



Doncaster Council

Agenda

To all Members of the

COUNCIL

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

Venue: Microsoft Teams Virtual Meeting

Date: Monday, 1st March, 2021

Time: 2.00 pm

The meeting will be held remotely via Microsoft Teams. Members and Officers will be advised on the process to follow to attend the meeting. Any members of the public or Press wishing to attend the meeting by teleconference should contact Governance Services on 01302 737462/736712/736723 for further details.

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Damian Allen
Chief Executive

Issued on: Friday, 19 February 2021

Governance Officer for this meeting

David Taylor
01302 736712

ITEMS

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes of the Council Meeting held on 21st January, 2021. 1 - 20
5. To receive any announcements from the Chair of Council, the Mayor, Members of the Cabinet or the Head of Paid Service.
6. Questions from the public in accordance with Council Procedure Rule 13:-
None received for this meeting.

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

For Decision

7. Corporate Plan 2021/22. 21 - 46
8. Capital Strategy and Capital Budget 2021/22 to 2024/25. 47 - 76
9. The Treasury Management Strategy Statement 2021/22 to 2024/25. 77 - 108
10. Revenue Budget 2021/22 to 2023/24. 109 - 174
11. Housing Revenue Account Budget 2021/22. 175 - 194
12. Council Tax Setting and Statutory Resolutions 2021/22. 195 - 210
13. Annual Pay Policy Statement 2021/22. 211 - 234
14. Questions by Elected Members in accordance with Council Procedure Rules 15.2 and 15.3:-

(i) Questions on Notice to the Executive:-

None received for this meeting.

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

For Information

15. Annual Report on Executive Decisions taken under Special Urgency Provisions. 235 - 248

For Information and Not Endorsement

16. To receive the minutes of the following Joint Authorities.

249 - 322

- A. Sheffield City Region Mayoral Combined Authority Board held on 25th January, 2021.
- B. Sheffield City Region Local Enterprise Partnership Board held on 14th January, 2021.
- C. South Yorkshire Fire and Rescue Authority held on 11th January, 2021.
- D. South Yorkshire Pensions Authority Local Pension Board held on 15th October, 2020.
- E. South Yorkshire Pensions Authority held on 10th December, 2020 and 21st January, 2021.
- F. South Yorkshire Police and Crime Panel held on 14th December, 2020.

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Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

COUNCIL

THURSDAY, 21ST JANUARY, 2021

A MEETING of the COUNCIL was held as a MICROSOFT TEAMS - VIRTUAL MEETING on THURSDAY, 21ST JANUARY, 2021, at 2.00 pm.

PRESENT:

Chair - Councillor Paul Wray
Vice-Chair - Councillor Andrea Robinson
Mayor - Ros Jones
Deputy Mayor - Councillor Glyn Jones

Councillors Nick Allen, Duncan Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Nigel Cannings, Bev Chapman, Phil Cole, John Cooke, Mick Cooper, Jane Cox, Steve Cox, Linda Curran, Susan Durant, Neil Gethin, Sean Gibbons, John Gilliver, Martin Greenhalgh, Pat Haith, Rachel Hodson, Charlie Hogarth, David Hughes, Eva Hughes, Richard A Jones, Kenneth Keegan, Majid Khan, Jane Kidd, Nikki McDonald, Tosh McDonald, Chris McGuinness, Sue McGuinness, Bill Mordue, John Mounsey, David Nevett, Jane Nightingale, Ian Pearson, Andy Pickering, Cynthia Ransome, Dave Shaw, Derek Smith, Frank Tyas, Austen White, Sue Wilkinson and Jonathan Wood.

APOLOGIES:

Apologies for absence were received from Councillors Rachael Blake, Nuala Fennelly, John Healy, Mark Houlbrook, Tina Reid and Kevin Rodgers.

26 Minute's Silence for the recent deaths of former Councillors Peter Farrell, John Mills and Ray Mullis

Prior to the commencement of formal business, Elected Members, Officers and members of the public, observed a minute's silence as a mark of respect and remembrance in relation to the recent deaths of former Councillors Peter Farrell, John Mills and Ray Mullis, who had recently passed away.

27 Declarations of Interest, if any

There were no declarations of interest made at the meeting.

28 Minutes of the Council Meeting held on 19th November, 2020

RESOLVED that the minutes of the Council Meeting held on Thursday, 19th November, 2020, a copy of which had been circulated to each Member, be approved as a correct record and signed by the Chair.

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

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

“I would first like to provide an update on the flooding situation.

Members are aware that we proactively declared a major incident for potential flooding. We have seen a significant amount of rainfall and flood alerts are still in place. It is an ongoing situation which we are monitoring closely. Services have worked 24/7 to support local people and I would like to thank staff, communities and partners for their tremendous effort to put the robust plans in place, and for being there for our residents and businesses.

Over the past year, Doncaster’s resilience has been tested to breaking point. Whilst residents and businesses were recovering from the devastating impact of the 2019 floods, the Covid-19 pandemic created an unprecedented health and economic crisis. We have persevered and delivered for our communities as part of an incredible Team Doncaster effort to save lives, provide care and stop the virus spreading.

We have worked with partners to get financial support out to those whose businesses and livelihoods have been affected, whilst continuing to deliver housing, major projects and essential services for the people of Doncaster. The response to the pandemic continues at pace, and we are supporting NHS colleagues to vaccinate priority groups, and to test for the virus.

We are continuing, where possible, to provide Council services and protect our most vulnerable residents, while working in a safe environment. We need to continue to be innovative and agile in our response.

Responding to and recovering from the pandemic, will be our priority in 2021. We have great cause for optimism with the roll out of vaccinations, but we are at a critical stage with the pandemic, and hospital admissions are still rising.

We have responded throughout the crisis to help people, communities, businesses and organisations, to get through the Covid emergency. For example, we have:-

- Supported 1,000s of residents struggling to pay their Council Tax;
- Made quicker payments to small businesses;
- Boosted funding for voluntary groups to help residents;
- Increased Ward budgets;
- Opened a Community Hub as a one-stop shop for advice and support, and provided 1,000s of food parcels;
- Opened up Town Centres and got services back up and running when we could over the summer;
- Developed a jobs and skills programme with partners; and
- Secured £7m from the Government for capital projects.

I will shortly be announcing a further plan for the next 3 months. The ‘Spring Sprint Plan’ will respond to the additional, acute impact of the pandemic on people and businesses. It will build on the support already in place and include actions to:-

- Ramp up the support for the most vulnerable residents in our communities; and
- Support businesses and help residents get back to work.

At the same time, a clearer sense of hope for the future will come into view. Council approved a Motion to declare on the climate change and biodiversity crisis.

We now have the final report of the Doncaster Climate and Biodiversity Commission, and this has informed the Environment & Sustainability Strategy which the Council will consider today, which will be the basis of our emerging Borough Strategy.

Both major milestones in our drive to tackle this profound and pressing challenge, and this year, we will step up Doncaster's response to it. For the first time, we can tackle head on the need to balance the wellbeing of people with the wellbeing of the planet. We cannot have one without the other.

As well as a greener Borough, we need to consider how to develop a more resilient, prosperous and inclusive place.

The pandemic has worsened inequalities in society, for example for vulnerable people with underlying health conditions. All our efforts need to be underpinned by a relentless approach to equalities.

The floods and pandemic have highlighted the best of Doncaster. We have seen community spirit and compassion in abundance.

I am determined that this is a lasting legacy and supports one central mission; Thriving People, Places and Planet.”

The Chief Executive, Damian Allen, made the following announcement:-

“With the pandemic and flood alerts, we are in response mode on many fronts.

The Director of Public Health's Annual Report is part of today's agenda and I am sure it will provide a powerful insight into the magnitude of Covid's impact and the local response to it.

The multi-agency response to the flood alerts is ongoing. Despite these major challenges, we have continued to deliver new homes and major projects, supporting jobs, leisure, culture and learning. The Danum Gallery, Library and Museum, a new cinema and restaurants, and a University Technical College, are all due to open in 2021. The new Railway Station forecourt creates an impressive gateway into the Town.

Urban centre master planning is inspiring bold new ideas for prime sites like the Waterfront and the Junction 5 link to Stainforth and Unity has been completed.

We have ensured our key services have continued to be delivered, but as the Mayor has stated, we need to also look ahead. Our ambitions for the Borough and how we deliver them, must respond to a number of seismic challenges. Pandemics and flooding are currently at the forefront of our mind, both of which can be connected to the climate change and biodiversity crisis; a planetary emergency.

The Mayor has made it clear that the path to net zero by 2040 is now central to our policy ambitions. The next decade is crucial to achieve an 85% reduction in emissions. We have major opportunities to achieve significant Borough-wide change by building on the successes of the Doncaster Growing Together Plan, and the improved partnership working which has been so crucial to the effectiveness of Team Doncaster's response to the pandemic.

We have the opportunity to:-

- Develop a more regenerative Borough that renews and improves its assets and strengths, and as part of this, develop a circular economy that keeps finite resources in a loop of use and reuse; and
- Create new green jobs and businesses.

New technologies, inequalities and ageing populations also demand new ideas, new approaches and the ability to seize new opportunities. It has never been more clear that Doncaster is a 'place of places' in an interconnected world.

A new Borough Strategy to replace the DGT Plan will provide the opportunity to develop new wellbeing goals for the Borough to balance the wellbeing of people with the wellbeing of the planet, as the Mayor has emphasised.

The Council's Corporate Plan will be considered by Council on the 1st March, 2021 which will start the transition to a new Borough Strategy.

It is essential that on the ground, delivery is policy led and evidence based. The Housing Strategy which has just been agreed, provides a clear focus for ensuring residents have access to good housing as the basis for their health and wellbeing.

A new Education and Skills Strategy will bring together priorities for lifelong learning and developing tailored, flexible pathways to employment.

We will also be developing a new Culture Strategy and undertaking a Tree Policy review, which are all part of the rich and diverse policy landscape which needs to guide day-to-day delivery.

The Corporate Plan will be presented alongside the budget.

Throughout the pandemic, we have incurred additional costs and lost income. The Government continues to provide short-term funding and the future financial position remains uncertain. Despite this, a three year balanced budget will be presented to Council in March, which will set out how we will maintain investment in the Borough's priorities and continue to protect vulnerable residents.

We must continue to sharpen our focus on communities which means responding to the distinctive needs, aspirations and character of our communities as reflected in the 'Doncaster Talks' feedback. We need to work closer with communities and build on local assets and strengths.

Our ongoing response to the pandemic and the risk of flooding are acute reminders of why this matters.

I would like to thank staff, partners and residents, for their response and resilience in the face of this latest Borough challenge.”

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

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

“On March 17th last year, Councillor Glyn Jones told me:-

‘The Council remains committed to ensuring that the people of Doncaster are not unduly impacted by the actions of an anti-social few.’

However, this commitment has not been enough. As I predicted at the Council meeting I attended 12 months ago, I am asking the same question.

Why is fly-tipping of household waste still happening on a regular basis in the alleyways behind houses in Hexthorpe and other areas?

It seems the Council is happy to clean up the mess, but not take positive action to stop it.”

Councillor Chris McGuinness gave the following response:-

“Doncaster Council does not, and never has, permitted or condoned fly-tipping. Fly-tipping is a national issue and something that blights both rural and urban areas of Doncaster. As an Authority, we have taken a range of steps to provide advice and guidance to residents in affected areas, on the correct/legal means of waste disposal, especially in areas such as Hexthorpe where we have had a more transient population. However, there continues to be instances of fly-tipping throughout the Borough and some of this is linked to organised crime. We continue to work with partner agencies and South Yorkshire Police to address such activities.

From an enforcement perspective, we have and continue to use a range of approaches and powers; these include:-

- Inspection of fly-tipped waste to identify the source(s);
- Installation of CCTV, overt and covert, to identify those responsible;
- Officers undertaking regular inspections of known hotspots, Borough-wide, to identify issues and problems;
- Ongoing engagement with landlords and residents about legal means of waste disposal as part of the Selective Licensing Scheme and general advice/guidance;
- Additional funding through the Safer Streets Programme has been secured to install additional CCTV, improved street lighting and alley gates, to prevent anti-social behaviour, including fly-tipping; and

- Multi-agency operations to tackle fly-tipping; waste carrier permit enforcement.

I think I should point out that through our Communications Team, we have reminded Doncaster residents repeatedly and will continue to do so, that under the duty of care, residents should check whether the carriers they are handing their waste to, are licensed carriers. If the waste is traced back to the household, the household could receive a Fixed Penalty and that tends to take some people by surprise, but we will continue to issue Fixed Penalties to people we trace.

The 2020 Enforcement figures, Borough-wide are:-

- 8 successful prosecutions completed and 21 waiting to be heard;
- 73 Fixed Penalty Notices issued; and
- 2 vehicles have been seized and one has been crushed recently.

I should point out that if people know of anyone or who have heard of anyone who is waiting to be interviewed, or is waiting for a date to appear in Court, and it has been some considerable time due to Covid that they have not heard, there is no time limit and they will be hearing from the Council.

I hope that some of this gives you some assurances that the Council continues to take fly-tipping seriously and will continue to do so in the future. As part of the ongoing budget process at present, which will be resolved in the coming weeks, Officers have been asked to cost out a number of options to provide further resources, including staff and equipment, to both fly-tipping investigations and enforcement processes. Those details will come before Full Council as part of the Budget process in the next few meetings, and will need to be approved by Full Council.

I hope that is an answer that gives you some assurance.

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

“Thank you for the reply to my question.

In October last year, the Council approved £547,164 grant funding from the Office of PCC for the Home Office Safer Streets Fund, in order to deliver a project in Hexthorpe. It has been mentioned about the Safer Streets Fund in your reply to install additional CCTV and improve lighting, and alley gates. When will this be done, is it happening now and what areas will it be done in?”

Councillor Chris McGuinness gave the following reply:-

“The Safer Streets Fund was only approved in recent months. A programme of works is in place, the equipment is on order and the CCTV and other things will start happening in the coming weeks and months.”

31 Director of Public Health Annual Report 2020

The Council considered the 2020 Director of Public Health Annual Report, which was presented by Dr Rupert Suckling.

The report, which was the sixth Annual Report authored by Dr Suckling, detailed the course of the global COVID-19 pandemic in Doncaster and included a rapid assessment of whether health was improving locally. The report also demonstrated how the public health grant was being used locally and how the commissioned services had performed, and identified the role and content of a new Borough Strategy to support the recovery and renewal of Doncaster over the next decade.

Members were informed that the immediate lessons learnt from the COVID-19 pandemic included:-

- Doncaster people, families, communities, businesses, groups and institutions, had all pulled together amazingly, responding to need quickly and effectively;
- The importance of ‘key workers’ was reinforced during the first national lockdown;
- Not everyone had been impacted equally. Existing inequalities, poverty and social exclusion were highlighted, and the following impacts were felt differently locally:-
 - Impacts directly from COVID
 - Impacts of overwhelmed health services
 - Impacts of changes to health services
 - Impacts of lockdown and other measures
 - Impacts on particular communities and groups
- National decision makers were too remote and lacked the local knowledge needed for many decisions, including the relaxing of the first national lockdown, the re-opening of Schools and return of elite sporting events;
- Pandemic preparation should not be neglected. This included better understanding of how local people lived their lives, investment in health protection, establishing clear, agile, system leadership and supporting better data to aid management as well as increasing transparency; and
- Health and the economy were intrinsically linked and the best way to address the pandemic was good for both health and the economy.

In conclusion, the report made the following five recommendations for Team Doncaster and its partners:-

- Recognise, celebrate and support the role of ‘Key workers’ in the way Doncaster operated;

- Develop and adopt a new Borough Strategy to spearhead recovery and renewal;
- Continue to develop asset based, community centred approaches to health and wellbeing, working with and for communities;
- Revitalise approaches to health inequalities, poverty and social exclusion; and
- Learn the lessons from the COVID-19 pandemic and continue to prepare for future public health emergencies in light of the creation of the National Institute for Health Protection (NIHP) following the review of Public Health England.

RESOLVED that the Director of Public Health's Annual Report for 2020, be noted and be published.

32 Environment and Sustainability Strategy

The Council considered a report, which was presented by Councillor Chris McGuinness, Cabinet Member for Communities, Voluntary Sector and the Environment, which sought approval of the Council's Environment and Sustainability Strategy, which had been developed in response to the climate change and biodiversity emergency declaration made by Full Council in 2019.

In presenting this item, Councillor McGuinness emphasised the importance of the Strategy and pointed out that the climate and biodiversity crisis could not be tackled by any single organisation, group or sector alone, so the partners in 'Team Doncaster' recognised that a partnership approach was essential.

It was reported that the Strategy had been developed by multiple organisations and was based on the latest data and local resident opinion, which had been derived directly from numerous 'Doncaster Talks' exercises, and indirectly via elected representative workshops involving Ward Members, Parish Councils and MPs. Consultation had taken place alongside the work of the Climate and Biodiversity Commission, which had been established following Full Council's Climate Change Emergency declaration. The report and recommendations emanating from the consultation had been published just before Christmas.

Councillor McGuinness highlighted that at the heart of the Strategy, was an ambition to reduce Doncaster's contribution to climate change, protect and improve biodiversity in Doncaster, and become carbon neutral by 2040. He explained that this was consistent with the recommendations of the Climate and Biodiversity Commission and sat alongside a number of key objectives and actions under each topic within the Strategy, which were set out in detail in the report.

Councillor McGuinness also outlined that the Strategy also recognised the inter dependencies between these topics, as well as the links with other strategies such as health and wellbeing, economic growth, and the forthcoming Borough Strategy. He pointed out that the response to these priorities did not start in 2021, as multiple partners had been working to reduce carbon emissions and help protect and enhance biodiversity for a number of years, and whilst some progress had been made, there was a significant way yet to go.

Councillor McGuinness stated that whether that would be further investment in electric vehicles and charging infrastructure, continued improvement of housing and building energy efficiency, increased tree planting, or renewable energy, all partners needed to work collectively to ensure these interventions and impacts were achievable across all sectors, and all localities, so that the sustainability and wellbeing goals identified were realised by everyone.

It was noted that there were numerous supporting strategies and plans that sat beneath the partnership Strategy, and which provided detail on specific activities in specific areas, such as active travel plans, or a public and private sector tree planting. Councillor McGuinness pointed out that some of these supporting strategies were already in existence, but there were others that needed to be developed further, all of which were identified in the section within the Strategy as associated strategies and plans.

In conclusion, Councillor McGuinness emphasised that given the level of partner, resident and member engagement, it was no surprise that the Strategy had been endorsed by the Community and Environment Overview and Scrutiny Panel, and the Team Doncaster Partnership Board.

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

RESOLVED that the Environment and Sustainability Strategy, be approved.

33 Proposed Diary of Meetings - 2021/23

The Council considered a report which outlined the draft diary of meetings for the 2021/22 and 2022/23 Municipal Years.

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

It was reported that whilst the proposed calendar covered a two-year period, there would be the opportunity to review the meeting dates for 2022/23 when the 2022/23 to 2023/24 Diary of Meetings was considered by Full Council in May, 2022.

Members noted that the final version of the diary would be agreed at the Annual Meeting of Council in May, 2021 and any amendments between consideration of the draft diary and this meeting, would be incorporated.

RESOLVED that

- (1) the proposed Diary of Meetings for the 2021/22 and 2022/23 Municipal Years, as attached at Appendix A to the report, be noted; and
- (2) the final version of the Diary of Meetings be presented to the Annual Meeting of Council in May, 2021, for final approval.

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

A. Questions on Notice

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

B. Questions Without Notice

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

A. Questions to the Mayor of Doncaster, Ros Jones

Q. Councillor Ian Pearson asked the following question:-

“I am appalled at the behaviour of the local Conservative MP, Nick Fletcher, and his ‘Trumpesque’ attitude to the storm and the bad weather at the moment by using it as a photo opportunity.

A year ago, my colleagues and I along with residents, met with him and he promised that he would do all he could and vote for everything to support the improvements for flooding and other green and blue issues. I suspect that without the hard work and leadership of my colleague, Councillor Lani-Mae Ball, we would not be in the position we are today. I would like to hear your feelings about this unacceptable attitude of this MP to make out he has done everything to help residents or contacted any of them during the flooding in Conisbrough and Denaby?”

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

“We have all been out there assisting with the latest flood alerts we have had, and again, I would like to pay tribute to our staff who have been working 24/7. Nothing should be used as a photo opportunity; it should be about working together to get the funding for Doncaster, and as an MP, I would hope that their motives would be about bringing funding to Doncaster. They have the ability to vote on many things going through Parliament; voting against providing free school meals through the holidays; that did not happen, it took us to move it forward. We actually got the proposal for Universal Credit payments dropped. The latest figures I have indicate the Universal Credit payments are being made to over 9,000 people in Don Valley and over 35,000 within the Borough. Therefore, I ask that they work alongside of all our Councillors to get the best for the Borough. It is deplorable if they do not take the residents’ views into account when voting.”

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

Q. “Is there anything we can do to bring this MP to account with regard to him failing to do what he promised to do for our residents. I feel that he has lied to our residents about what he was going to do for them. I think

it is despicable to mislead people who are in such distress and worry over the last 12 months?”

A. The Mayor gave the following response:-

“Regular meetings are taking place between our Officers and our MP’s. We will continue to write to them to ask them to support us in lobbying for different things. I ask that all three MPs support us rather than just one or two. We need a united front to bring funding to Doncaster, for example, the Hospital. We have been working on this for in excess of three years. Please join us to lobby Government to bring the Hospital and the training that the residents of this Borough deserve.”

Q. Councillor Susan Durant asked the following question:-

“The local Conservative MP for Don Valley recently stated that Doncaster Council is to receive an additional £11m in funding for the next financial year; is this correct and if so, what are the plans for this extra funding?”

A. The Mayor gave the following response:-

“To put it simply no, it is not correct in the slightest. The vast majority of potential extra funding, roughly £8.6m, would be if we were to increase Council Tax by 5%. So, the actual increase in funding from Government is less than £3m, which does not even cover inflationary or price increase pressures.

I can guarantee that we will not be increasing Council Tax by the 5%, which has been encouraged by Government and my reason is because as Council Tax increases, it hits the most vulnerable.”

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

Q. “Thank you for setting the record straight and I appreciate your honesty in relation to the difficulty of setting a budget following 10 years of cuts.

I find it completely hypocritical of the local Conservative Group, who have always voted against increasing Council Tax by our considerably smaller increases over the past years.

Do you believe that the local Conservatives actually want to put Council Tax up by 5% at a time when local people and families are struggling or that they did not understand what they were putting out or that they were purposely trying to mislead the people of Doncaster?”

A. The Mayor gave the following response:-

“Unfortunately, that is not a question that I can answer. I would hope that it is a simple misunderstanding rather than them trying to purposely mislead the people of Doncaster, but mistakes like this are likely to happen when they simply toe their party line and publish central

Conservative communication rather than standing up for Doncaster and challenging their national party and Government to properly fund public services, including Doncaster Council, in order for us to provide the level of services that our residents and businesses deserve.

You will see that we are being asked to increase the Adult Social Care levy by 3%. This should have been taken into account when we have been promised a Green Paper for many years by successive Conservative Governments, and we are still waiting. This is a national requirement and not something that should be placed on Local Authorities.”

Q. Councillor Nick Allen asked the following question:-

“Do you feel that using Mayor’s Question Time to answer partisan jibes is a sensible approach to Local Government at this time when we ought to be pulling together?”

A. The Mayor gave the following response:-

“I believe we are pulling together. However, when questions are asked of me, whoever asks the question, it would be wrong of me not to answer them, but I would also state that when people are putting things out, making false statements, they are raising concerns amongst residents who are very worried, and they are stating that there is a further £11m coming in; please check the facts before you put such statements out because they are wrong.”

Q. Councillor Cynthia Ransome asked the following question:-

“Regarding your tweet about every Chemist doing Covid injections, why do you not take advice from the NHS medical professionals. For example, we have five Public Health Mass Immunisation Hub Centres; are these Chemists suitable. Your tweet is misleading and therefore, how do you resolve the anxiety caused to the residents?”

A. The Mayor gave the following response:-

“The tweet is actually saying that Chemists can supplement the five areas we have got doing the vaccinations. It is giving people alternatives in order to get the vaccinations that they require, but they will have to stand in line. We have seen misleading statements nationally advising people to travel long distances and we have already discussed this earlier, people can wait to get them locally and I would concur with that statement.”

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

Q. "Are these Chemists suitable that you are suggesting and also, is this a political manoeuvre?"

A. The Mayor gave the following response:-

"It is not a political manoeuvre. This is stating that we want to get the vaccinations out as quickly as possible in the right environment, and if you look at many of the very large Chemists, they are suitable for undertaking such work, as many Chemists are employed to do the Flu vaccinations."

Q. Councillor Jane Cox asked the following question:-

"As a matter of clarity, when questions are not on notice and you are not aware of them, how can you be reading from a script and have all the information at your fingertips; it just seems a little staged to me when we are going through what we are going through. It just seems to be let's slate the Conservative Party today. I want it on record that I think it is quite distasteful. I have never sat here and mentioned your MPs or all the things that they do and don't do?"

A. The Mayor gave the following response:-

"I have many things at my fingertips in order to answer questions that may or may not come up. I can quote the numbers of Universal Credits because it is one thing that I am very aware of, so I will always answer questions that come in where I can and if I cannot answer them, a written response will be given."

Q. Councillor Majid Kahn asked the following question:-

"You confirmed that the Cabinet and our Officers are doing a fantastic job in briefing you and keeping you up to date which allows you to respond to questions and points which are put forward, and you probably have binders full of documents under your desk that you refer to when you respond to questions without notice?"

A. The Mayor gave the following response:-

"As I said, I have always got numerous notes here in front of me because there are many issues which we need the facts and figures at our fingertips. I will not show you, but there are papers all over my desk with different facts and figures, but thank you for reminding people that we have got great Officers and we are given the information we require along with my Cabinet Members, who can answer many of your questions."

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

Q. "In relation to the MPs and the input they give, is it possible for the Mayor to write to the MP who has been mentioned, to clarify his position on further funding and how he is representing the people of Doncaster?"

A. The Mayor gave the following response:-

"We continue to write to all our MPs asking them to support the different avenues of getting funding. We are looking for their backing and I will make the same comment again, the new Hospital, supporting our bid for the Free Port and many other things, so we will continue to write to them."

Q. Councillor Steve Cox asked the following question:-

"When are the Rule 16 decisions going to be rolled out. If the Elections go ahead as predicted, we could be in Purdah, so when do all the residents see the decisions that have been made under Rule 16?"

A. The Mayor gave the following response:-

"I believe Rule 16 documents are available for people to see. They do not have to go through the normal procedures. Most of them are for accepting individual amounts of monies and grants coming forward, and putting that money out to our businesses and our people in order to alleviate them from the effects of the pandemic. All the Rule 16 decisions are there and available for people to see them. If you have any queries or if the answer I have given needs supplementing, you can go to the Director of Corporate Resources who will be able to supply them to you."

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

Q. "It states on a Rule 16 that they will come to Full Council. Can you clarify how many Rule 16s you have personally put forward which it would appear have had no scrutiny?"

A. The Mayor gave the following response:-

"I do not have the figures to hand, but they are put through with no scrutiny on the advice that we need to get the money into the Borough as quickly as possible, and timing is of the essence, especially since we are given very short timescales to get the monies out or spent. The person who can answer when Rule 16s come to Full Council is the Assistant Director of Legal Services, Scott Fawcus."

A. Scott Fawcus gave the following response:-

"The purpose of Rule 16s is to deal with matters which simply cannot wait to follow the normal rules of decision making. These are decisions which need to be implemented immediately, and as you have noticed, there have been far more than we would normally have because we are

in the middle of a pandemic and they are pandemic responses. They are subject to discussion with the Chair of Overview and Scrutiny, who agrees that they are urgent, and they are distributed to all Councillors after they have been made. On an annual basis, we submit a report to Council, which will come to the next Council Meeting, which will identify those Rule 16 decisions which have been taken during this Municipal Year.”

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

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

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

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

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

Q. Councillor Duncan Anderson asked the following question:-

“It was stated recently that Doncaster Council is to receive an additional £5.1m in funding for our highways. Is this accurate and to what extent does it go to cover the backlog of highway works that have built up over the last 10 years of austerity and cuts?”

A. Councillor Joe Blackham gave the following response:-

“The figure of £5.1m is correct. However, there is a timescale attached to this money, which has to be spent by September, which is quite onerous. We have embarked on and put in place strategies to design what highway maintenance schemes can be accommodated within that timeframe because the timeframe is going to be incredibly important. That work is being undertaken as we speak. I expect the £5.1m to be utilised. Regarding the second part of your question, we have a £150m backlog of highway maintenance work in the Borough and the reduction in the Revenue Support Grant of £120m per annum which has taken place over the period of austerity means inevitably, that we will never catch up with that backlog. £5m with a backlog of £150m; you do not need to be a member of Mensa to realise that it is a dent in an enormously difficult situation.”

Q. Councillor Cynthia Ransome asked the following question:-

“This is pre-Covid. A vast amount of money is spent to improve Street Scene with no improvements. What is the cost of this army of consultants and when do you expect to see some results?”

A. Councillor Joe Blackham gave the following response:-

“We had already anticipated that we would have improvements which is why we have implemented a Rapid Improvement Plan; aptly named RIP. Currently, we can describe it as rest in peace. Covid has overtaken everything that we had planned for improving not only Street Scene, but other elements across this Borough. We are in a pandemic, which is demanding considerable time and energy from the management and employees, particularly those forward-facing employees who are out there on the front line, against a background of a diminishing amount of money, and a serious public health situation. Currently, we have had people bagging sand bags who should be sweeping streets and people who should be doing remedial work around burial grounds, who are assisting with the flooding. The combination of flooding and Covid-19 means we are no way near where we would like to be.

What I can advise you is that we have changed the RIP and replaced it with what is called an Environmental Street Scene Improvement Plan, because of the recognition that both the environment and Street Scene are not things that will happen in isolation; they happen collectively. Grounds maintenance is going to be a fundamental part of our environmental strategy moving forward. We have recognised that, and at the appropriate time, which will be post-pandemic, we will see improvements. A report will be prepared, which will be shared with all Councillors when we get Officer time to facilitate that. At this point in time, the Officers at this Authority are under the cosh; I understand that.

I am the Portfolio Holder for a very sensitive service which impacts on people more acutely than many others, but I also recognise the difficulties in meeting that programme of works. I also recognise that there has not been the improvements that we thought would happen, but I understand perfectly the reasons why.”

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

Q. “I did state this was pre-Covid and I understand about the consultation that went out. I did request to see this pre-Covid, but it was not forthcoming. I accept everything you have said and all the work the Officers are doing regarding Covid. The Officers are doing an excellent job, I accept that, but I did state it was pre-Covid?”

A. Councillor Joe Blackham gave the following response:-

“Street Scene was understaffed by 28 operators. This is a huge proportion pre-Covid. We have had extreme difficulties recruiting to

those posts. Currently, we have 10 vacancies in Street Scene. This situation is totally unacceptable. Nobody wants to see dirty streets. We have provided the funding for the Officers of this Authority to employ the additional staff we require, but getting those staff through the door is incredibly difficult. Recently at Cabinet, we had a discussion in relation to this very topic, and what we have said quite clearly is, if we need to change our HR arrangements to facilitate an easier access for people to come to the Authority, we will give that due consideration, but we do not just want anybody just to fill a vacancy, we want people to be fully participating members of what we perceive to be an improving service.”

Q. Councillor Nick Allen asked the following question:-

“Would you be willing to take steps to allow Ward Members to attend meetings of the Assets Board when it takes decisions over assets which are in their respective Wards?”

A. Councillor Joe Blackham gave the following response:-

“It is a debate we have had before and at this point in time, there is no, and will be, no provision to do so. I personally do not feel very strongly about it one way or the other; I just do not see what you would bring to the party. Elected Members get the opportunity to discuss and agree what should happen with every facet of business that takes place in the Assets Board. It is an asset strategic decision making Board. We have examples of it influencing the decisions made every time we have a meeting.”

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

Q. “I am disappointed and I know it is a debate we have had before. Would you be willing to allow full minutes of these meetings to be made available to Ward Members or be made publically available?”

A. Councillor Joe Blackham gave the following response:-

“There is no problem as far as I am concerned; they should be publically available. All the business of this Authority should be in the public domain when decisions are taken. We may have to redact certain elements where financial implications are involved, but there should be no problem.”

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

In the absence of Councillor Rachael Blake, Cabinet Member for Adult Social Care, the Chair of Council informed Members that any questions for Councillor Blake should be submitted in writing to the Executive Office after the meeting, and a response would be provided accordingly.

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

In the absence of Councillor Nuala Fennelly, Cabinet Member for Children, Young People and Schools, the Chair of Council informed Members that any questions for Councillor Fennelly should be submitted in writing to the Executive Office after the meeting, and a response would be provided accordingly.

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

There were no questions put to Councillor Chris McGuinness, Cabinet Member for Communities, Voluntary Sector and the Environment.

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

There were no questions put to Councillor Bill Mordue, Cabinet Member for Business, Skills and Economic Development.

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

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

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

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

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

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

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

In the absence of Councillor Rachael Blake, Chair of the Health and Wellbeing Board, the Chair of Council informed Members that any questions for Councillor Blake should be submitted in writing to the Executive Office after the meeting, and a response would be provided accordingly.

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

Q. Councillor Phil Cole asked the following question:-

“I understand that Overview and Scrutiny Management Committee (OSMC) have held a review of how Councillor Ward Budgets have operated. Please can you give us some insight into the findings from the review?”

A. Councillor Jane Kidd gave the following response:-

“As people may remember, pre-Covid, the Mayor asked OSMC to carry out a consultation exercise on how Ward Budgets, or the Councillor Small Grant Scheme, should be run. We carried out that consultation and the scheme was rolled out, but the scheme coincided with an unprecedented pandemic, which was obviously a particular challenge. We held a Review Workshop yesterday and some of the main points that came out are as follows. £144,000 out of £165,000 has been spent so far. 91 Groups have received funding. The highest spending areas are Food Banks, which took £70,000; take from that what you will. Probably it is a sad reflection on food poverty within the Borough. Other big spending areas were arts and crafts activities for isolated vulnerable people and IT to connect people, and sustaining existing Groups.

Many projects were supported by other funding, such as the Mayor’s Fight Back Fund, and many Councillors pooled their budget. Food Banks benefitted hundreds of families and the funding also supported an army of volunteers.

Some of the more unusual projects included supporting a local radio station to keep people connected and the installation of IT devices to enable a Church to live stream services and activities.

Some very small outlays have produced some significant results. We have alluded today to how decisions and funding needs to be as close to communities as possible.

It is fair to say that there was a consensus that the scheme has been a success and there was a desire to build on it in the future. We did feel that it would actually influence Council policy, for example, making it easier for communities to work with the Council on environment issues.

Councillors were grateful for the support they received for getting digitally connected and ongoing support will be needed for connecting with communities.

I would like to thank all Councillors who attended yesterday and acknowledge all the support we have received from Officers to start working remotely.

Thank you for giving me the opportunity to highlight the review.”

35 To receive the minutes of the following Joint Authorities

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

- A. Sheffield City Region Mayoral Combined Authority Board held on 21st September and 16th November, 2020.
- B. Sheffield City Region Local Enterprise Partnership Board held on 10th September and 5th November, 2020.
- C. South Yorkshire Fire and Rescue Authority held on 12th October and 23rd November, 2020.
- D. South Yorkshire Pensions Authority held on 30th September, 2020.
- E. South Yorkshire Police and Crime Panel held on 7th September and 10th November, 2020.

CHAIR: _____

DATE: _____



Doncaster Council

Report

Date: 1 March 2021

To the Chair and members of Council

CORPORATE PLAN 2021-22

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

EXECUTIVE SUMMARY

1. The current Corporate Plan runs out at the end of 2020/21. An updated Corporate Plan for 2021/22 is presented at **Annex 1**. It reflects the transition to a new Borough Strategy which will replace the Doncaster Growing Together (DGT) Plan. The Corporate Plan summarises:
 - Doncaster's six emerging wellbeing goals for a new Borough Strategy and the approach that will be taken to deliver them.
 - The actions the Council will take over the next year to contribute to the wellbeing goals.
 - How the Council will ensure it has the capacity to deliver its contribution to the wellbeing goals.
2. The wellbeing goals seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. They mark a significant turning point in Doncaster's commitment to improve life now and for future generations, as they are guided by the fundamental need to balance the wellbeing of people with the wellbeing of the planet.
3. After the Foreword, the Corporate Plan provides a summary of the wellbeing goals. Each of the six wellbeing goals then has a specific page that captures the Directorate priorities for 2021/22 that will help to deliver them. These are followed by a 'Connected Council' section that describes how the Council will ensure it has the capacity to fully contribute to the delivery of the goals. The Borough Strategy will be submitted for approval by September 2021.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. It is recommended that Council:
 - a. Considers and agrees the Corporate Plan for 2021/22.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The Corporate Plan is the Council’s key strategic document for directing its work towards ensuring Doncaster and its people thrive.

BACKGROUND

7. The Corporate Plan forms the ‘Plan’ phase of the Council’s annual ‘Define and Deliver’ improvement cycle:

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

8. Over the past eighteen months, there have been seismic changes to the policy context for the Corporate Plan. In November 2019, devastating floods affected hundreds of Doncaster homes and businesses. Just as the borough was dealing with aftermath of this, at the start of 2020 the Covid-19 pandemic triggered an unprecedented health and economic crisis. In December 2020, the final report of the Climate and Biodiversity Commission set out the enormity of the effort required for Doncaster to become net carbon zero by 2040 – all of which starkly demonstrate how Doncaster is a ‘place of places’ in an interconnected world.
9. Within this context, there are opportunities to achieve significant and lasting improvements in wellbeing, including by:
 - Developing a more regenerative borough that renews and improves its assets, strengths and capabilities, for example by developing a circular economy that keeps finite resources in a loop of use and reuse.
 - Creating and attracting new quality ‘green’ jobs and businesses.
 - Working across local and regional boundaries on shared priorities with a ‘one catchment’ perspective, for example to reduce the risk of flooding.
 - Developing the ‘foundational economy’ (e.g. health and social care) and promoting health as the new wealth that can deliver multiple direct and indirect wellbeing improvements.
10. At the same time, feedback from the borough-wide ‘Doncaster Talks’ listening exercise has reinforced the requirement for the council to respond to the distinctive local needs, aspirations and character of our local communities through its place shaping role and front-line service delivery. The pandemic has

accelerated the transition to more agile, responsive and innovative approaches to service delivery and we have the opportunity to capitalise on them to meet the changing needs of people, places and businesses.

UPDATED CORPORATE PLAN 2021-22

11. After the Foreword, the Corporate Plan provides a summary of the wellbeing goals. The Doncaster Wellbeing Wheel below provides an overview of the wellbeing goals which collectively contribute to one central mission: *Thriving People, Places and Planet*.



12. The wellbeing goals seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. They mark a significant turning point in Doncaster's commitment to improve life now and for future generations, as they are guided by the fundamental need to balance the wellbeing of people and the well-being of the planet.
13. Each of the six wellbeing goals then has a specific page, which sets out the vision, service standards (where appropriate) and directorate priorities for 2021/22 that will help to deliver the wellbeing goals. However, new actions will also need to be considered as the work on the Borough Strategy priorities progresses. The Borough Strategy will be submitted for approval by September 2021.
14. A 'Connected Council' section comes after the wellbeing goals and describes how the Council will ensure it has the capacity to fully contribute to the delivery of the goals.

OPTIONS CONSIDERED

15. Three main options were considered for the updated Corporate Plan:
- a) A plan focused on building the ‘Connected Council’ capacity to deliver quality services and an effective place-shaping role.
 - b) A plan that combines ‘Connected Council’ capacity with the actions needed to deliver the existing DGT priority themes, given that a new Borough Strategy has not yet been agreed.
 - c) A plan that combines actions which will contribute to delivering the emerging wellbeing goals, with actions to build the ‘Connected Council’ delivery capacity for the future.

REASONS FOR RECOMMENDED OPTION

16. Option ‘c’ is the recommended option as this provides a Corporate Plan that:
- Starts the transition to delivering Doncaster’s emerging wellbeing goals that reflect a number of seismic changes to the policy context for the work of the Council and its Team Doncaster partners.
 - Sets out how the Council will ensure it has the capacity to deliver its contribution to the wellbeing goals and quality services.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

17.

Outcomes	Implications
<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. In particular, the ‘Prosperous & Connected’ goal.</p>
<p>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster clean • Building on our cultural, artistic & sporting heritage 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. In particular the ‘Greener & Cleaner’, ‘Safe & Resilient’, ‘Skilled & Creative’ & ‘Fair & Inclusive’ goals.</p>
<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive</p>

<p>experiences within and beyond school</p> <ul style="list-style-type: none"> • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>a transformation in wellbeing over the next 10 years. In particular, the 'Skilled & Creative' goal.</p>
<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>The wellbeing goals and approach to delivering them seek to build upon the successes of DGT and drive a transformation in wellbeing over the next 10 years. In particular the 'Healthy & Caring' goal.</p>
<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>The Corporate Plan is the key document for ensuring the Council has the capacity to deliver: quality, targeted, value for money services; build and connect community assets; and work in partnership to deliver the borough's priorities.</p>

18. Following agreement of the updated Corporate Plan, changes will be required to the Council's report templates to reflect the wellbeing goals. The Council's performance management framework will also need to be updated.

RISKS AND ASSUMPTIONS

19. The Corporate Plan marks the transition to a new Borough Strategy which will replace the DGT Plan. Work on the Borough Strategy is ongoing to develop outcomes, objectives and actions. There is a risk that the priorities in the Corporate Plan are therefore subject to change. However, the likelihood of significant changes being required has been reduced as a consequence of the following:
- The consultation on the draft Borough Strategy which has already taken place within the Council and with Team Doncaster partners. This includes St Leger Homes, the Health and Wellbeing Board and the Horizon, Policy & Design Group.
 - The Borough Strategy dovetailing with recently updated supported strategies, including the Environment and Sustainability Strategy and the Education and Skills Strategy.

LEGAL IMPLICATIONS [SF 24.12.20]

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

FINANCIAL IMPLICATIONS [MS 24.12.20]

21. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2021/22 budget reports that will be considered by Council in March 2021. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

HUMAN RESOURCES IMPLICATIONS [RH 07.01.21]

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

TECHNOLOGY IMPLICATIONS [PW 07.01.21]

23. Technology is an essential enabler to support the delivery of all services together with the wellbeing goals and key deliverables outlined in the updated Corporate Plan. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. New technology requirements to support the key priorities will be considered by the Council's Technology Governance Board (TGB) for inclusion in the Technology Forward Plan, to ensure the resources, expertise and capacity within services is available. This will be monitored and continuously reviewed via TGB.

HEALTH IMPLICATIONS [CT 6.1.21]

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

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

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

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

EQUALITY IMPLICATIONS [AP 13.01.21]

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

CONSULTATION

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

- Directors - 18 Jan
- Executive Board - 26 Jan
- Informal OSMC - 29 Jan
- Formal OSMC - 11 Feb

28. Overview and Scrutiny Management Committee supported the proposed Corporate Plan, including the well-being goals and the actions that will contribute to them. Members highlighted the importance of: links with other significant council and partnership priorities; a focus on reducing inequalities (particularly BAME inequalities); prevention and preparedness in tackling emergency incidents; the Plan being widely communicated; and the opportunity to review progress against the wellbeing goals through the performance management framework. The letter from the Chair of OSMC to the Mayor is attached as **Annex 2**.

29. The Plan will then be submitted for approval to:

- Cabinet - 16 Feb
- Council - 1 March

BACKGROUND PAPERS

30. None.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

DGT - Doncaster Growing Together
OSMC - Overview & Scrutiny Management Committee
SCR - Sheffield City Region

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Doncaster
Council

Corporate Plan 2021-22

Thriving People, Places & Planet.

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Foreword

Ros Jones, Mayor of Doncaster & Damian Allen, CEO

The year 2020 tested the resilience of Doncaster people to breaking point.

Whilst Doncaster was recovering from the devastating impact of the **2019 floods**, the **COVID pandemic** created an unprecedented **health and economic crisis**.

Within days of the first lockdown, we put a **response plan** in place to support residents and businesses.

We have **persevered, innovated and delivered** for our communities as part of an incredible Team Doncaster effort to save lives, provide care and stop the virus spreading.

Team Doncaster and Sheffield City Region (SCR) colleagues have worked tirelessly to get **financial support** out to those whose businesses and livelihoods have been affected.

We have rapidly developed **new approaches** to co-ordinate support and advice, for example through Community Hubs and the Employment Hub.

Despite the pandemic, it was also **a year of delivery** with **new homes being built** across the borough and **major projects** coming to fruition – supporting jobs, leisure, culture and learning. The Danum Gallery, Library and Museum, a new cinema and restaurants and a University Technical College are all due to open in 2021. The new railway station forecourt creates an impressive gateway into the town and urban centre master planning is inspiring **bold new plans** for developing prime sites like the Waterfront.

Responding to, and recovering from the pandemic will be our priority in 2021.

This includes continuing to roll out the **Test, Track and Trace** programmes and supporting NHS **mass local vaccinations**, which are a great cause for optimism.

Helping **residents get back to work**, alongside **supporting businesses** to survive the pandemic and thrive as Doncaster emerges from it, remain key priorities. We have seen sharp rises in the **claimant count** and **sectors** reliant on face-to-face interactions, like hospitality and leisure, have been badly affected by the loss of trade. Most businesses have experienced reduced demand and supply chain disruption.

At the same time, we must also **continue to deliver essential services** to support our communities, our businesses and our more vulnerable residents.

In 2021 a sense of hope for the future will come more clearly into view.

The pandemic is still amongst us and its legacy will be felt for years to come, but we have worked with our Team Doncaster partners to plan Doncaster's **longer-term recovery and resurgence**.

A **new Borough Strategy** will be launched in 2021, framed around **six wellbeing goals** which seek to balance the wellbeing of people and places with the wellbeing of the planet, recognising that Doncaster is part of an interconnected world. This **Corporate Plan starts the transition** to the new Borough Strategy.

We will step up Doncaster's response to the **climate change and biodiversity** crisis to create a sustainable borough that is a beacon for decarbonisation, green jobs and greenspace. The report of the Doncaster Climate and Biodiversity Commission and a new Environment and Sustainability Strategy are major milestones in the borough's drive to tackle this profound and pressing challenge.

Alongside this, we will seize every opportunity to create a more **prosperous, skilled, creative, healthy and resilient** borough. We will learn from the COVID lockdowns which have shown there are choices in how we organise and balance work, education and home life and how we design buildings and urban spaces.

The pandemic has **worsened inequalities** in society, for example for vulnerable people with underlying **mental and physical health** conditions and other risk factors. Now, more than ever, all of our efforts need to be underpinned by a vigorous, relentless approach to equalities and **tackling deprivation** with the goal of creating a **fair and inclusive borough**.

It is almost four years since the launch of the Doncaster Growing Together (DGT) Plan.

This marked the collective **commitment of Team Doncaster** to create a thriving place to live, learn, care and work. Successes include the:

- Award winning Complex Lives programme which is tackling homelessness.
- Get Doncaster Moving programme to increase physical activity.
- Integration of health and care to support the most vulnerable and enable people to live independently.
- Working Win health-led employment trial, providing support for employment and in-work progression.

This improved partnership working has been crucial to the effectiveness of the response to the pandemic and the new Borough Strategy will build upon DGT's achievements.

We have strategic opportunities to achieve significant borough-wide change.

This includes the chance to:

- Develop a **regenerative borough** that renews and improves its assets, strengths and capabilities, for example by developing a **circular economy** that keeps finite resources in a loop of use and reuse.
- Create and attract a significant number of **new green jobs and businesses** and use a fair and just green revolution to address challenges like unemployment, poverty and health inequalities.
- Work in partnership across regional boundaries with a **'one catchment'** perspective, for example to reduce the risk of flooding.
- Develop the **'foundational economy'** which produces essential goods and services (e.g. health and social care) and promote health as the new wealth, which is valuable in its own right and also contributes to a thriving economy and place.

Our focus also needs to be local.

Doncaster is a diverse **'place of places'** and we must respond to the distinctive needs, aspirations and character of our communities as reflected within the **'Doncaster Talks'** feedback. We need to work closer with communities, revitalise civic engagement and build on **local assets and strengths** to improve wellbeing.

Our approach needs to be **intelligence-led**, to enable the targeting of resources to where they are most needed and **whole-system**, in order to tackle interconnected challenges and to support people before they tip into crisis.

The pandemic has placed unprecedented stress on council services and resources.

We have incurred additional costs and lost income and although additional funding from the Government has helped, the future financial position remains uncertain. Despite this, the Council has still set a **three year balanced budget** whilst maintaining investment in the borough and protecting our most vulnerable residents.

We will ensure Doncaster benefits from the Government's **'levelling up' agenda**, building on successes like the SCR Devolution Deal that provides £30m for each of the next 30 years for the region.

We will continue to develop the skills and capabilities to be a **Connected Council** ready for the future.

The pandemic has highlighted the best of Doncaster.

We have seen compassion, community spirit, innovation and resourcefulness in abundance.

Let's ensure this is a lasting legacy that supports one central mission: **Thriving People, Places and Planet.**

Doncaster Wellbeing Goals

This Corporate Plan summarises:

- Doncaster’s emerging wellbeing goals for a new Doncaster Borough Strategy and how they will impact on residents, communities, businesses and the environment.
- The actions the council will take over the next year to contribute to the wellbeing goals.
- How the council will ensure it delivers quality services - as measured by service standards.
- How the council will continue to develop the capabilities, resources, technology and knowledge needed to be an effective ‘Connected Council’ that works with partners to improve wellbeing.

Doncaster Wellbeing Wheel

The Wellbeing Wheel opposite shows the **six emerging wellbeing goals** for a new Borough Strategy.

The **overall mission** is: *Thriving People, Places & Planet.*

To achieve this, the **goals sharpen the focus** on a number of key imperatives, including:

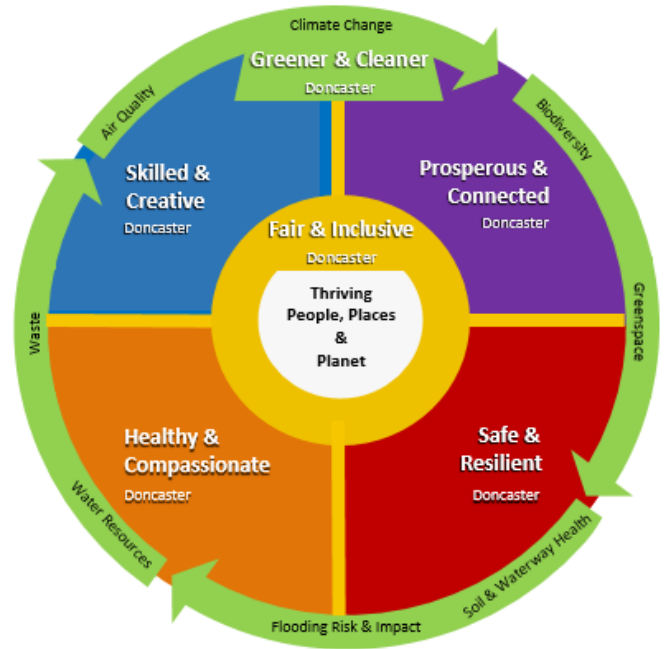
- Improving skills and supporting creativity.
- Improving the safety and resilience of people and business to challenges like pandemics.
- Developing a more compassionate approach to improving health and wellbeing.
- Developing an economy that provides good, well paid jobs and connecting residents to them.

The ‘Greener & Cleaner’ outer circle prioritises:

- The need to consider the impact on the local and global environment in all we do.

The ‘Fair & Inclusive’ inner circle provides a focus on:

- Tackling inequalities and improving social mobility.



Wellbeing Goals – Vision

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

Wellbeing Goals – Approach

Delivering the wellbeing goals will require innovation, new perspectives and new ways of working.

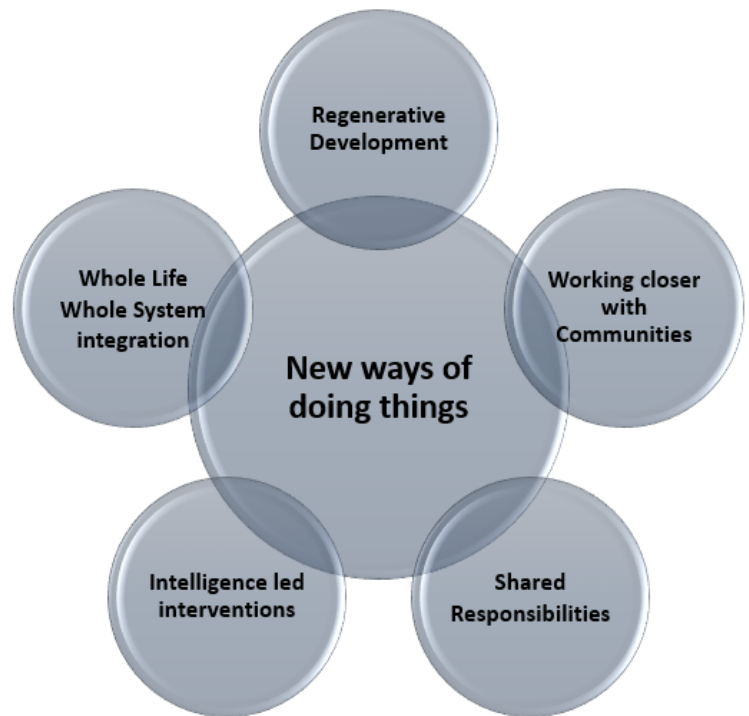
The chart opposite includes the key approaches that must guide how we improve wellbeing.

They are essential if we are to achieve long-term improvements.

Many of these approaches are already being taken and the requirement now is to embed and mainstream them.

Their relative importance will vary depending on the particular actions, projects or programmes being developed; but they should all be considered.

These are imperatives, but they do not exclude other approaches.



New ways of doing things - to improve the future

- Supporting innovation and behaviour change - to move from 'business as usual' to new approaches to improving wellbeing.
- Using the 'Three Horizons' model to develop a vision and consider the innovation required to achieve it.

Regenerative development

- Pushing beyond sustainability (i.e. 'doing no harm') to regenerative development that renews and improves, including our biodiversity and waterways. Also moving from a linear 'take-make-dispose' economic system to a circular one that keeps finite resources in a loop of use and reuse.
- 'One catchment' joint working across boundaries, e.g. to consider whole river systems and flood risks.

Working closer with communities

- Place-based collaborative working to improve wellbeing.
- Asset-based community development, building on distinctive local strengths and opportunities.

Shared responsibilities - locally and regionally

- Residents, businesses and organisations all contributing to improvements in wellbeing.
- A leading role for Team Doncaster's anchor institutions.
- Working with regional partners, including those in the SCR, to deliver shared priorities.

Intelligence led interventions

- Using data to understand the factors driving relatively poor outcomes for different population groups and communities.
- Combining different local data and insights to target services and interventions.
- Using data to measure the impact of interventions on the wellbeing goals.
- Broadening access to information, knowledge and emerging technologies.

Whole life, whole system integration

- Considering all life stages and the transitions between them - starting well, living well and ageing well.
- Integrating whole systems and considering the relationships and trade-offs between different actions.
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early.

Greener & Cleaner

A borough that takes every opportunity to protect and improve the local and global environment to improve well-being.

What the Council needs to do well

- Support more people to recycle and to reduce waste.
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly tips.
- Protect, maintain and enhance green spaces, for example by cutting the grass in a timely manner.

Key priorities that our resources will support in 21-22

We will:

- Continue to implement recommendations from **Doncaster's Climate & Biodiversity Commission** and the **Environment & Sustainability Strategy** as appropriate, covering actions relating to:
 - The natural environment.
 - The built environment, including designing and starting to deliver a long-term borough-wide **Housing Retrofit programme**. Net zero carbon funding is provided in the 2021/22 budget for more energy efficient buildings.
 - The economy and green technology.
 - Sustainable consumption, education and behaviour change.
- Deliver **Biodiversity Net Gain** – to ensure developments become more ecologically sustainable.
- Support the **low-carbon transition**, to ensure the benefits of acting on climate change are shared widely and the costs of a sustainable transition do not fall on those least able to pay, or whose livelihoods are most at risk as the economy changes.
- Commence the rollout of **electric vehicle charging infrastructure** for the council's ultra-low emission transport fleet.
- Invest in the **public estate to reduce carbon emissions**.

- Continue to implement the **Environment Services Improvement Plan** with a focus on short-term operational improvements (getting the basics right) and longer-term transformational change. This includes actions covering:
 - A rapid response to COVID public health risks from fly tipping and littering.
 - Moving to a 'needs-based' approach to Street Scene operations.
 - Establishing three Area-Based 'Rapid Response' teams.
 - A trial of naturalising areas of green space across the borough.
 - Increasing the number of Green Flags awarded to Doncaster's parks from three to four.
 - Planting new trees across the Borough.
- Continue to **operate environment services in a safe and risk-based way**, in line with national and organisational guidance and approaches regarding COVID.
- Continue to improve the use of **data and supporting IT systems** to inform service planning, delivery and management within Environment Services.

Prosperous & Connected

A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.

What the Council needs to do well

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

Key priorities that our resources will support in 21-22

We will:

- Move the **Local Plan** forward to adoption.
- Deliver **major projects** and review contracts for future resilience.
- Progress initiatives such as **Town Deals** and the **High Streets recovery programme** to support the changing nature of retail, leisure, home working etc.
- Contribute towards shaping local and regional **economic recovery plans** – this includes through actioning a **town centre recovery plan**, maximising opportunities to improve connectivity, transport, network resilience and air quality.
- Support local Doncaster companies to **safeguard local jobs** and to cope with the changing national COVID legislation and guidance.
- Scale up and refocus existing programmes through targeted funding to speed up the pace of **support for residents impacted by COVID**, e.g. Advance, Launchpad, RISE Programme and South Yorkshire Futures.
- Support residents and businesses to access and utilise **superfast broadband**.
- Agree a joint plan with public sector partners to deliver **better use of our assets** and new assets for our communities.

- Implement our accelerated **New Homes Delivery Plan**, including well designed, highly energy efficient new council homes.
 - Design and start to build new council homes on 10 sites across Doncaster (Phase 1 & 2 of the Council House Build Programme).
 - Develop Phase 3 (2020-2025) of the Council House Build Programme, which aims to build more than 300 new homes across the borough over the five year period.
 - Support our local Housing Associations to develop more affordable homes, including older people's housing and other specialist homes.
- Evaluate the potential options for delivering **mixed tenure developments**, that have a mixture of **affordable homes** for rental and purchase.
- Maximise **active travel opportunities** and increase modal shift through participation in walking and cycling.
- Continue to push for a **train station at Doncaster Sheffield Airport**
- Work to maximise our agreed **South Yorkshire Devolution deal** and continue to explore a wider Yorkshire approach.
- Provide leadership to ensure Team Doncaster considers the opportunity and challenges arising from the UK's **EU exit**, including:
 - Harnessing the opportunities that the EU transition will bring
 - Supporting businesses to improve their trading position and growth their businesses in a post COVID environment.
- **Maximise external funding** including:
 - 'Levelling up' funds from the Government.
 - Shared Prosperity funding.

Safe & Resilient

Residents feel safe and communities are more resilient to challenges and emergencies.

What the Council needs to do well

- Encourage and educate people on road safety.
- Maintain the roads to appropriate standards across the borough.
- Deal with identified dangerous/nuisance trees.
- Deal with housing hazards, resolving any issues quickly.

Key priorities that our resources will support in 21-22

We will:

- Continue with **flood mitigation projects** and embed **lessons learned** to ensure robust response and recovery from **flooding emergencies** in the future.
- Develop a new **strategic approach to housing** which will include:
 - A renewed focus on poor property condition in the private sector.
 - Support for households in danger of losing their home due to COVID economic impact.
 - Ensuring homes managed by St. Leger are modern, decent, safe and energy efficient.
- Deliver safe, high quality **front-line services for children and families**.
- Support, quality assurance, and constructive collective challenge across the **Children's Safeguarding Partnership** to ensure an effective safeguarding system in Doncaster.
- Increase the **resilience of the Children's Safeguarding Partnership** through improving:
 - Early intervention and prevention.
 - The 'front door' model.
 - Multi-agency practice.
 - Intelligence-led performance management.
 - Governance.

- Ensure delivery of **high quality safeguarding services** for children, young people and their families through effective contract management of **Doncaster Children's Services Trust**.
- Explore implementing a **contextual safeguarding approach** that supports the localities delivery model, with an emphasis on place based discussions through **Local Solution Groups**.
- Embed **whole family working for the safeguarding of children**, in particular those deemed vulnerable and living in households where there are vulnerabilities, e.g. domestic violence, mental health and substance misuse.
- Help people feel safe through **focused work with vulnerable individuals** and affected communities.
- Continue to work closely with the **police and prisons** to tackle crime, in particular **domestic abuse**.

Healthy & Compassionate

A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.

What the Council needs to do well

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

Key priorities that our resources will support in 21-22

We will:

- **Minimise the impact of COVID** on Doncaster people, families, communities and institutions through effective COVID control arrangements, with a focus on BAME communities, those vulnerable to poverty, homelessness, unemployment, abuse and discrimination. This includes using intelligence to ensure hard to reach groups access COVID testing and vaccinations.
- Support the borough's **recovery and renewal following COVID** by developing Asset Based Community Development, locality commissioning and the foundational health and wellbeing system, with a focus on BAME communities, those vulnerable to poverty, homelessness, unemployment, abuse and discrimination
- Create the **conditions for healthy behaviours** and in particular deliver the **Get Doncaster Moving** whole system approach to address physical inactivity, including park developments and the leisure facilities developments.

- **Improve population physical and mental health and reduce health inequalities** through strategic commissioning and the creation of key partnerships, including with the NHS, businesses, research organisations, and the Voluntary, Community, Faith and Social Enterprise sector.
- Revise the **Health in All Policies** approach including the consideration of health in our key planning, licensing and environmental decisions.
- Review the capacity and capability of the **public health function** (and Council) in light of expected changes to Public Health England and the likely increased demands this creates, including the need to be ever more evidence informed and research led.
- **Build better lives** with people already known to social care or community teams.
- Enable **people to be independent, safe and well** and when services are needed, ensuring they are provided to a good standard.
- Target **prevention to build resilience** with people and places most at risk of escalating needs.
- Prioritise **'Home First'** by working with NHS partners so people spend less time in urgent care.
- Improve quality and value by ensuring timely **access to individually tailored services**.
- **'Act personal'**, using a clearer practice framework so our actions always reflect our principles.
- **'Think local'** to improve our connections with communities and partners to help joint working.
- **Simplify and coordinate services** so that people get more continuity and fewer hand-offs.
- Develop **information, advice and guidance**, so that there is an increased ability to give the right information in the right way at the right time.
- Develop the vision, ambition and principles for our partnership approach to **early intervention and prevention for vulnerable families and communities**, with a clear plan to support an offer that delivers sustainable outcomes for families, starting with children and families and moving to an all age integrated offer.
- Develop a new strategic approach to housing which will include:
 - Further improvement of **homelessness** prevention and the housing options for homeless people.
 - **Working with our communities** to help make homes healthier and safer.

Skilled & Creative

Residents have improved skills and a creative culture supports well-being, business success and solutions to the borough's challenges.

What the Council needs to do well

- Support schools and Early Years settings to deliver good or excellent provision.
- Ensure Education, Health and Care plans are issued quickly and effectively.
- Ensure as many children as possible gain entrance to their first choice school placement.
- Work in partnership with educational settings and communities to integrate cultural opportunities into the local offer.

Key priorities that our resources will support in 21-22

We will:

- Implement a new long-term **Education and Skills Strategy** to refocus and extend the borough-wide lifelong learning offer, and to improve outcomes.
- Support positive learning outcomes in 'the Basics' through implementing targeted **Reading and Maths strategies**.
- Ensure all children and young people are well-prepared for all ages and stages, through embedding an **all-age approach to transitions**.
- Continue to develop our **University City prospectus** to enhance the 'hybrid' Post-16 education offer across the borough.
- Embed the work of the **Social Mobility Opportunity Area Programme** as it comes to an end.
- Ensure that all people engaged in supporting **learners with special educational needs and disabilities** are clear about their responsibilities and that they deliver these in line with the principles of early intervention and the graduated response to need.

- Support the **wellbeing and curriculum needs of educational staff** and learners through the COVID pandemic, the wider reopening of educational settings transition and beyond.
- Collaboratively work with partners to **support the economic response to COVID** by increasing opportunities for adult learning and re-skilling and promoting **digital literacy**.
- Work collaboratively to establish a **Talent and Innovation Ecosystem** for Doncaster that deepens relationships and pathways between the education and employment sectors.
- Work with partners to develop a new **Culture Strategy** which supports the post-COVID recovery of the cultural sector, raises the profile of culture across the borough, and supports our wider plans for education, skills, wellbeing and economic growth.
- Capitalise on the **new library and museum** and maximise the long-term opportunities of this significant asset.

Fair & Inclusive

A borough with reduced inequalities and improved access for all to social and economic opportunities.

The achievement of this vision depends upon the extent to which it shapes the development and delivery of other wellbeing goals and the Connected Council Theme. This is reflected in the ‘Key Priorities’ section below.

What the Council needs to do well

- As an employer, be open and inclusive and champion diversity.
- As a service deliverer, ensure services are shaped by Equalities, Diversity and Inclusion (EDI) objectives and we target resources to where they are most needed.
- As a community leader, support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income.

Key priorities that our resources will support in 21-22

We will:

- Work with Team Doncaster partners to **develop the Fair and Inclusive wellbeing goal** as a mechanism for supporting and constructively challenging all other goals. For example by:
 - Establishing and communicating the borough’s ambitions and approach to reducing inequalities.
 - Supporting the Inclusion and Fairness Forum to develop and deliver EDI objectives, including by considering equalities best practice.
 - Providing equalities data and intelligence to inform policy development and to assess the impact of actions.

Apply the **Fair and Inclusive ‘lens’** to the other goals and the ‘Connected Council’ theme to identify:

- Priorities that are particularly important to achieving the vision - examples of this are provided in the table opposite.
- Opportunities to join together similar priorities from across the goals that could be better co-ordinated as a package to reduce inequalities.

