,273	0	0	8,273	0	0	8,273
LEISURE		1,245	772	0	75	847	0	0	847	0	0	847
PUBLIC HEALTH		2,027	-16,480	-121	0	-16,601	0	0	-16,601	-1,850	0	-18,451
WELL PROGRAMMES		9,318	9,318	-18	0	9,300	0	0	9,300	0	0	9,300
<b>PUBLIC HEALTH Total</b>		20,863	1,883	-139	75	1,819	0	0	1,819	-1,850	0	-31
* The Public Health Grant also funds other Council Services not shown in the above figures.												
<b>ADULTS HEALTH &amp; WELLBEING Total</b>		171,919	85,371	-6,437	3,559	82,493	-1,007	0	81,486	-2,393	0	79,093

## Detailed Budgets by Service Area

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	Gross Budget	Net Budget	Savings	Pressures	Updated Net Budget	Savings	Pressures	Updated Net Budget	Savings	Pressures	Updated Net Budget		
			2019/20		2020/21			2021/22			2022/23		
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
<b>CORPORATE RESOURCES</b>													
CORPORATE RESOURCES DIRECTOR						0							
CORPORATE RESOURCES GENERAL	2,106	1,558	-200	0	1,358	0	0	1,358	0	0	1,358		
<b>CORPORATE RESOURCES DIRECTOR Total</b>	<b>2,106</b>	<b>1,558</b>	<b>-200</b>	<b>0</b>	<b>1,358</b>	<b>0</b>	<b>0</b>	<b>1,358</b>	<b>0</b>	<b>0</b>	<b>1,358</b>		
<b>CUSTOMERS, DIGITAL &amp; ICT</b>													
CDI ASSISTANT DIRECTOR	194	1	0	0	1	0	0	1	0	0	1		
CUSTOMER SERVICES	1,916	309	-92	0	217	0	0	217	0	0	217		
DIGITAL TRANSFORMATION	1,392	196	0	0	196	0	0	196	0	0	196		
ICT	6,964	349	-259	0	90	-88	0	2	-88	0	-86		
PEOPLE TECHNOLOGY	141	141	0	0	141	0	0	141	0	0	141		
<b>CUSTOMERS, DIGITAL &amp; ICT Total</b>	<b>10,607</b>	<b>996</b>	<b>-351</b>	<b>0</b>	<b>645</b>	<b>-88</b>	<b>0</b>	<b>557</b>	<b>-88</b>	<b>0</b>	<b>469</b>		
<b>FINANCE</b>													
CORPORATE PROCUREMENT	615	86	0	0	86	0	0	86	0	0	86		
FINANCE	129	-4	0	0	-4	0	0	-4	0	0	-4		
FINANCIAL DEV & BUSINESS SUPP	3,741	343	-100	0	243	0	0	243	-100	0	143		
FINANCIAL MANAGEMENT	2,721	155	-110	0	45	-35	0	10	-35	0	-25		
INTERNAL AUDIT	578	12	0	0	12	0	0	12	0	0	12		
REVENUES AND BENEFITS	66,969	1,369	-95	650	1,924	-113	0	1,811	-51	0	1,760		
INSURANCE	268	-1	0	0	-1	0	0	-1	0	0	-1		
<b>FINANCE Total</b>	<b>75,021</b>	<b>1,960</b>	<b>-305</b>	<b>650</b>	<b>2,305</b>	<b>-148</b>	<b>0</b>	<b>2,157</b>	<b>-186</b>	<b>0</b>	<b>1,971</b>		
<b>HR, COMMS &amp; EXEC OFFICE</b>													
COMMUNICATIONS	1,290	510	-12	0	498	-38	0	460	-47	0	413		
HUMAN RESOURCES	3,817	141	-84	200	257	-50	0	207	-67	0	140		
<b>HR, COMMS &amp; EXEC OFFICE Total</b>	<b>5,107</b>	<b>651</b>	<b>-96</b>	<b>200</b>	<b>755</b>	<b>-88</b>	<b>0</b>	<b>667</b>	<b>-114</b>	<b>0</b>	<b>553</b>		
<b>LEGAL &amp; DEMOCRATIC SERVICES</b>													
CORONER	1,330	768	0	0	768	0	0	768	0	0	768		
DEMOCRATIC ELECTIONS O & S	2,383	2,079	-10	0	2,069	-15	0	2,054	-110	0	1,944		
INFORMATION GOVERNANCE	405	312	-15	0	297	-10	0	287	-20	0	267		
LEGAL SERVICES	1,579	-4	0	0	-4	0	0	-4	0	0	-4		
REGISTRARS	402	-144	-9	0	-153	0	0	-153	0	0	-153		
<b>LEGAL &amp; DEMOCRATIC SERVICES Total</b>	<b>6,099</b>	<b>3,011</b>	<b>-34</b>	<b>0</b>	<b>2,977</b>	<b>-25</b>	<b>0</b>	<b>2,952</b>	<b>-130</b>	<b>0</b>	<b>2,822</b>		
<b>STRATEGY AND PERFORMANCE</b>													
PPPR PART POLICY PERF RESEARCH	2,703	384	-100	1,500	1,784	-100	0	1,684	0	0	1,684		
<b>STRATEGY AND PERFORMANCE Total</b>	<b>2,703</b>	<b>384</b>	<b>-100</b>	<b>1,500</b>	<b>1,784</b>	<b>-100</b>	<b>0</b>	<b>1,684</b>	<b>0</b>	<b>0</b>	<b>1,684</b>		
<b>CORPORATE RESOURCES Total</b>	<b>101,643</b>	<b>8,560</b>	<b>-1,086</b>	<b>2,350</b>	<b>9,824</b>	<b>-449</b>	<b>0</b>	<b>9,375</b>	<b>-518</b>	<b>0</b>	<b>8,857</b>		

