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**City of
Doncaster
Council**

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

Agenda

To all Members of the

COUNCIL

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

Venue: Council Chamber, Civic Office, Waterdale, Doncaster DN1 3BU

Date: Monday, 27th February, 2023

Time: 2.00 pm

BROADCASTING NOTICE

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Damian Allen
Chief Executive

Issued on: Friday, 17 February 2023

Governance Officer for this meeting

David Taylor
01302 736712

City of Doncaster Council

www.doncaster.gov.uk

ITEMS

1. Apologies for Absence.
2. To consider the extent, if any, to which the public and press are to be excluded from the meeting.
3. Declarations of Interest, if any.
4. Minutes of the Council Meeting held on 19th January, 2023. 1 - 18
5. To receive any announcements from the Chair of Council, the Mayor, Members of the Cabinet or the Head of Paid Service.
6. Questions from the public in accordance with Council Procedure Rule 13:-

(a) Question from Miss Kanisha Snape to the Mayor of Doncaster, Ros Jones:-

“As care experienced young people in Doncaster, we should be able to thrive, grow and reach our full potential without the fear of prejudice. In order to tackle the stigma and discrimination that care experienced people face every day, would you as the Mayor and Lead Member of the local Authority who are our Corporate Parents, support the national campaign in making care experience a protected characteristic here in Doncaster?”

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

For Decision

7. Corporate Plan 2023-24. 19 - 38
8. Capital Strategy and Capital Budget 2023/24 - 2026/27. 39 - 80
9. The Treasury Management Strategy Statement 2023/24 - 2026/27. 81 - 116
10. Revenue Budget 2023/24 - 2025/26. 117 - 210
11. Housing Revenue Account Budget 2023/24 - 2026/27. 211 - 232
12. Council Tax Setting and Statutory Resolutions 2023/24. 233 - 250
13. Annual Pay Policy Statement 2023/24. 251 - 276
14. Request to change the name of the Parish of Barnburgh with Harlington. 277 - 282
15. To consider the following Motion, written notice of which has been given by Councillor Lani-Mae Ball and Seconded by Councillor Rachael Blake, in accordance with Council Procedure Rule 16.1:-

“The City of Doncaster Council notes the campaign to make care experienced a protected characteristic and that Cumberland, Westmorland and Furness, Redcar and Cleveland, Ashfield, Wigan, Manchester, Edinburgh, Nottingham, Nottinghamshire, Sefton and Lambeth councils have already done this already.

The City of Doncaster Council notes that Cara, Rebecca, Kanisha, Courtney, Chelsea and Fay from the Doncaster ‘Hear me out’ group have championed this motion in Doncaster and they have asked us as their corporate parents to back them in creating a better future for all care experienced people no matter where they are from.

The City of Doncaster Council believes that Care experienced people face significant barriers that impact them throughout their lives:-

- Despite the resilience of many care experienced people, society too often does not take their needs into account;
- Care experienced people often face discrimination and stigma across housing, health, education, relationships, employment and in the criminal justice system;
- Care experienced people often face a postcode lottery of support;
- As corporate parents, councillors have a collective responsibility for providing the best possible care and safeguarding for the children who are looked after by us as an authority;
- All corporate parents should commit to acting as mentors, hearing the voices of looked after children and young people and to consider their needs in any aspect of council work;
- Councillors should be champions of our looked after children and challenge the negative attitudes and prejudice that exists in all aspects of society; and
- The Public Sector Equality Duty requires public bodies, such as councils, to eliminate unlawful discrimination, harassment and victimisation of people with protected characteristics.

The City of Doncaster Council therefore RESOLVES:-

1. When making any decisions in relation to its policies or formulating its Council Plan that it recognises that Care Experienced people are an vulnerable group who face discrimination;
2. That it recognises that Councils have a duty to put the needs of vulnerable people at the heart of decision-making through

co-production and collaboration;

3. That in the delivery of the Public Sector Equality Duty the Council includes care experience in the publication and review of Equality Objectives and the annual publication of information relating to people who share a Protected Characteristic in services and employment;
 4. That this council will treat care experience as if it were a Protected Characteristic so that future services and policies made and adopted by the Council should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a Protected Characteristic;
 5. To formally call upon all other bodies including 'Team Doncaster' to treat care experience as a Protected Characteristic until such time as it may be introduced by legislation;
 6. To formally call upon all other bodies including 'Team Doncaster' to adopt corporate parenting for children in care and care experienced people until such time as it may be introduced by legislation; and
 7. For the Council to proactively seek out and listen to the voices of care experienced people when developing new policies based on their views."
16. To consider the following Motion, written notice of which has been given by Councillor Gemma Cobby and Seconded by Councillor Emma Muddiman-Rawlins, in accordance with Council Procedure Rule 16.1:-

"Full Council notes that:-

1. The pressure on organisations to pay their fair share of tax has never been stronger;
2. Polling from the Institute for Business Ethics finds that "corporate tax avoidance" has, since 2013, been the clear number one concern of the British public when it comes to business conduct;
3. Two thirds of people (66%) believe the Government and local councils should at least consider a company's ethics and how they pay their tax, as well as value for money and quality of service provided, when awarding contracts to companies;
4. Around 17.5% of public contracts in the UK have been won by companies with links to tax havens;

5. It has been conservatively estimated that losses from multinational profit-shifting (just one form of tax avoidance) could be costing the UK some £17bn per annum in lost corporation tax revenues; and
6. The Fair Tax Mark offers a means for business to demonstrate good tax conduct, and has been secured by a wide range of businesses across the UK, including FTSE-listed PLCs, co-operatives, social enterprises and large private businesses.

Full Council believes that:-

1. Paying tax is often presented as a burden, but it shouldn't be;
2. Tax enables us to provide services from education, health and social care, to flood defence, roads, policing and defence. It also helps to counter financial inequalities and rebalance distorted economies;
3. As recipients of significant public funding, local authorities should take the lead in the promotion of exemplary tax conduct; be that by ensuring contractors are paying their proper share of tax, or by refusing to go along with offshore tax dodging when buying land and property;
4. Where councils hold substantive stakes in private enterprises, influence should be wielded to ensure that such businesses are exemplars of tax transparency and tax avoidance is shunned;
5. More action is needed, however, as current and proposed new UK procurement law significantly restricts councils' ability to either penalise poor tax conduct (as exclusion grounds are rarely triggered) or reward good tax conduct, when buying goods or services; and
6. UK cities, counties and towns can and should stand up for responsible tax conduct - doing what they can within existing frameworks and pledging to do more given the opportunity, as active supporters of international tax justice.

Full Council resolves to:-

1. Approve the Councils for Fair Tax Declaration;
2. Lead by example and demonstrate good practice in our tax conduct, right across our activities;
3. Ensure IR35 is implemented robustly and contract workers pay a fair share of employment taxes;
4. Not use offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty;

5. Undertake due diligence to ensure that not-for-profit structures are not being used inappropriately by suppliers as an artificial device to reduce the payment of tax and business rates;
 6. Demand clarity on the ultimate beneficial ownership of suppliers UK and overseas and their consolidated profit & loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing;
 7. Promote Fair Tax Mark certification especially for any business in which we have a significant stake and where corporation tax is due;
 8. Support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses are proud to promote responsible tax conduct and pay their fair share of corporation tax; and
 9. Support calls for urgent reform of UK procurement law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.”
17. Questions by Elected Members in accordance with Council Procedure Rules 15.2 and 15.3:-
- (i) Questions on Notice to the Executive:-
 - (a) Question from Councillor Nick Allen to the Mayor of Doncaster, Ros Jones:-

“Thirteen months ago, I asked you to provide an update regarding the sale of land near Rose Hill in Bessacarr. As you know, this is an extremely controversial subject, the planning proposal has provoked a significant backlash as residents do not want to lose access to much needed green space. Could you explain why the proposal has not gone before the Planning Committee yet. What has caused the delay and does the Council stand to benefit from the sale? If so, how much money is the town going to make?”
 - (b) Question from Councillor Thomas Noon to the Deputy Mayor, Councillor Glyn Jones:-

“Over the last 10 years we have seen a decrease in our social housing levels, but an increase in the size on the waiting list, (currently at 7,741) yet during this time we have only built 476 council houses, why is this?”

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

“The budget in 20/21 and again 22/23 referenced the drop in customers since Doncaster Council staff working from home as a pressure. Is the Mayor going to ensure Council employee’s come back to work in the office 100% of the time. Not only will this help the economy, it will ensure the smooth running of the Council departments. Will she also ensure that senior officials do not spend 20% of their time working from home?”

- (d) Question from Councillor Laura Bluff to Councillor Rachael Blake:-

“On 9th September 2021, the law changed prohibiting Local Authorities from placing a child under the age of sixteen in an unregulated placement (The Care Planning, Placement and Case Review (England) (Amendment) Regulations 2021). In the response to my question on those in unregulated placements, I have been told that four children under the age of sixteen are in unregulated placements. As this is illegal, on what date was Ofsted informed?”

- (e) Question from Councillor Steve Cox to Councillor Joe Blackham:-

“Owing to the situation with the ongoing sales of land and assets in Doncaster including sites such as Rose Hill, do you now feel Councillors should have a direct role in the disposal of assets within their wards? I have long advocated for an accountable Assets Board, one which would function like an OSMC. Is this something you could support and how can it be achieved?”

- (f) Question from Councillor Glenn Bluff to Councillor Joe Blackham:-

“The M1 corridor along the A635 in Barnsley has been upgraded to accommodate new distribution centres. The A635 on the Doncaster side is not a dual carriage way like the Barnsley side but is a rural single carriageway running through small villages like Yorkshire’s most polluted village Hickleton. Now Barnsley are expanding the distribution centres with a 75 acre site at Goldthorpe at the expense of Doncaster citizens and their health. What options do we have along the Doncaster portion of the A635 from Hickleton to the A1m to counter the impact of Barnsley’s growth and the increase in HGVs?”

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

For Information and Not Endorsement

18. Annual Report on Executive Decisions Taken Under Special Urgency (Rule 16) Provisions. 283 - 290
19. To receive the minutes of the following Joint Authorities. 291 - 314
- A. South Yorkshire Mayoral Combined Authority Board held on 16th January, 2023.
 - B. South Yorkshire Local Enterprise Partnership Board held on 12th January, 2023.
 - C. South Yorkshire Fire and Rescue Authority held on 21st November, 2022.

Agenda Item 4

DONCASTER METROPOLITAN BOROUGH COUNCIL

COUNCIL

THURSDAY, 19TH JANUARY, 2023

A MEETING of the COUNCIL was held in the COUNCIL CHAMBER, CIVIC OFFICE, WATERDALE, DONCASTER DN1 3BU, on THURSDAY, 19TH JANUARY, 2023, at 2.00 pm.

PRESENT:

Chair - Councillor Ian Pearson
Vice-Chair - Councillor Duncan Anderson
Mayor - Ros Jones
Deputy Mayor - Councillor Glyn Jones

Councillors Nick Allen, Bob Anderson, Lani-Mae Ball, Nigel Ball, Iris Beech, Joe Blackham, Glenn Bluff, Laura Bluff, Nigel Cannings, James Church, Gemma Cobby, Phil Cole, Jane Cox, Steve Cox, Linda Curran, Aimee Dickson, Susan Durant, Yetunde Elebuibon, Sue Farmer, Sean Gibbons, Julie Grace, Martin Greenhalgh, Leanne Hempshall, Mark Houlbrook, Debbie Hutchinson, Barry Johnson, Jake Kearsley, Majid Khan, Jane Kidd, Sue Knowles, Sophie Liu, Tracey Moran, John Mounsey, Emma Muddiman-Rawlins, Tim Needham, David Nevett, Jane Nightingale, Thomas Noon, Andy Pickering, Cynthia Ransome, Andrea Robinson, Glynis Smith, Sarah Smith, Gary Stapleton and Austen White.

APOLOGIES:

Apologies for absence were received from Councillors Rachael Blake, Bev Chapman, John Healy, Charlie Hogarth, Richard A Jones, Rob Reid and Dave Shaw.

45 Minute's Silence to mark the recent death of former Councillor, Fred Gee

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 death of former Councillor, Fred Gee.

46 Declarations of Interest, if any.

There were no declarations of interest made at the meeting.

47 Minutes of the Council Meeting held on 17th November, 2022

RESOLVED that the minutes of the Council Meeting held on Thursday, 17th November, 2022, a copy of which had been circulated to each Member, be approved as a correct record and signed by the Chair.

48 Minutes of the Extraordinary Council Meeting held on 17th November, 2022

RESOLVED that the minutes of the Extraordinary Council Meeting held on Thursday, 17th November, 2022, a copy of which had been circulated to each Member, be approved as a correct record and signed by the Chair.

49 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:-

“Colleagues, I would like to give you all a quick update in relation to trying to save Doncaster Sheffield Airport.

You will all be aware that we have commenced formal Compulsory Purchase Order (CPO) proceedings, which is a lengthy and complicated legal process that will take roughly two years.

In an effort to avoid this lengthy legal process, we approached Peel and made a suggestion that this Council buy the freehold for the airport site. We did not mention a monetary figure as that would require an independent valuation of a now closed airport site and to go through the appropriate decision mechanism, but Peel did know we were serious. Unfortunately, Peel dismissed this completely, but stated they would look at a potential leasehold sale, which we are exploring whilst CPO proceedings continue.

I was planning to announce this today at Full Council, but unfortunately on Friday evening of last week, it became apparent that this letter had been leaked, hence the need for an urgent update to you and our MPs, alongside the press statement. I would like to thank our Officers for the swift turnaround of this press statement.

Doncaster Sheffield Airport was a key economic driver for Doncaster, South Yorkshire and the North, and so it should be again.

I must emphasise to all of you that as we are in formal CPO legal proceedings and that there will be considerable legal challenges as we move forward, it is vital that we show a united front in our efforts to save our Airport.

Councillors are aware of the Ward Budgets which provides £3,000 of funding per Councillor, to award to community groups and organisations within their Ward. This funding is to support our residents and communities at a neighbourhood level. This financial year, we have seen grants paid out to food banks, youth groups, sports teams, leisure and craft groups. These are but a few examples of where your Ward Budgets have been allocated, and your constituents are beyond grateful for the support, especially during these difficult times.

As you should already know, the deadline for submissions this year is the end of February. I am proposing that any remaining Ward Budgets should be allocated to the Local Assistance Scheme. This will enable the remaining funding to be able to support those most in need across Doncaster, rather than see the funding go back into the general fund. We are also able to show you how many people within your Wards have already benefitted from the scheme this year.

I will be putting a formal decision through the appropriate Governance procedures in the next month or so, with the aim of being able to support the Local Assistance Scheme for the next financial year.

Colleagues, you are probably already aware, late last night Government announced the successful bids to the Levelling Up Fund, Round 2. Unfortunately neither our

scheme for Don Valley or Doncaster North were successful. They have mentioned a third round, but at this stage, they have not said when this will be or the criteria.

We submitted strong bids that would have seen a new Leisure Centre for Edlington, Town Centre improvements for Mexborough and Moorends, and the redevelopment of Brodsworth Miners Welfare; all these schemes are now in jeopardy.

I will keep fighting for this Government to stand by their promise to Level Up this country; we have had nearly 13 years of Conservative failure. Our NHS is in crisis, our economy is flat lining and we now have more foodbanks across the country than branches of McDonalds and KFC combined.

What is clear is that there are a significant number of successful recipients in areas whose social deprivation rankings should not warrant allocation, but clearly are benefiting based on political motives, particularly in the North West and South East.”

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

There were no questions from the public received for this meeting.

51 Director of Public Health Annual Report 2022

The Council considered the 2022 Director of Public Health Annual Report, which was introduced by Councillor Nigel Ball, Cabinet Member for Public Health, Leisure, Culture and Planning, and presented by Dr Rupert Suckling.

Councillor Nigel Ball introduced the report and highlighted that it had continued to be a challenging year for Doncaster, the United Kingdom, and indeed worldwide. The main focus of the report focused on the longer term effects of the pandemic and how this continued to impact on Doncaster and its people in terms of life expectancy.

Members were informed that the regeneration of Doncaster’s most deprived communities and the residents within them must be at the forefront of its actions to deal with deprivation and hopelessness. In order to address poverty, inequality and lack of opportunity in communities, real community action needed to take place and the key to this would be empowerment, enabling the people and the communities in which they lived. This would in turn work in tackling the health inequalities faced by so many.

Councillor Nigel Ball paid tribute to the Doctors, nurses, health care professionals, ambulance workers and social carers across Doncaster, who continued to play an important role in terms of the prevention of ill-health and provided care for sick residents, family and friends.

The report, which was the eighth Annual Report authored by Dr Suckling, provided a high level assessment of how the overall health status was changing in Doncaster and that this year, it was clear there were significant reductions in life expectancy, healthy life expectancy and increases in health inequality. These were caused by the direct and indirect impact of the COVID-19 pandemic and other infectious diseases including the increase in the invasive Group A Streptococcal disease at the end of the year. The pandemic had unearthed and exacerbated long standing inequalities experienced by older residents, those in key worker roles, those in poverty and those from ethnic

minorities. Women had borne the brunt of the pandemic which would continue and was likely to be a contributor to the reduction in women's healthy life expectancy.

Doncaster continued to be on the frontline of the climate emergency and had continued to play its part supporting refugees and asylum seekers displaced by conflict, but there was now a 'cost of living crisis', caused by rising inflation because of the Ukraine war, the impact on global energy and food prices, ongoing impacts from leaving the EU, on top of people's sheer exhaustion at dealing with one crisis after another.

In conclusion, the report made the following six recommendations for Team Doncaster partners:-

- Revitalise approaches to health inequalities, poverty and social exclusion, taking into account the new Geneva Charter for Wellbeing, learning from both the 'cost of living crisis' and the Doncaster Fairness & Wellbeing Commission;
- Review and refresh the Health and Wellbeing Strategy to set out action to address health inequalities, improve healthy life expectancy, especially for women, reduce preventable mortality and related risk factors across the life course, including children and young people's mental health, and increase the confidence in local people to self-manage their health conditions;
- Review the implementation of Doncaster Delivering Together, clarifying accountability and deliverables for the next two years;
- Secure long term community centred working including asset based, community centred approaches to improve health and wellbeing working with and for communities in the present, and for future generations by developing a Team Doncaster community prevention model;
- Maximise the impact of the new Health Determinant Research Collaboration; and
- Continue to prepare for emergencies, build resilience and maintain response capabilities and capacity, working with local and national partners.

Following the presentation of the report, Members in the Chamber were afforded the opportunity to comment on the report or ask any questions of Dr Suckling. Members conveyed their thanks to Dr Suckling and the Public Health Team, for their continued efforts and hard work throughout the last twelve months.

RESOLVED that the Director of Public Health's Annual Report for 2022, be noted and published.

52 Overview and Scrutiny Update - May to December 2022

The Council considered a report, which was presented by the Chair of the Overview and Scrutiny Management Committee (OSMC), Councillor Jane Kidd, which provided a summary of the key work undertaken by the OSMC and its four Standing Panels, during the period of May to December 2022, and also any future issues to be considered.

It was reported that there continued to be a real effort to focus on performance monitoring and review work through OSMC and the Panels which was of paramount importance as the Council looked at how services were being delivered, and communities were being supported during the current cost of living crisis.

The report highlighted the engagement with key partners, the public and stakeholders, and the ongoing dialogue with young advisors and the Youth Council. The Committee and its Panels had also undertaken meaningful engagement with those with lived experiences including, carers and people who had suffered with mental illness, which had helped Scrutiny Members to fully understand the experience of service users.

Councillor Kidd highlighted some of the key issues Scrutiny would be focusing on which included:-

- The Mayor's Budget Proposals;
- The Corporate Plan;
- Regular Finance & Performance updates;
- Review of the Crime and Disorder Partnership's performance and priorities;
- Update on the Environmental & Sustainability Strategy Action Plan 2022/23 and lessons learned through the heatwave of Summer 2022;
- Update on Major Schemes and the Levelling Up Fund;
- Updates on the developments of the Bentley and Rossington Primary Care Estate; and
- Special Educational Needs and Disability Strategy and Green Paper Update.

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

RESOLVED that the work of Overview and Scrutiny Management Committee and its four Standing Panels for the period May to December, 2022, be noted.

53 Proposed Diary of Meetings - 2023/25

The Council considered a report which outlined the draft diary of meetings for the 2023/24 and 2024/25 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 2024/25, when the 2024/25 to 2025/26 Diary of Meetings was considered by Full Council in May, 2024.