Goal/Theme	Priorities to deliver the ‘Fair & Inclusive’ goal
Greener & Cleaner	<ul style="list-style-type: none"> • Support the low-carbon transition - to ensure the benefits of acting on climate change are shared widely and the costs of a sustainable transition do not fall on those least able to pay.
Prosperous & Connected	<ul style="list-style-type: none"> • Support for residents impacted by COVID through Advance, Launchpad, the RISE Programme and South Yorkshire Futures.
Safe & Resilient	<ul style="list-style-type: none"> • A renewed focus on poor property conditions in the private sector. • Support for households in danger of losing their home due to the COVID economic impact • Embed whole family working for the safeguarding of children, in particular the most vulnerable. • Help people feel safe through focused work with vulnerable individuals.
Healthy & Compassionate	<ul style="list-style-type: none"> • Minimise COVID’s impact and support the borough’s recovery and renewal from it – with a focus on BAME communities, those vulnerable to key factors e.g. poverty, unemployment and discrimination. This includes using intelligence to ensure hard to reach groups access COVID testing and vaccinations. • Improve population health and reduce health inequalities
Skilled & Creative	<ul style="list-style-type: none"> • Embed the work and achievements of the Social Mobility Opportunity Area Programme. • Ensure that all people engaged in supporting learners with special educational needs and disabilities are clear about their responsibilities and deliver these, in line with the principles of early intervention and the graduated response to need.
Connected Council Theme	<ul style="list-style-type: none"> • Better understand our people and places and build this into our insight, policy and decision making. • Maximise the use of innovation technology and digital ways of working to support modern, accessible customer interactions.

Connected Council

The capacity to deliver for the future.

We will continue to develop the **capabilities, resources, technology and knowledge** needed to innovate in how we deliver services and work with communities and partners to improve wellbeing.

Resources

The council continues to face the **significant challenge of setting a balanced budget** with reducing funding, rising demand for services and increasing costs (e.g. inflation), whilst continuing to invest in the borough and protect the most vulnerable in our communities. The overall funding gap is £18.9m across 2021/22, 2022/23 and 2023/24. This comes on top of a long period of annual budget cuts. The Special Interest Group of Metropolitan Authorities (SIGOMA) has calculated that the average reduction in council core revenue spending power between 2010/11 and 2019/20 was 18.4% nationally but that the reduction for Doncaster was 26.2%

Despite continued budget constraints, we have a clear plan to manage our resources in 2021/22 and a robust and balanced **gross revenue budget of £503.5m** is expected to be in place for 2021/22. The savings proposals and budget framework that have enabled this budget to be set are driven by Doncaster's six wellbeing goals and Directorate priorities that will help to deliver them. Many of the savings proposed in the budget are a result of working more commercially, utilising technology and taking new approaches to commissioning. We will continue to explore opportunities to reduce costs and increase revenue generating options during 2021/22 by: increasing productivity and removing waste; delivering savings through transformation in a multitude of ways; and managing the demand for services through a range of targeted measures.

As well as funding high quality services for residents, the council will **continue to invest in the future of the borough** with £107.7m of capital spending estimated for 2021/22. This is part of an overall package of £341.3m of investment to 2024/25 to stimulate growth and prosperity. Residents across

Doncaster will benefit from investment in projects to further improve education, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough. Wherever possible, we will spend our money locally to support local businesses and organisations, and create **social value** to maximise the social, economic and environmental impact of procurement to the benefits of our residents.

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

Programme & Performance Management

To support the delivery of the wellbeing goals Team Doncaster already has:

- A streamlined **operating model** with new boards and support groups.
- A **programme management** approach to the delivery of priorities.
- Quality of life **indicators** to measure overall success. These will be updated as part of the development of a new Borough Strategy.

Further changes will be implemented once the new Borough Strategy has been agreed, including ensuring the assessment of progress towards delivering the goals considers all contributions from across council Directorates and partner organisations.

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

- The Council's progress in delivering its **contribution to borough priorities**, captured in quarterly monitoring reports to the council's leadership.
- The latest data for **quality of life indicators**.
- **Service standards** - reflecting what the council needs to do well, day in, day out.
- An effective **performance and development scheme** linked to a corporate skills framework.
- **Equalities, diversity and inclusion** objectives.

What the Council needs to do well

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

Key priorities that our resources will support in 21-22

We will:

- Support the work to develop and implement the **new Borough Strategy** and Team Doncaster's partnership operating model
 - Continue the implementation of the **Workforce Strategy** that equips staff with the right skills and behaviours to deliver and commission good quality services, underpinned by high standards of leadership, partnership working, and safe working practices.
 - Ensure the **Medium Term Financial Strategy** provides adequate resources to deliver on corporate priorities. Also that it is sufficiently flexible to respond to the unprecedented financial volatility in the short term and provides a sustainable funding strategy for the longer term.
 - Maximise the use of **innovation technology and digital ways of working** to support the delivery of all priorities, service delivery and modern, accessible customer interactions.
 - Better **understand our people and places** and build this into our insight, policy and decision making.
- With the support of a revised **Communications and Engagement Strategy**, continue to develop and embed effective communications with all stakeholders and increase the ability to give the right information in the right way at the right time.
- Improve the **'front-door' service experience** of residents by simplifying our co-ordination, providing more continuity and less hand-offs.

- Support local democracy and the **2021 Local Elections** in a COVID compliant environment
- Implement **service restarts in Economy and Environment** and the stepping up of service provision in a safe and risk-based way, in line with national and organisational COVID guidance.
- Continue to build upon the ongoing **lessons learned from the response and recovery** from the COVID emergency, to develop more agile, responsive and innovative Economy and Environment service offers.
- Implement the **Buildings Recovery Plans** to support the timely stepping up of service provision across the borough
- Deliver refreshed **Responsive Asset Management Plans** for Directorates to inform the effective use of assets in supporting service delivery.
- Ensure that all the **corporate functions of the Learning and Opportunities Directorate** are closely monitored and delivered on time, including the effective implementation of the **Doncaster Integrated People Solution (DIPS) programme** and on-going business contingency planning.

Glossary of Terms

Advance

A programme funded by the European Regional Development Fund, operating under the Doncaster Employment Hub as a single gateway to streamline access to employment, skills, enterprise information and support.

Biodiversity Net Gain

An approach which aims to leave the natural environment in a better state than beforehand.

Complex Lives

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

Devolution Deal

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

Home First

An NHS funded service that supports those who are discharged from hospital, for example with care visits to provide support with everyday activities, like getting washed and dressed and preparing hot drinks and meals.

Launchpad

A programme, funded by the European Regional Development Fund which provides support to pre-start and new businesses (trading up to three years) in the SCR. Doncaster Chamber delivers the Launchpad programme for Doncaster residents and businesses, in conjunction with Doncaster Council.

RISE Programme

This supports small and medium sized enterprises (SMEs) to grow through the employment of graduate talent. RISE is delivered through a well-established collaboration of the region's local authorities, universities and a specialist private sector delivery partner working together to provide the tailored support businesses need

Sheffield City Region

A diverse and connected economy bringing together Sheffield, Barnsley, Rotherham and Doncaster. It comprises a Mayoral Combined Authority, headed by an elected Mayor and a Local Enterprise Partnership. The organisation works at a regional level to deliver business growth, improved skills and economic development.

Social Mobility

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

Social Value

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

South Yorkshire Futures

A programme, convened by Sheffield Hallam University and backed by the Department for Education, which contributes to the national social mobility agenda through raising attainment and progression for pupils across South Yorkshire.

Supply chains

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

'Three Horizons' model

A tool for thinking about the future. It helps groups identify which of the dominant 'business as usual' approaches are no longer fit for purpose, how emerging trends/innovations can shape the future, and what action is needed to embrace them to move towards a new vision for the future.

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**Doncaster
Council**

Councillor Jane Kidd
Wheatley Hill and Intake Ward

Tel: 07954 428726
E-Mail: jane.kidd@doncaster.gov.uk

12th February, 2021

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

Dear Ros,

CORPORATE PLAN 2021 - 2022

The Overview and Scrutiny Management Committee held a meeting on the 11th February, 2021 to consider the Corporate Plan 2021 - 2022. I am pleased to confirm that Members supported the plan ahead of it being presented to Full Council on 1st March, 2021.

Members welcomed Doncaster's emerging Wellbeing Goals for a new Borough Strategy and the actions that will contribute to the well-being goals over the next year.

The minutes of the meeting will soon be available, but here is a broad outline of the feedback provided from the discussion:

- **Linkages with the Council and Partnership Priorities** – Members noted the importance of the Corporate Plan's links to other significant Council and partnership priorities such as the Environmental Strategy and recommendations made through the Climate Commission. It was recognised that this agenda was supported through the inclusion of the 'Cleaner and Greener' goal within the plan.
- **Communication of the Corporate Plan** – Members were pleased to learn more about the innovative proposals being considered to be as wide reaching as possible in terms of audience and to explain the plan in different ways.
- **Focus on Inequalities** – Members were assured that the plan would seek to reduce inequalities through its 'Fair and Inclusive' goal, which will provide a focus on 'tackling inequalities and improving social mobility'. Members made reference to the work that needs to be undertaken particularly around BAME inequalities.
- **Changes in how we work** – Members acknowledged the advances made through digital ways of working, how our approach needs to be more intelligence-led and to be more agile and responsive.

Page 2. Continued.

- **Emergency Planning** – Members stressed the importance of prevention and preparedness in tackling emergency incidents as experienced more over previous years, for example, flooding.
- **Delivery of the Key Priorities 21-22** – Members were reassured that progress towards delivering the priorities set out in the Corporate Plan's goals will be delivered and monitored through the Council's own performance management framework.

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

Kind regards,



Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

cc OSMC Members
Cabinet Members
Damian Allen - Chief Executive
Debbie Hogg - Director of Corporate Resources
Allan Wiltshire - Head of Policy and Partnerships
Lee Tillman - Assistant Director of Strategy and Performance



Doncaster Council

Date: 1st March 2021

To the Chair and Members of
COUNCIL

CAPITAL STRATEGY AND CAPITAL BUDGET 2021/22 – 2024/25

EXECUTIVE SUMMARY

Capital Strategy

1. The Capital Strategy outlines the principles and decision making process involved when approving new bids and the monitoring of the Council's capital programme. The aim is to contribute to the achievement of the Council's priorities and objectives, through the regeneration of the borough, improved infrastructure, improved efficiency and effective operation of services. This is to be delivered via an affordable programme of capital investment consistent with the Council's financial strategy.
2. The Capital and Major Projects Board (CAMP Board) has provided strategic oversight of the council's capital investments to be more responsive to its post-COVID-19 and post-Brexit economic, social and environmental commitments and ambitions.
3. The Capital Strategy is set out in paragraphs 39 to 79; this has been used to produce the Capital Budget Proposals set out in paragraphs 13 to 38.

Capital Programme Budget Proposal

4. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate with an estimated £341.3m of capital investment over 2021/22 to 2024/25 that will continue to stimulate growth and prosperity, with £107.7m of spend estimated for 2021/22. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture, as well as attracting investors and visitors to the Borough. This includes £174.1m investment in the Council's social housing stock over the next four years, covering maintenance, adaptations and the new build programme.
5. Additional schemes are proposed for inclusion in the capital programme totalling £30.2m, with £23.4m in 2021/22. These schemes have been reviewed to prioritise essential spend required to maintain our assets which are expected to be used in the long term. This includes continued investment in our leisure facilities, retained public buildings and fleet replacement.
6. We have also sought to provide £2.6m to commence a programme of activities to decarbonise our buildings, operations and energy supply, £0.5m for tree planting

as well as the naturalisation of some grassed areas with wildflowers and continuing to invest in electric vehicles as part of the council fleet. Supporting the Greener, Fairer and More Prosperous Doncaster agenda, Tackling the Climate and Biodiversity Crisis and the new Environment and Sustainability Strategy.

7. The existing capital programme and new projects for the four years 2021/22 to 2024/25 are detailed in Appendices 1a to 1e and the paragraphs below. There is also further information on some of the schemes that will have wide-ranging benefits for Doncaster.
8. In the following sections, unless stated otherwise, the value for 2021/22 is shown first and then the total for the four-year programme is in brackets (2021/22 to 2024/25).

EXEMPT REPORT

9. This report is not exempt.

RECOMMENDATIONS

10. Council approve: -

- The Capital Strategy at paragraphs 39 to 79;
- Capital Programme Budget for 2021/22 to 2024/25 at paragraphs 13 to 38;
- Directors in consultation with the portfolio holder take responsibility for agreeing any significant changes to the Schools Condition Programme and the Local Transport Plan funding and that they are agreed in consultation with the relevant Portfolio Holder.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

11. Doncaster citizens will benefit from the continued capital investment in public facilities such as schools, leisure centres, roads, markets and affordable housing, and also from the Council facilitating growth by working with a range of partners.

BACKGROUND

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

Capital Programme Summary

13. The current Capital Programme includes £341.3m of capital investment over 2021/22 to 2024/25, with £107.7m in 2021/22. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Adults, Health and Well-Being	7.527	4.982	4.982	4.982	22.473
Corporate Resources	21.884	13.792	12.850	12.500	61.026
Learning, Opportunities, Skills and Culture	7.971	9.617	4.912	0.000	22.500
Economy and Environment	70.345	76.473	44.674	43.791	235.283
Total	107.727	104.864	67.418	61.273	341.282

14. The schemes put forward to be considered for approval total £30.2m with a £11.9m funding requirement; these are detailed in Appendix 2. The value of capital bids received as part of budget setting that require funding from council resources (capital receipts and borrowing) are set out in the table below. The CAMP board has reviewed all the bids received. Due to the shortfall of capital receipts, these bids will have to be funded by borrowing: -

Directorate	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Adults, Health and Well-Being	0.000	0.000	0.000	0.000	0.000
Corporate Resources	0.454	0.000	0.000	0.000	0.454
Economy and Environment	6.052	1.359	0.559	0.559	8.529
Learning, Opportunities, Skills and Culture	2.889	0.000	0.000	0.000	2.889
Total	9.395	1.359	0.559	0.559	11.872

15. It is estimated that borrowing for the £11.9m in the table above would incur borrowing costs of £0.741m per annum, which can be met from existing limited budgets, which is balanced against the pressures on the revenue budget position.

Economy and Environment

16. The programme managed by this Directorate is the largest part of the Council's budget in terms of project numbers and value at an estimated total investment of £70.3m in 2021/22 (£235.3m), a further analysis is provided in Appendix 1e.

17. The key projects within this programme include Transforming Cities, the street lighting improvement programme and all public and private sector housing.

18. Bids totalling £8.5m (£6.1m) were received during budget setting for this Directorate that would need to be funded with council resources.

Development

- a. **Transport IT programmes** - £1.3m in 2021/22 (Local Transport Plan) for a range of schemes relating to Safer Roads, Network Management, Cycling and Sustainable Choices (Dropped crossings, Footways, Bus Partnership, Minor Works Package, etc.).

- b. **Strategic Acquisitions Fund** – £3.1m 2021/22 (funded with Council resources). To be used for the strategic acquisition of assets required for regeneration purposes. Available for identified strategic prioritisation and subject to general capital resource planning.
- c. **Transforming Cities Fund (TCF)** – £8.3m 2021/22 (£25.1m) (£1.2m of Council resources, £23.9m external grant) - the TCF aims to drive up productivity through improved connections between urban centres and suburbs with investment and improvements in local transport infrastructure and public transport.

Housing & Sustainability

- a. **Council House Building Programme (Committed)** – £7.1m in 2021/22. Delivery of the developments approved by Cabinet on 3rd December, 2019, as part of the Affordable Homes Programme.
- b. **Council House Building Programme (New Major Investment)** – Further funding totalling £70.2m across the four year programme has been earmarked to deliver additional new homes across the Borough.

The Council continues an ambitious programme of housing development over the next 5 year period, which will result in a total of £100m invested to deliver a substantial number of new homes to meet the needs of our residents.

- c. **Council House Improvement and Maintenance Programme** – Funding totalling £21.4m in 2021/22, will be spent on maintaining and improving the existing Council housing stock to the Doncaster decency standard. The main focus will be on energy efficiency improvements, heating conversions/upgrades, refurbishment of void properties and roof, facia and soffit replacements. The programmed works will include the following: -
 - **Fire Safety Improvements** – Funding totalling £2.3m in 2021/22 (£4.9m across the four year programme). Fire risk assessments have now been carried out on the majority of properties. Work is ongoing to deliver the actions from the fire risk assessments.
 - **Electrical Works** – Electrical works totalling £0.8m in 2021/22 (£3.1m across the four year programme) will be invested into exchanging consumer units and introducing surge and arc protection equipment to existing stock where required, in order to comply with electrical regulations.
 - **Energy Efficiency Works** - Funding totalling £3.1m in 2021/22 (£18.5m) will be spent on investment in Energy Efficiency Works to respond to climate change and the need to work across housing types and tenures to meet carbon reduction targets. The main focus will be on hard to treat properties which include 1,485 solid wall properties identified to benefit from external wall insulation works. These works will help the Authority move towards achieving an Energy Performance Certification “C” standard.
- d. **Net Zero Carbon** – £2.6m. Following the Council’s declaration of a Climate & Biodiversity Emergency in 2019, and the subsequent actions undertaken through the establishment of a Doncaster Climate & Biodiversity Commission, production of a new Environment & Sustainability Strategy and Net Zero Carbon Masterplan; the Council proposes to commence a programme of activities to decarbonise its buildings, operations and energy supply.

Environment

a. **Highway Maintenance Programmes – £4.9m 2021/22 (Local Transport Plan)**

- Planned structural highway resurfacing schemes, preventative maintenance treatments and local routine maintenance works across the Doncaster highways network.
- Strengthening and maintenance of bridges and other highway structures across the borough on a priority needs basis that will allow removal of some temporary weight restrictions and safety measures already in place on inadequate bridges and highway structures.

The planned structural schemes for carriageway, footway, bridges and street lighting will be identified on a priority needs basis, reflective of condition, usage, risk and affordability in order to ensure the Council meets its statutory duty and obligations for maintaining the highway and bridge infrastructure networks and for providing the safe passage of highway users.

The preventative highway maintenance treatment programmes for surface dressing, micro-surfacings and footway slurry surfacings will be selected based on the need to preserve and protect the network from further degradation, thereby providing and supporting a sustainable highway network asset. The borough-wide highway maintenance programme of proprietary treatments will be submitted for approval by the Highways Portfolio.

Routine highway maintenance patching works address the permanent repair of potholes and pothole prevention measures. Local works will be selected and prioritised from various highway condition surveys and highway inspection data sources alongside notifications received from Ward Members, the general public via Call Centre enquiries or by other means.

- b. **Street Lighting Column Replacement – £1.5m 2021/22 (£4.5m)** (funded with Council resources) – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing light emitting diode (LED) light fittings.
- c. **Tree Planting/Wildflower Naturalisation – £0.5m (£0.5m)** Supports the environmental strategy with the planting of trees along the main arterial highways to improve the environment and help increase tree canopy coverage in the borough and the re-naturalisation of some grassed areas with wildflowers.

Adults, Health and Well Being

19. The total investment managed by this Directorate is estimated to be £7.5m in 2021/22 (£22.5m). The largest areas are Housing Adaptations £5.5m (£20.4m) and Leisure Centre improvements £2.0m. A further analysis is shown in Appendix 1b.

20. The key projects within this programme include adaptations for the disabled and the improvement and maintenance of the Doncaster Leisure Trust assets.

- a. **Disabled Facilities Grant (DFG)/Adaptations – 1,830 housing adaptations** for the disabled are estimated to be completed per year (230 DFG adaptations to private properties and 1,600 on SLH properties). There are also 1,300 private minor adaptations estimated to be completed each year. The estimated funding package is £20.4m.
- b. **Doncaster Culture and Leisure Trust – £2.0m (£2.0m).** Leisure facilities Capital programme is taking a phased approach to investment over the next 4

years, this enables a strategic approach to allocating funds and resources to resolve the backlog of works ensuring long-term viability of the facilities. As works progress, all sites across the portfolio such as Edlington and Rossington leisure centres will see monies invested into the buildings. The additional investment detailed in Appendix 2 provides for the works to take place in 2021/22 at Adwick, Dearne Valley, Thorne, Crookhill Park golf course, Hatfield Outdoor activity centre and The Dome. In addition, works delayed at Askern due the impact of covid will be carried into 2021/22. Works are to improve building fabric and lighting, mechanical and electrical elements. This will allow Doncaster residents to maintain access to high quality swimming, indoor sports and gymnasium facilities.

Corporate Resources

21. Corporate Resources are estimated to manage (£61.0m) of funds over the four year programme, with £21.9m in 2021/22. The major area of spend managed is investment in information and communications technology (ICT) £3.0m (£3.9m). The balance for the Investment and Modernisation Fund allocation, which is to be increased to £12.5m (£50m), is held within this directorate. A further analysis is shown in Appendix 1c.
22. The key projects within this programme include fleet replacement, essential technology infrastructure and council wide systems.
23. Bids totalling £0.5m (£0.5m) were received during budget setting for this Directorate that would need to be funded with council resources.
 - a. **ICT Schemes** – £3.0m (£3.9m). The Council cannot operate effectively and efficiently without technology. Technology needs to be continually refreshed to be fit for purpose and so it will still operate as technology continually evolves and to ensure all information is kept safe and secure.
 - b. **Investment and Modernisation Fund (IMF)** – £12.5m (£50.0m) IMF available to fund projects which deliver more efficient services and enable further revenue savings.

Learning, Opportunities, Skills and Culture

24. The total investment via this Directorate is estimated to be (£22.5m) over the four year programme, with £8.0m in 2021/22. Analysis is shown in Appendix 1d.
25. The key projects within this programme include the schools condition programme, children's trust future placement strategy and home to school transport.
26. Considerable amounts of effort and investment are being made to improve the condition of our schools and create new school places. The main outcomes for this Directorate and more detail on the school building improvements is below: -
 - a. **Schools Condition Programme** – Overall fourteen schools are estimated to have a range of improvements works completed in 2021/22, a single school may have more than one type of improvement work carried out, including roof replacement, electrical and lighting upgrades and heating system improvements, investing £1m.
 - Six schools will have a range of electrical work completed including mains and lighting upgraded £0.3m;
 - Five schools will have a range of heating, boiler and pipework improvements at an estimated cost of £0.3m;
 - Three schools will have fabric works completed, investing £0.3m;

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

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

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

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

Investment in the Adwick, Don Valley and Ridgewood Secondary Planning Area to facilitate an increase in Pupil Admission Number (PAN) for secondary provision. This will enable places for additional pupils to be admitted locally.

Investment in the Hayfield and Rossington Secondary Planning Area to facilitate an increase in PAN for secondary provision. This will enable places for additional pupils to be admitted locally.

Investment in the Danum, Hall Cross, McAuley, XP and UTC Secondary Planning Area to facilitate an increase in PAN for secondary and primary places, particularly focused on Hall Cross Academy and Hatchell Wood Primary. This will enable places for additional pupils to be admitted locally.

There will also be some minor projects in primary provision across the borough focused on the Danum, Hayfield, Edlington and Thorne Pyramids.

All the school expansions are funded with Department for Education (DfE) Pupil Places grant and agreed Section 106 allocations where appropriate. The SEMH Provision projects will be funded by a combination of Special Educational Needs and Disability (SEND) and Pupil Places grant.

- c. **Doncaster Children's Services Trust** – Doncaster Children's Service Trust has funding of £2.2m. The schemes will support the future placements strategy and the refurbishment of the Beechfield family centre.
- d. **Archives** – £1.5m (£1.5m). Various options are currently being appraised for a suitable site or refurbishment of assets in Doncaster that could be used to locate the archives and where possible mitigate the use of unnecessary offsite provision. £1.5m is a planning total and will not be approved until a full and robust business case has been completed.

Pipeline

- 27. As part of the budget setting process CAMP board requested to be made aware of capital schemes at only a conceptual stage or in need of further development in order to create a capital pipeline.
- 28. Schemes in the pipeline will be aligned to key strategies, such as the Environment and Sustainability Strategy, and be further developed with the aim of translating policy intent into capital schemes.

29. Many of the capital schemes in the pipeline require significant funding and will only be developed and delivered if additional funding from central government or other external sources becomes available.
30. Having the pipeline in place provides a strategic oversight that puts the council in a strong position to attract external funding. This also aligns with the direction of the Sheffield City Region (SCR) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.

Links to the Medium-term Financial Strategy (MTFS)

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

Asset Sales and Capital Receipts

32. To deliver the priorities, the Council needs to generate income by selling assets to generate capital receipts. Over the next four years, the Council has estimated £28.7m will be received from sales of land and buildings via the general fund disposal programme. It is currently projected that there will be a shortfall in general fund capital receipts of £9.0m in 2020/21 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2020/21 are not achieved). There is also a predicted shortfall of £6.3m in 2021/22 therefore there are no receipts available to fund the new capital schemes.
33. Funding of the capital programme in recent years has relied largely upon capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. The disposals programme is also decreasing in size so the level of capital receipts available in the future will greatly diminish.
34. The value in the current capital programme to be financed with capital receipts totals £18.5m.
35. The tables below show the existing capital receipts and commitments for 2021/22 to 2024/25: -

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Current Capital Programme Requirement	8.503	0.701	0.400	0.000
Estimated Capital Receipts:				
- Carried forward	(8.992)	(6.293)	3.883	10.150
- In-year capital receipts	11.202	10.877	6.667	0.00
Total Est. Capital Receipts	2.210	4.584	10.550	10.150
Cumulative Balance (to c/f)	(6.293)	3.883	10.150	10.150

36. If any of these assets were to fail to sell, slip to another financial year or not achieve the estimated sale price it would be detrimental to the amount of capital receipts available. As these are estimates the sale price may vary as well as the timings of the sales.

Future Capital Allocations and Funding

37. Funding allocations will continue to be used in line with the relevant legislation or funding guidance. For funding that allows the Council discretion on how it is used

and any new funding allocations made during the year, the Chief Financial Officer will confirm to which part of the capital programme it will be applied.

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

Capital Strategy

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

40. Spending is included within the capital programme where the Council expects it to result in future economic (asset value) or service (asset performance or life) benefits. This covers both purchase of new long-term assets and improvements to existing ones and is consistent with the approach required in the CIPFA Code of Practice in Local Authority Accounting. Some of the Council's spending allocations are to either purchase or improve an asset belonging to another organisation or individual, such as housing adaptations for the disabled, in these circumstances, we include the expenditure in the capital programme for budget setting and monitoring processes but follow the Code of Practice's requirements for accounting treatment to ensure it does not increase the net worth shown on the Balance Sheet.

41. A prudent low risk approach is taken with the capital programme; spend needs to be aligned to council objectives, e.g. through the regeneration of the borough, improved infrastructure and effective operation of services. This is achieved by ensuring the Council: -

- Maximises the use of assets over their useful life ensuring they are kept in appropriate operational condition for continual delivery of services;
- Strategic projects that deliver our ambitions as a Council to improve education, housing, infrastructure, retail, leisure and culture, as well as attracting investors and visitors to the borough; and
- Improves the revenue budget position through maximising the use of capital funding e.g. rationalisation of buildings and investment in Care Leavers Housing Provision to reduce on-going costs.

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

The Council's Corporate Objectives and Priorities

43. We are committed to ensuring that what we are proposing in the budget meets our policy intent but also meets how we want to deliver services in the future. The Corporate Plan 2021/22 reflects the transition to a new Borough Strategy which will replace the Doncaster Growing Together Plan. It is framed around the same six emerging well-being goals:

Goal	Vision
Prosperous & Connected Doncaster	A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.
Safe & Resilient Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies.

Healthy & Compassionate Doncaster	A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.
Skilled & Creative Doncaster	Residents have improved skills and a creative culture supports well-being, business success and solutions to the borough's challenges.
Greener & Cleaner Doncaster	A borough that takes every opportunity to protect and improve the local and global environment to improve well-being.
Fair & Inclusive Doncaster	A borough with reduced inequalities and improved access for all to social and economic opportunities.

44. The well-being goals mark a significant turning point in Doncaster's commitment to improve life now and for future generations as they are guided by the fundamental need to balance the wellbeing of people with the well-being of the planet. This is reflected in one central mission: Thriving People, Places and Planet.
45. This budget supports the transition to these new well-being goals and the approach that will be taken to deliver them: -
- a. New ways of doing things - to improve the future;
 - b. Regenerative Development;
 - c. Working closer with communities;
 - d. Shared Responsibilities - locally and regionally;
 - e. Intelligence led Interventions;
 - f. Whole Life, Whole System integration.
46. For example, in line with the environmental strategy and in reaction to the climate and bio-diversity emergency the Council is working to produce a Net Zero Carbon Masterplan. This includes schemes for individual buildings which will be developed and approved as surveys are completed.
47. This budget is also an integral part of the 'Connected Council' section in the Corporate Plan which sets out how the Council will continue to develop the capabilities, resources, technology and knowledge needed to deliver quality services and work with communities and partners to improve well-being. This includes a number of things that the Council needs to do well:
- a. Respond to our customers quickly, focusing on a quality customer experience.
 - b. Process Housing and Council Tax queries quickly and appropriately.
 - c. Ensure more people can access Council services digitally.
 - d. Collect Council Tax and Business Rates effectively.
 - e. Be an open and inclusive employer that champions diversity
 - f. Wherever possible spend our money locally.
 - g. Support employees to improve performance, engagement and attendance.
 - h. Provide expert advice for all aspects of council business.
48. The strategies and plans influencing the capital programme include: -
- a. **Medium-term Financial Strategy (MTFS)** - All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The

impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFS.

- b. **Asset Management Strategy 2017-2022** - Sets out actions to be taken to the Council's property portfolio to ensure it stays relevant and retains its financial and organisational value with clear guidance about how assets will be used, maintained and where appropriate, disposed of.
- c. **Housing Strategy** – Approved by Cabinet on 12th January, 2021. The aims of the revised strategy are to:
 - i. Enhance the safety and condition of homes, the main setting for our wellbeing throughout our lives
 - ii. Meet housing need and aspirations, support our local economy and help revitalise town centres and communities
 - iii. Make homes greener and more energy efficient to reduce carbon emissions and keep energy costs affordable
 - iv. Enable and support people to plan, act and invest in their homes, to protect their independence and wellbeing for the future

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

- Housing actions in the Mayor's Restart, Recovery, and Renewal Plan: a whole system approach to tackling homelessness; development of the Five Year Housing Delivery Plan
 - An accelerated £100m+ Council House Build Programme, providing new affordable homes at high design and energy efficiency standards
 - The aim to complete a new Private Sector Housing Stock Condition Survey as the foundation for a long term Housing Retrofit Programme raising energy efficiency standards for all homes across the borough and improving conditions in the private rented housing sector
 - Responding to new responsibilities on Building and Fire Safety
 - Implementing the housing recommendations from Doncaster's Environment and Sustainability Strategy
 - Working to deliver new homes in key economic growth locations, and in our town centres, to support our economy
 - Working in partnership with our residents and other agencies to help tackle climate change and support independent living, mobilising our shared skills and capacity to improve homes and lives for the future
- d. **Treasury Management Strategy Statement** – details the strategy for management of the Council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management makes sure that sufficient cash is available to meet service delivery in line with the approved Capital and Revenue Budgets.

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

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

Natural Environment, Built Environment, Economy and Sustainable Consumption and Behaviour Change.

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

Maintenance and review of current Assets

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

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

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

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

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

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

- c. **Responsive Asset Management Plan (RAMP)** – development of Directorate specific plans to inform decision making and bring asset use further up the agenda. RAMPs provide information used to identify and prioritise the maintenance requirements of current assets and to support longer-term decision making based on service priorities and available assets.
- d. **Investment Portfolio Review** – a reporting mechanism to allow robust and informed management decision making relating to: -
 - Asset performance;
 - Investment, acquisition and disposal opportunities;
 - Benchmarking against other authorities.
- e. **Fleet replacement** – factors such as condition, age, mileage and current utilisation levels are all taken into consideration when deciding if vehicles which

currently form part of the Council's fleet should be disposed of, maintained or replaced.

- f. **Retained Buildings Improvement** – Investment to address condition related projects to ensure buildings remain fit for purpose, in operation and safe.
- g. **Housing** – improvements and maintenance of the existing Council housing stock to Doncaster decency standard. The main focus will be on energy efficiency improvements, heating conversions/upgrades, refurbishment of void properties and roof, fascia and soffit replacements and responding to new responsibilities on Building and Fire Safety.

Future investment in the Councils housing stock will be in line with the Governments focus on the following areas:-

- Following the tragic Grenfell fire, there has been a significant review of building safety and particularly fire safety in high rise blocks. A number of documents have been issued the most recent of which is the draft Building Safety Bill, which is expected to become an Act during 2021. It is essential that we meet all the requirements of this Act, the Fire Safety Bill and the Social Housing White paper and the ones that require capital investment will need to be funded from the housing capital programme.
- The Climate Change Act 2008 committed the United Kingdom (UK) to an 80% reduction in carbon emissions relative to the levels in 1990, to be achieved by 2050. In June 2019, secondary legislation was passed that extended that target to “at least 100%”. We are currently investigating the scope of investment that will be required to meet this legislation for the Council's housing stock. A report has been commissioned which will give details of the investment required in the stock in terms of type, order of the work and the estimated cost. It is likely that the report will also identify that some of the housing stock will be unable to meet the required standards irrespective of the amount of investment. The report is not available to inform this year's capital programme but will drive the long term investment strategy for the housing stock in the future.
- The current decent homes standard was introduced by the Government in 2000 and Doncaster approved the Doncaster decency standard in 2005. As this standard is currently over 20 years old, it is being reviewed and it is likely that a revised standard will be published, decent homes 2.0. When this standard is reviewed the long term investment programme will need to reflect the revised standard.

Investment in these three areas was not built into the self-financing settlement for the Housing Revenue Account (HRA), which was implemented by the Government in 2012, and therefore the anticipated value of investment required is greater than the funding currently provided for within the HRA.

Non-Financial Investments

- 51. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
- 52. All investment assets are revalued annually at fair value to give an accurate indication of the receipt that could be generated to recover any capital investment.
- 53. It is anticipated that the properties will increase in value over the long term providing an increase in the capital value of the investment as well as the

investment return. There is a risk the capital value could fall reducing the capital returned on disposal depending upon market conditions.

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

Funding Sources

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Be aligned to and contribute to Council priorities;
 - Be self-financing through for example: generating revenue savings or additional income or from asset disposals;
 - Carry an acceptable level of risk;
 - To fit into the borrowing level approved; and
 - Be within the Councils control, or where the Council has significant influence.
- d. **Revenue Contribution to Capital Outlay** – the use of revenue resources to fund capital schemes. This is the least preferred option of financing due to the additional pressure it could cause upon the revenue budget. If it is to be used the impact will be taken into consideration within the MTFS.

Approval and Prioritisation of the Capital Programme

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

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

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

59. This enables greater cohesiveness in delivery, avoids duplication and helps capitalise on external funding opportunities. It also improves the visibility and

transparency of the Capital Programme for Directors and their Leadership Teams.

60. Information for all new capital schemes is requested as part of budget setting, from those in a position to produce a full, robust business case ready to start in the following financial year to those only at a conceptual stage that will form the future pipeline.
61. Schemes in the pipeline will be aligned to key strategies, such as the Environment Strategy, and be further developed with the aim of translating policy intent into capital schemes. The pipeline will strengthen the Council's ability to attract external funding. This also aligns with the direction of the Sheffield City Region (SCR) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.
62. The capital process and guidance are distributed to Directors, Assistant Directors and Heads of Service to ensure that no areas are missed and all have the opportunity to submit bids. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to CAMP board theme leads.
63. Bids are made by the completion and submission of a Capital 1 Form. The Capital 1 form aims to capture the relevant information to prove the scheme is required and if so, determine its level of priority.
64. The Capital 1 form records the Council priorities the proposed scheme will help to achieve, measurable outcomes and the potential impact if the scheme is rejected or delayed. How the scheme is expected to be financed is also required with additional scrutiny taking place on the use of corporate resources.
65. Future impact upon revenue budget requirements is also captured in order to ensure the scheme is affordable and sustainable in the long term following implementation. The pressures this could cause upon revenue budgets are taken into consideration within the MTFS.
66. The CAMP Board rank bids by priorities met, health and safety issues resolved, if they are business critical and necessity for service continuation, financial implications. Each bid is also categorised into themes to aid better comparison and prioritisation.
67. The bids are then considered by all the Directors, the Mayor and Cabinet and then if supported, included in the proposed Capital Programme considered by Full Council in March. This is as per Financial Procedure Rule B.3.
68. Additions in year require the completion of a Capital 1 form; which must be followed by an Officer Decision Record 1 which will need to be signed off by the Chief Financial Officer to gain specific project approval before spend can be committed to. A full report will be needed for projects meeting the definition of a key decision. This is as per Financial Procedure Rule B.9. Any schemes over £100k or requiring the use of corporate resources must first be reviewed by CAMP board.

Monitoring of the Capital Programme

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

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

Flexible use of Capital Receipts

74. Guidance was issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003, effective from 1st April 2016 in respect of the Flexible Use of Capital Receipts.
75. This allows the Council to fund expenditure with capital receipts that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery in such a way that reduces costs or demand for services in future years.
76. The option to use capital receipts for revenue transformation purposes is currently available up to 2021/22.
77. The Council does not intend to use capital receipts this way from 2020/21 onwards.

Skills and Knowledge

78. The Council has many years' experience of delivering capital programmes and uses this experience to evaluate new proposals, monitor on-going capital investment and manage any risks that may arise.
79. Capital investments are reviewed under a robust approval process that receives input from appropriately qualified and skilled finance professionals and receives scrutiny from Elected Members.

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

OPTIONS CONSIDERED

80. Option 1 – Do not support the Capital Strategy and proposal for the 2021/22 to 2024/25 Capital budget.

81. Option 2 – Executive Board supports the Capital Strategy and proposal for the 2021/22 to 2024/25 Capital budget.

REASONS FOR RECOMMENDED OPTION

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

IMPACT ON THE COUNCIL'S KEY OUTCOMES

83. These are detailed in the table below: -

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Council budget therefore impacts on all outcomes</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	

	Outcomes	Implications
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

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

- a. the risk of asset sales being delayed or being delivered at a lower value than estimated.
- b. Should the funding for Education be lower than estimated, this would mean that programmes of work would have to be reviewed and revised.
- c. The risk that interest rates rise causing additional pressure to the revenue budget or reducing the amount of capital schemes that can be afforded.
- d. Exiting the European Union – risks that may materialise due to exiting the European Union e.g. increases in costs, delays in receiving required building materials, reduction in skilled labour and uncertainty levels built into tenders.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 05/01/21]

85. In accordance with the provisions of the Local Government Act 2003, a local authority may borrow money – (a) for any purpose relevant to its functions under any enactment, or (b) for the purposes of the prudent management of its financial affairs.

86. Further, specific legal advice will be required as each project progresses (including where projects utilise external funding streams) in order to ensure that the council's best interests are protected. Each individual project should be procured in accordance with Contract Procedure Rules and any other legal requirements as appropriate

FINANCIAL IMPLICATIONS [Officer Initials: RS Date: [1.2021]

87. Financial implications are contained within the body of the report. Project approval will be required for specific projects as they are developed as per the Financial Procedure Rules. These will help to ensure that the capital programme remains affordable as projects will not start until the required funding has been identified.
88. The use of borrowing to fund projects such as the Investment and Modernisation Fund will be managed within the prudential indicators as approved in the Council's Treasury Management Strategy Statement. The Chief Finance Officer and Assistant Director of Finance have delegated powers through this policy to make the most appropriate form of borrowing from approved sources. The borrowing will therefore be incorporated within the Council's four-year capital programme for 2020/21 to 2023/24.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: RH Date: 08/1/21]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 8/1/21]

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

HEALTH IMPLICATIONS [Officer Initials: RS Date: 06/01/2021]

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

EQUALITY IMPLICATIONS [Officer Initials: RS Date: [12/01/2021]

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

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

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

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

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

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

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

CONSULTATION

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

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

BACKGROUND PAPERS

- Cabinet Report – Finance and Performance Improvement Report: 2020-21 Quarter 1
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3476>
- Cabinet Report – Finance and Performance Improvement Report: 2020-21 Quarter 2
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3482>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

Below is a list of all acronyms and abbreviations used throughout the report and their meaning in full.

CAMP - The Capital and Major Projects Board

IMF – Investment and Modernisation Fund

LED – Light Emitting Diode

DFG – Disabled Facilities Grant

ICT – Information and Communications Technology

SEMH - Social, Emotional, Mental Health

PAN – Pupil Admission Number

DfE – Department for Education

SEND - Special educational needs and disability

SCR – Sheffield City Region

MTFS - Medium-term Financial Strategy

RAMP – Responsive Asset Management Plan

HRA – Housing Revenue Account

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CAPITAL PROGRAMME 2021/22 TO 2024/25 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	5,482	4,982	4,982	4,982	20,428
PUBLIC HEALTH	2,045	0	0	0	2,045
ADULTS, HEALTH & WELL-BEING TOTAL	7,527	4,982	4,982	4,982	22,473
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	3,013	887	0	0	3,900
FINANCE	12,500	12,500	12,500	12,500	50,000
TRADING SERVICES	6,371	405	350	0	7,126
CORPORATE RESOURCES TOTAL	21,884	13,792	12,850	12,500	61,026
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE					
CENTRALLY MANAGED	200	200	50	0	450
COMMISSIONING & BUSINESS DEVELOPMENT	5,437	9,417	4,862	0	19,716
PARTNERSHIPS & OPERATIONAL DELIVERY	570	0	0	0	570
CHILDREN'S TRUST	1,764	0	0	0	1,764
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE TOTAL	7,971	9,617	4,912	0	22,500
ECONOMY & ENVIRONMENT					
ECONOMY & DEVELOPMENT	20,118	16,779	0	0	36,897
ENVIRONMENT	15,708	1,886	2,193	1,946	21,733
PUBLIC & PRIVATE SECTOR HOUSING	31,919	57,808	42,481	41,845	174,053
SUSTAINABILITY STRATEGY	2,600	0	0	0	2,600
ECONOMY & ENVIRONMENT TOTAL	70,345	76,473	44,674	43,791	235,283
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	107,727	104,864	67,418	61,273	341,282
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	8,503	701	400	0	9,604
EARMARKED RESERVES	380	0	0	0	380
GRANTS & CONTRIBUTIONS	33,428	28,856	9,005	3,773	75,062
BORROWING	33,707	38,386	28,936	29,060	130,089
REVENUE CONTRIBUTION - GENERAL FUND	1,737	1,085	396	395	3,613
REVENUE CONTRIBUTION - HRA	9,349	6,859	7,477	7,673	31,358
USABLE CAPITAL RECEIPTS (HOUSING)	2,880	2,981	3,920	3,140	12,921
MAJOR REPAIRS RESERVE (HOUSING)	17,743	25,996	17,284	17,232	78,255
TOTAL CAPITAL FUNDING	107,727	104,864	67,418	61,273	341,282

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS SOCIAL CARE	5,482	4,982	4,982	4,982	20,428
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	3,282	2,782	2,782	2,782	11,628
PUBLIC HEALTH	2,045	0	0	0	2,045
DONCASTER LEISURE TRUST	2,045	0	0	0	2,045
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	7,527	4,982	4,982	4,982	22,473

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	3,282	2,782	2,782	2,782	11,628
BORROWING	2,045	0	0	0	2,045
USABLE CAPITAL RECEIPTS (HOUSING)	300	300	300	300	1,200
MAJOR REPAIRS RESERVE (HOUSING)	1,900	1,900	1,900	1,900	7,600
TOTAL ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME FUNDING	7,527	4,982	4,982	4,982	22,473

CORPORATE RESOURCES CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	3,013	887	0	0	3,900
ICT DESKTOP & MOBILE UPGRADE	650	0	0	0	650
NETWORKING (WAN)	50	0	0	0	50
PHYSICAL SERVERS	301	0	0	0	301
ICT CORPORATE STORAGE (SAN)	66	0	0	0	66
VMWARE VIRTUAL SERVERS	37	0	0	0	37
DONCASTER INTEGRATED PEOPLE SOLUTIONS DIPS	150	0	0	0	150
COUNCIL WIDE SYSTEMS	98	0	0	0	98
ESSENTIAL TECHNOLOGY INFRASTRUCTURE	817	887	0	0	1,704
SUPERFAST BROADBAND	390	0	0	0	390
CUSTOMER RELATIONSHIP MANAGEMENT	204	0	0	0	204
HARDWARE AND SOFTWARE ASSET MANAGEMENT	90	0	0	0	90
TREE MANAGEMENT	120	0	0	0	120
PLAY INSPECTION AND ASSET MANAGEMENT	30	0	0	0	30
CAREERS INFORMATION, ADVICE AND GUIDANCE	10	0	0	0	10
FINANCE	12,500	12,500	12,500	12,500	50,000
INVESTMENT & MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
TRADING SERVICES	6,371	405	350	0	7,126
MARKETS SCHEDULED MAINTENANCE	550	350	350	0	1,250
CLEANING EQUIPMENT PROGRAMME	0	55	0	0	55
2 YEAR FLEET/PLANT REPLACEMENT	4,319	0	0	0	4,319
CORN EXCHNGE MEZZANINE DEVELOP	50	0	0	0	50
MARKET VAULTS	200	0	0	0	200
MEXBOROUGH FOOD HALL	30	0	0	0	30
PURCHASE OF GULLEY EMPTIERS	300	0	0	0	300
SIGNAGE AND ENTRANCEWAYS	50	0	0	0	50
SUNNY BAR TO STORAGE	15	0	0	0	15
WOOL MKT REMODELLING/REPURPOSE	100	0	0	0	100
HOME TO SCHOOL - TRANSPORT	757	0	0	0	757
CORPORATE RESOURCES CAPITAL PROGRAMME	21,884	13,792	12,850	12,500	61,026

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	1,901	405	350	0	2,656
BORROWING	19,983	13,387	12,500	12,500	58,370
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	21,884	13,792	12,850	12,500	61,026

LEARNING, OPPORTUNITIES, SKILLS AND CULTURE'S CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CENTRALLY MANAGED	200	200	50	0	450
LO-CYP SERVICE IMPROVEMENTS & LIABILITY	200	200	50	0	450
PARTNERSHIPS & OPERATIONAL DELIVERY	570	0	0	0	570
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT	570	0	0	0	570
COMMISSIONING & BUSINESS DEVELOPMENT	5,437	9,417	4,862	0	19,716
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
ARMTHORPE ACADEMY LAND PURCHASE	800	0	0	0	800
DFC - GENERAL - PRIMARY	400	300	200	0	900
BRANTON ST WILFRED'S (SECTION 106)	24	0	0	0	24
DUNSVILLE PRIMARY SCHOOL EXPANSION	1	254	0	0	255
BENTLEY COMMUNITY LIBRARY IMPROVEMENTS	61	0	0	0	61
CUSWORTH HALL IMPROVEMENTS	176	0	0	0	176
CUSWORTH HALL SECURITY (CCTV)	8	0	0	0	8
FIRE SAFETY WORKS CHEQUER ROAD	242	0	0	0	242
FUTURE PLACEMENTS STRATEGY CWD	600	0	0	0	600
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS	48	0	0	0	48
HAYFIELD SCHOOL CLASSROOM EXPANSION	5	1,495	0	0	1,500
OUTWOOD ACADEMY ADWICK EXPANSION	3	538	0	0	541
SAFEGUARD & SECURE MINOR PROJECT	80	35	35	0	150
SCHOOL PLACES HATCHELL GRANGE	5	1,895	0	0	1,900
SCHOOL PLACES-BLOCK ALLOCATION	200	2,000	1,537	0	3,737
SCHOOLS CONDITION PROGRAMME	1,000	800	500	0	2,300
SCHOOL PLACES SALTERSGATE JUNIOR SPORTS	40	0	0	0	40
SURPLUS PLACES ARMTHORPE	10	2,000	2,490	0	4,500
THORNE KING EDWARD SLC (S106)	73	0	0	0	73
WARMSWORTH PRIMARY SCHOOL (S106)	61	0	0	0	61
ARCHIVES	1,500	0	0	0	1,500
CHILDREN'S TRUST	1,764	0	0	0	1,764
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	1,104	0	0	0	1,104
REFURBISHMENT OF BEECHFIELD FAMILY TIME CENTRE	223	0	0	0	223
FUTURE PLACEMENTS STRATEGY - SHORT BREAKS OVERNIGHT PROVISION	437	0	0	0	437
LEARNING, OPPORTUNITIES, SKILLS AND CULTURE CAPITAL PROGRAMME	7,971	9,617	4,912	0	22,500

LEARNING, OPPORTUNITIES, SKILLS AND CULTURE CAPITAL SOURCES OF FUNDING	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	2,771	9,617	4,912	0	17,300
REVENUE CONTRIBUTION - GENERAL FUND	629	0	0	0	629
CAPITAL RECEIPTS - GF	1,806	0	0	0	1,806
BORROWING	2,095	0	0	0	2,095
USABLE CAPITAL RECEIPTS (HOUSING)	670	0	0	0	670
TOTAL LEARNING, OPPORTUNITIES, SKILLS AND CULTURE PROGRAMME FUNDING	7,971	9,617	4,912	0	22,500

ECONOMY & ENVIRONMENT CAPITAL PROGRAMME 2021/22 TO 2024/25

CAPITAL INVESTMENT	2021/22	2022/23	2023/24	2024/25	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
ECONOMY & DEVELOPMENT	20,118	16,779	0	0	36,897
15A SOUTH PARADE	100	0	0	0	100
ADWICK SEC	213	0	0	0	213
BALBY COMMUNITY SPORTS VILLAGE	100	0	0	0	100
COLONNADES UNDERGROUND CAR PARK	70	0	0	0	70
DGT TOWN CENTRE FOOTWAY ENHANCEMENT	199	0	0	0	199
HOLMESCARR CENTRE SECURITY IMPROVEMENTS	11	0	0	0	11
MARY WOOLLET CAR PARK RESURFACE	84	0	0	0	84
PAVILION REFURBISHMENT	65	0	0	0	65
RETAINED PUBLIC BUILDING'S INVESTMENT PROGRAMME	1,019	13	0	0	1,032
STRATEGIC ACQUISITION FUND	3,135	0	0	0	3,135
TRANSFORMING CITIES FUND	8,297	16,766	0	0	25,063
MULTIPLE ZONES - GET BUILDING DONE FUND (SOURCE OF FUNDING)	5,500	0	0	0	5,500
INTEGRATED TRANSPORT BLOCK	1,325	0	0	0	1,325
ENVIRONMENT	15,708	1,886	2,193	1,946	21,733
BRIDGES LTP ALLOCATION	303	0	0	0	303
FOOTWAYS REFURBISHMENT (FLAGS)	3,650	0	0	0	3,650
MAINTENANCE BLOCK	5,021	0	0	0	5,021
PATCHING DFT 20-21	2,451	0	0	0	2,451
REPLACE AIR QUALITY MONITORING STATIONS	50	50	50	0	150
STREET LIGHTING IMPROVEMENT PROGRAMME	1,560	1,000	1,000	1,000	4,560
ADDITIONAL MOBILE ELEVATED WORK PLATFORM (MEWP) FOR TREE WORK	190	0	0	0	190
NATURALISATION - PLANTING OF WILDFLOWERS	300	0	0	0	300
DONCASTER GATEWAY TREE PLANTING	36	36	36	36	144
FRENCHGATE TUNNEL	800	800	0	0	1,600
FUTURE PARKS – IMPLEMENTATION OF 15 BESPOKE PARK PLANS	1,182	0	1,107	910	3,199
FIXED PLAY FACILITIES MODERNISATION	111	0	0	0	111
REPLACEMENT FOOTBALL POSTS IN PARKS AND OPEN SPACES	54	0	0	0	54
PUBLIC & PRIVATE SECTOR HOUSING	31,919	57,808	42,481	41,845	174,053
VOIDS CAPITAL WORKS	3,373	3,034	3,072	3,071	12,550
MECHANICAL & ELECTRICAL	4,442	4,629	4,511	4,549	18,131
HEATING CONVERSIONS/UPGRADES	2,292	2,303	2,355	2,378	9,328
ELECTRICAL PLANNED WORKS	802	906	703	703	3,114
MECHANICAL PLANNED WORKS	65	131	134	135	465
INTERNAL WORKS	1,283	1,289	1,319	1,333	5,224
EXTERNAL WORKS	13,063	15,082	11,162	11,265	50,572
EXTERNAL PLANNED MAINTENANCE	6,589	6,613	5,384	5,434	24,020
THERMAL EFFICIENCY - ECO WORKS	3,096	6,940	4,216	4,255	18,507
STRUCTURAL	327	329	336	339	1,331
FIRE SAFETY WORKS	2,269	871	898	898	4,928
SHOPS/FLATS	218	219	224	226	887
COMMUNAL HALLS	564	110	112	113	899
ENVIRONMENTAL WORKS	9,652	32,382	22,116	22,120	86,270
ENVIRONMENTAL / FENCING PROGRAMME	493	495	507	512	2,007
ASBESTOS SURVEYS & REMOVAL	749	745	755	754	3,003
GARAGE SITE IMPROVEMENTS	429	426	431	431	1,717
ESTATE PATHS	322	319	323	323	1,287
IT SYSTEMS/INVESTMENT	196	0	0	0	196
ACQUISITIONS/BUY BACKS	391	182	100	100	773
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	7,072	0	0	0	7,072
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	0	30,215	20,000	20,000	70,215
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	1,389	2,681	1,620	840	6,530
EMPTY HOMES / FLOOD LOANS AND GRANTS	220	220	220	440	1,100
RESIDENTIAL SITE INVESTMENT	639	400	1,400	400	2,839
DEMOLITIONS	530	0	0	0	530
HOUSING INVESTMENT	0	2,061	0	0	2,061
SUSTAINABILITY UNIT	2,600	0	0	0	2,600
NET ZERO CARBON	2,600	0	0	0	2,600
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	70,345	76,473	44,674	43,791	235,283

ECONOMY & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2020/21	2021/22	2022/23	2023/24	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	4,796	296	50	0	5,142
earmarked RESERVES	380	0	0	0	380
GRANTS & CONTRIBUTIONS	27,375	16,457	1,311	991	46,134
BORROWING	9,584	24,999	16,436	16,560	67,579
REVENUE CONTRIBUTION - GENERAL FUND	1,108	1,085	396	395	2,984
REVENUE CONTRIBUTION - HRA	9,349	6,859	7,477	7,673	31,358
USABLE CAPITAL RECEIPTS (HOUSING)	1,910	2,681	3,620	2,840	11,051
MAJOR REPAIRS RESERVE (HOUSING)	15,843	24,096	15,384	15,332	70,655
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME FUNDING	70,345	76,473	44,674	43,791	235,283

Overview of projects by Theme

			£30,190,164	£11,907,570	£9,394,870	£1,358,900	£558,900	£558,900
Themes and Related Projects	Short Description	Stage of Approval	Sum of Total Project cost	Sum of Capital required	2021/22	2022/23	2023/24	2024/25
General Infrastructure - Director Dan Swaine								
Retained Buildings Budget 2021/22 including North Bridge Depot & Colonnades Shopping Mall	Retained Buildings -Works at Hatfield Library, Stirling Centre, requiring an additional £117k budget. North Bridge Depot - replacing fencing, lighting columns and roadway resurfacing £134k Colonnades shopping mall - replacing mall flooring £200k, works to guttering, soffits , external wall £15k and block paving outside £50k.	D) DMBC Funded	£516,000	£470,729	£470,729	£0	£0	£0
Street Lighting Column Replacements	This bid is to replace the existing street lighting columns, from the existing 50,000 stock, that are considered a structural and mechanical risk to the council, with new street lighting columns, while reusing the existing LED light fitting where possible. The scheme helps to reduce the risk to the council and maintains the Council’s duty of care to maintain street lighting under The 1980 Highways Act. It is estimated 2,700 columns will require action over the course of the 4 years. Modern columns have a useful economic life 40 to 50 years.	C)DMBC Part Funded	£3,999,996	£2,091,600	£522,900	£522,900	£522,900	£522,900
Additional Mobile Elevated Work Platform (MEWP) for Tree Work	Provision of a 20-24m reach vehicle mounted (self driven) Mobile Elevated Work Platform (MEWP) for arboricultural work. The availability of a second MEWP in the day-to-day operations of the Tree Team is a significant aspect of the bid; helping adhere to Corporate Safety team recommendations by reducing the risk to Arborists, to increase service capacity and efficiency, and to improve service resilience against the aging workforce profile. The ability of a second MEWP to operate safely at increased heights will also increase the capacity of the service and reduce the likelihood of needing to hire a taller MEWP. This higher reach MEWP could also be made available, if required by other service areas, for example bridge inspections or high lighting gantries, etc.	D) DMBC Funded	£190,000	£190,000	£190,000	£0	£0	£0
Archives/Museum	Various options are currently being appraised for a suitable site or refurbishment of assets in Doncaster that could be used to locate the archives and where possible mitigate the use of unnecessary offsite provision. A report is to be completed in the summer at which point the full requirements and cost will be known.	C)DMBC Part Funded	£1,500,000	£1,500,000	£1,500,000	£0	£0	£0

Urban Centre - Director Dan Swaine

Multiple Zones - Get Building Done Fund (Source of Funding)	Continued delivery of the Doncaster Quality Streets programme to deliver new public realm, supporting and enable investment in urban centre employment and residential development and including new active travel links and high speed digital infrastructure.	B) Fully Funded (Pending Approval)	£5,500,000	£0	£0	£0	£0	£0

Health & Leisure - Director Rupert Suckling

Future Parks – Implementation of 15 Bespoke Park Plans	The project will deliver a range of capital improvements in the following 15 parks by 2025; Denaby Crags, Campsall Country Park, Edlington Wood (Pit Wood), Hexthorpe Park, Town Field, Westfield Park, Linden Walk, Grove Garden, Cantley Park, Castle Hills Park, Denaby Memorial Park, West End Lane, East Lane, Highfields Country Park, Moorends Miners’ Welfare.	A) Fully Funded	£3,199,000	£0	£0	£0	£0	£0
Future Placements Strategy - Short Breaks Overnight Provision	Deliver a more modern and improved Short Breaks overnight offer as part of the Future Placements Strategy. The current Oaklands site is to be renovated.	D) DMBC Funded	£437,000	£437,000	£437,000	£0	£0	£0

Themes and Related Projects	Short Description	Stage of Approval	Sum of Total Project cost	Sum of Capital required	2021/22	2022/23	2023/24	2024/25
Fixed Play Facilities Modernisation	Replacement of play equipment in parks.	D) DMBC Funded	£110,000	£110,000	£110,000	£0	£0	£0
Leisure Facility Ongoing Capital Investment & Maintenance	Investment in Leisure facilities - initial investment/further work on the longer-term to be completed. Works in 2021/22 are to take place at Adwick, Dearne, Thorne, Crookhill Park golf course, Hatfield Outdoor activity centre and The Dome. Works are to improve building fabric and lighting, mechanical and electrical elements.	D) DMBC Funded	£1,345,000	£1,345,000	£1,345,000	£0	£0	£0
Replacement football posts in parks and open spaces	A condition survey carried out earlier this year has identified a number of football posts are nearing the end of their life span.	C)DMBC Part Funded	£54,164	£12,569	£12,569	£0	£0	£0

Education - Director Riana Nelson

School Capital Condition Programme	The project delivers the planned maintenance programme across all the schools as detailed with the attached appendix (excluding academies & LCVAP), current focus on mechanical (new heating & water tanks), electrical (mains upgrades) and fabric works (windows, external cladding & drainage).	A) Fully Funded	£1,000,000	£0	£0	£0	£0	£0
Refurbishment of Beechfield Family Time Centre	To approve the refurbishment of Beechfield Family Time Centre at an estimated cost of £223k. It is proposed that £28k of the works will be funded from the Trusts 2018/19 year end under spend held in Trust reserves. The remaining cost of £195k will need to be met from Council resources.	C)DMBC Part Funded	£223,000	£194,858	£194,858	£0	£0	£0

Green/Blue Infrastructure (Climate and Carbon Reduction) - Director Dan Swaine

Net Zero Carbon – Building Energy Efficiency and Solar	Following the Council's declaration of a Climate & Biodiversity Emergency in 2019, and the subsequent actions undertaken through the establishment of a Doncaster Climate & Biodiversity Commission, production of a new Environment & Sustainability Strategy and Net Zero Carbon Masterplan; the Council proposes to commence a programme of activities to decarbonise its buildings, operations and energy supply.	D) DMBC Funded	£2,600,000	£2,600,000	£2,600,000	£0	£0	£0
Naturalisation - Planting of wildflowers	The investment will enable the service to properly maintain naturalised areas and develop further areas in the knowledge that we have the plant and materials to do this correctly. Includes the purchase of: 2 x Profihopper PH 1500 SmartLine self-propelled mower collectors, 1 x GHS Drive 2100 Smart cut, perennial wildflower seed and yellow rattle to suppress grass and encourage wildflowers to thrive	D) DMBC Funded	£300,000	£300,000	£300,000	£0	£0	£0
Doncaster Gateway Tree Planting	The proposal is to plant 100 large-canopied trees (i.e. oak, beech, elm, lime, etc) per year for five years on Doncaster Council land (primarily Highways and Street Scene managed) along these main arterial highways to improve the environment and help increase tree canopy coverage in the borough. The aim will prioritise the planting of avenues of trees where possible to create strong environmental features. Logistically, trees would be targeted in one locality each planting year to improve efficiency of planting and watering.	D) DMBC Funded	£180,000	£180,000	£36,000	£36,000	£36,000	£36,000

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Transport - Director Dan Swaine

The Highways Maintenance Block Funding (LTP) Highways and Bridges Maintenance Capital Programme 2021/22	The highway and bridges network is recognised to be the authority's highest valued asset, continued and sustainable maintenance investment in this network is key to underpinning the ongoing delivery of Council wide services and in supporting economic growth and regeneration initiatives.	A) Fully Funded	£4,900,000	£0	£0	£0	£0	£0
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Themes and Related Projects	Short Description	Stage of Approval	Sum of Total Project cost	Sum of Capital required	2021/22	2022/23	2023/24	2024/25
Integrated Transport Block	The Integrated Transport Block is split into a number of generic themes (such as local safety schemes) from which a detailed programme of schemes is taken forward for implementation. The detailed programme is derived from a prioritisation process for each block (e.g. safety schemes respond to accident trends) Where practical, schemes are co-ordinated to ensure value for money.	A) Fully Funded	£1,325,000	£0				
Home To School - Transport	The scheme is for the replacement by direct purchase of 28 buses with a mixture of standard and adapted buses to include access for our most vulnerable children. Figures are currently based on purchasing conventional rather than electric vehicles and discussions about electric vehicles are progressing. We will continue to seek external funding opportunities.	D) DMBC Funded	£757,004	£757,004	£757,004	£0	£0	£0
Frenchgate Tunnel	This bid is to replace the existing tunnel lighting within Trafford Way Tunnel. The tunnel is now 14 years old after opening in 2006. The infrastructure installed had a life expectancy of 18 years meaning that the equipment is coming to the end of its life. Additionally to the end of life of the equipment fitted within the bores of the tunnel, the control system which runs on Windows XP is now un-supported. Which means in the event of a failure the lighting would not be able to be controlled in line with ambient lighting levels as required and would instead be running at a manually pre-set level. This would mean the scheme is not compliant with current standards and put the authority at risk of litigation in the unfortunate event of an accident in the tunnel.	D) DMBC Funded	£1,600,000	£1,264,810	£464,810	£800,000	£0	£0

Digital - Director Debbie Hogg

Corporate Systems	This scheme relates to the procurement and implementation of new and/or replacement key Council business systems and will enable continued progress towards becoming a modern digital authority and ensure service delivery is not affected by expiring technology contracts. This includes £204k for Customer Relationship Management System, £90k for Hardware and Software Asset Management, £120k for a tree management system, £30k for Play Inspection and Asset Management system and £10k Careers Information, Advice and Guidance website.	D) DMBC Funded	£454,000	£454,000	£454,000	£0	£0	£0
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Doncaster Council

Report

Date: 1st March 2021

To the Chair and Members of
COUNCIL

THE TREASURY MANAGEMENT STRATEGY STATEMENT 2021/22 – 2024/25

EXECUTIVE SUMMARY

1. This report details the strategy for management of the council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management seeks to optimise the council's cash flow and secure the most effective arrangements to support long term funding requirements. Key prudential indicators relating to borrowing limits are contained in the body of the report, with the prudential indicators relating to affordability in **Appendix A**. The key messages are: -
 - a. Borrowing – total borrowing requirement will increase during the period covered by this report but the Council will remain under-borrowed against its total borrowing requirement to avoid the higher cost of carrying debt (Capital Financing Requirement 2021/22 £617m). As borrowing rates are forecast to rise gently over the next 3 years, the primary borrowing strategy for new and replacement debt will be to take cheaper short-term loans to maximise interest savings over the period of the report. The borrowing strategy is detailed in **paragraphs 26 – 70**.
 - b. Investments – securing the return of investment funds remains paramount when selecting counterparties and the strategy reflects this. The Investment Strategy will continue to manage the balances available and support cash flow requirements. The Investment Strategy is a low risk policy with minimal returns in value; this protects the Council from losses caused by financial institutions failing to repay investments when due. This policy allows the Council to spread the risk amongst a number of approved lenders, and financial instruments as outlined in **paragraphs 71 – 110**.
2. The Council has to approve the local policy for approach to debt repayment (Minimum Revenue Provision – MRP) which is detailed in **Appendix B**.

EXEMPT REPORT

3. Not applicable.

RECOMMENDATIONS

4. Council approves the Treasury Management Strategy Statement 2021/22 – 2024/25 report and the Prudential Indicators included.
5. Council approves the Minimum Revenue Provision (MRP) policy as set out in paragraphs 39 - 40 (details in **Appendix B**).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. This Strategy ensures that the Council's Capital Programme borrowing requirement is affordable and takes advantage of low short-term interest rates to deliver savings for the Council. By ensuring that the treasury management function is effective, we can ensure that the right resources are available at the right time to enable the delivery of services.

BACKGROUND

7. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management function is to ensure that this cash flow is planned, with cash being available when it is needed. Surplus monies are invested in low risk financial institutions and instruments in line with the Council's low risk appetite, providing liquidity before considering investment return. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
8. The second main function of treasury management is the funding of the Council's Capital Programme. The Capital Programme provides a guide to the borrowing need of the Council and the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any existing debt may be restructured to reduce Council risk or generate savings.
9. The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity, or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget.
10. Chartered Institute of Public Finance and Accounting (CIPFA) defines treasury management as: -
"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

11. For the Council to produce a strategy that is compliant with the statutory guidelines, a number of acts and guidance have to be taken into account.

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

- A high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- An overview of how the associated risk is managed;
- The implications for future financial stability.