## Detailed Budgets by Service Area

	Detailed Budgets by Service Area															
	Gross Budget		Net Budget		Savings		Pressures		Updated Net Budget		Savings		Pressures		Updated Net Budget	
	2019/20				2020/21				2021/22				2022/23			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
<b>LEARNING &amp; OPPORTUNITIES C&amp;YP</b>																
<b>CENTRALLY MANAGED</b>																
CENTRAL SCHOOLS BUDGET	15,059	9,475	0	0	9,475	0	0	0	9,475	0	0	0	9,475			
DIRECTORATE MANAGEMENT	377	184	0	0	184	0	0	0	184	0	0	0	184			
<b>CENTRALLY MANAGED Total</b>	<b>15,436</b>	<b>9,659</b>	<b>0</b>	<b>0</b>	<b>9,659</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,659</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,659</b>			
<b>CHILDRENS SERVICES TRUST</b>																
STRATEGIC COMM & TRANSFORMATIO	54,560	50,106	-1,703	0	48,403	-122	0	0	48,281	-63	0	0	48,218			
<b>CHILDRENS SERVICES TRUST Total</b>	<b>54,560</b>	<b>50,106</b>	<b>-1,703</b>	<b>0</b>	<b>48,403</b>	<b>-122</b>	<b>0</b>	<b>0</b>	<b>48,281</b>	<b>-63</b>	<b>0</b>	<b>0</b>	<b>48,218</b>			
<b>COMMISSIONING &amp; BUSINESS DEVEL</b>																
AD COMMISSIONING & BUSINESS DE	244	-696	0	0	-696	0	0	0	-696	0	0	0	-696			
BUSINESS DEVELOPMENT	8,153	5,349	-242	90	5,197	-114	0	0	5,083	-49	0	0	5,034			
EDUCATIONAL PSYCHOLOGY	3,540	961	0	0	961	0	0	0	961	0	0	0	961			
LEARNING PROVISION	14,701	1,360	0	155	1,515	0	0	0	1,515	0	0	0	1,515			
STRATEGIC COMM & TRANSFORMATIO	13,565	4,275	-579	-134	3,562	-53	0	0	3,509	0	0	0	3,509			
VIRTUAL SCHOOL	1,808	287	0	0	287	0	0	0	287	0	0	0	287			
<b>COMMISSIONING &amp; BUSINESS DEVEL Total</b>	<b>42,011</b>	<b>11,536</b>	<b>-821</b>	<b>111</b>	<b>10,826</b>	<b>-167</b>	<b>0</b>	<b>0</b>	<b>10,659</b>	<b>-49</b>	<b>0</b>	<b>0</b>	<b>10,610</b>			
<b>PARTNERSHIPS &amp; OPERATIONAL DEL</b>																
AD PARTNERSHIPS & OPERATIONAL	1,082	122	0	0	122	0	0	0	122	0	0	0	122			
EARLY YEARS	1,562	396	0	0	396	0	0	0	396	0	0	0	396			
INCLUSION	3,515	453	-174	0	279	0	0	0	279	0	0	0	279			
LOCALITY DELIVERY	3,118	1,956	0	0	1,956	0	0	0	1,956	0	0	0	1,956			
PARTNERSHIP & ENGAGEMENT	1,216	954	0	0	954	0	0	0	954	0	0	0	954			
<b>PARTNERSHIPS &amp; OPERATIONAL DEL Total</b>	<b>10,493</b>	<b>3,881</b>	<b>-174</b>	<b>0</b>	<b>3,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,707</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,707</b>			
<b>SCHOOLS</b>																
PRIMARY	46,508	-3,136	0	0	-3,136	0	0	0	-3,136	0	0	0	-3,136			
SCHOOLS	84,337	4,146	0	0	4,146	0	0	0	4,146	0	0	0	4,146			
SPECIAL	7,368	-975	0	0	-975	0	0	0	-975	0	0	0	-975			
<b>SCHOOLS Total</b>	<b>138,213</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35</b>			
<b>LEARNING &amp; OPPORTUNITIES CYP Total</b>	<b>260,713</b>	<b>75,217</b>	<b>-2,698</b>	<b>111</b>	<b>72,630</b>	<b>-289</b>	<b>0</b>	<b>72,341</b>	<b>-112</b>	<b>0</b>	<b>72,229</b>					