Members noted that the final version of the diary would be agreed at the Annual Meeting of Council in May, 2023 and any amendments between consideration of the draft diary and this meeting, would be incorporated.

Following the introduction of the report, when Members in the Chamber were afforded the opportunity to comment on the report, the Mayor of Doncaster, Ros Jones, announced the following revised Cabinet meeting dates:-

- The Cabinet meeting scheduled on 14th February, 2024 be rescheduled to 7th February, 2024; and
- The Cabinet meeting scheduled on 12th February, 2025 be rescheduled to 5th February, 2025.

RESOLVED that

- (1) the proposed Diary of Meetings for the 2023/24 and 2024/25 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, 2023, for final approval.

54 To consider the following Motion, written notice of which has been given by Councillor Steve Cox and Seconded by Councillor Nick Allen, in accordance with Council Procedure Rule 16.1

In accordance with Council Procedure Rule 16.1, a Motion was submitted by Councillor Steve Cox and Seconded by Councillor Nick Allen:-

“In future any changes, including increases to the members allowance, should be debated as a separate and stand-alone agenda item as part of the budget.”

The Chair afforded all Members in the Chamber the opportunity to speak on the Motion.

A vote was taken on the Motion proposed by Councillor Steve Cox, which was declared as follows:-

For - 10

Against - 35

Abstain - 2

On being put to the meeting, the Motion was declared LOST.

55 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 Steve Cox asked the following question:-

“What part have you personally played in the negotiations with Peel and the closure of the Airport. Why do we constantly receive updates through a person on social media resulting in Councillors not receiving them?”

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

“Doncaster Sheffield Airport (DSA) was and hopefully will again be a key economic driver for Doncaster, South Yorkshire and the North.

There is a great deal of complexity and commercial confidentiality involved in both the negotiations, and CPO process. It is up to our Officers and appointed experts to ensure we are fully compliant and do everything within our power to save our Airport.

I am leading our efforts to see DSA reopened, but I am not an expert in aviation or in the legal processes involved. However, I am fully abreast, regularly updated, and committed to doing all we can to see our Airport reopen.

We regularly keep our MPs and Councillors up to date, when we have something to share.

It is not the role of MPs to be a part of such negotiations; the role of an MP is to represent the interests and concerns of their constituents in the House of Commons.

Trying to indicate that either you as a Ward Member or the MP for Don Valley have been excluded is simply false. You have all had separate briefings and discussions with our Chief Executive and other Council Officers in relation to the Airport, but you must understand and appreciate that DSA is a key Doncaster and South Yorkshire asset, which is why we are taking our current stance.

There is a great deal of community, business and press interest in our efforts to save DSA. This is why we are very careful with our updates to ensure commercial confidentiality and that we do not say anything that could hinder the chance of a successful CPO or leave this Council liable.

From the start, I committed to providing updates as and when we can. I cannot and will not provide a running commentary, as this is a complex commercial and legal process.

Our MP for Don Valley is not helping the situation, as he continues to share misinformation, especially in relation to CPO, devolved powers and the timelines involved. He is happy to criticise me on social media, yet not once has he called me to discuss our Airport. It would appear that the Conservatives have resorted to being the nasty party.”

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

Q. “The question I asked was, what part have you played. I did not mention any MPs?”

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

“I have given a full and complete answer. I have told you what part I have played. I leave the proper Officers to do the negotiations. I am kept fully updated and I then update Councillors, residents and ex-workers of the Airport.”

Q. Councillor Gary Stapleton asked the following question:-

“The 22nd June is National Windrush Day and it is the 75th anniversary. Are we applying for any available funding to mark this day with the Windrush community in Doncaster?”

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

“The Council always celebrates Windrush Day and will continue to do so. What we can do depends on available funding, but we will continue to celebrate it as we have always done. It is part of the Fairness Forum.”

A. The Chief Executive, Damian Allen, gave the following further response:-

“It is a significant date in the annual calendar and it is the 75th anniversary of Windrush. When we received City Status last year, we identified a year of celebrations. We are in the planning stage to do both events together to recognise the anniversary.”

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

Q. “It has been announced that there is £750k funding available and each area can bid for up to £50k; you have 3 weeks to apply?”

A. The Chief Executive, Damian Allen, gave the following response:-

“Our Head of Events is aware of this, which is the basis of our joint planning. The benefit of holding both events together maximises the impact and ensures it is as efficient as possible, should we not be successful, given it is a competitive bid.”

Q. Councillor Thomas Noon asked the following question:-

“Will the Mayor bring a vote back to Council regarding the Lease Agreement for Doncaster Sheffield Airport? When I voted in November, I did not vote for a lease agreement with Peel.”

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

“We have to seriously consider this option if we wish to proceed with the Compulsory Purchase Order (CPO) process.”

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

Q. “Do we have to proceed down the lease process to carry out a CPO?”

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

“We have commenced the CPO process approved by Council. The offer of purchase was made in order to bring the Airport back into operation, but it was rejected. We will seriously consider anything else and we will continue to provide updates, but whilst it is being considered, we will continue the CPO process.”

Q. Councillor Glenn Bluff asked the following question:-

“Sheffield will be adopting a Clean Air Zone in Sheffield. Is Doncaster Council liable for any related costs either directly or through the Mayoral Authority?”

A. Mayor Ros Jones gave the following reply:-

“I do not have the details of the costs relating to the Clean Air Zone and I do not know if we are liable, so I will provide you with a written response.”

Q. Councillor Cynthia Ransome asked the following question:-

“When you made your pledge for tree planting, did you factor in a budget for staff? I am constantly asked by residents how they can help, but there is poor communication when no one gets back to them. Can you help?”

A. Mayor Ros Jones gave the following response-

“This is a question for the Chief Executive as it relates to staffing, but I know there has been an increase in staff in the Tree Team.”

A. The Chief Executive, Damian Allen, gave the following response:-

“The Council committed £5m towards the Environmental Sustainability Strategy, which included the recruitment of an additional third Tree Team, but it has not been fully recruited to. The tree target was not solely the Council, as residents were encouraged to plant their own trees and register them online on the Tree Register. The Council has also agreed a contract with an external organisation to plant up to 20 tiny forests. 65,000 trees were planted last year. If you have any questions, send them to me and I will forward them to the relevant Head of Service.”

In accordance with Council Procedure Rule 15.7, Councillor Cynthia Ransome made the following statement:-

Q. “A lot of other Councils have failed with their tree pledges mainly due to the lack of maintenance. It is a big problem because the Tree Team is short staffed.”

A. The Chief Executive, Damian Allen, gave the following response:-

“We are experiencing high demand in a number of areas when recruiting to ‘hard to fill’ posts.”

Q. Councillor Jane Cox asked the following question:-

“Regarding the comment made about ‘nasty Tories’, does the Mayor think that inflammatory language from high ranking politicians really helps the situation?”

A. Mayor Ros Jones gave the following response:-

“I personally do not think my language was defamatory.”

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

Q. Councillor Thomas Noon asked the following question:-

“How many Council Houses are currently in our housing stock and how many people are on the waiting list?”

A. Councillor Glyn Jones gave the following response:-

“I do not have this information to hand, but it did fall to below 20,000 some months ago under St Leger Homes and I believe there are around 8,000 on the waiting list. I will get a definitive figure and provide you with a written response.”

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

Q. "What percentage of the income from the Housing Revenue Account (HRA) is held back by the Council to re-invest into Social Housing?"

A. Councillor Glyn Jones gave the following response:-

"The HRA is not held back, but I will provide you with a written response."

C. Questions to Councillor Lani-Mae Ball, Cabinet Member for Education, Skills and Young People

Q. Councillor Jane Cox asked the following question:-

"What were the number of vacancies in the Children's Trust at the end of August and what is the number now. What is the percentage increase overall of staff that this equates to?"

A. Councillor Lani-Mae Ball gave the following response:-

"I do not have this information to hand, so I will provide you with a written response. Discussions have been held at the Corporate Parenting Board about the recruitment and retention of staff, and it is beneficial to continue these conversations at the Board."

Q. Councillor Laura Bluff asked the following question:-

"Now that the Children's Trust is back in-house, how many unregulated placements are there and has there been an increase or decrease in these figures?"

A. Councillor Lani-Mae Ball gave the following response:-

"I would need the figures in front of me to provide a response. It is not that it would change since the Trust came back in-house; it is not a factor, it is the market. Privatised children's homes or unregulated care homes are where we are at with regard to placements, which drives up costs. The unregulated part is for 16 years plus. We have had wider discussions on this issue at the Corporate Parenting Board, but I will provide you with the data in a written response."

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

Q. "Would you include how many Under 16s there are?"

A. Councillor Lani-Mae Ball gave the following response:-

"Yes I will, but it is 0. Please note that this issue is not within my Portfolio."

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

Q. Councillor Steve Cox asked the following question:-

“Would it be possible to know when we can see the Heritage Report? I am unable to locate it on the website. It is about a review undertaken by someone from outside the Council looking at the restructure of Heritage and its services. We were told that a report or a Strategy would be brought back to Council. We still do not know what came out of that piece of work.

A. Councillor Nigel Ball gave the following response:-

“Regarding the website, it could be the search mechanism which is not working. In terms of the Heritage Report, there were a number of elements to it. The first was around the restructure of staff and the service, which has now been concluded. I was at an event at the Mansion House this morning around the next steps for the staff and where we were going in terms of developing the service, and moving towards commercialisation to bring money into Doncaster.

Regarding the Cultural Services staff, it has been a traumatic couple of years. They have had to decant from the old Library and Museum and moved to DGLAM (Danum Gallery, Library and Museum), and the formation of the Archives Centre, which is positive news for Doncaster. Staff needed to be more tied into work and we needed more flexibility, so the restructure has been positive.

In terms of the report, we have just launched our Cultural Strategy and will provide you with a copy. With regard to the service and where it is going, this will provide you with the information and the details. Regarding the day to day running of the service, we are hoping to look at the commercialisation of some of our services in terms of the events side at Cusworth Hall and the Mansion House.

With regard to Councillor Stapleton’s earlier question, the Cultural Services Team are working on the issue he raised and are looking at funding, in particular Windrush. In terms of Windrush, it has been 75 years, so it should be celebrated, and we need to recognise that since the scandal in 2018, over 83 people have been wrongly deported and out of these, only 5% have received compensation, which is a direct result of the 2012 Hostile Environment Legislation.”

In accordance with Council Procedure Rule 15.7, Councillor Steve Cox made the following statement:-

Q. “It is important for Doncaster. There are relatives and people who still live in Doncaster and their story needs to be told.”

A. Councillor Nigel Ball gave the following response:-

“I totally agree.”

Q. Councillor Thomas Noon asked the following question:-

A. 12

“71% of adults are overweight or obese; 27% of five year olds and 38% of 11 year olds. Our new £5m refurbishment of Askern Leisure Centre will not have a gym. Can you explain how this will reduce obesity levels of children and adults in my Ward?”

A. Councillor Nigel Ball gave the following response:-

“I acknowledge the point about obesity; page 31 of the Director of Public Health’s Annual Report outlines the factors affecting people’s health. Regarding Askern Leisure Centre, it will have a gym and a new swimming pool. We are looking at the Country Park to encourage people to use the green space. I am happy to discuss the issue with you further after the meeting.”

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

Q. “I have received two emails from Officers two days ago, stating that there will be no gym at Askern Leisure Centre and referring to consultation which I am not aware of?”

A. Councillor Ball gave the following response:-

“It would be useful if you could forward the emails on to me, as Askern is one of the areas we want to invest in.”

E. Questions to Councillor Joe Blackham, Cabinet Member for Highways, Infrastructure and Enforcement

Q. Councillor Cynthia Ransome asked the following question:-

“Fly Tipping is a huge problem for Doncaster. When offenders are caught, apart from their fine, can they work for 7 days alongside our Officers to clear up the fly tipping. This would help with staffing and send a clear message to those who fly tip. I ask for your help in looking into implementing this?”

A. Councillor Blackham gave the following response:-

“It is a major problem across this and every Borough across the Country, so I will assist in any way that I can to alleviate this problem.”

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

Q. “Is the picking up of litter by young people after receiving a fine, still continuing within the neighbourhoods?”

A. Councillor Blackham gave the following response:-

“It does.”

F. Questions to Councillor Rachael Blake, Cabinet Member for Children's Social Care, Communities and Equalities

In the absence of Councillor Rachael Blake, Cabinet Member for Children's Social Care, Communities and Equalities, Members were asked to submit their questions in writing to the Executive Office and a written response would be provided.

G. Questions to Councillor Phil Cole, Cabinet Member for Finance and Trading Services

Q. Councillor Steve Cox asked the following question:-

"With the Compulsory Purchase Order (CPO) for the Airport rolling on, have you been privy to any further information and in terms of costs, as this links to your Portfolio?"

A. Councillor Phil Cole gave the following reply:-

"I have been fully involved in discussions at Cabinet and the Mayor has kept Cabinet Members fully apprised. Council received a report at its last meeting which it voted on. The exact costs for the CPO will be subject to a large number of considerations over the next couple of years and therefore exact costings are only guessable. There is no figure I can give you which will accurately predict all the possible outcomes and as the Mayor explained earlier to Council in response to another question, there are a range of stages that are undertaken before any CPO is completed."

Q. Councillor Steve Cox asked the following question:-

"What happened to the proposed eating establishment put forward by the Doncaster Market operators?"

A. Councillor Phil Cole gave the following response:-

"I think you are referring to the proposed improvement and refurbishment of the Corn Exchange building and Market which includes the development of a food retail offer. This is in the latter stage of accessing all the options and may or may not be realised."

Q. Councillor Glenn Bluff asked the following question:-

"The dedicated schools grant in the annual report in March last year, was £9.1m in the red, an increase of £3.8m. In March 2022, the External Auditors Annual Statement stated the DSG deficit was approaching £11.8m, but the External Auditors asked for assurance that was not going to increase and you wrote that the Council had a plan to eradicate the deficit by 2027. The Government has allowed this deficit to be kept off the Council balance sheets until April 2023. Can we expect this deficit to be reduced by the time it ends on our balance sheet in April this year?"

A. Councillor Phil Cole gave the following response:-

“I will provide you with a written response.”

Q Councillor Cynthia Ransome asked the following question:-

“At the last Council meeting, I asked a question and you provided me with a written response, but the answer is not in the minutes. The question was put to me by a member of the public, so it would be prudent that the answer appear in the minutes?”

A. Councillor Phil Cole gave the following response:-

“I asked at the time if the written answer was published in the minutes and I was advised that this was not normal practice.”

A. The Monitoring Officer, Scott Fawcus, provided the following response:-

“It is not usual practice to include written responses within the minutes. You are welcome to share the response received with the member of the public to make them aware that you did ask the question and received a response.”

H. Questions to Councillor Mark Houlbrook, Cabinet Member for Sustainability and Waste

There were no questions put to Mark Houlbrook, Cabinet Member for Sustainability and Waste.

I. Questions to Councillor Jane Nightingale, Cabinet Member for Corporate Resources

Q. Councillor Steve Cox asked the following question:-

“What is the Council doing to uphold GDPR when Officers are working from home; is the kitchen table still acceptable?”

A. Councillor Nightingale gave the following response:-

“We have had discussions on this issue, but I will provide you with a written response.”

Q. Councillor Jane Cox asked the following question:-

“I am enquiring about the Single Point of Contact (SPOC) Policy; when was it written, when was it last revised and which Scrutiny Panel did it go through?”

A. Councillor Jane Nightingale gave the following response:-

“It does not fall within my remit. I believe the Chief Executive and Monitoring Officer deal with SPOC; it is not something I deal with.”

A. The Chief Executive, Damian Allen, gave the following response:-

“It relates to the persistent complaints policy. I will send a copy to Councillor Jane Cox and I will respond to any enquiries she has relating to the SPOC process, which falls within my remit.”

J. Questions to Councillor Andrea Robinson, Cabinet Member for Adult Social Care

Q. Councillor Thomas Noon asked the following question:-

“I have had a number of residents waiting for a medical assessment from the Occupational Therapy Team at Doncaster Council for over 9 months; why is this happening and what is being done to address this issue?”

A. Councillor Andrea Robinson gave the following response:-

“A lot of work has been done to address this issue and waiting times are now coming down, but I will provide you with a written response.”

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

In the absence of Councillor Austen White, Chair of the Audit Committee, Members were asked to submit their questions in writing to the Head of Internal Audit, Peter Jackson, and a written response would be provided.

L. Questions to Councillor Julie Grace, Chair of the Elections and Democratic Structures Committee

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

M. 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, Members were asked to submit their questions in writing to the Executive Office and a written response would be provided.

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

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

56 To receive the minutes of the following Joint Authorities

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

A. South Yorkshire Mayoral Combined Authority Board held on 14th November, 2022.

- B. South Yorkshire Local Enterprise Partnership Board held on 3rd November, 2022.
- C. South Yorkshire Fire and Rescue Authority held on 10th October, 2022.
- D. South Yorkshire Pensions Authority held on 8th September and 8th December, 2022.
- E. South Yorkshire Pensions Authority Local Pension Board held on 4th August and 3rd November, 2022.
- F. South Yorkshire Police and Crime Panel held on 5th December, 2022.
- G. Team Doncaster Strategic Partnership held in 13th September, 2022.

CHAIR:_____

DATE:_____

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City of Doncaster Council

Report

Date: 27/02/23

To: Full Council

Report Title: Corporate Plan 2023/24

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

EXECUTIVE SUMMARY

1. This report presents the revised Corporate Plan (CP) for 2023/24. The CP sets out the Council's contributions to the Team Doncaster borough strategy (Doncaster Delivering Together, DDT), and its central mission: Thriving People, Places and Planet.
2. The CP summarises the DDT wellbeing goals and Great 8 priorities, identifies our key priorities/actions under each of the DDT Great 8 Priorities, and identifies priorities needed for us to become a 'Regenerative Council'.
3. The CP has been reviewed by the Overview & Scrutiny Management Committee and a formal letter of support for the plan accompanies this report.

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS


5. To approve the Corporate Plan.

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 the Team Doncaster strategic priorities.

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. The Council and our Team Doncaster partners have committed to a decade of delivery for residents, communities and businesses, guided by the Borough Strategy, Doncaster Delivering Together (DDT).
9. In addition, we have the ambition of becoming a regenerative council and borough, to deliver multiple wellbeing goals whilst tackling the climate change emergency and reducing inequalities. This Corporate Plan details the Council's response to these issues during 2023-24.
10. The CP sets out how the Council will adopt a Localities focus, and references our commitment to fairness and inclusion. It also provides some narrative on how our intended activity will be resourced, and how we will monitor progress.

OPTIONS CONSIDERED






11. There were only two options considered: either Update the Corporate Plan to reflect 2023/24 priorities (option A, Recommended), or don't update the Corporate Plan, leaving the Council without clear documentation of our priorities for 2023/24 (option B, not recommended)



REASONS FOR RECOMMENDED OPTION

12. Option A is recommended, because both corporate and elected leadership want to communicate our priorities each year. Such a document is also used as the bridge between our borough strategy and the directorate and service plans that are used by our teams to identify and prioritise our work. The Overview and Scrutiny work plan/areas of focus will also be guided by the Corporate Plan

IMPACT ON THE COUNCIL'S KEY OUTCOMES

13.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Developing the skills to thrive in life and in work	✓			
Comments Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Making Doncaster the best place to do business and create good jobs	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Building opportunities for healthier, happier and longer lives for all	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Nurturing a child and family-friendly borough	✓			

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Building Transport and digital connections fit for the future	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
 Promoting the borough and its cultural, sporting, and heritage opportunities	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				
Fair & Inclusive	✓			
Comments: Identifies several service standards and council priorities under each Great 8 priority. These will be included in directorate plans, upon which service plans, team plans and PDRs are based.				

Legal Implications [Officer Initials: SRF __ | Date: 21.12.22 _____]

14. Whilst there are no specific legal implications arising out of the report, the programmes of activity that 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 [Officer Initials: _MS_ | Date: _22.12.22 _____]

15. The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2023/24 budget reports that will be considered by Council in February 2023. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

Human Resources Implications [Officer Initials: SH __ | Date: 21.12.22 _____]

16. 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 [Officer Initials: PW__ | Date: 20.12.22_____]

17. 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.