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

14. There are five reports containing treasury information each year, which incorporate a variety of policies, estimates and actuals.

a. Prudential and treasury indicators and treasury strategy (this report) - The first, and most important report is forward looking and covers:

- the capital plans, (including prudential indicators);
- a MRP policy, (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
- an investment strategy, (the parameters on how investments are to be managed).

b. Finance and Performance Improvement Report – Quarterly report presented to Directors, Executive Board and Cabinet.

- Details Treasury Management position at the end of each quarter
- Interest rate levels
- Under/Over borrowing position
- Associated risks
- Investment profile

15. All the above reports are scrutinised by the Overview and Scrutiny Management Committee.

16. The Treasury Management strategy for 2021/22 – 2024/25 covers two main areas: -

Capital Issues

- a) the capital expenditure plans and the associated prudential indicators;
- b) MRP policy.

Treasury Management Issues

- a) the current treasury position;
- b) treasury indicators which limit treasury risk and activities of the Council;
- c) prospects for interest rates;
- d) the borrowing strategy;

- e) policy on borrowing in advance of need;
- f) debt rescheduling;
- g) the investment strategy;
- h) creditworthiness policy; and
- i) policy on use of external service providers.

17. These elements cover the requirements of the Local Government Act 2003, CIPFA Prudential Code, MHCLG MRP guidance, the CIPFA Treasury Management Code and the MHCLG Investment Guidance.

Training

18. The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. No training has taken place during 2020/21 but sessions will be held in 2021/22.

19. The training needs of treasury management officers are periodically reviewed.

Treasury management consultants

20. The Council uses Link Group, Treasury solutions as its external treasury management advisors.

21. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

22. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

The Capital Programme Prudential Indicators 2021/22 – 2024/25

23. The Council's Capital Programme is the key driver of treasury management activity. The Prudential Indicators are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure

24. The first prudential indicator is a summary of the Council's Capital Programme expenditure plans and funding. It includes existing expenditure commitments, and those included in the 2021/22 – 2024/25 budget cycle.

	Actual	Estimates				
	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Capital Expenditure						
General Fund (GF)	63,913	63,274	68,281	42,074	19,955	14,446
HRA	22,988	20,181	39,446	62,790	47,463	46,827
Total	86,901	83,455	107,727	104,864	67,418	61,273

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

	Actual	Estimates				
	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Financing of Capital Expenditure						
Capital Receipts	8,047	7,198	19,173	7,054	4,320	3,140
Capital Grants	30,334	35,719	33,428	28,856	9,005	3,773
Capital Reserves	965	810	380	0	0	0
Revenue	24,251	20,111	28,829	33,940	25,157	25,300
Sub Total	63,597	63,838	81,810	69,850	38,482	32,213
Net Financing Need	23,304	19,617	25,917	35,014	28,936	29,060

Borrowing

26. The capital expenditure plans set out below provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

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

27. The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply total historic outstanding capital expenditure that has not been fully funded. It is a measure of the Council's underlying borrowing need.

28. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

29. The CFR does not increase indefinitely, as MRP is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

30. The CFR includes any other long-term liabilities (e.g. Private Finance Initiative (PFI) schemes, finance leases). Whilst these increase the CFR and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, Purchasing Power Parity (PPP) lease provider and so the Council is not required to borrow separately for these schemes. As at 31/03/20, the Council had £46.7m of such schemes within the CFR:

	Actual	Estimates				
	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Capital Financing Requirement						
GF	316,754	329,959	336,481	348,124	353,945	359,940
HRA	267,069	267,428	280,416	296,416	312,416	328,416
Total CFR	583,823	597,387	616,897	644,540	666,361	688,356
Movement in CFR	15,640	13,564	19,510	27,643	21,821	21,995
Represented by						
Net Financing Need (table above)	23,304	19,617	25,917	35,014	28,936	29,060
Less MRP/Other financing adjustment	(7,664)	(6,053)	(6,407)	(7,371)	(7,115)	(7,065)
Movement in CFR	15,640	13,564	19,510	27,643	21,821	21,995

31. The Council is forecast to have borrowed £521.3m as at 31/03/21 against a CFR (borrowing requirement) of £597.4m which means that the Council is currently forecast to be under-borrowed (see paragraphs 32 to 35) by £76.2m. This minimises external interest costs but may not be sustainable long term.

Under- Borrowing

32. As detailed above, the Council is currently maintaining an under-borrowed position. This means that the level of actual debt is below the Capital Financing Requirement (the amount the authority needs to borrow for capital purposes) and therefore the Council has to use internal resources such as earmarked reserves, unapplied grants and capital receipts, cash balances, etc. to fund some of its unfinanced capital expenditure.

33. This strategy is beneficial because external debt interest payments are minimised and funds available for investments are reduced at a time when investment returns remain low.

34. This position cannot be sustained in the long term. The reserves and balances may be needed and consequently the need to borrow will increase. This could be short-term or long-term borrowing. The Council have used short-term borrowing opportunities from other authorities as they have restricted lending lists which means they lend at rates lower than the Public Works Loan Board (PWL) rates.

35. The Council has decided to pre-pay its future service rate pension liabilities, at a discounted rate, for 2020/21 to 2022/23. The prepayment has been funded through borrowing. This has reduced the under borrowed position until the pension prepayment loans are repaid.

Short-Term Borrowing

36. The use of short-term borrowing can make the borrowing portfolio volatile in terms of interest rate and refinancing risk. The benefit to the Council is low interest costs which has enabled the treasury management function to generate savings, which have been re-prioritised to service delivery. The risk inherent to using this

approach has to be balanced against the need to find savings and produce a balanced budget.

37. There is a risk associated with a short-term borrowing strategy. As interest rates are likely to rise in future years, long-term borrowing will be more expensive than it is currently. By deferring long-term borrowing until later years, it is likely that additional costs will be incurred. We are balancing long term stable interest costs against short-term interest savings.
38. Unless new resources are identified, e.g. grants, asset sales, etc. funding the Capital Programme from balances will decrease investment balances and hence reduce investment income levels but the loss, currently, is more than offset by the interest savings generated by not taking on the full borrowing requirement.

The Minimum Revenue Provision (MRP)

39. The Council is required by statute to charge MRP to the General Fund Revenue Account each year for the repayment of debt. The MRP charge is the means by which capital expenditure, which has been funded by borrowing, is paid for by council taxpayers.
40. The Council's MRP policy is detailed at **Appendix B**. The selected methods are those that are most beneficial in each case and comply with Ministry of Housing, Communities & Local Government (MHCLG) regulations.

Core funds and expected investment balances

41. The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances. It should be noted that the use of resources is difficult to predict and a cautious approach is taken.

Year End Resources	Actual		Estimates			
	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Reserves balances	84,435	122,435	103,335	84,435	84,435	84,435
Capital receipts	17,348	14,664	15,358	15,950	15,603	16,037
Provisions	14,609	14,609	14,609	14,609	14,609	14,609
Capital Grants Unapplied	19,572	19,572	19,572	19,572	19,572	19,572
Total core funds	135,964	171,280	152,874	134,566	134,219	134,653
Working capital	8,485	8,485	8,485	8,485	8,485	8,485
Under/over borrowing	81,121	76,234	69,827	62,456	55,341	48,276
Expected investments	46,358	86,561	74,562	63,625	70,393	77,892

Current Portfolio Position

42. There are a number of key prudential indicators to ensure that the Council operates within well-defined limits. One of these is that the Council needs to

ensure that its total borrowing does not, except in the short term, exceed the total of the CFR. This helps to ensure that over the medium term borrowing is not undertaken for revenue purposes.

43. The Chief Financial Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this report. As previously stated the Council's external borrowing at 31st March 2021 is expected to be £521.2m. This is split across two pools as shown in the table below. The borrowing need (total CFR) is £597.4m, which highlights that the Council will be under-borrowed by £76.2m (see paragraphs 32 to 35 above).
44. The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the CFR), highlighting any over or under borrowing.

Portfolio Position	Actual	Estimates				
	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
CFR General Fund	315,588	329,959	336,481	348,124	353,945	359,940
External Borrowing	235,473	254,731	267,660	286,674	299,610	312,670
Under-borrowed Position	80,114	75,228	68,821	61,450	54,335	47,270
Ave. Interest Rate	2.87%	2.61%	2.34%	2.32%	2.26%	2.23%
CFR HRA	267,069	267,428	280,416	296,416	312,416	328,416
External Borrowing	266,063	266,422	279,410	295,410	311,410	327,410
Under-borrowed Position *	1,006	1,006	1,006	1,006	1,006	1,006
Average Interest Rate	4.66%	4.63%	4.40%	4.25%	4.06%	4.21%
Total CFR	582,657	597,387	616,897	644,540	666,361	688,356
Total External debt	501,536	521,153	547,070	582,084	611,020	640,080
Total Under-borrowing	81,121	76,234	69,827	62,456	55,341	48,276

*As there is no requirement to apply MRP to the Housing Revenue Account (HRA) borrowing, its under-borrowed position would only change because of a strategic change in the Council's borrowing pool makeup or external borrowing position, e.g. increase/decrease in external debt.

45. Both debt pools have relatively low interest rates, which are expected to rise gently between 2021/22 and 2024/25. The average interest rate on HRA debt is higher than the GF debt as the pool contains a higher proportion of older or longer term, debt taken out at higher interest rates.
46. Treasury management decisions on the structure and timing of borrowing will be made independently for the general fund (GF) and HRA. Interest on loans will be calculated in accordance with proper accounting practices. This will require interest expenditure on external borrowing attributed to HRA loans being allocated to the HRA. Interest expenditure on external borrowing attributed to the GF will be allocated to the GF.

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

Treasury Indicators: Limits to Borrowing Activity

48. These are the 2 overall controls for treasury management external borrowing: -

- The 'operational boundary' for external borrowing; and
- The 'authorised limit' for external borrowing.

Operational Boundary for external borrowing

49. This is the normally expected limit for external borrowing. For 2021/22, the limit is **£616.9m**. In most cases, this would be a similar figure to the CFR. However, Doncaster Council's operational boundary adds in our 'other long term liabilities' (which is Metropolitan Debt transferred from South Yorkshire County Council, the final repayment is due to be made in 2020/21).

Operational Boundary	Actual	Estimates				
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£k	£k	£k	£k	£k	£k
CFR/Borrowing	583,823	597,387	616,897	644,540	666,361	688,356
Other long-term liabilities Met. Debt	4,762	2,381	0	0	0	0
Total	588,585	599,768	616,897	644,540	666,361	688,356

The Authorised Limit for external borrowing

50. A further key prudential indicator is a control on the maximum level of borrowing. This represents the statutory legal limit, determined under section 3 of the Local Government Act 2003, beyond which external borrowing is prohibited and this limit needs to be set or revised by the full Council.

51. It reflects the level of external borrowing, which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

52. This allows the Council to borrow in advance (up to 3 years) of need for future planned expenditure – relating solely to unfinanced capital expenditure in any future 3-year period. The Council does not borrow in advance and this would only be considered where interest rates were preferential and to avoid future interest rate risk. This would mean that the council would incur additional interest costs and principal repayments before benefiting from a developed asset. For 2021/22, the limit is **£706.8m**.

Authorised limit	Actual	Estimates				
	2019/20 £k	2020/21 £k	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k
Borrowing	583,823	597,387	616,897	644,540	666,361	688,356
Other long-term liabilities – 'Met. Debt'	4,762	2,381	0	0	0	0
Theoretical amount	0	80,548	89,867	93,010	0	0
Total	588,585	680,316	706,764	737,550	666,361	688,356

Treasury Management Limits on activity

53. There are three debt related treasury activity limits, shown in **Appendix A**. The purpose of these are to keep the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance.

Prospects for Interest Rates

54. Part of the service provided by the council's treasury advisors is to assist the Council to formulate a view on interest rates. **Appendix D** draws together a number of current City forecasts for short term (Bank Rate) and longer term fixed interest rates.

55. Economic and interest rate forecasting remains difficult with so many external influences weighing on the United Kingdom (UK). The Link forecasts will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Within a benign interest rate environment, the overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the speedy completion of new trade deals as part of the Brexit transition period.

56. There are a number of downside risks to current forecasts for UK gilt yields and PWLB rates, e.g. an increase in the Bank Rate causes UK economic growth and increases in inflation, to be weaker than we currently anticipate.

57. There is also the potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates, e.g. the bank rate raises too slowly and therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

Borrowing Strategy

58. The borrowing strategy is a continuation of the recent successful strategy that has generated large interest savings. The savings are generated in two ways, being under-borrowed (see paragraphs 32 to 35) and borrowing short term (see paragraphs 36 to 38). As interest rates are forecast to increase gently over the term of this strategy we propose to continue to borrow short term rather than lock into the historically low long term interest rates. Where the Chief Financial Officer considers it is prudent to do so borrowing may be taken over a longer period.

59. The savings, which are very sensitive to a movement in interest rates, assume that the under-borrowing will continue. There remains risks associated with the under-borrowing but these will probably be eroded over time through the application of MRP.

60. The strategy delays some borrowing as long as possible to generate interest saving. For example at today's interest rates, if we were to borrow the £76.2m (forecast under-borrowed amount as at 31st March 2021) from the PWLB over 5 years interest would cost £0.8m per annum and over 25 years to 50 years it would cost £1.3m per annum.

61. It is normally prudent to borrow long term to support the Capital Programme; however, we have had unusual market conditions that we have used to generate short-term savings. Those market conditions are forecast to normalise gradually during the strategy term, however, the new normal is forecast to be much lower borrowing rates than in previous economic cycles. Also, 48% of the

Councils borrowings are for terms between 30 and 50 years, which brings certainty of cost and minimises interest rate risk on almost half the portfolio.

62. The Council's current Loans and Investment portfolios are shown in **Appendix C**.

Transfer of Loans between Debt Pools

63. The Council's policy on transferring loans between the HRA and GF debt pools is as follows: -

- In the case of the HRA/GF having a requirement to fund its CFR, then one debt pool may be used to subsidise another to reduce either the GF or the HRA external borrowing requirement.
- If this happens, then loans will be transferred between the pools without the need to recognise an internal premium or discount.
- Similarly, if the HRA and GF wish to swap loans as a result of strategic decisions, this loan swap would also be undertaken at no internal premium or discount.

64. Where the HRA or GF has surplus cash balances, which allow either account to fund internal, the rate charged on this internal borrowing will be based on the average external rate of interest on the applicable pool at the end of the financial year. This is a reasonable approach providing certainty of charging, protection against short-term increases in market rates and reflects the fact that strategic borrowing decisions will generally be made on an annual basis.

Policy on Borrowing in Advance of Need

65. The Council will not borrow more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. At present, the Council does not borrow in advance.

66. Borrowing in advance will be made within the constraints that: -

- It will be limited to no more than 100% of the expected increase in borrowing need (CFR) over a three year planning period; and
- Would not look to borrow more than 36 months in advance of need.

67. Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt Rescheduling

68. Any rescheduling activity will be reported in the next Finance and Performance Improvement Report to Cabinet.

Approved Sources of Long and Short term Borrowing

69. The Chief Financial Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time taking into account the relevant risks. It is likely shorter term fixed rates may provide lower cost opportunities in the short to medium term.

70. Our advisors will keep us informed as to the relative merits of available funding sources.

Annual Investment Strategy

Investment Policy

71. The Council's investment policy has regard to the Government MHCLG's Guidance on Local Government Investments ("the Guidance"), the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA Code") and the CIPFA Treasury Management Guidance Notes 2018. The Council's investment priorities will be security first, portfolio liquidity second, then return.
72. In order to minimise the risk to investments, the Council has stipulated the minimum acceptable credit quality of financial institutions for inclusion on its lending list. The methodology used to create the lending list takes account of the ratings and watches published by all three ratings agencies, Fitch, Moody's and Standard & Poor's, with a full understanding of what the ratings reflect in the eyes of each agency. Using the Link Asset Services Treasury Solutions, ratings service, banks' ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.
73. The aim of the policy is to generate a list of highly creditworthy financial institutions/products, which will also enable diversification, and thus avoidance of concentration risk.
74. The primary intention of the policy is to provide security of investment and minimisation of risk.
75. Where the HRA or GF has surplus cash balances invested the interest shall be credited based on the relative proportions of the balances. Where an investment is impaired, the charge shall also be shared based on the relative proportions of the balances.
76. Investment instruments identified for use within the financial year are listed in **Appendix E** under the "Specified" and "Non-specified" investment categories.
77. The MHCLG Guidance defines Specified Investments as those: -
- Denominated in sterling;
 - Due to be repaid within 12 months of the arrangement;
 - Not defined as Capital Expenditure by legislation and invested with one of:-
 - I. The UK Government
 - II. A UK local authority, parish council, or community council, or
 - III. A body or investment scheme of "high credit quality"
78. Non-Specified Investments are any that do not meet the above criteria.
79. The above criteria is unchanged from last year.

Credit Risk Policy

80. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating equal to the UK's sovereign rating (minimum rating as confirmed by at least two agencies). The list of countries that qualify using this credit criteria as at the date of this report are shown in **Appendix E**. This list will be amended by officers should ratings change in accordance with this policy. Any changes will be approved by the Chief Financial Officer. Not all counterparties will be active in the market at all times, therefore, it is important to have a good spread of available organisations.

81. The Council applies the credit risk assessment service provided by Link Asset Services Treasury Solutions.
82. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The credit ratings of financial institutions are supplemented with the following overlays: -
- credit watches and credit outlooks from credit rating agencies;
 - Credit Default Swaps (CDS) spreads to give early warning of likely changes in credit ratings;
 - Sovereign ratings to select financial institutions from only the most creditworthy countries.
83. The end product of this is a series of bands, which indicate the relative creditworthiness of financial institutions. This is used by the Council to determine the duration of investments. The model will also be used to select institutions with a high level of creditworthiness, based on the following bands. The Council will therefore use financial institutions within the following durational bands.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

Colour	Maximum Term
Yellow	5 Years
Dark pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.25
Light Pink	5 years for Enhanced money market funds (EMMFs) with a credit score of 1.5
Purple	2 Years
Blue	1 year (applies to nationalised or semi nationalised UK Banks)
Orange	1 Year
Red	6 Months
Green	100 Days
No Colour	Not to be used

84. **Appendix E** contains a table showing the relative credit worthiness of different financial institutions, maximum terms and maximum investment limits.
85. This methodology is even more cautious than the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy financial institutions. The Link Asset Services Treasury Solutions, creditworthiness service uses a wider array of information in addition to the primary ratings and by using a risk weighted scoring system, does not give undue weighting to one agency's ratings.
86. Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when another rating agency's counterparty ratings may be used that are marginally lower than Fitch's counterparty ratings but in such instances consideration will be given to the whole range of ratings available or other topical market information, to support their use.
87. All credit ratings are monitored daily and changes to ratings are notified to us by Link Asset Services Treasury Solutions, creditworthiness service.

88. If a downgrade results in the financial institution / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
89. In addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

UK banks – ring-fencing

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

Investment Strategy

93. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
94. The bank rate is currently 0.1% and forecast to stay at 0.1% until at least March 2024.
95. The suggested budgeted investment earnings rates for returns on investments placed for periods of up to 3 months during each financial year for the next 3 years are as above. These rates, plus a small margin to stretch performance, have been used to estimate investment interest, over the strategy term.
96. The Council will pursue value for money with its investments and to measure this will use the 7 day London Interbank Bid Rate (LIBID) as its investment benchmark. We will also continue to use the investment benchmarking service offered by Link Asset Services Treasury Solutions, to compare our performance against our peers.
97. The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.

98. The balance of risks to increases in Bank Rate and shorter-term PWLB rates are broadly similarly to the downside. The Bank of England's forward guidance should be a good indicator of where interest rates are going.
99. To bring balance to the portfolio funds generated through the Council's cash flow will be invested on the following basis:-

Liquid Funds (approx. £15m)

100. This part of the portfolio should be managed at around £15m. This allows for the payment of payroll on dates within the year when grants are delayed due to the 15th being on a weekend (May 2021, August 2021 and January 2022).
101. For example, this part of the portfolio should be invested in: -
- bank deposits (main accounts, call accounts, notice accounts); and
 - potentially Money Market Funds (subject to due diligence and selection process).

Other Specified Investments (approx. £25m)

102. Once the liquid funds are in place the Council should continue to invest in other slightly less liquid but still secure assets, up to a maximum of 1 year. Examples of these assets are: -
- UK Government Treasury Bills, which will have a maturity date of less than 6 months (the maximum term).
 - High quality Certificates of Deposit (rank equally with bank deposits re: bail in) which provides access to a wider range of higher rated banks.
 - High quality bonds issued by banks, with a maturity date of less than 1 year.
 - Other Corporate Bonds that meet its minimum investment criteria, with a maturity of less than 1 year.
 - Collateralised Deposits (repurchase/Reverse Repurchase) arrangements utilising its existing custodial arrangements with King & Shaxson brokers. This is a method of secured deposit with a bank.
103. Repo/Reverse Repo is accepted as a form of securitised lending and should be based on the GMRA 2000 (Global Master Repo Agreement). Should the counterparty not meet our senior unsecured rating then a 102% collateralisation would be required. The acceptable collateral is as follows:
- Index linked Gilts
 - Conventional Gilts
 - UK Treasury bills
 - Corporate bonds

Non-Specified Investments (Maximum £20m)

104. Any core funds that are identified as being available longer term, e.g. reserves, could continue to be invested in suitable longer term assets, examples of which are: -
- fixed deposits with banks in excess of 12 months.
 - High quality Certificates of Deposit with a maturity date in excess of 12 months.
 - High quality bonds issued by banks, with a maturity date in excess of 12 months.

- Other Corporate Bonds that meet the Councils minimum investment criteria, with a maturity in excess of 12 months.

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

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

107. Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

	Maximum principal sums invested > 1 year			
£m	2021/22	2022/23	2023/24	2024/25
Principal sums invested > 1 year	£20m	£20m	£20m	£20m

End of year investment report

108. At the end of the financial year, the Council will report on its investment activity as part of the Quarter 4 Finance and Performance Improvement Report

Policy on the use of external service providers

109. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

110. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

OPTIONS CONSIDERED

111. Other options that have been considered and members need to be aware of, when compiling this report, that would affect the investments and borrowing decisions are as follows: -

Options	Likely impact on Income and Expenditure	Likely impact on risk management
1. Invest in a narrower range of institutions and shorter terms	Interest income will be lower	Reduced risk of losses from credit related defaults, but any single loss could be magnified.
2. Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income. Premium to be paid if debt paid down (avoided if the reduction is done, as planned, by not replacing maturing debt).	Reduced investment balance leading to a lower impact in the event of default, however long term interest costs become less certain.
3. Borrow additional sums at long term fixed interest rates	Debt interest costs will rise, this is unlikely to be offset by higher investment income	Reduced interest rate risk. But higher investment balance could lead to a higher impact in the event of a default.

Options	Likely impact on Income and Expenditure	Likely impact on risk management
4. Increase level of borrowing	Additional cost of debt interest is likely to exceed additional investment income received.	Under-borrowing uses a combination of reserves and working capital. Any adverse changes to either could lead to cash not being available to fund expenditure. Leading to increased levels of borrowing.
5. Borrow sufficient funds for under-borrowed position	Additional interest costs of up to £1.3m per annum. It should be noted that a proportion of the under-borrowed position has been used to prepay the pension contribution recently.	Reduced interest rate risk, but significantly higher costs. In addition the higher investment balance could lead to a higher impact in the event of a default.

REASONS FOR RECOMMENDED OPTION

112. Option 1 is the recommended option to maximize external interest savings without introducing unacceptable risk.
113. The strategy provides a good balance between our existing, predominantly long maturity profile, to produce additional savings to support front line budgets and service provision. Remaining under-borrowed also reduces the risk of losses from failed investments.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>Treasury Management impacts on all the outcomes; it makes sure that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's activities.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good quality, affordable home • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life</p>	

	Outcomes	Implications
	<p>that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	

RISKS AND ASSUMPTIONS

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

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

- a. The Council could be unable to borrow when funding is required due to adverse market conditions and/or budgetary restraints. This risk is mitigated by maintaining sufficient easily accessible funds. Further mitigating actions could be scaling back or re-profiling capital expenditure plans if necessary.
- b. There could be an increased use of reserves and working capital which is currently used to finance the under borrowed position. This risk is mitigated by regular monitoring of the use of reserves and having a robust cash flow forecast, which is monitored on a daily basis.

- c. Interest rates for borrowing could be higher than forecast. This risk is mitigated by regular monitoring of economic forecasts, consulting with the Council's treasury advisers and reducing the borrowing term. Other sources of borrowing will also be identified if possible.
- d. The Council could receive a lower than forecast return on its investments. This risk is mitigated by regular monitoring of economic forecasts, consulting with the Council's treasury advisers and regular benchmarking. Investment strategies would then be adjusted by the Chief Financial Officer, as appropriate.
- e. An institute with whom the Council has investments could become insolvent. This risk is mitigated by only investing in financial institutions that meet the Council's minimum criteria. The Council will also continually monitor the credit ratings of approved institutions and spread investments across a number of financial institutions and assets.
- f. A financial institution may not repay an investment at maturity date due to an administration error (not insolvency). This is mitigated by maintaining accurate records of all investments placed, including confirmation from the counterparty. Adequate borrowing sources are available to cover any temporary cashflow shortfalls. In addition a proportion of the investments placed will always be instantly accessible.

LEGAL IMPLICATIONS [Officer Initials SRF Date 27/01/21]

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

- a. Chapter 1 Part 1 of the Local Government Act 2003 (the Act) provides the powers to borrow as well as providing controls and limits on such capital finance and accounts;
- b. the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, develops the controls and powers within the Act;
- c. the Regulations require local authorities to have regard to the code of practice entitled the Prudential Code for Capital Finance in Local Authorities published by CIPFA when determining their affordable borrowing limit;
- d. the Regulations also require local authorities to operate its overall treasury function having regard to the code of practice contained in the document entitled Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes published by CIPFA;
- e. the Regulations require local authorities, for each financial year, to make a minimum revenue provision, which they consider to be prudent, in respect of the financing of capital expenditure incurred in that and previous years.

117. The Treasury Management function is included in the Chief Financial Officer's duties under Section 151 of the Local Government Act 1972 to administer the Council's financial affairs.

FINANCIAL IMPLICATIONS [Officer Initials RI Date 05/02/21]

118. The treasury management budget required for 2021/22 has been reviewed and analysed over the following headings: -

	General Fund £'m
<u>Costs</u>	
Total Borrowing Costs	6.434
Other treasury management expenditure	0.089
Total Costs	6.523
<u>Income</u>	
Investment Interest	-0.615
Net Costs	5.908

119. The 2020/21 general fund budget was £6.148m for Treasury Management and after £0.240m of savings that have been included in the 2021/22 revenue budget proposals, the £5.908m referenced in the above table is available for these costs. The HRA interest costs are included in the separate HRA budget report that will be presented to Full Council in March 2021. Specific financial information is contained in the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials KG Date 05/02/2021]

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

TECHNOLOGY IMPLICATIONS [Officer Initials...PW Date...27/01/21]

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

HEALTH IMPLICATIONS [Officer Initials RS Date 27/01/2021]

122. Treasury management is unlikely to have direct health impacts. However both the borrowing and the investment strategies should take account of any indirect or unintended health impacts. These may arise from investing or borrowing in or from ventures that themselves have health impacts or are linked with other organisations that impact health. The most obvious case is that the council should protect its tobacco control work from the commercial and vested interests of the tobacco industry by not accepting any partnerships, payments, gifts and services, monetary or in kind or research funding offered by the tobacco industry.

EQUALITY IMPLICATIONS [Officer Initials: RS Date: [27/01/2021]

123. The Council must consider and have due regard to the three aims of the general equality duty, when developing and implementing the Treasury Management Strategy. By ensuring that the Treasury Management function is effective we can ensure that the right resources are available at the right time to enable the delivery of services. The equality implications for the revenue and capital budgets are detailed in the respective reports within the agenda papers.

CONSULTATION

124. The Council obtains advice from specialist organisations in respect of its treasury management activities. The impact of this is then assessed for its effect on the Council and appropriate action taken as necessary. Consultation has taken place with key financial managers and Executive Board.

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

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

BACKGROUND PAPERS

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

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

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

Localism Act 2011.

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

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

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

Below is a list of all acronyms and abbreviations used throughout the report and their meaning in full.

MRP – Minimum Revenue Provision

CIPFA - Chartered Institute of Public Finance and Accountancy

CFR – Capital Financing Requirement

PFI – Private Finance Initiative

PPP – Purchasing Power Parity

PWLB – Public Works Loan Board

MHCLG - Ministry of Housing, Communities and Local Government

HRA – Housing Revenue Account

GF – General Fund

CDS – Credit Default Swaps

NRFB – Non Ring-Fenced Bank

LIBID – London Inter Bank Bid Rate

GMRA – Global Master Repurchase Agreement

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Faye Tyas
Assistant Director of Finance
Section 151 Officer

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2020/21 – 2024/25

- 1) The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
£m	Actuals	Estimates				
Adults, Health & Wellbeing	7,150	5,995	7,527	4,982	4,982	4,982
Corporate Resources	10,386	7,614	21,884	13,792	12,850	12,500
Learning, Opportunities, Skills and Culture	7,063	7,356	7,791	9,617	4,912	0
Economy & Environment	41,495	43,410	38,426	18,665	2,193	1,946
Non-HRA	66,094	64,375	75,808	47,056	24,937	19,428
HRA	20,809	19,081	31,919	57,808	42,481	41,845
TOTAL	86,903	83,456	107,727	104,864	67,418	61,273

Affordability prudential indicators

- 2) The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

Ratio of financing costs to net revenue stream

- 3) This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Non-HRA	4.60%	4.52%	3.60%	3.09%	2.81%	2.71%
HRA	16.92%	16.30%	16.10%	15.65%	14.99%	14.87%

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

HRA ratios

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
HRA debt £k	266,063	266,422	279,410	295,410	311,410	327,410
HRA revenues £k	73,840	75,199	75,774	77,387	79,395	81,025
Ratio of debt to revenues %	27.75%	28.23%	27.12%	26.20%	25.50%	24.75%

	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
HRA debt £k	266,063	266,422	279,410	295,410	311,410	327,410
Number of HRA dwellings	20,108	20,043	19,980	19,860	19,740	19,620
Debt per dwelling £	13,232	13,293	13,984	14,875	15,776	16,688

Maturity Structure of Borrowing

5) There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are: -

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits.

£m	2020/21	2021/22	2022/23	2023/24	2024/25
Interest rate exposures					
	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%	100%	100%
Limits on variable interest rates based on net debt	30%	30%	30%	30%	30%
Maturity structure of fixed interest rate borrowing 2021/22					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	108,690	20.65%	
12 months to 2 years	0%	50%	55,101	10.47%	
2 years to 5 years	0%	50%	27,000	5.13%	
5 years to 10 years	0%	75%	16,621	3.16%	
10 years and above	10%	95%	318,941	60.59%	
Total			526,353	100.00%	
Maturity structure of variable interest rate borrowing 2021/22					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	0	0	
12 months to 2 years	0%	50%	0	0	
2 years to 5 years	0%	50%	0	0	
5 years to 10 years	0%	75%	0	0	
10 years and above	10%	95%	0	0	
Total			0	0%	

Minimum Revenue Position (MRP) Policy Statement

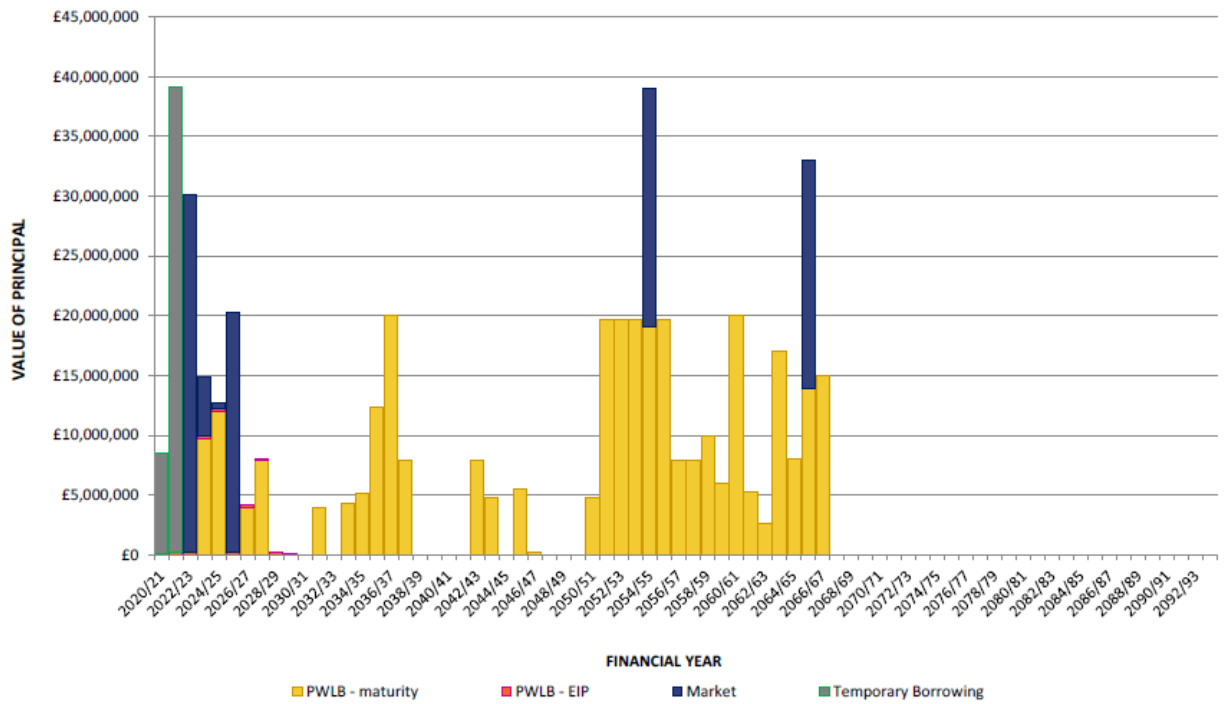
- 1) The Council has an annual duty to charge an amount of MRP to the General Fund Revenue Account which it considers to be a prudent provision. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers. The guidance on MRP allows different options for the calculation of MRP as below:
 - Regulatory method
 - CFR method
 - Asset Life method, using either
 - Equal instalment method
 - Annuity method
 - Depreciation method

Doncaster Council 2021/22 MRP Policy

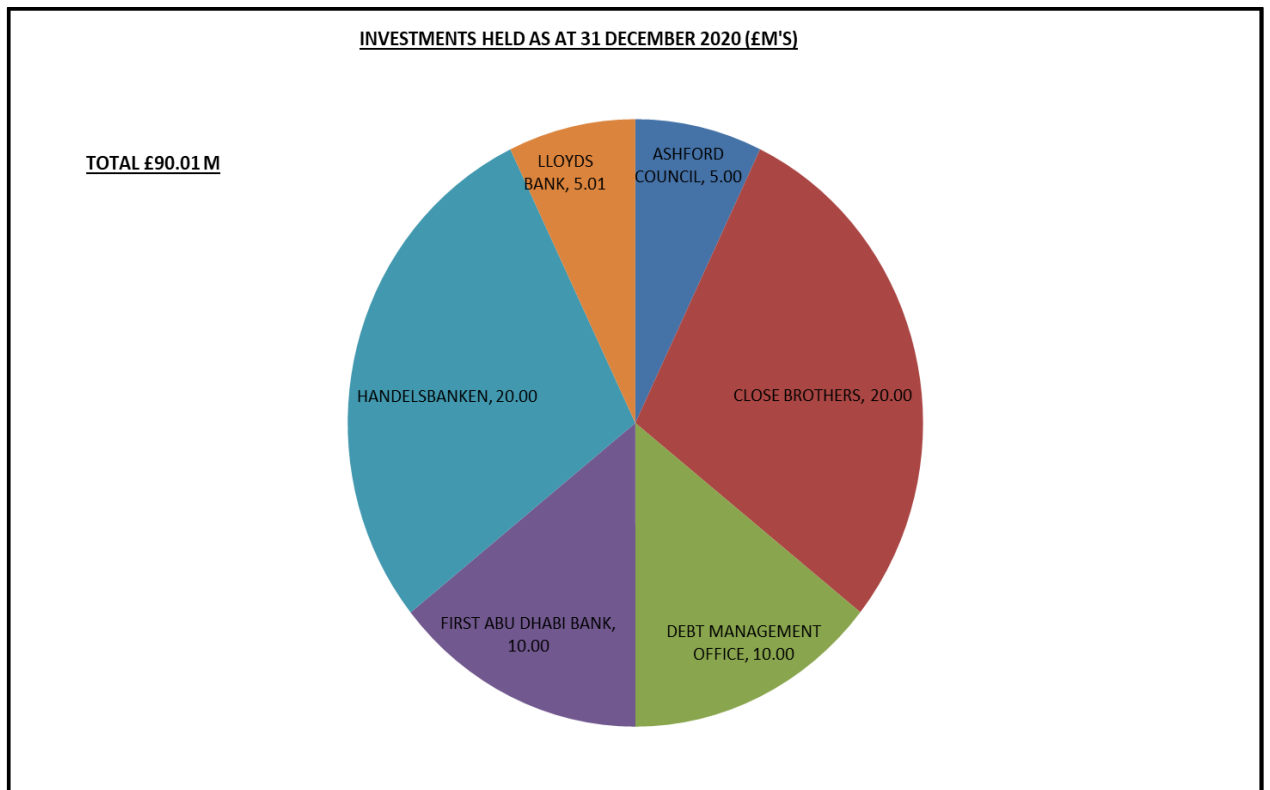
- 2) The Council adopts the most appropriate method of calculating and charging MRP for the specific asset. Methods used include either:
 - **Asset Life method – Equal instalment method** (option 3a); or
 - **Asset Life method - Annuity method** (option 3b); or
 - **Depreciation method** (option 4).
- 3) **MRP Overpayments** - A change introduced by the revised MHCLG MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until the 31st March 2021, the total MRP overpayments are estimated to be £29.98m. It is proposed in the Revenue Budget 2020/21 – 2022/23 Report to utilise £8.2m over the next three years.

Analysis of Debt as at 31/12/20

Maturity Profile



Analysis of Investments as at 31/12/20



Interest Rate Forecasts

- 1) The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 11.8.20. However, following the conclusion of the review of PWLB margins over gilt yields on 25.11.20, all forecasts below have been reduced by 1%. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View		9.11.20											
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20													
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

- 2) The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 16th December, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected in the near-term as economic recovery is expected to be only gradual and, therefore, prolonged. These forecasts were based on an assumption that a Brexit trade deal would be agreed by 31.12.20: as this has now occurred, these forecasts do not need to be revised.

Gilt yields / PWLB rates

- 3) There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a

precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

- 4) Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.
- 5) As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- **Investment returns** are likely to remain exceptionally low during 2021/22 with little increase in the following two years.
- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were negative during most of the first half of 20/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. The unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, in March 2020, the Government started a consultation process for reviewing the margins over gilt rates for PWLB borrowing for different types of local authority capital expenditure. *(Please note that Link has concerns over this approach, as the fundamental principle of local authority borrowing is that borrowing is a treasury management activity and individual sums that are borrowed are not linked to specific capital projects.)* It also introduced the following rates for borrowing for different types of capital expenditure: -
 - **PWLB Standard Rate** is gilt plus 200 basis points (G+200bps)
 - **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
 - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)

- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- As a consequence of these increases in margins, many local authorities decided to refrain from PWLB borrowing unless it was for HRA or local infrastructure financing, until such time as the review of margins was concluded.
- On 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -
 - **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
 - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
 - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- **Borrowing for capital expenditure.** As Link's long-term forecast for Bank Rate is 2.00%, and all PWLB rates are under 2.00%, there is now value in borrowing from the PWLB for all types of capital expenditure for all maturity periods, especially as current rates are at historic lows. However, greater value can be obtained in borrowing for shorter maturity periods so the Council will assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs. Longer-term borrowing could also be undertaken for the purpose of certainty, where that is desirable, or for flattening the profile of a heavily unbalanced maturity profile.
- While this authority will not be able to avoid borrowing to finance new capital expenditure, to replace maturing debt and the rundown of reserves, (there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 1

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' quality criteria where applicable.

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of 30% of the investment pool will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

SPECIFIED INVESTMENTS:

(All such investments will be sterling denominated, with maturities up to maximum of 1 year, meeting the minimum 'high' rating criteria where applicable)

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
Term deposits and other instruments with local authorities	N/a	£30m (maximum of £5m per authority)	12 months
Term deposits with banks and building societies	Yellow Purple Orange Red Green No Colour	£50m £40m £30m £20m £10m nil	12 months 12 months 12 months 6 months 100 days Not for use
Term Deposits with UK part nationalised banks	Blue	£30m	12 months
Certificates of Deposit or corporate bonds with banks and building societies	Yellow Purple Orange Blue Red Green No Colour	£50m £40m £30m £30m £20m £10m nil	12 months 12 months 12 months 12 months 6 months 100 days Not for use
Bonds issued by multilateral development banks	UK sovereign rating	100%	12 months
UK Government Gilts	UK sovereign rating	100%	12 months
UK Government Treasury Bills	UK sovereign rating	100%	6 months
Debt Management Agency Deposit Facility	--	100%	6 months

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
Collateralised deposit (Reverse Repurchase) (see note 2)	UK sovereign rating	100%	12 months
Bond issued by a financial institution which is explicitly guaranteed by the UK Government e.g. National Rail	UK sovereign rating	100%	12 months
Sovereign bond issues (other than the UK govt)	UK sovereign rating	100%	12 months
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -			
Government Liquidity Funds	AAA MMF rating	100%	Liquid
Money market funds (CNAV/LVNAV or VNAV)	AAA MMF rating	100%	Liquid
Enhanced Cash Funds with a credit score of 1.25	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid
Enhanced Cash Funds with a credit score of 1.5	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid
Bond Funds	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid
Gilt Funds	Fitch rating Short term F1, long Term A- or equivalent	100%	Liquid

Note 1. If forward deposits are to be made, the forward period plus the deal period should not exceed one year in aggregate.

N.B. buy and hold may also include sale at a financial year end and repurchase the following day in order to accommodate the requirements of the Accounting Code of Practice.

Note 2. As collateralised deposits are backed by collateral such as UK Gilts, corporate bonds, etc. this investment instrument is regarded as being a AA rated investment as it is equivalent to lending to the UK Government.

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

NON-SPECIFIED INVESTMENTS: A maximum of 30% will be held in aggregate in non-specified investment

Maturities in excess of 1 year

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
Term deposits and other instruments with local authorities	N/a	£20m (maximum of £5m per authority)	5 years
Term deposits with banks and building societies	Yellow Purple	£50m £40m	5 years 2 years
Term Deposits with UK part nationalised banks	Blue	£30m	5 years
Certificates of Deposit or corporate bonds with banks and building societies	Yellow Purple	£50m £40m	5 years 2 years
Bonds issued by multilateral development banks	UK sovereign rating	£5m	5 years
UK Government Gilts	UK sovereign rating	100%	50 years
Collateralised deposit (Reverse Repurchase)	UK sovereign rating	100%	5 years
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government e.g. National Rail	UK sovereign rating	£20m	10 years
Commercial Paper Other	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Corporate Bonds	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Sovereign bond issues (other than the UK govt)	UK sovereign	£20m	5 years
Bond Funds	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Gilt Funds	Fitch rating Short term F1, long Term A- or equivalent	£20m	10 years
Municipal Bonds	UK sovereign rating	£5m	5 years
Floating Rate Notes	Fitch rating Short term F1, long Term A- or equivalent	£5m	5 years
Covered Bonds	Fitch rating Short term F1, long Term A- or equivalent	£5m per bond	10 years
Unrated Bonds	**Non-rated internal due diligence	£5m per bond	10 years

	Minimum 'High' Credit Criteria	Maximum % of total investments or maximum Amount per institution	Max. maturity period
Loans to Third Parties	**Non-rated internal due diligence	£5m	50 years
Churches, Charities and Local Authorities (CCLA) Property Fund	**Non-rated internal due diligence	£5m	10 years
Property Funds*	**Non-rated internal due diligence	£5m	10 years

*The use of these instruments can be deemed capital expenditure and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using. Appropriate due diligence will also be undertaken before investment of this type is undertaken.

**Due Diligence will include the following, if available, however the list isn't intended to be exhaustive: -

- Capitalisation of the organisation,
- Revenue profits and margin trends,
- Competitors and industry,
- Valuation multiples e.g. price/earnings ratio,
- Management and share ownership and track records,
- Balance sheet analysis,
- Examination of future plans and expectations,
- Stock options and dividend policy.

APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have higher sovereign ratings than the UK (based on two out of three ratings from the agencies Fitch, Moody's and S&P) and have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services Treasury Solutions credit worthiness service. The UK is currently rated as AA- but is still an approved country for investments.

AAA	AA+	AA
Australia, Denmark, Germany	Finland	Abu Dhabi (UAE)
Luxembourg, Netherlands,	Canada	France
Norway, Singapore, Sweden		
Switzerland, USA		



Doncaster Council

Report

Date: 1st March, 2021

**To the Chair and Members of
COUNCIL**

REVENUE BUDGET 2021/22 – 2023/24

EXECUTIVE SUMMARY

1. Despite the significant financial challenges, the Council has continued to set a balanced budget whilst maintaining investment in the borough and protecting the most vulnerable in our communities. This report details the Mayor's revenue budget proposals for 2021/22 to 2023/24, continuing to deliver on our commitments, as detailed in the Corporate Plan, including being a financially well managed Council.
2. Over the last ten years, Councils have faced the position of reducing Government funding, strong demand, increasing costs and no reduction in their statutory obligations to provide services. Doncaster Council has seen its core Government funding more than halved during this period and faced a total budget gap of circa. £260m. Local spending is becoming more narrowly focused on Children's and Adult's Services with over 57% being spent in these areas in 2020/21. The Institute for Fiscal Studies has identified that core funding for Councils in England is set to be 3% lower in real terms per head in 2021/22 than in 2015/16.
3. On the 25th November, the Government's Spending Review¹ was presented to Parliament. Although Spending Reviews normally cover three or four years, to prioritise the response to COVID-19 and support jobs, the Government decided the look-ahead would only cover 2021/22. The Council received details of the provisional settlement on the 17th December, these were confirmed in the final settlement on 10th February. The Medium-term Financial Strategy (MTFS) includes all the anticipated changes to the Council's funding and baseline expenditure levels for the next three years. This has identified an overall funding gap of £18.9m over the next 3 years, with the biggest impact of £15.2m in 2021/22, this is detailed in paragraphs 30 to 40 and Appendix A.
4. In 2020/21, the COVID-19 pandemic has placed unprecedented stress on Council services. In the first instance, responding to the pandemic restrictions

¹ <https://www.gov.uk/government/publications/spending-review-2020-documents>

and experiencing additional service pressures, e.g. home care & care homes, reduced income from fees and charges, council tax and business rates, and delays in delivering against savings plans set as part of the Council budget. In the next phase, from July onwards services were stepped back up in a COVID-19 secure manner to ensure the safety of Council staff and the safe delivery of public services. In some instances, this affected productivity and in others, the cost of delivery has increased. The additional funding provided by Government has helped ease the financial pressures in 2020/21 however, the future financial position remains extremely uncertain.

5. Therefore the approach taken is to keep one eye on the here and now and the other on the longer term. The Council has challenged its day to day spending and considered each staff vacancy as these have arisen. The Council has supported partners such as Doncaster Culture & Leisure Trust (DCLT) to continue to operate whilst revenues are below those previously experienced. Recovery is anticipated but customer confidence to reuse these services will take time. This budget recognises the shortfall in income and provides for those much needed services to support the health and wellbeing of the public.
6. Unfortunately, there have also been other areas where additional service demands have been experienced, including Children Social Care, Adult Social Care and Homelessness. Child protection referrals were over 60% higher in both July and September compared to last year; this has led to an increase in the number and cost of placements and required additional staffing. As part of the Government Every One In policy, more people than ever before are presenting as homeless and being accommodated. Adult social care providers have also faced cost pressures due to COVID-19 and other market pressures affecting their ability to provide safe, good quality support to people to help them stay as independent and well as possible in their own homes. These service pressures will have a longer-term impact and for this reason feature in the 2021/22 budget.
7. In total, the service budget pressures are estimated at £10.2m in 2021/22, increasing to £11.7m by 2023/24. This includes £6.1m for Adults, Health & Wellbeing pressures in 2021/22, details are provided in paragraph 36 and Appendix B. In addition, the cost of pay and price inflation is estimated at £6.3m in 2021/22, increasing to £22.2m by 2023/24. This includes £1.3m set aside for Adult Social Care contracts including the impact of the Government National Living Wage in 2021/22.
8. This budget has also used the opportunity to support Greener, Fairer and More Prosperous Doncaster agenda, Tackling the Climate and Biodiversity Crisis. Provide an additional £466k to target fly tipping, which is also supported by the Council's Enforcement team, where additional funding was provided in the 2020/21 budget. The additional funding will enable enhanced services to be delivered including an increase in daily completion rate of cleansing jobs, a high quality finish in cleansing activities, improved customer satisfaction and improved lived experience, and more focussed enforcement in hotspot areas.
9. The budget includes an increase in Council Tax of 2.9% in 2021/22 (1.4% Council Tax increase and a further 1.5% increase through the Government's Adult Social Care precept). This will generate £3.4m overall and is required in order to meet the pressures detailed above, in particular those for Adult Social Care funded from the Social Care precept. This will increase the Council Tax to £1,446.10

per annum Band D (£964.07 Band A) which means an additional £40.75 for Band D Council Tax per annum or 78p per week (£27.17 for Band A per annum or 52p per week). The Council has chosen not to increase by the maximum 4.99%, including 3% Social Care precept, allowed by government to protect the citizens of Doncaster.

10. In addition, the Council is committed to protecting the most vulnerable and whilst many Councils have amended their Local Council Tax Reduction Scheme (LCTS), the Council's policy continues to provide a much needed safety net for those on low income. This budget increases this level of support for LCTS providing an additional £1.25m increasing the current provision set aside to £24.2m in 2021/22.
11. The Council Tax system continues to be disproportionate across the country and successive Governments have failed to come up with an alternative method of local taxation. The Special Interest Group of Metropolitan Authorities (SIGOMA) has calculated that the average reduction in Council core revenue spending power between 2010/11 and 2019/20 was 18.4% nationally but that the reduction for Doncaster was 26.2%. Doncaster continues to have one of the lowest Council Tax rates in comparison to other Metropolitan Districts and Unitary Authorities (the 11th lowest in 2020/21).
12. Core Spending Power (CSP) is the Government preferred measure of calculating the theoretical resources available to local authorities to fund service delivery. It sets out the money that has been made available to local authorities through the Local Government Finance Settlement (LGFS) and represents an estimate of the resources available. It does not represent the actual resources the Council has available. The CSP based on Government assumptions is £259.0m compared to £247.5m for 2020/21, representing a £11.5m increase (4.6% increase). The actual CSP based on the Council baseline position and local decisions is £254.4m compared to £255.1m for 2020/21, representing a £0.7m decrease (0.27% decrease). The main differences being that the Government CSP assumes the maximum permitted 4.99% council tax increase, compared to the 2.9% increase detailed in this report. It also assumes that the 2021/22 council tax base increases in line with the average annual growth in its council tax base between 2016/17 and 2020/21 (2.2%) rather than the reduction of 1.6% approved by Cabinet on 12th January, 2021. The LGFS essentially ignores the effects of COVID-19, i.e. it assumes 2021/22 will be a "normal" year, as the Government intends to support Councils to deal with COVID-19 by providing specific one-off funding outside the LGFS.
13. In March 2020, budget savings of £6.6m were approved in line with the Financial Strategy (£4.7m 2021/22 and £1.9m 2022/23). Ensuring that services are targeted and make a difference to those people who need them most, making the most of technology, re-designing services so they are fit for the future and working in partnership with local communities, voluntary, charity and faith sectors to deliver services together. The savings approved in March 2020 are detailed in Appendix C.
14. However, due to the further financial challenges arising from COVID-19, the Council needed to look carefully at the cost of services being delivered by the Council and make further proposals to balance the budget. Expressions of interest for voluntary redundancy and retirement were sought to reduce staff

costs. The proposals identified amount to £9.7m over the 3 years, with £5.3m in 2021/22, reducing the ongoing budget position and supporting the financial sustainability of the Council going forward. They are predominately in back office functions to mitigate the impact on front line services and those received by the public; these are detailed in paragraphs 41 to 43 and Appendix D.

15. Although the Government only provided a one-year Spending Review, the Council needs to look longer term as service change and transformation takes time to form and implement. For that reason, the Council has set out a three year balanced budget using a modest level of non-recurrent funding. This will allow the Council to move forward with some certainty and deliver these plans. There will be further challenges arising from COVID-19 and the Council needs the confidence in its financial standing to build upon.
16. This budget recognises how challenging this year has been and for many how challenging the next one will be. Unemployment continues to be high in Doncaster, there were 14,215 claimants in September, which is 7.4% of the working population. This compares with 6.7% for Yorkshire & Humber region and the 6.6% national England rate. It also recognises how challenging it has been for businesses to continue trading, whilst at the same time continuing to deliver good quality services to the public. In light of the current economic position and to support our citizens, the Council has also taken the unprecedented step of freezing the vast majority of its discretionary fees and charges, as detailed in paragraph 45.
17. The financial position remains extremely uncertain over the medium-term; the Council is facing significant volatility in its costs and levels of income from services, in addition to uncertainty in relation to its main funding sources being Government funding, business rates and council tax income. There remains the potential impact of the anticipated Fair Funding Review (FFR) and a “full reset” of the Business Rates Retention scheme. The Council has therefore reviewed the level of reserves available to ensure that it has sufficient funding available. Paragraphs 52 to 57 and Appendix H, shows the current position regarding earmarked reserves. The balance on the uncommitted General Fund reserve for 2021/22 is estimated at £16.5m; and is expected to remain at this level in 2022/23.
18. The Council is charged with maintaining a balanced budget and the Chief Financial Officer (Section 151 Officer) is required to provide a statement of financial assurance which is set out in paragraphs 58 to 63 of this report.

EXEMPT REPORT

19. Not applicable.

RECOMMENDATIONS

20. Council to approve the 2021/22 to 2023/24 Revenue Budget as set out in this report. This includes: -
 - a) the Medium-term Financial Strategy (MTFS) including all proposals in this report as set out in Appendix A;

- b) a gross revenue expenditure budget of £503.5m and a net revenue expenditure budget of £199.6m, as detailed in Appendix A;
- c) Council Tax increasing by 2.9% to £1,446.10 for a Band D property (£964.07 for a Band A) for 2021/22. This includes:-
 - i) 1.4% Council tax increase, equating to an increase of £19.67 for Band D per annum, 38p per week (£13.12 for Band A per annum, 25p per week);
 - ii) 1.5% Government Adult Social Care precept, equating to an increase of £21.08 for Band D per annum, 40p per week (£14.05 for Band A per annum, 27p per week);
- d) the revenue budget proposals for 2021/22 detailed at Appendix B (pressures £10.2m) and Appendices C and D (savings £10.0m);
- e) Delegate the allocation of the additional £2.975m Social Care funding to the Director of Learning, Opportunities and Skills and Assistant Director of Finance (Section 151) in consultation with the Portfolio Holder for Children, Young People and Skills outlined in paragraph 38;
- f) the 2021/22 Grants to 3rd Sector Organisations outlined in paragraph 47 and Appendix F;
- g) the fees and charges proposed for 2021/22 at Appendix G;
- h) note the Chief Financial Officer's positive assurance statements (detailed in paragraphs 57 to 62).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

Financial Strategy

22. We are committed to ensuring that what we are proposing in the budget meets our policy intent but also meets how we want to deliver services in the future. The Corporate Plan 2021/22 reflects the transition to a new Borough Strategy, which will replace the Doncaster Growing Together Plan. It is framed around the same six emerging well-being goals:

Goal	Vision
Greener & Cleaner Doncaster	A borough that takes every opportunity to protect and improve the local and global environment to improve well-being.
Prosperous & Connected Doncaster	A stronger, greener and fairer economy that provides good, well paid jobs and is supported by improved transport, active travel and digital infrastructure.
Safe & Resilient Doncaster	Residents feel safe and communities are more resilient to challenges and emergencies.
Healthy & Compassionate Doncaster	A Compassionate Doncaster that improves the conditions and opportunities for better health and how we care for our most vulnerable residents.

Goal	Vision
Skilled & Creative Doncaster	Residents have improved skills and a creative culture supports well-being, business success and solutions to the borough's challenges.
Fair & Inclusive Doncaster	A borough with reduced inequalities and improved access for all to social and economic opportunities.

23. The well-being goals mark a significant turning point in Doncaster's commitment to improve life now and for future generations as they are guided by the fundamental need to balance the wellbeing of people with the wellbeing of the planet. This is reflected in one central mission: Thriving People, Places and Planet.
24. This budget supports the transition to these new well-being goals and the approach that will be taken to deliver them: -
- a) New ways of doing things - to improve the future
 - b) Regenerative Development
 - c) Working closer with communities
 - d) Shared Responsibilities - locally and regionally
 - e) Intelligence led Interventions
 - f) Whole Life, Whole System integration
25. For example, to support the 'Greener & Cleaner' Goal funding is provided for the Environment and Sustainability Strategy, in response to the climate change and biodiversity emergency declaration. Resources are also being increased to target fly tipping.
26. This budget is also an integral part of the 'Connected Council' section in the Corporate Plan which sets out how the Council will continue to develop the capabilities, resources, technology and knowledge needed to deliver quality services and work with communities and partners to improve well-being. This includes a number of things that the Council needs to do well: -
- a) Respond to our customers quickly, focusing on a quality customer experience.
 - b) Process Housing and Council Tax queries quickly and appropriately.
 - c) Ensure more people can access Council services digitally.
 - d) Collect Council Tax and Business Rates effectively.
 - e) Wherever possible spend our money locally.
 - f) Support employees to improve performance, engagement and attendance.
 - g) Provide expert advice for all aspects of council business.
27. The financial strategy should also be read in conjunction with other Council strategy documents including Capital Programme, Housing Revenue Account (HRA) budget, Treasury Management Strategy and Capital Strategy.

Medium-term Financial Strategy (MTFS) 2021/22 to 2023/24

28. The MTFS includes the estimated changes to the Council's main sources of income (i.e. central government grant and local taxation), corporate expenditure (e.g. capital financing costs) and pressures on services (arising from inflation, demand or legislative changes such as the increase to the government national minimum wage) based on current information. The estimated gap for 2021/22 to 2023/24 is £18.9m, summarised below and further details provided in Appendix A.

EXPLANATION OF THE FUNDING GAP

29. The table below summarises the year on year changes to the MTFS: -

	2021/22 £m	2022/23 £m	2023/24 £m	Total 2021/22 – 2023/24 £m
Baseline Income & Government Grants	72.5	-20.9	-1.5	50.1
Council Tax Income	1.5	-5.3	-5.2	-9.0
Grant Exit Strategies	-31.9	0.0	0.0	-31.9
Pay & Price Inflation	6.3	7.2	8.7	22.2
Levying Bodies & Other Expenditure	3.2	0.2	-0.1	3.3
Service Pressures	10.2	1.2	0.3	11.7
Funding Gap	61.8	-17.6	2.2	46.4
Use of One-off Reserves	-46.6	19.1	0.0	-27.5
Gap	15.2	1.5	2.2	18.9

30. The baseline income and government grants reduce significantly in 2021/22 for two reasons. Firstly, section 31 grants for business rate reliefs of £19.1m received in 2020/21 will not be received in 2021/22. Secondly, the 2020/21 collection fund deficit created by providing these reliefs has to be recovered in 2021/22 (these are legislative requirements). The use of one-off reserves changes by £46.6m because in 2020/21 £27.5m was put into reserves and in 2021/22, £19.1m is being taken out of reserves (these transfers into/out of reserves facilitate carrying forward the section 31 grants for business rate reliefs from 2020/21 to 2021/22 to fund the collection fund deficit as described above).

31. The change includes the anticipated reduction of business rates income of £1.2m in 2021/22; based on the current baseline position, which is 1.2% lower than the starting position for 2020/21, and a further 1.2% reduction estimated for 2021/22. The estimated income from business rates could potentially worsen considerably depending on the economic position affecting businesses and the availability of business rate reliefs provided by government. In 2020/21, government provided £38m additional business rate reliefs to businesses in Doncaster.

32. The forecast decrease in Council Tax income for 2021/22 is due to a number of contributing factors. This includes an estimated increase in the cost of the Local Council Tax Reduction Scheme of £1.25m, anticipated worsening of the collection rate from 98.6% to 97.5% based on 2020/21 collection trends impacted by COVID-19 and the distribution of the collection fund deficit from 2020/21 of

£4.5m (£1.5m per year spread over three years). This is offset by additional income from growth forecast (based on the current tax base and assumptions for 2021/22) of £0.7m and the £3.4m additional income generated from the 1.4% Council Tax increase and 1.5% government Adult Social Care precept.

33. The above highlights the significant impact of changes to the income generated from Council Tax and Business Rates on the baseline funding position for the Council; these income sources provide 44% of the Council's baseline funding. Therefore, attention will need to be focused on these critical income streams to minimise the reductions as much as possible to maintain funding levels and prevent further savings being required.
34. The additional cost of pay and price inflation is estimated at £6.3m in 2021/22, increasing to £22.2m by 2023/24. This provides for estimated rising pay costs of £4.8m in 2021/22, increasing to £11.4m by 2023/24. The cost of contract inflation is estimated at £2.8m in 2021/22, increasing to £10.4m by 2023/24; this includes increases each year for the Adult Social Care contracts including the impact of the government national minimum wage. The price inflation pressure is lower than previously anticipated due to the current national financial position and expectations for 2021/22. As a result of COVID-19 restrictions and the related economic slowdown, the Office for Budget Responsibility (OBR) reported that the UK's Gross Domestic Product (GDP) dropped by a record 19.8% in the first three months of 2020/21. The OBR expects the economy to contract by 11.3% this year, with the output not returning to pre-crisis levels until the final quarter of 2022. There will also be "long-term scarring" - the economy will be around 3% smaller than expected in the March Budget, in 2025.
35. The MTFs includes an adjustment to provide sufficient baseline funding for Adult Social Care. This is based on the funding required for the current care ladder activity, taking into account the savings for 2020/21. It also provides minimal growth for future years in line with our current strategy, which seeks to keep people in their own homes for longer and build on the potential for prevention and innovation that exists. The adjustment to the baseline is £1.3m budget reduction in 2021/22, followed by increases of £0.8m in 2022/23 and £0.9m in 2023/24, on the basis of the following assumptions: -
- i) Older People Residential – demographic growth has been included for 2023/24 only, based on latest POPPI/PANSI information. The demographic growth in 2021/22 and 2022/23 will be managed in accordance with the current strategy.
 - ii) Working Age Residential – provides for demographics and transitions, including growth due to mental health, based on net growth of 12 per annum for each of the next three years. This is based on the average number of placements made in the last two years.
 - iii) Non-residential – assumes no growth, based on effective assessments taking place, strong front door, greater use of Assistive Technology and improved working practices.
36. Although the Council is currently forecasting a breakeven position for 2020/21 with the use of one-off COVID-19 funding, there are a number of pressures that are expected to continue into 2021/22, and in some cases beyond. The MTFs provides the funding to meet these service pressures and provides minimal growth essential to deliver our priorities without placing additional burdens on the

Council to deliver greater savings. These pressures are fully detailed in Appendix B. The baseline budget will be increased for the pressures identified on an ongoing basis. A negative figure shows where the funding is being removed to account for one-off pressures in previous years.

37. During 2020/21, the Council has responded to the changing levels of personal restrictions, which have affected our personal freedoms and business activity. The Government have provided resources through specific grants and the Council's role has been to administer these in accordance with the conditions of the grants. The majority of these will be expended in 2020/21, reported as part of the Finance and Performance Reports and do not feature as part of this budget report. There will be some grants in respect of COVID-19 that are expected to impact on 2021/22, which are detailed in the specific grants section in Appendix A. This will include £9.79m announced for further emergency funding and the allocation of £2.79m of local council tax support grant. The Council is also expecting compensation for 2020/21 council tax and business rate losses, although details of how this scheme will work are available, we are unable to calculate the allocation until year-end figures have been finalised.
38. The MTFS includes £2.975m for the additional Social Care Support grant, which was announced in the Spending Review. This funding will be allocated in 2021/22 only, to provide for additional Children Social Care pressures that are not provided in the MTFS and detailed in Appendix B. The service demand pressures include over 60% more referrals in July and September compared to the previous year leading to higher numbers of Children In Need, on average 18% higher for the period September to November, greater numbers of Children with a Child Protection Plan, circa. 28% increase for the same period, and Children in Care. Although the estimated impact on the majority of the budget areas in 2021/22 is detailed in Appendix B, there are further areas which will be met from this funding allocation. This includes funding for additional social workers to ensure caseloads are manageable and contingency funding for service reviews. The MTFS assumptions included £1.2m projected income from the DfE in 2021/22, following further discussions this income will not be received. The Social Care support grant will be utilised to meet this £1.2m income shortfall and continue to provide the baseline funding; this position will be reviewed during 2021/22 in preparation for 2022/23 (the MTFS includes £0.7m income budget for 2022/23). The £2.975m funding will be delegated to the Director of Learning, Opportunities and Skills and Assistant Director of Finance (Section 151) in consultation with the Portfolio Holder for Children, Young People and Skills.
39. As highlighted previously there remains considerable uncertainty in relation to the MTFS due to the anticipated Fair Funding Review (FFR), the "full reset" of the Business Rates Retention scheme and the long awaited Adult Social Care White Paper.

Budget Proposals and Overall Position

40. The budget proposals previously approved in the 2020/21 budget are detailed at Appendix C.
41. As an organisation we will need to adapt and develop new ways of working for the post COVID-19 environment that we will operate in, resulting in a new organisational form that will look and feel substantially different, however this will take time. Therefore, our approach this year has been to undertake a thorough

review of all budgets to identify savings to balance the budget that will not affect front-line services or destabilise the organisation at this critical time. The budget proposals will mainly be delivered by reducing back-office functions, utilising all available uncommitted budgets and reductions to central budgets, e.g. pension budgets and treasury management. The additional budget proposals identified amount to £9.7m over the 3 years, with £5.3m in 2021/22, reducing the ongoing budget position. These are detailed at Appendix D.