## Detailed Budgets by Service Area

	Gross Budget	Net Budget	Savings	Pressures	Updated Net Budget	Savings	Pressures	Updated Net Budget	Savings	Pressures	Updated Net Budget		
			2019/20		2020/21		2021/22		2022/23				
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
<b>REGENERATION &amp; ENVIRONMENT</b>													
<b>DEVELOPMENT</b>													
ASSISTANT DIRECTOR DEVELOPMENT	189	49	0	0	49	0	0	49	0	0	49		
BUSINESS DONCASTER	3,007	2,437	-23	0	2,414	0	0	2,414	-15	0	2,399		
INFRASTRUCTURE & MAJOR PROJECTS	4,410	1,342	-109	250	1,483	0	0	1,483	0	0	1,483		
PLANNING	3,642	1,444	-34	-100	1,310	0	0	1,310	0	0	1,310		
<b>DEVELOPMENT Total</b>	<b>11,248</b>	<b>5,272</b>	<b>-166</b>	<b>150</b>	<b>5,256</b>	<b>0</b>	<b>0</b>	<b>5,256</b>	<b>-15</b>	<b>0</b>	<b>5,241</b>		
<b>DIRECTOR OF REGEN &amp; ENVIRO</b>													
DIRECTOR OF REGEN & ENVIRONMNT	269	60	0	394	454	0	0	454	0	0	454		
<b>DIRECTOR OF REGEN &amp; ENVIRO Total</b>	<b>269</b>	<b>60</b>	<b>0</b>	<b>394</b>	<b>454</b>	<b>0</b>	<b>0</b>	<b>454</b>	<b>0</b>	<b>0</b>	<b>454</b>		
<b>ENVIRONMENT</b>													
ASSISTANT DIRECTOR ENVIRONMENT	124	-2	0	0	-2	0	0	-2	0	0	-2		
REGULATION & ENFORCEMENT	7,840	661	-302	130	489	-24	0	465	-4	0	461		
STREET SCENE & HIGHWAYS OPS	30,391	11,825	-92	461	12,194	0	0	12,194	-20	0	12,174		
WASTE & HIGHWAY INFRASTRUCTURE	37,403	29,670	-1,033	97	28,734	0	0	28,734	-35	0	28,699		
<b>ENVIRONMENT Total</b>	<b>75,758</b>	<b>42,154</b>	<b>-1,427</b>	<b>688</b>	<b>41,415</b>	<b>-24</b>	<b>0</b>	<b>41,391</b>	<b>-59</b>	<b>0</b>	<b>41,332</b>		
<b>TRADING &amp; PROPERTY SERVICES</b>													
ASST DIRECTR TRADING&PROP SERV	136	-3	0	0	-3	0	0	-3	0	0	-3		
PROPERTY SERVICES	35,994	1,927	-308	332	1,952	0	0	1,952	0	0	1,952		
TRADING & PROP SUPPORT SERV	747	-35	0	0	-35	0	0	-35	0	0	-35		
TRADING SERVICES	14,362	239	-100	320	459	-10	-116	333	-5	0	328		
<b>TRADING &amp; PROPERTY SERVICES Total</b>	<b>51,239</b>	<b>2,128</b>	<b>-408</b>	<b>652</b>	<b>2,373</b>	<b>-10</b>	<b>-116</b>	<b>2,247</b>	<b>-5</b>	<b>0</b>	<b>2,242</b>		
<b>REGENERATION &amp; ENVIRONMENT Total</b>	<b>138,514</b>	<b>49,614</b>	<b>-2,001</b>	<b>1,884</b>	<b>49,498</b>	<b>-34</b>	<b>-116</b>	<b>49,348</b>	<b>-79</b>	<b>0</b>	<b>49,269</b>		
<b>COUNCIL WIDE BUDGET Total</b>	<b>19,764</b>	<b>-96,021</b>	<b>4,957</b>	<b>558</b>	<b>-90,506</b>	<b>-2,974</b>	<b>1,000</b>	<b>-92,480</b>	<b>-439</b>	<b>1,000</b>	<b>-91,919</b>		
<b>COUNCIL TAX ADJUSTMENT</b>	<b>0</b>	<b>0</b>	<b>-468</b>	<b>0</b>	<b>-468</b>	<b>-514</b>	<b>0</b>	<b>-982</b>	<b>0</b>	<b>0</b>	<b>-982</b>		
<b>Grand Total</b>	<b>692,553</b>	<b>122,741</b>	<b>-7,733</b>	<b>8,462</b>	<b>123,471</b>	<b>-5,267</b>	<b>884</b>	<b>119,088</b>	<b>-3,541</b>	<b>1,000</b>	<b>116,547</b>		

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