RISKS AND ASSUMPTIONS

18. The Corporate Plan sets out the Council's priorities for 2023/24 and represents the Council's contribution to the ambitions agreed in the Team Doncaster DDT strategy. It is assumed that other Team Doncaster partners will also contribute to the strategic ambition, and so the Council's Corporate Plan should not be considered as a (full) delivery plan for DDT – either for 2023/24 and certainly not for the rest of the ten-year strategy period (to 2030).

CONSULTATION

19. Directorate leadership teams have identified the priorities, PIC have presented them under the DDT Great 8 Priorities.

20. The consultation/approval process is as follows:

Directorate Leadership teams	Nov/Dec 22	OSMC – informal session	26/01/23
Corporate Resources DLT	20/12/22	OSMC – formal session	09/02/23
Executive Leadership Team	03/01/23	Cabinet	15/02/23
Executive Board	18/01/23	Full Council	27/02/23

BACKGROUND PAPERS

21. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

22. OSMC Overview & Scrutiny Management Committee

REPORT AUTHOR & CONTRIBUTORS

Andy Brown, Senior Policy, Insight and Change Manager,
Policy, Insight & Change Team.

Tel: 01302 736075, Email: andy.brown@doncaster.gov.uk

Allan Wiltshire, Head of Policy, Performance & Intelligence
Policy, Insight & Change Team

Tel: 01302 862307, E-mail: allan.wiltshire@doncaster.gov.uk

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City of Doncaster Council

Corporate Plan

2023-2024



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Foreword



Ros Jones

Mayor Ros Jones

Team Doncaster has set out its long-term vision and ambition in the ten-year borough strategy, Doncaster Delivering Together (DDT). That document sets out our wellbeing essentials and Great 8 priorities for the whole of the borough, and is centred on one central mission: Thriving People, Places and Planet. This document is the Council's Corporate Plan – it sets out the Council's contribution to DDT for the year 2023/24.

The challenges we identified in 2021 still remain, and new challenges have materialised, for example dealing with the fall out of the airport closure and the continuing re-integration of children's services. However, at the heart of our work we are prioritising the here and now to support residents and businesses to cope with the cost of living crisis whilst also stimulating growth in our economy through better skills and greater investment.

These sit alongside our longer-term challenges such as tackling our high levels of deprivation, improving health, growing our economy, improving educational attainment and training opportunities, improving community safety, social care provision, and responding to climate change.

These are all huge challenges, especially with reduced resources, increasing demand, and no change to our minimum statutory duties. Difficult decisions will be required regarding the scaling back of some Council activities in order to maintain our more essential services and support.



Damian Allen

Chief Executive

Although our challenges and 'To Do' list are substantial, we have much to celebrate and build upon going forward.

Doncaster's new city status will help raise our profile on the national and international stage – helping business growth, increasing visitor numbers, and improving our chances of securing additional funding and investment.

Our City has, and continues to see significant regeneration in the form of commercial, residential, learning and cultural developments, with climate change and biodiversity protection at the focus of our activity.

The scale, scope and quality of our education and training provision is improving, and partnership working, whereby we get more from our collective resources, is better now than ever before.

We will continue to ensure Doncaster benefits from the Government's 'levelling up' agenda, building on successes like the Towns Deals, Levelling Up Funding and Community Renewal Funding which have brought in tens of millions of pounds of additional investment.

We will continue to make improvements to our services whilst ensuring we make the changes and savings we need according to our medium term financial plan. We will continue to operate as a 'Regenerative Council', i.e. one that restores the local environment, develops the right conditions for the future economy and works alongside communities to improve people's lives and the places in which they live

Section 1: Wellbeing Goals and Outcomes

Launched in September 2021, Doncaster Delivering Together (DDT) is our new 10 year Borough Strategy.

<https://www.teamdoncaster.org.uk/doncaster-delivering-together>

Doncaster and the world around us are changing in many different ways and it is time to rethink what it means for Doncaster's residents and communities to live well together now and in the future. We need a clear set of goals to aim for.

Doncaster Delivering Together is about **Thriving People, Places and Planet**. It emphasises the need to improve wellbeing and builds on the success of our previous Borough Strategy.

The Wellbeing Wheel shows Doncaster's six **Wellbeing Goals**. These are the long-term 'beacons in the distance' we will work towards.

The Wellbeing Goals interconnect - for example, reducing unemployment must go hand-in-hand with plans to improve health outcomes, skills and transport connections. Together the Goals contribute to one overall Mission: Thriving People, Places and Planet.



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Greener and Cleaner

All residents, communities and organisations working together to protect and enhance the local and global environment to improve wellbeing. Work towards achieving this includes:

- Plant 1 million trees
- Improve air quality
- Have more places to enjoy nature and recreation
- Have cleaner neighbourhoods and less fly-tipping
- Reducing carbon emissions across the borough

Fair and Inclusive

A borough with reduced inequalities and improved access to social and economic opportunities for all. This includes working on:

- Reducing poverty
- Providing more support to our most deprived communities
- More local social opportunities and places to meet
- Providing residents with a greater voice to shape their community

Prosperous and Connected

A stronger, greener and fairer economy that provides good, well-paid jobs and is supported by improved transport and active travel infrastructure and access to good broadband. Examples of this include:

- More quality jobs and residents in work
- Better public transport connections
- Vibrant town centres
- More thriving local business

Safe and Resilient

Residents feel safe and communities are more resilient to challenges and emergencies. Overall community resilience can be improved by:

- Investing in more affordable homes
- Reduction of crime and anti-social behaviour
- More local services providing support closer to communities
- Strengthened voluntary sector

Healthy and Compassionate

A compassionate borough where collectively everyone is supported to add life to years and years to life. Health impacts on many aspects of life and addressing health inequalities is a priority for our Integrated Care System. Improving this includes working on:

- More opportunities for walking and cycling
- More support for physical and mental health
- Pushing for a new hospital

Skilled and Creative

Residents have improved skills and a creative culture supports wellbeing, business success and solutions to the borough's challenges. This can be achieved by:

- Improving education attainment across all key stages
- Providing more options to gain the skills needed for good jobs
- Providing more work-based learning opportunities
- More opportunities to enjoy arts and culture

To meet the Goals in the Wellbeing Wheel we need to build on Doncaster's strengths and achievements, and identify new opportunities to tackle the things that get in the way of improved wellbeing. We need clear actions to recover from COVID, reduce inequalities and create a better borough.

The Team Doncaster partnership listened to the views of residents, businesses, community groups and organisations and agreed the '**Great 8' priorities**. Delivering these priorities will require working closely with communities on local solutions – we need to use all the skills, ideas, resources and passion Doncaster has to offer. Government and regional support is also required and we will need to work with a variety of partners outside of Doncaster on the shared actions that will make the biggest difference.



1. Tackling climate change



2. Developing the skills to thrive in life and work



3. Making Doncaster the best place to do business and create good jobs



4. Building opportunities for healthier, happier and longer lives for all



5. Creating safer, stronger, greener and cleaner communities where



6. Nurturing a child and family-friendly borough everyone belongs



7. Building transport and digital connections fit for the future



8. Promoting the borough and its cultural, sporting and heritage opportunities

This Corporate Plan details the Council's contribution to the 'Great 8' priorities for the coming year, plus an internal 'Regenerative Council' priority.

Delivery of these priorities requires innovation, new perspectives and different ways of working. The diagram below illustrates the key approaches that guide how we are making long-term improvements to wellbeing.



New ways of doing things to improve wellbeing

- 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. Moving from a linear 'take-make-dispose' economic system to a circular one that keeps finite resources in a loop of use and reuse

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- 'One catchment' approach - 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 as part of localities working, 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 South Yorkshire Mayoral Combined Authority, to deliver shared priorities

Intelligence led interventions

- Using data to understand the causes of differing outcomes between population groups or communities
- Combining local data and insights to target services and interventions where they are needed most
- Using data to measure the impact of interventions
- 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 options and actions
- Early intervention and prevention - identifying and addressing concerns, risks and opportunities early

Section 2: Fairness and Inclusion

Most people in Doncaster want to live in a community where they know their neighbour, feel safe and have the opportunities to achieve their potential, regardless of their background, their circumstances, or where they live.

As a Council, we have roles and responsibilities as:

Community Leaders - We have an important role in securing economic prosperity, achieving the right outcomes for all, empowering communities and creating sustainable and cohesive communities. We will:

- Demonstrate visible leadership and accountability at all levels.
- Build good relationships with and between different communities so everyone can participate, contribute and achieve.
- Achieve measurable increases in the extent to which those facing inequality and exclusion can contribute and share in Doncaster's success.

Service providers – We have an important role in ensuring services are customer-focused, inclusive, accessible and meet individual needs irrespective of how services are delivered. We will:

- Develop, commission and deliver inclusive and responsive services which actively address disadvantages and enable people to achieve and succeed.
- Actively listen and empower our clients, customers and communities, enabling them to take ownership of decisions that affect them.
- Address gaps in knowledge or evidence.

Employers - We have a responsibility to meet the diverse needs of our employees and to ensure they create the right culture by promoting equality, diversity and inclusion. We will:

- Strive to be an inclusive employer, creating a culture where diversity is valued and celebrated.

- Ensure staff have a good understanding of Equality Diversity and Inclusion (EDI) and are equipped to design and deliver inclusive services.
- Embed EDI to build a positive reputation internally and externally, through policies and practices.

Our **Equality, Diversity and Inclusion Framework** sets out in one place our EDI objectives, arrangements and commitment for embedding equality, diversity and inclusion into everything we do. This links directly to the strategic ambitions set out in the Borough Strategy and Corporate Plan. It focuses on the following proposed key objectives for 2022-26:

- Support older adults to remain independent in their own homes.
- Support victims of domestic abuse and work with partners to reduce the levels of abuse in the Borough.
- Improve engagement with our most deprived communities to increase access to jobs and skills.
- Improve the mental health of our children and young people.
- Support those Children and Young people within our care to have a good start to life and have the same life chances as everyone else living in the Borough.

The Corporate EDI Board meets on a monthly basis to receive reports and/or updates on the progress made against the improvement and delivery of the EDI objectives.

The Board reviews performance against the indicators that underpin the delivery of the EDI objectives, via the Council's existing quarterly performance arrangements. Progress is reported within the Finance and Performance Report that is presented to Cabinet.

Section 3: Local Solutions for People, Places and Planet

Our Localities

The City of Doncaster Council is the largest Metropolitan Borough in England. Our large geography and diverse issues mean it is not appropriate to try to solve everything at Borough level.

Like all Councils we are founded on local democracy, with two or three Councillors elected for every one of our 21 Electoral Wards, with 55 members in total. Each Ward has its own unique challenges and opportunities.

Doncaster's Localities are comprised of groupings of wards in the North, South, East and Central parts of our Borough. They are a helpful compromise, small enough to be more attuned to local issues than a Council-wide focus would allow, but big enough so that issues and opportunities can be dealt with more effectively.

Our localities also line up with similar geographies used by our partners, for example, Primary Care Networks covering GP Practices and neighbourhood support from South Yorkshire Police.

A more local way of working

The Council is acting alongside our Team Doncaster partners to bring our work closer to the communities we are here to serve. By getting alongside local people, families, businesses and organisations, and through more strongly coordinating the work that different teams and partners do, we'll be in a better position to help enable the local solutions that Doncaster people need to live life on their terms.

We talk about Local Solutions for People, Places and Planet because this way of working will have implications for all of us, whether we see ourselves providing tailored support for individual people or place-based services for Doncaster's towns and villages. Although we know that protecting the environment cannot

be achieved without national and global action, it is also essential that we work with our communities on local solutions to preserve our planet for future generations of Doncaster people.

Our progress in 22-23

- We have published Locality Plans which have been produced alongside local people and bring together existing plans and strategies with the things people have said should be prioritised.
- We have set up Leadership responsibilities aligned to each locality to ensure this way of working is embedded across all of the Councils work. This has included 'Silver' and 'Bronze' meetings where a partnership response to any issues in a community has been worked through.
- We have completed Master Plans in Thorne, Mexborough, Rossington and Edlington
- We have launched Your Life Doncaster which is the banner for locality working and a central place for information
- Introduced 'Your Place Your Family' teams in each locality,
- Continued, through 'Well Doncaster', the appreciative inquiry place to more areas of the borough to actively engage local places on what matters to them.

So What Next?

In 2023-24 we are taking a number of steps forward to support Local Solutions for People, Places and Planet in Doncaster.



Building on the localities way of working develop a service model to focus more on community prevention services and take the learning from the Edlington Regenerative Neighbourhood Pilot to go deeper into other specific communities across the Borough.



Refresh our Locality Plans for 23-24 using recent local engagement and new locality based intelligence to ensure that the issues that matter most to local people are reflected in the plans.



Continue to engage and build capacity via our Well Doncaster and Locality based services.



Explore how we can introduce progress against our localities work into our usual quarterly reporting process



Refresh the Doncaster Delivering Together Investment Plan and ensure that investment activity can be shown digitally and by locality.



Examining our spending decisions and whether these can better targeted to need and locally delivered.

Section 4: Resources

The Council continues to face the significant challenge of setting a balanced budget with reducing funding, increasing costs, increasing demand and no reduction in our statutory obligations to provide services.

This is not specific to Doncaster – councils across the country face the same situation. We continue to face uncertainties in our funding, and are also seeing volatility in our costs and the income we generate.

We have a Medium Term Financial Strategy (MTFS) in place that sets out the Council's commitment to providing value for money services to deliver our mission for Thriving People, Places and Planet, within the overall resources available to it. The MTFS shows how the Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our Wellbeing Goals and the Great 8 priorities.

We have repeatedly been successful in achieving a balanced budget, through prudent financial management and careful planning, whilst always putting our support for Doncaster people, communities and businesses at the forefront of our decision-making.

In 2023/24 the gross revenue budget is £578m. In addition, the capital programme provides further investment of £493.6m over 2023/24 to 2026/27, with £195m in 2023/24.

The Council's money comes from a range of sources, the amounts and proportions differing in any given year. Council Tax and Business Rates, for example, provide around 44% of revenue funding we need to deliver our priorities in 2023/24.

The financial strategy aims to use our limited resources to do as much as possible. We aim to maximise income from council tax, business rates and other sources. The budget prioritises continued protection of the most vulnerable people in our community; and through our capital programme we also continue to invest in projects to support the regeneration of the borough and improve infrastructure, as well as improving the efficiency and effectiveness of services such as Education, Housing, Infrastructure, Leisure and Culture.

Our main financial pressure is from social care, which is consistent with national trends.

Our spend in Adults, Health and Wellbeing, Children, Young People and Families and Public Health accounts for 65% of Council expenditure. Spending on adults' social care is increasing due to care providers facing significant pressures due to rising costs, vacancies in residential homes and retaining staff caused by a number of factors.

In children's social care the number of children being supported remains high following increases during the COVID pandemic and increasing complexities, also the price per external placement is increasing.

Wherever possible, the Council spends the borough's money locally to help support local businesses and organisations. All our expenditure decisions are subject to appropriate and stringent financial management processes and rules, with financial management being a fully integrated element of our performance management framework – monitored throughout the year, by both corporate and elected leadership teams.

We will continue to be customer-focused, flexible and agile in the way we deliver our services, investing in our staff, processes, systems and technology to be as effective and efficient as we can be – regularly seeking the feedback from appropriate stakeholders as to how well we have done, and how we can do better.

Our workforce strategy sets out how we will equip our staff with the tools, skills and behaviours to deliver and commission good quality services. This will be underpinned by high standards of distributed leadership and collaborative working, with a refreshed set of values for the organisation. We will continue to support and develop our staff and change the way we work to improve performance and better engage with our residents to meet their needs.

This Corporate Plan details the alignment of our policy, resources and budgetary actions during 2023-24, that will contribute to the Doncaster Delivering Together (DDT) Strategy.

Section 5: Key Priorities for 2023-2024

This Plan details our contribution to the 'Great 8' priorities during 2023-24. An additional 'Regenerative Council' priority details our internal transformational projects and service improvements.



1. Tackling climate change

What we need to do well

- Support more people to recycle and to reduce waste.
- Ensure council trees are properly mapped, managed and protected, and that coverage is increased across the borough.
- Protect and enhance green spaces, for example allowing agreed areas to naturalise.
- Take steps to improve energy efficiency of buildings.
- Understand and monitor council carbon emissions, for example by monitoring energy use in council owned assets.
- Support adaptation measures, for example by increasing urban greenery to provide a cooling effect in heatwaves, or retaining walls for flood defences
- Support and provide opportunities for people to tackle climate change.

Key priorities that our resources will support in 2023-24

- Continued contributions to the implementation of the Environment and Sustainability Strategy as appropriate such as:
 - Housing retrofit schemes
 - Increasing the availability of electric vehicle charging infrastructure
 - 1 Million Trees programme
- Develop major programmes to support environmental and sustainability priorities
- Complete the strategic review of public and privately owned land assets, to identify key sites for investment and protection, for example, woodland creation and solar farms.
- Biodiversity Net Gain – Develop the councils approach to ensuring developments, through the planning system, become more ecologically sustainable. This includes the creation of habitat banks and the development of a net gain tariff backed by the approved supplementary planning guidance



2. Developing the skills to thrive in life and work

What we need to do well

- Support schools and Early Years settings to deliver good or excellent provision.
- Ensure Education, Health and Care plans are issued quickly, effectively and are of high quality.
- Ensure as many children as possible gain entrance to their first choice school placement.
- Support residents to access the skills they need for meaningful work.
- Work in partnership with educational settings and communities to integrate cultural opportunities into the local offer.
- Prepare our children for adulthood; access and engage them in education, employment and training; and support them to positively contribute to their community.
- Give our children the very best start in life by supporting their parents and carers to optimise their child's development.

Key priorities that our resources will support in 2023-24

- Development and implementation of a new Inclusion Strategy, underpinned by service integration.
- Bring forward a vision for an enhanced business led higher education offer in the city.
- Support residents by reviewing and enhancing employment support programmes. This includes:
 - Employment Hubs and Academies
 - 'Advance' careers and training advice
 - 'Launchpad' support for businesses
 - Communication on Graduate employment opportunities
 - Apprenticeships
- Implement a new Education and Skills life-long learning strategy to improve outcomes for all including:
 - Support and challenge schools to ensure that our most vulnerable learners are well supported in school, particularly at transition points and that they receive the best educational offer to improve outcomes, enabling them to access the best post-16 education and training offers possible.
 - Plan for sustainability and continuation of effective initiatives post the cessation of Social Mobility Opportunity Area funding



3. Making Doncaster the best place to do business and create good jobs

What we need to do well

- Encourage and support inclusive business growth, enterprise and investment while targeting key employment sectors.
- Process planning applications efficiently and in a timely way.
- Use more of our resources to spend locally.
- Sustain city centre footfall.

Key priorities that our resources will support in 2023-24

- Deliver major programmes to support greater investment and economic growth in the Borough, such as: Transforming Cities, Town Deals, Levelling Up Funds, City Gateway
- Complete the strategic review of public and privately owned land assets, to identify key sites for economic growth and job creation
- Develop additional major programmes to support greater investment and economic growth in the Borough, such as Enhanced Partnerships, Shared Prosperity Fund, and Gain Share
- Deliver new investment with particular focus on the key employment sites, attracting new businesses and providing a higher level quality of employment and drive key sector growth
- Support local Doncaster businesses to recover, safeguard existing jobs, grow and create new jobs, improve their carbon footprint, increase local recruitment, local spend and cope with the changing national legislation and guidance
- Contribute to local and regional economic recovery plans including revised town centres recovery plans, and Masterplans in Mexborough, Edlington, Rossington and Thorne. Maximise opportunities, connectivity, transport network resilience, air quality, bus review, electric buses and tram-train extensions.
- Develop plans and initiatives to improve our town centres across the borough especially in light of the changing retail landscape.
- Ensure the council plays a supportive role to commercial sectors to assist with attracting and securing investment / developments.



4. Building opportunities for healthier, happier and longer lives for all

What we need to do well

- Information/advice: support more people to have the information they need, how and when needed.
- Wellbeing and independence: support more people to keep safe and well and to live the life they want.
- Active and supportive communities: support more people to keep family, friends and connections.
- When things need to change: support more people to stay in control of their lives in times of challenge or difficulty.
- Flexible and integrated care and support: support more people to receive the support they need in the way they prefer it
- Workforce: enable our staff and local organisations to work in ways that achieve better wellbeing, information, community connections, support and independence for Doncaster people.
- Making it real: increase opportunities for people and communities to hold us to account in delivering what good personalised support looks like from their point of view.