42. The Council will continue to explore opportunities to reduce costs and increase revenue generating options during 2021/22, through: -

- Productivity – Increasing productivity and removing waste, aiming to simplify where possible and improve co-ordination so there is greater continuity, with less hand-offs;
- Transformation – delivering savings through transformation in a multitude of ways, taking a whole organisation approach;
- Demand management – managing the demand for services through a range of targeted measures, including:
 - i. Preventing people needing services or needing an increase in services;
 - ii. Transitioning people to less dependence on current services; and
 - iii. Reducing contract value both at individual and whole provider level.
- Enablers for delivery will be better practice, improved technology including a better system, opportunities from locality working and opportunities to work upstream with partner organisations. It is important that we look at the interplay between all the above and neither miss nor double count.

43. The table below shows how the budget is balanced over the three years with the savings identified and the use of one-off COVID-19 funding:

	2021/22 £m	2022/23 £m	2023/24 £m	Total 2021/22 – 2023/24 £m
Budget Gap	15.2	1.5	2.2	18.9
Savings approved in 2020/21	-4.7	-1.9	0.0	-6.6
Savings proposals	-5.3	-3.5	-0.9	-9.7
Recurrent Budget Gap	5.2	-3.9	1.3	2.6
Use of COVID-19 reserve in 21/22	-5.2	5.2		0.0
Use of COVID-19 reserve in 22/23		-1.3	1.3	0.0
Use of COVID-19 reserve in 23/24			-2.6	-2.6
Balanced Budget	0.0	0.0	0.0	0.0

Fees & Charges

44. Fees and charges are not proposed to be increased due to low levels of inflation (September CPI was 0.5%) and the need to encourage the use of services. There are some exceptions where fees and charges are required to be increased or introduced by statute or where specific savings proposals involve changes to fees and charges. A summary of changes to fees and charges is shown at Appendix G, along with fees and charges where specific approval by full Council is needed each year.

Post Reductions

45. A review of the budget proposals has been undertaken and has identified an estimated 26.6 full time equivalent (FTE) potential post reductions for the budget proposals detailed in Appendix C and D (17.0 FTE for 2021/22 and 9.6 FTE for 2022/23). The reductions will be achieved through the deletion of vacant posts, redeployment and then voluntary redundancies. At this stage compulsory redundancies are not expected. It is also worth noting that within the budget there is also additional funding allocated for specific pressures i.e. fly-tipping (15 posts) and Children Social Care, which will increase the number of posts during the specific funding period.

2021/22 Baseline Budgets by Service Area

46. The 2021/22 detailed budgets updated for the proposed pressures and savings are provided at Appendix E by Directorate, this provides the breakdown of the budget plan by Head of Service (Appendix E to follow).

Grants to Third Sector Organisations

47. The 2021/22 grants proposed to third sector organisations (£0.7m) are detailed in Appendix F. The Council's strategy is to more clearly commission and contract service activity, which provides greater certainty and continuity of provision of service for both the service provider (voluntary sector) and service users.

Monitoring & Challenge

48. The Council's budget in any one financial year is allocated to budget holders and each budget holder is notified of their budget at the start of the financial year. Within the performance and development review process for people managers there is a core target to effectively manage and monitor budgets, highlighting any pressures or potential underspends in a timely way.

49. Budget holders are able to review the latest financial monitoring information, including projections, directly from the on-line financial system in an easy to use format.

50. The Financial Management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. The quarterly Finance & Performance report presents the Council's revenue projection, prepared by managers working in conjunction with finance teams. In addition, a monthly review enables Directors to monitor the Council's revenue projection and take any further action to ensure effective management of the budget.

Reserves

51. The Council holds both "earmarked" and "uncommitted" reserves. Earmarked reserves are balances set aside for specific purposes, for example Service Transformation Fund; these are summarised in Appendix H.

52. To note there are one-off Minimum Revenue Provision (MRP) budgets, which are being earmarked for one-off requirements, e.g. Service Transformation Fund and VER/VR, funding; this is not available for on-going pressures. The 2019/20 Budget Report approved the allocation of the one-off MRP funding as follows: -

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

53. Due to the significant uncertainties and volatility in both our costs and income, the balance of unspent, un-ringfenced COVID-19 funding is held as an earmarked reserve. The COVID-19 funding received in 2020/21 is detailed in the quarterly Finance and Performance Reports; the balance being carried forward to 2021/22 is estimated at £10.1m. In addition to the specific grants provided, detailed in paragraph 37, this will be drawn down as required to meet pressures arising during 2021/22.
54. Uncommitted reserves are balances held as contingencies against risks such as emergency events. The uncommitted reserves are expected to remain at £16.5m by 2022/23.
55. A risk assessment of the Council's level of reserves is carried out each financial year, when setting the budget and updating the financial plan. It is updated regularly during the financial year as part of the formal financial management reporting process. The risk assessment is based on the following key factors: -
- a review of known provisions and contingent liabilities;
 - the likelihood of overspend for either revenue or capital;
 - the likelihood of any additional income that would be credited to reserves;
 - the robustness of the Council's revenue budget proposals;
 - the adequacy of funding for the Capital Programme; and
 - any potential significant expenditure items for which explicit funding has not yet been identified.
56. Appendix I provides the risk assessment of the Council's level of reserves, which estimates the value of the risks at £15.0m leaving £1.5m headroom over the level of un-committed ongoing general fund reserves available of £16.5m. The un-committed reserves are not excessive for a Council of our size, which spends circa. £500m a year; £16.5m would only run the Council for 12 days. The Council will ensure the reserves remain at an adequate level to manage effectively 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 operating in the current volatile and uncertain environment.

Positive Assurance Statement

57. Under the Local Government Act 2003, when the Council sets the budget, the Council's Section 151 Officer is required to report on:
- the robustness of estimates made for the purposes of the calculations; and
 - the adequacy of the proposed financial reserves.

Statement from the Council's Section 151 Officer (Assistant Director of Finance)

58. This report sets out the Council's spending plans to deliver on its corporate priorities as detailed in the Corporate Plan. It seeks to balance the need to respond to the current unprecedented financial volatility whilst at the same time providing a sustainable financial strategy for the longer term.
59. The financial climate continues to be extremely challenging. We have faced significant funding reductions in our local government finance settlements arising from Comprehensive Spending Reviews of 2010, 2013 and 2015. The unprecedented set of cuts and pressures required managers to deliver significant savings of £148.3m over the 5 years 2014/15 to 2018/19 and a further £30.9m over the period 2019/20 to 2022/23. Recently, the COVID-19 pandemic has resulted in significant volatility, with additional costs to support operational services, reduced income from services, business rates and council tax, and delays delivering savings. Given the exceptional nature of circumstances, the Government have recognised these financial challenges and provided additional one-off COVID grant funding in 2020/21 and the start of 2021/22. The 2021/22 financial settlement also included some additional funding, which improved the anticipated budgetary position and provided some short-term relief. However, the longer-term impact on the Council finances is uncertain, with the output potentially not returning to pre-crisis levels until the final quarter of 2022 and 'long-term scarring' being reported. In addition, we are facing increasing demand for services and growing costs, particularly in Children Social Care. There is also uncertainty with regard to Council baseline funding due to the impending Fair Funding review, Business Rates Reset and Adult Social Care White Paper. The current financing regime continues to provide significant one-off funding for ongoing increasing pressures with Council resources being more narrowly focused on social care services.
60. This budget includes additional funding to support its most vulnerable residents, providing significant investment for Adults and Children Social Care pressures. It also includes robust estimates for council tax and business rates, based on a thorough review of the baseline position and assumptions for future years taking into account local data and intelligence. Ongoing additional savings have been identified to continue to reduce the baseline position in accordance with our strategies. We have also reviewed the reserves position and strengthened the one-off earmarked reserves to provide additional flexibility; these are detailed in paragraphs 52 to 57. In addition, one-off investment has been provided to deliver specific priorities identified, e.g. fly-tipping. The budget is balanced using one-off reserves, although these are not significant and is a planned use of reserves. The remaining shortfall at the end of the 3 years is also manageable for a Council of our size, with sufficient time to prepare.
61. I can give you positive assurance on the reliability and robustness of the forecasts and estimates in the budget proposals as far as we can based on current local and national intelligence. The evaluation is based on the following key factors: -
- the budget proposals have been developed by those responsible for service delivery, taking account of the implications of implementing the changes. Targets are clear and there is commitment and ownership from managers to deliver. Each budget manager is required to deliver within the budget target. This will provide additional assurance, rigor and comfort for the Council in

carrying out its responsibilities. These proposals will provide a balanced budget for 2021/22 as long as the risks set out in Appendix I can be managed;

- we have reviewed the pressures identified in 2020/21 and where required have provided adequate funding for 2021/22;
- a review of the quarter 3 projected outturn figures has been undertaken to further challenge the budget proposals and ensure they are based on the most up to date information available. Any further pressures identified will need to be managed during 2021/22 as part of the revenue monitoring process;
- the development of financial skills amongst Council managers is critical to the success of delivering the spending targets set in this budget; and
- the External Audit assessment of the Statement of Accounts, which were approved by the deadline and with no material issues. As part of the Value for Money assessment, it was reported that “based on the work we performed to address the significant risks, we are satisfied that the Council had proper arrangements for securing economy, efficiency and effectiveness in its use of resources”.

62. I can also give positive assurance, that the level of the uncommitted General Fund reserve balance is adequate to meet known commitments and contingencies based on the information currently available and included in this report.

Council Tax Capping & Referenda

63. Authorities are required to seek approval of their electorate in a referendum if any proposed Council Tax increase exceeds the principles set by Parliament. The Government confirmed the Council Tax Referendum Cap for 2021/22 as part of the final Local Government Financial Settlement on 10th February 2021. Any increase of 5.0% or greater for those authorities that have decided to implement up to the maximum 3.0% adult social care “precept” will be deemed excessive.

64. Full details of the Council Tax Referendum Cap and calculation will be presented as part of the Council Tax setting report to Council on 1st March 2021.

OPTIONS CONSIDERED

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

REASONS FOR RECOMMENDED OPTION

66. 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

67. These are detailed in the table below: -

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

RISKS AND ASSUMPTIONS

68. A risk assessment of the MTFS has been undertaken in accordance with the Council's risk management strategy, which 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 include: -

- a) Collection Fund – risks that the income from Council tax and Business rates reduces by more than forecast in the MTFS assumptions. This includes the risk that the business rates income reduces due to businesses ceasing as a result of the economic situation and/or business rate relief not being provided to support them to continue to operate. This is a significant risk within this budget; £38m additional business rate reliefs have been awarded to date in 2020/21. Further details are not expected on the business rate reliefs until the 3rd March budget announcement.
- b) Exiting the European Union – risks that may materialise due to exiting the European Union, e.g. increased costs.
- c) Service Demands/Additional Budget Pressures – risks that service demands continue to increase and there are greater budgetary pressures than those included in the MTFS. This is a greater risk in current times due to the continued impact of the COVID-19 pandemic.
- d) Delivery of Savings – risks in relation to the delivery of planned savings, which are increasingly more difficult to deliver. Additionally the ongoing impact of COVID-19 may make some savings more difficult to deliver.
- e) 2020/21 Monitoring Position – risks that the 2020/21 monitoring position worsens which impacts on the underlying baseline financial position moving into 2021/22.
- f) Third Parties – risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.
- g) Price Inflation – risks that inflation increases by more than the estimate built into the MTFS.
- h) Economy – risk that a recession increases the level of default on debt and bad debt provisions have to increase and/or a higher level of debt has to be written off.
- i) One-off Grant Funding – risks in that expenditure does not reduce or cease in line with the one-off grants decreasing or ending over the next 2 years.
- j) Spending Review – risks that may materialise as a result of the multi-year Spending Review, and reforms to Business Rates Retention and the Fair Funding Review.
- k) Business Rates Retention – risk that a Business Rates reset occurs in the next 3 years (the assumption is that this does not happen but has only been formally postponed by Government until 2021/22 at the earliest); this would result in a loss of funding to the Council.
- l) Reserves – risks that earmarked and uncommitted reserves are insufficient to support the Council during this period.

69. The estimates have been produced based on the latest information available, the risks will be monitored during 2021/22 as part of the budget monitoring cycle. The MTFS budget assumptions are continuously reviewed and updated for any

changes; including a thorough review during 2021/22 in preparation for 2022/23 budget setting.

LEGAL IMPLICATIONS [Officer Initials...SRF... Date...07.01.21]

70. The Council must set a balanced budget ensuring that resources are sufficient to meet its proposed spending plans. The Chief Financial Officer is required to advise the Council of the adequacy of its reserves and the robustness of estimates used in preparing its spending plans.
71. The Council will need to be satisfied that the MTF set and the subsequent budget will ensure that the Authority is able to discharge its statutory duties.
72. Any proposed changes to services will require specific legal advice prior to implementation.
73. As set out in the body of the report, any increase in Council tax rates above a certain level will be subject to a local referendum.

FINANCIAL IMPLICATIONS [Officer Initials...RI... Date...05.01.21]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initials...RH...Date...13.01.21]

75. There are no immediate HR implications identified within this report, however once post reduction numbers are confirmed further advice should be sought regarding the process going forward.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW... Date...09.09.20]

76. Technology continues to be 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.

HEALTH IMPLICATIONS [Officer Initials...RS... Date ...04.01.21]

77. The choices the council makes in both raising and allocating revenue budgets will impact on the health of the population. In general, 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan. Within the financial resources available, this paper sets out clearly the broad areas of revenue investment in both universal and targeted services and how within a reduced financial envelope there are plans to maintain and even improve the quality of local services. 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 clarity on the size and 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...MS... Date...22.01.21]

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

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

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

Having due regard to advancing equality involves: -

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

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

- a) **Establishing the key equality issues across Doncaster (Equality Analysis)** – Our Equality, Diversity and Inclusion Framework sets out in one place our EDI objectives and arrangements for embedding equality into everything we do. It outlines our commitment to EDI, and links directly to our strategic ambitions. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable; and
- b) **Prioritisation and Planning** – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

81. The additional savings have been reviewed with regard to our PSED obligations and it has been identified that none of the proposals require a due regard assessment.

CONSULTATION

82. Directors and Cabinet have considered the budget proposals at several meetings between May 2020 and December 2020. Key dates in the budget timetable leading up to Council approving the budget on the 1st March, 2021 are detailed below: -

- Cabinet – MTFs 2021/22 to 2023/24 approved – 29th September, 2020
- Government’s Spending Review 2020 – 25th November, 2020
- Provisional LG Finance Settlement 2021/22 – 17th December, 2020
- Final LG Finance Settlement 2021/22 – 10th February, 2021
- Cabinet – Council Tax Base 2021/22 approved – 12th January, 2021
- Union Engagement – regular Doncaster Consultative Group meetings including 23rd September, 2020, 18th November, 2020 and 2nd February, 2021
- Overview & Scrutiny Management Committee (OSMC) – Budget-briefing session 1st February, 2021 and OSMC meeting 11th February, 2021
- The Chair of the Overview & Scrutiny Management Committee has responded to the Mayor’s budget proposals. The letter is shown in Appendix J along with the response from the Mayor.
- Labour Group – Budget Consultation 27th January, 2021
- Budget sessions with Group Leaders February, 2021
- Final LG Finance Settlement Announcement 2020/21 – 10th February, 2021
- Cabinet – Council reports – 16th February, 2021.

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

- (1) Council Report – Revenue Budget 2020/21 – 2022/23, 5th March 2020.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2854&Ver=4>
- (2) Cabinet Report – Restart, Recovery and Renewal Plan, 28th July 2020.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3474&Ver=4>
- (3) Cabinet Report – Updated Medium-Term Financial Strategy (MTFS) 2021/22 – 2023/24, 29th September 2020.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3478&Ver=4>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

BCF – Better Care Fund

BIES – Department for Business, Energy and Industrial Strategy

CCG – Clinical Commissioning Group

CPI – Consumer Price Index
CSP – Core Spending Power
DCLT – Doncaster Culture & Leisure Trust
DCST – Doncaster Children’s Services Trust
DEFRA – Department for Environment, Food and Rural Affairs
DfE – Department for Education
DfT – Department for Transport
DHSC – Department of Health and Social Care
DSG – Dedicated Schools Grant
DTC – Delayed Transfer of Care
DWP – Department for Work and Pensions
EC – European Community
EDI – Equality, Diversity and Inclusion Framework
FFR – Fair Funding Review
FTE – Full Time Equivalent
GDP – Gross Domestic Product
HEART – Home Emergency Alarm Response Team
HLF – Heritage Lottery Fund
HO – Home Office
HRA – Housing Revenue Account
iBCF – improved Better Care Fund
IDT – Integrated Discharge Team
LCTS – Local Council Tax Reduction Scheme
LGFS – Local Government Finance Settlement
LIFT – Local Improvement Finance Trust
MBC – Metropolitan Borough Council
MDT – Multi Disciplinary Team
MHCLG – Ministry of Housing, Communities and Local Government
MRP – Minimum Revenue Provision
MTFS – Medium-term Financial Strategy
NCTL – National College for Teaching and Leadership
NHB – New Homes Bonus
NHS – National Health Service
OBR – Office for Budget Responsibility
OSMC – Overview & Scrutiny Management Committee
PANSI – Projecting Adult Needs and Service Information system
PFI – Private Finance Initiative
POPPI – Projecting Older People Population Information system
PSED – Public Sector Equality Duty
RAPID – Rapid Response Team
RAPT – Rapid Assessment Programme Team
RDaSH – Rotherham, Doncaster & South Humber
RPI – Retail Price Index
RPIX – Retail Price Index excluding mortgage interest payments
RSG – Revenue Support Grant
RV – Rateable Value
SE – Sport England
SIGOMA – Special Interest Group of Metropolitan Authorities
SLC – Student Loans Company
SLH – St Leger Homes of Doncaster
STEPS – Short Term Enablement Programme
VER/VR – Voluntary Early Retirement / Voluntary Redundancy
YJB – Youth Justice Board

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Assistant Director of Finance (Section 151)

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Appendix A

Medium-Term Financial Strategy (MTFS) and key assumptions

The Medium-term Financial Strategy for 2020/21 – 2023/24 is provided below: -

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Income				
Retained Business Rates	-49.546	-26.550	-47.009	-47.923
Top Up Grant	-34.854	-34.855	-35.552	-36.263
Baseline Funding	-84.400	-61.405	-82.561	-84.186
Revenue Support Grant	-20.368	-20.480	-20.890	-21.308
Settlement Funding Equivalent	-104.768	-81.885	-103.451	-105.494
Compensation for under-indexing the business rates multiplier	-3.323	-4.224	-4.224	-4.224
Council Tax Income	-119.170	-117.679	-122.958	-128.204
Improved Better Care Fund	-15.831	-15.831	-16.147	-16.470
New Homes Bonus	-4.086	-2.455	-1.139	-0.080
Social Care Support Grant	-9.562	-12.537	-12.787	-13.043
Lower Tier Services Grant	0.000	-0.441	-0.441	-0.441
Core Spending Power Equivalent	-256.740	-235.052	-261.147	-267.956
Public Health Grant	-24.436	-24.436	-24.436	-24.436
s31 Business Rates Grants	-24.370	-3.989	-3.989	-3.989
Other Specific Grants	-78.433	-46.551	-46.551	-46.551
Customer & Client Receipts	-45.321	-45.321	-45.321	-45.321
Other Income	-67.169	-67.169	-67.169	-67.169
Housing Benefit	-56.321	-56.700	-56.700	-56.700
Total Income	-552.790	-479.218	-505.313	-512.122
Expenditure				
Total Council Expenditure (Funded)	489.182	525.356	503.548	506.650
Expenditure Changes				
Housing Benefit change (nil impact on gap)	-3.929	0.379	0.000	0.000
Grant decreases exit strategies (one-off)	-2.691	-29.621	0.000	0.000
Grant decreases exit strategies (on-going)	-0.319	-2.261	0.000	0.000
Adult Social Care Ladder	0.000	-1.292	0.800	0.906
Staffing	-4.166	4.834	2.601	3.956
Prices Changes	4.600	2.800	3.750	3.750
Levying Bodies	0.100	0.100	0.100	0.100
Expenditure funded from additional income incl above	35.628	3.055	0.000	0.000
Budget Pressures	14.017	10.225	1.212	0.293
Gross Budget	532.422	513.575	512.011	515.655
Budget Proposals for cost reductions	-7.066	-10.027	-5.361	-0.926
Use of one-off Committed Reserves	8.294			
Use of one-off Covid-19 Reserves		-5.190	-1.337	-2.607
Use of one-off s31 Business Rates grants	19.140	-19.140		
Total Budget Gap	0.000	0.000	0.000	0.000
Gross Budget (Total Income plus one-off uncommitted reserves)	525.356	503.548	506.650	514.729
Net Budget Requirement (including Baseline Income)	223.938	199.564	226.400	233.698

CHANGES IN LOCAL GOVERNMENT FUNDING

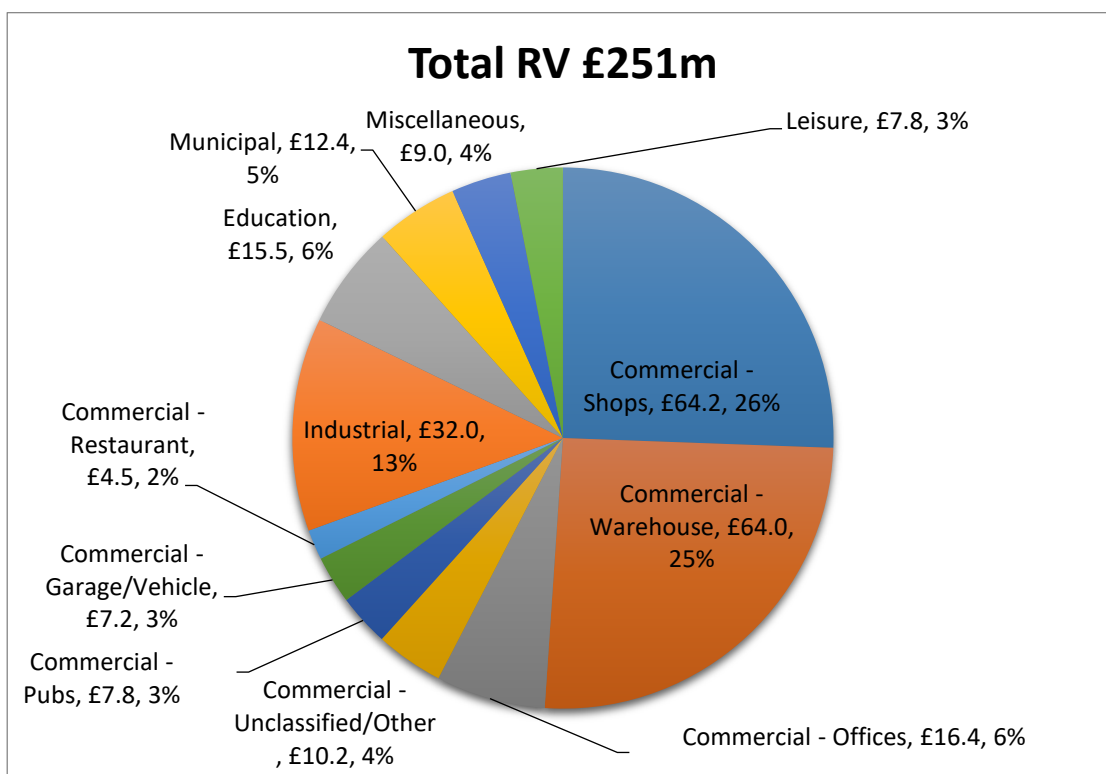
1. Following the 2010 General Election, the Coalition Government embarked on an austerity programme aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. The Spending Review announcements covering the years 2011/12 – 2019/20 contained large and sustained cuts to local government.
2. Since 2010/11, nationally Council funding has been cut by circa. 50%, in addition there is strong demand for services resulting in financial pressures and no reduction in their statutory obligations. Local spending is becoming more narrowly focused on social care due to the need to meet the growing demand and falling central government funding. Over the last ten years the Council has faced a total budget gap of circa. £260m.
3. The LGA previously reported that Council Services face an additional funding requirement for their annual day-to-day spending of £13.2 billion by 2024/25, growing at a pace of over £2.6 billion each year on average. When compared to the assumed changes to council funding levels, this leads to a funding gap of £6.4 billion forming in the day-to-day council budgets in 2024/25 in comparison to 2019/20 budgets¹. In addition to these challenges Councils' are also facing the financial implications of COVID-19, which are estimated at £2bn.
4. 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.
5. A full Spending Review was anticipated in Autumn 2020, which would set out the funding available for Government Departments for 2021/22 onwards. A Fair Funding Review (FFR) was also expected, which would set out how the funding determined by the Spending Review 2020 would be allocated for 2021/22 onwards. In addition, a "full reset" of the Business Rates Retention scheme was expected. 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.
6. On 24th March, the Government announced that the Comprehensive Spending Review, would be delayed from July to enable the government to remain focused on responding to the public health and economic emergency. Councils will therefore receive a one-year settlement for 2021/22. The provisional settlement allocations will not be notified until December 2020 following the Spending Review in the autumn. Subsequent announcements have also postponed the Business Rates Reset, 100% Business Rates Retention and the Fair Funding Review.

¹ <https://www.local.gov.uk/about/campaigns/councilscan/council-funding-requirement-and-funding-gap-technical-document>

7. The Spending Review 2020 was announced on 25th November 2020; the Government announced indicative allocations of funding for 2021/22 in the provisional local government finance settlement announcement on 17th December 2020. Final allocations of funding for 2021/22 were confirmed in the final local government finance settlement announcement on 10th February 2021.

BASELINE FUNDING AND BUSINESS RATES GRANTS

8. 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.
9. 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 £34.855m for 2021/22.
10. 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 but the date has been repeatedly delayed. This means that any "growth" within the current business rates system will be transferred into baseline need and effectively lost to a future Spending Review / 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. The MTFs assumes that no reset takes place.
11. 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 2022/23.
12. For information, the breakdown of total rateable value of Business Rates by category, as at the end of December 2020, is shown in the chart below: -



THE COLLECTION FUND

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

Business Rates

14. The multiplier is based on the Consumer Price Index (CPI) for September but the Government announced in the Spending Review that the multiplier would be frozen for 2021/22. The MTFS includes no increase in the multiplier for 2021/22 and 2% per annum for subsequent years, which is built into the Retained Business Rates and Top Up grant lines. (to be updated to included assumptions for growth, loss on collection, reliefs etc)
15. The net Retained Business Rates income is reduced for losses on collection and losses due to appeals of approximately 1.5% and 2% respectively.
16. 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.
17. The overall decrease in Retained Business Rates income of £23.0m is due to: -
- the repayment of the deficit for 2019/20 of £1.9m;
 - the repayment of the estimated deficit for 2020/21 of £19.3m. This is largely due to the additional retail relief granted during 2020/21 (for which the Government will pay a section 31 grant); and
 - a reduction in the baseline of £1.8m for 2021/22. The baseline in 2020/21 has reduced by circa 1.2% caused by COVID-19 and it is assumed that the baseline will reduce by a further 2.7% in 2021/22.

Council Tax

18. A breakdown of the 2021/22 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,446.10
Band D Equivalent Properties	82,810
Council Tax Income	£119.753m
Collection Fund (Council Tax) Deficit	(£2.074m)
Total Council Tax Income	£117.679m

19. The overall decrease in Council Tax income of £1.5m is due to: -

- the repayment of the accumulated deficit up to and including 2020/21 of £3.0m, largely caused by increased levels of Local Council Tax Support (LCTS) and reduced growth in the number of properties;
- 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%. It is prudent to assume the on-going effects of COVID-19 will lead to a downturn in the economy and will negatively impact on the long-term collection rate so the assumed collection rate for Council Tax in 2021/22 has been reduced from 98.6% to 97.5% which reduces Council Tax income by £1.3m;
- it is assumed that the increased levels of LCTS granted in 2020/21 will continue into 2021/22 which reduces Council Tax income by £1.3m;
- the increase in the Adult Social Care levy of 1.5% will generate an additional Council Tax income of £1.7m;
- the increase in the core level of Council Tax of 1.4% will generate an additional Council Tax income of £1.6m; and
- it is assumed that the number of properties will grow in 2021/22, albeit at a lower rate than in previous years, which will generate an additional Council Tax income of £0.7m.

IMPROVED BETTER CARE FUND

20. 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. Improved Better Care Fund (iBCF) 2017 settlement – the additional iBCF funding was allocated through a separate grant to local government, using a methodology that provides greater funding to those authorities that benefit less from the additional council tax flexibility for social care. This additional funding commenced in 2017/18 and has decreased every year since. 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. This was rolled into the iBCF.

21. The final settlement confirms that this funding will continue at the same level of £15.831m in 2021/22.

22. A specific Section 75 pooled budget will be completed once final funding allocations have been confirmed. The iBCF is being spent on the costs of increased demand and inflationary pressures.

NEW HOMES BONUS

23. New Homes Bonus (NHB) is a grant that was paid for 6 years by Government based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes. NHB is funded by reducing the baseline funding available for Councils and consequently the Council is worse off because the amount deducted is significantly more than the grant received.
24. The 2017/18 Settlement announcement on 15th December 2016 reduced the number of years for which NHB is paid from the existing 6 years to 5 for 2017/18 and 4 for 2018/19 onwards and introduced a national baseline for housing growth of 0.4% that has to be exceeded before any NHB becomes available. As part of the Spending Round on 4th September 2019, the Government announced that the 2020/21 NHB allocation would not attract any legacy payments. As part of the Spending Review on 25th November 2020, the Government announced that the 2021/22 NHB allocation would not attract any legacy payments.
25. The NHB for the Council is £2.455m for 2021/22, which is a £1.631m reduction from 2020/21.
26. The net grant loss is significant at £33.546m. The position is reasonably comparable with other Metropolitan Districts who also fare badly from the redistribution of grant funding, due to the relatively high levels of grant funding received and high levels of deprivation. The MHCLG led evaluation of the NHB published in December 2014 concluded that the most negative impacts of the NHB were seen in authorities in the North of England and Yorkshire and the Humber. The NHB is therefore being utilised to assist with the loss in grant. Housing growth is being progressed utilising alternative funding streams. The updated grant figures are set out in the table below: -

Year	Housing Growth	Reimbursement Grant	Total Grant Receipt	Grant Reduction	Net Grant Loss
	£m	£m	£m	£m	£m
2011/12	403	0	403	1,412	1,009
2012/13	928	0	928	3,054	2,126
2013/14	1,314	565	1,879	5,312	3,433
2014/15	2,430	228	2,658	6,729	4,071
2015/16	3,479	224	3,703	8,500	4,798
2016/17	5,051	160	5,211	10,518	5,307
2017/18	4,946	173	5,119	8,868	3,749
2018/19	4,458	0	4,458	6,708	2,250
2019/20	4,468	0	4,468	6,502	2,034
2020/21	4,086	0	4,086	6,424	2,338
2021/22	2,455	0	2,455	4,887	2,432
Total	34,018	1,350	35,368	68,914	33,546

ADULT SOCIAL CARE GRANTS

27. The final settlement confirms that the “one-off” grants for 2018/19, 2019/20 and 2020/21 for Social Care Support will continue at the same level of £9.562m in 2021/22. In the Spending Review on 25th November, a new one-off increase in the Social Care Support grant was announced as part of a £0.3bn package for social care. The additional “one-off” grant for 2021/22 for Doncaster is £2.975m.

LOWER TIER SERVICES GRANT

28. The final settlement confirms a new on-going grant for 2021/22: a £111m Lower Tier Services Grant comprising two elements: -

- £86 million distributed using shares of lower tier funding within the 2013-14 Settlement Funding Assessment; and
- £25 million for a funding floor to ensure no authority has a total Core Spending Power less than in 2020-21.

29. The Council’s grant for 2021/22 is £0.441m.

PUBLIC HEALTH

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

31. The ring-fence on Public Health spending will be maintained in 2021/22 and Government will consult on options to fully fund Local Authorities’ Public Health spending from their retained business rates receipts, as part of the move towards 75% business rate retention. For 2021/22, the Council should see a freeze in the Public Health Grant, however Government have not yet made a final announcement confirming this.

OTHER SPECIFIC GRANTS

32. The Council receives a number of specific grants which are non-ring fenced and can be redirected to other areas of service provision as required. It also receives some specific grants that are ring-fenced and can only be used for the specific purpose set out in the grant conditions. The largest grants such as Public Health and iBCF are shown separately in the MTFs. Further details of the main specific grants (ring-fenced and non ring-fenced) are provided below. The following table details the amounts for 2020/21 recorded on the ledger as at 25th January, 2021 and the assumptions for 2021/22 - 2023/24: -

Grant	Issued By	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Non Ring-fenced					
Extended Rights to Free Transport	DfE	-0.145	-0.145	-0.145	-0.145
Local Reform & Community Voices	DHSC	-0.206	-0.206	-0.206	-0.206
War Pension Disregard	DHSC	-0.140	-0.140	-0.140	-0.140
Local Authority Data Sharing	DWP	-0.010	-0.010	-0.010	-0.010

Grant	Issued By	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
New Burdens Grant	DWP	-0.303	-0.303	-0.303	-0.303
Universal Credit	DWP	-0.036	-0.036	-0.036	-0.036
Verify Earnings and Pensions	DWP	-0.034	-0.034	-0.034	-0.034
COVID-19 Council Tax Hardship Fund	MHCLG	-2.993			
COVID-19 Emergency Active Travel	MHCLG	-0.186			
COVID-19 Support Grant	MHCLG	-18.637			
COVID-19 Test, Track & Contain Grant	MHCLG	-2.495			
Flexible Homelessness Support Grant	MHCLG	-0.308			
Homelessness Reduction Grant	MHCLG	-0.230			
Troubled Families Grant	MHCLG	-1.608			
Ring-fenced					
National Portfolio Organisations (NPO) Grant	Arts Council	-0.100	-0.100	-0.100	-0.100
Adult and Community Learning from Skills Funding Agency	BIES	-0.663	-0.663	-0.663	-0.663
Higher Education Funding Council for England (HEFCE) Payments	BIES	-0.179	-0.179	-0.179	-0.179
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-31.361	-31.361	-31.361	-31.361
Music Services Grant	DfE	-0.441	-0.441	-0.441	-0.441
Opp Area Social Mob Grant	DfE	-2.000			
Personal Adviser duty Implementation Grant	DfE	-0.056	-0.056	-0.056	-0.056
Pupil Premium Grant (Children in Care Element)	DfE	-0.961	-0.961	-0.961	-0.961
School Improvement & Brokerage Grant	DfE	-0.151	-0.151	-0.151	-0.151
Staying Put Implementation Grant	DfE	-0.203	-0.203	-0.203	-0.203
Emergency Assistance Food & Essential Supplies	DEFRA	-0.446			
Waste Infrastructure Grant	DEFRA	-2.385	-2.385	-2.385	-2.385
Care Act Grant (Social Care in Prisons)	DHSC	-0.343	-0.343	-0.343	-0.343
COVID-19 Track & Trace Grant	DHSC	-2.234			
Bus Service Operator's Grant - Local Authority Bus Subsidy Ring-Fenced (Revenue) Grant	DfT	-0.020	-0.020	-0.020	-0.020
Sustainable Transport Access Fund	DfT	-0.423			
Discretionary Housing Payments (DHPs)	DWP	-0.904	-0.904	-0.904	-0.904
Housing Benefit Subsidy Admin Grant	DWP	-0.951	-0.951	-0.951	-0.951
Independent Living Fund	DWP	-0.660	-0.660	-0.660	-0.660
DWP Technical Assistance Grant	DWP	-0.044	-0.044	-0.044	-0.044
ERDF & ESIF - Launchpad	EC	-0.105	-0.105	-0.105	-0.105
ERDF & ESIF - Productivity	EC	-0.035	-0.035	-0.035	-0.035
Heritage Lottery Fund	HLF	-0.040	-0.040	-0.040	-0.040
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	-0.319	-0.319	-0.319	-0.319
Syrian Resettlement Programme Grant	HO	-0.119	-0.119	-0.119	-0.119
Council Tax Support Admin Subsidy	MHCLG	-0.390	-0.390	-0.390	-0.390
COVID-19 Rough Sleeper Assistance	MHCLG	-0.018			
COVID-19 Track & Trace Support Payment	MHCLG	-0.304			
MHCLG - Launchpad / Technical Assistance	MHCLG	-0.079	-0.079	-0.079	-0.079

Grant	Issued By	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
The Private Finance Initiative (PFI) (Schools - fixed for the 25 years duration of PFI scheme)	MHCLG	-3.478	-3.478	-3.478	-3.478
Rough Sleeper Initiative	MHCLG	-0.462	-0.462	-0.462	-0.462
Initial Teacher Training (ITT)	NCTL	-0.286	-0.286	-0.286	-0.286
Sport England Grant	SE	-0.170	-0.170	-0.170	-0.170
Student Loans Company	SLC	-0.161	-0.161	-0.161	-0.161
Youth Justice Board	YJB	-0.611	-0.611	-0.611	-0.611
Other Specific Grants		-78.433	-46.551	-46.551	-46.551

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

Grant Exit Strategy	Issued By	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
One-off					
Verify Earnings and Pensions	DWP	-0.018			
Brexit Preparation Grant	MHCLG	-0.210			
COVID-19 Council Tax Hardship Fund	MHCLG		-2.993		
COVID-19 Emergency Active Travel	MHCLG		-0.186		
COVID-19 Support Grant	MHCLG		-18.637		
COVID-19 Test, Track & Contain Grant	MHCLG		-2.495		
Flexible Homelessness Support Grant	MHCLG		-0.308		
Opp Area Social Mob Grant	DfE		-2.000		
Emergency Assistance Food & Essential Supplies	DEFRA		-0.446		
COVID-19 Track & Trace Grant	DHSC		-2.234		
ERDF & ESIF - SCR Growth Hub	EC	-0.015			
COVID-19 Rough Sleeper Assistance	MHCLG		-0.018		
COVID-19 Track & Trace Support Payment	MHCLG		-0.304		
Migration Fund	MHCLG	-0.312			
Improved Better Care Fund (iBCF) (March 2017 announcement)	MHCLG	-2.136			
On-going					
Homelessness Reduction Grant	MHCLG		-0.230		
Troubled Families Grant	MHCLG		-1.608		
Adult and Community Learning from Skills Funding Agency	BIES	-0.030			
Apprenticeship Levy	BIES	-0.048			
Additional recurrent Children's Services Trust Costs	DfE	-0.191			
School Improvement & Brokerage Grant	DfE	-0.028			
Sustainable Transport Access Fund	DfT		-0.423		
Independent Living Fund	DWP	-0.022			
Total Exit Strategies		-3.010	-31.882	0.000	0.000

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

- Dedicated Schools Grant (DSG) funds the schools budget (funding for schools and services that are provided centrally to pupils, early years and high needs budgets). The initial 2021/22 block allocations including Academies are as follows: -
 - Schools Block Allocation £221.7m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2021/22 due to be sent out to schools in February 2021;
 - Central School Services Block £1.6m – now provided as a separate allocation to the schools block to cover services provided centrally to pupils/schools;
 - High Needs Block Allocation £42.1m;
 - Early Years Block Allocation £20.5m.
- PFI Schools - the Council entered into a PFI agreement with Government to rebuild Mexborough and Thomas Wharton Secondary Schools. The rebuilds were completed during 2008/09 and the Government will pay an annual grant of £3.478m for 25 years towards costs incurred, the final payment will be made in 2033/34.

OTHER INCOME

35. Other income includes Continuing Health Care Contributions and Section 256 and Section 75 Agreements with the NHS (CCG), income from Other Local Authorities as well as income from charges made to Schools (including Academies), Housing Revenue Account, St Leger Homes and Children's Services Trust.
36. A significant Section 75 agreement is the Better Care Fund (BCF); this is where the Council has entered into a pooled budget arrangement with Doncaster Clinical Commissioning Group (CCG) for the provision of integrated health and social care services for people in the Doncaster area. The Council and the CCG have an annual agreement in place for funding these services, with partners contributing funds to the agreed budget in line with funding allocations, taking responsibility for its own deficit or surplus. The 2021/22 draft spending plan for the BCF is detailed below, based on 2020/21 funding allocation (with final allocation for 2021/22 still to be confirmed): -

Better Care Fund 2021/22	£'000
Programme Management & Business Analysts	185
Hospital based Social Workers	202
HEART/Telecare	760
STEPS / Occupational Therapist service/RAPID	1,790
RAPT	110
(Positive Steps) Social care Assessment Unit/DTOC	2,156
Hospital Discharge Worker	28
Single Access Point for Rotherham Doncaster & South Humber (RDaSH)	64
Well North/Doncaster Project	191
Winter Warm	85
Healthier Doncaster	341
Integrated Discharge Team	221
Occupational Therapist - Aligned to STEPS & IDT	186
Occupational Therapist - Supporting enhanced care home MDT's	148
Community Wellbeing Officers	273

Better Care Fund 2021/22	£'000
Community Care Officers	88
Mental Health Social Work Team	206
Community Adult Learning Disability Team	39
Mental Health - Doncaster Mind	200
Enhancement of Dementia support services (Alzheimer's dementia café's)	71
Dementia Advisor/Care Navigator (Age UK)	32
The Admiral service (making space)	81
Home from Hospital (Age UK)	72
Community Wellbeing Officers	186
Carers Support Services & Breaks	200
3 Tier Weight Management	183
Total	8,098

37. The following table sets out the Other Income for 2020/21. This is the 2021/22 baseline starting position: -

Other Income	2021/22 £m
External Recharge Income – includes charges to Schools including Academies (including for the Schools PFI), to the Capital Programme, to the Housing Revenue Account, to St Leger Homes and to the Children's Services Trust	-29.429
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	-16.292
Trading Services Income – includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	-13.479
Contributions from Other Public Bodies – includes contributions from Rotherham MBC in respect of Waste PFI credits and the Coroners Service, contributions from the Home Office for Prison Libraries, from the Police & Crime Commissioner for Community Safety and recoupment from Other Local Authorities where their children are placed in Doncaster Council maintained schools	-2.022
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	-3.393
Investment Interest	-1.790
Developer Contributions – S106 & S38 agreements	-0.142
Other Contributions – includes external income from alarm monitoring for housing associations and from energy companies in relation to feed in tariffs for solar panels	-0.621
Other Income	-67.169

HOUSING BENEFIT

38. The 2021/22 estimated cost of £56.7m is based on an assumed 8,000 caseload for local authority tenants 5,000 in the private sector. The caseloads are similar to 2020/21.

STAFFING

Pay

39. Funding has been set aside in accordance with the latest assumptions on a national pay award of 2.75% for 2021/22 and 2% for subsequent years. The assumptions also include increments being paid every other year; the next increments are due in April 2021 for all staff except DCST staff who continue to receive increments annually.

Pension

40. The actuarial valuation for the period 2020/21 – 2020/23 shows that the Council's Pension Fund is no longer in deficit and has moved into a small surplus therefore the MTFS assumes that the pension deficit budget can be reduced from 2020/21.
41. A summary of the pay inflation provided in the MTFS is detailed below: -

Staffing	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Pay Inflation – based on the assumptions of 2.75% for 2021/22 and 2% for subsequent years	2.853	3.218	2.340	2.340
Increments	0.261	1.616	0.261	1.616
Employers Pension Contribution				
Future Service Rate Contribution Rate (to 17.0% in 2020/21)	1.015			
Employers Pension deficit saving phased	0.300			
Reduce Pension deficit budget for estimated position with protection	-8.595			
Total	-4.166	4.834	2.601	3.956

PRICE CHANGES

42. 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.
43. Dependent on the contract, inflationary increases are generally based on either the Consumer Price Index (CPI), Retail Price Index (RPI) or Retail Price Index excluding mortgage interest payments (RPIX). The table below shows an annual comparison of the different indices and various months that are commonly used in contracts: -

Inflation	March		December		September		July	
	2021	2020	2020	2019	2020	2019	2020	2019
CPI					0.5%	1.7%		
RPI			1.2%	2.2%	1.1%	2.4%		
RPIX	TBC%	2.7%			1.4%	2.4%	1.9%	2.7%

44. The cost of price inflation for 2020/21 was £4.6m, including £2.7m for Adult Social Care contracts. The various inflation indicators shown in the table above have reduced since last year. It is assumed that £1.3m will be needed in 2021/22 for Adult Social Care contracts and a further £1.5m needed for other inflation. A summary of the inflation to be provided in 2021/22 is provided below. No inflation is applied for expenditure areas not mentioned below: -

Category	£m
Adults Contracts (Various%)	1.316
Other Inflation	
Apprenticeship Levy (2.75%)	0.012
Audit Costs (10%)	0.015
Building Repairs & Maintenance (Various%)	0.017
Business Rates (0.5%)	0.011
Civic Catering Provisions (3%)	0.004
Coroners (Various%)	0.008
CYPS Placements (Various%)	0.022
Elections (19.5%)	0.026
Electricity (2%)	0.022
Electricity (Street Lighting) (2%)	0.031
Gas (-12%)	-0.042
Highways Contracts (1.1%)	0.055
ICT Contracts (2.56%)	0.034
Insurance (Various%)	0.073
Landfill Tax (2.97%)	0.010
LIFT contracts (1.1%)	0.006
Members Allowances (2.75%)	0.023
Pension / Retirement Costs (0.5%)	0.026
Racecourse Joint Venture (1.1%)	-0.002
Rents (Various%)	0.001
Rotherham Contracts (1.1%)	0.011
SLH Management Fee (2.17%)	0.027
Transport (Various%)	0.047
Waste Collection Contracts (1.4%)	0.075
Waste Disposal Contracts (1.4%)	0.102
Waste Management Contracts (1.4%)	0.029
Water (-3.3%)	-0.007
DCST Inflation	0.243
MRP Inflation	0.139
Public Health	0.240
General (cover for unforeseen items / changes)	0.226
Subtotal Other Inflation	1.484
Total Price Inflation	2.800

BUDGET PRESSURES

45. The service pressures are estimated at £10.2m for 2021/22, £1.2m in 2022/23 and £0.3m for 2023/24; these are detailed at Appendix B. All service pressures are robustly challenged to ensure that they are absolutely necessary for on-going delivery of Council services. The MTFs also provides £0.1m for levy increases.

Budget Pressures 2021/22

Appendix B

Proposal	Director	Service / Pressure Proposal	Detail	Total	£10.225m	£1.212m	£0.293m	£11.730m
				2021/22	2022/23	2023/24	2021/22 - 2023/24 Total	
				£'m	£'m	£'m	£'m	
2020/21 Pressure	AH&Wb	Adult Social Care	An assumption was included in the 2020/21 budget for demographic changes, updates for 2021/22 have been incorporated into the MTFs assumptions detailed in Appendix A.	0.120	0.120			0.240
2020/21 Pressure	CR	Schools Catering	Reversal of the 2020/21 budget pressure due to less trading days.	-0.116				-0.116
2020/21 Pressure updated	CW	Services	When the budget was approved in 2020/21 an assumption was included for future pressures of £2m in 2021/22 and £2m in 2022/23. Following the identification of specific pressures for 2021/22 the assumption for general pressures has been reduced to £0.5m. A further £2m has also been added for 2023/24.	0.500	2.000	2.000		4.500
2020/21 Pressure	CW	Revenue Contribution to Capital Schemes	One-off pressures in 2020/21 and 2021/22: Fund the Adwick SEC, Integrated People Solution Phase 2 and Customer Journey capital schemes in full and the final year of the Integrated People Solution Phase 1 capital scheme through revenue. One-off pressures in 2020/21: Fund the Electric Pool Cars and Charging Infrastructure and Pool Car Relocation capital scheme through revenue. Fund the Council's contribution to the Transforming Cities Fund capital scheme through revenue. The contribution will be match funded with up to £45m of grant from central government. Fund the Future Placements Strategy (CiC) capital scheme through revenue.	-4.181	-0.327			-4.508
2020/21 Pressure updated	E&E	Strategic Housing	Costs associated with increased demand including 25 temporary accommodation units.	0.148				0.148
2021/22 Pressure	AH&Wb	DCLT	Ongoing reductions in income due to restrictions on capacity etc. result in the need to provide additional support to ensure the borough still has leisure facilities and a cultural offer. The support should reduce over time as the recovery progresses. Current figures are best estimates and will continue to be refined in response to the pandemic restrictions in place.	3.000	-1.500	-1.500		0.000
2021/22 Pressure	AH&Wb	Additional COVID costs faced by care providers	Contingency to help support Doncaster's social care providers and maintain essential service continuity in case Covid impact continues into future years	1.300	0.000	-1.300		0.000

Proposal	Director	Service / Pressure Proposal	Detail	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
				£'m	£'m	£'m	£'m
2021/22 Pressure	AH&Wb	Social care market pressures	Contingency to support discussions with care providers about evidenced cost pressures (not including Covid) that affect their ability to provide safe, good quality support to people to help them stay as independent and well as possible in their own homes	1.700	0.000	0.000	1.700
2021/22 Pressure	CW	Capital programme	Provide funding to meet borrowing costs (repayment and interest) associated with the capital programme 2021/22 - 2023/24.	0.500	0.500	0.500	1.500
2021/22 Pressure	DCST	DCST cost pressure b/f into 2021/22	The Children's Trust have a number of cost pressures that will be brought forward into 2021/22: Increased Out of Authority placements £1.5m, Education element of Out of Authority packages funded by Dedicated Schools Grant (DSG) £0.7m, 16+ Placements £0.4m, Staffing pressures (mainly agency workers covering vacant posts, maternity leave) £0.5m, reduction in external income £0.4m, and the impact of COVID-19 £0.765m which has resulted in increased costs and an increase in the number of children placed in Out of Authority, in-house and independent foster carers, as well as the number of social workers required due to caseloads.	4.277	0.000	0.000	4.277
2021/22 Pressure	DCST	DfE grant	Department of Education (DfE) funding received by the Trust assumed to reduce over 3 years - £1.2m assumed to be received in 2021/22, £0.7m in 2022/23 & £0 in 2023/24. It has now been confirmed that no grant will be received after 20/21, the shortfall this creates will be dealt with using the £3m increased Social Care grant to be received in 2021/22.	0.000	0.500	0.700	1.200
2021/22 Pressure	E&E	Advance (Employment Support)	Advance is currently funded using the Council's Service Transformation Fund until the 31 March 2021. There are no other employment delivery posts within Business Doncaster to enable a coordinated response to employment support should this function cease. The need for this delivery is made even more essential by the impact of COVID-19 on the local economy; unemployment has doubled since February and with 41,000 people in Doncaster currently furloughed the risk of rising unemployment is high. This team leads the Jobs and Skills Recovery Plan and coordinates the Doncaster Advancement service (enterprise jobs and skills single access gateway and Triage service) which is currently under development as our coordinated, cross council, all age employment support service. The costs of the team could also be used as match funding for up to £880k ESF grant for Doncaster as part of the SCR Advance project (over 3 years) which has recently been supported at ESIF committee.	0.150			0.150

Proposal	Director	Service / Pressure Proposal	Detail	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
				£'m	£'m	£'m	£'m
2021/22 Pressure	E&E	Launchpad New Business Start up match funding	Match funding is needed to enable the draw down of £139k of ERDF grant via the Launchpad project. This gap / pressure arises in the newly approved extension of Launchpad providing an additional 15 months new business start-up activity for Doncaster from 1 April 2022 - 30 June 2023. The programme can now also support micro businesses regardless how long they have been trading. The Launchpad programme is, now more than ever, a priority for Doncaster in its recovery journey from the impact of COVID-19 on the local economy. It will ensure there is support for people moving into self-employment / new business start-up, resulting in people being economically active and establishing new businesses that will provide jobs for the future. Without the Launchpad project there would be no dedicated business start-up support in Doncaster. The period beyond the Launchpad project will also be considered with regards to how business start-up support can be funded and delivered for the benefit of the people of Doncaster, should a funding scheme not be available to replace the European programme.		0.107	-0.107	0.000
2021/22 Pressure	E&E	Street Scene	The additional funding will make up for a mixture of external income loss £50k (the Tree Team works for example) and additional PPE equipment and COVID-19 related precautions for staff £50k. The position will continue to be monitored - it is possible that the situation continues beyond 21/22.	0.100	-0.100		0.000
2021/22 Pressure	E&E	Enforcement	Estimated on-going income loss from enforcement and fines resulting from changing behaviour in relation to public accessing town centres. Initial estimate entered based on 2020/21 month three monitoring position for car parks and enforcement (including Kingdom contract). The position will continue to be reviewed.	0.284			0.284
2021/22 Pressure	E&E	Trade Waste	Estimated on-ongoing income loss resulting from a 29% reduction in the number of businesses using the service. The position will continue to be reviewed.	0.210			0.210
2021/22 Pressure	E&E	Waste	Increase to waste contract due mainly to increased residential collections and need to operate six additional vehicles and crews (two each for Green, Residential and Recycling) at £180k per vehicle/crew per annum reducing to three additional vehicles and crews, plus the associated additional cost of waste disposal due to increase in tonnages experienced so far. Tonnages continue to be monitored.	0.830			0.830

Proposal	Director	Service / Pressure Proposal	Detail	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
				£'m	£'m	£'m	£'m
2021/22 Pressure	E&E	Sustainability Unit	The function of the sustainability unit will be driven by the Climate commission report and the Councils Environment and sustainability report which has just been completed and will be out for consultation, these reports will be used to draw up a sustainability action plan which will set the agenda for the unit which may identify further budget requirements which are unknown at this point in time.	0.203	-0.088		0.115
2021/22 Pressure	E&E	Interchange Tunnel	Ongoing cost of the interchange tunnel maintenance previously funded from commuted sum.	0.050			0.050
2021/22 Pressure	E&E	Fly Tipping	Additional resources will enable 15 new posts and 6 new vehicles to be used. The additional staff and vehicles will enable an enhanced service to achieve - increase in daily completion rate of cleansing jobs, a high quality finish in cleansing activities, improved customer satisfaction and improved lived experience, more focussed enforcement in hotspot areas.	0.466			0.466
2021/22 Pressure	LO-CYP	SEN Transport - Demand pressure	Pressure of £684k based on modelling of existing routes as at September 2020 including Bader and current expected growth in demand for SEN placements and associated transport requirements. The estimate assumes 10 OOA pupils return to Bader by September 2021 and we can reduce all 10 taxis along with savings on 10 other non-OOA routes. (Note: SEN placements pressure is contained & managed within the Dedicated School Grant. Transport savings identified in 2020/21 budget still anticipated to be achieved).	0.684	0.000	0.000	0.684

2021/22 Budget Savings approved in 2020/21 budget

Ref	Director	Service	Saving Proposal	Saving Option	Total	-£4.730m	-£1.887m	-£6.617m	14.0	9.6	23.6
					2021/22	2022/23	2021/22 - 2023/24 Total	2021/22	2022/23	2021/22 - 2023/24 Total	
					£'m	£'m	£'m	FTE	FTE	FTE	
A1	AH&Wb	Adult Social Care	Social Care Fees and Charges	Fairer and more consistent Social Care Fees & Charges: The Council's approach under the national Fairer Charging framework needs to be updated so it is both clearer and more consistent, while continuing to protect those in greatest need.	-0.520	-0.520	-1.040				
A2	AH&Wb	Adult Social Care	Residential short breaks	To improve the effectiveness and value for money of residential short breaks for adults with care needs: The Council runs two residential units which provide 18 short-break places in total at any one time. However they are only 68% occupied, and the Council also funds other ways that local people can access this sort of support. Work will be undertaken to determine the causes of under-occupancy in these units. If occupancy cannot be sustainably increased (helping a larger number of family carers to support loved ones for longer) then a reduction in the number of available places in these units should be explored (ensuring the Council can maintain its investment in more popular sources of residential short breaks)	-0.150		-0.150				
A3	AH&Wb	Adult Social Care	Optimising residential and supported living places.	To improve the effectiveness and value for money of residential and supported living provision for adults with complex disabilities The Council runs one residential home and one supported living scheme which support adults with complex disabilities. This is in addition to services run by other providers in Doncaster. There are opportunities to ensure the Council's provision supports those with the highest needs, helping them stay close to friends and family in Doncaster and also enabling them to increase their independence and control.	-0.113		-0.113				
A4	AH&Wb	Strategic Commissioning	Homelessness and Substance Misuse Service	Increase efficiency following re-tender of the Homelessness and Substance misuse service Opportunities have been identified to reduce management costs and increase Housing Benefit income to current services. These changes will not affect the support given to the vulnerable adults and families who use the service.	-0.062		-0.062				
CR1	CR	Finance	Revenues and Benefits Structure	Changes arising from introduction of Universal Credit; The savings are based on the continued reduction in Housing Benefit claims and change events from new claimants migrating to Universal Credit allowing service delivery that reflects the changing environment. This will also significantly reduce the number of Housing Benefit overpayments raised and associated recovery work. Existing Housing Benefit claimants are also expected to be moved over to Universal Credit starting from 2020 through to 2023. The 21/22 proposals also include the impact of further system development and other digital improvements	-0.113	-0.051	-0.164	5.0		5.0	

Ref	Director	Service	Saving Proposal	Saving Option	2021/22	2022/23	2021/22 - 2023/24 Total	2021/22	2022/23	2021/22 - 2023/24 Total
					£'m	£'m	£'m	FTE	FTE	FTE
CR3	CR	Finance	Structure Changes within Financial Development and Business Support	Structure Changes; The savings will be delivered through the operation of a lean model, focusing on the following priorities:- 1. Essential services to an acceptable value for money level; 2. Value added services e.g. services delivering high return on investment. A proportion of the savings will be delayed to 2022/23, providing additional one-off improvement capacity including invest to save projects aimed at enabling savings elsewhere in the Council or improving internal processes to help reduce the risk of backlogs with the reduced staffing levels		-0.100	-0.100		4.0	4.0
CR4	CR	Finance	Financial Management Structure	Structure Changes; The savings for Financial Management will be released by creating a flexible workforce that can be deployed to areas of priority whilst continuing to deliver key specialisms and retaining valuable experience. The service delivery has been redefined to ensure that the skills and finance expertise is targeted where required and managers are provided with the necessary skills/information to carry out their duties i.e. providing the projections for low risk budgets	-0.035	-0.035	-0.070		1.0	1.0
CR5	CR	HR, Comms and Exec Office	HR&OD Structure	Structure Changes; Human Resources and Organisational Development service offer will be reviewed. Focus will be on providing a professional, highly knowledgeable service with staff who are multi-skilled and can transfer between disciplines as required. Functions will be assessed to ensure they deliver value for money whilst supporting achievement of outcomes for services	-0.030	-0.047	-0.077	1.0	1.0	2.0
CR6	CR	Strategy and Performance Unit (SPU)	SPU Structure	Structure Changes; Overall the service will be working differently as a team and this will deliver efficiencies. These efficiencies will be generated through a combination of increasingly focusing on the most important priorities for the organisation, automating the work being completed, this will be achieved through new software / technology will also allow the organisation to become more 'self-serve', and a more streamlined approach to the development and delivery of policy through for example the development of a policy toolkit. The aim is to streamline the amount of policy development work completed	-0.100		-0.100	4.0		4.0
CR7	CR	Legal and Democratic Services	Service Delivery Change	Structure Changes; Savings will be achieved through greater efficiencies, better use of technology and reassignment of work. As the Council shrinks in line with reducing budgets and adopts a revised operating model the need for some core legal services will reduce	-0.015	-0.110	-0.125	2.0	2.6	4.6
CR9	CR	Customers, Digital & ICT	Review of Mobile Phones and Data Connections	Review of Mobile Phones and Data Connections the aim to reduce this cost by 10% each year through to 2022/23	-0.038	-0.038	-0.076			
CR9	CR	HR, Comms and Exec Office	Communications Structure	Structure Changes; Resizing and reprioritising the communications and engagement and support team activities	-0.038	-0.047	-0.085		1.0	1.0
CR10	CR	Customers, Digital & ICT	Technology Systems Reduced Cost	Reduced Supplier Costs; The Council in partnership with Doncaster Children's Services Trust is implementing a new Integrated People Technology Solution for the delivery of Adult and Children Social Care and Education Management. This will cost less in supplier costs each year compared to the current systems and the budget reduction will be achieved as each system is switched off	-0.053		-0.053			

Ref	Director	Service	Saving Proposal	Saving Option	2021/22	2022/23	2021/22 - 2023/24 Total	2021/22	2022/23	2021/22 - 2023/24 Total
					£'m	£'m	£'m	FTE	FTE	FTE
CR13	CR	HR, Comms and Exec Office	HR Shared Service	Further savings negotiated from our payroll provider	-0.020	-0.020	-0.040			
CW1	CW	Council-wide	Metropolitan Debt Levy	Natural end to outstanding debt; Metropolitan Debt Levy - South Yorkshire County Council was abolished in 1986 and its four metropolitan boroughs (Doncaster, Barnsley, Rotherham and Sheffield) became unitary authorities. The SYCC debt was allocated out to the four Councils and will be paid in 2020/21	-2.400		-2.400			
CW2	CW	Cross-cutting	General Efficiencies	General efficiencies	-0.236	-0.152	-0.388			
CW4	CW	Council-wide	Savings from Capital Scheme Delivery	Income arising from commercial decisions and previously approved capital schemes	-0.324	-0.189	-0.513			
CW5	CW	Senior Management	Senior Management Review	Reduction in senior management to reflect revised operating structure of the organisation and working with partners (Directors, Assistant Directors and Heads of Service)	-0.200	-0.200	-0.400	2.0		2.0
CW6	CW	Council-wide	Consolidation of Common Functions	Review options to consolidate common functions across Doncaster service delivery partners to join up services remove duplication and reduce overheads and deliver increased efficiencies	-0.050	-0.050	-0.100			
CW7	CW	Council-wide	Increased dividend	Increased dividend from the Yorkshire Purchasing Organisation (YPO) from 2022/23 based on their latest business plan following YPO's purchase of Findel Education.		-0.150	-0.150			
CT1	DCST	Social Care - Placements	Care Ladder	The Care Ladder savings included in the MTFS approved in 2019 totals £1.6m. The main factors affecting this net saving arise from a reduction in Children in Care from 530 to 500 as well as the joint DMBC / DCST Future Placements Strategy. The intended impact of the Strategy includes ensuring as many children and young people are placed within the borough as possible, as well as increasing the Trust's own foster carers and children's homes, producing better outcomes for Doncaster children, young people and families. The budgeted reduction in costs can be affected by a small change in Children in Care numbers and partnership activities.	-0.599	-0.328	-0.927			
CT16	DCST	Dedicated Schools Grant (DSG)	DSG	Dedicated Schools Grant (DSG) High Needs Block - savings of £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.	0.477	0.265	0.742			
CT19	DCST	Corporate	Pension Deficit	DCST is required to fund its pension deficit over the next 3 years: 20/21 £0.135m, 21/22 £0.138m and 22/23 £0.142m.	0.003	0.004	0.007			

Ref	Director	Service	Saving Proposal	Saving Option	2021/22	2022/23	2021/22 - 2023/24 Total	2021/22	2022/23	2021/22 - 2023/24 Total
					£'m	£'m	£'m	FTE	FTE	FTE
EE5	E&E	Environment	Rewild Project	Rewild Project - This project will see grass verges throughout the Borough that are currently close mowed on a regular basis, supported by additional tree and bulb planting to enhance green assets borough wide to support biodiversity and climate change mitigation. These extra planting measures could access external funding to offer a sustainable, high value and robust environmental solutions. By making better use of these assets and natural resources will enable this saving to be achieved. Highway sight lines would not be impacted by this saving option. Consultation to be undertaken.		-0.020	-0.020			
LO2	LOSC	LOSC	Strategic Travel Assistance Review	Travel Assistance - Doncaster Council is currently undertaking a Travel Assistance Review. The review is focussed upon supporting Doncaster's children and young people to become independent travellers where this is possible. The council will consult with families about their travel assistance needs including: independent travel training, allowances to provide appropriate support and assistance for children and young people to education settings, whilst also ensuring that transport is available for those who most need it. The Travel Assistance Review will take into account the views of families to ensure these are encompassed in the future delivery model.	-0.114	-0.049	-0.163			
PH2	PH	Public Health	Exit Expiring Contracts	Review the service offer that addresses the health and wellbeing needs of vulnerable groups as part of developing a more sustainable relationship with Voluntary, Community, Social Enterprise and Faith sector partners.		-0.050	-0.050			

Budget Proposals 2021/22

Appendix D

Ref	Director	Service	Saving Proposal		-£5.297m	-£3.474m	-£0.926m	-£9.698m	3.0			3.0
					2021/22	2022/23	2023/24	2021/22 - 2023/24 Total	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
					£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR1	CR	Finance / Trading Services	Fleet Management	Ongoing annual revenue savings generated through reducing the size of our fleet, operating newer vehicles and investing in electric vehicles.	-0.400			-0.400				
CR2	CR	Directorate Wide	Supplies & Services	A review of all non-pay budgets has been undertaken to identify any surplus budgets/efficiencies through improved ways of working e.g. reducing the cost of postage.	-0.162			-0.162				
CR3	CR	Directorate Wide	Staffing	Staffing saving - service provision reviewed and savings generating from removing posts in the structure, along with use of one-off funding to facilitate the savings.	-0.175	-0.145		-0.320	2.0			2.0
EE1	EE	Strategic Asset Management	Telecoms masts	Ongoing income from telecom masts being installed on council buildings.	-0.010			-0.010				
EE2	EE	Planning	Fees & Charges	Increase permitted development enquiries and pre application fees in line with neighbouring authorities from £40 to £70.	-0.015			-0.015				
EE3	EE	Highway Operations/Safer Roads & Highway Network	Additional Income	Additional income from charging staff time to new external infrastructure funding streams covering Highway Operations, Safer Roads and Highway Network.	-0.240	0.220		-0.020				
EE4	EE	Regulation and Enforcement	Bus lane camera	Additional income generated from relocating the bus lane camera.	-0.040			-0.040				
EE5	EE	Regulation and Enforcement	Hatfield Colliery	Review options for site to release security budgets.	-0.050	-0.100		-0.150				
EE6	EE	Directorate Wide	Staffing - VER	Minor staffing savings across E&E - no impact on service delivery	-0.037			-0.037				
EE7	EE	Directorate Wide	Non-pay and Income budgets	Rebasing the budget for greater savings being generated from previously approved budget proposals, additional income currently being delivered e.g. street works income, general efficiencies on service budgets and budget no longer required for government schemes that have ceased. There will be no impact on service delivery as a result of this budget change.	-0.479			-0.479				
EE8	EE	Cross-cutting	New ways of working	Shared accommodation with partners – produce options paper with potential savings								
LOSC	LOSC	Directorate Wide	VER	Staff saving	-0.056			-0.056	1.0			1.0
DCST1	DCST	DCST	Previously approved savings	Previously agreed General Fund savings targets of £0.122m in 2021/22 and £0.063m in 2022/23 as part of 2020/21 budget setting that won't be achieved.	0.599	0.328		0.927				
DCST2	DCST	DCST	Previously approved savings	Previously agreed Dedicated Schools Grant (DSG) savings targets of £0.477m in 2021/22 and £0.265m in 2022/23 as part of 2020/21 budget setting that won't be achieved.	-0.477	-0.265		-0.742				

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Ref	Director	Service	Saving Proposal		2021/22	2022/23	2023/24	2021/22 - 2023/24 Total	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
					£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
DCST3	DCST	DCST	Care Ladder	Care ladder / Future Placements Strategy savings including: - increasing the number of In House Foster carers which will reduce the number of Independent Fostering Agency (IFA's) placements which on average cost £28k more per placement delivering £2.0m savings over the 3 years with £0.8m in 2021/22; and - reducing Out of Authority placements releasing £2.7m over the 3 years, which includes £0.9m savings from opening two bed children's homes in Doncaster.	-1.579	-1.375	-0.956	-3.910				
DCST4	DCST	DCST	Care Ladder	5% Children in Care (CiC) spike due to COVID-19 included in care ladder - it is envisaged that the majority of children referred as a consequence of COVID-19 will be stepped down; this is reflected in the figures by reducing the 5% to 2.5% during 2021/22, and 1.25% for 2022/23 and 2023/24.		-0.363		-0.363				
DCST5	DCST	DCST	Care Ladder	Covid cost pressure included in care ladder - assumed to continue but to reduce year on year as Out of Authority placements reduce.	-0.055	-0.052	-0.031	-0.138				
DCST6	DCST	DCST	Agency social workers	Increased agency social worker costs in 2021/22 due to 5% Children in Care (CiC) spike due to COVID-19.	0.126	-0.126						
DCST7	DCST	DCST	Agency social workers	Reduced social worker agency costs via ASYE growth / retention. A separate Social Worker Academy business case has been presented to the Council requesting investment in 2021/22, which will deliver these savings and additional savings in 2022/23 and 2023/24. To be considered against the additional Social Care funding allocated.	-0.050	-0.150		-0.200				
DCST8	DCST	DCST	Agency social workers	Reduced caseloads in Children in Care (CiC) should impact on a need for fewer agency social workers.		-0.063	-0.063	-0.126				
DCST9	DCST	DCST	Admin savings	Children in Care (CiC) savings should reduce support costs.		-0.042	-0.042	-0.084				
DCST10	DCST	DCST	Gen efficiencies	General efficiencies / VfM: salary sacrifice; pool car, taxis, mobiles, printing; increased income generation.	-0.025	-0.050		-0.075				
DCST11	DCST	DCST	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. Need to ensure new IT systems are fully functioning, hence 2022/23.	-0.100	-0.280		-0.380				
DCST12	DCST	DCST	Corporate	Reduced corporate costs based upon reduced workloads as Covid impact reduces in 2022/23.		-0.075		-0.075				
DCST13	DCST	DCST	Corporate	Estate savings at 50% over 2 years achieved via co-locating with partners.	-0.085	-0.341		-0.427				
A1	AH&Wb	Quality and Safeguarding (commissioning)	Day Opportunities	Rebasing the budget for previous decision in relation to the Making Space Day Opportunities Contract.	-0.086	-0.200		-0.286				

Ref	Director	Service	Saving Proposal		2021/22	2022/23	2023/24	2021/22 - 2023/24 Total	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
					£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
A2	AH&Wb	Adult Social Care & Communities	Recovery & Improvement Board	Recovery & Improvement Board proposals consist of a mix of service improvements, resource/time savings and cost avoidance measures. These proposals include supporting people through transitions to build better lives which will look to improve support, wellbeing and thereby reduce the risk of breakdown and consequently help prevent long-term placements. An indicative estimate of £350k has been included as a potential saving target resulting from this work over the next 2 years.	-0.100	-0.250		-0.350				
A3	AH&Wb	Adult Social Care & Communities	General Budget Efficiencies	A review of all non-pay budgets has been undertaken to identify any surplus budgets that can be released with no impact on service delivery.	-0.182			-0.182				
CW1	CW	Cross-cutting	Review of Charges to HRA	St Leger Homes have identified efficiencies through improved use of technology and other initiatives, delivering a saving to the HRA for 2021/22, and further efficiencies expected for future years. A review of recharges has identified additional costs which require recharging to the HRA thereby delivering savings to the general fund. These will be phased over the same period to coincide with the St Leger efficiencies, therefore not placing further burdens on the HRA.	-0.250	-0.333	-0.334	-0.917				
CW2	CW	Treasury Management	Low Interest Rates	Savings are possible as a result of low interest rates. These rates enable the Council to replace maturing debt at much lower rates. Around £200k of the saving relates to prepayment of pension contributions where PWLB rates were assumed but borrowing has been taken out at lower rates. Reduced interest on investments (due to lower interest rates) has been offset against the saving.	-0.240	0.240						
CW3	CW	Treasury Management	Early redemption premium	Premiums paid for early redemption of debt no longer required.	-0.029	-0.052		-0.081				
CW4	CW	Pensions	Pension pre-payment	Pension pre-payment (short-term). Position after 22/23 will become clear in December 2022 following the next valuation of the fund.	-0.300			-0.300				
CW5	CW	Pensions	Pension - former employees	A reduction in pensions paid to former employees. The number of former employees falls every year. The budget in 2020/21 is £5.3m.	-0.150	-0.150	-0.150	-0.450				
CW6	CW	Pensions	Pension Surplus	The latest actuarial valuation of the South Yorkshire Pension Fund, covering the 3 years 2020/21-2022/23, resulted in a surplus for Doncaster. When the 2020/21 Council budget was approved the budget for paying off the pension deficit was removed but a surplus budget was not created because the valuation hadn't been finalised. The next actuarial valuation will cover the 3 years 2023/24-2025/26 so the budget will need to be reset in 2023/24.	-0.650		0.650					

Ref	Director	Service	Saving Proposal		2021/22	2022/23	2023/24	2021/22 - 2023/24 Total	2021/22	2022/23	2023/24	2021/22 - 2023/24 Total
					£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CW7	CW	Council-wide	Increased dividend	Increased dividend from the Yorkshire Purchasing Organisation (YPO) from 2022/23 based on their latest business plan following YPO's purchase of Findel Education. Previously approved in the 2020/21 budget is no longer achievable.		0.150		0.150				

Detailed Budgets by Service Area

Service	Net Base Position £'000	Pressures £'000	Savings £'000	Other Changes (incl inflation) £'000	Net Budget £'000	Customer & Client Receipts £'000	Government Grants £'000	Other Income £'000	Gross Budget £'000
ADULTS HEALTH & WELLBEING									
ADULT SOCIAL CARE	47,911	1,000	-713	2,367	50,565	1,107	2,211	12,346	66,229
COMMUNITIES	38,015	1,750	-592	-1,033	38,140	21,184	890	5,218	65,432
DIRECTOR OF ADULT SERVICES	-23,429	-51	-70	-862	-24,412	0	25,393	0	981
PUBLIC HEALTH	443	3,000	0	20	3,464	145	19,435	1,027	24,071
ADULTS HEALTH & WELLBEING Total	62,940	5,699	-1,375	493	67,757	22,436	47,929	18,591	156,713
CORPORATE RESOURCES									
CORPORATE RESOURCES DIRECTOR	-143	0	-88	50	-181	0	0	344	163
CUSTOMERS, DIGITAL & ICT	8,496	0	-292	292	8,496	48	59,370	3,426	71,340
FINANCE	1,650	-776	-561	167	480	7,158	70	18,085	25,793
HR, COMMS & EXEC OFFICE	4,557	0	-108	87	4,536	85	35	854	5,510
LEGAL & DEMOCRATIC SERVICES	4,298	0	-50	98	4,346	757	0	1,401	6,504
POLICY, INSIGHT & CHANGE	3,999	0	-150	23	3,871	0	131	54	4,056
CORPORATE RESOURCES Total	22,856	-776	-1,249	717	21,548	8,048	59,606	24,164	113,366
COUNCIL WIDE BUDGET	25,163	1,000	-4,593	5,435	27,005	493	11,583	-19,090	19,991
ECONOMY & ENVIRONMENT									
DIRECTOR ECONOMY & ENVIRONMENT	350	0	-33	-56	261	0	0	0	261
ECONOMY & DEVELOPMENT	6,416	353	-242	223	6,750	5,012	132	14,659	26,553
ENVIRONMENT	33,022	-560	-600	518	32,380	8,281	4,666	20,492	65,819
STRATEGIC HOUSING	1,014	148	0	27	1,189	328	0	518	2,035
ECONOMY & ENVIRONMENT Total	40,801	-59	-875	712	40,579	13,621	4,798	35,669	94,667
LEARNING OPP, SKILLS & CULTURE									
CENTRALLY MANAGED	203	0	0	0	203	0	4,835	3,191	8,229
CHILDRENS SERVICES TRUST	50,140	4,277	-1,765	559	53,211	0	4,123	454	57,788
EARLY INTERVENTION & LOCALITIES	2,608	0	0	49	2,657	339	10,187	338	13,521
EDUC SKILLS CULTURE & HERITAGE	10,724	84	-170	83	10,721	384	24,103	3,852	39,060
LOCALITIES WORKING	209	0	0	4	213	0	0	0	213
LEARNING OPP, SKILLS & CULTURE Total	63,884	4,361	-1,935	695	67,005	723	43,248	7,835	118,811
Total Council Budget	215,644	10,225	-10,027	8,052	223,894	45,321	167,164	67,169	503,548
Funded By: -									
NON DOMESTIC RATES	-49,547	0	0	22,997	-26,551				
REVENUE SUPPORT GRANT	-20,368	0	0	-112	-20,480				
TOP UP GRANT	-34,854	0	0	-1	-34,854				
COUNCIL TAX	-119,170	0	0	1,491	-117,679				
NET BUDGET REQUIREMENT	-223,939	0	0	24,375	-199,564				
USE OF RESERVES	8,294	0	0	-32,624	-24,330				
TOTAL FUNDING	-215,645	0	0	-8,249	-223,894				

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2019/20 Budget	2020/21 Budget	2021/22 Budget	Note
A,H&WB	Citizens Advice Bureau (Mexborough/ North East)	The two CAB's provide advice services facing a range of issues such as debt, homelessness prevention, immigration, employment, benefit and consumer issues. They also act as a referral and sign-posting organisation to more specialist advice across a range of public sector services and other voluntary organisations. They also raise other funding streams to benefit the residents of Doncaster. There is a £22,670 recharge to the HRA for Corporate & Democratic Core services)	152,150	152,150	152,150	No change proposed for 2021/22.
LOSC	Partners in Learning (funded from the DSG)	The transfer of services to Partners in Learning for the academic year 2016/17, set out in the 19th July 2016 Cabinet report "Deployment of School Improvement Functions to Partners in Learning Teaching School Alliance 2016/17", enabled the continued delivery of a cohesive and robust delivery of school improvement in line with DfE's requirement for cessation of the LA's duty by September 2017.	96,162	0	0	The Standards and Effectiveness Partner (StEP) function was transferred, along with funding for the 2016/17, 2017-18 and 2018-19 academic years. Grant funding of £283,568 (£187k in 2018/19, £96k in 2019/20) relates to the 2018/19 academic year and is a 1 year continuation, needed to ensure the effective transfer of the function, with the grant amount based on the number of maintained schools as at 1st September 2018. Funding has been provided through School Forum (Dedicated Schools Grant) agreement on 11th April 2018. Payments are made in termly installments with 2 payments for the 18-19 academic year in 2018-19 and 1 payment in 2019-20 financial year. No further requests are expected to go to School Forum. No further payments expected in 20-21
LOSC	Doncaster Community Arts (DARTS)	Through active participation in a huge range of different art forms, Darts enables people of all ages and abilities from different backgrounds to build their confidence and skills to play a crucial role in the cultural, economic and social regeneration of their communities.	43,500	43,500	43,500	No change proposed for 2021/22. It is important to be maintained for now as it can be used to demonstrate match against new funding opportunities through the culture 2020 development work.
A,H&WB	Day Care - Age UK	Day care in the four locality areas Funded from Better Care Fund (BCF).	125,000	125,000	125,000	No change proposed for 2021/22.
A,H&WB	Voluntary Action Doncaster	Funding allocated from Better Care Fund (BCF) to enable increased capacity for the Inclusion & Fairness Forum (I&FF) Leadership team, funding for activity, research, events and insights as well as funding for a Support officer role		25,000	75,000	This is a one-off grant spanning 2020/21 & 2021/22
A,H&WB	Voluntary Action Doncaster	Funding allocated from Better Care Fund (BCF) to deliver a Co-operative approach to sharing skills, knowledge and volunteer recruitment that provides a level of infrastructure support		66,980	63,000	This is a one-off grant spanning 2020/21 & 2021/22
A,H&WB	Woodlands Speaks	Funding allocated from Public Health to deliver Wellbeing Therapies as a community based approach across the borough in response suitable to meet a wide range of conditions and identified wellbeing support needs.		5,860	14,140	This is a one-off grant spanning 2020/21 & 2021/22
A,H&WB	The Reader	Funded through Well Doncaster to recruit volunteers to sustain six Shared Reading groups in Doncaster		7,000	7,000	This is a one-off grant spanning 2020/21 & 2021/22

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2019/20 Budget	2020/21 Budget	2021/22 Budget	Note
A,H&WB	Fit Rovers	Funded allocated from Public Health the Fit Rovers health and wellbeing programme will complement the current healthy weight portfolio and provides a frontline initiative for males and females around weight reduction and behaviour change approaches	30,000	60,000	60,000	This grant will continue in 2021/22.
A,H&WB	Citizens Advice Doncaster	Funded through COVID Contain the Outbreak Grant to extend the access to the computer pods and add benefits advice to the service offer		25,000	25,000	2020/21 & 2021/22 Only
A,H&WB	Social Isolation Alliance	Funded through COVID Contain the Outbreak grant to provide a series for grant pots to local third sector organisations to provide support to residents affected by Covid-19 and foster collaboration across the sector		50,000	150,000	2020/21 & 2021/22 Only
Total Grants to 3rd Sector			446,812	560,490	714,790	

Fees & Charges Summary of Exceptions 2021/22

In general charges are not proposed to be increased. The table below details exceptions.

Service	Narration
Archives	Diocesan Records- Issue of C of E Baptism Certificates. Increased from £13 to £14 as set by Church of England authorities and the General Register Office (London). The income budget will not be increased as this is only a minor part of the Archives income and the Archives are currently in storage.
Day Care Services Transport	Increase in Day Care Transport per journey from £4 to £5 as per the 25th February 2020 Cabinet report – "Changes to the Council's arrangements for Adult Social Care Charges".
Planning	Two additional statutory planning fee categories recently introduced by government. Construction of new dwellinghouses - not more than 50 dwellinghouses, £334 for each dwellinghouse and; Construction of new dwellinghouses - More than 50 dwellinghouses, £16,525 + £100 for each dwellinghouse in excess of 50 (maximum fee of £300,000). The income budget will not be increased because there haven't been any of these charges applied since they were introduced in September, and the size of the fee would mean that even a small estimated activity would have a significant impact upon the income budget.
Planning	Proposed increase for permitted development enquiries and pre application fees in line with neighbouring authorities from £40 to £70. The additional income generated is shown as a saving in Appendix D.

New Fees & Charges Summary 2021/22

New Fees (Detailed Charge)	Proposed Charge from 1st April 2021 (£)
Planning	
Construction of new dwellinghouses - Not more than 50 dwellinghouses	334.00 for each dwellinghouse
More than 50 dwellinghouses (maximum fee of £300,000)	16,525.00 + 100.00 for each dwellinghouse

Licensing Fees 2021/22

Licensing fees legally required to be set by Full Council (Detailed Charge)	Proposed Charge from 1st April 2021 (£)
LICENSING - Landlord Licences:	
Selective Licensing Edlington - 07/02/18 to 06/02/23 - Fixed term (maximum 5 years)	
DMBC scheme - all licences granted to 06/02/23 - new applicants will need to pay from the historic date when their property became subject to licence, until the end of the licensing period.	
Year 1 (5 year licence) 07/02/18 - 06/02/19	515.00
Year 2 (4 year licence) 07/02/19 - 06/02/20	415.00
Year 3 (3 year licence) 07/02/20 - 06/02/21	330.00
Year 4 (2 year licence) 07/02/21 - 06/02/22	245.00
Year 5 (1 year licence) 07/02/22 - 06/02/23	160.00
Homesafe Scheme	75.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Registered Charities	0.00
(£15 discount for additional application within the same scheme, subject to conditions)	
Houses in Multiple Occupation	
Landlord Licence Basic fees (5 person HMO)	815.00
Fee for each additional bedroom	56.00
<i>Licence Renewal fee for 5 bedroom properties, subject to:- Current compliance with the Councils standards & existing licencing conditions; no change to the original occupation of the house; application made before expiry of previous Licence (applications after expiry will be treated as new applications) & Licensee and Manager to carry over from expiring licence.</i>	755.00
<i>Additional fee for Each Bedroom in the house</i>	56.00
<i>Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)</i>	36.00
Extra costs incurred which are prompted i.e after 3 months. Additional £50.00 charge added to the fee.	
Property inspection report - immigration & visa	150.00
LICENSING - Other Licences	
Miscellaneous:	
Acupuncturist/Tattooist/Ear Piercing	224.00
Transfer or to Add Person	60.00
Civil Marriage Licence	1,385.00
Approval of Religious premises as a place at which two people may register as civil partners of each other.	942.00
Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 New Regs which came into force 1st October 2018	
Selling Animals as Pets (1-3 year licence depending on star rating)	514.00
Providing or Arranging for the Provision of Boarding for Cats or Dogs (1-3 year licence depending on star rating)	453.00
Hiring Out Horses (1-5 Horses) (1-3 year licence depending on star rating)	538.00
	+ Vet Fee
Hiring Out Horses (6+ Horses) (1-3 year licence depending on star rating)	734.00
	+ Vet Fee
Breeding Dogs (1-3 year licence depending on star rating)	497.00
	+ Vet Insp
Keeping or Training Animals for Exhibition	457.00
Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	45.00
Minor Amendment of Licence per hour (minimum of 1 hour)	45.00
Major Amendment of Licence per hour (minimum of 2 hours)	45.00
Request for Re-Rating per hour (minimum of 2 hours)	45.00
Dangerous Wild Animals (plus Vet Fee if needed)	163.00
	+ Vet Fee

Licensing fees legally required to be set by Full Council (Detailed Charge)	Proposed Charge from 1st April 2021 (£)
Zoo Licence (plus Statutory VET inspection fees as applicable)	1,630.00
Greyhound Stadium Licence	214.00
Sex Establishment Licence Application	2,890.00
Sex Establishment Licence Renewal	2,890.00
Sex Establishment Licence Variation or Transfer	2,140.00
Scrap Metal Dealer - Site	356.00
Scrap Metal Dealer - Collector	229.00
Scrap Metal Dealer - Change of name of Licensee	26.00
Scrap Metal Dealer - Change from Site to Collector	26.00
Scrap Metal Dealer - Change from Collector to Site	224.00
Scrap Metal Dealer - Change of Site Manager	224.00
Scrap Metal Dealer - Additional Site(s) to Licence	87.00
Copy of Licence Fee (Unspecified)	25.00
Gambling:	
Bingo Premises	
Non-conversion fee where a provisional statement has already been granted	764.00
New Premises Fee	1,375.00
Annual Fee	804.00
Variation Fee	1,275.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00
Adult Gaming Premises	
Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	1,375.00
Annual Fee	774.00
Variation Fee	804.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00
Betting Premises (Track)	
Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	2,140.00
Annual Fee	845.00
Variation Fee	845.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	2,140.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Licensing fees legally required to be set by Full Council (Detailed Charge)	Proposed Charge from 1st April 2021 (£)
Family Entertainment Premises	
Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	1,375.00
Annual Fee	560.00
Variation Fee	804.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00
Betting Premises (other)	
Non-conversion fee where a provisional statement has already been granted	774.00
New Premises Fee	1,985.00
Annual Fee	458.00
Variation Fee	957.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,985.00
Change of circumstances	31.00
Copy of Licence Fee	25.00
Temporary Use Notice	100.00
Liquor Licences	
Personal Licence (Fees are set by Central Government)	37.00
Premises Licence (Fees are set by Central Government, Premise licences are charged based on a number of factors, e.g. Rateable Value.)	Variable
Lotteries	
(Fees are set by Central Government)	Various
LICENSING - Private Hire/Hackney:	
Vehicle Licensing Hackney (Inc plates & first test)	250.00
Vehicle Licensing Private Hire (Inc plates & first test)	250.00
Vehicle Test at North Bridge	63.00
Retest of Vehicle	28.50
Admin charge on lifting Suspensions	26.50
Private Hire Operators Licence	480.00
Private Hire Operators Licence each additional vehicle over 2 (for licenses issued prior to April 2017)	24.50
Application for Drivers Licence (+ DBS + Knowledge test)	148.00
Joint Application (+ DBS + Knowledge test)	148.00
Renewal of drivers licence	112.00
Knowledge Test	63.00
Replacement Badge / Licence	26.50
Sealing of meter	48.50
Advertising on Taxis Full Livery	31.50
Transfer of ownership	47.50
Surrender of Vehicle Licence / Suspension admin fee	26.50
Front plate bracket	6.00
Rear plate bracket	12.50
Replacement Front plate	18.50
Replacement Rear plate	28.50

Reserves (Estimated Balance at 31 March, 2021)

	£m
Restriction (conditions attached to use)	
Health & Social Care Transformation Fund	5.169
School Balances	2.500
Adult Social Care Contracts	1.786
Public Health	1.012
S106 Open Spaces Revenue unapplied contribution	0.574
Section 38 Income	0.505
All Out Local Elections - Four Year Cycle	0.376
Teesland Section 278	0.335
Various Section 278	0.331
Pathway to Traineeships (SFA)	0.257
Revenues & Benefits - Discretionary Hardship	0.114
Sustainable Drainage Approval Body (SAB)	0.101
Lincoln Gardens Six Streets	0.084
Rapid Rehousing Pathway (RRP)	0.073
National Archives Grant	0.061
S106 Highways Revenue unapplied contribution	0.056
Central DSG	-8.738
Others (less than £50k)	0.198
Restriction Total	4.794
General (no conditions attached to use)	
Service Transformation Fund	9.770
Insurance Fund	4.114
Transformational projects in Social Care	3.600
Stronger Families Programme	1.530
Civic Office Major Repairs and Maintenance Sinking Fund	1.481
Severance costs	1.000
Inward Investment Incentive Scheme (Business Rates Incentive Scheme)	0.984
Social Mobility Opportunity Area	0.800
Future Place Strategy-CWD	0.600
Libraries and Culture	0.464
Well Doncaster match funding	0.451
Smaller Leisure Facilities	0.450
Safeguarding Adults Board	0.291
Flood Resilience	0.270
Revenue Contribution to the Capital Programme (pre-work/development costs)	0.215
Flexible Homelessness Grant	0.202
St James Baths	0.199
Enterprise Resource Planning (ERP) - Phase 2	0.182
Transport budget Sec 19 permits	0.169
S106 Interest balances	0.149
Examination In Public (Local Development Framework Sites and Policies)	0.132
Public Spaces Community Order	0.120
Planning 20% Additional Income Balance	0.119
Syrian Resettlement Grant	0.100
Mayor's Pledge to Miners' Statue	0.071
MHCLG Migration Fund	0.070
NPO Grant Arts Council	0.057
Planning Enforcement Fund	0.050
Others (less than £50k)	0.116
General Total	27.756
COVID-19 Response	10.100
Grand Total	42.650

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 20/21 & 21/22 £m
Known provisions and contingent liabilities as at January 2021	An Insurance Fund provision of £4.7m has been made as per the methodology agreed. A provision of £6.8m for NNDR appeals has been made in 20/21 based on known risks.	Provision identified, unable to quantify potential risk.
Overspend on Service Expenditure	An amount is included for the potential risk of overspends in future years (excluding the risk on deliverability of budget proposals covered below).	Up to 4.0
Major Emergency	The Government has confirmed that the Bellwin Scheme will continue thereby limiting certain costs to be borne by the Council.	Up to 1.0
Robustness of 2021/22 budget proposals	It is prudent to include a risk regarding the deliverability of the 2021/22 proposals to allow for potential slippage on delivery. It is not possible to quantify the risk with certainty. This will need month by month monitoring in 2021/22 and urgent action taken if targets are not being achieved. However, due to the size of the budget reductions and increasing difficulty of achieving the savings £4.0m is included (equivalent to 40% of the 2021/22 budget proposals). One-off funding has been identified (Service Transformation Fund), which is available to fund slippage on the deliverability of savings and reduces this risk.	Up to 4.0
Redundancy Costs	The staffing reductions assumed in the budget proposals will result in additional early retirements and/or compulsory redundancies. A process to reduce staffing through VER/VR's is taking place from December 2020 until March, 2021. A separate earmarked reserve exists for this.	0.0
Capital Programme 2021/22 – 2024/25	There is a risk of grant clawback where projects do not meet their outputs, where they do not proceed, or the Council subsequently breaks the grant conditions. There is also a risk that expenditure will slip beyond the period of the grant so becoming ineligible and require financing from alternative resources.	No major issues at present. Any expenditure likely to slip into 2021/22 to be managed as part of capital monitoring process.

Risk	Risks & Quantification	Maximum Potential Call on Reserves 20/21 & 21/22 £m
Treasury Management	<p>The Council relies on short-term (circa £109m) and under borrowing (circa £76m) to minimise interest costs; there is a risk that if we need to replace the under borrowing with long term external borrowing the Council will incur additional expenditure. If the Council had to replace the £185m of short-term and under-borrowing with long term borrowing, this could cost £1.5m per year at current rates over 5 years and could rise to £2.4m per year over 50 year terms.</p> <p>There is also a risk regarding increasing interest rates. This would cost an additional £1.9m for every 1% increase in interest rates.</p>	Up to 4.0
Reserves and contingencies	Reserves leave little room for further in year pressure, e.g. from new initiatives. To minimise the impact estimates as far as possible are included in the financial plan. This needs close monitoring throughout the year.	Up to 2.0
Abortive development and compensation costs	Any development costs on major capital projects which do not go ahead will become abortive and need to be funded from a revenue resource. This may also include potential compensation costs. Funding has been set aside in an earmarked reserve to meet development costs.	None envisaged at present but will be kept under regular review
Business Rates Appeals	There remains a risk that appeals and mandatory reliefs may be greater than estimated. There is also a risk to baseline income if the economy falls into recession.	Appeals and Business Rates income is kept under regular review
Total Maximum Quantified Risks		15.0
Uncommitted Reserves Available based on best estimates		16.5



Doncaster
Council

Councillor Jane Kidd
Wheatley Hill and Intake Ward

Tel: 07954428726
E-Mail: jane.kidd@doncaster.gov.uk

Date: 12th February 2021

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

Dear Ros

Overview and Scrutiny's Response to the Mayor's Budget Proposals

I am writing to confirm Overview and Scrutiny Management Committee's (OSMC) response to your Budget Proposals.

OSMC Members have throughout the year continually monitored the Budget at its quarterly budget and performance meetings and commenced consideration of your Budget proposals 2021/22 to 2024/25 by discussing it on 1st February 2021. The Committee, then, at its meeting on 11th February 2021, confirmed support for your proposals.

At these meetings the Committee used four specific lines of enquiry to assist in providing a commentary on the overall budget proposals. As you are aware, the role of Overview and Scrutiny is not to provide alternative proposals or to undertake a line-by-line analysis of the budget. Overview and Scrutiny can support the budget process by considering the basis and assumptions upon which the budget has been developed and how those proposals will be implemented.

The four key areas considered included:

- i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives?
- ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?
- iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

- iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

The Committee's response to your budget proposals is attached to this letter and I have provided a commentary against each of these lines of enquiry. If you wish for me to attend the Cabinet meeting on 16th February to present or clarify any comments contained within the letter, please let me know. I would also be grateful if you could take account of Overview and Scrutiny Management Committee's response when you present your final proposals to Full Council on the 1st March 2021.

Finally, on behalf of the Committee, I would like to thank the Directors and Assistant Director for Finance (section 151 Officer) for attending our budget review meetings, answering questions and providing clarification on issues raised by the Overview and Scrutiny Management Committee.

Yours sincerely



Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

cc OSMC Members
Cabinet Members
Damian Allen, Chief Executive
Debbie Hogg, Director Corporate Resources
Faye Tyas, Assistant Director of Finance
Scott Fawcus, Assistant Director, Legal and Democratic Services

APPENDIX A OVERVIEW AND SCRUTINY RESPONSE TO BUDGET PROPOSALS

The Committee acknowledged that the Council is continuing to operate in a challenging financial environment, but continues to demonstrate it has the flexibility and resources to meet unexpected challenges. It continued to recognise that particularly in 2021/22 and in future this would become increasingly difficult due to the greater volatility of costs and income and continuing to deliver approved saving targets.

The work being undertaken to propose a balanced budget in line with the emerging Corporate Plan, Central Government policy and a challenging programme of service transformation and savings targets, was acknowledged.

The Committee understands how the COVID-19 pandemic has placed unprecedented stress on Council services including responding to the pandemic restrictions and experiencing additional service budget pressures. This includes additional costs to social care providers, for example payments for voids and PPE (personal protective equipment), children's social care, support for the Doncaster Cultural Leisure Trust and income from fees and charges, council tax and business rates. It has highlighted that local councils need to be well resourced and funded to ensure a sound response to any emergency.

It was acknowledged by the Committee that all Directorates were reviewing the way services were being delivered whilst managing and monitoring the significant challenges and risks in delivering within budgets. Additionally maintaining the organisation's capacity to innovate and meet service demands both now and in the future, was highlighted.

In response to the Covid-19 pandemic and flooding emergencies, the additional work required by staff, throughout the year and ongoing, was praised.

Recommendation:

The Committee supported the budget proposals and provided the following comments against the key lines of enquiry detailed below:

1. To what extent are the Mayor's proposals in line with central government policy, pressures and directives?

The Committee:

- i. Recognised the savings required and agreed the proposals were an appropriate response to Central Government policy, pressures and directives.
- ii. Recognised that all service areas had been addressed and reprioritised as a result of the impact of the latest Covid-19 restrictions, to balance required resources.
- iii. Acknowledged the complex impact the Covid-19 funding has had on the budget, including the risk that underlying problems could be masked. However the Committee recognised the Directors' and Service Managers' solid understanding of the aspirations, resources and work required by the organisation to meet all priorities.
- iv. The existing and emerging pressures and challenges were addressed in detail by all Directors evidencing that the budget was adequate, however it needed to

remain agile and responsive with a less traditional approach to meet immediate concerns and longer term aspirations. Some of the key areas addressed were:

- The response required to fly tipping following its increase in recent months with resources refocused to address the position. The need to address education with citizens and businesses to tackle general littering and flytipping was acknowledged;
- Additional resources and level of expertise to deliver the Environment and Sustainability Strategy and address some of the key impacts of climate change within the Borough such as flooding;
- The funding within Adult Care was sufficient to address demand and continued strategy, to support people moving towards prevention, avoiding deterioration and living healthier lives;
- As reported in the Director of Public Health's Annual Report there was concern that the Covid-19 pandemic would not be eliminated this year but would remain for a number of years. The multiple funding pots available were being accessed to support the Council, local businesses and residents. It was noted that the Council had made effective use of the Contain and Test and Trace support grants establishing additional local testing sites, contact tracing and community champions.
- It was acknowledged that continued resources would be required to support staff and the community with Covid-19 safe working practices, identifying adults and children who were at risk from social isolation, mental health issues and supporting people with learning disabilities to build the skills they require;
- Existing health pressures and inequalities were recognised, for example support required for people and families, particularly children, who were suffering as a result of their parent's alcohol consumption. Measures put in place to assist were highlighted including support nationally, regionally and through "Aspire" to identify parents who may require support and assistance;
- Care Homes - some were carrying vacancies due to the Covid-19 pandemic and moving forward it could pose difficulties in returning to the pre-pandemic levels of occupancy. It was acknowledged that infection rates were being managed through PPE and social distancing measures to stop the rapid spread;
- Domestic abuse was an area of additional investment pre-covid. However, it was recognised that small funding elements for a limited time could not provide long term solutions. Any budgetary challenges would be addressed on an ongoing basis and acknowledged that 3 year settlements to run alongside other funding streams would assist future planning;
- The negative effects on families resulting from lockdown measures, including an increased demand on children's social care, were noted. As a result of the first lockdown, referrals increased and when children were able to return to school the position levelled. It was acknowledged there was the anticipation that a similar position would appear following the most recent lockdown period. It was recognised that the complexity of support services required by children

had increased therefore the challenge in providing early intervention and localities work was imperative. It was also recognised that there was a strong partnership across all services which was responding to and working effectively to address this.

- Support for the education sector was recognised including actions to ensure children were re-engaging in education, school attendance, provision of education psychology and challenge to schools. A particular concern was to address child poverty as evidence showed the number of children receiving free school meals had increased.

- v. Accepted that the impact and consequence of Brexit could not, at this stage be fully understood or quantified. However the Committee was pleased to note that data flow was being monitored, including resettlement figures and workforce capacity, particularly bearing in mind the impact it could have on support for social care.

2. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?

Whilst acknowledging fiscal constraints the Committee supported the view that overall the budget proposals sought to deliver the wider Borough ambitions of Doncaster Growing Together and those included in the emerging Corporate Plan.

3. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

The Committee's confidence in the budget was highlighted through evidence of continued monitoring and discussion mechanisms with service Directors and managers. Engagement exercises such as Doncaster Talks and profiling service issues at a locality level had also helped provide an insight into public expectations and service issues. Pressures and required resources had been identified to support and continue the delivery of services across the borough, for example, pressures in trade waste and children's social care, which were constantly being reviewed.

4. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

The Committee recognised that there would be a significant challenge in delivering the budget proposals and these were identified in the risks detailed within the various reports and the Chief Finance Officer comments on the robustness of the estimates in the forthcoming budget. The Committee accepted the risks but highlighted:

- i The Local Authority's reliance on income from Council Tax, business rates and fees and charges would continue to be a challenge. It accepted that the Council Tax base required stability and that the Authority would be under pressure to maintain its sources of income. It was noted that 32% of the business rate income was received from larger organisations across the Borough, which included public sector bodies and supermarkets.
- ii. The Committee noted the risk assessment undertaken on the general reserves and believed the current base position was acceptable but highlighted caution that

finances could only go so far, for example, to bridge a funding gap. Therefore the importance of long term resource and strategic measures were imperative and throughout the Committee's consideration it was confirmed actions were being undertaken. For example, work required for the Future Placement Strategy ensuring children in care outside the authority are returned to Doncaster, where it is safe to do so, and in turn reducing costs. It was stressed however, that some children's needs were so complex they would need to receive care out of authority, which could incur higher than average costs.

- iii. The impact on demand where the Council does not have full control, for example, support for vulnerable children and families that require a multi agency approach, particularly bearing in mind the potential impacts of the Covid-19 pandemic.
- iv. The Committee recognised that efficiency savings were continually monitored and have been achieved by identifying and redesigning services to meet the gap. For example:
 - Economy and Efficiency, how much do things cost and can more be acquired at a lower cost?
 - staff continuing to maintain their day job but innovating how the service is being delivered, including when vacant posts are removed from the Structure;
 - Directorate management teams reviewing pressures and savings across the organisation, including Adult Social Care demand (impact from demographics and future forecasts) and Fleet Management.
 - Whilst many staff were working from home, addressing the best use of Council assets.

To conclude, the Committee welcomed the opportunity to comment on the budget proposals and will continue to support the Council's performance monitoring processes throughout the year by reviewing budget and performance on a quarterly basis. This will ensure Members are aware of progress in implementing key budget proposals, the extent to which value for money is achieved and how any slippage and key risks are being managed.



Doncaster
Council

Councillor Jane Kidd
Chair
Overview & Scrutiny
Management Committee

Contact: Mayor Ros Jones
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Date: 18th February 2021

Dear Jane

OVERVIEW & SCRUTINY'S RESPONSE TO THE MAYOR'S BUDGET PROPOSALS

Thank you for your letter dated 12th February 2021, and for confirming OSMC's support for my budget proposals. I agree with the comments made in respect of the proposals, and your acknowledgement that the Council is continuing to operate in a challenging financial environment, but continues to demonstrate it has the flexibility and resources to meet unexpected challenges. I also note that OSMC recognises that, particularly in 2021/22 and in future, this will become increasingly difficult due to the greater volatility of costs and income, and continuing to deliver approved saving targets.

I confirm that the OSMC report and this response will be attached as an appendix to the budget report being presented to Full Council on 1st March 2021.

I would also like to acknowledge OSMC's work to continue to support the Council's performance monitoring processes throughout the year by reviewing budget and performance on a quarterly basis.

I trust the above is helpful, and thank you once again for OSMC's support.

Kind Regards

Ros Jones
Mayor of Doncaster

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Doncaster Council

Report

Date: 1st March 2021

To the Chair and Members of Council

Housing Revenue Account Budget 2021/22

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones	ALL	Yes

EXECUTIVE SUMMARY

1. This report sets out the Mayor's proposals for the 2021/22 Housing Revenue Account (HRA) Budget. The report focuses on the following key areas:-
 - the level of the Council's housing rents for 2021/22; the current average rent is £71.81 per week which is the lowest within South Yorkshire, rents will increase by 1.5% for 2021/22;
 - the Housing Revenue Account (HRA) budget proposals for 2021/22;
 - the medium term financial forecast for the HRA which includes estimated budgets for 2022/23, 2023/24 and 2024/25; the HRA budget follows the budget strategy as set out in previous years and maintains a reserve of £4.0m within the HRA, the budget for 2021/22 is a balanced budget (income equals expenditure); and
 - the level of fees and charges for 2021/22 as detailed in paragraph 14.

EXEMPT REPORT

2. Not applicable.

RECOMMENDATIONS

3. Council is asked to approve the Housing Revenue Account budget proposals as set out in this report which are:-
 - i. Rents are increased from 5th April 2021, by 1.5% as detailed in paragraphs 7 to 10 in line with Government policy. This will increase average weekly rent by £1.08, resulting in an average rent of approximately £72.89 per week. Rents will be charged every week of the year.
 - ii. The budget proposals for the HRA for 2021/22, which are contained in Appendix A. These proposals set a balanced budget for the HRA and maintain a reserve of £4.0m;
 - iii. Fees and charges set out in paragraph 14.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Council provides housing to over 20,000 residents through the housing stock within the HRA. The majority of these properties are let at social rents, which are currently the lowest within South Yorkshire, and they will continue to be after this increase. The proposals within this report mean that the existing tenants of these properties will pay higher rents in 2021/22. Increasing the rents in line with the Government's policy "Policy statement on rents for social housing" ensures that there is sufficient funding to continue to provide quality social housing maintained to the Doncaster decency standard and compliant with Health & Safety standards. It also provides sufficient funding to support an ambitious investment programme that will deliver significant numbers of new additional properties over the next 5 years.

BACKGROUND

5. The Housing Revenue Account budget for 2020/21 was approved on 5th March 2020. Since then the regular financial management reports to Cabinet have provided the latest projections of the 2020/21 financial position.

The underlying principles for HRA budgets had been agreed in previous years,

- that rents would remain at affordable levels;
- where properties are relet it is at target rent; and
- that surplus resources within the HRA would be used to provide additional council housing, either new build or acquisitions.

In February 2019, the Government published "Policy statement on rents for social housing" and this document sets the principles of rent setting for the next 5 years from 1st April 2020. The Regulator of Social Housing will monitor compliance with the policy.

BUDGET PROPOSALS 2021/22

6. The Budget proposals for 2021/22 are shown in detail at Appendix A. The key features are as follows:-
 - a) An increase in rents of 1.5% with effect from 5th April, 2021 (see paragraphs 7 to 10 for more details);
 - b) Dwelling rent income is expected to be £0.9m higher at £74.9m due to the effect of the rent increase and the projected number of Right to Buy sales, new build properties, acquisitions and void (empty) properties;
 - c) As and when properties become empty, they will be advertised and relet at target rent (see paragraph 11 for definitions of rent).
 - d) The majority of HRA services are provided by St. Leger Homes of Doncaster (SLHD). The management fee paid to SLHD is increased by a net £0.8m to reflect increases in salaries (pay award), inflationary increases and changes to legislation. Efficiency savings have been made from within SLHD of £0.25m and the management fee has been reduced to reflect this. The details of the SLHD management fee calculations are shown at Appendix B. The management fee paid from the HRA for 2021/22 is £32.7m;

- e) The number of Right to Buy sales continues to be monitored and total sales to the 31st December 2020 were 37 giving an average of 0.95 sales per week (compared to 2.26 per week as of December 2019). A projected level of 120 sales, 57 new build and/or acquisitions and a void rent loss percentage of 1.25% have been used for calculating the rental income budget for 2021/22;
- f) Housing Subsidy (the historic Government grant system for the HRA) was abolished with effect from 1st April 2012 and the HRA became self-financing. A self-financing HRA needs to fund both its revenue services and deliver the investment/capital programme from rent income;
- g) Following the introduction of self-financing for the HRA a longer term view (30 years) is taken on HRA budgets to ensure that there is sufficient funding available in future years to maintain the properties at the Doncaster decency standard, deliver other investment needs and day to day services;
- h) Following the tragic fire at Grenfell Tower in June 2017, there has been a considerable focus on health & safety and compliance, especially in high-rise blocks of accommodation. St Leger Homes has undertaken a range of measures to improve and enhance safety in the high-rise properties and other homes at greater risk from any incident of fire. The Grenfell Inquiry has instigated a number of new national safety initiatives, and work is already ongoing to prepare for the emerging new legislation expected through the Fire Safety Bill and Building Safety Bill. These will see new responsibilities placed on landlords and building owners, including the introduction of an Accountable Person for each local authority, new Building Safety Managers and more stringent requirements relating to improvement works within existing buildings. There will also be a new independent Building Safety Regulator established and the need to prepare Building Safety Cases wherever one is required. Some actions have already been taken which include installation of sprinklers in all high-rise properties, a High-Rise Forum has been established to engage tenants and residents on building and fire safety issues and the Building Safety Group is being reviewed to oversee this growing agenda. Moving forward, there could be significant implications on budgets in future years.
- i) A prudent level of balances for the HRA is considered to be £4.0m. Any surplus funds in excess of this, £2.7m, has been transferred to the housing public sector capital programme to fund investment in the housing stock and the programme for building more council houses.

A balanced budget will be set for 2021/22. This will maintain an estimated reserve within the HRA of £4.0m by 31st March 2022.

RENT LEVELS

7. In February 2019 the Government published “Policy statement on rents for social housing”, which sets out the principles which must be followed for rent setting by all local authorities over the 5 year period (2020/21 to 2024/25), the basic principle is that rents cannot increase by more than consumer price index (CPI) inflation from the previous September plus 1%. The rate of CPI in September 2020 was 0.5% therefore, rents cannot increase by more than 1.5%. This change follows four years of 1% rent reductions as dictated by the Welfare Reform and Work Act 2016.

8. The rent policy allows flexibility for providers to set rents at up to 5% above formula rent (10% for supported housing). At this stage, this flexibility is not applied in Doncaster. Compliance with the rent policy will be monitored, checked and reported on by the Regulator of Social Housing (the Regulator).
9. Rents in Doncaster are the lowest of all South Yorkshire Councils based on the 2021/22 financial year (according to published budget reports).
10. There are five different ways in which rents will change during 2021/22, (different types of rents are defined in paragraph 11);

Existing tenants (social rent) – rent will be increased by 1.5%;

New tenants into existing (social rent) housing stock – if the tenancy changes during 2021/22 the property will be relet at target rent;

New council housing, either new build or acquisitions (funded wholly from Council resources, social rent) – when new properties are completed, these properties will be let at target rent;

New council housing, either new build or acquisitions (funded with an element of Government grant, affordable rent) – when new properties are handed over both the target rent and affordable rent will be calculated for these properties, the rent charged will be the higher of the two figures (this is a condition of the grant funding) and

Existing affordable rent properties – the rent will be increased by 1.5% for existing tenants. If there is a change of tenancy, the property will be relet at a reviewed affordable rent. Affordable rents are reviewed on an annual basis and these calculations are used for any tenancy changes in the next financial year.

RENT DEFINITIONS

11. Target rent (sometimes referred to as formula rent) for each property is calculated using the following formula;

- 70% of the national average rent (April 2000) multiplied by relative county earnings (1999 levels) multiplied by a bedroom weighting (higher weighting for larger properties) plus 30% of the national average rent (April 2000) multiplied by relative property value (January 1999).

This calculation gives a target rent figure for the financial year 2000/01. It has then been updated each year by retail price index (RPI) inflation plus 0.5% up until 2014/15. In 2015/16 the target rent was increased by consumer price index (CPI) plus 1% (2.2%), the average target rent in Doncaster for 2015/16 was £75.26 per week. The target rent figure for 2015/16 is the base figure used for calculating target rent in future years. The 2016/17 target rent figure (£74.65 per week) is 2015/16 minus 1%, the 2017/18 figure (£73.91 per week) is reduced by a further 1%, the 2018/19 figure (£73.17 per week) is reduced by a further 1%, the 2019/20 figure is reduced by a further 1% (£72.44 per week), the 2020/21 figure is increased by 2.7% (£74.43 per week), the 2021/22 figure is increased by 1.5% (£75.55 per week).

12. Affordable rents – Affordable rent is defined as 80% of open market rent. A qualified surveyor calculates these figures on an individual basis for each property. A number

of properties that are now in the HRA have either been built or acquired with the assistance of some grant funding from Homes England (previously the Homes and Communities Agency (HCA)). One of the grant conditions for these properties is that they are let at affordable rents (or target rent if that is higher). The current average rent for these tenancies is £97.07 per week and this will increase to £98.53 per week in 2021/22.

13. The additional rent generated as a result of charging affordable rent on properties that have been built or acquired using an element of Government grant is £0.4m in 2021/22 and estimated at £1.6m over the four year period. The Government’s rent policy states “Affordable rents are typically higher than social rents. The intention behind this flexibility is to enable properties let on this basis to generate additional capacity for investment in new affordable housing”. These budgets enable approximately £20m of investment in new build housing a year over the next 5 years and this will be funded by 80% prudential borrowing and 20% from revenue funding.

FEES AND CHARGES

14. The following recommendations are proposed in respect of fees and charges for 2021/22:-
- a) That there are no changes to fees and charges.
 - b) The bio mass district heating boiler at Ennerdale provides heating and hot water to the bungalows at Ennerdale and the properties in Jubilee Court. The current charge for heating at this scheme is 6.4p per unit (plus VAT). The charges for heating should ensure that the scheme breaks even, it is therefore recommended that the charges remain the same. The average annual charge for these properties is £325.
 - c) The district heating charge for properties on the Balby Bridge estate will remain at 6.72p per unit (inclusive of VAT) which is equivalent to 6.4p per unit plus VAT. The average annual charge for these properties is £222.
 - d) That the service charges to leaseholders are calculated based on the actual costs of providing the services and repairs and maintenance to the property.

The table below summarises the fees and charges that are included within the HRA budget assumptions.

Fee	Current Charge 2020/21 & 2021/22
Garages	£5.63 per week (charged every week)
Garage charges to non tenants	£6.76 per week (charged every week)
Garage Sites	£1.00 per week
Garage site charges to non tenants	£1.20 per week

District Heating – Balby Bridge	6.4p per unit (excluding VAT) 6.72p per unit (inclusive of VAT)
District Heating – Milton Court Bedsits One bedroom Three bedroom	 £7.06 per week £7.16 per week £7.49 per week
District Heating – Ennerdale	6.4p per unit 6.72p per unit (inclusive of VAT)
Enclosed Garden Service (inclusive of VAT)	£2.65 £3.33 £3.60 £4.11 £4.38 (charged every week or 34 weeks)

15. Other changes which impact on the HRA are;

Welfare Benefit Changes and Potential financial impact

Changes to Welfare benefits have a direct impact on individual tenants, which usually results in them having less income. This can affect their ability to pay their rent, this can also lead to an increase in rent arrears and then eventually increased property turnover and associated costs.

Further rollout of universal credit (UC) – Tenants claiming universal credit receive their housing costs (the equivalent of Housing benefit) paid direct to themselves rather than paid to the landlord, with the tenant then responsible for paying their own rent.

Universal credit was rolled out in Doncaster in September 2015 and applied to single people with no dependents, in October 2017 full service for UC started (all new and changes to tenancies will claim UC) there are currently 5,941 UC claimants in the Council's housing stock. At some point during 2022, when UC is fully rolled out, it is expected that all working age tenants will be paid their benefits via UC. This will apply to approximately 7,500 Council tenancies and will require approximately £24.0m of rent to be collected from tenants, which has previously been paid directly to the HRA via housing benefit. The estimated value of the rent which will need to be collected from these tenants during the 2021/22 financial year (which was previously paid direct via housing benefit) will be £22.7m.

OPTIONS CONSIDERED

16. Two options were considered for the rent increase in 2021/22;
 Option 1 (recommended option) – A 1.5% rent increase which is in accordance with Government policy. This keeps rents in Doncaster the lowest in South Yorkshire and ensures that there are sufficient resources available to deliver day to day services and the investment/capital programme that includes significant expenditure on energy efficiency works, health & safety improvements and new build council houses. Each 1% rent increase generates just under £0.75m per year. Over a four year period rent increases based on CPI plus 1% generate additional rent income of £6.3m.

Option 2 – A rent increase that is lower than 1.5%. Over the four years from 2016 to 2020 costs increased by approximately 10% while rent income reduced by 1% each year. The last five years have also seen higher expectations in terms of the standard of properties and in relation to Health & Safety and compliance. A rent increase of less than 1.5% could result in reductions in services to tenants at a time when the demand for services and investment is higher than ever before.

REASONS FOR RECOMMENDED OPTION

17. The Authority is required to approve the Housing Revenue Account budget for each financial year and monitor spending throughout the year. HRA budget information is reported quarterly to Cabinet. The HRA must make a provision for depreciation on Council dwellings as specified by the Government (as a minimum). It must also pay the necessary charges due on all its loans (loan charges - interest), any expenditure over and above this is discretionary but all expenditure must be funded from rent income. The recommended rent increase of 1.5% allows the Council to fulfill its financial obligations in relation to the HRA in both the long and short term.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

18.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	<p>All staff employed by SLHD are paid at or above the Living Wage.</p> <p>SLHD has an established apprenticeship programme and all entry level roles are reviewed to see if they can be converted to an apprenticeship role.</p>
	<p>Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <ul style="list-style-type: none"> • The town centres are the beating heart of Doncaster • More people can live in a good 	<p>All Council homes are improved and maintained to the Doncaster Decency standard. Resources have been identified to build new Council houses and to improve the energy efficiency of the existing ones.</p>

	<p>quality, affordable home</p> <ul style="list-style-type: none"> • Healthy and Vibrant Communities through Physical Activity and Sport • Everyone takes responsibility for keeping Doncaster Clean • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> • Every child has life-changing learning experiences within and beyond school • Many more great teachers work in Doncaster Schools that are good or better • Learning in Doncaster prepares young people for the world of work 	<p>A safe and warm living environment is an excellent foundation from which children, young people and adults can prosper.</p>
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • Children have the best start in life • Vulnerable families and individuals have support from someone they trust • Older people can live well and independently in their own homes 	<p>SLHD works closely with the Council's stronger families team. A tenancy sustainment team has recently been established. A significant amount of investment is made each year in aids and adaptations to people's homes to enable them to live there in a safe and comfortable environment.</p>
	<p>Connected Council:</p> <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions • Operating within our resources and delivering value for money • A co-ordinated, whole person, whole life focus on the needs and aspirations of residents • Building community resilience and self-reliance by connecting community assets and strengths • Working with our partners and residents to provide effective leadership and governance 	<p>Housing services in Doncaster are excellent value for money with 94.2% of tenants saying that they are satisfied that their rent provides value for money. St Leger Homes is a key partner in Team Doncaster and in delivering Doncaster Growing Together.</p>

RISKS AND ASSUMPTIONS

19. The table below identifies the main quantifiable risks, which might result in the actual income and expenditure in 2021/22 being significantly different from the estimates and proposed actions to manage/mitigate them;

Risk/Assumption	Probability	Impact	Proposed Action
Increase in rent arrears	Medium	The provision for bad debt needs to be increased.	Increased focus on rent collection and financial advice. Bad debt provision of £0.6m.
Changes in Government policy that result in increased expenditure or reduced income.	Medium	Any significant changes would require a thorough review of all budgets and priorities.	Monitor Government announcements and where appropriate adjust budgets.
Interest rates increase by 0.5%	Medium	Increased costs of £1.3m	A prudent estimate has been assumed for interest rates, a large proportion of loans are at fixed rates of interest.
Dwelling rent voids exceed the assumed level of 1.25% of the rent debit (£0.949m income reduction for the year) by 0.25% of rent debit.	Medium	Income reduction £0.190m	Regular monitoring of voids, reduce re-let periods, review strategy for long term voids. Demand for most properties remains high.
Dwelling rent voids exceed the assumed level of 1.25% of the rent debit (£0.949m income reduction for the year) by 1.0% of rent debit	Low	Income reduction £0.759m	Regular monitoring of voids, reduce re-let periods, review strategy for long term voids. Demand for most properties remains high.
Inflation in future years is higher than anticipated. An additional 1% on CPI would create cost pressures.	Medium	£0.057m of potential inflationary costs.	Inflationary projections for future years are expected to remain low, the figures will be monitored on a regular basis.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 19.01.21]

20. The Council is required by s74 of the Local Government and Housing Act 1989 to keep a Housing Revenue Account (HRA), which records all revenue expenditure and income relating to the provision of council dwellings and related services. This includes formulating proposals relating to income from rent and charges, expenditure on repairs, maintenance, supervision and management, capital expenditure and any other prescribed matters in respect of the HRA. In formulating these proposals using best estimates and assumptions, the Authority must set a balanced account. In its role as landlord, the Council has statutory and contractual obligations to maintain the structure of, and installations in, its housing stock. The HRA Budget will assist the council in fulfilling those obligations.

The decision maker must be aware of their obligations under section 149 Equality Act 2010, the Public Sector Equality Duty (PSED). It obliges public authorities, when exercising their functions, to have 'due regard' to the need to:

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

The relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnerships, but only in respect of eliminating unlawful discrimination.

The decision maker must ensure that they have seen the due regard statement. The duty must be exercised in substance, with rigour, and with an open mind and is not a question of ticking boxes. It is for the decision-maker to decide how much weight should be given to the various factors informing the decision, including how much weight should be given to the PSED itself. The duty is a continuing one and there should be a record/audit trail of how due regard has been shown. It is not sufficient for due regard to be a “rear-guard action” following a concluded decision. The decision maker must also pay regard to any countervailing factors and decide the weight to be given to these, which it is proper and reasonable to consider; budgetary pressures, economics and practical factors will often be important.

FINANCIAL IMPLICATIONS [Officer Initials: AW Date: 04.01.21]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initials: AC Date: 26.01.21]

22. There are no HR implications within the body of the report.

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 18.01.2021]

23. There are no direct technology implications as a result of this report. SLHD are represented on the Technology Governance Board (TGB) and submit any technology requirements to be considered to ensure wise investment, maximisation of existing systems across partners and rationalisation where possible and appropriate.

HEALTH IMPLICATIONS [Officer Initials: KH Date: 25.01.21]

24. This report sets out the proposals for the 2021/22 Housing Revenue Account (HRA) Budget, including a 1.5% rental increase following an increase of 2.7% in 2020/21. The choices the Council makes in both raising and allocating budgets will affect the health of the population. Socioeconomic factors, such as housing, economy and income are major determinants of health and in order to increase the wellbeing of the local population in the long term it is important that the decisions we make promote health and wellbeing.

The decisions within this budget report have mixed implications for health. Providing secure, good quality and affordable housing can help to reduce poverty and inequality locally and our Council houses play an important part in addressing inequality by providing affordable places for people to live. Raising sufficient

resources to ensure all Council homes are improved and maintained to the Doncaster Decency standard, build new Council housing stock and improve the energy efficiency of the existing stock will have a positive impact on the health and wellbeing of tenants.

COVID-19 is already having a significant impact on the economic wellbeing of some of our residents. It can be expected that these issues will continue into the future and may even worsen as schemes, such as the national furlough scheme end, potentially leading to job losses and business closure. Even small increases in household expenditure may contribute to the financial pressures facing some households who are “just about managing” and will affect those with least money the most. The Health Foundation (2018) states that an inadequate income can cause poor health because it is more difficult for people to avoid stress and feel in control, access experiences and material resources, adopt and maintain healthy behaviours and invest in their future. The impact of the changes to household rent should be monitored, not only to identify and support those at risk, but to also ensure that the impact is fully understood and mitigated, especially for our most vulnerable residents. In particular, the mitigating actions should seek to identify and actively seek to help those most at risk of inequalities and the “seldom heard” who may not always be able to access support easily. For example, those with disabilities and long term physical and mental health conditions, people from ethnic minority backgrounds and recent immigrants, people on low incomes, carers, people with low educational levels or literacy and some older people. It is important to ensure that tenants continue to have access to existing preventative and supportive tenancy services to enable them to manage and maximise their finances in light of these changes, changes in Universal Credit and pressures from COVID-19 and to support them if they struggle or fall into arrears.

EQUALITY IMPLICATIONS [Officer Initials: JC Date: 04.01.21]

25. A Public Sector Equality Duty assessment is attached at Appendix C. There will be implications for individuals as a result of increasing rents but fundamentally rents are set based on the type and location of the property not with regard to the tenant.

CONSULTATION

26. Directors and Cabinet have considered the budget proposals at several meetings between October 2020 and December 2020. Key dates in the budget timetable leading up to Council approving the budget on the 1st March 2021 are detailed below:-

- Overview & Scrutiny Management Committee (OSMC) – Budget briefing session 1st February 2021 and OSMC meeting 11th February 2021.
- The Chair of the Overview & Scrutiny Management Committee has responded to the Mayors budget proposals and supports the proposals.
- Labour Group – Budget Consultation 27th January 2021.
- Budget sessions with Group Leaders February 2021.
- Cabinet - Council reports – 16th February 2021.

27. The proposed HRA budget and changes to rent and service charges have been the subject of formal consultation with members of the Tenants and Residents Involvement Panel (TRIP), SLHD Tenant Board Members and representatives from Tenants and Residents Associations (TARAs) on 25th January 2021. Views were also sought from a further 93 tenants via a survey.

28. Tenants think that Council rents in Doncaster are excellent value for money (and this is reflected in Tenant surveys 94.2% are satisfied that their rent provides value for money). They thought that the increase in rent was reasonable although these are tough times financially.
29. Tenants are happy with the condition of their homes and the services that they receive, they could not identify any service improvements or investment needs which were not being met by the proposed budgets. They are keen to be involved in further consultation about the standard of homes going forward.
30. Tenants were pleased to hear that the Council is investing significantly in additional Council houses as they know that there are many people that would benefit from homes of an excellent standard with good services.
31. SLHD consult with their staff and unions on the proposals within the HRA budget which directly affect them.

BACKGROUND PAPERS

- Welfare Reform and Work Act 2016
- Policy statement on rents for social housing, February 2019. Issued by Ministry of Housing, Communities and Local Government (MHCLG)
- the Fire Safety Bill was issued on 19th March 2020
- the Draft Building Safety Bill was issued on 20th July 2020 (expected to become an Act during 2021)
- Cabinet report 16th February 2021 – 2020/21 Quarter 3 Finance and Improvement Performance Report.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

CPI – Consumer Price Index

HCA - Homes and Communities Agency

HRA – Housing Revenue Account

MHCLG - Ministry of Housing, Communities and Local Government

SLHD – St Leger Homes of Doncaster

TARA – Tenants and Residents Association

TRIP – Tenants and Residents Involvement Panel

UC – Universal Credit

VAT – Value Added Tax

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Housing Revenue Account Budget 2021/22 to 2024/25

Description	Annual Budget OE	Annual Budget OE	Annual Budget OE	Annual Budget OE
	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Expenditure				
Management and Maintenance				
Insurances	790	800	820	840
General Management	3,630	3,670	3,728	3,798
Special Services	214	214	214	214
Management Fee to St Leger Homes	32,724	33,401	34,363	35,150
Tenancy Sustainment Fund	111	111	111	111
Debt Management Expenses	16	16	16	16
Rent, Rates, Taxes & Other Charges	153	153	153	153
Capital Charges				
Depreciation on Council Dwellings	17,697	17,697	17,697	17,697
Depreciation on non dwellings	928	928	928	928
Provision For Bad or Doubtful Debts	600	615	633	652
Total Expenditure	56,863	57,605	58,663	59,559
Income				
Rent Income				
Dwelling Rents	-74,945	-76,572	-78,605	-80,260
Non-dwelling Rents	-829	-815	-790	-765
Charges For Services and Facilities	-114	-114	-114	-114
Contributions Towards Expenditure	-229	-229	-229	-229
Income from Solar Panels	-212	-216	-220	-224
Total Income	-76,329	-77,946	-79,958	-81,592
Net Income from Services	-19,466	-20,341	-21,295	-22,033
Capital Charges				
Loan Charges - Interest	12,474	12,994	13,327	13,866
Interest Receivable	-14	-20	-20	-20
Net Operating Income	-7,006	-7,367	-7,988	-8,187
Appropriations				
Revenue Contribution To Capital Outlay	9,660	7,367	7,988	8,187
Transfer to / from Reserves	-2,654	0	0	0
Surplus (-) / Deficit for Year	0	0	0	0
HRA A/C BALANCE BF	6,654	4,000	4,000	4,000
Transfer to/from balances	-2,654	0	0	0
HRA A/C BALANCE CF	4,000	4,000	4,000	4,000

SLHD Management Fee

	Note	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Management fee		31,931	32,724	33,401	34,363
Growth items					
Inflationary increases					
Pay award	1	747	720	745	770
Pay award adjustment from previous year	1	-65			
Superannuation	2	0	0	200	0
Increments	3	59	50	50	50
Inflation	4	202	300	300	300
Arboriculture	5	-60	-60		
Building Safety Manager posts	6	160			
Efficiencies delivered	7	-250	-333	-333	-333
Total Management Fee		32,724	33,401	34,363	35,150

Details of the growth bids are;

1. Pay award - 2.75% pay award with effect from 1 April 2021 and then 2.0% in each of the following years.

1. Pay award adjustment - 3% was budgeted for and 2.75% was agreed.

2. Superannuation - The pension fund was revalued in 2019. Employers contribution increased from 13.9% in 2019/20 to 16.0% in 2020/21. It has been assumed that there will be a further 1% increase in 2023/24.

3. Increments - the overall net increase paid to staff.

4. Inflation - the increase costs for contracted goods and services. Total non pay budgets are £16.9m. Inflation is calculated on individual budget lines and the vast majority of budgets have not been inflated, examples of some of the inflationary increases are materials at 0.5% (£32k) and SLAs at 4% (£165k). The inflation figure is reduced for reductions in utilities and fuel 12% (£36k). The net figure is shown in the table. There is quite a lot of uncertainty about the costs of some goods and services in 2021/22.

5. Arboriculture - It was agreed at Cabinet in June 2019 that £240k of the surplus from 2018/19 would be returned to SLHD to be spent on Arboriculture, this funding has been split over three years to enable DMBC to be able to deliver the work.

6. Building Safety Manager - estimated cost based on two posts at £60k basic salary plus oncosts. The Government has published a draft building safety bill which is expected to become an Act during 2021, there are a number of statutory requirements within it and one of those is the establishment of the role of building safety manager.

7. Efficiencies Delivered - efficiency targets agreed to repay the cost of investment in new IT systems.

HRA Budget Report

1	<p>Name of the ‘policy’ and briefly describe the activity being considered including aims and expected outcomes. This will help to determine how relevant the ‘policy’ is to equality.</p>	<p>HOUSING REVENUE ACCOUNT BUDGET 2021/22 The Impact of Increasing Dwelling Rents for the Council’s Housing Stock.</p> <p>Doncaster Council is landlord to 20,365 properties of which 20,089 are socially rented and 276 are leasehold. The Housing Management responsibility for the stock has been delegated to St Leger Homes of Doncaster (SLHD) under a management agreement. In February, 2019 the Government published “Policy Statement on Rents for Social Housing” which regulates rent increases from 1st April 2020 for the next five years. For 2021/22 the rent increase will be 1.5% for all tenants meaning that the average rent will be £72.89 per week.</p> <p>This due regard statement seeks to identify those groups noted in the protected characteristics (section 3) that may be affected positively or negatively by the increasing of rents and sets out the measures to mitigate the impact on those groups. The rent increase of 1.5% will be applied to all tenancies irrespective of the tenant.</p>
2	<p>Service area responsible for completing this statement.</p>	<p>St Leger Homes of Doncaster.</p>
3	<p>Summary of the information considered across the protected groups.</p> <p>Service users/residents</p> <p>Doncaster Workforce</p>	<p>Age The rent increase of 1.5% will apply to all tenancies, regardless of the resident’s age. However, other specific welfare reform measures may have an impact as a result of the age of the tenant , these are as follows;</p> <p>Social Sector Size Criteria (bedroom tax); Introduced 1st April, 2013, this welfare reform only applies to working age households and currently affects 1,463 tenants who are claiming Housing Benefit*. 1,143 tenants have to make up a 14% shortfall for their rent and 320 have a shortfall of 25% to make up. We are not aware of the number of households who under occupy but do not claim housing benefit.</p> <p>*Bedroom tax still applies to tenants that claim Universal Credit however, we are unable to obtain accurate information as to how many are affected so the figures quoted above do</p>

not provide the full picture of the impact and also explains why the number of HB claimants affected by bedroom tax is reducing as people move on to UC.

Benefits Cap: A cap on the total amount of benefits a household can receive was introduced in July 2013, which affected 20 DMBC tenants. A further, lower cap was fully implemented on 9th January 2017 (£20k for families and £13,400 for single claimants). The current benefit cap affects 74 families in Council accommodation. For DMBC tenants, the reduced cap will largely apply to single parent households with 4 or more children or couples with 3 or more children.

Full Service roll out of Universal Credit from October 2017

Universal Credit '*Full Service*' was implemented in Doncaster on 11th October 2017 and replaced the Universal Credit *Live Service* which had been operational since September 2015. From this point all new claims from working age tenants for any of the 6 former benefits (Job Seeker's Allowance, Employment and Support Allowance, Income Support, Child Tax Credit, Working Tax Credit and Housing Benefit) will automatically go onto Universal Credit and these former benefits will be closed to new claims. In January 2019 the total number of cases claiming UC was 2,826. By January 2020 the number of tenants claiming UC now stands at 6,300 cases, an increase of 3,474.