Key priorities that our resources will support in 2023-24

- Introduce Social Care locality working, which will promote improved partner relationships create efficiencies and moving forward into improved holistic service delivery.
- Continue to drive practice improvement in Social Care.
- Develop and deliver a Fairness and Wellbeing Commission that will propose action to address the stubborn social disparities for Doncaster residents.
- Publish a Joint Health and Wellbeing Strategy for Doncaster informed by the Joint Strategic Needs Assessment, outputs from the Fairness and Wellbeing Commission and insight with communities
- Establish the National Institute for Health and Care Research (NIHR) Health Determinants Research Collaboration (HDRC) Doncaster to become more research active and embed a culture of evidence-based decision making.
- Create the conditions and inclusive opportunities for good health, including through the Get Doncaster Moving whole system approach, compassionate approaches to weight, active travel and park and leisure facility developments.
- Ensure high quality, effective and affordable commissioned Public Health services are available and accessible for Doncaster residents.
- Improve population health, understand and reduce health inequalities and challenge the environmental and social structures that create inequalities to address the wider determinants of health through the creation and further development of key partnerships including with the NHS, businesses, research organisations, social enterprises, and voluntary and community and faith sector.
- Enhance and grow the Health and Wellbeing in All Policies approach through working with partners, to maximise the health and wellbeing opportunities in investments, developments and decisions.
- Ensure the Public Health function has the capability to lead improvement and respond to wider system changes and demands, including impact of cost of living, health protection, changes in the NHS and funding allocations.



5. Creating safer, stronger, greener and cleaner communities where everyone belongs

What we need to do well

- Provide appropriate support and intervention to ensure residents are safe and looked after.
- Regularly clean the streets and roads, removing litter, detritus, fly posting, graffiti and fly-tips.
- Maintain and enhance green spaces by cutting grass within agreed areas in a timely manner.
- Provide high quality parks and open spaces across the borough.
- Ensure all required inspections and enforcement actions are completed within timescales.
- Deal with housing hazards, resolving any issues quickly.
- Support and provide opportunities for people to be safer on our roads.
- Support and provide opportunities for people to enhance their local environment.

Key priorities that our resources will support in 2023-24

- Protect the health of Doncaster people through effective health protection and emergency planning arrangements, with a focus on minimising impacts on residents.
- Provide Public Health input to the refresh of Doncaster's Air Quality Action Plan, developing and agreeing the intentions for working towards air quality objectives.
- Strengthen the recovery and renewal of the Borough through community centred approaches including Asset Based Community Development (ABCD), locality commissioning and the foundational health and wellbeing system
- Implement the service review of Street Scene building on progress to date, further optimise existing resources to improve service resilience and enhance productivity
- Continue to improve the use of data and supporting IT systems to inform service planning, delivery, and management within Environment Services
- Continue with flood mitigation projects i.e. progress onto Phase 2 of Section 19 investigations, feasibility, funding submissions and scheme implementation working with partners across South Yorkshire. Embed lessons learned into future operational plans to ensure robust response and recovery from flooding emergencies
- Continue delivery of the Council House Build Programme, both in terms of onsite delivery and preparation for future phases.
- Develop a mixed tenure delivery model for Phase 3 of the Council House Build Programme
- Prepare for new Building Safety Act responsibilities, which respond to recommendations following the Grenfell fire disaster.
- Commission and manage Support Housing contracts e.g. Wharf House, Open House Plus.
- Work with partners to expand the Housing First offer – dedicated units to support rough sleepers and those with complex needs.
- Commission services and provide 1-to-1 support for rough sleepers and those with complex needs.



6. Nurturing a child and family-friendly borough

What we need to do well

- Support families to access free childcare entitlements
- Help families to get the support they need as early as possible whilst ensuring effective child protection arrangements are in place where deemed appropriate to do so.
- Support children to stay with their families in Doncaster, and where they cannot, be good corporate parents.
- Increase the range of accommodation in Doncaster for Looked after Children and Care Leavers.
- Provide services so that our children enjoy good health, have opportunities for positive activities, build resilience and life skills and optimise independence (agreed, reads better)

Key priorities that our resources will support in 2023-24

- Continue to build upon the effective reintegration of former Children's Trust functions into Council services.
- Deliver year 2 of the post-Government/OFSTED inspection Directorate Improvement Plan.
- Ensure Doncaster's early intervention and prevention offer is effective, local, visible and easily accessible, and works collaboratively with children, young people, their families and communities.
- Effective partnership Early Help Offer and Localities (to include the potential for multi-disciplinary teams as per the MacAlister review.
- Develop and Implement Youth Strategy building on the youth hub developed as part of the Department for Digital, Culture, Media and Sport pilot).
- Continue to lead on the complex abuse investigation, liaising closely with Ofsted, the provider and other Local Authorities
- Continue to develop and implement practice management and data quality improvements.
- Development of a single efficiency plan in Children, Young People and Families directorate that maximises available resources.
- Recruitment campaign – reducing vacancies and increasing capacity in posts that support children, young people and families.
- Child Placement Strategy – increasing local provision to reduce the need to place Doncaster children outside of Doncaster.



7. Building transport and digital connections fit for the future

What we need to do well

- Maintain the roads to appropriate standards across the borough.
- Work with regional colleagues to attract investment and promote the usage of public transport and active travel
- Encourage increased rollout of gigabit capable connectivity
- Encourage the rollout of faster 5G mobile services

Key priorities that our resources will support in 2023-24

- Working with the South Yorkshire Mayoral Combined Authority, deliver the South Yorkshire Digital Infrastructure Strategy
- Develop additional major programmes to improve transport connections across the Borough, such as: Bus Service Improvement Plan, Zero Emissions Bus Regional Area Fund, Electric Buses, Parking Strategy Update, strategic rail opportunities, and seeking funding and lobbying for the A1 Doncaster bypass widening
- Deliver major programmes to improve transport connections across the Borough, such as: City Region Sustainable Transport schemes, Stage 1 of Gateway East Rail, A18 Westmoor Link Road, Phase 1 of A1 - A19 Link Road, improvements to Thorne and Conisbrough railway stations, and the Active Travel Programme.
- Maximise active travel opportunities and increase modal shift through participation in walking and cycling through the delivery of City Region Sustainable Transport and Transforming Cities Fund schemes
- Take all appropriate steps to secure the future of Doncaster Sheffield Airport
- Continue to deliver upon those projects contained within Levelling Up Fund (Round 1), Doncaster Town Deal and Stainforth Town Deal.



8. Promoting the borough and its cultural, sporting and heritage opportunities

What we need to do well

- Market the borough as a good place to live, work and visit
- Closer collaboration with national bodies, such as the Arts Council, English Heritage and Sport England
- Increase volunteering in cultural, sporting and heritage settings

Key priorities that our resources will support in 2023-24

- Deliver our contribution to Doncaster's new Cultural Strategy. Expand access to all sections of the community, increase visitor numbers, contribute to the borough's economic growth and help improve resident health and wellbeing.
- Continue funding and support for partner organisations such as Doncaster Culture Leisure Trust, CAST Theatre, and other arts, heritage, sports and culture-focused organisations.
- Undertake feasibility study in relation to the investment requirements and business opportunities at the Dome Leisure Centre.
- Promotion of the borough and its cultural, sporting and heritage opportunities locally, regionally and nationally.
- Delivery of events to attract visitors to the area and contribute to the local economy.
- Complete the refurbishment of Askern Leisure Centre by spring 2023 and continue works at Thorne Leisure centre to modernise these facilities.
- Directed by the Get Doncaster Moving Strategy; deliver the first 5 Future Parks, co-design and deliver a resident-led behaviour change campaign and develop and implement a sector-led Local Skills Framework, in partnership with the Chartered Institute for the Management of Sport and Physical Activity.



A Regenerative Council

We continually update our understanding and evidence associated with the challenges and opportunities we face as a borough, and individually as a Council. We want to be a development-led Regenerative Council and we have identified a set of key things that are required so that we are able to deliver our services well in the future:

1. Local Solutions for People, Places and Planet
2. Elected Members Central to Local Solutions for People, Places and Planet
3. Intelligence-Led Organisation
4. Reduced Overhead Costs, Improved decision making and delivery
5. A Council that does the right thing in the right way

What we need to do well?

- Respond to our customers in a timely manner, focusing on a quality customer experience.
- Process Housing and Council Tax queries in a timely manner.
- Collect Council Tax and Business Rates effectively.
- Support and develop employees to improve performance, engagement and attendance.
- Ensure more people can access council services digitally.
- As a community leader, support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income.
- As a service deliverer, ensure services are shaped by Equality, Diversity and Inclusion objectives and we target resources to where they are most needed.
- As an employer, be open and inclusive and champion diversity.
- Have an effective workforce strategy and deal with the current workforce issues.

Key priorities that our resources will support in 2023-24

- Proactively work across the Team Doncaster partnership to reduce the impacts of the cost of living crisis on communities and businesses and continue to provide the much required appropriate financial support to the people who need it most.
- Drive the delivery of the DDT through a continuously improving and maturing Team Doncaster partnership via partnership summary agreements.
- Produce and deliver the DDT investment plan that maximises investment into the City that will contribute to economic, social and environmental well-being.

- Respond to and publish our Peer Review Action Plan.
- Strengthen Doncaster's influence in regional and sub-regional structures to deliver maximum impact for the City.
- Continue to deliver the Workforce Strategy that equips staff with the right skills and behaviours to deliver and commission good quality services, underpinned by high standards of distributed leadership, collaborative working, and safe working practices.
- Improve morale and sense of professional pride within our workforce.
- Ensure the Medium Term Financial Strategy (MTFS) identifies the required savings, whilst continuing to provide adequate resources for our corporate priorities, remaining sufficiently flexible to respond to the unprecedented financial volatility in the short term and providing a sustainable funding strategy for the longer term.
- Deliver the approved savings targets over the medium-term, including the transformational council-wide proposals.
- Continue to take full advantage of technology to support modern, effective and efficient service delivery and digital ways of working.
- Undertake targeted and regular engagement to ensure we are equipped with customer feedback and public perception, and that this informs service change
- Continue to develop and embed effective communications and engagement with all stakeholders and increase the ability to give the right information in the right way at the right time.
- Begin the process of delivering upon the Council's Customer Experience Strategy (2023-26) to further improve the experience of residents when contacting us.
- Delivery and implementation of the Asset Management Strategy via the Doncaster Strategic Estates Group and a coordinated approach across public sector partners, particularly to bring forward investment across the City Centre.
- Further develop the data and information systems that enable research led approaches to underpin our way of working, including advocating the health, wellbeing and economic benefits of being evidence based and insight informed.
- Deliver a Strategic Commissioning function that provides a long-term view on priorities including support for people experiencing homelessness, older people, learning disabilities and mental health and supporting a locality

Section 6: Monitoring Our Progress

A robust Performance Management Framework ensures that all the key components are in place across an organisation, ensuring both good governance and successful delivery of key priorities.

The Council's Performance Management Framework (PMF) is the mechanism by which we will manage, monitor and govern key activities that contribute to the successful delivery of the Corporate Plan. It will ensure that, as a Council, we are 'getting the basics right' and identify potential risks to the successful delivery of our plan.

The PMF brings together six key, standalone elements of governance under one framework:

- Managing Performance
- Reporting Profile
- Service Planning
- Risk Management
- Data Quality
- Equality, Diversity and Inclusion

Together, these ensure individuals, teams, and the Council overall, have clear guidance and systems in place. It shows what we should be doing, how we should be doing it and outlines key responsibilities for delivery.

Performance management is used to continually improve the services the Council delivers and the way they are delivered, learning from experiences, from others and listening to customer needs. Its purpose is to:

- Assist Senior Managers, Staff and Councillors to understand the key components that contribute to effective performance as well as providing a corporate approach for the Council.
- Focus on the Council's key objectives, ensuring the right actions underpin their delivery as well as robust measures that evidence progress and ultimately achieve our Outcomes.
- Continually improve the services the Council delivers and the way they are delivered, learning from experiences, from others and listening to customer needs.
- Pull together partnership contribution to our borough-wide priorities within 'Delivering Doncaster Together'. Setting out both the governance arrangements and the information flow.

This is delivered through our **Plan, Do, Monitor, Respond** structure that details how each element will be actioned and links directly to the '**Golden Thread**'. The Golden Thread is the term used to describe the link between the different plans within the organisation, connecting borough wide strategic objectives with the actions of individual employees at all levels.





City of Doncaster Council

Councillor Jane Kidd
Wheatley Hill and Intake Ward
Tel: 07954 428726
E-Mail: jane.kidd@doncaster.gov.uk

13th February, 2023

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

Dear Ros,

2023/2024 CORPORATE PLAN

The Overview and Scrutiny Management Committee held a meeting on the 9th February, 2023 to consider the 2023/2024 Corporate Plan. I am pleased to confirm that Members supported the Plan ahead of it being presented to Full Council on 27th February, 2023.

The detail within the Corporate Plan and how the Local Authority will contribute towards the Great 8 priorities within the Doncaster Delivering Together (DDT) Borough Strategy, was welcomed. The Committee also recommended that scrutiny work planning should take into account how it can positively contribute to actions to support the delivery of the Great 8 priorities (and accompanying strategies and policies) outlined in the 2023/2024 Corporate Plan.

Here is a broad outline of the feedback provided from the discussion:

1. **Council's Key Ambitions** – The Committee acknowledged that the 2023/24 Corporate Plan includes Great 8 priority areas for the Borough as well as an internal 'Regenerative Council' priority programme. It was identified that this internal programme was set against a framework that would ensure the Council was fit for purpose in helping to deliver those priorities. The Committee noted that to support the pressures identified in the budget, it was important that there was also flexibility in place. It was stated that some priorities were currently more important than others and may change depending on external circumstances such as cost of living.
2. **Impact of Budget on Delivering Corporate Plan Objectives** – The Committee noted budgetary pressures would make the delivery of some of the key of the objectives extremely challenging e.g. Placement Strategy, Education Care and Health Plans, Public Health and waste.

It was acknowledged that issues such as inflation played a significant part in creating further pressure on the delivery of the 2023/2024 Corporate Plan's priorities. Members heard how those priorities worked as a driving force beyond the Corporate Plan, helping to structure service plans and identify and review targets in taking forward the work required.

3. **How the Corporate Plan Supports Locality Working** – Members were informed that there was a specific section in the Corporate Plan with steps to ensure that locality was being embedded across the organisation. Reference was made to Great 8 Priorities that also had their own set of actions relating to localities. It was explained how the partnership agenda was set out throughout the report with a clear outline of partnership objectives.
- **Regenerative Council** - It was noted that recognising cultural shifts and implementing robust processes were important aspects of delivering a Regenerative Council. Members were informed this would include developing a Workplace Strategy, reviewing how we benchmark and forming recommendations arising from the Peer Review Action Plan (that will support how we operate) and embed the organisations values. In respect of raising staff morale, the Committee was reminded of the staff Rewards and Recognition Portal, the continuation of the staff forum successfully engaging with 600-700 participants at its most recent session, as well as the benefits of good management, supporting effective feedback and encouraging positive interactions with staff.

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
Andy Brown - Senior Strategy and Performance Manager



Date: 27th February 2023

To the Chair and Members of the
COUNCIL

CAPITAL STRATEGY AND CAPITAL BUDGET 2023/24 – 2026/27

EXECUTIVE SUMMARY

Capital Strategy

1. The Capital Strategy outlines the principles and decision making process involved when considering new bids and the monitoring of Doncaster Council's capital programme. The aim is to ensure alignment with the Council's priorities and objectives, support the regeneration of the borough and improve infrastructure, improved efficiency and effectiveness of operational of services. Set within a context of being affordable and within available finances, as set out in the Council's Medium-term Financial Strategy.
2. The Capital and Major Projects Board (CAMP Board) provides strategic oversight of the council's capital investments to ensure that these principles are maintained and funding recommendations prioritised.
3. The Capital Strategy is set out in paragraphs 34 to 74; this has been used to produce the Capital Budget Proposals set out in paragraphs 12 to 33.

Capital Programme Budget Proposal

4. Doncaster Council continues to invest in the future of the Borough despite the tough economic climate, with an estimated £492.8m of capital investment over 2023/24 to 2026/27 that will continue to stimulate growth and prosperity, with £194.9m of spend estimated for 2023/24. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture. This includes £220.6m investment in the Council's social housing stock over the next four years, covering maintenance, adaptations, acquisitions and the new build programme.
5. Additional schemes are proposed for inclusion in the capital programme totalling £34.8m, with £15.0m in 2023/24. However given the financial challenges faced by the Council all schemes have been reviewed to prioritise essential spend and to maintain our operational assets and buildings which are expected to be used in the long term. This includes continued investment in our leisure facilities, retained public buildings, infrastructure across the city including street lighting, footpaths and signage and further investment in flood prevention measures prioritised to areas with the greatest need.
6. The existing capital programme and new projects for the four years 2023/24 to 2026/27 are detailed in Appendices 1a to 1f and in the paragraphs below.

7. In the following sections, unless stated otherwise, the value for 2023/24 is shown first and then the total for the four-year programme is in brackets (2023/24 to 2026/27).

EXEMPT REPORT

8. This report is not exempt.

RECOMMENDATIONS

9. Council is asked to: -
- a. Approve the Capital Strategy at paragraphs 34 to 74;
 - b. Approve the Capital programme for 2023/24 to 2026/27 at paragraphs 12 to 33;
 - c. Note that Directors in consultation with the portfolio holder take responsibility for allocating the block budgets to specific schemes in the capital programme. The block budgets are identified in appendix 1 and include the retained buildings programme, school condition programme, and integrated transport block.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

10. Doncaster citizens will benefit from the continued capital investment in public facilities such as schools, leisure centres, roads, markets and affordable housing, and also from spend with construction businesses.

BACKGROUND

11. Capital expenditure is the money used to buy, improve, or extend the life of fixed assets in an organisation, and with a useful life for one year or more. Such assets include land and buildings, vehicles and infrastructure such as roads. Most capital funding is allocated for spending on specific projects. Capital spending is different from revenue spending, which covers the day-to-day costs of running council services, but capital investment can assist the revenue budget by helping to reduce running costs by providing more efficient facilities and equipment.

Capital Programme Summary

12. The current Capital Programme includes £492.8m of capital investment over 2023/24 to 2026/27, with £194.9m in 2023/24. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Adults, Health and Wellbeing	7.673	4.982	4.982	4.982	22.619
Public Health	10.523	2.060	0.000	0.000	12.583
Corporate Resources	30.961	14.152	12.500	12.500	70.112

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Children, Young People & Families	11.175	22.759	1.854	0.000	35.788
Economy & Environment	134.613	83.356	79.551	54.148	351.669
Total	194.945	127.309	98.887	71.630	492.771

13. The schemes put forward to be considered for approval total £34.8m with a £23.2m funding requirement; these are detailed in Appendix 2. The value of capital bids received that require funding from council resources (capital receipts and borrowing) are set out in the table below. The Capital and Major Projects Board (CAMP Board) has reviewed all the bids received.

Directorate	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Adults, Health and Wellbeing	0.000	0.000	0.000	0.000	0.000
Public Health	3.964	0.000	0.000	0.000	3.964
Corporate Resources	0.950	0.222	0.000	0.000	1.172
Children, Young People & Families	0.000	0.000	0.000	0.000	0.000
Economy & Environment	5.005	4.635	5.059	3.388	18.087
Total	9.919	4.857	5.059	3.388	23.223

14. It is estimated that borrowing for the £23.2m will incur revenue costs of £2.1m per annum (interest and repayment of debt). The revenue costs are taken into consideration in the revenue budget for 2023/24 – 2025/26.

Economy & Environment

15. The programme managed by this Directorate is the largest part of the Council's budget in terms of both the number and value of projects with a total investment of £134.6m in 2023/24 (£351.7m), a further analysis is provided in Appendix 1f.

Development

- a. **Stainforth Towns Fund** - £8.5m (£20.6m) investment for improvements in Stainforth including the station gateway, town centre and new community hub.
- b. **Improvements to Cusworth Hall** - £2.4m (£2.4m) essential works required to maintain the 18th Century Grade 1 listed country house.