As at January 2021, there are approximately 34% pension age tenants and 66% working age

Disability

Out of the main tenants on our housing management system, 6,617 have identified as disabled – which equates to 33%.

It is not anticipated that the increase in rents will adversely affect individuals based on their disability. The Housing Revenue Account also has a specific budget of £2.2m for adaptations to the homes of tenants that need adaptations.

Ethnicity

16,105 of our tenants identify as White British – which equates to 80%. 1,343 (7%) identify as belonging to black, Asian or minority ethnic groups. Information is not currently available for the remaining tenants. Translation services are offered where requested and every effort is made to ensure that tenants understand their tenancy agreements and any other legal documents. Sign-posting to support services and assistance in obtaining help is also available.

Gender

It is not anticipated that the increase in rents or under occupation charge will adversely affect individuals based on their gender. Male and Female residents will be equally affected. 12,667 of our tenants have identified as Female (64%) and 7,191 (36%) as Male.

Sexual Orientation

It is not anticipated that the increase in rents will adversely affect individuals based on their sexual orientation.

Religion and Belief

It is not anticipated that the increase in rents will adversely affect individuals as a result of any specific religion or belief they may have.

Maternity and Pregnancy

It is not envisaged that those residents who happen to be pregnant or on maternity leave will be adversely affected by the rent increase as a result of their pregnancy or maternity leave.

Gender Reassignment

It is not anticipated that the increase in rents will adversely affect individuals who have undergone gender reassignment.

	<p>Marriage and Civil Partnership</p> <p>It is not anticipated that the increase in rents will adversely affect individuals if they are married or in civil partnerships, more so than non-married residents or those not in civil partnerships.</p>
4	<p>Summary of the consultation/engagement activities</p> <p>Directors, Cabinet and Members have been consulted at meetings between October 2020 and February 2021; this included Labour Group, Overview & Scrutiny Management Committee (OSMC) and representatives from other parties.</p> <p>The proposed HRA budget and changes to rent and service charges have been the subject of formal consultation with members of the Tenants and Residents Involvement Panel (TRIP), SLHD Tenant Board Members and representatives from Tenants and Residents Associations (TARAs) on 25th January 2021. Views were also sought from a further 93 tenants via a survey.</p> <p>Tenants think that Council rents in Doncaster are excellent value for money (and this is reflected in Tenant surveys 94.2% are satisfied that their rent provides value for money). They thought that the increase in rent was reasonable although these are tough times financially.</p> <p>Tenants are happy with the condition of their homes and the services that they receive, they could not identify any service improvements or investment needs which were not being met by the proposed budgets. They are keen to be involved in further consultation about the standard of homes going forward.</p> <p>Tenants were pleased to hear that the Council is investing significantly in additional Council houses as they know that there are many people that would benefit from homes of an excellent standard with good services.</p> <p>SLHD consult with their staff and unions on the proposals within the HRA budget that directly affect them.</p> <p>Once a decision has been made by Council on 1st March 2021, a letter will be sent to all Council tenants, which will give details of the rent change with effect from 5th April 2021.</p>

5	Real Consideration: Summary of what the evidence shows and how has it been used	<p>All Council tenants will be impacted from the rent increase. However, some tenants will continue to be impacted by the under occupation charge and/or benefit cap, however it is likely that some groups will be affected to a greater extent because of their lower income. The changes to welfare reform currently only affect tenants that are deemed to be of “working age”.</p> <p>SLHD have a tenancy sustainment team to help assist tenants in financial difficulties and to help to sustain tenancies. This team was reconfigured and significantly strengthened to 24 staff members during 2019/20 (and has remained the same since then) to help the increasing numbers of tenants in rent arrears as a result of welfare reform changes. SLHD staff and staff from the Council’s benefit team work together with tenants to assist them to claim discretionary housing benefit (DHP) where this is appropriate.</p> <p>The rent increase is the same percentage increase for all tenancies, the rent is calculated based on the characteristics of the property and not with regard to the tenant.</p>
6	Decision Making	<p>This due regard statement has been made available to Members in advance of making any decisions on rent increases. The HRA Budget 2021/22 report to Council on 1st March 2021 asks the Council to agree the rent increase for the 2021/22 financial year with effect from 5th April 2021.</p>
7	Monitoring and Review	<p>The HRA budget is monitored on a quarterly basis by Cabinet, performance information for SLHD is monitored every 3 months by Cabinet and includes information on rent arrears. SLHD management team and Board monitor performance on a regular basis and there is a focus on rent arrears as a result of the recent welfare reform changes. Financial assistance is offered to all tenants who are in rent arrears, the number of evictions due to rent arrears is also monitored in detail to identify if any trends are emerging.</p>
8	Sign off and approval for publication	<p>Julie Crook, Director of Corporate Services, St Leger Homes of Doncaster.</p>

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Doncaster Council

Report

To the Chair and Members of Council

Date: 1st March 2021

COUNCIL TAX SETTING AND STATUTORY RESOLUTIONS 2021/22

EXECUTIVE SUMMARY

1. This report sets out how the Council Tax is calculated and makes recommendations regarding Doncaster's Council Tax requirement for 2021/22.
2. It is proposed that Doncaster Council's element of the Band D Council Tax charge is increased by 2.90% (1.40% Council Tax increase and a further 1.50% increase through the Government's Social Care precept) to £1,446.10 (£964.07 for a Band A).
3. The overall increase will mean an additional £40.75 for Band D Council Tax per annum, £0.78 per week (£27.17 for Band A per annum, £0.52 per week).

EXEMPT REPORT

4. Not applicable.

RECOMMENDATIONS

5. Council is requested to approve a Band D Council Tax for 2021/22 of £1,446.10 for Doncaster Council services. Council is also requested to pass the appropriate Statutory Resolutions, as set out and recommended at Appendix B, which incorporate the Council Taxes of the Joint Authorities and which, taken together with Doncaster's 2.90% increase, represent a 3.41% increase from the 2020/21 Council Tax for Doncaster residents.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The citizens of Doncaster can expect to see their Council Tax for Council services increase by 2.90%. The Police and Fire increases are 7.57% and 1.99% respectively, making an overall increase of 3.41% (see table at paragraph 22).
7. The average Parish Council Tax across the whole Doncaster Council area has increased by 3.42%.
8. The Government have indicated that there will be no referendum principles for Parish Councils for 2021/22 but that these could be introduced for future years if necessary, to provide protection for local taxpayers.

BACKGROUND

9. The Council, under the Local Government Finance Act 1992, is required to set the Council Tax for its area. The amount is based upon the capital value of each dwelling calculated by reference to their capital value at 1st April 1991 prices. Properties are placed in one of eight valuation bands by the Valuation Office Agency which is part of Her Majesty's Revenues and Customs.

	Open Market Value as at 1st April 1991
Band A	Not exceeding £40,000
Band B	Over £40,000 but no exceeding £52,000
Band C	Over £52,000 but not exceeding £68,000
Band D	Over £68,000 but not exceeding £88,000
Band E	Over £88,000 but not exceeding £120,000
Band F	Over £120,000 but not exceeding £160,000
Band G	Over £160,000 but not exceeding £320,000
Band H	Exceeding £320,000

10. When Council Tax proposals were first issued by the Government in April 1991, it was estimated that the average property value in England was about £80,000. Such a property would be in Band D and as a result, many of the calculations are carried out by reference to Band D. For example, when the level of Council Tax is calculated, a Band D Tax is calculated initially and the taxes for all other bands are then calculated as proportions of that. Council Tax is based on two or more adult occupants occupying the property as their sole or main residence. In appropriate circumstances, where a single adult occupies a property as their sole or main residence, a 25% single person discount can be awarded.
11. The table below shows, for Doncaster, the number and percentage of dwellings in each band which were shown in the Valuation List as at the 30th November 2020 when the Tax Base was calculated.

	Number	Percentage
Band A	81,359	58.25
Band B	25,559	18.30
Band C	15,301	10.95
Band D	9,541	6.83
Band E	4,672	3.35
Band F	2,172	1.56
Band G	939	0.67
Band H	131	0.09
Total	139,674	100.00

12. As such a high percentage of dwellings in Doncaster are in the lower bands, (87.50% are banded below the average Band of D), and this has the effect of considerably reducing the amount of income the Council can achieve from Council Tax.

Council Tax Calculation – Doncaster Council Services

13. Doncaster Council is a 'billing authority'; this means the Council is responsible for preparing the Council Tax Base, setting the Council Tax, billing and collection of Council Tax and maintaining the Collection Fund.
14. The Police and Fire authorities and Parishes calculate and set their own elements and Doncaster, as the billing authority, then formally sets the overall tax by adding the elements together.

15. The billing authority has to maintain a Collection Fund; this is a separate statutory account from the General Fund. The Collection Fund receives Council Tax and Business Rates income and pays out the demands and precepts made upon it by the Council, the Police and Crime Commissioner, the South Yorkshire Fire and Rescue Authority, Central Government and Parish Councils for Council Tax and Business Rates.
16. The Council Tax Base calculation of 82,810 Band D equivalent properties for 2021/22 was approved by Cabinet on 12th January 2021. This is a decrease of 1,331 Band D equivalent properties to the Tax Base.
17. The financial year 2021/22 is the ninth year since major changes to the funding arrangements for Local Government came into effect. The changes affected the way Council Tax bases were calculated and removed certain discounts and exemptions and replaced them with discretionary powers to grant discounts and charge premiums on long-term empty properties and brought local Council Tax Support into the calculation of the Tax Base.
18. The gross revenue expenditure budget for 2021/22 will be £503.5m, which covers all funding sources, including Retained Business Rates, Government Top-Up Grant, Revenue Support Grant, Council Tax, Collection Fund surplus, Specific Grants, Customer and Client Receipts and other income. The figure provided for the Collection Fund surplus for Council Tax is in accordance with legislative requirements to return surpluses on the Collection Fund to taxpayers and precepting authorities.
19. Appendix A shows how the Council Tax is calculated for the Council's services. The Government Top-Up Grant and Revenue Support Grant income included in the calculation is that notified to the Council by the Government.
20. Dividing the Council Tax Base into the net amount required from Council Tax payers, excluding Parish Precepts, gives a Council Tax (Band D) for the Council's own services of £1,446.10, a 2.90% increase (£1,405.35 in 2020/21).

Joint Authority Precepts and Council Taxes

21. The South Yorkshire Fire and Rescue Authority meet on 22nd February 2021 to set its precept and Council Tax. It has however notified the Council of a proposed Band D Council Tax of £76.07 for 2021/22, which equates to an increase of £1.48 from 2020/21 (a 1.99% increase). At the time of the drafting of this report, the South Yorkshire Police and Crime Commissioner had yet to formally set its precept. It has however proposed a Band D Council Tax of £213.04 for 2021/22 which equates to an increase of £15.00 from 2020/21 (a 7.57% increase which, although more than the general referendum limit, will not trigger a referendum. This is because the Government has made an exception for Police and Crime Commissioners to increase their precept by up to £15.00 and the South Yorkshire Police & Crime Commissioner qualifies under this rule). The Police and Crime Commissioner has a legal obligation to notify the council of its 2021/22 Council Tax and precept by 28th February 2021 and it is anticipated therefore that formal notification from the South Yorkshire Police and Crime Commissioner will have been received prior to Council considering this report on 1st March 2021. The increases notified and proposed by the Joint Authorities have been included in the resolutions set out at Appendix B. Appendix B will be updated as necessary following receipt of the formal notification from the Police and Crime Commissioner.
22. The table below shows the total Council Tax for Doncaster residents is £1,735.21 (£1,677.98 in 2020/21) for a Band D property, assuming the Council approves the Council Tax of £1,446.10 for Doncaster Council services. When the Joint Authority Council Tax increases are combined with the 2.90% increase for Doncaster Council,

this represents a 3.41% increase from the 2020/21 Council Tax for Doncaster residents.

	2020/21 Band D £	2021/22 Band D £	Increase %	Annual Increase Band A £	Annual Increase Band D £
Doncaster	1,405.35	1,446.10	2.90	27.17	40.75
S.Y. Police	198.04	213.04	7.57	10.00	15.00
S.Y. Fire	74.59	76.07	1.99	0.99	1.48
Total	1,677.98	1,735.21	3.41	38.15	57.23

Localisation of Council Tax Support and Parish Council Taxes

23. The Council Tax Benefit system was abolished and replaced with a Localised Council Tax Support (LCTS) Scheme from April 2013, which is now classed as a Council Tax discount in the Tax Base, similar to the single person's discount. This has had the effect of reducing the Council Tax Base. Under this Scheme, each Council in 2013/14 received a fixed grant to partly compensate for the reduction in Council Tax income resulting from the lower Council Tax Base due to this new discount. Government figures show that the Council received grant funding of £17.1m (£16.8m for the Council and £0.3m for parishes) to fund this in 2013/14, although the grant only covered 90% of the 2012/13 benefits and protected pensioners. This grant funding formed part of the Council's Baseline Funding for 2013/14, comprising Retained Business Rates, Revenue Support Grant and Top-Up Grant. Since the 2013/14 Finance Settlement the Government has not published revised grant allocations for these headings and does not intend to in future, even though Central Government funding for local authorities has continued to reduce significantly.

24. Changes to Parish Council Taxes are included in Appendix C below and a summary of increases is set out in the table below. The average Band D Parish Council Tax across the whole Doncaster Council area has increased from £29.20 in 2020/21 to £30.20 in 2021/22, an increase of 3.42%.

25. A summary of the increases in Parish precepts for 2021/22 is shown in the table below.

Percentage Increase	No. of Parishes	% of the Total
Freeze or Reduction	8	20.5
0% - 5%	23	59.0
5% - 10%	2	5.1
10% - 20%	2	5.1
More than 20%	4	10.3
Total	39¹	100.0

Excludes Cadeby, which set a precept in 2020/21, but has not for 2021/22.

Statutory Resolutions

26. The Statutory Resolutions at Appendix B are set out for Council approval in accordance with the requirements of the Local Government Finance Act 1992.

OPTIONS CONSIDERED & REASONS FOR RECOMMENDED OPTION

27. These are covered in the Budget report on the agenda item ahead of this report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

28.

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

RISKS AND ASSUMPTIONS

29. Not applicable.

LEGAL IMPLICATIONS Officer Initials SRF Date 10/02/21

30. The Local Government Finance Act 1992 places a duty on Local Authorities to set an amount of Council Tax on or before 10th March, in the financial year preceding that for which it is set. The setting of the Tax involves a series of processes and calculations resulting in a separate amount of Tax for properties in each of the eight bands (A to H) in which properties have been valued under the 1992 Act.
31. The Localism Act 2011 introduced a new Chapter into the Local Government Finance Act 1992, which makes provision for Council tax referendums to be held if an authority increases its Council tax by an amount exceeding the principles determined by the Secretary of State. By Regulation, the Government allows Councils to raise Council Tax by a maximum amount. Any further increases would require a local referendum to be held on the increase. For this year, the Government has confirmed that for Authorities such as ours Council tax may rise by 5% before a referendum is triggered. The Council Tax levels proposed by Doncaster do not exceed that level and if approved by Council may be implemented without the need for a referendum.

FINANCIAL IMPLICATIONS Officer Initials CC Date 10/02/2021

32. These are contained in the body and appendices of the report.

HUMAN RESOURCES IMPLICATIONS Officer Initials KM Date 17/02/2021

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

TECHNOLOGY IMPLICATIONS Officer Initials PW Date 10/02/2021

34. There are no technology implications that cannot be managed through the Northgate Revenues and Benefits System.

HEALTH IMPLICATIONS Officer Initials RS Date 09/02/2021

35. The choices the council makes in raising revenue will impact on the health of the population. Decision makers should balance the requirement to raise resource as part of the overall funding of council activities and the health benefits that may arise though the use of council tax across a range of service areas (bearing in mind in general 20% of what contributes to health and wellbeing is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment) with the health benefits that directly arise from improving the standard of living for Doncaster residents through ensuring the local council tax burden is fairly distributed

EQUALITY IMPLICATIONS

36. In taking this decision, Members must be aware of their obligations under Section 149 of the Equality Act 2010. This Section contains the Public Sector Equality Duty (PSED). It obliges public authorities, when exercising their functions, to have 'due regard' to the need to:-

- a. eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;
 - b. advance equality of opportunity;
 - c. foster good relations between people who share relevant protected characteristics and those who do not; and
 - d. the relevant protected characteristics under the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
37. In setting out the recommendation, it is essential that Members keep an open mind. A final decision can only be made when the decision-makers fully understand and have 'due regard' to the potential impact of their decision on people with relevant protected characteristics under the Public Section Equality Act Duty. The decision-makers must consciously and actively consider the relevant matters in such a way that it influences the decision-making.

CONSULTATION

38. The report follows on from the Revenue Budget 2021/22 report and deals primarily with mathematical calculations to approve the Council Tax and the Council Tax requirement as set out in legislation.

Referenda

39. The Localism Act 2011 made significant changes to the Local Government Finance Act 1992 and requires the Council to set a Council Tax requirement for 2021/22. This requirement is to help the Council to determine if it has set an excessive Council Tax increase that would in turn trigger a local referendum.
40. Authorities are required to seek approval of their electorate in a referendum if any proposed tax increase exceeds the principles set by Parliament. The Government have confirmed the Council Tax Referendum Cap at 5.0% for 2021/22 for all authorities who have decided to implement up to the maximum 3.0% increase ring fenced precept to fund Adult Social Care for 2021/22. The referendum cap would apply on the Band D Tax of the Authority without any adjustments being made for levying bodies such as the Sheffield City Region Combined Authority Transport Levy.
41. Section 52ZB(a) of the Local Government Finance Act 1992 provides for the holding of a referendum where a Local Authority in England sets an excessive increase in its relevant basic amount of Council Tax for a financial year. The set of principles determined by the Secretary of State on whether the Council Tax is excessive for the financial year beginning 1st April 2021 is provided for in section 52ZC(1) of the Local Government Finance Act 1992. The arrangements for any referendum is contained in section 52Z(g). The change to the use of the actual Band D Tax of the Authority is provided for by Section 41 of the Local Audit and Accountability Act 2014 which came into force on the 30th January 2014 and the Local Authorities (Conduct of Referendums) (Council Tax Increases) (England) Regulations 2012 as amended. The Referendums relating to Council Tax Increases (Principles) (England) Report 2021/22, sets the referendum limit at 5% for an Adult Social Care authority.
42. The Government have indicated that there will be no referendum principles for Parish Councils for 2021/22 but that these could be introduced for future years if necessary, to 'provide protection for local taxpayers'.
43. The proposed Council Tax increase of 2.90% for this year presents no risk of a referendum being required. Details of the calculation are set out below.

Tax Base 2020/21 (84,141 Properties) Tax Base 2021/22 (82,810 Properties)	2020/21 £M	2020/21 Amount per Band D Property £	2021/22 £M	2021/22 Amount per Band D Property £
Total Council Tax Requirement	118.248	1,405.35	119.752	1,446.10
% Change in Council Tax for Referendum Assessment	2.90			

44. The Ministry of Housing, Communities & Local Government (MHCLG) have laid regulations on the 10th January 2020. The Council Tax (Demand Notices) (England) (Amendment) Regulations 2020, which amend the 2011 and 2017 regulations, specify the detail they require to be shown on the Council Tax bill to cover the details of the Social Care precept and what is required in supporting information. The regulations, which came into force on the 10th February 2017, specify that any increase, when compared to the previous year, must be shown to one decimal place. This means that a % increase of 4.95% or above would be shown as 5.0% on the face of the Council Tax bill. This is purely a rounding issue and presents no risk of a referendum being required.

BACKGROUND PAPERS

- The Local Authorities (Conduct of Referendums) (Council Tax Increases) (England) Regulations 2012 as amended by SI 2013/409 and SI 2014/231
- Local Government Finance Act 1992, chapter 4ZA, Sections 52Z(b) to 52Z(g) chapter 4ZA
- The Local audit and Accountability Act 2014
- The Referendums Relating to Council Tax Increases (Principles) (England) Report 2021/22
- The Council Tax (Demand Notices) (England) Regulations 2011 as amended by SI 2017/13
- The Council Tax (Demand Notice) (Amendment) Regulations 2017
- The Council Tax (Demand Notice) (Amendment) Regulations 2020

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

45. MHCLG: Ministry of Housing, Communities & Local Government

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CALCULATION OF COUNCIL TAX FOR COUNCIL SERVICES

	2020/21		2021/22	
	Total £million	Per Band D Equivalent £	Total £million	Per Band D Equivalent £
Gross Budget	490.091	5,824.64	503.548	6,080.76
Less:				
<i>Gross Retained Business Rates</i>	<i>48.054</i>		<i>46.185</i>	
<i>Adjustment for Business Rates Collection Fund Deficit</i>	<i>1.492</i>		<i>-19.635</i>	
Net Retained Business Rates	49.546	588.85	26.550	320.62
Government Top Up Grant	34.854	414.23	34.855	420.90
Revenue Support Grant	20.368	242.07	20.480	247.31
Public Health Grant	23.875	283.75	24.436	295.09
Specific Grants	83.782	995.73	86.028	1,038.86
Customer and Client Receipts	44.115	524.30	45.322	547.30
Other Income ¹	66.354	788.61	67.169	811.12
Housing Benefit Grant	56.321	669.36	56.700	684.70
Council Tax Collection Fund Surplus	0.922	10.96	-2.074	-25.05
Use of one-off Uncommitted Reserves	-8.294	-98.57	24.330	293.81
Council Tax Payers (Council Tax Requirement)	118.248	1,405.35	119.752	1,446.10

Note that figures are subject to rounding.

¹ Other income includes income from Continuing Health Care Contributions from the NHS and Section 256 and Section 75 Agreements with the NHS (Better Care Fund), income from Other Local Authorities (OLAs) such as Rotherham MBS in respect of Waste PFI credits and the Coroners Service and from OLAs where their children are placed in schools maintained by Doncaster MBC, as well as income from charges made to schools (including academies), the Housing Revenue Account, St Leger Homes, Housing Associations and the Children's Services Trust.

COUNCIL TAX 2021/22

Recommended:-

1.

(a) That it be noted that the Council has calculated the amount of **82,810** as its Council Tax Base for the year 2021/2022 in accordance with Item T of the formula in Section 31B of the Local Government Finance Act 1992, as amended, and Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 as amended:-

(b)

<u>Part of the Council's Area</u>	<u>2021/22 Tax Base</u>
Adwick on Dearne	113
Armthorpe	3,812
Askern	1,384
Auckley	1562
Austerfield	212
Barnburgh and Harlington	643
Barnby Dun with Kirk Sandall	2,685
Bawtry	1,355
Blaxton	455
Braithwell with Micklebring	443
Brodsworth	742
Burghwallis	145
Cantley with Branton	1,485
Clayton with Frickley	93
Conisbrough Parks	124
Denaby	131
Edenthorpe	1,476
Edlington	1,911
Finningley	711
Fishlake	226
Hampole and Skelbrooke	84
Hatfield	4,180
Hickleton	113
High Melton	145
Hooton Pagnell	94
Loversall	56
Moss and District	322
Norton	1,351
Owston	64
Rossington	3,598
Sprotbrough and Cusworth	3,830
Stainforth	1,235
Stainton	116
Sykehouse	191
Thorne – Moorends	4,300
Thorpe in Balne	76
Tickhill	2,058
Wadworth	384
Warmsworth	1,123

being the amounts calculated by the Council, in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more Parish precepts relate.

2. Calculate that the Council Tax requirement for the Council's own purposes for 2021/22 (excluding Parish precepts) is £119,751,541
3. That the following amounts be now calculated by the Council for the year 2021/22 in accordance with Sections 30 to 36 of the Local Government Finance Act 1992: -

- (a) **£666,304,082** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (2) of the Act taking into account all Parish precepts;
(Gross expenditure of the Council, including schools, the Housing Revenue Account and Parishes)
- (b) **£544,051,359** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) of the Act;
(Gross expenditure of the Council, including schools, the Housing Revenue Account and Parishes)
- (c) **£122,252,723** being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A (4) of the Act, as its Council Tax requirement for the year;
(Item R in the formula in Section 31B of the Act)
(Council Tax requirement including Parishes)
- (d) **£1,476.30** being the amount at 3(c) above, (Item R) all divided by (Item T) 1(a) above, calculated by the Council in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year;
(Including Parish Precepts)
- (e) **£2,501,182** being the aggregate amount of all special items (Parish Precepts) referred to in Section 34(1) of the Act. (Appendix C)
- (f) **£1,446.10** being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T at 1(a) above, calculated by the Council in accordance with Section 34(2) of the Act as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish Precept relates;
(Council Tax at Band D for Doncaster MBC services)

(g)

<u>Part of the Council's Area</u>	<u>2021/22</u> <u>£</u>
Adwick on Dearne	1488.14
Armthorpe	1508.10
Askern	1521.63
Auckley	1471.71
Austerfield	1488.54
Barnburgh and Harlington	1493.18
Barnby Dun with Kirk Sandall	1479.53
Bawtry	1494.07
Blaxton	1499.13
Braithwell with Micklebring	1464.21
Brodsworth	1502.70
Burghwallis	1484.03
Cantley with Branton	1474.25
Clayton with Frickley	1502.55
Conisbrough Parks	1482.79
Denaby	1462.13
Edenthorpe	1475.57
Edlington	1532.15
Finningley	1482.88
Fishlake	1586.31
Hampole and Skelbrooke	1455.65
Hatfield	1494.46
Hickleton	1504.51
High Melton	1470.93
Hooton Pagnell	1497.69
Loversall	1470.60
Moss and District	1465.51
Norton	1488.25
Owston	1467.98
Rossington	1501.96
Sprotbrough and Cusworth	1494.80
Stainforth	1585.49
Stainton	1482.31
Sykehouse	1485.37
Thorne – Moorends	1565.13
Thorpe in Balne	1465.84
Tickhill	1487.04
Wadworth	1498.18
Warmsworth	1490.18

being the amounts given by adding the amount at 3(f) above the amounts of the Parish Precepts relating to dwellings in those parts of the Council's area mentioned above, divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the (Local Government Finance Act 1992) as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which Parish Precepts relate.

(h)

Part of the Council's Area	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
	£	£	£	£	£	£	£	£
DONCASTER	964.07	1124.74	1285.42	1446.10	1767.46	2088.81	2410.17	2892.20
(except where specified below)								
Adwick on Dearne	992.10	1157.44	1322.79	1488.14	1818.84	2149.53	2480.24	2976.28
Armthorpe	1005.40	1172.96	1340.53	1508.10	1843.24	2178.37	2513.50	3016.20
Askern	1014.42	1183.49	1352.56	1521.63	1859.77	2197.91	2536.05	3043.26
Auckley	981.14	1144.66	1308.18	1471.71	1798.76	2125.80	2452.85	2943.42
Austerfield	992.36	1157.75	1323.14	1488.54	1819.33	2150.11	2480.90	2977.08
Barnburgh and Harlington	995.46	1161.36	1327.27	1493.18	1825.00	2156.81	2488.64	2986.36
Barnby Dun with Kirk Sandall	986.36	1150.74	1315.14	1479.53	1808.32	2137.10	2465.89	2959.06
Bawtry	996.05	1162.05	1328.06	1494.07	1826.09	2158.10	2490.12	2988.14
Blaxton	999.42	1165.99	1332.56	1499.13	1832.27	2165.41	2498.55	2998.26
Braithwell with Micklebring	976.14	1138.83	1301.52	1464.21	1789.59	2114.97	2440.35	2928.42
Brodsworth	1001.80	1168.76	1335.73	1502.70	1836.64	2170.57	2504.50	3005.40
Burghwallis	989.36	1154.24	1319.14	1484.03	1813.82	2143.60	2473.39	2968.06
Cantley with Branton	982.84	1146.63	1310.44	1474.25	1801.87	2129.47	2457.09	2948.50
Clayton with Frickley	1001.70	1168.65	1335.60	1502.55	1836.45	2170.35	2504.25	3005.10
Conisbrough Parks	988.53	1153.28	1318.03	1482.79	1812.30	2141.81	2471.32	2965.58
Denaby	974.76	1137.21	1299.67	1462.13	1787.05	2111.96	2436.89	2924.26
Edenthorpe	983.72	1147.66	1311.62	1475.57	1803.48	2131.38	2459.29	2951.14
Edlington	1021.44	1191.67	1361.91	1532.15	1872.63	2213.10	2553.59	3064.30
Finningley	988.59	1153.35	1318.11	1482.88	1812.41	2141.94	2471.47	2965.76
Fishlake	1057.54	1233.79	1410.05	1586.31	1938.83	2291.34	2643.85	3172.62
Hampole and Skelbrooke	970.44	1132.17	1293.91	1455.65	1779.13	2102.60	2426.09	2911.30
Hatfield	996.31	1162.35	1328.41	1494.46	1826.57	2158.66	2490.77	2988.92
Hickleton	1003.01	1170.17	1337.34	1504.51	1838.85	2173.18	2507.52	3009.02
High Melton	980.62	1144.05	1307.49	1470.93	1797.81	2124.68	2451.55	2941.86
Hooton Pagnell	998.46	1164.87	1331.28	1497.69	1830.51	2163.33	2496.15	2995.38
Loversall	980.40	1143.80	1307.20	1470.60	1797.40	2124.20	2451.00	2941.20
Moss and District	977.01	1139.84	1302.67	1465.51	1791.18	2116.85	2442.52	2931.02
Norton	992.17	1157.52	1322.89	1488.25	1818.98	2149.69	2480.42	2976.50
Owston	978.66	1141.76	1304.87	1467.98	1794.20	2120.41	2446.64	2935.96
Rossington	1001.31	1168.19	1335.07	1501.96	1835.73	2169.50	2503.27	3003.92
Sprotbrough and Cusworth	996.54	1162.62	1328.71	1494.80	1826.98	2159.15	2491.34	2989.60
Stainforth	1057.00	1233.15	1409.32	1585.49	1937.83	2290.15	2642.49	3170.98
Stainton	988.21	1152.90	1317.61	1482.31	1811.72	2141.11	2470.52	2964.62
Sykehouse	990.25	1155.28	1320.33	1485.37	1815.46	2145.53	2475.62	2970.74
Thorne - Moorends	1043.42	1217.32	1391.22	1565.13	1912.94	2260.74	2608.55	3130.26
Thorpe in Balne	977.23	1140.09	1302.97	1465.84	1791.59	2117.32	2443.07	2931.68
Tickhill	991.36	1156.58	1321.81	1487.04	1817.50	2147.95	2478.40	2974.08
Wadworth	998.79	1165.25	1331.71	1498.18	1831.11	2164.04	2496.97	2996.36
Warmsworth	993.46	1159.02	1324.60	1490.18	1821.34	2152.48	2483.64	2980.36

being the amounts given by multiplying the amounts at 3(f) and 3(g) above by the number which, in the proportion set out in Section 5 (1) of the (Local Government Finance Act 1992), is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36 (1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. that it be noted for the year 2021/22 the South Yorkshire Police and Crime Commissioner and the South Yorkshire Fire and Civil Defence Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<u>Precepting Authority</u>	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£	£	£	£	£	£	£	£
South Yorkshire Police and Crime Commissioner	142.03	165.70	189.37	213.04	260.38	307.72	355.07	426.08
South Yorkshire Fire & Civil Defence Authority	50.71	59.17	67.62	76.07	92.97	109.88	126.78	152.14

5. that, having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Section 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2021/22 for each of the categories of dwellings shown below:-

	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
<u>Part of the Council's Area</u>	£	£	£	£	£	£	£	£
DONCASTER	1156.81	1349.61	1542.41	1735.21	2120.81	2506.41	2892.02	3470.42
(except where specified below)								
Adwick on Dearne	1184.84	1382.31	1579.78	1777.25	2172.19	2567.13	2962.09	3554.50
Armthorpe	1198.14	1397.83	1597.52	1797.21	2196.59	2595.97	2995.35	3594.42
Askern	1207.16	1408.36	1609.55	1810.74	2213.12	2615.51	3017.90	3621.48
Auckley	1173.88	1369.53	1565.17	1760.82	2152.11	2543.40	2934.70	3521.64
Austerfield	1185.10	1382.62	1580.13	1777.65	2172.68	2567.71	2962.75	3555.30
Barnburgh and Harlington	1188.20	1386.23	1584.26	1782.29	2178.35	2574.41	2970.49	3564.58
Barnby Dun with Kirk Sandall	1179.10	1375.61	1572.13	1768.64	2161.67	2554.70	2947.74	3537.28
Bawtry	1188.79	1386.92	1585.05	1783.18	2179.44	2575.70	2971.97	3566.36
Blaxton	1192.16	1390.86	1589.55	1788.24	2185.62	2583.01	2980.40	3576.48
Braithwell with Micklebring	1168.88	1363.70	1558.51	1753.32	2142.94	2532.57	2922.20	3506.64
Brodsworth	1194.54	1393.63	1592.72	1791.81	2189.99	2588.17	2986.35	3583.62
Burghwallis	1182.10	1379.11	1576.13	1773.14	2167.17	2561.20	2955.24	3546.28
Cantley with Branton	1175.58	1371.50	1567.43	1763.36	2155.22	2547.07	2938.94	3526.72
Clayton with Frickley	1194.44	1393.52	1592.59	1791.66	2189.80	2587.95	2986.10	3583.32
Conisbrough Parks	1181.27	1378.15	1575.02	1771.90	2165.65	2559.41	2953.17	3543.80
Denaby	1167.50	1362.08	1556.66	1751.24	2140.40	2529.56	2918.74	3502.48
Edenthorpe	1176.46	1372.53	1568.61	1764.68	2156.83	2548.98	2941.14	3529.36
Edlington	1214.18	1416.54	1618.90	1821.26	2225.98	2630.70	3035.44	3642.52
Finningley	1181.33	1378.22	1575.10	1771.99	2165.76	2559.54	2953.32	3543.98
Fishlake	1250.28	1458.66	1667.04	1875.42	2292.18	2708.94	3125.70	3750.84
Hampole and Skelbrooke	1163.18	1357.04	1550.90	1744.76	2132.48	2520.20	2907.94	3489.52
Hatfield	1189.05	1387.22	1585.40	1783.57	2179.92	2576.26	2972.62	3567.14
Hickleton	1195.75	1395.04	1594.33	1793.62	2192.20	2590.78	2989.37	3587.24
High Melton	1173.36	1368.92	1564.48	1760.04	2151.16	2542.28	2933.40	3520.08
Hooton Pagnell	1191.20	1389.74	1588.27	1786.80	2183.86	2580.93	2978.00	3573.60
Loversall	1173.14	1368.67	1564.19	1759.71	2150.75	2541.80	2932.85	3519.42
Moss and District	1169.75	1364.71	1559.66	1754.62	2144.53	2534.45	2924.37	3509.24
Norton	1184.91	1382.39	1579.88	1777.36	2172.33	2567.29	2962.27	3554.72
Owston	1171.40	1366.63	1561.86	1757.09	2147.55	2538.01	2928.49	3514.18
Rossington	1194.05	1393.06	1592.06	1791.07	2189.08	2587.10	2985.12	3582.14
Sprotbrough and Cusworth	1189.28	1387.49	1585.70	1783.91	2180.33	2576.75	2973.19	3567.82
Stainforth	1249.74	1458.02	1666.31	1874.60	2291.18	2707.75	3124.34	3749.20
Stainton	1180.95	1377.77	1574.60	1771.42	2165.07	2558.71	2952.37	3542.84
Sykehouse	1182.99	1380.15	1577.32	1774.48	2168.81	2563.13	2957.47	3548.96
Thorne - Moorends	1236.16	1442.19	1648.21	1854.24	2266.29	2678.34	3090.40	3708.48
Thorpe in Balne	1169.97	1364.96	1559.96	1754.95	2144.94	2534.92	2924.92	3509.90
Tickhill	1184.10	1381.45	1578.80	1776.15	2170.85	2565.55	2960.25	3552.30
Wadworth	1191.53	1390.12	1588.70	1787.29	2184.46	2581.64	2978.82	3574.58
Warmsworth	1186.20	1383.89	1581.59	1779.29	2174.69	2570.08	2965.49	3558.58

6. The Council has determined that its relevant basic amount of Council Tax for 2021/2022 is not excessive in accordance with principles approved under Section 52ZB of the Local Government Finance Act 1992 as amended by Section 41 of the Local Audit and Accountability Act 2014. For 2021/22 Government has determined that the relevant basic amount of Council Tax for an authority with Adult Social Care functions is only excessive if the authority's relevant basic amount of Council Tax for 2021/22 is 5% (comprising 3% for expenditure on Adult Social Care and 2% for other expenditure) or more than 5%, greater than its relevant basic amount of Council Tax for 2020/21. As the billing authority, the Council has not been notified by a major precepting authority, that its relevant basic amount of Council Tax for 2021/2022 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992.

Parish Council Taxes

Parish	2021/2022			2020/2021			% Band D Increase
	Tax base	Precept £	Band D Precept £	Tax base	Precept £	Band D Precept £	
Adwick on Dearne	113	4,750.00	42.04	114	4,500.00	39.47	6.51
Armthorpe	3,812	236,344.00	62.00	3,859	231,540.00	60.00	3.33
Askern	1,384	104,534.00	75.53	1,360	102,484.00	75.36	0.23
Auckley	1,562	40,000.00	25.61	1,594	40,000.00	25.09	2.07
Austerfield	212	8,998.00	42.44	218	8,822.00	40.47	4.87
Barnburgh and Harlington	643	30,274.00	47.08	654	29,681.00	45.38	3.75
Barnby Dun with Kirk Sandall	2,685	89,760.00	33.43	2,723	91,030.00	33.43	0.00
Bawtry	1,355	65,000.00	47.97	1,377	55,000.00	39.94	20.11
Blaxton	455	24,130.00	53.03	465	24,660.00	53.03	0.00
Braithwell with Micklebring	443	8,023.00	18.11	459	6,418.00	13.98	29.54
Brodsworth	742	42,000.00	56.60	761	43,000.00	56.50	0.18
Burghwallis	145	5,500.00	37.93	141	5,500.00	39.01	-2.77
Cadeby	83	0.00	0.00	83	1,000.00	12.05	-100.00
Cantley with Branton	1,485	41,800.00	28.15	1,456	41,000.00	28.16	-0.04
Clayton with Frickley	93	5,250.00	56.45	95	5,000.00	52.63	7.26
Conisbrough Parks	124	4,550.00	36.69	123	4,500.00	36.59	0.27
Denaby	131	2,100.00	16.03	132	2,100.00	15.91	0.75
Edenthorpe	1,476	43,500.00	29.47	1,485	43,000.00	28.96	1.76
Edlington	1,911	164,437.00	86.05	1,909	138,509.00	72.56	18.59
Finningley	711	26,150.00	36.78	721	26,520.00	36.78	0.00
Fishlake	226	31,687.00	140.21	255	35,753.00	140.21	0.00
Hampole and Skelbrooke	84	802.00	9.55	87	792.00	9.10	4.95
Hatfield	4,180	202,124.00	48.36	4,244	200,123.00	47.15	2.57
Hickleton	113	6,600.00	58.41	114	6,450.00	56.58	3.23
High Melton	145	3,600.00	24.83	146	3,541.00	24.25	2.39
Hooton Pagnell	94	4,849.00	51.59	95	4,801.00	50.54	2.08
Loversall	56	1,372.00	24.50	59	1,413.00	23.95	2.30
Moss and District	322	6,250.00	19.41	312	6,250.00	20.03	3.10
Norton	1,351	56,950.00	42.15	1,380	56,950.00	41.27	2.13
Owston	64	1,400.00	21.88	64	1,400.00	21.88	0.00
Rossington	3,598	201,000.00	55.86	3,667	201,000.00	54.81	1.92
Sprotbrough and Cusworth	3,830	186,507.00	48.70	3,904	186,507.00	47.77	1.95
Stainforth	1,235	172,141.00	139.39	1,270	172,141.00	135.54	2.84
Stainton	116	4,200.00	36.21	117	2,926.00	25.01	44.78
Sykehouse	191	7,500.00	39.27	195	7,500.00	38.46	2.11
Thorne - Moorends	4,300	511,850.00	119.03	4,391	522,650.00	119.03	0.00
Thorpe In Balne	76	1,500.00	19.74	76	1,000.00	13.16	50.00
Tickhill	2,058	84,250.00	40.94	2,098	72,250.00	34.44	18.87
Wadworth	384	20,000.00	52.08	390	20,000.00	51.28	1.56
Warmsworth	1,123	49,500.00	44.08	1,135	49,094.00	43.25	1.92
Total		2,501,182.00			2,456,805.00		



Doncaster Council

Full Council Report

Date: 1st March 2021

ANNUAL PAY POLICY STATEMENT 2021/22

EXECUTIVE SUMMARY

1. Local Authorities are required under section 38(1) of the Localism Act 2011 to prepare an annual Pay Policy Statement. The statement must clearly detail the Council's policy for the pay of the workforce, particularly senior staff and lowest paid employees.
2. There have been minimal changes to the ratios this year.
3. The ratio between the highest employee salary Chief Executive (£168,755) and lowest employee salary (£17,842) has remained at 9.46:1. This means the highest salary is 9.46 times more than the lowest salary. The ratio between the highest employee salary and average staff salary has remained the same at 6.20:1.
4. The ratio between the lowest paid and average salaries has remained the same at 1.53:1. The average salary has increased by £745 from £26,492 to £27,237.
5. The Council remains committed to reduce the pay difference and increase low pay.
6. In March 2011 the Hutton Review of Fair Pay made several recommendations for promoting pay fairness in the public sector by tackling disparity between the lowest and highest paid. The Hutton Review considered that the pay multiples (ratios) should be no greater than 20:1 and the Council falls well below this threshold.

EXEMPT REPORT

7. Not applicable.

RECOMMENDATIONS

8. It is recommended that Members note the contents of this report and approve the Pay Policy Statement for 2021/22.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. Publication of a Pay Policy Statement will aid transparency and provide information that will enable local people to understand the Council's pay provisions.

BACKGROUND

10. In March 2011 the Hutton Review of Fair Pay made several recommendations for promoting pay fairness in the public sector by tackling disparity between the lowest and highest paid.
11. Subsequently the Localism Act 2011 (the Act) placed a requirement on each local authority to prepare and publish a Pay Policy Statement. The provisions of the Act bring together the need for increasing accountability, transparency and fairness in the setting of pay.
12. The provisions of the Act do not apply to the employees of local authority schools and therefore unless they are centrally employed, teaching staff are not within the scope of the policy.
13. Each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local taxpayers. The provisions of the Act do not seek to change this, or to determine what decisions about pay should be taken, but they do require each local authority to be more open about their own policies in relation to pay and how related decisions are made.
14. Section 40 of the Act requires local authorities to have regard for any guidance published by the Secretary of State when developing their Pay Policy Statement. Currently this includes Housing, Communities and Local Government Guidance on Openness and Accountability in Local Pay and the Code of Recommended Practice for Local Authorities on Data Transparency, which asks authorities to consider the way they release data on senior salaries.
15. The Act sets out in detail the specific elements which the Pay Policy Statement must include as a minimum. However, it is open to each authority to determine whether they wish to expand this to cover all employees. A template Pay Policy Statement was previously published by Local Government Yorkshire and Humberside Regional Employers (LGYH) which includes the minimum requirements. This template was used as the basis for Doncaster's Pay Policy Statement over the last six years and has been used again for this year.

PROPOSED PAY POLICY STATEMENT

16. The Pay Policy Statement (see attached) is required to be produced annually and considered by Full Council. It is not possible to delegate responsibility for the Policy to another committee.
17. It is proposed that the same format is used for the publication of the Pay Policy Statement this year.
18. The Council decided to meet the information access requirements by publishing the Pay Policy Statement on the Council's website each year. It is proposed to do the same this year.
19. The salary structure for Chief Officers is as follows:

Grade and Posts	Spinal Column Point	Salary* 2021/22
CO3 Assistant Directors	7	£95,438
CO1 Directors	10	£127,083
CE1 Chief Executive	1	£168,755

* subject to national pay award once agreed

20. The ratio between the highest employee salary Chief Executive (£168,755) and lowest employee salary (£17,842) remains the same at 9.46:1. This means the highest salary is 9.46 times more than the lowest salary. Benchmarking will be undertaken before the start of the financial year once all results are published, against a number of local authorities in the Yorkshire and Humber region.
21. The ratio between Doncaster's highest and average salaries has remained the same as last year at 6.20:1. The ratio between the highest salary and the median salary remains at 8.24:1. The ratio between Doncaster's lowest and average salaries remains at 1.53:1.
22. The average salary has increased by £745 from £26,492 to £27,237 in line with the Council's commitment to reduce the pay difference and increase low pay.

OPTIONS CONSIDERED

23. The requirement for the Council to prepare and publish a Pay Policy Statement is a requirement of the Localism Act 2011 and therefore there are considered to be no other options. There is a prescribed minimum requirement that the Pay Policy Statement must contain, individual local authorities can exercise the option to expand it.

REASONS FOR RECOMMENDED OPTION

24. The Localism Act requires that a local authority Pay Policy Statement must be approved by Full Council and the responsibility cannot be devolved to another committee. The recommended option will ensure that the Council meets the minimum requirements as laid out in the Localism Act 2011.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

25.

	Outcomes	Implications
	Connected Council: <ul style="list-style-type: none">• A modern, efficient and flexible workforce• Modern, accessible customer interactions• Operating within our resources and delivering value for money• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents• Building community resilience and self-reliance by connecting community assets and strengths• Working with our partners and residents to provide effective leadership and governance	Publication of a Pay Policy Statement will aid transparency and provide information that will enable local people to understand the Council's Pay Provisions.

RISKS AND ASSUMPTIONS

26. Under the requirements of the Localism Act the Council has to have a Pay Policy Statement that meets minimum required levels. It is proposed that Doncaster's Pay Policy Statement for 2021/22 will contain the minimum requirements in relation to the employees to be covered which will ensure a standard framework is in place which will reduce the risk of inconsistency and potential legal challenge.

LEGAL IMPLICATIONS [Officer Initials SRF Date 04.02.21]

27. Sections 38-43 Localism Act 2011 set out the requirements that a Local Authority must publish an annual pay policy statement setting out the Authority's policies relating to the remuneration of its Chief Officers, its lowest paid employees and the relationship between the remuneration of the Chief Officers and other employees. It is up to the Authority to define who its lowest paid employees are. It must also include (a) the level and elements of remuneration for each Chief Officer, (b) remuneration of Chief Officers on recruitment, (c) increases and additions to remuneration for each Chief Officer, (d) the use of performance-related pay for Chief Officers, (e) the use of bonuses for Chief Officers, (f) the approach to the payment of Chief Officers on their

ceasing to hold office under or to be employed by the authority, and (g) the publication of and access to information relating to remuneration of Chief Officers.

28. Section 40 requires Authorities to have regard to the guidance for pay policy statements as published by central government.
29. The Authority's Pay Policy Statement must be approved by a resolution of the Authority before it comes into force and the statement must be prepared and approved before the end of 31 March 2021 and each year thereafter. Amendments may be made within each year by the passing of a resolution.
30. Once approved it must be published as the Authority sees fit and further pay determinations must be made in accordance with the policy.

FINANCIAL IMPLICATIONS [Officer Initials AG Date 04.02.21]

31. There are no direct financial implications as a result of the recommendation in this report. The report details the current pay arrangements which have been factored into the budget for 2021/22. All staff pay must be funded from the Council's resources and budgeted accordingly.

HUMAN RESOURCE IMPLICATIONS [Officer Initials SJ Date 22.1.21]

32. There are no direct human resource implications as a result of the recommendations in this report, although all affected post-holders have been consulted on the requirement for the information being published.

TECHNOLOGY IMPLICATIONS [Officer Initials PW Date 03.02.21]

33. There are no direct technology implications as a result of the recommendations in this report.

HEALTH IMPLICATIONS [Officer Initials VJ Date 05.02.21]

34. There is evidence that income contributes to 10% of health of the population and employment contributes a similar level. The level of gaps in income also determines health outcomes between those with the highest income as compared with those with the least income. This report advises the ratio between the highest paid and the lowest paid in the Council is 9.46:1. Therefore, there is health implications of pay gaps. The implication on health will need to be monitored and appropriate measures to mitigate the negative impact are recommended. Appropriate advice can be sought from the Public Health Team at the Council.

EQUALITY IMPLICATIONS

35. The Council has given due regard to equalities requirements in its pay provisions. It does comply with equalities legislation, particularly that relating to equal pay. The Council's commitment to eliminate low pay will also have a positive impact on low paid employees who are

predominantly female.

CONSULTATION

36. Consultation with appropriate Council officers regarding the content of the Pay Policy Statement has been undertaken.

This report has significant implications in terms of the following:

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

BACKGROUND PAPERS

HCLG Code of Recommended Practice for Local Authorities on Data Transparency
Hutton Review of Fair Pay in the Public Sector
Localism Act 2011
Report to Council 23rd January 2020 entitled Annual Pay Policy Statement 2020/21

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Debbie Hogg
Director of Corporate Resources

Doncaster Council

Pay Policy Statement

1st April 2021 to 31st March 2022

Introduction

Sections 38 – 43 of the Localism Act 2011 require that authorities produce a policy statement that covers a number of matters concerning the pay of the authority's staff, principally Chief Officers. This policy statement meets the requirements of the Localism Act in this regard and also meets the requirements of guidance issued by the Secretary of State for Housing, Communities and Local Government to which the authority is required to have regard under Section 40 of the Act. This policy was considered and approved by Full Council at the Council meeting which took place on 1st March 2021.

This policy also has some connection with the data on pay and rewards for staff which the authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2011).

It should be noted that the requirements to publish data under the Secretary of State guidance, the Code of Practice and the Regulations do differ. The data requirements of the Code of Practice and the Accounts and Audit Regulations are summarised at Annex A to this policy statement. This policy statement does not cover or include school staff and is not required to do so.

Definition of officers covered by the Pay Policy Statement

This policy statement covers the following posts:

1. Head of the Paid Service, which in this authority is the post of:
 - Chief Executive
2. Statutory Chief Officers, which in this authority are the posts of:
 - Director of Learning, Opportunities and Skills: Children and Young People
 - Director of Adults Health and Wellbeing
 - Assistant Director of Finance
 - Assistant Director of Legal and Democratic Services
 - Director of Public Health
3. Non-statutory Chief Officers (those who report directly to the Head of the Paid Service) which in this authority are the posts of:
 - Director of Corporate Resources
 - Director of Economy and Environment

- Assistant Director HR and Communications (also reports to Director of Corporate Resources)
 - Assistant Director Policy, Insight and Change (also reports to Director of Corporate Resources)
 - Strategic Lead Emergency Planning Resilience and Enforcement (temporary) (also reports to Director of Economy and Environment)
4. Deputy Chief Officers, (those who report directly to a non-statutory or statutory Chief Officer) which in this authority are the posts of:
- Assistant Director Customers, Digital and ICT
 - Assistant Director Partnerships, Early Intervention and Localities
 - Assistant Director Education, Skills, Culture and Heritage
 - Assistant Director Adults Social Care
 - Assistant Director Communities
 - Assistant Director Economy and Development
 - Assistant Director Environment
 - Assistant Director Strategic Housing
 - Assistant Director Localities Delivery Model Project (temporary)
 - Head of Litigation and Regulatory Services and Deputy Monitoring Officer *
 - Head of Procurement*
 - Head of Contracts, Property and Transformation*
 - Head of Financial Development*
 - Head of Financial Management*
 - Head of Internal Audit*
 - Head of Trading Services*
 - Public Health Consultant*
 - Head of Service (Public Health Delivery)*
 - Deputy Director of Public Health*

* These posts are included in this list for transparency as they report to a statutory chief officer, but are not chief officers.

Policy on remunerating Chief Officers

The authority's policy on remunerating Chief Officers is set out on the schedule that is attached to this policy statement at Annex B. It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the authority's requirements of the post in question at the relevant time.

Policy on publishing salaries

The authority is required to publish Chief Officer salaries on an annual basis as part of the Statement of Accounts which are available on the Council's website (www.doncaster.gov.uk).

The authority is also required to disclose details of salaries over £50,000 and publish the name and job title of any officer whose salary exceeds £150,000 (Annex A).

Policy on remunerating the lowest paid in the workforce

The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions. These are then incorporated into contracts of employment. The lowest pay point in this authority is a spot point annual salary of £17,842 and can be expressed as an hourly rate of pay of £9.25.

This pay point and salary was originally determined by the authority as part of a pay scale for employees employed on Local Government Services Terms and Conditions on 1 April 2009 and had been applied since that date. The pay rate was increased in accordance with any pay settlements which were reached through the National Joint Council for Local Government Services. With effect from 1 April 2016, this pay point was re-determined by the authority as a spot salary pay point.

Policy on the relationship between Chief Officer remuneration and that of other staff

The highest paid employee salary in this authority is £168,755 which is paid to the Chief Executive.

The lowest pay point is £17,842.

The ratio between the highest and lowest salaries is 9.46:1

The average mean salary in this authority (not including schools) is £27,237

The median salary in this authority (not including schools) is £20,485

The mean pay multiple is 6.20:1

The median pay multiple is 8.24:1

The Hutton Review considered that the pay multiples should be no greater than 20:1 and the Council falls well below this threshold.

This authority has a clear commitment to maintain or improve pay multiples as it is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority as expressed in this policy statement. The authority's approach to the payment of other staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities and qualities needed for the post in question at the relevant time, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay. The authority continues to take local positive action to address low pay.

Policy on other aspects of Chief Officer remuneration

Other aspects of Chief Officer remuneration are appropriate to be covered by this policy statement. These other aspects are defined as recruitment, pay increases, additions to pay, performance related pay, earn back, bonuses, termination payments, transparency, re-employment when in receipt of an LGPS pension or a redundancy/severance payment and pension legislation. These matters are addressed in the schedule attached to this policy statement at Annex C.

Annex C also outlines conditions for re-employment of staff (not just Chief Officers).

Approval of Salary Packages in excess of £100k

The salary structure for Chief Officers from 1st April 2021 is as follows:

Grade and Posts	Spinal Column Point	Salary* 2021/22
CO3 Assistant Directors	7	£95,438
CO1 Directors	10	£127,083
CE1 Chief Executive	1	£168,755

*subject to national pay award once agreed

New Chief Officers will be appointed onto the grade and spot spinal column point that is appropriate to the post. Any new Chief Officer posts that are intended to be graded outside the range of this grading structure will be presented to Full Council for approval.

Flexibility to address recruitment issues for vacant posts

In the vast majority of circumstances the provisions of this policy will enable the authority to ensure that it can recruit effectively to any vacant post. There

may be exceptional circumstances when there are recruitment difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment. This policy statement recognises that this situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the policy statement. Such a departure from this policy will be expressly justified in each case and will be approved through an appropriate authority decision making route.

Amendments to the policy

Any amendments will be included in the following year's statement presented to Full Council.

Policy for future years

This policy statement will be reviewed each year and will be presented to Full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

Original Approved:

First Edition Adopted: 01 April 2012

This Edition: 01 April 2021

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Annex A - Publication of Information

The Department for Housing, Communities and Local Government Code of Recommended Practice for Local Authorities on Data Transparency indicates that local authorities should publish the following data concerning staff:

Organisation chart

Authorities must publish an organisation chart covering the top three management tiers of the organisation and showing the following items of information for each member of staff:-

- Grade
- Job title
- Department and team
- Permanent or temporary
- Work contact details
- Salary in £5000 brackets
- Maximum salary for the grade

In addition, it is recommended by the Code but not required, to publish the following:-

- Charts including all staff whose annual salary exceeds £50,000
- Salary band information for each member of staff included in the charts
- Information about current vacant posts, or signposting of vacancies that are to be advertised in future.

Senior salaries

In addition to the organisation chart, the Code mandates that authorities publish information about senior salaries. The Accounts and Audit Regulations 2015 already require local authorities to publish the following information about staff whose annual remuneration is at least £50,000:-

- The number of employees whose remuneration in that year was at least £50,000 in brackets of £5,000
- Details of remuneration and job title of certain senior employees whose salary is at least £50,000 (senior employees in this context are defined as Head of Paid Service, Statutory Chief Officers and Non-Statutory Chief Officers by reference to Section 2 of the 1989 Local Government and Housing Act); and
- Employees whose salaries are £150,000 or more must be identified by name

The Code additionally requires councils to publish:-

- A list of responsibilities of all senior employees whose annual salary was at least £50,000
- Details of bonuses and 'benefits in kind' of all senior employees whose annual salary was at least £50,000

For the above, remuneration is to include:

- Salary, fees or allowances for the current and previous year
- Bonuses paid or receivable for the current and previous year
- Expenses paid in the previous year
- Compensation for loss of employment paid to or receivable, or payments made in connection with loss of employment
- Total estimated value of non-cash benefits that are emoluments of the person

For the above, pension contributions is to include:

- The amount driven by the authority's set employer contribution rate
- Employer costs incurred relating to any increased membership or award of additional pension

Pay Multiple

The Code states that authorities must publish their pay multiple on their website. The pay multiple is defined as the ratio between the highest paid taxable earnings for the year (including base salary, variable pay, bonuses, allowances and the cash value of any 'benefits in kind') and the median earnings figure of the whole authority's workforce.

Councils are already encouraged under Section 38 of the Localism Act 2011, to produce a Pay Policy Statement which includes their policy on pay dispersion – the relationship between remuneration of chief officers and the remuneration of other staff. In response to the Hutton Review the government committed to ensuring that public sector organisations publish their pay multiples. The Transparency Code therefore makes it mandatory for authorities to publish the data.

Annex B – Policy on Remunerating Chief Officers 2021/22

Post	Base Salary p.a. to nearest £1k*	Expenses	Bonuses	PRP	Earn-Back	Honoraria	Ex-Gratia Payment	Election Fees	Joint Authority Duties	Severance Arrangements
Chief Executive	£169k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities do not apply	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are a normal part of the salary for local elections. Additional payment for other national elections are paid at the nationally agreed rate depending upon the type of election	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22.
Director of Learning, Opportunities and Skills: Children and Young People	£127k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities do not apply	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Director of Adults Health and Wellbeing	£127k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities do not apply	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22

Director of Corporate Resources	£127k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities do not apply	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Director of Economy and Environment	£127k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities do not apply	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Director of Public Health	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses.	The transferred NHS conditions allow the postholder to apply for a national clinical excellence award. A level 3 award of £8,871 was made. This is not paid for by the Council	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance.	Honoraria payments for any increased duties and responsibilities do not apply	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22

Chief Financial Officer & Assistant Director of Finance	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculating in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Assistant Director Legal and Democratic Services	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Assistant Director Human Resources and Communications	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22

Assistant Director of Customers, Digital & ICT	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculating in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Assistant Director Policy, Insight & Change	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Assistant Director Education, Skills and Culture	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22

Assistant Director Localities Delivery Model Project (temporary)	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year but are anticipated for 2021/22
Assistant Director Partnerships, Early Intervention and Localities	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Assistant Director Communities	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22

Assistant Director Adult Social Care	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Assistant Director Environment (interim)	53 days at £744 per day	Expenses are included within the daily rate	The terms of the contract for service do not provide for the payment of bonuses	The terms of the contract for service do not provide for PRP	Not applicable in the contract for service	Not applicable in the contract for service	Not applicable in the contract for service	Election duty fees are in accordance with normal authority procedures	Not applicable in the contract for service	There is no entitlement to redundancy or early retirement, pension, sickness or annual leave payments under this contract for service
Assistant Director Economy and Development	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22

Assistant Director Strategic Housing	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year and none are anticipated for 2021/22
Strategic Lead Emergency Planning Resilience and Enforcement (temporary)	£95k	Travel and other expenses are reimbursed through normal authority procedures	The terms of the contract of employment do not provide for the payment of bonuses	The terms of the contract of employment do not provide for PRP	The terms of the contract of employment do not provide for an element of base salary to be held back related to performance	Honoraria payments for any increased duties and responsibilities may apply in exceptional circumstances and would be calculated in line with normal authority procedures	There are no plans for the postholder to receive any ex-gratia payments	Election duty fees are in accordance with normal authority procedures	There are no payments related to joint authority duties	The authority's normal policies regarding redundancy and early retirement apply to the postholder. No payments were made in the last year but are anticipated for 2021/22

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Annex C – Other aspects of Chief Officer Remuneration

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	The post will be advertised and appointed to a salary within the range of the salaries approved for the post in question unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package is appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.
Pay Increases	The authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.
Additions To Pay	The authority would not make additional payments beyond those specified in the contract of employment.
Performance Related Pay	The authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
Earn-Back (Withholding an element of base pay related to performance)	The authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
Bonuses	The authority does not pay any bonus payments.
Termination Payments	The authority applies its normal redundancy payment arrangements to senior officers and does not have separate provisions for senior officers. The authority

Annex C – Other aspects of Chief Officer Remuneration

	<p>also applies the appropriate Pensions regulations when they apply. The authority has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. Any costs that are incurred by the authority regarding senior officers are published in the authority accounts as required under the Accounts and Audit Regulations 2015.</p>
<p>Transparency</p>	<p>The authority meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.</p>
<p>Re-employment of staff in receipt of an LGPS Pension or a redundancy/severance payment</p>	<p>The authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post. However, where any employee (applies to all employees not just Chief Officers) is granted voluntary early retirement (VER) and is therefore in receipt of their pension benefits he/she will not be re-engaged at any time in any paid form of employment with the authority. Where any employee (applies to all employees not just Chief Officers) is granted voluntary redundancy (VR) he/she will not be re-engaged with the authority for a period of 12 months from the date of termination. For the avoidance of doubt this includes any work for the local authority where a payment is received. These criteria do not apply where any employee is made compulsory redundant. The provisions of the Redundancy Payments Modification Order regarding the recovery of redundancy payments will be applied in circumstances where it is relevant. Pension Regulations contain provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.</p>



Doncaster Council

Report

1st March, 2021

To the Chair and Members of the COUNCIL

ANNUAL REPORT ON EXECUTIVE DECISIONS TAKEN UNDER SPECIAL URGENCY PROVISIONS

EXECUTIVE SUMMARY

1. The Council's Constitution requires those key decisions that can be implemented immediately without a call-in period (usually referred to as "Rule 16 Special Urgency Decisions"), to be reported to Council on an annual basis. This report outlines such decisions taken between the period 6th March, 2020 and 18th February, 2021.

RECOMMENDATION

2. Council is asked to note the contents of the report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

3. The Council is committed to maintaining the highest standards of governance and ensuring that the decision making process is open and transparent. By reporting the key decisions taken under 'Special Urgency' provisions over the past year, the Council is ensuring that the public are well informed with regard to the democratic processes undertaken. The report demonstrates that the Council has effective processes in place to respond to urgent situations and events.

BACKGROUND

4. The Council's Constitution requires that decisions taken using Special Urgency provisions are reported to Council on an annual basis. The ability to take decisions under Special Urgency are provided for in legislation and reflected in the Access to Information Procedure Rules set out in Part 4 of the Council's Constitution. Rule 16 decisions are decisions which require immediate implementation and therefore, the usual requirements of placing upon the Council's Forward Plan 28 days in advance and not being implemented during the 7 working day "call-in" period, cannot be followed. In each instance, the Chair of Overview and Scrutiny was asked to confirm acceptance of urgency before the decision was taken.

5. This report reflects decisions taken from 6th March, 2020, to 18th February, 2021, to coincide with the production of this report. Any decisions taken between this date and the Council meeting, will be reported orally at the meeting.
6. The Council's use of Rule 16's has traditionally been very low. During the past 5 years, only 6 Rule 16 decisions have been taken. However, during the past 12 months, there have been 32 Rule 16 decisions. Those decisions are listed in detail below, and were all directly related to the Council's response to the Covid-19 pandemic. Any delay in decision making or implementing would have delayed the provision of grants or services to the people of Doncaster.
7. During this period, Special Urgency provisions have been used on 32 occasions. Set out below are the decisions taken that fall into this category:-

(i) Coronavirus Urgent Procurement of Technology, taken by the Mayor, Ros Jones on 13th March, 2020

Due to the Coronavirus outbreak in March 2020, an urgent decision was required for the Council to procure 1075 laptops from an already agreed supplier contract, to enable staff across the Council, Doncaster Children's Trust and St. Leger Homes of Doncaster, to borrow equipment if staff needed to work from home.

(ii) Approval of the award of additional Council Tax relief from the Government's COVID-19 hardship fund 2020-21, taken by the Mayor, Ros Jones on 27th March, 2020

This decision was urgent in nature due to the need to award additional Council Tax relief from the Government's COVID-19 hardship fund, to support economically vulnerable people and households in the local area.

(iii) Approval of Business Rates Nursery Discounts for childcare nursery businesses affected by the Coronavirus outbreak, taken by the Mayor, Ros Jones on 27th March, 2020

Urgent approval was required to allow the Council to award Business Rates Nursery discounts to businesses affected by the Coronavirus outbreak in line with Government criteria, set out in the Ministry of Housing, Communities and Local Government (MHCLG) 'Business rates: nursery (childcare) discount 2020 to 2021: Coronavirus response' and associated guidance.

(iv) Approval of Business Rates Discounts for businesses affected by the Coronavirus outbreak, taken by the Mayor, Ros Jones on 27th March, 2020

The making of this decision was urgent due to the need for the Council to award Business Rates discounts to businesses affected by the Coronavirus outbreak in line with Government criteria set out in the MHCLG 'Business rates: expanded retail discount' and associated guidance.

- (v) COVID-19 Grants to businesses, taken by the Mayor, Ros Jones on 30th March, 2020

In response to the Covid-19 outbreak, a decision was urgently required to enable the payment of grants to eligible small businesses urgently requiring financial support which had been impacted by Covid-19, in accordance with Small Business Grant Fund and Retail, Hospitality and Leisure Grant Fund Guidance provided by central Government.

- (vi) COVID-19 Pressures Funding of £10.09m, Hardship Fund of £2.99m and the Mayors 10-point Action Plan (Rule 16 Special Urgency Decision), taken by the Mayor, Ros Jones on 21st April, 2020

The reason for urgency was to enable the Council to accept and utilise emergency Covid-19 Funding and Hardship Fund from the Government, in response to the Covid-19 pandemic, and to deliver the Mayor's 10 point action plan to enable the Council to respond quickly to the needs of individuals and communities, and seek to safeguard the most vulnerable in communities.

- (vii) Doncaster Culture and Leisure Trust COVID-19 Financial Support, taken by Mayor Ros Jones on 5th May, 2020

With the emergence of Covid-19 significantly impacting on the financial viability of the Doncaster Council Leisure Trust (DCLT) Group due to the closure of leisure facilities, an urgent decision was required to enable the Council to provide DCLT with a revenue package of up to £2.77m, to ensure its continued operation and that essential services were maintained.

- (viii) Care Homes Vacancies due to COVID-19, taken by Mayor Ros Jones on 11th May, 2020

Due to the escalating number of Covid-19 cases in care homes, it was necessary for the Council to take urgent measures to help sustain the local care market. Therefore, an urgent decision under Special Urgency was required.

- (ix) Approval of Discretionary Business Grants for businesses affected by the Coronavirus outbreak, taken by Mayor Ros Jones on 22nd May, 2020

In response to the Coronavirus outbreak, an urgent decision was required due to the need for the Council to award business rate discounts to affected businesses as soon as practicable.

- (x) Allocation of the Adult Social Care Infection Control Fund and submission of the Doncaster Care Home Plan, taken by Mayor Ros Jones on 28th May 2020

The making of this decision was urgent due to the need to deal with the serious issue of Covid-19 cases in care homes and the need to take urgent measures to prevent the spread of the disease in care home settings.

- (xi) Covid-19 Emergency Active Travel Funding: Approval to accept funding and enter into a funding agreement with Sheffield City Region to draw down funding for the delivery of interventions, taken by Mayor Ros Jones on 12th June, 2020

During the Covid-19 emergency, the Department for Transport (DfT) had released emergency funding to support increasing active travel, with challenging timescales for the bidding process. The DfT required schemes to be able to start work within a 4 week timeframe of funding confirmation, and be delivered within 8 weeks. Due to lockdown restrictions being eased, the Council needed to ensure that people could travel in a safe, sustainable way to and from employment. The acceptance of the funding allowed Doncaster to implement measures that would allow people to access employment and local facilities safely, during the Covid-19 pandemic.

- (xii) Emergency funding of Local Test and Trace Service in COVID-19, taken by Mayor Ros Jones on 13th July, 2020

On 10th June, 2020, the Government confirmed that the Council would receive £2.23m of emergency grant funding to support the local Covid-19 Test and Trace service, to mitigate against and for the management of local outbreaks of Covid-19. The making of this decision was urgent due to the need to ensure the Council had the necessary resources and plans in place, to respond to potential outbreaks. The Council was already responding to cases, clusters and outbreaks of Covid-19 from existing staff and resources. However, the Outbreak Plan needed to develop further and required resourcing for it to be delivered effectively, especially as other Council services stood back up. Securing the additional staff required quickly, minimised the risk of uncontrolled cases, clusters or outbreaks of Covid-19.

- (xiii) Emergency Assistance Grant for Food and Essential Supplies, taken by Mayor Ros Jones on 24th July, 2020

An urgent decision was required to utilise grant funding from the Government within a 12 week period, to provide emergency assistance to those affected by Covid-19, to spend on food and essential supplies to those most in need as a result of the Covid-19 situation.

- (xiv) Approval of Discretionary Business Grants for businesses affected by the coronavirus outbreak, taken by Mayor Ros Jones on 30th July, 2020

In response to Covid-19, an urgent decision was required to allow the Council to approve the payment of grants to eligible businesses in line with the Discretionary Business Grant Fund.

- (xv) Approval of Remaining Covid-19 Discretionary Grants to Businesses, taken by Mayor Ros Jones on 20th August, 2020

The decision was urgent in nature due to the need to award the remaining Discretionary Business Grants spend for businesses affected by the Coronavirus outbreak as soon as practicable.

- (xvi) Supplier Relief and Support for the Waste and Recycling contractor, taken by Mayor Ros Jones on 28th September, 2020 - (Exempt Report – Exclusion Paragraph 3, information relating to the financial or business affairs of any particular person (including the authority holding that information)).

To ensure continuity of household waste collection services from 28th September, when the existing short-term agreements under Cabinet Office PPN 02 Supplier relief ceased, an urgent decision was required. These additional costs arose due to the volumes of waste being collected at street side, due to national and local restrictions of movement being imposed to curb the increase of Covid-19 infection transmission.

- (xvii) Test and Trace Support Payment Scheme taken by the Mayor, Ros Jones on 7th October, 2020

This decision was urgent due to the need to start receiving and processing applications for payment to individuals under the Test and Trace Support Payment Scheme from 12th October, 2020 to 31st January, 2021.

- (xviii) Revised Local Restrictions Support Grant Scheme – Tier 3, taken by the Mayor, Ros Jones on 26th October, 2020

This decision was required under 'Special Urgency' provisions to allow the Council to start receiving and processing applications for payment to Doncaster businesses from 24th October from the Revised Local Restrictions Support Grant, to assist businesses with their cost and income who had been required to close as a consequence of local lockdown restrictions being imposed by the Government due to Doncaster moving in to Tier 3.

- (xix) Financial Support to Adult Social Care Providers taken by the Mayor, Ros Jones on 5th November, 2020

An urgent decision was needed due to the continuation of the issues faced by Adult Social Care Providers dealing with Covid-19, and the continued need to take urgent measures to help sustain the local care market. Additionally, in relation to the Adult Social Care Fund, the Local Authority was expected upon receipt of the funding, wherever possible, to take no longer than 20 working days to pass the providers allocation on to those who met the grant conditions.

- (xx) Local Restrictions Support Grants taken by Mayor Ros Jones on 9th November 2020

Further funding had been provided from central Government to eligible businesses under the Local Restrictions Support Grant (Closed) and Local Restrictions Support Grant (Open) schemes respectively. The schemes had to be implemented as soon as possible due to the need to provide support grant payments to eligible businesses in accordance with the schemes as to mitigate the impact of Covid-19 local restrictions.

- (xxi) Contain Outbreak Management Fund (Tier 3) taken by the Mayor, Ros Jones on 9th November, 2020

This decision was urgent in nature as the Council needed to ensure it had the necessary resources and plans in place, to respond to potential outbreaks of Covid-19. £2.495m funding had been received from the government's Contain Outbreak Fund to support proactive containment and intervention measures.

- (xxii) Taxi Drivers Support Payment taken by the Mayor on 17th November, 2020

The decision was urgent due to a need to approve the Sheffield City Region one-off payment of £500 to all Doncaster licensed Taxi Drivers. The scheme provided a financial contribution to Doncaster taxi drivers at a time when some elements of their usual trade were reduced.

- (xxiii) Supply Chain and Discretionary Business Support Grant Proposals taken by the Mayor on 23rd November 2020

Arising from the Covid-19 pandemic, the authority had received funding from the Government via the Sheffield City Region, to develop a Discretionary Business Support Scheme to provide support to supply chain businesses impacted by the local and national restrictions. Due to the need to make payments as soon as possible, an urgent decision was required.

- (xxiv) Acceptance of the Winter Grant Scheme taken by the Mayor, Ros Jones on 30th November 2020

This decision was taken under special urgency provisions to ensure that the Council had the necessary resources and plans in place by 1st December 2020, to receive £1.2m Winter Grant funding. This funding provided resource for free school meals during the Christmas and half term period and flexible resource to support vulnerable families with heating and essential support.

- (xxv) Further Local Restrictions and Phase 3 Sheffield City Region Business Support Grants, taken by the Mayor, Ros Jones on 11th December, 2020

The making of this decision was urgent for the Council to accept and pay out to those eligible, further Local Restrictions Government Grant funding to cover from 2nd December, 2020 for businesses required to close due to the tier restrictions, and those open and considered to be significantly impacted in line with the Government criteria.

- (xxvi) COVID-19 Grant Funding - Re-opening High Streets Safely Programme taken by the Mayor, Ros Jones on 14th December 2020

This decision related to the acceptance of grant funding of £276,789 from the Ministry of Housing, Communities and Local Government, to cover the re-opening of High Streets safely fund. The decision was urgent in nature due to the necessity for the money to be completely spent by 2021 and the nature of the fund to spend money to make own centre and localised high streets Covid-19 safe for residents and visitors.

- (xxvii) Contain Outbreak Management Fund (Tier 3), taken by the Mayor, Ros Jones on 23rd December, 2020

This decision was urgent in nature as the Council needed to ensure that it had the necessary resources and plans in place, to respond to potential outbreaks of Covid-19. The Council was already responding to cases, clusters and outbreaks of Covid-19 from existing staff and resources. However, there was a need to extend the Outbreak Plan at least until the end of March, 2021 and required resourcing if it was to be delivered effectively. This also allowed additional preparation for a third peak. Securing the additional staff required quickly, minimised the risk of uncontrolled cases, clusters or outbreaks of Covid-19. Central Government was also requesting monthly returns against the allocation.

- (xxviii) Closed Businesses Lockdown Payment, Self-Employment and Home Business Schemes, taken by the Mayor, Ros Jones on 14th January, 2021

The Government had announced a further support package for non-essential retail, hospitality, leisure, personal care and sports facilities, that had been required to close from 5th January, 2021, called the

Closed Businesses Lockdown Payment. This decision was urgent due to the need to issue a one-off payment, in addition to the Government's already existing Local Restriction Support Grant (Closed).

- (xxix) COVID Community Testing Programme, taken by the Mayor, Ros Jones on 14th January, 2021

This decision was urgent as the Council needed to ensure it had the necessary resources and plans in place to respond to potential outbreaks of Covid-19. The Council was already responding to cases, clusters and outbreaks of Covid-19 from existing staff and resources. Additional funding had been previously secured to support the resourcing of the delivery of the Outbreak Plan. However, this funding was to deliver large scale rapid, community testing swiftly (starting 18th January 2021) and central Government was requesting weekly returns against the plan.

- (xxx) Further Discretionary Business Support Grants, taken by the Mayor, Ros Jones on 21st January, 2021

An urgent decision was required due to the need to award business grants to eligible businesses as soon as practicable, further to Government funding provided to the Sheffield City Region for Discretionary Business Support Grant Schemes during the restrictions relating to the Covid-19 pandemic, as well as direct to Doncaster Council.

- (xxxi) Community Connectors Programme – Community Champions, taken by the Mayor, Ros Jones on 2nd February, 2021

This decision was urgent as the Council needed to ensure that it had the necessary resources and plans in place to respond to potential outbreaks of Covid-19. The pandemic was creating a fast moving changing landscape and a significant number of residents within the Black, Asian and Minority Ethnic (B.A.M.E) groups, people with disabilities and the Gypsy and Traveller communities, were more at risk of contracting Covid-19. The Council had responded by focusing its attention on providing responsive education and prevention resources in suitable formats and maintaining good connections with existing groups, bringing partners together to share information, and supporting specific communities. The Council had also provided financial support to local B.A.M.E groups to deliver their own community led response to Covid-19, through the 'Fighting Back Fund'.

- (xxxii) Distribution of the Adult Social Care Rapid Testing Fund, taken by the Mayor, Ros Jones on 2nd February, 2021

An urgent decision was needed as the local authority was expected, upon receipt of the Adult Social Care Rapid Testing Fund to take no

longer than 10 working days to pass the providers allocation on to those who met the grant conditions.

OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

8. This report is for noting only and therefore, no options were considered.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

9.

Connected Council: Working with our partners and residents to provide effective leadership and governance.	By publicly reporting all key decisions taken under special urgency procedures, the Council is ensuring that its governance arrangements are open, transparent and in accordance with statutory requirements.
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RISKS AND ASSUMPTIONS

10. There are no identified risks associated with this report.

LEGAL IMPLICATIONS [Officer Initials NC Date 9.02.21]

11. The content of this report complies with Rule 16.02 of the Council’s Access to Information Procedure Rules, which requires the submission of an annual report to the Full Council at its last ordinary meeting of the Municipal Year, on the Executive Decisions taken in the preceding twelve months under the Special Urgency provisions contained within those Rules. The report must include the number of decisions taken and a summary of the matters in respect of which those decisions were taken.

FINANCIAL IMPLICATIONS [Officer Initials PH Date 09.02.21]

12. There are no specific financial implications associated with this report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials RH Date 8.02.21]

13. There are no human resources implications associated with this report.

TECHNOLOGY IMPLICATIONS [Officer Initials ET Date 9.02.21]

14. There are no specific technology implications in relation to this report.

HEALTH IMPLICATIONS [Officer Initials RS Date 8.02.21]

15. All the decisions relate to the COVID-19 pandemic. Some had direct health impacts, including resources to support people to self-isolate, to establish local test and trace services, and provide funding for infection prevention and control. Other decisions had indirect health impacts on health, including support to the local economy and other decisions increased the Council's ability to respond to the pandemic, including the provision of IT infrastructure.

EQUALITY IMPLICATIONS [Officer Initials AH Date 04.02.21]

16. There are no specific equality implications arising from this report.

BACKGROUND PAPERS

Special Urgency Key Decision (Rule 16) Reports and Executive Decision Records:-

- Decision taken by Mayor Ros Jones – **Corona Virus Urgent Procurement of Technology**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15034&Opt=0>
- Decision by Mayor Ros Jones – **Approval of the award of additional Council Tax relief from the Government's COVID-19 hardship fund 2020-21**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15051&Opt=0>
- Decision taken by Mayor Ros Jones – **Approval of Business Rates Nursery Discount 2020/21**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15050&Opt=0>
- Decision by Mayor Ros Jones – **Approval of Business Rates Discounts for businesses affected by the coronavirus outbreak**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15049&Opt=0>
- Decision by Mayor Ros Jones – **COVID-19 Grants to businesses**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15048&Opt=0>
- Decision taken by Mayor Ros Jones – **COVID-19 Pressures Funding of £10.09m, Hardship Fund of £2.99m and the Mayors 10-point Action Plan (Rule 16 Special Urgency Decision)**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15082&PlanId=181>
- Decision taken by Mayor Ros Jones – **Doncaster Culture and Leisure Trust COVID-19 Financial Support**
<https://doncaster.moderngov.co.uk/mgIssueHistoryHome.aspx?IId=15097&Opt=0>

- Decision taken by Mayor Ros Jones – **Care Homes Vacancies Due to COVID-19**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=15145&Opt=0>
- Decision taken by Mayor Ros Jones – **Approval of Discretionary Business Grants for businesses affected by the coronavirus outbreak**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=15049&Opt=0>
- Decision taken by Mayor Ros Jones – **Allocation of the Adult Social Care Infection Control Fund and submission of the Doncaster Care Home Plan**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=15291&Opt=0>
- Decision taken by Mayor Ros Jones – **Covid-19 Emergency Active Travel Funding: Approval to accept funding and enter into a funding agreement with Sheffield City Region to draw down funding for the delivery of interventions**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=15344&Opt=0>
- Decision taken by Mayor Ros Jones – **Emergency funding of Local Test and Trace Service in COVID-19**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=15493&Opt=0>
- Decision taken by Mayor Ros Jones – **Emergency Assistance Grant for Food and Essential Supplies**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16896&Opt=0>
- Decision taken by Mayor Ros Jones – **Approval of Discretionary Business Grants affected by the Coronavirus Outbreak**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16898&Opt=0>
- Decision taken by Mayor Ros Jones – **Approval of Remaining Covid-19 Discretionary Grants to Businesses**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=15704&Opt=0>
- Decision taken by Mayor Ros Jones – **Supplier Relief and Support for the Waste and Recycling Contractor**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16446&Opt=0>
- Decision taken by Mayor Ros Jones – **Test and Trace Support Payment Scheme**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16028&Opt=0>
- Decision taken by Mayor Ros Jones – **Revised Local Restrictions Support Grant Scheme – Tier 3**
<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16147&Opt=0>

- Decision taken by Mayor Ros Jones – **Financial Support to Adult Social Care Providers**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16246&Opt=0>

- Decision taken by Mayor Ros Jones – **Local Restrictions Support Grant Scheme**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16289&Opt=0>

- Decision taken by Mayor Ros Jones – **Contain Outbreak Management Fund (Tier 3)**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16972&Opt=0>

- Decision taken by Mayor Ros Jones – **Taxi Drivers Support Payment**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16300&Opt=0>

- Decision taken by Mayor Ros Jones – **Supply Chain and Discretionary Business Support Grant Proposals**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16354&Opt=0>

- Decision taken by Mayor Ros Jones – **Acceptance of the Winter Grant Scheme**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16447&Opt=0>

- Decision taken by Mayor Ros Jones – **Further Local Restrictions and Phase 3 Sheffield City Region Business Support Grants**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16514&Opt=0>

- Decision taken by Mayor Ros Jones – **COVID-19 Grant Funding - Re-opening High Streets Safely Programme**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16639&Opt=0>

- Decision taken by Mayor Ros Jones – **Contain Outbreak Management Fund (Tier 3)**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16634&Opt=0>

- Decision taken by Mayor Ros Jones – **Closed Businesses Lockdown Payment, Self-Employment and Home Business Schemes**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16719&Opt=0>

- Decision taken by Mayor Ros Jones – **COVID Community Testing Programme**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16948&Opt=0>

- Decision taken by Mayor Ros Jones – **Further Discretionary Business Support Grants**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16787&Opt=0>

- Decision taken by Mayor Ros Jones – **Community Connectors Programme – Community Champions**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16877&Opt=0>

- Decision taken by Mayor Ros Jones – **Distribution of the Adult Social Care Rapid Testing Fund**

<https://doncaster.moderngov.co.uk/mglIssueHistoryHome.aspx?IId=16879&Opt=0>

REPORT AUTHOR

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SCR - MAYORAL COMBINED AUTHORITY BOARD

MINUTES OF THE MEETING HELD ON:

MONDAY, 25 JANUARY 2021 AT 10.00 AM

VIRTUAL MEETING



Present:

Mayor Dan Jarvis MBE (Chair)	SCR Mayoral Combined Authority
Mayor Ros Jones CBE	Doncaster MBC
Councillor Bob Johnson	Sheffield City Council
Councillor Sir Steve Houghton CBE	Barnsley MBC
Councillor Tricia Gilby	Chesterfield BC
James Muir	Chair of LEP Board

Officers in Attendance:

Helen Kemp	Director of Business & Skills	MCA Executive Team
Gareth Sutton	Chief Finance Officer/S73 Officer	MCA Executive Team
Dr Dave Smith	Chief Executive	MCA Executive Team
Dr Ruth Adams	Deputy Chief Executive	MCA Executive Team
Steve Davenport	Principal Solicitor & Monitoring Officer	MCA Executive Team / SYLTE
Mark Lynam	Director of Transport, Housing and Infrastructure	MCA Executive Team
Colin Blackburn	Assistant Director - Housing, Infrastructure and Planning	MCA Executive Team
Emily Hickey	Governance and Compliance Officer	MCA Executive Team
Claire James	Senior Governance & Compliance Manager	MCA Executive Team
Felix Kumi-Ampofo	Assistant Director Policy and Assurance	MCA Executive Team
Sue Sykes	Assistant Director - Programme and Performance Unit	MCA Executive Team

In Attendance

Melanie McCoole (Minute Taker)

Apologies:

Councillor Chris Read	Rotherham MBC
Councillor Garry Purdy	Derbyshire Dales DC
Councillor Simon Greaves	Bassetlaw DC
Councillor Steve Fritchley	Bolsover DC
Councillor Charlotte Cupit	NE Derbyshire District Council

1 **Welcome and Apologies**

The Mayor welcomed everyone to the meeting and he introduced the Members present. Apologies for absence were noted as above.

The Mayor expressed his thanks to Councillor Julie Dore, who had now stood down as the Leader of Sheffield City Council (SCC) after 10 years of serving the people of Sheffield. Councillor Dore had lead SCC through incredibly difficult times, and she had always been a champion for the city and the people that she represented. He wished Councillor Dore and her family all the best for the future.

The Mayor formally welcomed Councillor Bob Johnson, the new Leader of SCC and Kate Josephs, the new Chief Executive of SCC to their first Mayoral Combined Authority meeting.

2 **Announcements**

The Mayor addressed the meeting in relation to Storm Christoph, and he expressed his thanks to everyone involved in the preparatory work that had recently been undertaken. The MCA was grateful for the herculean effort of more than 600 staff from across the four South Yorkshire local authorities together with South Yorkshire Police, South Yorkshire Fire and Rescue Service, Yorkshire Water, the Environment Agency, local residents and the communities to reduce the threat to life and property following the multiple flood warnings that had been in place across South Yorkshire. The MCA would continue to support this important work in every possible way. The Mayor and the Leaders of the local authorities were determined to continue their work to secure the investment which would help to prevent a repeat of the devastating scenes that had occurred in the hugely damaging floods that had battered South Yorkshire in November 2019.

In collaboration with the Environment Agency, the MCA had secured £80m from the Government towards funding some of the identified flood prevention and protection schemes. The Mayor and the Leaders of the local authorities were determined to work together to secure the remaining £125m from the Government, to fully protect homes and businesses within South Yorkshire.

Members noted the emergency efforts had taken place during the ever-present dangers of Covid-19. Schools had closed to all but the vulnerable children and those of essential workers, many businesses had been forced to close and health services had been stretched to the very limit. This was a situation that would remain for the foreseeable future and required everyone to do all that they could by staying at home and to keep safe. At the moment, in comparison to some other parts of the country South Yorkshire was faring better in terms of infection rates, although South Yorkshire's rates remained too high with significant pressures on its hospitals. It was imperative to remain on guard and stay vigilant.

The Mayor was conscious of the public servants and key workers that continued to put themselves at risk, who were working harder than ever to

deliver day in and day out for the good of the communities, including those working for the NHS, social care, supermarkets, local shop staff, bus, tram, train and delivery drivers. On behalf of the MCA, the Mayor offered his thanks and gratitude for all of their continued efforts. In order to make their hard work count, the Mayor urged the residents of South Yorkshire to stay at home, to follow the rules that were in place, and to stay safe in order to lower the infection and hospitalisation rates.

The MCA was working hard to provide its own £30m business support package, which would make a difference and help to keep the businesses of South Yorkshire afloat so that they would be ready to grow again following the emergence from the crisis; further support would be needed. It was important that the Government implemented the correct support and provided the MCA and the local authorities with the necessary tools required to rebuild the economy. A detailed funding strategy was required from the Government for the levelling up.

In advance of the March 2021 Budget, the Mayor had made representations to the Chancellor to set out the support required in South Yorkshire. The Government would continue to be pressed at every opportunity.

3 Urgent Items

Members were informed of the means by which the meeting would be conducted, to be compliant with appropriate legislation and pursuant of SCR's own Constitution.

4 Items to be Considered in the Absence of Public and Press

RESOLVED – That agenda Item 24 entitled 'Freeport Bid Submission' be considered in the absence of the public and press.

5 Voting Rights for Non-constituent Members

It was noted that Non-Constituent Members were welcome to participate in the discussion of every item on the agenda.

6 Declarations of Interest by individual Members in relation to any item of business on the agenda

Councillor Johnson declared an interest in the matters to be considered at agenda Item 16 entitled 'Implications of the Spending Review' in relation to the Sheffield Heart of the City Breathing Spaces Scheme, by virtue of being the Leader of Sheffield City Council.

Mayor Jones CBE declared an interest in the matters to be considered at agenda Item 24 entitled 'Freeport Bid Submission' by virtue of being the Mayor of Doncaster Metropolitan Borough Council.

Councillor Sir Houghton CBE declared an interest at agenda Item 24 entitled 'Freeport Bid Submission' in relation to the matters to be discussed regarding Barnsley Metropolitan Borough Council, by virtue of being the Leader of

Barnsley Metropolitan Borough Council.

Mayor Jarvis MBE declared an interest in the matters to be considered at agenda Item 23 entitled 'Mayoral Remuneration' by virtue of being the Mayor of the Sheffield City Region. The Mayor stated that he would leave the meeting for the duration of the agenda item. He commented that it was his great privilege to serve the people of South Yorkshire as the Mayor, which he had done so unpaid since he had been elected in 2018. During that time, he had worked relentlessly alongside his fellow local Leaders to complete the devolution deal, secure significant investment for South Yorkshire's people, businesses and places, and he had represented the region through the most challenging of circumstances. He stated that should the MCA approve the Independent Panel's recommendation, that he would utilise the salary to support those organisations that had helped to hold the communities together during the Covid-19 pandemic, and those that had made a valuable contribution to lives within South Yorkshire.

7 Reports from and questions by members

None.

8 Receipt of Petitions

The meeting received a 38 signature petition from Mr Paul Gwiazda. The petition was in regard to a bus stop on Handsworth Road in Sheffield where it was reported that buses failed to switch off their engines whilst waiting time. Mr Gwiazda had supplied an impact statement.

The Mayor expressed his thanks to the petitioner for bringing the issue to his attention. Members noted that air and noise pollution affected the quality of life, to which a commitment had been made to become a net-zero carbon economy by 2040, to make South Yorkshire a greener and better place to live, work and visit. He would request the South Yorkshire Passenger Transport Executive to respond to the petition directly, as he considered it to be best placed to address the issue.

9 Public Questions

A question was received from Mr Nigel Slack who addressed the Authority as follows:-

"As a Tutor for the Workers Education Association (WEA), you will not be surprised that I am interested in the content of the report at Item 13. It does however concern me that the levels of funding available for Adult Education is woefully inadequate considering the impact of Covid-19 and the now evident significant and negative impact of the Brexit Trade Agreement.

This change to devolved funding for Adult Education is concerning for the WEA as it may disrupt the ability to work with adults in communities in SCR, particularly the most disadvantaged. The WEA is well-placed to contribute to the Mayor's plans to date and is, I know, working with Local Authorities and Colleges to develop a coherent Adult Education response.

Decisions made around adult learning may mean that the WEA's flexibility and responsiveness to meet the challenges around unemployment, digital exclusion and poverty, key elements of all 4 Lots as described, are hampered, as Community Learning funding is a vital enabler of this work.

1. Has MCA talked directly to providers like the WEA and will the grant agreements with Colleges and Councils ensure that WEA and others can continue to deliver the quality courses they currently offer within that devolved programme?
2. Will the MCA Framework Agreement be sufficient to enable providers to survive this new devolved funding dynamic, considering the generally 'flexible' nature of such Framework contracting?
3. What provision is to be made for Adult Learning that is not directly aimed at the world of work but which contributes to the general wellbeing of residents through lifelong learning and particularly adult learning in the fields of Arts, Culture & Heritage?"

The Mayor stated that as part of the devolution deal that had been agreed with the Government last year, the MCA had secured the devolution of the Adult Education Budget (AEB) expected to be worth £36m per year from 2021/22 to South Yorkshire, allowing adult education provision to be tailored to meet local needs in the coming years. The MCA was presently preparing to commission provision from 1 August 2021, including undertaking a procurement process, to ensure that the funding devolved to the region was utilised to deliver the best outcomes for the residents of South Yorkshire. Given the additional challenges presented by the Covid-19 pandemic, the MCA would clearly have welcomed a greater level of funding. The Mayor added that along with the local authority Leaders, he was in constant contact with the Government to lobby on behalf of the region to make the case for additional funding in respect of skills and education. Over the coming years, the MCA would assess the needs of the region and develop the programme of interventions to meet those needs.

10 **Minutes of the last meeting**

RESOLVED – That the minutes of the previous meeting held on 16 November 2020 were agreed as an accurate record of the meeting.

11 **Working Win Extension**

A report was submitted which sought the approval of the MCA Board to accept £3m grant and approval to enter into a partnership agreement with NHS Clinical Commissioning Group to procure and contract the appropriate provider(s) to deliver the programme. The paper sought delegated authority to the Head of Paid Service in consultation with the Section 73 Officer and Monitoring Officer to enter into legal agreements required for the programme.

Members noted that the innovative health led employment trial Working Win had so far supported over 3,060 South Yorkshire and Bassetlaw residents, with mild to moderate mental and/or physical health issues to move into paid work

or to sustain employment which was at risk because of their health issue. The business case to extend the programme for a further year had recently been approved by the Department for Work and Pensions.

RESOLVED – That Members considered and accepted:-

1. The Work and Health Unit c£3m grant funding for the Working Win Programme subject to due diligence on any conditions of award.
2. To enter into a Partnership Agreement with Sheffield Clinical Commissioning Group (CCG) in order for the Working Win programme to be procured as an NHS contract, as stipulated by the Work and Health Unit on terms to be agreed by the Head of Paid Service.
3. Delegated authority be given to the Head of Paid Service in consultation with the Section 73 and the Monitoring Officer to enter into a legal agreement for the scheme covered above.

12 **Housing Fund (Brownfield)**

A report was presented which provided an update on the progress in developing the Housing Fund (Brownfield) 5 year programme and to seek endorsement of the Strategic Business Case for the programme. Both the Housing Fund (Brownfield) Prospectus and the Strategic Business Case for the programme had been recommended by the Housing and Infrastructure Board for approval by the MCA.

RESOLVED – That Members:-

1. Approved the Housing Fund (Brownfield) Programme Strategic Business Case (SBC), noting the initial Early Deliverable schemes.
2. Approved the Housing Fund (Brownfield) Prospectus.
3. Noted the ongoing activity to develop the full 5 year programme scheme pipeline.

13 **Adult Education Budget Commissioning - Update**

A report was submitted which provided an update on the progress with the preparations for commissioning the Adult Education Budget provision in readiness for devolution of funding from 1 August 2021.

It was expected that the total value of AEB to be devolved to the MCA would be c£38.5m, of which c£36m would be AEB and c£2.5m would be additional money for the Level 3 provision as part of the Government's Lifetime Skills Guarantee. Confirmation of the exact value of AEB was anticipated to be received from the DfE in January 2021.

RESOLVED – That Members noted the progress in commissioning skills and employment provision using the Adult Education Budget.

14 **Strategic Economic Plan**

A report was submitted which presented the final Strategic Economic Plan (SEP). The SEP had been endorsed and approved by the LEP Board and it would sit with the other MCA policies and strategies. The SEP would guide the economic ambitions for the next generation.

The Mayor commented that the development and completion of the SEP had been a long and complex process which had involved many officers and stakeholders. He expressed his thanks to everyone that had contributed their efforts to this important document.

RESOLVED – That Members agreed the Strategic Economic Plan.

15 **Programme Approvals**

A report was presented which sought approval of one Transforming Cities Fund (TCF) scheme with a total value of £2m, and for delegated authority to be given to the Head of Paid Service in consultation with Section 73 and the Monitoring Officer to enter into legal agreements for the scheme.

The Sheffield Heart of the City Breathing Spaces Project would enhance the city centre by creating three new spaces including a pocket park, a vibrant small square on Carver Street and expansion of the Peace Gardens between the Town Hall and the proposed new hotel on Pinstone Street.

RESOLVED – That Members considered and approved:-

1. Progression of Project 'Sheffield Heart of the City Breathing Spaces' to full approval and award £2m grant from the Transforming Cities Fund to Sheffield City Council subject to the conditions set out in the Appraisal Panel Summary Table.
2. That delegated authority be given to the Head of Paid Service in consultation with Section 73 and the Monitoring Officer to enter into a legal agreement for the scheme.

16 **Implications of the Spending Review**

A report was submitted which summarised the announcements within the Government's Spending Review as it related to the agenda of the MCA, and for Members to consider the potential implications.

The Mayor referred to the MCA submission that had been made in September 2020 to the original Comprehensive Spending Review, which had then been reduced to a one-year Spending Review. The submission had been based on the MCA Renewal Action Plan. As the priorities of the MCA had remained unchanged, the Mayor had submitted a further representation to the Treasury in readiness for the March 2021 Budget announcement, which had set out the MCA's seven key interventions to kickstart the journey towards a stronger, greener and fairer South Yorkshire.

Councillor Sir Houghton CBE welcomed the input that had been made into the March 2021 Budget, although he suspected that much of this would already be in place from the Government. He considered that the revenue aspect of the spending review for the local authorities would be incredibly important, not just for the provision of services, but to ensure that the local authorities still had the staffing capacity to work up projects and programmes for the economic recovery that was hoped to be underway by Autumn 2021. It was important for the Government to also recognise the revenue and the services that mattered to areas such as South Yorkshire, together with revenue implications of building up the capacity to undertake matters. The details of a Shared Prosperity Fund and a Levelling Up Fund were still to be produced, together with the longer-term implications of the gain share funding. He considered that a programme of projects was required to be developed in line with the Strategic Economic Plan and to kickstart the recovery in the short term, with one set of projects and programmes to take the MCA and South Yorkshire forwards.

The Mayor agreed with the valid points made by Councillor Sir Houghton CBE, and he considered that his sentiments would be shared by all of the Members.

Mayor Jones CBE concurred with the comments made by Councillor Sir Houghton CBE. She considered that the short term funding did not help when pulling the capital programmes forward and that it would not be beneficial for the whole area. She added that by joining all of the different funding types together would assist all of the areas and the SCR moving forwards. It was necessary to continue to pull them together in a coherent way.

RESOLVED – That Members:-

1. Considered the issues arising from the Spending Review as they related to the MCA.
2. Noted the letter sent from the Mayor to the Chancellor regarding the March 2021 Budget.

17

Budget and Business Plan Development 2021/22

A report was presented which provided an update on the progress towards the finalisation of an integrated MCA Business Plan and Budget for the forthcoming financial year. The report sought approval for the South Yorkshire Transport Levy and the proposal to not set a Mayoral Precept.

Members noted that every financial year the MCA Group was required to set a balanced budget alike with other public bodies and local partners. The MCA was mid-way through a Group wide integrated business planning process.

RESOLVED – That Members:-

1. Approved the South Yorkshire Transport Levy for financial year 2021/22.
2. Approved the proposal to not set a Mayoral Precept for financial year 2021/22.

3. Noted the proposal to freeze local authority subscriptions for financial year 2021/22.
4. Noted the forecast scale of consolidated Group spending power in the forthcoming year.
5. Noted the intention to bring the final Group revenue budget and capital
6. programme for approval to the MCA's March 2021 meeting.

18 **Budget Revision 3**

A report was submitted which provided revised budget forecasts to the end of the financial year 2020/21. The report recommended the adoption of the budget estimates and adjustments to budgetary ceilings.

The economic disruption that had been caused by the Covid-19 pandemic and the resultant fiscal response from the Government had significantly changed the MCA's capital and revenue budgets over the course of the year. A third budget revision exercise had been undertaken at the end of November 2020 to ensure that the MCA's financial plans remained aligned to the business priorities.

RESOLVED – That Members:-

1. Adopted the revised budget estimates.
2. Noted the key conclusions of the mid-year treasury report.
3. Noted the slower than forecast pace of the capital programme.

19 **Geographic Focus and brand of the MCA and future collaboration with the MCA's non-constituent authorities**

A report was presented which provided an update on the work underway with Non-Constituent Member Authorities to agree future arrangements for collaboration and engagement, and to confirm whether Members' wished in principle to begin the preparatory work for rebranding of the MCA as the South Yorkshire Mayoral Combined Authority (or variant thereof).

Councillor Gilby commented that the Leaders of the Non-Constituent Member Authorities welcomed the work undertaken by Dr Smith and the other Chief Executives. She considered that it was very important to reach an effective collaboration and joint working with the MCA to ensure that the levelling up of the country as promised by the Prime Minister was delivered. North Derbyshire and North Nottinghamshire were still a vital part of the SCR, to which the economic geography remained the same.

Councillor Sir Houghton CBE referred to the change in the Government's stance on city regions. He considered it important to maintain the collaborative working to ensure that relationships were kept as effective as possible. The BMBC economy was split in both the north and south of the borough, which

included collaborative working with West Yorkshire. He emphasised the need to ensure that the relationships were kept as effective as possible.

The Mayor stated that it was important to ensure that effective working arrangements were in place with neighbours in every direction.

RESOLVED – That Members:-

1. Made a decision in principle to rebrand the MCA so that necessary preparations could occur for rebranding timed to follow May's local elections.
2. Identified any issues that they would like to be considered as part of the exercise underway on future engagement with Non-Constituent Authorities.

20 **Appointment of SYPTE Non-Executive Director**

A report was presented for Members to consider the appointment of a Non-Executive Director of the South Yorkshire Passenger Transport Executive

Members noted the requirement by law for the South Yorkshire Passenger Transport Executive to have between two and eight Directors appointed by the Combined Authority. At present there were eight Directors (two PTE employed directors and six non-executive positions) with each South Yorkshire District and the SCR Mayoral Combined Authority having one senior transport officer appointed and the Chief Executive of Barnsley MBC chairing the Board.

RESOLVED – That Members agreed that Dan Swaine, the newly appointed Director of Economy and Environment of Doncaster Metropolitan Borough Council be appointed as a Non-Executive Director of the South Yorkshire Passenger Transport Executive.

21 **Assurance and Monitoring & Evaluation Framework**

A report was submitted which updated the Members on the policy updates that the MCA was required to conclude prior to the end of the financial year; namely the Assurance Framework and the Monitoring and Evaluation Framework. The report also highlighted any known issues that were to be addressed and provided an indicative timeline which highlighted when further detailed information would be presented for Members' consideration and decision making.

RESOLVED – That Members:-

1. Considered the documents and policies to be updated and the indicative timeline for progression to the MCA Boards and on to National Government.
2. Reviewed the draft Monitoring and Evaluation Framework and provided feedback on any additional developments that Members would wish to be considered.

22 **Delegated Authority Report**

A report was presented which provided Members with an update on the decisions and delegations made by the MCA which were in addition to those made under the Scheme of Delegation, and the decisions and delegations made by the Thematic Boards.

RESOLVED – That Members noted the decisions and delegations made.

23 **Mayoral Remuneration**

At this point in the meeting the Mayor had left the room and Councillor Sir Houghton CBE took over the role of Chair of the meeting.

A report was submitted to propose the recommended level of remuneration/allowance for the role Elected Mayor and for the MCA to determine the level of allowance payable to the Mayor. The Barnsley, Doncaster, Rotherham and Sheffield Combined Authority (Functions and Amendment) Order 2020 provided that the MCA could pay an allowance for the role of Mayor and Deputy Mayor following consideration of a report produced by an Independent Remuneration Panel (IRP). This aligned the SCR MCA to all other MCA areas.

Councillor Sir Houghton CBE reiterated that the Mayor did not intend to take the Mayoral remuneration but that instead this would be utilised to support good causes within South Yorkshire.

RESOLVED – That Members:-

1. Endorsed the establishment of the Independent Remuneration Panel and that their reasonable time commitment be remunerated.
2. Determined the remuneration payable to the incumbent Mayor considering the Independent Remuneration Panel's recommendation that the appropriate allowance payable for the role of City Region Mayor was £79,000.
3. Agreed that the allowance would be payable from 28 July 2021 being the date that the legislation allowed an allowance to be payable from.
4. Agreed that no allowance would be paid for the Deputy Mayor role.
5. Agreed that the remuneration be reviewed in April 2023 and every 4 years thereafter.

24 **Freeport Bid Submission**

PRIVATE ITEM

A report was presented to request Members to review the progress on the preparation of a South Yorkshire submission to the UK Government's Freeport

process and to seek to agree an approval process for the bid to be submitted by the deadline of 5 February 2021.

RESOLVED – That Members:-

1. Noted the content of the report and the proposed approach to the Freeport bid.
2. Agreed to delegate final approval and submission of the South Yorkshire bid to the Sheffield City Region Mayoral Combined Authority Head of Paid Service.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed

Name

Position

Date

SCR - LOCAL ENTERPRISE PARTNERSHIP

MINUTES OF THE MEETING HELD ON:

THURSDAY, 14 JANUARY 2021 AT 11.00 AM

11 BROAD STREET WEST, SHEFFIELD S1 2BQ

Sheffield
City Region

LOCAL ENTERPRISE
PARTNERSHIP

Present:

James Muir (Chair)	Private Sector LEP Board Member
Lucy Nickson (Vice-Chair)	Private Sector LEP Board Member
Alexa Greaves	Private Sector LEP Board Member
Professor Chris Husbands	Representative for Higher Education
Gemma Smith	Private Sector LEP Board Member
Neil MacDonald	Private Sector LEP Board Member
Karen Beardsley	Private Sector LEP Board Member
Angela Foulkes	Private Sector LEP Board Member
Cathy Travers	Private Sector LEP Board Member
Richard Stubbs	Private Sector LEP Board Member
Joe Chetcuti	Private Sector LEP Board Member
Tanwer Khan	Private Sector LEP Board Member
Bill Adams	TUC Representative
Professor Dave Petley	University of Sheffield
Michael Faulks	Co-opted Private Sector LEP Board Member
Dan Fell	Doncaster Chamber
Councillor Chris Read	Rotherham MBC
Mayor Ros Jones CBE	Doncaster MBC

Officers in Attendance:

Dr Dave Smith	Chief Executive	MCA Executive Team
Dr Ruth Adams	Deputy Chief Executive	MCA Executive Team
Helen Kemp	Director of Business & Skills	MCA Executive Team
Gareth Sutton	Chief Finance Officer/S73 Officer	MCA Executive Team
Mark Lynam	Director of Transport, Housing and Infrastructure	MCA Executive Team
Kate Josephs	Chief Executive of Sheffield CC	Sheffield CC
Damian Allen	Interim Chief Executive, Doncaster MBC	Doncaster MBC
Rachel Clark	Assistant Director Trade & Investment	MCA Executive Team
Emily Hickey	Governance and Compliance Officer	MCA Executive Team
Felix Kumi-Ampofo	Assistant Director Policy and Assurance	MCA Executive Team
Gareth Morgan	Senior Business Development Manager	MCA Executive Team
Nici Pickering	MCA Executive Team	MCA Executive Team

Sue Sykes Assistant Director - Programme MCA Executive Team
and Performance Unit

Guests in Attendance

Tom Lees Managing Director of Bradshaw Associates
Melanie McCooles (Minute Taker)

Apologies:

Nigel Brewster	Private Sector LEP Board Member
Peter Kennan	Private Sector LEP Board Member
Paul Leedham	Co-Opted LEP Board Member
Mayor Dan Jarvis MBE	SCR Mayoral Combined Authority
Councillor Bob Johnson	Sheffield City Council
Councillor Sir Steve Houghton CBE	Barnsley MBC
Sharon Kemp	Rotherham MBC
Sarah Norman	Barnsley MBC

1 Welcome and Apologies

The Chair welcomed everyone to the meeting.

Apologies for absence were noted as above.

2 Declarations of Interest

Mayor Jones declared an interest in agenda item 4 – South Yorkshire Freeport Bid.

3 Notes of Last Meeting

The notes of the previous meeting were agreed to be an accurate record.

4 South Yorkshire Freeport Bid

A paper was submitted which presented the background information regarding the Government's Freeport Policy together with an update on the work underway to prepare a formal submission, including setting out the key issues relating to the submission and its links with the Strategic Economic Plan.

M Lynam and T Lees provided Members with a presentation on the latest update position. Members noted the following points:-

- The Government had set out three policy objectives for Freeports, which had been primarily developed by the Treasury.
- A total of 3,500 Freeports were located around the World and had existed in many locations for over 40 years. The UK model was a bespoke and unique approach, which had not been replicated in other countries.
- The priorities set out by the Government related to creating hubs for global trading and investment, regeneration, job creation and levelling up in order to create higher paid and higher skilled jobs, to promote the innovation and

- trialling of new technologies, initiatives and ideas around the sites.
- Tax sites and Customs sites would need to be identified within the UK model.
- Freeports required a site which was a port that could receive international goods and should consist of both Customs and Tax sites.
- Tax sites required under developed land which could be aligned with the bidding area's focus.
- Customs sites were required to have demonstratable import/export activity.
- A stringent authorisation process would be undertaken by the sites, which was the equivalent to the Approved Economic Operator.

The Government had published a bidding prospectus on 16 November 2020, for the establishment of up to 10 Freeports in the UK, with one in each of the four nations. This was a competitive process, to which approximately 30 locations had expressed an interest. The deadline for bid submissions to MHCLG was 5 February 2021, and a decision would be made by the Ministers in the Spring 2021. Successful bids would be required to prepare an Outline Business Case during the Summer 2021. Work was underway to reach a final bid submission.

The South Yorkshire Freeport bid had been formed around the IPort and Doncaster Sheffield Airport which were both closely based together in Doncaster. Far reaching engagement had been made with partners. The Chambers had provided assistance in arranging online sessions with over 45 South Yorkshire based businesses regarding the potential opportunities offered by the Freeport bid and to identify those businesses which wished to become Customs sites.

J Muir suggested that it would be helpful to discuss the economic implications for Tax and Customs sites outside of the meeting, in order to acquire an understanding to be shared with colleagues. **ACTION:- J Muir**

The MCA Investment Team continued to focus outside of the SCR, with a view to bringing investment into the area. As part of the implementation plan for the successful bids, there was an expectation to set out how the investment would be attracted. A requirement within the Freeport Policy related to how the retained business rates were used on the Tax sites; a local authority with a Tax site could retain 100% of the rates on the site provided that it was used for either reinvestment on the site for economic growth, to cover any necessary associated overheads, to offset or to displace any benefits which may occur.

The Board noted the requirement for an aggressive business growth strategy which would attract businesses into the region.

Professor Husbands considered that Freeports were the wrong way to stimulate economic growth and that far better approaches could be taken to building the economic development. However, within his capacity of a Member of the Board which was concerned to make the best choices for the SCR within the policy mix, he did not consider that there was an alternative other than to submit a proposal. He considered that it was necessary to ascertain the approach to be taken when displacement occurred.

T Lee referred to the modelling work underway on the benefits of the economic impact and other matters which would be finalised in the upcoming week or so. He would provide further information onto the Chair, for circulation onto the Members of the Board. **ACTION:- T Lee**

Councillor Read queried the advantages of the potential different elements of having a South Yorkshire Freeport. He was unsure whether it was pragmatic to submit a bid, due to the challenge for the SCR to establish the economic growth that was required. He did not wish to support the recommendations outlined within the report, although he appreciated that businesses were in favour of a South Yorkshire Freeport. He urged the Board to be cautious.

Mayor Jones CBE applauded the fact that the Doncaster Sheffield Airport and the IPort had been brought together to form one bid. She hoped that this would bring higher skilled and higher paid jobs into the region to enable the region's economic recovery to grow at pace.

J Muir stated that subject to a successful bid, it would be necessary for the Board to address the various points raised at today's meeting. He acknowledged the volume of work the undertaken by T Lee and M Lyman in the preparation of the bid.

RESOLVED - That members noted the content of the report and provided a steer on the key discussion points / issues set out in the paper.

5 **Strategic Economic Plan - Final**

A paper was submitted which presented the final Strategic Economic Plan (SEP).

At the last Board meeting held in November 2020, public consultation comments had been presented which indicated broadly supportive feedback to the SEP. Following the SEP consultation and the feedback that had been received at that meeting, the final changes had been made to the SEP.

J Muir expressed his thanks and appreciation, on behalf of the Board, to everyone involved in the huge undertaking in the preparation of the SEP.

RESOLVED – That Members noted the work done to date, changes made and formally adopted the Strategic Economic Plan.

6 **Implications of the Spending Review for the LEP**

A paper was presented which summarised the announcements within the Government's Spending Review as it related to the agenda of the Local Enterprise Partnership (LEP). Members were requested to consider the potential implications.

The Chancellor had delivered the Spending Review on 25 November 2020, which due to the unprecedented impact of the COVID-19 pandemic on public finances, had become a single year focus that had included a number of longer-term infrastructure commitments. The comprehensive review would now take

place in 2021.

The Board considered the following issues in progressing its priorities:-

- Working to secure the funds to unlock its business investment pipeline.
- Being 'bid' ready.
- Making the case for further devolution.
- Delivery was key.

J Muir commented that the follow-up to the Local Government funding had been a topic which had been in existence well into the previous Government's regime of Theresa May MP. Discussions with members of the Civil Service of Ministry for Local Government had admitted that the objectives at the beginning of 2020 had been very different to those at the end of 2020, which had not been as a result of the COVID-19 pandemic. It would be necessary to ascertain a level of clarity in terms of the Government's policy for business growth.

It was noted that the largest potential implication would be that funding would not be available to support certain types of activity principally whilst seeking to secure business deals for direct foreign investment or indigenous business growth, where the MCA was seeking to facilitate that growth. The MCA constantly evaluated the strategy to engage with the Government in such discussions, and strong points continued to be made both privately and publicly. Mayor Jarvis MBE in conjunction with Members of the MCA, had pressed the points at a Ministerial level.

J Muir stated that he was keen to raise the issue with Clive Betts MP, who was a Member of the Select Committee that oversaw the Local Government Ministry. The aim was to continue to work with the Treasury to discuss and highlight the areas to be addressed. He considered that if the MCA utilised the available resources, then it would be possible to demonstrate activities in order to create both new quality and skilled jobs.

RESOLVED – That Members considered the issues arising from the Spending Review as they related to the LEP and as set out in paragraph 2.4 of the report.

7

Businesses Pipeline Development and Selection

A paper was presented to provide Members with an update on the significant investment opportunities that had been identified from LEP led business engagement. The report recommended a selection of 13 identified schemes onto the pipeline in order that Business Cases may be developed.

A total of £46.8m had been invested by the LEP in business support since 2014, which had been primarily through the LGF. The position as at Quarter 4 2019/20 had indicated that the funding had achieved 2,827 direct jobs that had been created or safeguarded, at a cost per job of £16,554.65, together with private sector leverage of £92.1m. The relative position had not materially improved, and the region continued to underperform on a number of indicators. The development of the new economic plan and the COVID-19 pandemic had identified a number of factors.

A collective partnership had been formed between the LEP, Mayor Jarvis MBE and the MCA, who had produced a recovery plan which was currently being implemented in stages. One element of the recovery plan related to how businesses could be promoted and sustained during the COVID-19 pandemic and the consequences of Brexit. This included supporting sustained businesses which were in distress and would have been sustainable in normal circumstances. A great deal of work and investment was currently underway which was partly funded by the gain share allocation and the Government grant. The second element of the strategy related to the promotion of new opportunities, to develop and support businesses that were thriving and growing despite the pandemic, or as a consequence of the pandemic to provide access to new jobs and opportunities to the communities of South Yorkshire.

Dr Smith expressed his thanks to J Muir, Mayor Jones CBE and N MacDonald for the substantial amount of steer and support provided regarding promoting new opportunities. Progress continued to be provided to each of the business board meetings.

J Muir referred to a recent discussion between Mayor Jones CBE, N MacDonald, R Barker and himself regarding presenting more granularity on the projects to the Business Growth Board's cohort of Chairs.

RESOLVED – That the LEP Board Members:-

1. Noted the update on the development of the business pipeline.
2. Accepted the schemes detailed in Section 2.6 and Appendix A of the report to the programme pipeline, noting that projects would only be supported if future funding was received and assurance requirements were met.

8 **Assurance, Monitoring and Evaluation Framework Update**

A paper was presented which provided Members with the details on the policy updates that were required to conclude prior to the end of the financial year; namely the Assurance Framework, the Monitoring and Evaluation Framework and the review of LEP Board Policies. The report also highlighted any known issues that were to be addressed and provided an indicative timeline, highlighting when further detailed information would be presented for consideration.

NB. AT THIS POINT IN THE MEETING, THE BOARD WAS NO LONGER QUORATE.

RESOLVED – That the LEP Board Members:-

1. Considered the documents and policies to be updated and the indicative timeline for progression to the MCA Boards and on to National Government.
2. Agreed that Neil McDonald, as Chair of the Assurance Panel, provided

input, on behalf of the Private Sector Board Members, to the review of the Assurance Framework.

3. LEP Members agreed to consider and feedback any comments on the draft Monitoring and Evaluation Framework, particularly how information and intelligence collated was shared with Thematic and the LEP Boards to inform their role and future decision making.

9 **Mayoral Update**

A paper was presented to provide the LEP Board Members with an update on the key Mayoral activity relating to the economic agenda.

Updates were provided on:-

- The COVID-19 pandemic.
- The Brexit Deal.
- Driving a stronger, greener and fairer South Yorkshire through our renewal effort.

RESOLVED – That the LEP Board Members noted the updates.

10 **Chief Executive's Update**

A paper was presented to provide the LEP Board Members with a general update on the activity being undertaken by the LEP outside of the agenda items under discussion.

Updates were provided on:-

- AEB Procurement.
- Quarterly Economic Review.
- COVID-19 Business Input Group.
- Skills Advisory Network.
- Future High Streets Fund.
- Annual Performance Review.

RESOLVED – That the LEP Board Members noted the updates.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed

Name

Position

Date

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SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

11 JANUARY 2021

PRESENT: Councillor R Taylor (Chair)
Councillor T Damms (Vice-Chair)
Councillors: S Ayris, A Buckley, T Cave, R Frost, P Haith,
C Hogarth, C Ransome, C Ross and Dr A Billings

CFO A Johnson, DCFO C Kirby, ACO T Carlin, S Booth,
S Locking, S Kelsey, AM S Nicholson, A Mills and
GM Rowland (South Yorkshire Fire & Rescue Service)

M McCarthy, N Copley, M Potter, L Noble and M McCoole
(Barnsley MBC)

M Buttery
(Office of the South Yorkshire Police and Crime Commissioner)

Apologies for absence were received from Councillor P Price,
Councillor S M Richards, S Norman and A Mullen

1 APOLOGIES

Apologies for absence were noted as above.

2 ANNOUNCEMENTS

Councillor Taylor informed the Authority of the passing of Councillor Peter Rippon prior to Christmas 2020. A number of the Members would pay their respects at his funeral to be held today.

Councillor Rippon had been a Member of Sheffield City Council for over 17 years and he had been the Lord Mayor in 2014. In 2008, he had commenced a three year term on the Authority, and he had been committed and dedicated to his role. He had attended the Local Government Associations (LGA) Annual Fire Conference on more than one occasion and he had been one of the first Members to have attended the LGA Fire Leadership Programme. The Authority was indebted to the contributions made by Councillor Rippon.

Councillor Taylor, on behalf of the past and present Members of the Authority and the Joint Authorities, wished to offer his sincere condolences to Councillor Rippon's family.

3 URGENT ITEMS

None.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

RESOLVED – That agenda item 18 entitled ‘Sargeant Immediate Detriment’ be considered in the absence of the public and press.

5 DECLARATIONS OF INTEREST BY INDIVIDUAL MEMBERS IN RELATION TO ANY ITEM OF BUSINESS ON THE AGENDA

None.

6 REPORTS BY MEMBERS

Councillor Haith expressed her thanks to DCFO Kirby and S Booth for the presentation given at the recent Doncaster Metropolitan Borough Council full Council Meeting in relation to the Integrated Risk Management Plan. She also wished to thank J Patrick for the Power Bi training, which she considered would be very useful to Members.

7 RECEIPT OF PETITIONS

None.

8 TO RECEIVE ANY QUESTIONS OR COMMUNICATIONS FROM THE PUBLIC, OR COMMUNICATIONS SUBMITTED BY THE CHAIR OR THE CLERK AND TO PASS SUCH RESOLUTIONS THEREON AS THE STANDING ORDERS PERMIT AND AS MAY BE DEEMED EXPEDIENT

None.

9 MINUTES OF THE AUTHORITY MEETING HELD ON 23 NOVEMBER 2020

RESOLVED – That the minutes of the Authority meeting held on 23 November 2020 be signed by the Chair as a correct record.

10 COVID-19 UPDATE

Members were provided with an update on SYFR’s response and recovery to the COVID-19 pandemic.

It was noted that, with the increase of the local and national measures that had been enforced by the Government, and the hard work of SYFR staff to follow the guidance both inside and outside of the workplace, staff absences had begun to fall in the run up to Christmas 2020. During w/c 7 December 2020 the Service had less than 10 COVID-19 related absences, in comparison to more than 80 COVID-19 related absences at the beginning of November 2020. Since the Christmas 2020 period, which had included a relaxation of the COVID-19 rules on Christmas Day, there had been an increase in the number of community transmission rates. The Service had observed a slight increase in the staff profile absence numbers, but this was currently manageable. As at 11 January 2021, the Service had nine Operational members of staff with confirmed COVID-19, which had resulted in 20 members of staff having to self-isolate for various reasons.

The Service provided reports to the National Fire Chiefs Council (NFCC) on the number of staff that had been COVID-19 tested and the number of confirmed positive cases. Through staff communication and compliance checks across the organisation, the Service continued to reinforce the key behaviours that staff were requested to follow in order to keep the organisation running throughout the winter months i.e. wearing approved face masks whilst travelling in a Service vehicle. All staff were currently required to wear a face mask at work at all times whilst in close proximity to others until further notice. General hygiene arrangements i.e. keeping hands clean and the regular washing of surfaces was also required, which were being managed and monitored through the regular compliance checks.

During the latest lockdown period, the Government had issued guidance on education and child care arrangements. Fire and rescue service staff, including support staff had been listed as critical workers and could therefore send their children to school. The Department for Education had updated the guidance on 8 January 2021, to suggest that any critical workers should continue to work from home wherever possible and to also keep their children at home. The Service would continue to monitor and follow the national guidance around the critical worker and key worker status.

The Service continued to follow a set of operational parameters which explained how prevention, protection and emergency response activities would be delivered during the pandemic. There had been little change in how the Service operated from the Tier 3 arrangements that South Yorkshire had been placed in prior to the current lockdown period. Face-to-face delivery of the home safety prevention visits had been suspended in all but the very highest risk cases. Business fire safety activity was largely being conducted remotely by the dedicated Business Fire Safety Team, but visits would continue to be carried out for high risk business premises.

The Service's 999 response remained unchanged, with the exception of slight changes to operational procedures for staff in line with the COVID-19 risk assessments. Attendance continued to every 999 emergency response call received, and restricted access continued to the Control Room. Support staff had received a further update to work from home during the national lockdown period and to continue to do so until further notice, unless it was essential for them to come into the workplace.

DCFO Kirby hosted the Service's Recovery Group which met on a monthly basis. A workshop would be held in February 2021 to discuss and agree the Service's strategic direction moving forwards regarding how the workforce would operate post -pandemic. The Joint Committee on Vaccination and Immunisation had provided a list of phase one profiles of individuals that would be prioritised for the vaccine. The Service's staff had not been specifically identified for this, unless they were over a certain age or had specific vulnerabilities. It was anticipated that the whole workforce would be prioritised for the vaccine during the second phase of the pandemic. The only exception to this would be any members of staff that were seconded on a voluntary arrangement to another organisation and would be placed at a higher risk i.e. driving ambulances. Such matters were under discussion with partners at the Local Resilience Forum.

CFO Johnson co-chaired the Local Resilience Forum. Over the past few months, a number of officers had looked at various sites for mass testing and mass COVID-19 vaccinations; some of those sites were now in use. The Service had received a number of initial requests to support agencies, and a volunteer cell was available to provide support when required. In relation to the tripartite agreement, risk assessments had been reviewed and the employer would shortly make a decision. Consultation had been undertaken with the representative bodies. CFO Johnson hoped that confirmation on the new risk assessments would be received imminently.

Members noted that Sheffield City Council had made a decision not to undertake mass testing at the moment.

Councillor Taylor expressed his thanks to the Service for the sterling efforts undertaken during this extraordinary period.

RESOLVED – That Members noted the update.

11 INTEGRATED RISK MANAGEMENT PLAN 2021 TO 2024

A report of the Chief Fire Officer and Chief Executive was submitted to present the final Integrated Risk Management Plan (IRMP) 2021 to 2024, incorporating feedback following a twelve week consultation period that had commenced following the Fire and Rescue Authority Meeting held on 14 September 2020. The IRMP described the steps that the Service had undertaken to update its understanding of local risk for South Yorkshire, as well as introducing a new set of risk based response times for responding to emergencies across South Yorkshire.

Members had been provided with a number of IRMP updates and briefings at the Corporate Advisory Group meetings and at previous Authority meetings. It was necessary for all fire and rescue services across the country to produce an IRMP.

It was noted that the risk methodology section within the IRMP now described how the Service had revised the way in which it analysed risk throughout the county. The Service was linked in with the National Fire Chiefs Council (NFCC) which was developing a community risk programme. DCFO Kirby was confident that the work undertaken by the Service in terms of its assessment of risk would meet and become compliant with the NFCC's community risk programme. The IRMP would be constantly under review by the IRMP Programme Board to ensure that it remained fit for purpose, to consider all relevant information in assessing risk and how the Service developed its service delivery activity in terms of the strategies.

The Service had contracted and utilised the services of an external risk management specialist in the development of the IRMP, who had commented on the risk methodology operated by the Service. This had provided confidence that the Service operated within best practice across the fire sector.

Members noted a critical change to the IRMP for the proposal of a new set of risk based response times for responding to emergencies across the county. The Service would always endeavour to arrive at all emergency incidents as fast as

practicably possible. The introduction of a set of response times, which were aligned to community risk and the severity of incidents attended, would allow the Service to monitor its performance. This would enable improvements to be made to the response times where necessary and to ensure that response resources were delivered against an agreed criteria for response. The IRMP did not propose to change any response resources within South Yorkshire.

DCFO Kirby expressed his thanks to all of the members of the IRMP Programme Board and their respective teams for the work undertaken in reaching this point. He recognised that the work had been undertaken during extreme circumstances during the COVID-19 pandemic. He also wished to thank the key stakeholders which included the Service's staff, staff trade union representatives, Authority Members and members of the public who had provided the Service with the respective challenge, feedback and engagement throughout the design of the IRMP.

A Mills commented that the Service had expected to receive a formal response on the IRMP from each of the local authority areas. Instead, DCFO Kirby and S Booth had received a series of questions at the briefing sessions that they had held at the local authorities' full council meetings, where they had provided responses.

RESOLVED – That Members:-

- i) Noted the contents of the IRMP, risk model methodology, equality analysis and consultation outcomes.
- ii) Approved the IRMP for adoption and publication.

12 ANNUAL SERVICE PLAN 2021

A report of the Chief Fire Officer/Chief Executive was submitted to present the final version of the Service's Annual Service Plan for 2021. Following the corporate planning events that had involved senior leaders and Authority Members, the Annual Service Plan had been designed to identify the Service's short and medium term priorities.

Following the instruction of Members at the Authority meeting held on 14 September 2020, the Service had commenced a six week staff consultation on the contents of the draft Annual Service Plan. The consultation had not raised any feedback which would significantly change the contents of the plan.

Dr Billings referred to Priorities 8 and 10 within the Annual Service Plan. In relation to Priority 8, he queried whether reference should be made to the collaborative working with other partners across the estate i.e. South Yorkshire Police, and to also refer to the one whole public estate. He queried whether Priority 10 should reflect the changing workforce mix as a result of the very good preventative work undertaken by the Service.

AM Nicholson would liaise with A Mills on the points raised by Dr Billings, with a view to updating the Annual Service Plan.

RESOLVED – That Members approved the Service’s Annual Service Plan for 2021.

13 SERVICE IMPROVEMENT UPDATE

A report of the Chief Fire Officer and Chief Executive was presented which provided an update on the progress made against the actions on the Service Improvement Plan and Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection activity.

GM Rowland provided Members with an updated position on the Service Improvement Plan, which was continuously reviewed and updated. A total of 106 areas for improvement had been identified through the HMICFRS Inspection report including the Service’s Grenfell Tower Inquiry report, the State of Fire and Rescue report and the Service’s COVID-19 response. Since the production of the report, a total of seven high priority areas for improvement had been identified for the Service through the HMICFRS, four of which had now been completed and three actions were on schedule. In relation to the Grenfell Tower report actions, the procurement of smoke hoods action was now complete, five actions were on schedule and one action was ahead of schedule. With regard to the State of Fire and Rescue, all three of the identified areas for improvement were on schedule, none of which had yet been completed which was largely due to the lack of legislation provided and the work of the National Fire Chiefs Council, which was taking longer than planned. All five high priority areas that had been identified through the Service’s COVID-19 Response Group had been actioned. A further twenty actions for improvement had been identified since the production of the report, and they would be presented to the Service Improvement Board, with a view to being signed off as completed.

The HMICFRS intended to restart Round 2 of the inspections during Spring 2021. It was anticipated that the Service’s field work inspection would be held during the Spring and Summer 2022 as part of Tranche 3, with the final report being published during the latter stages of 2022.

The Service had recently received the HMICFRS Covid-19 letter/report for pre-publication checks. The Service considered this to be positive and a true reflection of the current position, although the Service had requested a number of minor alterations due to factual inaccuracies or information which could mislead members of the public.

Members noted that Sir Tom Winsor had planned to publish the second State of Fire and Rescue Report in February 2021, which would result in a number of areas to be included in the Service’s Improvement Plan.

GM Rowland was pleased to report that the Service’s internal improvement plan system had now been completed and was fully utilised. The Service had recently received the evaluation undertaken by Rose Regeneration.

Councillor Ayris referred to ‘AFI: The Service should ensure it has effective arrangements for providing specialist protection advice out of hours’, and he queried whether Business Fire Safety was a matter for discussion at the Joint Liaison Forum.

GM Rowland stated that the Trades Union representatives were involved with the job descriptions for the out of hours provision as an ongoing piece of work.

Members noted that Business Fire Safety would be discussed at a future Joint Liaison Forum Meeting.

RESOLVED – That Members noted the contents of the report and provided further scrutiny and support to enable continual service improvement.

14 DIGITAL AND ICT DEVELOPMENT PLAN UPDATE

A report of the Chief Fire Officer/Chief Executive was submitted to provide Members with a further update to the report that had been presented to the Authority Meeting held in July 2020. Following a review of the processes within the Service by Shaping Cloud (2019), and the undertaking and significant completion of Digital Transformation Phase 1 (DT1), the Service was now partly through the next phase of innovation in Digital and ICT 2020 to 2021 Development Plan.

The digital transformation programme had continued to progress throughout the COVID-19 pandemic, and positive benefits for the Service had been observed.

Members noted that the Resource Management System for On-Call staff and Officers to manage availability more effectively was now 'live' and it would provide excellent availability information, standardisation and consistency across all of the systems. Equipment tracking was currently being finalised for rollout during January 2021 for asset registering and tagging all fire appliance equipment. The Fire Safety Audit + was a new procedure to transfer the Operational Risk information from the fire crews to the Mobile Display Terminals within the fire appliances.

RESOLVED – That Members endorsed the latest update of the Digital and ICT Development Plan 2020 – 2021 as a key enabler for modernising and facilitating improvements in the efficiency and effectiveness of SYFR, acknowledging the benefits of DT1 and proposed DT2 benefits yet to be realised.

15 KEY ISSUES ARISING FROM THE PERFORMANCE AND SCRUTINY BOARD HELD ON 19 NOVEMBER 2020

Members were presented with the key issues paper arising from the Performance and Scrutiny Board Meeting held on 19 November 2020.

RESOLVED – That Members noted the key issues paper arising from the Performance and Scrutiny Board Meeting held on 19 November 2020.

16 MINUTES OF THE POLICE AND FIRE COLLABORATION BOARD HELD ON 12 NOVEMBER 2020

RESOLVED – That Members noted the minutes of the Police and Fire Collaboration Board held on 12 November 2020.