Housing & Sustainability

- c. **Council House Building Programme (CHBP) Ph2 (Committed)** – Funding totalling £25m in 2023/24, (£31m) Phase 2 was approved by Cabinet on 22nd June 2022 as part of the Affordable Homes Programme to deliver 125 new homes across the Borough.
- d. **Council House Building Programme (CHBP) Ph2b & Ph3 (New Major Investment)** – Further funding totalling £31.5m across the 4 year programme has been earmarked to deliver additional new homes across the Borough. The Council continues an ambitious programme of housing development resulting

in a total of £74m invested to deliver a substantial number of new homes to meet the needs of our residents.

- e. **Council House Acquisitions** – A new budget of £32.5m has added across the 4 year programme. This budget accelerates the delivery of 232 homes at a time when need is greatest and the homelessness system needs a much needed boost in order to rebalance the system and flow through it for those most vulnerable in society.

The impact of the increase to council house rents may mean it is possible to revisit the overall available borrowing for future phases of the CHBP.

- f. **S106 Opportunities** – Further funding totalling £3m across the 4 year programme to purchase targeted new builds through planning S106 agreements which will meet the specific local affordable housing need, especially where the Council has no or limited land to develop Council housing. These new homes will form part of the Council House Build Programme and will be let through St Leger Homes of Doncaster (SLHD).

- g. **Council House Improvement and Maintenance Programme** – Funding totalling £30.9m in 2023/24, (£122.2m) on maintaining and improving the existing Council housing stock to the Doncaster decency standard. The focus will be on energy efficiency improvements, heating conversions/upgrades, refurbishment of void properties, building safety and roof, facia and soffit replacements. The programmed works will include the following: -

- **Fire Safety Improvements** – Funding totalling £2.3m in 2023/24 (£8.2m). Fire risk assessments have been carried out on all the properties that were required under the Regulatory Reform Fire Safety order. Work is ongoing to deliver the actions from the fire risk assessments.
- **Electrical Works** – Electrical works totalling £0.9m in 2023/24 (£3.9m) will be invested into exchanging consumer units and introducing surge and arc protection equipment to our high rise blocks and surge protection only to the medium rise blocks, the remaining stock will get a compliant consumer unit installed.
- **Energy Efficiency Works** - Funding totalling £7.1m in 2023/24 (£22.7m) will be spent on investment in Energy Efficiency Works to respond to climate change and the need to work across housing types and tenures to meet carbon reduction targets. The main focus across the 4 year programme will be on hard to treat properties which include 895 solid wall/narrow cavity properties identified to benefit from external/internal wall insulation works. These works will help the Authority move towards achieving an Energy Performance Certification “C” standard by 2030 and there is sufficient funding in the capital programme to achieve this. Achieving this is a SLHD Key Performance Indicator, monitoring is completed and reported on an annual basis.

- h. **Residential Site Improvements** - Funding totalling £3.7m in 2023/24 (£5.5m). The majority of the funding is earmarked for major improvement works to be carried out across all three Gypsy and Traveller sites, starting with White Towers in 2023/24 and Little Lane and Lands’ End sites in

subsequent years. Included in the funding is £0.34m, earmarked for the installation of fire barriers at the Park Homes sites.

- i. **Net Zero Carbon – £1.9m 2023/24 (£1.9m)** in line with the environmental strategy and in reaction to the climate and bio-diversity emergency the Council is working to produce a Net Zero Carbon Masterplan. The schemes for individual buildings will be developed and approved individually as surveys are completed. Although the schemes will incur borrowing costs, they will be funded by the revenue savings produced due to having more energy efficient buildings. The Net Zero Carbon earmarked reserve is available to fund suitable projects in the future.

Environment

- j. **Highway Maintenance Programmes – £5.7m (£6.1m)**
 - 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-surfacing and footway slurry surfacing 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 holder.

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

- k. **Street Lighting Column Replacement - £2.8m 2023/24 (£10.4m)** – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing LED light fittings.
- l. **Improvements to public right of way paths, bridges and structures - £0.5m (£2.2m)**, essential works to take place for health and safety reasons on footpaths, bridges and the overall network at various public right of ways sites including country parks and the trans Pennine trail.

Adults, Health and Well Being

16. The total investment managed by this Directorate is (£22.6m) over the four year programme, with £7.7m in 2023/24. The largest areas are Housing Adaptations £6.9m (£21.9m). A further analysis is shown in Appendix 1b.
- a. **Disabled Facilities Grants (DFG)/Adaptations** - 1,830 housing adaptations for the disabled are estimated to be completed per year (230 DFG adaptations to private properties and 1,600 on council dwellings). There are also 1,300 private minor adaptations estimated to be completed each year. The estimated funding package is £21.9m.

Public Health

17. The total investment managed by this Directorate is estimated to be £10.5m in 2023/24 (£12.6m) over the four year programme. Works are related to investment in leisure facilities and parks. A further analysis is shown in Appendix 1c.
- a. **Doncaster Culture and Leisure Trust** – £8.7m (£9.8m). Works in 2023/24 are to improve building fabric and lighting, mechanical and electrical elements at various sites including The Dome and Thorne.

Corporate Resources

18. Corporate Resources will manage (£70.1m) of funds over the four year programme, with £30.9m in 2023/24. The major areas of spend managed is investment in ICT £2.8m (£4.2m) and trading services £8.6m (£8.8m). The balance for the Investment and Modernisation Fund allocation, which is to be increased to £12.5m (£50m), is held within this directorate. A further analysis is shown in Appendix 1d.
19. Bids totalling £8.4m (£9.1m) were received for this Directorate that need to be funded with council resources.
- a. **ICT Schemes** - £2.8m (£4.2m). The council cannot operate effectively and efficiently without technology. Technology needs to be continually refreshed to be fit for purpose and so it will still operate and ensure all information is kept safe and secure.
 - b. **Investment and Modernisation Fund (IMF)** - £12.5m (£50.0m) IMF available, if required, to fund projects which deliver more efficient services and enable further revenue savings.
 - c. **Trading Services** - £8.8m (£9.0m) includes improvements to cemeteries, markets and the fleet replacement programme.
 - d. **Programme Contingency** - £6.7m. A contingency will be added to the capital programme providing flexibility for any new or previously deferred schemes identified in-year. This will include any capital requirements following the results of detailed surveys that are being carried out, to ensure our buildings/assets are fit for purpose and as part of the remodelling of the estate.

It is also anticipated that funding will be required to support the replacement of analogue telephone lines as part of the digital switchover which will be vital for the continuation of some services.

Children, Young People & Families

20. The total investment via this Directorate is (£35.8m) over the four year programme, with £11.2m in 2023/24. Analysis is shown in Appendix 1e.

21. Considerable amounts of effort and investment are being made to improve the condition of our schools and create new school places. The main outcomes for this Directorate and more detail on the school building improvements is below:-

a. **Schools Condition Programme** – Overall, fifteen schools will have a range of improvements works completed in 2023/24, 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 mechanical work completed including mains and lighting upgraded £0.2m;
- Seven schools will have a range of electrical works completed at an estimated cost of £0.3m;
- Eight schools will have fabric works completed, investing £0.3m;

A contingency of £0.2m is allocated within the budget to allow for unforeseen costs.

The Schools Condition Programme will be refined and the values and locations are subject to change once detailed design has been completed. Any significant amendments will be agreed with the portfolio holder and updates will be available through the quarterly Finance and Performance Improvement reports to Cabinet and Overview and Scrutiny Management Committee.

Pipeline

22. The Council has also identified potential capital schemes at only a conceptual stage or in need of further development in order to create a capital pipeline which includes the schemes identified in the investment plan reviewed by Cabinet on 20th July 2022.

23. Schemes in the pipeline will be aligned to key strategies, such as the Environment Strategy, and be further developed with the aim of translating policy intent into capital schemes.

24. Many of the capital schemes in the pipeline require significant funding and will only be developed and delivered if additional funding from central government or other external sources becomes available.

25. Having the pipeline in place provides a strategic oversight that puts the council in a strong position to attract external funding. This also aligns with the direction of the South Yorkshire Mayoral Combined Authority (SYMCA) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.

Links to the Medium-term Financial Strategy (MTFS)

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

Asset Sales and Capital Receipts

27. To deliver the priorities, the Council needs to generate income by selling assets to generate capital receipts. Over the next four years, it is estimated £14.4m 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 £4.9m in 2022/23 caused by delayed delivery in the current and previous years (this shortfall could increase further if the current estimated sales for 2022/23 are not achieved). It is currently estimated there will be a surplus of receipts in 2024/25 which will be available to fund the capital programme.

28. Funding of the current programme requires capital receipts, however sales have not been realised at both the level and within the timeframes previously estimated. Council assets available for disposal are also decreasing so the level of capital receipts available in the future will greatly diminish.

29. The value in the current capital programme to be financed with capital receipts totals £2.1m.

30. The tables below show the existing capital receipts and commitments for 2023/24 to 2026/27: -

	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m
Current Capital Programme Requirement	4.844	0.049	0.000	0.000
Estimated Capital Receipts:				
Carried forward	(4.914)	(3.650)	1.305	4.588
In-year capital receipts	6.108	5.004	3.283	0.000
Total Est. Capital Receipts	1.194	1.354	4.588	4.588
Cumulative Balance (to c/f)	(3.650)	1.305	4.588	4.588

31. The disposal programme is dependent on the sale of a small number of high value assets. If any of these assets were to fail to sell, slip to another financial year or not achieve the estimated sale price it would reduce the capital receipts available. As these are estimates the sale price and timing may vary.

Future Capital Allocations and Funding

32. Funding allocations will continue to be used in line with the relevant legislation or funding guidance. For funding that allows the Council discretion on how it is used and any new funding allocations made during the year, the Chief Financial Officer will confirm to which part of the capital programme it will be applied.

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

Capital Strategy

34. 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.

35. 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.

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

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

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

The Council's Corporate Objectives and Priorities

38. 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 Borough Strategy 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 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.

39. 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.

40. 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.

41. 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.

42. This budget is also an integral part of the 'Regenerative 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.

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

- a. **Medium-term Financial Strategy (MTFS)** - All capital investment must be sustainable in the long term through revenue support by the Council or its partners. All capital investment decisions consider the revenue implication both in terms of servicing the finance and running costs of the new assets. The impact of the revenue implications is a significant factor in determining approval of projects. The use of capital resources has been fully taken into account in the production of the Council's MTFS.
- b. **Asset Management Strategy 2022-2026** – The new strategy is in the process of being approved and will set 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; and delivery of the Five Year Housing Delivery Plan
- An accelerated £74m Council House Build Programme, providing new affordable homes at high design and energy efficiency standards
- The completion of 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'

- f. **Procurement Strategy 2022-2025** - The new Procurement Strategy has recently been approved. This strategy shows the Council's current approach to conducting procurement for both capital and revenue spend. It also details the Council's procurement ambitions aligned to the Corporate Plan and national drivers such as the National Procurement Strategy for Local Government and the National Procurement Policy Statement. The Procurement Goals and Ambitions for the Council are:

- Value for Money and Commercial Practices
- Governance and Process
- Systems and Data
- Category Management
- Social Value

These goals and ambitions are underpinned by ensuring robust capacity and capability.

Maintenance and review of current assets

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

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

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

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

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

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

- c. **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** – The Council has a rolling 10 year fleet replacement program, although this is dependent on economic viability, and whole life vehicle costs, for which mileage, utilisation and requirements are considered.

- f. **Retained Buildings Improvement** – Investment to address condition related projects to ensure buildings remain fit for purpose, in operation, safe and meet Minimum Energy Efficiency Standards (MEES)

- g. **Housing** – improvements and maintenance of the existing Council housing stock to Doncaster decency standard, maintain appropriate building and fire safety standards and achieve Energy Performance Certification “C” standard by 2030.

A draft ten year investment programme has been developed, this medium term plan is required to ensure that there are sufficient resources available to fund

the required programme. This medium term programme continues to deliver the ongoing improvements but shows a significant increase in investment in kitchens and bathrooms (£68m over the period 2025/26 to 2034/35) and additional energy efficiency works (£23.5m).

New Asset Management and Environmental Strategies have been approved during 2021, in addition a high level report has been commissioned to look at the implications of achieving net zero carbon for the Council's Housing stock. Detailed survey work has now commenced to fully understand the long term investment needs for the stock and understand how many of the properties are unsustainable in the long term. Initial estimates of the funding gap to achieve net zero carbon for the Council's housing stock by 2050 is £314m.

The current decent homes standard was introduced by the Government in 2000 and Doncaster approved the Doncaster decency standard in 2005. The Government is working towards the publication of a revised Decent Homes Standard (the original standard was issued in 2000) and it is anticipated that the new standard will include revised standards for building safety and energy efficiency and will outline proposals of how the new standard will be funded..

Self-financing for the Housing Revenue Account (HRA) was implemented by the Government in 2012, the settlement did not include any funding for building safety works, decent homes 2.0 or achieving net zero carbon and therefore the anticipated value of investment required is greater than the funding currently provided for within the HRA.

Non-Financial Investments

46. The Council holds some assets to primarily or partially generate rental income and appreciation in value.
47. All investment assets are revalued annually at fair value to give an accurate indication of the receipt that could be generated to recover any capital investment.
48. It is anticipated that the properties will increase in value over the long term providing an increase in the capital value of the investment as well as the investment return. There is a risk the capital value could fall reducing the capital returned on disposal depending upon market conditions.
49. An investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

Funding Sources

50. 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.
51. The resources used for the delivery of the capital programme are: -

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

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

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

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

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

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

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

Capital receipts will be used to reduce the Capital Financing Requirement (CFR) as and when received. This will reduce the annual Minimum Revenue Provision (MRP) charge made to the revenue budget.

Expenditure in the capital programme often slips from one year to the next. This results in underspends against the revenue budget for MRP. Those underspends will be used to fund the capital programme, as a revenue contribution to capital outlay, to reduce the requirement to borrow.

- 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

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

53. 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.

54. 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.

55. 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.

56. 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.
57. The capital process and guidance are distributed to Directors, Assistant Directors and Heads of Service to ensure that no areas are missed and all have the opportunity to submit bids. To help ensure they are priorities, the bids are supported by the relevant Director before being passed to CAMP board theme leads.
58. Bids are made by the completion and submission of a Capital 1 Form. The Capital 1 form aims to capture the relevant information to prove the scheme is required and if so, determine its level of priority.
59. The Capital 1 form records the Council priorities the proposed scheme will help to achieve, measurable outcomes and the potential impact if the scheme is rejected or delayed. How the scheme is expected to be financed is also required with additional scrutiny taking place on the use of corporate resources.
60. Future impact upon revenue budget requirements is also captured in order to ensure the scheme is affordable and sustainable in the long term following implementation. The pressures this could cause upon revenue budgets are taken into consideration within the MTFS.
61. The CAMP Board rank bids by priorities met, health and safety issues resolved, 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.
62. 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.
63. 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

64. 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.

65. 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.
66. 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.
67. 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.
68. 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

69. 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.
70. 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.
71. The option to use capital receipts for revenue transformation purposes is currently available up to 2024/25.
72. The Council does not intend to use capital receipts this way from 2020/21 onwards.

Skills and Knowledge

73. 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.
74. 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

75. Option 1 – Do not support the Capital Strategy and proposal for the 2023/24 to 2026/27 Capital budget.






76. Option 2 – Support the Capital Strategy and proposal for the 2023/24 to 2026/27 Capital budget.




REASONS FOR RECOMMENDED OPTION

77. 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

78. This report sets out the Council's spending plans to deliver on its corporate priorities and therefore is prepared alongside our Corporate Plan. The Corporate Plan identifies several service standards and council priorities under each Great 8 priority.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				
 Developing the skills to thrive in life and in work				
 Making Doncaster the best place to do business and create good jobs				
 Building opportunities for healthier, happier and longer lives for all				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				

 Nurturing a child and family-friendly borough				
 Building Transport and digital connections fit for the future				
 Promoting the borough and its cultural, sporting, and heritage opportunities				
Fair & Inclusive				

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

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

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

Having due regard to advancing equality involves: -

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

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

1.1 Establishing the key equality issues across Doncaster (Equality

Analysis) – Our Equality, Diversity and Inclusion Framework 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

1.2 Prioritisation and Planning – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

Whilst no due regard statement has been completed as part of this report, all projects and programmes agreed during the programme will be subject to an individual due regard statement being prepared and actioned by the relevant project manager where required.

RISKS AND ASSUMPTIONS

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

- a. the risk of asset sales being delayed or being delivered at a lower value than estimated.
- b. Should the funding for Education be lower than estimated, this would mean that programmes of work would have to be reviewed and revised.
- c. The risk that interest rates rise causing additional pressure to the revenue budget or reducing the amount of capital schemes that can be afforded. This is highly likely in the current environment with the impact from recent rises already being built into these proposals.

LEGAL IMPLICATIONS [Officer Initials: SRF Date: 03.02.23]

80. 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.

81. 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: 31.01.23]

82. 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.

83. The use of borrowing to fund projects such as the Investment and Modernisation Fund will be managed within the prudential indicators as approved in the Council's Treasury Management Strategy Statement. The Chief Finance Officer and Assistant Director of Finance have delegated powers through this policy to make the most appropriate form of borrowing from approved sources. The borrowing will therefore be incorporated within the Council's four-year capital programme for 2023/24 to 2026/27.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: SH Date: 31/01/23]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date: 31/01/23]

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

CONSULTATION

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

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

BACKGROUND PAPERS

- Cabinet Report – Finance & Performance Improvement Report:2022-23 Quarter 1
<https://doncaster.moderngov.co.uk/documents/s37284/i6%20cab%20070922%20Q1%20Finance%20Performance%20Report%20Pack.pdf>
- Cabinet Report – Finance & Performance Improvement Report:2022-23 Quarter 2
[i7 Q2 Finance Performance Report - Cabinet Pack.pdf \(moderngov.co.uk\)](#)

REPORT AUTHOR & CONTRIBUTORS

Robert Smith, Financial Planning & Control Finance Manager

Tel: 01302 735203, E-mail: robert.smith1@doncaster.gov.uk

Matthew Smith, Head of Financial Management

Tel: 01302 737663, E-mail: Matthew.smith@doncaster.gov.uk

Faye Tyas
Assistant Director of Finance (Section 151 Officer)

CAPITAL PROGRAMME 2023/24 TO 2026/27 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, HEALTH & WELL-BEING					
ADULT SOCIAL CARE	7,435	4,982	4,982	4,982	22,381
COMMUNITIES	238	0	0	0	238
ADULTS, HEALTH & WELL-BEING TOTAL	7,673	4,982	4,982	4,982	22,619
PUBLIC HEALTH					
LEISURE SERVICES	10,523	2,060	0	0	12,583
LEISURE FACILITIES INVESTMENT	8,734	1,150	0	0	9,884
FUTURE PARKS 15 BESPOKE PARK	1,789	910	0	0	2,699
PUBLIC HEALTH CAPITAL PROGRAMME	10,523	2,060	0	0	12,583
CORPORATE RESOURCES					
CUSTOMERS, DIGITAL & ICT	2,809	1,410	0	0	4,219
FINANCE	19,170	12,500	12,500	12,500	56,670
TRADING SERVICES	8,782	242	0	0	9,023
LEGAL & DEMOCRATIC SERVICES	200	0	0	0	200
CORPORATE RESOURCES TOTAL	30,961	14,152	12,500	12,500	70,112
CHILDREN, YOUNG PEOPLE & FAMILIES					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	7,308	18,847	1,654	0	27,809
PARTNERSHIPS & OPERATIONAL DELIVERY	3,667	3,712	0	0	7,379
CHILDREN, YOUNG PEOPLE & FAMILIES TOTAL	11,175	22,759	1,854	0	35,788
ECONOMY & ENVIRONMENT					
ECONOMY & DEVELOPMENT	51,829	22,184	14,517	346	88,876
ENVIRONMENT	12,742	7,549	7,652	5,393	33,336
PUBLIC & PRIVATE SECTOR HOUSING	68,161	53,623	57,383	48,409	227,576
SUSTAINABILITY STRATEGY	1,881	0	0	0	1,881
ECONOMY & ENVIRONMENT TOTAL	134,613	83,356	79,551	54,148	351,669
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	194,945	127,309	98,887	71,630	492,771
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	5,431	49	0	0	5,480
EARMARKED RESERVES	7,143	2,184	138	221	9,687
GRANTS & CONTRIBUTIONS	68,052	50,231	17,392	4,912	140,586
BORROWING	67,752	37,008	44,205	32,263	181,228
REVENUE CONTRIBUTION - GENERAL FUND	55	0	0	0	55
REVENUE CONTRIBUTION - HRA	7,505	10,517	11,286	11,590	40,898
USABLE CAPITAL RECEIPTS (HOUSING)	6,251	3,430	420	1,845	11,945
MAJOR REPAIRS RESERVE (HOUSING)	32,757	23,890	25,446	20,799	102,892
TOTAL CAPITAL FUNDING	194,945	127,309	98,887	71,630	492,771

ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
ADULTS SOCIAL CARE	7,435	4,982	4,982	4,982	22,381
ADAPTATIONS FOR THE DISABLED	2,200	2,200	2,200	2,200	8,800
DISABLED FACILITIES GRANTS	4,719	2,782	2,782	2,782	13,065
HOME ALARMS DIGITAL SWITCHOVER	516	0	0	0	516
COMMUNITIES	238	0	0	0	238
IMPROVEMENTS KILHAM LANE	58	0	0	0	58
SAFER STREETS - ROUND 4	180	0	0	0	180
ADULTS, HEALTH & WELL-BEING CAPITAL PROGRAMME	7,673	4,982	4,982	4,982	22,619

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
GRANTS & CONTRIBUTIONS	4,957	2,782	2,782	2,782	13,303
BORROWING	516	0	0	0	516
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	7,673	4,982	4,982	4,982	22,619

PUBLIC HEALTH CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
LEISURE SERVICES	10,523	2,060	0	0	12,583
LEISURE FACILITIES INVESTMENT	1,587	0	0	0	1,587
DCLT INVESTMENT - THORNE	4,657	1,150	0	0	5,807
DCLT INVESTMENT - THE DOME	2,490	0	0	0	2,490
FUTURE PARKS 15 BESPOKE PARK	1,789	910	0	0	2,699
PUBLIC HEALTH CAPITAL PROGRAMME	10,523	2,060	0	0	12,583

PUBLIC HEALTH CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	1,789	910	0	0	2,699
BORROWING	4,744	0	0	0	4,744
EARMARKED RESERVES	3,990	1,150	0	0	5,140
MAJOR REPAIRS RESERVE (HOUSING)					0
TOTAL PUBLIC HEALTH CAPITAL PROGRAMME FUNDING	10,523	2,060	0	0	12,583

CORPORATE RESOURCES CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CUSTOMERS, DIGITAL & ICT	2,809	1,410	0	0	4,219
ESSENTIAL TECHNOLOGY INFRASTRUCTURE	610	710	0	0	1,320
DESKTOP & MOBILE UPGRADE	200	0	0	0	200
CUSTOMER RELATIONSHIP MANAGEMENT	655	0	0	0	655
SECURE AND RESILIENT TECHNOLOGY	1,050	600	0	0	1,650
TREE MANAGEMENT SYSTEM	12	70	0	0	82
COUNCIL WIDE SYSTEMS	270	30	0	0	300
AI & ROBOT PROCESS AUTOMATION	12	0	0	0	12
FINANCE	19,170	12,500	12,500	12,500	56,670
INVESTMENT&MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
PROGRAMME CONTINGENCY	6,670	0	0	0	6,670
TRADING SERVICES	8,782	242	0	0	9,023
REDHOUSE CEMETERY EXTENSION	114	0	0	0	114
ROSEHILL CEMETERY EXTENSION	220	0	0	0	220
MARKETS SCHEDULED MAINTENANCE	986	0	0	0	986
ELECTRIC CARS AND CHARGING INFRASTRUCTURE	282	0	0	0	282
CLEANING EQUIPMENT PROGRAMME	19	19	0	0	38
2 YEAR FLEET/PLANT REPLACEMENT	1,507	223	0	0	1,730
HOME TO SCHOOL	829	0	0	0	829
STREET SCENE EQUIPMENT	300	0	0	0	300
MEXBOROUGH FOOD HALL	30	0	0	0	30
LEVELLING UP FUNDING MARKET CORN EXCHANGE	4,365	0	0	0	4,365
CHANGING PLACES FACILITIES ASKERN COUNTRY PARK & POOL	43	0	0	0	43
CHANGING PLACES FACILITIES THORNE LEISURE CENTRE	43	0	0	0	43
CHANGING PLACES FACILITIES EDLINGTON LEISURE CENTRE	43	0	0	0	43
LEGAL & DEMOCRATIC SERVICES	200	0	0	0	200
DONCASTER ARCHIVES - RECORDS MANAGEMENT	200	0	0	0	200
CORPORATE RESOURCES CAPITAL PROGRAMME	30,961	14,152	12,500	12,500	70,112

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	558	49	0	0	606
GRANTS & CONTRIBUTIONS	3,990	0	0	0	3,990
EARMARKED RESERVES	259	0	0	0	259
BORROWING	25,874	14,103	12,500	12,500	64,977
REVENUE CONTRIBUTION - HRA	225	0	0	0	225
REVENUE CONTRIBUTION - GENERAL FUND	55	0	0	0	55
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	30,961	14,152	12,500	12,500	70,112

CHILDREN, YOUNG PEOPLE AND FAMILIES CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CENTRALLY MANAGED	200	200	200	0	600
SERVICE IMPROVEMENTS & LIABILITY	200	200	200	0	600
PARTNERSHIPS & OPERATIONAL DELIVERY	3,667	3,712	0	0	7,379
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT (BLOCK BUDGET)	3,667	3,712	0	0	7,379
COMMISSIONING & BUSINESS DEVELOPMENT	7,308	18,847	1,654	0	27,809
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
DFC - GENERAL - PRIMARY	300	400	274	0	974
SAFEGUARD & SECURE MINOR PROJECT	80	80	80	0	240
SCHOOL PLACES-BLOCK ALLOCATION	200	752	500	0	1,452
SCHOOLS CONDITION PROGRAMME	1,000	900	700	0	2,600
SURPLUS PLACES ARMTHORPE	1,030	3,470	0	0	4,500
SCHOOL PLACES HATCHELL GRANGE	2,071	7,722	0	0	9,794
ARMTHORPE ACADEMY LAND PURCHASE	797	0	0	0	797
1920 WADWORTH ROOF	36	0	0	0	36
DUNSVILLE PRIMARY SCHOOL EXPANSION	775	1,155	0	0	1,931
PLOVER PRIMARY (SECTION 106)	1	0	0	0	1
OUTWOOD ACADEMY ADWICK EXPANSION	91	0	0	0	91
HAYFIELD SCH CLASSROOM EXPANSION	100	4,267	0	0	4,367
FPS SHORT BREAK OVERNIGHT PROVISION	100	0	0	0	100
FUTURE PLACEMENTS STRATEGY (CIC HOMES)	625	0	0	0	625
CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL PROGRAMME	11,175	22,759	1,854	0	35,787

CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	9,653	22,759	1,854	0	34,265
CAPITAL RECEIPTS - GF	1,235	0	0	0	1,235
BORROWING	97	0	0	0	97
USABLE CAPITAL RECEIPTS (HOUSING)	190	0	0	0	190
TOTAL LEARNING, OPPORTUNITIES, SKILLS AND CULTURE PROGRAMME FUNDING	11,175	22,759	1,854	0	35,787

ECONOMY & ENVIRONMENT CAPITAL PROGRAMME 2023/24 TO 2026/27

CAPITAL INVESTMENT	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
ECONOMY & DEVELOPMENT	51,829	22,184	14,517	346	88,876
INTEGRATED TRANSPORT BLOCK	1,393	1,325	1,325	0	4,043
CCQ CINEMA INFRASTRUCTURE	1,483	0	0	0	1,483
RETAINED PUB. BUILD'S INV PROG	436	0	0	0	436
COLONNADES UNDERGROUND CAR PK	70	0	0	0	70
PAVILION REFURBISHMENT	100	0	0	0	100
MARY WOOLLET CAR PARK RESURF	84	0	0	0	84
CUSWORTH HALL IMPROVEMENTS	2,178	0	0	0	2,178
T0014/1 BALBY LCWIP	2,500	0	0	0	2,500
T0014/3 MEXBOROUGH GATEWAY	800	0	0	0	800
T0016/3 THORNE STATION ACCESS	1,800	0	0	0	1,800
T0016/4 CONISBROUGH STATION ACCESS	1,400	0	0	0	1,400
T0017/2 DONCASTER STATION - COLLEGE	208	0	0	0	208
T0017/3 NORTH BRIDGE CONNECTOR	835	0	0	0	835
T0028/3 THORNE ROAD (UNITY)	3,600	0	0	0	3,600
T0020 M18 J3	4,450	0	0	0	4,450
COLONNADES SHOPS FLOOR/GUTTERS	250	0	0	0	250
SOUTH PARADE	357	0	0	0	357
TOWNS FUND - DONCASTER MULTI-USE BUILDING & PUBLIC REALM	4,253	12,679	8,731	0	25,663
TOWNS FUND - STAINFORTH HEADSTOCK LIGHTING	1,445	1,980	480	0	3,905
TOWNS FUND - STAINFORTH EMPLOYMENT UNITS	602	606	0	0	1,208
TOWNS FUND - STAINFORTH COUNTRY PARK	670	1,450	0	0	2,120
TOWNS FUND - STAINFORTH STATION FOOTBRIDGE	1,566	1,436	150	0	3,152
TOWNS FUND - STAINFORTH STATION ACCESS	1,443	1,280	2,508	0	5,230
TOWNS FUND - STAINFORTH PUBLIC REALM IMPROVEMENTS	1,182	0	0	0	1,182
TOWNS FUND - STAINFORTH COMMUNITY HUB	1,412	1,089	1,060	0	3,561
TOWNS FUND - STAINFORTH SAFER STREETS	195	0	0	0	195
CIVIC OFFICE MAJOR ITEMS WORK	1,729	214	138	221	2,302
LEVELLING UP FUNDING CCQ CENTRAL LIBRARY	222	0	0	0	222
LEVELLING UP FUNDING CCQ ST JAMES BATH DEVELOP	210	0	0	0	210
LEVELLING UP FUNDING MARKET SHOP FRONTS	295	0	0	0	295
LEVELLING UP FUNDING WATERFRONT EAST DEVELOP	8,239	0	0	0	8,239
BALBY LIBRARY REPLACE FRONTAGE	60	0	0	0	60
CANTLEY LIBRARY REFURBISHMENT	150	0	0	0	150
LEVELLING UP FUNDING BLOCK ALLOCATION	213	0	0	0	213
DEFRA - SCHOOLS STREET PROJECT	60	0	0	0	60
LEVELLING UP FUNDING CCQ PUBLIC REALM	1,500	0	0	0	1,500
CUSWORTH HALL – VARIOUS REPAIR AND IMPROVEMENT WORKS 2023/24	645	0	0	0	645
DONCASTER ARCHIVES – INSTALLATION OF NEW LIFT	250	0	0	0	250
NORTHBRIDGE DEPOT – RE-ROOFING OF STORES MAIN RECEPTION, OFFICE & WELFARE AREAS	171	0	0	0	171
SIGN UPGRADING	125	125	125	125	500
PREMISES (CEF) CHAPPELL DRIVE	200	0	0	0	200
STRATEGIC ACQUISITION FUND	3,002	0	0	0	3,002
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS	48	0	0	0	48
ENVIRONMENT	12,742	7,549	7,652	5,393	33,336
BRIDGES STRUCTURAL MAINTENANCE	53	0	0	0	53
STREET LIGHTING IMPROVEMENT PROGRAMME	2,834	2,541	2,505	2,505	10,385
MAINTENANCE BLOCK	218	0	0	0	218
SCHOOL REDUCED SPEED LIMITS	425	425	0	0	850
REPLACE AIR QUALITY MONITORING STATIONS	100	0	0	0	100
LOW LEVELS WEST CULVERT	3	0	0	0	3
CLAY BANK BRIDGE	2	0	0	0	2
FIXED PLAY FACILITIES MODERNISATION	413	213	213	0	838
GATEWAY TREE PLANTING	76	36	0	0	112
SANDALL PARK LAKE SURROUND IMPROVEMENTS	500	0	0	0	500
ASKERN LAKE SURROUND IMPROVEMENTS	310	0	0	0	310
SANDY LN/ST CECILIA RD BELLE VUE	165	0	0	0	165
BOLLARD DE ILLUMINATION	60	60	60	60	240
FLOOD RISK	1,150	3,625	4,300	2,375	11,450
HOUSEHOLD WASTE RECYCLING CENTRE WORKS	265	0	0	0	265
LINEAR PARKS - BRIDGE REPLACEMENT AND REFURBISHMENT	201	331	323	300	1,155
PUBLIC RIGHTS OF WAY BRIDGE REPLACEMENT AND REFURBISHMENT	82	120	116	0	318
PUBLIC RIGHTS OF WAY FOOTPATH REPLACEMENT AND NETWORK IMPROVEMENTS	103	111	87	87	388
WOODLAND AND COUNTRY PARK INFRASTRUCTURE IMPROVEMENTS	94	88	48	66	296
A638 YORK/ARKWRIGHT RD IMPROVEMENTS	40	0	0	0	40
BECKETT RD/WENTWORTH RD	100	0	0	0	100
FRENCHGATE TUNNEL	700	0	0	0	700
CITY REGION SUSTAINABLE TRANSPORT SScheme HIGHWAYS CAPITAL MAINTENANCE ALLOCAT	4,850	0	0	0	4,850
PUBLIC & PRIVATE SECTOR HOUSING	68,161	53,623	57,383	48,409	227,576
VOIDS CAPITAL WORKS	3,458	3,464	3,448	3,472	13,842
MECHANICAL & ELECTRICAL	3,680	7,897	3,671	4,075	19,323
HEATING CONVERSIONS/UPGRADES	2,649	2,653	2,641	2,660	10,603
REMOVE GAS FROM HIGH RISE	0	4,210	0	0	4,210
ELECTRICAL PLANNED WORKS	0	0	0	380	380
ELECTRICAL PLANNED WORKS CONTRACTOR	880	882	879	883	3,524
MECHANICAL PLANNED WORKS	151	152	151	152	606
INTERNAL WORKS	3,273	2,227	2,240	570	8,310
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK	0	0	7,123	7,177	14,300
EXTERNAL WORKS	18,958	14,896	14,896	12,020	60,770
EXTERNAL PLANNED MAINTENANCE INHOUSE	3,389	3,395	3,379	3,403	13,566
EXTERNAL PLANNED MAINTENANCE - CONTRACTOR	2,710	2,715	2,702	2,722	10,849
THERMAL EFFICIENCY - ECO WORKS	7,065	6,016	6,048	0	19,129
ENERGY EFFICIENCY WORKS	0	0	0	3,541	3,541
HIGH RISE INVESTMENT / SOIL STACKS	2,445	0	0	0	2,445
STRUCTURAL	328	332	330	332	1,322
FIRE SAFETY WORKS	2,282	2,106	2,107	1,689	8,184
SHOPS/FLATS	219	221	220	222	882
COMMUNAL HALLS	520	111	110	111	852
ENVIRONMENTAL WORKS	1,440	1,448	1,441	1,241	5,570
ENVIRONMENTAL / FENCING PROGRAMME	179	184	183	185	731
ASBESTOS SURVEYS & REMOVAL	736	737	734	528	2,735

CAPITAL INVESTMENT	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
GARAGE SITE IMPROVEMENTS	315	316	314	317	1,262
ESTATE PATHS	210	211	210	211	842
IT SYSTEMS/INVESTMENT	63	0	0	0	63
ACQUISITIONS/BUY BACKS	223	100	100	0	423
ACQUISITIONS FUNDED FROM RENT INCREASE	8,125	8,125	8,125	8,125	32,500
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	25,000	6,000	0	0	31,000
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	208	8,446	15,919	9,884	34,457
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	3,733	1,020	420	1,845	7,018
EMPTY HOMES / FLOOD LOANS AND GRANTS	20	20	20	1,040	1,100
RESIDENTIAL SITE INVESTMENT	3,713	1,000	400	400	5,513
HOUSING INVESTMENT	0	0	0	405	405
SUSTAINABILITY UNIT	1,881	0	0	0	1,881
NET ZERO CARBON	1,881	0	0	0	1,881
REGENERATION & ENVIRONMENT CAPITAL PROGRAMME	134,613	83,356	79,551	54,148	351,669

ECONOMY & ENVIRONMENT CAPITAL SOURCES OF FUNDING	2023/24 PROJECTION	2024/25 PROJECTION	2025/26 PROJECTION	2026/27 PROJECTION	FOUR YEAR PROGRAMME TOTAL
	£'000s	£'000s	£'000s	£'000s	£'000s
CAPITAL RECEIPTS - GF	3,639	0	0	0	3,639
EARMARKED RESERVES	2,893	1,034	138	221	4,287
GRANTS & CONTRIBUTIONS	47,663	23,780	12,756	2,130	86,329
BORROWING	36,521	22,905	31,705	19,763	110,894
MAJOR REPAIRS RESERVE	30,857	21,990	23,546	18,899	95,291
REVENUE CONTRIBUTION - HRA	7,280	10,517	11,286	11,590	40,673
USABLE CAPITAL RECEIPTS (HOUSING)	5,761	3,130	120	1,545	10,556
TOTAL REGENERATION & ENVIRONMENT CAPITAL PROGRAMME FUNDING	134,613	83,356	79,551	54,148	351,669

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

				Spend Profile				
Directorate	Project Name	Funding Required	External Funding Available	Scheme Total	2023/24	2024/25	2025/26	2026/27
Corporate Resources	Annual Fleet Replacement 2023/24 (1 FY)	222,400	0	222,400	0	222,400	0	0
	Markets Scheduled Maintenance including Sunny Bar area of Corn Exchange	750,000	0	750,000	750,000	0	0	0
	Doncaster Archives - Records Management	200,000	0	200,000	200,000	0	0	0
Corporate Resources	Total	1,172,400	0	1,172,400	950,000	222,400	0	0
Economy & Environment	Bollard De illumination	240,000	0	240,000	60,000	60,000	60,000	60,000
	Cusworth Hall – Various Repair and Improvement Works 2023/24	645,100	0	645,100	645,100	0	0	0
	Doncaster Archives – Installation of new lift	249,700	0	249,700	249,700	0	0	0
	Flood Risk	5,750,000	5,700,000	11,450,000	1,150,000	3,625,000	4,300,000	2,375,000
	HWRC works	265,000	0	265,000	265,000	0	0	0
	Linear Parks - Bridge Replacement and Refurbishment	1,155,000	0	1,155,000	201,000	331,000	323,000	300,000
	Northbridge Depot – Re-roofing of stores main reception, office & welfare areas	170,500	0	170,500	170,500	0	0	0
	Public Rights of Way Bridge Replacement and Refurbishment	318,000	0	318,000	82,000	120,000	116,000	
	Public Rights of Way Footpath Replacement and Network Improvements	388,000	0	388,000	103,000	111,000	87,000	87,000
	Retained Buildings Budget – Various Schemes	110,000	0	110,000	110,000	0	0	0
	Sign upgrading	500,000	0	500,000	125,000	125,000	125,000	125,000
	Streetlighting Column replacement (Concrete columns)	8,000,000	1,010,000	9,010,000	2,000,000	2,000,000	2,505,000	2,505,000
	Woodland and Country Park Infrastructure Improvements	296,000	0	296,000	94,000	88,000	48,000	66,000
	City Region Sustainable Transport Scheme Allocation	0	4,850,000	4,850,000	4,850,000	0	0	0
Economy & Environment	Total	18,087,300	11,560,000	29,647,300	10,105,300	6,460,000	7,564,000	5,518,000
Public Health	Leisure Centre - The Dome	2,490,000	0	2,490,000	2,490,000	0	0	0
	Leisure Centre Major Investment Scheme	1,474,410	0	1,474,410	1,474,410	0	0	0
Public Health	Total	3,964,410	0	3,964,410	3,964,410	0	0	0
Grand Total		23,224,110	11,560,000	34,784,110	15,019,710	6,682,400	7,564,000	5,518,000

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

Corporate Resources

Annual Fleet Replacement 2023/24

£0.0m in 2023/24 (£0.2m over 4 years) internal funding required

This funding is required to continue the fleet replacement programme for 2023/24. There were a limited number of replacements due in 2023/24 based on the replacement time periods/current state of repair and ensuring that we maximise the investment, obtaining full usage benefit from the assets. The required spend has been reviewed to delay where possible and only replace vehicles, plant and equipment were essential next year.