17 DRAFT MINUTES OF THE AUDIT AND GOVERNANCE COMMITTEE HELD ON 23 NOVEMBER 2020

RESOLVED – That Members noted the draft minutes of the Audit and Governance Committee held on 23 November 2020.

18 EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest not to disclose information outweighs the public interest in disclosing it.

19 SARGEANT IMMEDIATE DETRIMENT

A report of the Clerk to the Fire and Rescue Authority was submitted to provide Members with an update following the 2018 Court of Appeal judgement in Sargeant. An interim order had been made by the Employment Tribunal on 18 December 2019, which had provided that members who had brought claims (claimants) were entitled to be treated as if they had remained in the FPS 1992 (with further specific requirements).

RESOLVED - That members noted the content of the report and agreed to maintain the current position.

Actions Table

No.	Action	Timescale	Officer(s)	Status/ Update
1	To present information to Members over the next 12 months to enable the Performance Management Framework to be shaped, prior to Authority approval.	CAG	ACO Carlin	<p>On the CAG agenda for 9 November 2020 (provisional date) <i>(NB: slipped from 8th Sept CAG due to IRMP)</i></p> <p><u>Update 24-11-20</u></p> <p>Members received a presentation on the proposed revisions to the performance management framework.</p> <p>The Service will liaise with Cllrs Buckley and Cave</p>

No.	Action	Timescale	Officer(s)	Status/ Update
				<p>on the detail with a view to a discussion at a CAG in the New Year.</p> <p><u>Update 21-1-21</u> A further meeting with Cllrs Buckley and Cave will be held on 23 Feb 2021.</p>
2	To provide Members with an update on Power Bi at a future CAG meeting.	CAG	J Patrick	<p>On the CAG agenda for 9 November 2020 (provisional date) <i>(NB: slipped from 8th Sept CAG due to IRMP)</i></p> <p><u>Update 24-11-20</u></p> <p>Members received an update on the roll-out of Power Bi and the training for Members. <i>NB: Training for 12 Members of the FRA fixed for w/c 23rd November 2020.</i></p> <p>ACTION DISCHARGED</p>
3	To provide sufficient detail on apprentices within the Financial Performance Reports.		S Booth	
4	Digital and ICT Development Plan 2020-2021 Update.	FRA 11-01-21	S Locking	ACTION DISCHARGED
5	Workforce Development Strategy Report.	Future FRA meeting		

No.	Action	Timescale	Officer(s)	Status/ Update
6	To present the final version of the IRMP.	FRA 11-01-21	DCFO Kirby	ACTION DISCHARGED
7	To present a final Annual Service Plan to Members for approval.	FRA 11-01-21	DCFO Kirby	ACTION DISCHARGED
8	To provide a final report on the SSCR Round 3 funding.	FRA 26-04-21 (Provisional)	M McCarthy	
9	To provide further transparency to the figures in future Procurement Service reports to enable Members to identify whether real budgetary revenue savings had been made, savings on the capital investment programme, cost avoidance or artificial savings.		S Booth and D Nichols	
10	To liaise with A Mills on the points raised by Dr Billings at the FRA 11-01-21, with a view to updating the Annual Service Plan.	ASAP	AM Nicholson	<u>Update 22-01-21</u> The Annual Service Plan has been updated. ACTION DISCHARGED

11	To discuss Business Fire Safety at a future Joint Liaison Forum meeting.	JLF 22-02-21	ACO Carlin and AM Dunker	
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CHAIR

Please follow the link below for further information on the updates of the actions arising from the Fire and Rescue Authority meetings:-

<https://meetings.southyorks.gov.uk/ecSDDisplayClassic.aspx?NAME=SD1250&ID=1250&RPID=402996&sch=doc&cat=13039&path=13039&zTS=D>

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SOUTH YORKSHIRE PENSIONS AUTHORITY

LOCAL PENSION BOARD

15 OCTOBER 2020

PRESENT:

Councillor M Chaplin (Sheffield City Council), N Doolan-Hamer (Unison), D Gawthorpe (Unite), A Gregory (Scheme Member Representative), N Gregory (Academy Representative), S Loach (Barnsley MBC), G Warwick (GMB) and D Webster (Scheme Member Representative)

Officers: J Bailey (Head of Pensions Administration), G Graham (Director), M McCarthy (Deputy Clerk) and G Richards (Senior Democratic Services Officer)

C Scott (Independent Advisor to the Board)

Apologies for absence were received from R Fennessy and Councillor T McDonald

1 **WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting.

Apologies were noted as above.

2 **ANNOUNCEMENTS**

G Graham informed the Board that all staff were again remote working after the recent increased restrictions.

3 **URGENT ITEMS**

None.

4 **ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS**

None.

5 **DECLARATIONS OF INTEREST**

C Scott informed the Board that she was also an advisor to Cumbria Pension Fund who were also part of the Border to Coast Pensions Partnership but there was no direct conflict of interest.

6 MINUTES OF THE MEETING HELD ON 23 JULY 2020 AND ACTIONS AND MATTERS ARISING

G Graham confirmed that, at its meeting on 30th September, the Pensions Authority had agreed to continue with the current arrangements with regard to Trade Union representation on the Authority and Local Pension Board and had requested that officers identify appropriate arrangements to manage any potential conflicts of interest.

RESOLVED – That the minutes of the meeting held on 23rd July 2020 be agreed as a true record.

7a FEEDBACK FROM RECENT PENSIONS AUTHORITY MEETINGS

This was an opportunity for any Board member who had observed an Authority meeting to provide feedback.

There had been two meetings in September. The first one had been heavily focused on investment items, the fundamental issues had been the annual review of the Border to Coast Partnership and a review of the Agriculture property portfolio.

The second meeting had a range of items on the agenda, the most significant of which was around the Responsible Investment policies. The Authority had made a decision to set a goal of making its investment portfolios net zero in terms of carbon by 2020 and had asked officers to bring back a plan within six months on how this could be achieved.

Cllr M Chaplin had observed the meetings and this had broadened his understanding of the Responsible Investment policies and fiduciary duty.

G Graham explained that in the last few years the Law Commission had clarified the way in which non-financial factors could be taken into account when making decisions and that had in turn clarified the nature of fiduciary duty.

7b ANNUAL REVIEW OF THE GOVERNANCE COMPLIANCE STATEMENT

A report was considered which provided an opportunity to review and update the Authority's Governance Compliance Statement.

Members were informed that the Authority was required by the Local Government Pensions Scheme Regulations to maintain a Governance Compliance Statement which set out the details of its overall governance arrangements and how they met certain criteria. It was noted that following the Good Governance Review an enhanced version of the statement would be subject to external review every two years.

The updated Governance Compliance was attached at Appendix A to the report. Members noted that the changes from the previous version were principally to provide more consistent terminology and to clarify wording which was previously not as clear as it could have been. There had been no changes to the assessment of the degree of compliance.

RESOLVED – That the Board:

- i) Note the contents of the proposed revised Governance Compliance Statement.
- ii) Agree that the contents of the Governance Compliance Statement reflected the actual arrangements in place.

7c REVIEW OF THE ANNUAL REPORT AND ACCOUNTS

A report was submitted that provided an opportunity for the Board to review the Authority's Annual Report against the requirements of the relevant guidance prior to publication and make any recommendations in line with the Board's responsibilities.

The Board was informed that the Authority was required to produce an Annual Report which included the accounts of the Pension Fund. The relevant regulations and guidance produced by CIPFA (at Appendix A to the report) set out the significant volume of information required to be provided in the document.

The Director informed the Board that the Annual Report was a working draft. The Board noted that the Audit Committee would be asked to approve the Annual Report and accounts alongside the External Auditor's Annual Report and Letter of Representation at its meeting next week.

The Annual Report was a long report and contained information that was already available on the website, this was due to the way the Regulations were written and meant that they had to be included within the report.

Members were reminded that SYPA was different to other LGPS pension funds and that the Annual Report had to focus on SYPA as an organisation as well as the Pension Fund, for example information on the organisation's gender pay gap and FOI requests which other funds would deal with in their Councils Annual Report.

Cllr Chaplin felt there was some sections where information was repeated from previous sections and asked if there was a way the information could be grouped together.

G Graham asked for specific examples to be emailed to him but also explained that the regulations for the Annual Report and the regulations for the accounts contained duplications, for example the membership of the Fund had to be included in both documents.

C Scott highlighted the transparency of investment costs which had been an issue for all of the LGPS and generally across the industry. There had been a greater focus on investors having transparency over what they were being charged by investment managers and questioned whether SYPA had full transparency.

G Graham confirmed that, in the main, the costs were transparent but there were a few funds in the Alternatives portfolio where it was difficult to get information; these were a very small part of the portfolio.

A Gregory queried whether the Authority had completed Annual Report Checklist that was included in the CIPFA guidance.

The Director confirmed that the Authority had completed the checklist and that it had to be supplied to the auditor along with the Annual Report. The Authority complied with all 'must do' areas and most of the 'should do' areas.

RESOLVED – That the report be noted.

8a QUARTERLY ADMINISTRATION UPDATE

J Bailey presented the Quarterly Administration Update for the period 1st July 2020 to 30th September 2020.

Members noted that all vacant senior posts had now been filled, there had been one resignation during the period and recruitment was underway for new Pensions Officers as referred to in a separate report presented to the Board.

Sickness levels had increased significantly compared to Quarter 1, though still remained well below the levels present in recent years.

With regard to case work, overall volumes processed across the quarter had improved compared to Quarter 1.

The Board was reminded that the Authority had previously approved a revised service standard for handling death cases. Mechanisms were now in place to measure the revised standard and a table within the report showed the revised output, this showed much improved figures.

S Loach commented that staff should be given credit for the performance figures, especially bearing in mind the increase in deaths compared to last year's Quarter 2 position. Their efforts should be acknowledged especially in the current circumstances.

J Bailey agreed to pass on the Board's comments.

Members were reminded that they had previously asked for additional information about reporting against statutory disclosures. Following the appointment of the Benefits Team Manager work had commenced on developing reporting on this area. Appendix A to the report showed most areas covered under the various disclosure regulations. In general the data showed 100% compliance in terms of areas that SYPA could control. Officers would continue to develop this reporting to cover all areas.

The report gave details of employer performance in respect of monthly returns received, individual query employer reporting and payment of contributions.

There had been concerns that Covid-19 would have impacted the ability of some employers to deliver the monthly submissions but that had not been the case and submissions had continued to be provided.

Details of individual employer queries were detailed at Appendix B to the report. It was agreed that future reports would only contain details of queries received during the reporting period.

With regard to customer satisfaction surveys issued to members who had recently retired these continued to show high levels of satisfaction (detailed in a table within the report). Analysis of the six members who were dissatisfied had not revealed any systemic issues to be addressed.

Satisfaction levels also remained high with the Customer Centre and the Live Chat facility. Numbers of members registering to use the online portal continued to increase, Appendix C Showed the numbers of scheme members who had registered for the portal since January 2019.

The Board were reminded that at its last meeting officers had been positive about meeting the deadline for the Annual Benefit Statements despite the difficulties of the Covid-19 impact and the challenges of the monthly data provided by Rotherham payroll services following their HR/payroll system migration.

Unfortunately it became apparent that this was not going to be possible despite devoting additional resources to resolving the data issues. A breach report was submitted to the Regulator, a copy of which was at Appendix D to the report.

A 'lessons learnt' project had been launched internally which would focus on a number of key areas which were detailed within the report. A report on the outcome of the review would be brought to the next meeting of the Board.

RESOLVED – That the report be noted.

8b REVIEW OF BREACHES, COMPLAINTS AND APPEALS

A report was submitted which updated members on the latest available record of reported breaches and provided details of complaints and appeals for the period 1st July to 30th September 2020.

Members note that there had been four individual breaches, in addition to the breach in relation to the Annual Benefits Statements, during the period which were listed in the Breaches Report at Appendix A. There had also been a cyber security incident during the period which involved the hacking of the SYPA website and creation of temporary web pages.

A full investigation was carried out by the ICT Manager and the cause identified and addressed via an upgrade and some additional security measures. It was noted that no personal data was at risk of being lost or disclosed and none of the existing SYPA website information was impacted.

Appendix B provided a summary of complaints. There had been five complaints during the Quarter, of these three were outside the control of SYPA.

Members noted that there had been five formal appeals during the period none of which had been upheld.

RESOLVED – That the Board:

- i) Note the Breaches Summary.
- ii) Note the outcomes of complaints received.

8c THE IMPACT OF REGULATORY CHANGES ON THE ADMINISTRATION SERVICE

A report was submitted to inform the Board of the forecast impacts on the Administration Service of various regulatory and other changes which were currently in progress and the steps being taken to ensure the maintenance of standards of customer service.

In planning for the resourcing levels to sustain a high quality service to members and employers, there were a number of key 'unexpected' developments within the LGPS which would require significant additional work to be undertaken within the service.

Members were reminded that the most significant new administrative challenge faced by LGPS funds was the forthcoming impact of the McCloud judgement.

SYPA had established a working group to plan for the anticipated workload that would impact when the remedy was finally agreed, expected to be later this year. The working group had estimated that over 40,000 records would have to be reviewed.

There was also other discrimination cases ongoing and in July 2020 the Treasury confirmed that the remedy required as a result of a Teachers Pension Scheme case would need to be applied to all public sector schemes.

With regard to GMP reconciliation, this was finally reaching Stage 3 (rectification) where the impacts would be felt directly by pensioners and beneficiaries and where the administration team would need to be involved in the recalculation of pensions.

To ensure maintenance of standards and customer service the Authority had approved the recruitment of up to three junior level Pensions Officers posts at its meeting on 30th September. The resource allocations would be kept under constant review for effectiveness. A recruitment process was already underway.

An extra section would be added to the Quarterly Administration report to inform members of progress around these areas.

Cllr Chaplin asked how the additional resources would impact on the Risk Register.

J Bailey commented that the Risk Register would be updated to reflect the impact of the McCloud judgement and if there were any concerns regarding workload these would also be reflected.

G Graham informed the Board that, at this stage, actions taken provided sufficient mitigation for what was known.

The Risk Management Framework allowed the creation of specific Risk Registers around individual projects and it would be discussed as part of the project planning as to whether a specific Risk Register would be needed around any of the projects.

RESOLVED – That the Board note the forthcoming administrative impacts that LGPS funds were facing and the steps approved by the Authority to address them.

9 FEEDBACK ON TRAINING UNDERTAKEN AND SHARING OF LEARNING

The Board was informed that this was an opportunity for members to share their experiences of any training undertaken.

A Gregory informed the Board that he had attended three one-hour Fundamentals training session the previous week which he had found useful and informative.

Members noted that there would be a seminar via Microsoft Teams on 29th October which would focus on the McCloud and Goodwin cases, the £95k cap and other administrative issues. If there were any other administrative issues that members would like covering during the session they were asked to email J Bailey within the next few days. The seminar would begin at 10am and would be recorded for later circulation.

The seminar on 12th November was specifically for Authority members and would concentrate on defining the Authority's Responsible Investment beliefs.

More generally if there were any topics members wanted covering in future session they were asked to contact G Richards. Members were also encouraged to attend external seminars which were communicated via the monthly bulletin.

The Chair queried whether the Authority would be responding to the £95k cap as it had now passed through both Houses of Parliament.

G Graham explained that this was an employer issue and the Authority would concentrate on dealing with the consequences.

10 CONSIDERATION OF ANY RECOMMENDATIONS TO BE MADE ARISING FROM THE ITEMS ON THE AGENDA

None.

CHAIR

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SOUTH YORKSHIRE PENSIONS AUTHORITY

10 DECEMBER 2020

PRESENT: Councillor M Stowe (Chair)
Councillor J Mounsey (Vice-Chair)
Councillors: A Atkin, S Cox, J Gilliver, A Murphy, C Rosling-Josephs,
A Sangar, A Teal, N Wright and T Yasseen

Trade Unions: N Doolan-Hamer (Unison), D Patterson (UNITE) and
G Warwick (GMB)

Investment Advisors: A Devitt and L Robb

Officers: J Bailey (Head of Pensions Administration), G Graham
(Director), M McCarthy (Deputy Clerk), G Richards (Senior Democratic
Services Officer), S Smith (Head of Investments) and G Taberner
(Head of Finance and Corporate Services)

J Firth and A Stone (Border to Coast Pensions Partnership Ltd)

Apologies for absence were received from Councillor A Law, N Copley
and G Kirk

1 APOLOGIES

The Chair welcomed everyone to the meeting. Apologies were noted as above.

2 ANNOUNCEMENTS

G Graham announced that colleagues at Border to Coast had won two awards at the recent LAPF Investment awards. One was for Pool of the Year and the other for collaboration.

3 URGENT ITEMS

None.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS.

RESOLVED – That items 18, the appendix to item 11 and item 19, the appendix to item 12 be considered in the absence of the public and press.

5 DECLARATIONS OF INTEREST.

None.

6 MINUTES OF THE AUTHORITY MEETING HELD ON 30 SEPTEMBER 2020

RESOLVED – That the minutes of the meeting held on 30th September 2020 be agreed as a true record.

7 SECTION 41 FEEDBACK FROM DISTRICT COUNCILS

Cllr Mounsey reported that Doncaster MBC had welcomed the Authority's decision to aim for its investment portfolios to be net zero in terms of carbon emissions by 2030.

8 PROGRAMME OF AUTHORITY MEETINGS 2021/22

A report was submitted which proposed a schedule of Authority meetings for 2021/22.

RESOLVED – That the proposed schedule of Authority meetings be approved.

9 QUARTER 2 CORPORATE PERFORMANCE REPORT

G Taberner presented the Corporate Performance report for Quarter 2 which provided an update on a range of the Authority's corporate indicators.

Section 3 detailed progress being made on various plans within the Corporate Strategy. It was noted that sickness absence overall remained lower than previous years but was being monitored regularly.

With regard to the budget, a large underspend was still being forecast which had resulted from the effects of the lockdown which had slowed progress on recruitment.

It was proposed that the full underspend would be transferred to the Capital Projects Reserve in order to meet the large one-off costs associated with the long-term accommodation project, the business systems project and the procurement exercise in relation to the pensions administration system.

The Risk Register was included within the report and section 5 detailed the changes made after the last review in October.

Pensions Administration performance was being maintained and whilst it remained below the target times set, customers remained satisfied and recent survey results were good.

Members discussed the need for a stable membership in the coming years. It was acknowledged that this was out of the Authority's control. The Director had written to the Leaders regarding this and s41 members were encouraged to further discuss the matter with their Leader.

RESOLVED – That the report be noted.

10 APPROVAL OF THE LEVY FOR 2021/2022

A report was considered which requested approval for the 2021/22 Levy under the Levying Bodies (General) Regulations 1992.

The 2021/22 Levy had been calculated as £361,000, a reduction of £54,000 compared to the 2020/21 Levy.

The estimated apportionment of the 2021/22 Levy to each district council, based on the 2020/21 Council Tax Base shares, was detailed within the report. It was noted

that the actual apportionment would be re-calculated to reflect the approved 2021/22 Council Tax Base figures for each district as soon as this information was available.

RESOLVED – That Members approve a total Levy of £361,000 for 2021/22 in accordance with the Levying Bodies (General) Regulations 1992, to be allocated to the District Councils in proportion to their approved council tax base amounts for 2021/22.

11 LONGER TERM ACCOMMODATION OPTIONS

A report was submitted which sought to secure approval for the implementation of the results of the exercise conducted to identify a solution to meet the Authority's longer term accommodation needs.

Members were reminded that the Authority's move to Gateway Plaza in December 2018 had been imposed upon them by the landlord's decision to use the Regent Street site in a different way. Although Gateway offered better quality accommodation on reasonable commercial terms, in making the decision to move, the Authority had determined to commission work to examine its longer term accommodation requirements.

It was noted that the current lease had a break exercisable with six months' notice at December 2021 and the Corporate Strategy included a project to identify options for meeting the Authority's longer term needs in order to inform the strategy for dealing with the break.

As the Authority did not have the technical expertise internally to identify and appraise options for this sort of project, a procurement process was undertaken with the assistance of BMBC using a national consultancy framework which resulted in the appointment of FMG Consulting and GT3 Architects.

The options had been developed using factors which were detailed within the report and engagement with staff and managers through workshops and questionnaires.

A short list of three options had been identified:

- Option 1 – Additional space at Gateway Plaza to take the whole of the 8th floor – lease.
- Option 2 – Oakwell House, Barnsley – whole building – lease.
- Option 3 – 18 Regent Street – acquisition of a cleared site and purpose built new build – freehold.

As set out in the confidential appendix to the report, other options were ruled out on various grounds including the amount of space available and location.

Financial modelling had been undertaken on each of the options along with a set of criteria that had been developed from the brief and engagement with Authority staff; these had been used to provide a weighted score for each option. The results were

shown within the report. In addition to the evaluation, a graphic within the report summarised the pluses and minuses of each option.

The results of the evaluation showed that Option 2, Oakwell Hose scored significantly better than the other options and it was recommended that officers be authorised to negotiate a long-term lease on the premises with an option to purchase should the landlord wish to sell.

G Graham informed Members that, as the site was out of the town centre, a travel plan would be developed to minimise car use and reduce the Authority's environmental footprint.

In answer to a question from Cllr Yasseen, G Graham reported that there was no suitable buildings to buy, rather than lease, in the area at the current time.

In answer to a question from Cllr Murphy, he also confirmed that the building had full disabled access.

RESOLVED – That Members:

- i) Endorse the preferred option identified in the appraisal exercise.
- ii) Authorise officers to undertake negotiations to secure the preferred option within the revenue cost estimates as set out in the body of the report.
- iii) Authorise officers to agree an appropriate contribution from the Capital Projects Reserve of up to £782,000 for the fitting out of the preferred option to the Authority's specification including improvements to the environmental footprint and energy efficiency of the building.
- iv) Approve the serving of appropriate notices in relation to the Authority's current accommodation as and when appropriate.

12 PROCUREMENT OF NEW FINANCIAL SYSTEMS

A report was submitted which set out details of the procurement of replacement financial management and investment accounting systems, and to seek approval for next steps.

Members were reminded that the need to replace the Authority's business systems was set out within the Corporate Strategy. The report considered was concerned with the procurement of replacement financial management systems, a further report relating to the people systems (HR and payroll) would be brought to Members when options had been identified and evaluated.

The replacement of the investment accounting system was a requirement due to changes in the Authority's environment, the move to pooling and the impact this had in regards to reducing requirements in regards to processing and accounting for investment transactions.

With regard to the financial management system, an exercise was undertaken to research potential new systems and demonstrations of two suitable options were

arranged. The preferred option that was determined as a result of the evaluation was a system used by a number of local authorities and other public bodies.

The full details of the options and the evaluation were set out in the appendix which was attached as part of the private pack due to containing commercially sensitive information.

With regard to the investment accounting system, the in-house running of investments had reduced significantly and would reduce further as more assets were transferred to Border to Coast. This meant that the current system was too sophisticated, large scale and costly given the reduced requirements.

An exercise was undertaken the previous year to research the available options. The work identified that there was only one suitable alternative available, therefore approval was sought to waive the relevant contract standing orders to allow a direct award to the preferred supplier on the grounds that this was a specialist form of supply and that the available options had been evaluated.

The full details were set out in the appendix to the report.

RESOLVED – That Members:

- i) Note the procurement undertaken for a replacement Financial Management System using a direct award on the Crown Commercial Services G Cloud framework as set out in paragraphs 5.6 to 5.10 in the report.
- ii) Approve the replacement of the ICON investment accounting system as set out in paragraphs 5.11 to 5.14 of the report and approve a waiver of contract standing orders, on the grounds that this was a specialist supply, in order to facilitate the procurement.
- iii) Approve the release of an estimated £50,000 from the Capital Projects Reserve in 2021/22 in order to meet the one-off costs associated with implementation of both these systems.

13 ADVISORS COMMENTARY

A Devitt provided market commentary on recent events.

Highlights included:

- Markets had calmed with less volatility and growth stocks continued to dominate. The US led stock market strength, China's post-Covid growth shored up Asia while Europe and the UK continued to lag.
- Before the announcement of the extension to the furlough scheme in the UK to March 2021, the high street had seen numerous lay-offs and bankruptcies were rising both in Europe and the US.
- Stock markets reacted strongly to the announcement that two vaccines in development looked to be 90-95% effective. This sparked a 'rotation' in the stock market out of "stay at home" tech winners such as Netflix and Zoom into some of the more overlooked value stocks and even cruise lines and airlines.

- The UK GDP figures released in mid-November showed that UK GDP expanded by 15.5% in the third quarter but slowed significantly in September suggesting that there was likely to be a further dip in the fourth quarter.
- The Covid-19 crisis had accelerated certain trends in real estate such as a shift from high street to online retail and soaring demand for industrial and logistics properties.

The Chair thanked A Devitt for the update.

14 QUARTER 2 PERFORMANCE REPORT

Members considered the Quarter2 Performance Report to 30th September 2020.

S Smith informed Members that the September valuation came in at just over £9.1bn and since then markets had been strong and the Fund was now at approximately £9.4bn.

The main transactions over the quarter had been a reduction in UK equities of £230m and was now in line with the benchmark weighting. £100m had been invested across alternative funds, £40m of that was into listed funds, the remainder being draw-downs into committed funds.

Looking at the Fund overall, performance was slightly behind the benchmark at 0.8% against an expected 0.9%.

The funding level remained above 100% and based on current valuations was approximately 105%.

The report also gave details of four Border to Coast funds, three of which had outperformed since inception.

Since the quarter end Border to Coast had launched their inflation-linked portfolio and SYPA had transitioned 10% of the fund into this in October.

With regard to property, hopefully two acquisitions would be finalised before Christmas, one was a supermarket and the other a business park.

Cash levels had reduced to around £245m and would be below £200m by the end of December if the property acquisitions went through.

RESOLVED – That the report be noted.

15 BORDER TO COAST PRESENTATION

The Chair welcomed Andrew Stone from Border to Coast to the meeting.

A Stone gave a presentation which included:

- An update on the Border to Coast team.
- A market update for Q3 2020
- An investment update including:
 - Sterling Investment Grade Credit Fund

- UK Listed Equity Fund
- Overseas Developed Markets Equity Fund
- Emerging Markets Equity Fund
- Alternative Assets

The Chair thanked A Stone for his informative presentation.

16 ANNUAL REVIEW OF THE BORDER TO COAST RESPONSIBLE INVESTMENT POLICIES

A report was submitted which sought to gain approval for the collaborative policies in relation to Responsible Investment and Voting Guidelines to be used by Border to Coast over the next 12 months.

Members noted that the documents remained broadly unchanged with additional clarifications in a number of areas. There were, however, substantial steps in some areas which supported the Authority's overall policy position including:

- Stronger actions to oppose political donations by companies;
- Stronger actions where Boards were not seen to be promoting diversity;
- Stronger actions (including voting against reappointment of the Chair) at companies not making progress in adapting their business to a low carbon economy; and
- A commitment that Border to Coast would develop a specific policy in relation to climate change.

G Graham informed Members that this year the review cycle for Border to Coast policies and the Authority's policy in this area had become misaligned. This meant that the significant changes to the Authority's position on climate change agreed at its last meeting had not been able to be fed into the development of Border to Coast's policies.

J Firth, Head of Responsible Investment at Border to Coast updated Members on the work being done in the responsible investment area and the planned work on the Climate Change Policy which would be developed with the Partner Funds.

RESOLVED – That Members approve the Border to Coast Responsible Investment Policy and Voting Guidelines at Appendices A and B to the report.

17 QUARTER 2 RESPONSIBLE INVESTMENT UPDATE

A report was considered which provided an update on Responsible Investment activity during July-September 2020.

The report detailed the number of meetings voted and votes cast during the period and votes for and against management.

The main areas where votes were cast against management or where resolutions were opposed were:

- In the UK a number of votes against the authorisation of political donations in line with the Border to Coast voting guidelines.

- In the UK a significant number of votes against the re-appointment of auditors on the grounds that the auditor had been in place too long.
- In all markets votes against executive pay proposals deemed excessive and against the re-appointment as directors of Chairs of nomination committees on the grounds of lack of Board diversity.

The report also detailed engagement and collaboration during the period.

RESOLVED – That the report be noted.

18 ANNUAL REVIEW OF THE GOVERNANCE COMPLIANCE STATEMENT

A report was submitted which sought approval for the annual update to the Authority's Governance Compliance Statement.

Attached as Appendix A to the report was an updated version of the Governance Compliance Statement for approval. The changes from the previous version were principally to provide more consistent terminology and to clarify wording which was previously not as clear as would be desirable. There had been no changes to the assessment of the degree of compliance.

RESOLVED – That the revised Governance Compliance Statement is approved.

19 REPORTING OF URGENT DECISIONS TAKEN BETWEEN MEETINGS

A report was submitted to inform the Authority of decisions taken since the last meeting using the urgent business procedure set out in the Constitution.

Members were reminded that the Urgent Business procedure relied upon the Chair to make a specific decision on behalf of the Authority in consultation with the s41 members. Since the last meeting two circumstances had arisen where it had been necessary to use the procedure. These were detailed within the report and links provided to the specific decision reports.

RESOLVED – That the report be noted.

Exclusion of the Public and Press

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest not to disclose information outweighs the public interest in disclosing it.

20 APPENDIX TO ITEM 11 - LONGER TERM ACCOMMODATION OPTIONS

Members considered a report by FMG Consulting in Partnership with GT3 Architects which detailed options for future accommodation options.

RESOLVED – That the report be noted.

21 APPENDIX TO ITEM 12 - PROCUREMENT OF NEW FINANCIAL SYSTEMS

The Authority considered a report which explored options for the procurement of replacement investment accounting and financial management systems.

RESOLVED – That the report be noted.

CHAIR

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SOUTH YORKSHIRE PENSIONS AUTHORITY

21 JANUARY 2021

PRESENT: Councillor M Stowe (Chair)
Councillor J Mounsey (Vice-Chair)
Councillors: A Atkin, S Cox, J Gilliver, A Murphy, C Rosling-Josephs,
A Sangar, A Teal, N Wright and T Yasseen

Trade Unions: N Doolan-Hamer (Unison), D Patterson (UNITE) and
G Warwick (GMB)

Investment Advisors: A Devitt

Officers: J Bailey (Head of Pensions Administration), N Copley
(Treasurer), G Graham (Director), G Kirk (Monitoring Officer),
M McCarthy (Deputy Clerk), G Richards (Senior Democratic Services
Officer) and G Taberner (Head of Finance and Corporate Services)

Apologies for absence were received from Councillor A Law and
L Robb

1 APOLOGIES

The Chair welcomed everyone to the meeting.

Apologies were noted as above.

2 ANNOUNCEMENTS

None.

3 URGENT ITEMS

None.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS.

RESOLVED – That Item 12 ‘Property Debt Write-Offs’ be considered in the absence
of the public and press.

5 DECLARATIONS OF INTEREST.

None.

6 MINUTES OF THE AUTHORITY MEETING HELD ON 10 DECEMBER 2020

RESOLVED – That the minutes of the meeting held on 10th December 2020 be
agreed as a true record.

7 SECTION 41 FEEDBACK FROM DISTRICT COUNCILS

None.

8A CORPORATE STRATEGY UPDATE

A report was submitted which sought to secure approval of the updated Corporate Strategy covering the next three years.

Members noted that every aspect of the Authority's work over the last 12 months had been fundamentally affected by the Covid-19 pandemic. While services had been maintained and many corporate strategy projects had progressed over the year, progress had been generally slower than planned.

Given this, the update carried forward a number of projects from the previous update and rescheduled completion of some longer term projects to reflect the impact of Covid-19 on the previously planned timelines. The agenda remained broadly the same with a focus on:

- Investing in the development of staff.
- Investing in technology.
- Delivering the changes to the investment strategy including the move to a net zero target.
- Delivering the Authority's new accommodation as approved at the last meeting.

It was noted that in response to the recommendations contained in the Hymans Robertson Governance Review an additional corporate objective had been added that related to scheme funding.

RESOLVED – That the updated Corporate Strategy, at Appendix A to the report, is approved.

8B PENSIONS AUTHORITY BUDGET 2021/22

A report was considered which presented the Authority's budget proposals for 2021/22 for approval.

Members were informed that the overall aim of the budget process was to ensure that the organisation's financial resources and allocations were determined on the basis of supporting the achievement of the corporate aims and objectives set out in the Authority's Corporate Strategy.

Members were reminded that the budget for 2020/21 was prepared on the basis of a detailed review of resource requirements in order to provide the required investment in a range of areas to support delivery of the Authority's corporate priorities.

As reported during the course of the year, the impact of Covid-19 had slowed some of the progress in these areas, therefore many of the priorities remained to be carried forward into 2021/22.

It was noted that the overall budget requirement was for a total of £5,445,600 representing a freeze in cash terms on the 2020/21 budget. A table within the report provided an overall summary of the main changes proposed within the budgets for employee costs and running costs.

Members noted that there were currently two apprentices in post in Pensions Administration; in next year's budget there was provision for an apprentice within Finance and Corporate Services and also one within the IT team.

Cllr Murphy requested information on the recruitment of apprentices and what equality and diversity processes were followed including age, gender etc.

G Taberner reported that the recruitment process was done in conjunction with the learning provider. The Authority had an Equality and Diversity Strategy which was followed and had a HR Business Partner who ensured that all policies were followed.

J Bailey commented that the apprenticeship scheme was under the National Apprenticeship Arrangement which was for 16-24 year olds.

In terms of wider equality and diversity, there was more work to be done in terms of the diversity of the workforce. The Authority was compliant with the rules but it was recognised that there was more that could be done in terms of encouraging applicants from more diverse backgrounds.

There were plans to engage with an equality and diversity organisation to provide training for all staff and to provide pointers as to where the Authority could widen the net in term of recruitment.

G Graham agreed and commented that the Authority also needed a workforce that was evenly distributed across all age ranges. Although this had improved over the last few years, the average age of employees was around 45 which meant there was more work to do in this area. It was also important that the Authority's workforce reflected the diversity of scheme members.

The Authority had managed, in the last few years, to generate wider and better qualified interest in the vacancies that had been advertised and it was hoped to build on this.

Members were reminded that the funds in the Capital Projects were earmarked for the funding of projects including the Long Term Accommodation project, the replacement of Business Systems and for potential costs that would arise in relation to the Pensions Administration software. It was expected that funds would be required from this reserve during 2021/22 but, as yet, the details of the amounts required and timing were uncertain and therefore this had not been included in the budget forecast for the earmarked reserves. This would be kept under review and reported to the Authority for approval as required.

RESOLVED – That Members approve the 2021/22 budget for the Authority at a total of £5,445,600.

8C MEDIUM TERM FINANCIAL STRATEGY 2021/22 TO 2023/24

A report was submitted which presented the Authority's Medium Term Financial Strategy 2021/22 to 2023/24 for consideration and approval.

Members noted that the Medium Term Financial Strategy (MTFS), which was attached as an appendix to the report, presented the financial forecasts for the Authority and for the Fund. It was designed to support the delivery of the policy position and objectives set out in the Corporate Strategy and was updated annually at the same time as that strategy so that the financial objectives aligned with the corporate objectives.

The MTFS also provided a framework of rules within which the Authority would determine the resources available to fulfil its functions. In the updated MTFS the framework remained in place and the specific measurable financial objectives and limits within it had been updated as appropriate to meet the needs and circumstances of the Authority over the next three years.

RESOLVED – That Members approve the Medium Term Financial Strategy 2021/22 to 2023/24.

8D TREASURY MANAGEMENT STRATEGY

A report was considered which fulfilled the Authority's legal obligation under the Local Government Act 2003 to "have regard to" the following guidance:

- a. The CIPFA Prudential Code of Practice (2017);
- b. The CIPFA Treasury Management in Public Services Code of Practice and Cross-Sectoral Guidance Notes (2017);
- c. MHCLG Statutory Guidance on Local Authority Investments (2018); and
- d. MHCLG Statutory Guidance on Minimum Revenue Provision (2018).

Members were informed that the Authority would receive reports on its Treasury Management activities including, as a minimum, an annual strategy for the forthcoming year, an annual report after year end and interim updates as part of the quarterly corporate performance reports.

The annual strategy report was forward looking and included:

- a. The Treasury Management Strategy, including treasury indicators.
- b. The Investment Strategy.
- c. To the extent that they applied to the Authority, capital plans, prudential indicators and minimum revenue provision policy statement.

Members were reminded that the responsibility for the implementation and regular monitoring of its treasury management policies and practices remained with the full Authority, and responsibility for the execution and administration of treasury management decisions was delegated to the Authority's Section 73 officer.

The report also gave details of training requirements, the Annual Investment Strategy and risk assessment and credit ratings.

RESOLVED - That Members approve:

- i) The 2021/22 Treasury Management and Annual Investment Strategy.
- ii) The Treasury and Prudential Indicators for 2021/22.
- iii) The Minimum Revenue Position statement as set out in the report.

9 STAFF SURVEY

A report was submitted which presented the results of the staff survey.

Members were reminded that the Authority undertook its last staff survey in 2018.

Concerns had been raised by some staff about the degree of anonymity possible in previous surveys and there were also concerns about the robustness of some of the questions. A need had also been identified to measure progress over time by creating an “engagement index” using the results of the survey. Consequently it had been decided to procure an external organisation to undertake the survey. Consultancy+ had been appointed using a national consultancy framework.

The survey had been carried out in November 2020 with the results being reported in December and shared with staff. A total of 82 responses had been received which represented approximately an 85% response rate. The detailed report was attached as an appendix to the report.

The broad results showed some improvement on 2018 although the two surveys were not directly comparable.

The three top areas identified were:

1. Treated fairly.
2. Collaborative teamwork.
3. Trusted to make decisions.

It was felt that there was room for improvement in:

1. Career path.
2. Role stimulation.

The areas highlighted as positive were all areas where there had been a significant degree of management focus over the last two years. The areas highlighted as areas for improvement had already been identified in the Corporate Strategy in the current year but progress had been impacted by Covid-19 and the need to work remotely. The areas would receive renewed focus and featured significantly in the update Corporate Strategy which was elsewhere on the agenda.

Cllr Atkin noted that although in the main responses were positive there seemed to be more negative responses from the IT Team.

J Bailey replied that the primary issue within the team was the lack of training opportunities. The issue was being addressed and would improve the resilience of the Team.

RESOLVED – That Members note the results of the staff survey and the actions incorporated in the updated Corporate Strategy elsewhere on the agenda.

10 REGULATORY UPDATE

A report was considered which provided members with an update on regulatory and policy developments.

The report detailed updates on:

- The £95k Cap.
- Employer Flexibilities.
- McCloud
- Reporting the Impact of Climate Change.
- Statutory Guidance on Pooling.
- Changes to Local Authority Audit Arrangements.

RESOLVED – That the various developments in the regulatory and policy environments as detailed in the report are noted.

11 EMPLOYER FLEXIBILITIES

A report was submitted to secure agreement in principle to the implementation of the new employer flexibilities and to the initiation of a consultation process with employers.

Members were reminded that, as previously reported to the Authority, the Government had made the Local Government Pensions Scheme(Amendment) No.2 Regulations 2020.

The regulations had introduced a number of flexibilities and the report considered whether the Authority should, in principle, seek to adopt them.

The flexibilities included:

- Reassessment of Contributions between Valuations.
- Debt Spreading Arrangements and Deferred Debt Agreements.
- Methodology for Calculating Termination Payments.

If the Authority resolved that it was minded to implement the various employer flexibilities and changes to the way in which termination payments were calculated, officers would then, in consultation with the Fund Actuary, develop policies on which employers would be consulted with a revised Funding Strategy Statement being brought to the June meeting for approval.

RESOLVED – That Members:

- i) Agree in principle that the Authority should implement the employer flexibilities provided under the LGPS Regulations.
- ii) Agree to initiate a consultation process with employers on the way in which the flexibilities should be implemented.
- iii) Agree to initiate consultation on changes to the least risk basis for calculating termination payments.

Exclusion of the Public and Press

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act and the public interest not to disclose information outweighs the public interest in disclosing it.

12 PROPERTY DEBT WRITE-OFFS

A report was submitted to request the Authority's approval to write off irrecoverable debts relating to the Pensions Fund's commercial property portfolio.

RESOLVED – That Members approve the writing off of debts amounting to £44,871.08 including VAT relating to the commercial property portfolio.

CHAIR

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SOUTH YORKSHIRE POLICE AND CRIME PANEL

14 DECEMBER 2020

MEETING HELD VIRTUALLY

PRESENT: Councillor D Nevett (Doncaster MBC) (Chair)

Councillor S Sansome (Rotherham MBC) (Vice-Chair)

Councillors: J Grocutt (Sheffield City Council), P Garbutt (Sheffield City Council), J Otten (Sheffield City Council), C Pickering (Barnsley MBC), P Short (Rotherham MBC), J Steinke (Sheffield City Council) and S Wilkinson (Doncaster MBC)

Independent Co-opted Members: Mr A Carter and Professor A James

Dr A Billings (South Yorkshire Police and Crime Commissioner)

M Buttery, S Abbott, S Parkin, F Topliss (Office of the South Yorkshire Police and Crime Commissioner) and K Wright (Office of the South Yorkshire Police and Crime Commissioner)

M McCarthy, M McCoole, J Field, L Noble and A Shirt (Barnsley MBC)

Apologies for absence were received from Councillor A Cherryholme (Barnsley MBC)

1 **WELCOME BY CHAIR**

Councillor Nevett welcomed everyone to the virtual meeting of the Police and Crime Panel.

2 **APOLOGIES FOR ABSENCE**

An apology for absence was noted as above.

3 **ANNOUNCEMENTS**

Councillor Nevett welcomed Barnsley MBC's new Panel representative, Councillor Clive Pickering to his first full meeting of the Police and Crime Panel.

The Chair thanked Barnsley MBC's previous Panel representative, Councillor Kath Mitchell, for all her contributions to the Police and Crime Panel.

4 **URGENT ITEMS**

None.

5 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

None.

6 DECLARATIONS OF INTEREST BY INDIVIDUAL MEMBERS IN RELATION TO ANY ITEM OF BUSINESS ON THE AGENDA

None.

7 PUBLIC QUESTIONS:-

7A TO THE POLICE AND CRIME COMMISSIONER

There were no public questions to the Police and Crime Commissioner.

7B TO THE POLICE AND CRIME PANEL

There were no public questions to the Police and Crime Panel.

8 MINUTES OF THE POLICE AND CRIME PANEL MEETING HELD ON 7TH SEPTEMBER 2020

L Noble reported that, in relation to Minute 15, paragraph 5' Home Office Grant – Police and Crime Panel', the Panel had been allocated a grant of £64,340 for 2020/21, and not £64,030 as stated in the minutes.

L Noble provided Members with an update on the Panel's Action Log.

The following updates were noted:-

Restorative Justice

The action was marked as 'live' pending the session on Restorative Justice, which had been arranged for Tuesday 15th December 2020.

The Panel agreed that the action be marked as 'discharged' and moved to the 'Closed Action Log'.

Cyber Crime

The Panel agreed that this item be referred to the Performance meetings for further discussion and marked as 'discharged' and moved to the 'Closed Action Log'.

Stop and Search

A copy of the Independent Ethics Panel's 5 year report had been circulated to Members. It was recommended that the action should remain 'live' until the Panel had had time to read and digest the documents.

The Panel agreed that the action be retained on the Action Log as 'live'.

Regional Collaboration

Members noted that an 'off camera' briefing on Collaboration would take place after Panel on 3rd February 2021.

The Panel agreed that the action be marked as 'discharged' and moved to the 'Closed Action Log'.

Update on South Yorkshire Local Criminal Justice Board

Members noted that an update South Yorkshire Local Criminal Justice Board was contained within Item 13 – 'PCC's Update'.

The Panel agreed that the action be marked as 'discharged' and moved to the 'Closed Action Log'.

Lead Member Role (E&I) & National Association etc.

Members noted that this item has been overtaken by events.

The Panel agreed that the action be marked as 'discharged' and moved to the 'Closed Action Log'.

Rules of Procedure

Members noted that, subject to agreement, the Panel's Rules of Procedure would be considered on today's agenda at item 15.

The Panel agreed that the action be marked as 'discharged' and moved to the 'Closed Action Log'.

Hate Crime

Members noted that a response was circulated on 23rd November 2020 to the questions raised.

The Panel agreed that the action be marked as 'discharged' and moved to the 'Closed Action Log'.

Referring to agenda item 9 (Monitoring Delivery of the Police and Crime Plan – Appendix A Quarterly Report – July to September), Professor James asked if separate tables showing the numbers of Stop and Searches and numbers of Stop and Searches broken down by ethnicity could be combined to enable Members to see the number of outcomes in relation to ethnicity.

K Wright acknowledged the request. He agreed to examine the Stop and Search data to ascertain if the numbers of Stop and Searches and numbers of Stop and Searches broken down by ethnicity could be combined and presented in future reports to the Panel.

RESOLVED –

- i) That, subject to the above amendment, the minutes of the Police and Crime Panel held on 7th September 2020 be agreed as a correct record.
- ii) Noted that K Wright had agreed to examine the Stop and Search data to ascertain if the numbers of Stop and Searches and numbers of Stop and Searches broken down by ethnicity could be combined and presented in future reports to the Panel.

9 MONITORING DELIVERY OF THE POLICE AND CRIME PLAN - QUARTERLY REPORT (JULY TO SEPTEMBER 2020)

A report of the Police and Crime Commissioner was submitted to present the Quarterly Report for the period July – September 2020 (Quarter 2, 2020/21), produced from the Police and Crime Commissioner's (PCC's) Police and Partners Performance Framework.

The report aimed to provide information about how the police and partners, as well as the Office of the PCC (OPCC) are working to achieve the outcomes and priorities set out in the Police and Crime Plan for South Yorkshire.

The Commissioner and K Wright provided Members with a summary of the key headlines contained in the Quarterly Police and Crime Plan Performance Report attached at Appendix A to the report.

Councillor Short asked if the CSE Reporting Portal had now gone live and how many individuals had reported incidents directly to the Force via the Portal.

K Wright said that the CSE Reporting Portal had gone live during mid-November. Unfortunately, no data was currently available on its usage. However, this would be monitored by the OPCC in future months.

Councillor Short asked if an update could be provided periodically at future Panel meetings on the CSE Reporting Portal's usage and the engagement which had taken place with members of the public.

Councillor Sansome asked what measures were in place by the Force to control hate crimes and prosecute perpetrators during the current pandemic.

K Wright replied that Barnsley's District Commander Sarah Poolman was the Force's lead for hate crime. The Panel was provided with assurances that hate crime was taken very seriously by the Force. Individuals were reporting hate crimes to the Force, which was viewed as very positive. This allowed the Force to respond and deal with those crimes.

Furthermore, the Force had recently conducted a review of how hate crime was managed. As a result of that review and learning from how the Force deals with domestic abuse cases, the Force had focussed on ensuring that all hate crime victims are attended to, or dealt with by appointment, meaning that victims are seen within 24 hours.

The Commissioner added that, hate crimes were under-reported due to victims being reluctant to report to the Police. There were other agencies where victims could report hate crimes and the Force did encourage this.

The Commissioner said he was satisfied the Force had the correct Officer leading on hate crime and she was doing everything to ensure that officers know what they have to do and how to encourage victims to report hate crimes.

Referring to residential burglary, Professor James said that there was data to suggest the rates between Doncaster and Barnsley were very similar, and likewise, the rates between Rotherham and Sheffield. He asked if these were simply coincidences, or whether there were patterns of offending across the adjacent areas.

The Commissioner replied that, residential burglary was something which was giving him cause for concern. The levels of residential burglary in South Yorkshire were higher than anywhere else in the UK. This had prompted the Commissioner to ask the question why this should be. His further concern was that, the Force recognised, prioritised and took action regarding residential burglary.

The Commissioner said he was assured that the Force were taking action to address residential burglary across South Yorkshire and within each district based on priorities and hotspots in each area. Within the Barnsley District officers were producing an Action Plan to address residential burglary. Good practice and guidance pilots would filter across the whole Force.

Councillor Short asked if details could be provided on the results which had been obtained from the Multi Agency Child Exploitation meetings (MACE). Furthermore, he asked if South Yorkshire Police were talking to teachers and schools about the dangers of grooming. He also asked if, when schools closed for the Christmas holidays, were the Force planning to resume and re-engage in these areas.

The Commissioner replied that, MACE meetings were a route to identifying those children at risk. It was important that all partner agencies were able to share information so that no one falls through the gaps; which was the whole purpose of the multi-agency meetings. In relation to schools, the Commissioner said he was concerned about what may be happening due to Covid restrictions.

Councillor Nevett noted that the average call waiting times for 101 had started to increase as lockdown eases. He asked if call waiting times would be reduced further over the coming months when the new intake of staff at Atlas Court had been fully trained.

The Panel noted that the new intake of staff at Atlas Court had now commenced and were currently being mentored by experienced staff. It was anticipated that Members would start to see an improvement in the number of abandoned call rates and wait times reducing during the coming months as a direct result of there being more call handling staff available to receive calls.

Councillor Otten asked if there was a change in the way abandoned call rates were being measured.

K Wright responded that he not examined the average abandoned call rates. He added that, overall, people abandoning calls was reducing.

Professor James recalled that he had previously requested the median and mode of call wait times.

In relation to the reduction in abandoned calls, Professor James asked if this was in relation to Call-back Assist.

K Wright said that he was unaware if the performance data in relation to Call-back Assist was available. If an individual requested a call-back then they would not leave the call queue.

Councillor Grocutt asked how many individuals were now part of the Commissioner's Independent Custody Visiting Scheme. She also asked if Independent Custody Visitors were now visiting all of the Police Stations in South Yorkshire and, if so, how often. Furthermore, she asked if Independent Custody Visitors were assigned to particular Stations and if there were any concerns being received from the feedback provided by the Independent Custody Visitors which the Panel should be aware of.

S Parkin reported that the Commissioner had suspended the Independent Custody Visiting Scheme in March 2020 due to the Coronavirus pandemic.

The scheme had re-commenced in June 2020 when the guidance provided more flexibility to run the Scheme. At this time there were only three Visitors available to carry out visits due to various factors.

Form June 2020 onwards, weekly visits had been undertaken at all three Custody Suites in South Yorkshire. Two new Independent Custody Visitors had been recruited and were now carrying out visits. The OPCC was currently awaiting Vetting on a further four new Independent Custody Visitors.

The Independent Custody Visitors were not currently being asked to examine custody records, but the OPCC's Evaluation and Scrutiny Officers were examining five custody records each week to undertake a dip-sample to ensure that this element of the ICV was being undertaken.

Councillor Garbutt asked if information on the ethnicity of the Independent Custody Visitors could be provided to Members.

In response, S Parkin said that, currently all of the Independent Custody Visitors were white British. One individual who was currently awaiting Vetting was a different ethnicity. Members were encouraged to refer any BME or other ethnicity groups to the Commissioner's website for further details on how to apply to become an Independent Custody Visitor.

RESOLVED – That Members of the Police and Crime Panel noted the contents of the report and commented on any matters arising.

10 QUARTER 2 BUDGET MONITORING REPORT 2020/21

A report of the Chief Finance Officer, OPCC was presented setting out the forecast financial position based on the period 1 April 2020 to 30 September 2020.

The report provided Members with a consolidated position on the current budget and expenditure managed by the Chief Constable of South Yorkshire Police force and budgets managed by the Office of the Police and Crime Commissioner.

Members noted that, based on current assumptions, the forecast outturn position for the revenue budget was an overspend of £1.297m.

As at 30th September 2020, the projected year end outturn position was a £1.297m overspend on the Chief Constable's budget, net of external funding. Further details were presented in the Chief Constable's budget monitoring paper, attached at Appendix A to the report.

Based on information as at 30th September 2020, the PCC and OPCC budget forecast year end position was an underspend of £215k. The main reasons for the underspend and variances from the budget were presented within the report for Members' information.

As previously reported, the PCC had approved the revised capital programme on 5th August 2020. The approved programme was now standing at £14.34m in 2020/21, with the caveat that funding would be available should some ongoing approved schemes be delivered in 2020/21 ahead of anticipated completion dates.

Expenditure to date amounted to £3.1m, the current projection being £18.9m, generating a projected overspend £4.8m. As outlined in the PCC's decision paper, this would be subject to a further request for funding.

Paragraph 7 of the report set out a number of risks and uncertainties in the reported financial position in addition to Covid-19 expenditure.

Councillor Steinke asked the Commissioner if he could foresee any difficulties in spending the additional grants which had been received during the year, and if there would be any penalties for not utilising the grants.

S Abbott replied that the OPCC had received assurances from providers that they would be able to spend grants prior to the year-end.

The Commissioner added that he, and other PCC's, had made representations to the Home Office that, whilst they welcomed the grants, the timescales for spend were very short. The Commissioner paid tribute to the work undertaken by S Abbott, OPCC staff and to the voluntary sector for submitting bids within very short timescales.

Councillor Sansome asked if the Commissioner could provide clarity on Police Officer numbers following the recent Comprehensive Spending Review announcement.

The Commissioner replied that Government were still committed to recruiting an additional 20,000 extra Police officers. However, the share for South Yorkshire was not yet definitive.

The Commissioner added that, in South Yorkshire there had been a commitment back in 2018 to increase Police officer numbers by 220 by 2023/24.

In 2019/20, 50 officers had been recruited into the Force utilising its own resources. During the current financial year 2020/21, 73 officers would be recruited from its own local resources.

Utilising Government resources, 151 officers would be recruited in 2020/21. The Commissioner was currently assuming that a further 185 officers would be recruited in the final year making a total of 487 officers.

Councillor Otten asked for assurances that the Force's Capital Programme for 2020/21 would be delivered. Furthermore, he asked why the Vehicle Replacement Programme had been removed out of the Capital Programme.

The Commissioner said that he too shared Councillor Otten's concerns about the deliverability of the Force's Capital Programme. He provided the Panel with assurances that, during discussions with the Force, he repeatedly queried if the Capital Programme was deliverable.

It was confirmed that the Vehicle Replacement Programme itself had not been removed from the Capital Programme. The Vehicle write-offs element had been stripped out of the Capital Programme.

Professor James asked if the Commissioner had any comments to make in relation to the likely impact of the new Probation Services arrangements on commissioning and partnerships.

The Commissioner replied that he was currently in discussion with the Community Rehabilitation Companies and Probation Service in relation to co-commissioning.

Councillor Garbutt asked to what extent climate change was being considered when decisions are made with regards to revenue and capital spending.

In response, the Commissioner said that the Force did have a Sustainability Strategy covering vehicles, vehicles replacement, the future of the fleet and examining the implications of moving to an all-electric fleet. In every aspect, whether this be Force buildings or the fleet, the Sustainability Strategy in place would guide the decisions made. Furthermore, the Commissioner said that he anticipated the new Police Station being built in Doncaster would be state of the art in terms of its carbon footprint and sustainability.

RESOLVED – That Members of the Police and Crime Panel noted the contents of the report and commented on any matters arising.

11 EXTERNAL FUNDING REPORT 2020/21

A report of the Chief Finance Officer, OPCC was submitted to set out the external funding position for the OPCC based on the period of 1 April 2020 to 31 October 2020.

The report provided an update on external funding managed by the Office of the Police and Crime Commissioner (OPCC), such as Partnerships and Commissioning, and the Violence Reduction Unit (VRU) over and above the original budget agreed for 2020/21.

Section 5 of the report provided Panel Members with details on further funding which had also been secured by the Partnership and Commissioning Team.

It was noted that the Partnership and Commissioning Team were currently preparing a needs assessment which would feed into the 2021/22 budget planning process.

Councillor Steinke asked if there had been any indication from the Home Office around any post-Covid emergency funding available for partner agencies.

S Abbott replied that, unfortunately, there had been no indications from the Home Office around additional grants which may be available in the future. Representations continued to be made to Ministers, the Home Office and Ministry of Justice by the Commissioner.

RESOLVED – That Members of the Police and Crime Panel noted the contents of the report and commented on any matters arising.

12 ATLAS COURT UPDATE

A report of the Police and Crime Commissioner was presented to provide Members of the Police and Crime Panel with an update on the Atlas Court review and progress made in terms of the Atlas workforce plan and uplift.

Members noted that the Commissioner was taking an overview on progress with the Atlas Court Review, as part of his holding to account arrangements.

Members were informed that a Review Board had been established which an officer from the OPCC attends. The Review Board reports into the Tactical Change Board, chaired by Jacqueline Bland and then into the Strategic Change Board, chaired by Chief Constable Watson.

The OPCC Head of Governance attends the Tactical Change Board and the Chief Executive attends the Strategic Change Board.

The Commissioner also receives progress updates at his Public Accountability Board.

Furthermore, an officer from the OPCC also attends the Atlas Court Quarterly Performance Review meetings and has access to high level Atlas Court management information including the number of calls received and the wait times.

RESOLVED – That Members of the Police and Crime Panel noted the contents of the report and commented on any matters arising.

13 POLICE AND CRIME COMMISSIONER'S UPDATE (INCLUDING DECISIONS MADE SINCE THE LAST MEETING)

The Police and Crime Commissioner's Chief Executive and Solicitor introduced a new reporting format presented to the Panel for the first time to provide Members with an update on key PCC and OPCC activities since 1st April 2020.

The report also provided Members with information on the decisions taken by the PCC since the last meeting on 7th September 2020.

Members noted that the report presented at today's meeting followed the headings of the OPCC Delivery Plan. Future PCC Update reports would focus on activity that had occurred since the last Panel meeting.

Professor James asked how much funding the Commissioner anticipated would be available to fund some of the important initiatives in relation to prevention resettlement and rehabilitation services. Furthermore, he asked if any services that are commissioned and funded would have evaluation systems built in.

M Buttery replied that the Commissioner was extremely interested in evidence based decision making and commissioning decisions. In terms of the budget which would be allocated to commissioning and co-commissioning opportunities, it was noted that this was currently being worked through now as part of discussions with the Planning and Efficiency Group, the Commissioner and with Force colleagues.

In relation to budget allocation, there remained a number of uncertainties around how much funding would be provided centrally and to the region. It was anticipated this would become clearer when the Chancellor made his announcement on or around 16th/17th December 2020.

Following a request from Professor James for further information on the OPCC's assessment tool. M Buttery explained that, an evolving assessment tool had been developed to assist the OPCC Senior Leadership Team in determining areas to be priorities for assurance, evaluation and scrutiny activity.

Following discussion, M Buttery agreed to provide Professor James with further information on the OPCC's arrangements and assessment tool.

Councillor Steinke commented that the new report format presented at today's meeting was excellent. He asked if future reports could contain an executive summary of the contents included within the report.

M Buttery acknowledged the request.

Councillor Steinke commented that he was anxious about the anticipated changes to probation services being delivered on time. He asked if a report could be provided to the Panel in relation to progress being made in meeting the deadline of June 2021.

Referring to victims, Councillor Steinke said he was encouraged to note there was a longer term commitment to focus on victims, but in the short term, due to the Coronavirus pandemic he was worried about victims being lost in the system.

M Buttery anticipated that she would be able to provide an update to the Panel on the Probation Services Reform once the Chancellor had made his announcement on or just after 16th December 2020, and following the January meetings of the Local Criminal Justice Board and Yorkshire and Humber Rehabilitation Partnership Board.

In relation to victims and the impact of the current situation, M Buttery said that deep dive assurance work was currently being undertaken. It was noted that Victim Support and other key agencies were involved in the work. A discussion would take place at the January meeting of the Local Criminal Justice Board on early findings.

Councillor Sansome asked if local districts could be flexible in their use of Restorative Justice.

M Buttery replied that a framework of contracts were in place for current providers of Restorative Justice. The Commissioner also had ongoing dialogue with Force colleagues in relation to responding to district needs.

It was noted that District Commanders were consulted every year with regards to the Commissioner's planning timetable and commissioned services. Furthermore, there were in-year discussions around the reallocation of in-year spend if there was an underspend or a higher priority to fund.

Councillor Nevett asked when the Magistrates' Courts and Crown Court's backlog of work was anticipated to return to normal.

The Commissioner replied that the backlog of work for both the Magistrates' Courts and Crown Court had improved and were beginning to return to normal. Nationally, the number of cases now was no greater than before the outbreak of the Coronavirus.

RESOLVED – That Members of the Police and Crime Panel:-

- i) Noted the contents of the report and commented on any matters arising.
- ii) Noted that M Buttery had agreed to provide Professor James with information on the OPCC's arrangements and assessment tool.
- iii) Noted that future reports would contain an executive summary of the contents of the report.

- iv) Noted that an update report on Probation Services would be presented at a future Panel meeting.

14 COMPLAINT REVIEW UPDATE

A report of the Police and Crime Commissioner was submitted to update Members on the changes to the police complaints system and the role of the Police and Crime Commissioner (PCC) within that.

Members were reminded that the Police Complaints System underwent a major overhaul during 2019/20, the first since the Police Reform Act was introduced in 2002. These reforms, under the Policing and Crime Act 2017, were designed to increase public confidence in policing and to make the whole process simpler to manage and administer. The new system was intended to be more customer focused.

The PCC had decided on 15 August 2019, not to extend his role beyond the minimum required by the new legislation.

Members noted that the regulations to the complaints and discipline system were laid in Parliament on 10th January 2020 and had come into force on 1st February 2020.

The PCC's role in relation to complaint handling from 1st February 2020 was set out in paragraph 6 of the report and noted by Members.

Members noted that, with the exception of the Chief Constable, the appropriate authority for handling all other complaints remained with the Chief Constable of the Force. The new legislation also made significant changes as to how the Force handles complaints, conduct matters and DSI matters.

The PCC had asked the Independent Ethics Panel (IEP) to provide both the Chief Constable and himself with assurances that legislation changes have been implemented and are working effectively. To help fulfil this role the IEP appointed one of its Members to link in with those responsible for complaint handling.

Members were informed that the PCC had received 58 requests for a complaint review between 1st February 2020 and 30th November 2020. 26 had been concluded, with a further 32 at various stages of consideration.

It was confirmed that most of the reviews had resulted in the PCC determining that the Force had acted in a reasonable and proportionate manner and no further action was appropriate. Some reviews had led to the provision of more information to the complainant to help them understand the decision reached by the Force. One review led to the PCC directing the Force to make further contact with the complainant to address their issues.

Assurances were provided that monitoring arrangements were in place to oversee the efficiency and effectiveness of the OPCC in gathering the information required to inform the PCC's decision-making.

RESOLVED – That Members of the Police and Crime Panel noted the contents of the report and commented on any matters arising.

15 AMENDMENTS TO RULES OF PROCEDURE

A report of the Panel’s Legal Adviser was submitted reminding Members that, at the last Police and Crime Panel meeting, Members remained concerned at the wording of the amendments to the Rules of Procedure and, in particular, concerns were expressed about whether the drafting limited the Panel’s powers of appointment of the Chair and Vice-Chair .

The amended Rules of Procedure provided at Appendix A to the report setting out the changes, which limited the period of appointment of the Chair and Vice Chair and amendments to reflect the appointment of and delegation powers of the Monitoring Officer previously approved on 20th July 2020.

A recorded vote was taken and recorded as follows:-

For approving the amendments to the Rules of Procedure (10) Councillors Garbutt, Grocutt, Nevett, Otten, Pickering, Sansome, Short, Steinke, Wilkinson and Mr Carter. Against the amendment (0) and abstained (1) Professor James.

The amendments to the Rules of Procedure were approved.

RESOLVED – That Members of the Police and Crime Panel:-

- i) Considered and approved the amendments to the Rules of Procedure.
- ii) Agreed to publish the amended Rules of Procedure on the Panel’s website.

16 CHIEF FINANCE OFFICER APPOINTMENT - CONFIRMATION HEARING

A report of the Monitoring Officer to the Panel was presented setting out details of the Confirmation Hearing process for the appointment of the Chief Finance Officer within the Office of the Police and Crime Commissioner (OPCC) held on Tuesday 10th November 2020

The Panel unanimously agreed to recommend the appointment of Sophie Abbott as Chief Finance Officer, and this was communicated (in writing) to the Police and Crime Commissioner on the 10th November 2020.

The minutes of the Confirmation Hearing held on 10th November 2020 were presented at Appendix A of the report for approval.

RESOLVED – That Members of the Police and Crime Panel:-

- i) Noted the confirmation of Sophie Abbott to the role of Chief Finance Officer within the OPCC.

- ii) Agreed that the minutes of the Confirmation Hearing held on 10th November 2020 were a correct record.

17 LEARNING AND DEVELOPMENT UPDATE

A report was submitted to update Members on current events – national, regional and local, together with future plans in respect of learning and development for the Panel.

A summary of the events which had taken place since the last meeting were set out within the report for Members' information.

It was noted that the session with the four District Community Safety Partnerships had been well received and feedback from both Panel Members, and from Community Safety Partnership representatives, had been extremely positive with a willingness to repeat the sessions at least annually.

A Carter said he remained concerned about the level of Elected Member representation from Sheffield City Council at meetings of the Sheffield Safer and Sustainable Communities Partnership Board.

Councillor Steinke replied that the absence of political representation had been raised directly with the Sheffield Safer and Sustainable Communities Partnership Board.

Panel Members who had attended the virtual Annual Police, Fire and Crime Panels conference held over 23rd-25th November 2020 provided feedback on their experience of attending a virtual conference.

Members were reminded that a virtual Restorative Justice Session with REMEDI and officers from the OPCC would be held on Tuesday 15th December 2020.

RESOLVED – That Members of the Police and Crime Panel:-

- i) Noted the update.
- ii) Agreed to provide suggestions for future learning and development.

18 WORK PROGRAMME / PAB DATES

Members considered the 2021 Work Programme and were reminded that they could submit issues for the Work Programme that fall within the Panel's Statutory role in supporting and scrutinising the Commissioner.

All issues would be given full consideration by the Chair, Vice-Chair and Commissioner at the pre-agenda planning meetings.

Additionally, Members were encouraged to attend the meetings of the Commissioner's Public Accountability Board (PAB) to increase their operational knowledge. These were currently being held virtually and Members could obtain details to 'dial in' to the meeting. Any questions from Panel Members could be

submitted to the Panel's Support officer who would forward these to the Commissioner. Members were asked to submit any questions with five clear working days' notice prior to the PAB meeting.

RESOLVED – That Members of the Police and Crime Panel noted the contents of the 2021 Work Programme.

19 DATE AND TIME OF THE NEXT MEETING

Councillor Nevett thanked Members and officers for their contributions at Panel meetings throughout the year and took the opportunity to wish everyone Season's Greetings and best wishes for the New Year.

RESOLVED – That the next meeting of the Police and Crime Panel be held on Wednesday 3rd February 2021 at 10:00 am and Members will be notified of the arrangements for this meeting nearer the time.

CHAIR

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