Due to the current uncertainties in the market and further work being required to evaluate the vehicles required in future years, funding is only allocated for 2023/24. The main target year for the vehicle replacement funding is 2025/26, when market developments are expected and a significant proportion of the fleet is expected to require replacement.

The amount of capital request is in line with those vehicles, which have now or will have an electric replacement, this is as designated via the EST/DFT Fleet Report June 2021- EG- If the report says it can be electric it will be, if the report says not then it will have the most efficient internal combustion engine (ICE). This allocation doesn't include any funding for the charging infrastructure required in the future, further work is ongoing to evaluate the delivery methods and associated costs.

Markets Scheduled Maintenance including Sunny Bar area of Corn Exchange

£0.75m (£0.75m) internal funding required

A structural survey was completed in 2019, which estimated circa. £350k annual contributions towards a structural maintenance programme. Further building assessments will be required to develop a forward plan to inform a maintenance programme.

However, in the interim, sufficient provision is required to meet repairs and maintenance and ensure the markets are maintained sufficiently to continue to deliver services.

In addition, specific works are required to the external fabric of the Corn Exchange, currently estimated at £650k. The works include:

- Windows: paint, repair or replace on all elevations
- Stone work: all elevations and buttresses
- Scaffolding, rolling programme round the building
- Including contingency and professional fees

Doncaster Archives - Records Management

£0.2m (£0.2m) internal funding required.

The council historically had onsite records management facilities (for paper records storage) in Copley House and Balby Archives, as well as a commercial storage provider.

In 2016 these facilities were merged into one commercially managed records management service and a contract was set up with an external supplier (Storetec) in Hull. Records were moved very quickly into the Storetec premises to facilitate the move into the Civic Office. As a result we have since found there had been no consistent application of procedures / retention times and many records need reviewing.

The records management budget (not including staffing) is currently approx. £80,000 per annum. The majority of this is used to pay Storetec for storage, retrievals, destructions, deliveries etc. Some savings have already been made by destroying records no longer needed.

There would be an initial capital cost to set up a records centre as it would require the installation of racking from a specialist records management / archive supplier. Previous quotes indicate that the cost would be approximately £200,000. This is a one off cost. As well as potentially realising future savings, we believe we could provide a better records management service to staff, ensure compliance with legislation and reduce emissions by transferring the service in-house.

Economy & Environment

Bollard De illumination

£0.06m (£0.24m) internal funding required

The upgrading has been started utilising current revenue budgets to repair and maintain bollards. This budget is only £152k per annum and covers all signs as well; due to the number of failures it is not sufficient to complete this works. Added to this the changes since Smartlight mean that bollards are not monitored overnight and there is no budget to recommence this work. This capital bid will allow us to escalate removing illuminated and installing retro reflective bollards which will improve the appearance of the City as well as ensuring the council compliance by correctly marking its islands and hazards at night. Going forward maintenance of these new type of bollards will only be following accident damage, De Lamination (which is rare with current suppliers) and cleansing. There will also be a small energy saving.

Additionally the removal of the electricity supply reduces the risk to the council from electric shock on the highway. Upgrading the Bollard equipment will reduce the current pressure on signage replacement budget which has been highlighted in the service risk register.

Cusworth Hall – Various Repair and Improvement Works 2023/24

£0.6m (£0.6m) internal funding required

The works described below form part of a longer term building management plan for the building due to the extent of works required. A recent bid for Museum Estate and Development Funding was unsuccessful.

The works being undertaken in 2022/23 are mainly to prevent further water ingress and improve ventilation in the basement. Some of the further works proposed below are follow on works to correct the damage caused by previous water ingress issues which will be resolved.

Capital funding for works to make the Gatehouse at Cusworth structurally safe has already been approved for 2023/24.

All the works listed below will be delivered through the Council's Design Team. Wherever possible works will be completed by the Council's Public Buildings Maintenance Team, however the property is Grade I listed and therefore has specific requirements relating to repairs which may require suitably skilled heritage contractors to undertake work to the building fabric.

- External repairs to the stone supports beneath external steps either side of the south elevation.
- Works to repair the stone surface outside the main front entrance.
- Replacement of rainwater goods, improvements to drainage, hard landscaping and external wall render repairs in the courtyard due to damage caused by historic water ingress and siting of a former salt bin.
- Remedial works to damaged plasterwork within the new Dining Room.

- A full fire alarm/emergency lighting design will be dependent on an Accessibility Survey to ensure that any revised access routes are covered.
- Replacement fire doors in the basement to prevent fire spread
- Emergency lighting upgrade
- Fire alarm and protection system upgrade

Doncaster Archives – Installation of new lift

£0.25m (£0.25m) internal funding required

A lift is required at the site to facilitate the movement of heavy items of museum collections, exhibits and archive documents/boxes. These are, by nature, generally heavy items. The alternative is to manually handle these items up and down stairs which could lead to musculoskeletal injuries to employees and possible damage to the items being transported.

The existing lift is for goods only and is on the verge of mechanical failure due to it reaching the end of its economic life and obsolescence of major components such as main reduction gear & motor, controller, landing locks and fixtures that may result in an unplanned lift failure resulting in no lift service for months.

Flood Risk

£1.1m (£11.4m) requires £5.7m internal funding with £5.7m grant funding

This flood recovery programme will better protect 738 residential properties which suffered from internal flooding during the November 2019 floods.

DMBC Flood Risk staff will programme manage the schemes with external consultants and contractors carrying out the work through framework procurements.

External funding is already secured to the value of £6.7m (£1m in years beyond the 4 year programme) through various sources including: GiA, SYMCA Gain Share, Local Levy, and Defra Innovation Funding along with private funding (Yorkshire Water & Severn Trent Water).

The internal funding requirement is a “worst case” figure as during the development and design stages it is likely that wider benefits will be discovered which will allow for the development of future funding bids to reduce the gap. Additionally other sources of funding are currently being pursued.

To progress with the programme and enable the drawdown of the funding already secured, we need to underwrite the funding gap and commit to meeting the scheme remaining financial obligations. Should we fail to provide adequate funding £4.2m of funding will be lost as only 4 schemes are fully externally funded.

Works to be carried out in High Melton, Bentley, Conisbrough, Stainforth, Moorends, Bawtry, Wadworth, Scawthorpe, Wheatley, Town Centre, Mexborough and Tickhill.

Household Waste Recycling Centres works

£0.3m (£0.3m) internal funding required

There are 6 Household Waste Recycling Centres (HWRC) within Doncaster, the service is managed by an external company on behalf of the council and is part of a joint contract with Rotherham & Barnsley councils. The provision of HWRCs is a statutory function of the council.

There are a number of improvements works required at the 6 HWRCs, due to the age of the sites; although the sites are managed by a contractor who maintain the assets on site, the following assets belong to the Council and are in need of replacement.

Without investment, there is a strong possibility that the sites would temporarily have to close.

Site Cabins £210k

The site cabins are pre-fabricated containers, these will be replaced at all 6 sites by similar upgraded units ensuring that the welfare facilities at the site are fit for purpose. The new cabins would be procured by the Waste & Recycling Team to be supply, install and remove the old cabins.

Pumps at Armthorpe & Carcroft £55k

There are 2 Pumps located at each site - Armthorpe & Carcroft. Due to age, the pumps are failing. The pumps would be procured by the Waste & Recycling Team to supply, install and remove the pumps.

Linear Parks - Bridge Replacement and Refurbishment

£0.2m (£1.2m) internal funding required

The essential works required have been identified by qualified bridge engineers as part of a structural survey and are deemed necessary within the timescales set out by this application. The cost of replacing these structures would be significant should interim remedial works not be undertaken.

The replacement and refurbishment works will be designed and supervised in house and the works will be procured within the prevailing financial and procurement regulations via the Councils framework contractors or through a tendering process as required necessary based on the complexities and the value of works.

The works will be under taken over a 5 year programme based on a time priority basis dependant on the risks to the public and the condition of the structure.

Once the works are complete the structures will be 'adopted' by the Bridges Team who will then be responsible for their ongoing maintenance subject to a satisfactory increase in Revenue Budget.

The most essential works have been identified and work will be carried out on Dearne Valley Railway, Godwall and Braithwell Railway, path to Bentley, Broadsworth Colliery Branch, Trans Pennine Trail and Doncaster Greenway

North Bridge Depot – Re-roofing of stores main reception, office & welfare areas

£0.2m (£0.2m) internal funding required

The roof is currently leaking over the welfare areas making this unfit for use and the main reception is kept open while buckets capture the rain.

In the latest inspection it is felt the roof has been patched to death and can no longer sustain further patches as each attempt creates further health & safety issues.

North Bridge store is a hub for all services working out of North Bridge and this is a central point feeding all other stores locations, its closure is not an option.

It is the intention to keep delivering the Stores function from North Bridge Depot, & even if the service was relocated this building will still be required for some kind of service delivery.

Funds are requested to remove the asbestos roof sheets and all latent debris in order to completely remove the health and safety hazard that this type of construction creates.

To re-roof the area in a modern aluminium bowder insulated specification which will come with a guaranteed warranty of 15-25 years (depending on spec)

To replace the water damaged suspended ceilings and flooring making this area fit to work in.

This building is part of the plans for the future use of North Bridge and houses Stores Front of House/Reception, Stores Offices & the Stores Welfare area.

This scheme will be delivered by the in-house team of specialists.

Public Rights of Way Bridge Replacement and Refurbishment

£0.08m (£0.3m) internal funding required.

This programme of works is to replace a number of minor structures on the Public Right of Way (PROW) network and the refurbishment and safety improvements to more significant structures.

Given the simplicity of many of the bridges on the PROW network it is more cost effective to undertake a complete replacement of the structure as opposed to undertaking maintenance works. Given the mode of failure of these structures and construction materials involved the structure as a whole deteriorates the same time rendering them beyond economical repair. Therefore the scope of the programme will be to replace structures using sustainable materials that are resistant to rot, theft and vandalism and provide a much longer service life and minimal maintenance giving improved whole life costs.

Where structures are more substantial there are a number of structures identified in the programme that require remedial works and major preventative maintenance to preserve the life of the structure and obviate the need to replace these structures prematurely before the intended design life of the structure.

The bid has been prioritised to only include essential work required at Rugged Carr, River Torne, Moss, Cockshaw, Fenwick, Moss, Trumfleet Grange, Sykehouse, Blacks, Marsh lane, Norton and Parks Farm.

Public Rights of Way Footpath Replacement and Network Improvements

£0.1m (£0.4m) internal funding required

This programme of works is to resurface a number of PROW routes and upgrade structures on the Public Right of Way (PROW) network that provide 'Access Control' onto the network. Effective access control is necessary as it ensures that access to the network is restricted to reduce anti-social behaviour such as off road motor cycles and fly-tipping activities. It is vital that the structures that provide access control are replaced with compliant restrictions to ensure that the Council does not discriminate users with special access needs due to disabilities to be compliant with Equalities Act legislation.

The bid has been prioritised to only include essential work required at Owston, Hatfield, Sprotbrough and Cadeby

Retained Buildings Budget – Various Schemes

£0.1m (£0.1m) internal funding required

The scheme will include significant works to the following Council assets to bring them back to an acceptable standard and continue to be used to deliver front line services in a safe and suitable environment: Inpress, Tom Hill Youth Club and Moats Hill Day Centre

Sign upgrading

£0.1m (£0.5m) internal funding required

Following on from changes to approved codes of practices and management of highways assets the council has increased pressure to document the management of maintenance and inspections of highways structures.

With the changes to the Institute of Lighting professionals TR22 ACop & Atoms template the council now has additional responsibility to ascertain structural condition of assets.

As a result of the changes and the Doncaster Council policy of risk based approach to asset management the street lighting team embarked on a programme of structural condition surveys across the borough to establish the condition of stock.

Based in the four zones completed so far the data has indicated that of the 17,639 recorded assets we expect around 30% to no longer exist. So based on projections we have around 12,500 signage assets of these assets we have identified that approx. 37% of the assets will have some form of defect or another varying from dirty faces, missing ID Plates to the more serious damaged sign plates and corroded and leaning poles. This means of the 12,500 assets we expect that there would be around 4,500 requiring some form of attention. Of this number we expect to see around 750 signs that require replacement due to corrosion. This is prior to a detailed condition survey which will likely make this significantly higher once we are able to be certain our asset

data is correct. Current revenue funding equates to approx. £152k for the maintenance of the assumed 12,500 sign assets as well as a further 1,000 non illuminated bollards and 800 illuminated bollards (14,300 assets) this equates to approx. £10.50 per asset. As a council we have a duty to carry out inspections on installed assets and through the process which so far we have funded through current budgets we have identified defects which we now need to rectify. Due to these assets location on the adopted highway there is significant risk to the public if these works are not carried out not only from structural failure but also highways safety, electrical safety and enforcement.

Street lighting Column replacement (Concrete columns)

£2m (£9m) £8m internal funding required with £1m external grant

The additional funding required keeps the annual budget for this scheme at £2.5m which means the replacement of around 1,250 columns.

The applied funding will help the street lighting team accelerate the replacement of concrete columns in the Borough. Currently our existing revenue budgets of approx. £871k is only allowing us to keep up with replacing the identified structurally failed columns (currently 628 and rising). Based on current average prices this replacement cost is £1.26m. Across the Borough we have 10,845 Concrete columns which according to condition surveys 29% risk of failing within a 3 year period. This is above the average of the whole council stock which stands at around 5%. This highlights the necessity for the council to introduce a programme of replacements for the concrete stock to get the risk levels lower and in line with the stock overall. This additional funding will allow a 5 year programme of replacements to be implemented which would reduce the numbers of concrete columns installed across the borough by half. It would also allow for the street lighting team to concentrate on a risk based approach to replace in the highest risk areas.

This additional funding would also assist with the requirements for the whole stock as it would mean that the current revenue budget can be used to reduce the risk of the steel columns which have also started to become life expired and which will become a larger issue based on the current levels of expenditure. Additional pressures in street lighting are being applied with regards to structural requirements as well as additional lighting in areas of anti-social behaviour. Unfortunately due to the condition levels of the stock we have no funds available to assist community or safety issues. All works will be designed and delivered in house by our Design & Highways Operations teams. This will safe guard local labour resources and could lead to additional posts being created to deliver the project. Additionally external network companies will be employed with bias towards those who use locally employed labour. Following on from this scheme being successfully delivered a further bid would be put forward to complete the replacement subject to funds being available

Woodland and Country Park Infrastructure Improvements

£0.1m (£0.3m) internal funding required

Doncaster Council owns and manages around 78 woodland and countryside sites across the borough, which contain infrastructure such as footpaths, footbridges, steps, culverts and boundary fenestration (fences and gates). Much of this infrastructure was installed during the 1980's under grant funding following the development or acquisition of the sites and is deteriorating and in need of replacement.

Essential and urgent works are to be carried out at Brecks Plantation, Campsall Country Park, Hathell Wood, Hexthorpe Ings, Holmes Carr Great Wood, Howell Wood, King's Wood, Kirk Moor Plantation, Martinwells Lake, Melton Woods, Mill Piece, Pitman Road, Sandall Beat Woods, Skellow Cross Plantation, Trans Penine Trail (Bentley Triangle to Guest Lane) and Trans Pennine Trail (Bentley Rise to Jossey lane).

City Region Sustainable Transport Scheme Highways Capital Maintenance Allocation

£4.8m (£4.8m) fully grant funded

The Council has a statutory duty under the Highways Act 1980 to provide a safe and serviceable highway network which is fit for purpose and should reflect changes in usage and demand. There is a need to ensure that Bridges and Highway Structures are safe for use and are strengthened or replaced to reflect changes in user demand.

The planned capital works programme encompasses the maintenance of all the highway and bridges assets in order to ensure the Council fulfils its statutory obligations as a responsible highway authority.

The Local Transport Plan (LTP) Highways and Bridges Maintenance Capital Programme 2023/24 will comprise of a number of individual schemes and include a small allocation for street lighting. These combine to make the full LTP programme. Where any additional costs are encountered it may be necessary to defer some work to the following funding year

Public Heath

Leisure Centre - The Dome

£2.5m (£2.5m) internal funding required

Currently one year of required maintenance is put forward for approval, this time will be used to commission a strategic review that will be used:

- To strategically appraise the culture and leisure offer currently provided at the Dome.
- Formulate proposals and options for culture and leisure services provided at this location within the context of the culture and leisure offer across the City of Doncaster.
- Provide a high level appraisal outlining the conclusions drawn from this analysis.

- Evaluate the options and make recommendations to support the financial sustainability of Doncaster Culture and Leisure Services Trust.
- Provide high level capital costs, sales opportunities and revenue implications of available options to assist with future 0-5 5-10 & 10-25 year investment planning.
- Provide implementation timescales and an assessment of risks in undertaking the recommended proposals.

Leisure Centre Major Investment Scheme

£1.5m (£1.5m) internal funding required.

Monies were identified in 2021 to invest in the refurbishment and reopening of community leisure facilities, Askern Leisure Centre, Edlington Leisure Centre and Thorne Leisure Centre.

The scope of works addressed over 40 years of condition survey works, while responding to reducing carbon emissions and changes in fire strategy.

An external lead was appointed, and surveys confirmed that additional monies were needed to complete the schemes. Further monies were approved in June 2022, however the costs of finalising the developments at both venues (Thorne and Askern) have risen by £509k, since this point and there is a requirement for the provision of a substation at Thorne Leisure Centre, with indicative costs at £500k, a total of £1.09m is being asked for the completion of these two facilities.

The additional funding will deliver the venues to a high standard and will enable future revenue savings to be achieved through an efficient and expanded service. Future planned maintenance costs will be reduced.

With regard to Edlington leisure centre, due to concerns about the existing site, a submission was made to Levelling Up Funding (LUF) to build a new facility within Edlington. Unfortunately the application has not been successful. Following the notification further discussions are required on the options. However, as demolition may still be required, £465k is retained in the capital programme.

Contractors have been appointed at Askern Leisure Centre and the additional sum required is at cost confidence.

A specialist Leisure delivery partner has been appointed for Thorne Leisure Centre.

The venues will be completed by March 2024.

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Date: 27th February, 2023

**To the Chair and Members of
COUNCIL**

THE TREASURY MANAGEMENT STRATEGY STATEMENT 2023/24 – 2026/27

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

EXECUTIVE SUMMARY

1. This report details the strategy for management of the council finances and provides a framework for the operation of the treasury management function within the Council. Treasury management 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 2023/24 £697m). As borrowing rates are currently at high levels due to the Bank of England base rate increases that have taken place throughout 2022 and are forecast to rise further in the beginning of 2023, the primary borrowing strategy will be to only borrow in the short term primarily for cash flow purposes until the rates start to decrease again. This will minimise the impact on the revenue budget (not only in 2023/24 but in future years), throughout this period of high interest rates, however, it will still mean the Council is under-borrowed. 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 – 115**.

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 is asked to approve: -
 - a. the Treasury Management Strategy Statement 2023/24 – 2026/27 report and the Prudential Indicators included.
 - b. the Minimum Revenue Provision (MRP) policy as set out in paragraphs 41- 42 (details in **Appendix B**).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. This Strategy ensures that the Council's Capital Programme borrowing requirement is affordable and further ensures that the borrowing to support the Programme takes place at the best time to protect the on-going revenue budget for the Council. By ensuring that the treasury management function is effective, we can ensure that the right resources are available at the right time to enable the delivery of services.

BACKGROUND

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

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

10. 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. Members will recall from the report last February that the CIPFA Code of Practice on Treasury Management has been updated and this report addresses the new requirements of the Code that need to be implemented from 1st April 2023. (These were outlined in Appendix F of the 2022/23 – 2025/26 report).

The CIPFA 2021 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 sustainability

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

11. 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);
- an 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 Executive Leadership Team, 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

Under the new code of Practice referred to in paragraph 10, the second quarterly report referred to in b. will become a mid-year treasury management report, updating members on progress against the Capital Programme and updating prudential indicators if necessary. The final quarterly report will be a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

12. All the above reports are scrutinised by the Overview and Scrutiny Management Committee.
13. The Treasury Management strategy for 2023/24 – 2026/27 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.
14. These elements cover the requirements of the Local Government Act 2003, CIPFA Prudential Code, DLUHC MRP guidance, the CIPFA Treasury Management Code and the DLUHC Investment Guidance.

Training

15. The CIPFA Treasury Management 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.
16. Furthermore, pages 47 and 48 of the revised Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.
17. As a minimum, authorities should carry out the following to monitor and review knowledge and skills:
 - Record attendance at training and ensure action is taken where poor attendance is identified.
 - Prepare tailored learning plans for treasury management officers and board/council members.
 - Require treasury management officers and board/council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
 - Have regular communication with officers and board/council members, encouraging them to highlight training needs on an ongoing basis.”
18. In light of the above formal training for all Members is to be arranged throughout 2023/24 to be provided by our advisors (see Paragraph 21) and further support provided by Officers if required.

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

Treasury management consultants

20. The Council uses Link Treasury Services Limited, (known throughout the rest of this report as Link), 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 2023/24 – 2026/27

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 2023/24 – 2026/27 budget cycle.

	Actual	Estimates				
	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k
Capital Expenditure						
General Fund (GF)	49,408	67,955	126,784	73,686	41,504	24,087
HRA	23,486	29,900	68,161	53,623	57,383	48,409
Total	72,894	97,856	194,945	127,309	98,887	72,496

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				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	£k	£k	£k	£k	£k	£k
Financing of Capital Expenditure						
Capital Receipts	3,253	13,027	11,382	3,479	420	1,845
Capital Grants	35,311	41,918	68,052	50,231	17,392	4,912
Capital Reserves	12,002	12,212	39,899	26,075	25,584	21,020
Revenue	17,709	26,961	7,860	10,517	11,286	11,590
Sub Total	68,275	94,118	127,193	90,302	54,682	39,367
Net Financing Need	4,619	3,737	67,752	37,007	44,205	33,129

Borrowing

26. The capital expenditure plans set out above and detailed in **Appendix 1** 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 31st March 2022, the Council had £41.8m of such schemes within the CFR:

	Actual	Estimates				
	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k
Capital Financing Requirement						
GF	368,852	367,933	406,617	416,723	429,310	437,649
HRA	266,831	266,831	290,039	308,025	330,456	346,831
Total CFR	635,683	634,764	696,656	724,748	759,766	784,480
Movement in CFR	-1,795	-919	61,892	28,092	35,018	24,714
Represented by						
Net Financing Need (table above)	4,619	3,737	67,752	37,007	44,205	33,129
Less MRP/Other financing adjustment	-6,414	-4,656	-5,860	-8,915	-9,187	-8,415
Movement in CFR	-1,795	-919	61,892	28,092	35,018	24,714

31. The Council is forecast to have borrowed £427.6m as at 31st March 2023 against a forecast CFR (borrowing requirement) of £594.3m after allowing for its other long term liabilities, which means that the Council is currently forecast to be under-borrowed (see paragraphs 35 to 38) by £166.7m. This minimises external interest costs but may not be sustainable long term. Whilst this might seem like a high level of under-borrowing this is consistent with other similar Local Authorities.

Debt Liability Benchmark (LB)

32. This is a new requirement of the 2021 Code of Practice. The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

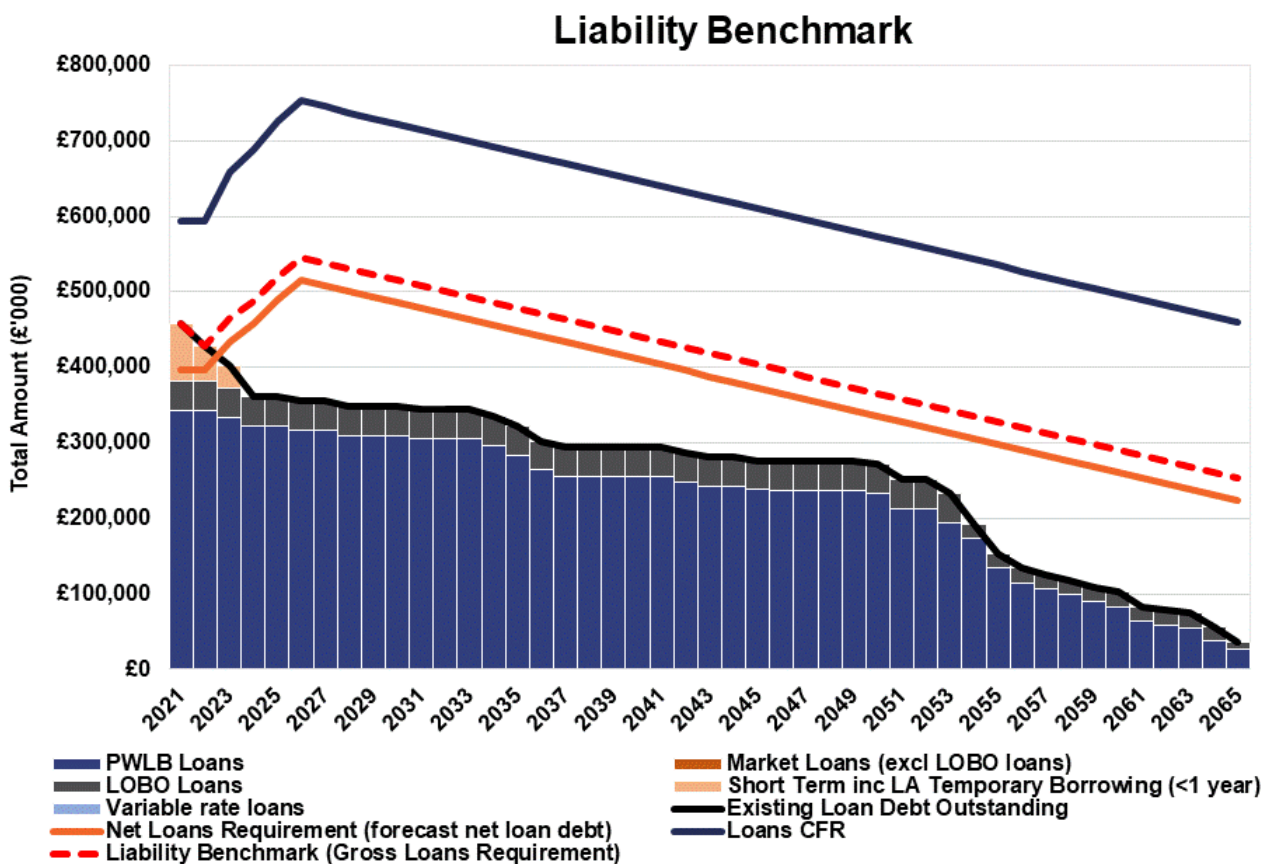
There are four components to the LB: -

1. Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.
2. Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

4. Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

33. The liability benchmark is effectively the net borrowing requirement of a local authority plus a liquidity allowance. CIPFA recommends that the optimum position for borrowing should be at the level of the liability benchmark. They also recommend that the benchmark is calculated for the life of the existing debt portfolio but as the Capital Programme (and consequently the approved future borrowing) is only agreed for four years into the future and the detailed cash flow forecast produced over an even shorter period it is felt that the long term view of the benchmark has the potential to be quite misleading.

The LB is shown below:



34. The liability benchmark indicates a future borrowing requirement as the liability benchmark is greater than the actual loans. This is to be expected as the Council is currently maintaining an under-borrowed position (see paragraphs 35-38 below). Link have advised that the way local government finance is structured means that local authorities are unlikely to need to borrow as much as their CFR (in other words an under-borrowed position is expected). As this is a new indicator the base line information for the calculation is the 2021/22 actual information. This explains why

the under borrowing only becomes apparent in future years rather than in 2022/23 even though we have been in an under borrowed position for several years.

Under-Borrowing

35. 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 is using internal resources such as earmarked reserves, unapplied grants and capital receipts, cash balances, etc. to fund some of its unfinanced capital expenditure.
36. This strategy is beneficial because external debt interest payments are minimised during the time when interest rates are increasing, hence protecting the revenue budget. There are obviously risks inherent in this approach on interest rate fluctuations i.e. interest rates don't behave as expected and borrowing has to be undertaken at higher rates, liquidity risks where the current level of internal borrowing is needed for other purposes such as emergency situations where no other funding is available and re-financing risks. The latter is quite a low risk as the majority of our debt is on a fixed term basis.
37. 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. However, whilst interest rates are at their current levels the Council will be adopting a strategy of only utilising short-term borrowing to maintain the cashflow position. This is likely to be from other authorities (who because they have restricted lending lists means they lend at rates lower than the Public Works Loan Board (PWLB) rates). Once interest rates start to fall again then long-term borrowing from the PWLB, will be undertaken in order to remove some interest rate risk.
38. It should also be noted that it is the Council's intention to pre-pay its future service rate pension liabilities, at a discounted rate, for 2023/24 to 2025/26. The prepayment will be funded through short term borrowing and dependent upon the timing of this borrowing could temporarily reduce the under-borrowed position.

Short-Term Borrowing

39. 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 lower interest costs compared to those that would be incurred if long term borrowing was undertaken, which is also committing the Council to future interest payments at the higher rates which are not forecast to prevail in the long term. .
40. 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)

41. Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP). The MRP charge is the means by which capital expenditure, which has been funded by borrowing, is paid for by council taxpayers.
42. 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 Department for Levelling Up, Housing and Communities (DLUHC) regulations.

Core funds and expected investment balances

43. 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				
	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k
Reserves balances	141,610	130,610	109,610	106,610	101,610	101,610
Capital receipts	18,713	16,800	10,700	7,000	6,000	4,000
Provisions	17,875	9,875	9,875	9,875	9,875	9,875
Capital Grants Unapplied	22,636	22,636	22,636	22,636	22,636	22,636
Total core funds	200,834	179,921	152,821	146,121	140,121	138,121
Working capital	-4,000	10,000	10,000	10,000	10,000	10,000
Under/over borrowing	136,173	166,700	131,713	124,925	120,064	117,898
Expected investments	60,661	23,221	31,108	31,196	30,057	30,223

Current Portfolio Position

44. 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.

45. 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 2023 is expected to be £427.6m. This is split across two pools as shown in the table below. The borrowing need (CFR less long term liabilities) is £594.4m, which highlights that the Council will be under-borrowed by £166.7m (see paragraphs 35 to 38 above).

46. 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), which is adjusted for any long term liabilities for which we don't have a borrowing requirement for (see paragraph 30 above), highlighting any over or under borrowing.

Portfolio Position	Actual	Estimates				
	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k
CFR General Fund	368,852	367,933	406,617	416,723	429,310	437,649
Other long-term liabilities (OLTL):	-41,847	-40,401	-38,281	-36,160	-34,040	-31,919
External Borrowing	217,238	182,238	261,238	281,238	303,238	317,238
Under-borrowed Position	109,766	145,294	107,098	99,325	92,032	88,492
Ave. Interest Rate	3.40%	3.90%	4.20%	3.50%	3.00%	3.0%
CFR HRA	266,831	266,831	290,039	308,025	330,456	346,831
External Borrowing	240,424	245,424	265,424	282,424	302,424	317,424
Under-borrowed Position *	26,407	21,407	24,615	25,601	28,032	29,407
Average Interest Rate	4.60%	4.80%	4.80%	4.70%	4.40%	4.40%
Total CFR less OLTL	593,836	594,363	658,376	688,588	725,727	752,561
Total External debt	457,663	427,663	526,663	563,663	605,663	634,663
Total Under-borrowing	136,173	166,700	131,713	124,925	120,064	117,898

*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.

47. Both debt pools will see increasing interest rates in the next few years, which should then start to fall towards the end of the period. The average interest rate on HRA debt is higher than the general fund (GF) debt as that pool contains a higher proportion of older debt taken out at higher interest rates.

48. Treasury management decisions on the structure and timing of borrowing will be made independently for the GF and HRA. Interest on loans will be calculated in accordance with proper accounting practices. This will require interest expenditure on external borrowing attributed to HRA loans being allocated to the HRA. Interest expenditure on external borrowing attributed to the GF will be allocated to the GF.

49. Following changes to the DLUHC 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

50. 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

51. This is the limit beyond which external debt is not normally expected to exceed. For 2023/24, the limit is **£696.7m**. In most cases, this would be a similar figure to the CFR but may be higher or lower depending on the levels of actual debt. For example, in previous year's Doncaster Council's operational boundary included the Metropolitan Debt transferred from South Yorkshire County Council, which has now been repaid.

Operational Boundary	Actual	Estimates				
	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k
CFR/Borrowing	635,683	634,764	696,656	724,748	759,766	784,480
Total	635,683	634,764	696,656	724,748	759,766	784,480

The Authorised Limit for external borrowing

52. A further key prudential indicator is a control on the maximum level of borrowing. This represents the statutory legal limit, beyond which external borrowing is prohibited and this limit needs to be set or revised by full Council. 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.

53. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.

54. Full Council are asked to approve a limit that allows the Council to borrow in advance 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. This is highly unlikely to occur given the prevailing high interest rates but the calculation of the indicator is a requirement of the Code. For 2023/24, the limit is **£713.907m**. This is shown in the table below and is calculated by the estimated level of borrowing expected on the 31st March 2023 plus a theoretical amount which represents the unfinanced capital expenditure planned for the next three years as shown in the tables in paragraphs 25 & 30 above.

Authorised limit	Actual	Estimates				
	2021/22 £k	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k
Borrowing	457,663	427,663	526,663	563,663	605,663	634,663
Other long-term liabilities	41,847	40,401	38,281	36,160	34,040	31,919
Theoretical amount *	0	108,496	148,964	114,341	77,334	33,129
Total	499,510	576,560	713,907	714,164	717,036	699,711

Treasury Management Limits on activity

55. 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

56. Part of the service provided by Link is to assist the Council to formulate a view on interest rates. **Appendix D** outlines the forecasts for short term (Bank Rate) and longer term fixed interest rates.

57. Over the last year, the Bank of England has increased the base rate every six weeks, taking it from its lowest level ever of 0.1% to 3.5% between December 2021 and December 2022 in an attempt to mitigate inflationary pressures. The coronavirus outbreak has done huge economic damage to the UK and to economies around the world, which have recently been further impacted by the war between Russia and the Ukraine. Whilst the base rate isn't expected to carry on increasing at such levels throughout 2023, further increases are forecast and the general consensus appears to be that the rate will peak at 4.5% in the summer before starting to fall back down. There are a lot of factors to currently consider such as the impact on inflation, and the overall impact on the economy and potential recessions / downturns.

Borrowing Strategy

58. As outlined above (in paragraphs 35-40) the borrowing strategy for the forthcoming period whilst interest rates are at their current levels is to only under take short term borrowing when required for cash flow purposes. This strategy will be revised when rates start to fall back down and stabilise at the lower levels envisaged. This strategy will protect the overall financial position of the Authority in both the short term as interest costs on debt will be minimised as far as possible and in the long term as future debt repayments will be lower. There are risks to this approach as if the current level of under borrowing can no longer be sustained i.e. the reserves and balances (internal borrowing) are no longer available then we will be forced to borrow at these higher interest rates.

59. The strategy agreed as part of this process in 2022/23 of taking both short and long term debt wasn't realised as interest rates started increasing significantly at the beginning of 2022 which increased the cost of borrowing (whether short or long term) beyond that which had been allowed for in the forecast which would have caused a financial pressure for the Council.

60. For example at the interest rate on the 14th January 2022 if we were to have borrowed the £133.5m (forecast under-borrowed amount as at 31st March 2022) from the PWLB over 5 years the interest would have cost £2.3m per annum and over 25 years it would have cost £2.8m per annum. The comparative interest rates on the 13th January 2023 increase that interest cost to £5.4m per annum over 5 years or £6.1m over 25 years.

61. It is normally prudent to borrow long term to support the Capital Programme; however, we have had very unusual market conditions over the last three years resulting in extremely low interest rates which have had to rise significantly to mitigate inflationary pressures. So whilst rates were extremely low we were only borrowing in the short term to benefit from interest rate savings and now we are delaying borrowing whilst interest rates are believed to be artificially high. Also, 58% of the Council's borrowings (as at 31st December 2022) 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 be funded internally, 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. Rescheduling of current borrowing in our debt portfolio is unlikely to occur as there is still a large difference between premature redemption rates and new borrowing rates. Should any rescheduling take place it will be reported in the next report following the timetable outlined in paragraph 11 above.

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 Department of Levelling Up, Housing and Communities (DLUHC) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments. Non-financial investments, essentially the purchase of income yielding assets and service investments, would be covered in the Capital Strategy if the Council were to be entering into any which they are not.
72. The Council’s investment policy has regard to the Government DLUHC’s Guidance on Local Government Investments (“the Guidance”), the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the CIPFA Code”) and the CIPFA Treasury Management Guidance Notes 2021. The Council’s investment priorities will be security first, portfolio liquidity second, then return.
73. 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 ratings service, banks’ ratings are monitored on a real time basis with knowledge of any changes notified electronically as the agencies notify modifications.
74. 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.
75. The primary intention of the policy is to provide security of investment and minimisation of risk.
76. 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.
77. Investment instruments identified for use within the financial year are listed in **Appendix E** under the “Specified” and “Non-specified” investment categories. The definition of these categories is as follows:

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

78. As a result of the change in accounting standards for 2022/23 under IFRS 9, the Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31st March 2023. At the current

junction it has not been determined whether a further extension to the over-ride will be agreed by Government.

79. All investments will be denominated in sterling.
80. Even with the restraints of security and liquidity the Authority will still pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks. Regular monitoring and reporting of investment performance will be carried out during the year (see paragraph 11).
81. The above criteria is unchanged from last year.

Environmental, Social & Governance (ESG) Considerations

82. The revised code updated in 2021 introduces the concept of ESG considerations into an Authority's investment strategy as follows: "The organisation's credit and counterparty policies should set out its policy and practices relating to environmental, social and governance (ESG) investment considerations. This is a developing area, and it is not implied that the organisation's ESG policy will currently include ESG scoring or other real-time ESG criteria at individual investment level." As these considerations are still in their infancy within public service organisations there isn't a consistent and developed approach therefore each Authority is recommended to consider their own policies in relation to their own priorities.
83. In setting a policy on ESG the following considerations should be factored in: reporting, metrics, priority, monitoring, rationale and impact. There should be a clear process on deciding on the priority of ESG and as we are investing public money this should never compromise on security or liquidity. Whilst ESG considerations are still in their infancy the proposed policy is that ESG becomes a fourth consideration after security, liquidity and yield (SYL). This means it will only be considered if there are two or more identical investments in terms of SYL and then the Council's priorities on tree planting, green spaces and reducing fleet emissions will be considered against the investment organisations own priorities.
84. This will be reviewed at least annually and if ESG considerations are applied to an investment will be included in the reporting outlined in paragraph 11.

Credit Risk Policy

85. 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.
86. The Council applies the credit risk assessment service provided by Link.
87. 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.

88. 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							

89. **Appendix E** contains a table showing the relative credit worthiness of different financial institutions, maximum terms and maximum investment limits.

90. 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 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.

91. 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.

92. All credit ratings are monitored weekly and changes to ratings are notified to us by Link creditworthiness service.

93. 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.

94. 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

95. 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.

96. 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.
97. 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

98. 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).
99. The bank base rate is currently 3.5% with forecasts projecting the rate will peak at 4.5% by June 2023 and slowly decrease from 2024 onwards (interest rate forecasts are covered in more detail in appendix D).
100. 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 based on the base rate forecasts above and are shown in the following summary. These rates have been used to estimate investment interest, over the strategy term.

Average earnings in each year	
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%

101. The Council will pursue value for money with its investments and to measure this will use the 1 month compounded SONIA (Sterling Overnight Index Average) rate, which is the risk-free rate for sterling markets administered by the Bank of England, as its investment benchmark. We will also continue to use the investment benchmarking service offered by Link to compare our performance against our peers.
102. 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.

103. 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.
104. 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)

105. 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 (April 2023, July 2023, and October 2023).
106. 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)

107. 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.
108. 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)

109. 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.
110. A full list of Specified and Non-Specified investments is shown in **Appendix E.**

111. 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**.
112. 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

113. 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

114. 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.
115. 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

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




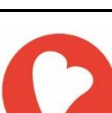


Options	Likely impact on Income and Expenditure	Likely impact on risk management
1. Invest in a narrower range of institutions and shorter terms	Interest income will be lower	Reduced risk of losses from credit related defaults, but any single loss could be magnified.
2. Reduce level of borrowing	Saving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



Options	Likely impact on Income and Expenditure	Likely impact on risk management
		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 £6m per annum.	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

117. Option 1 is the recommended option to maximize external interest savings without introducing unacceptable risk.
118. The strategy provides a good balance between our existing, predominantly long maturity profile, to minimise interest costs whilst interest rates are at high levels which protects front line budgets and service provision.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				
 Developing the skills to thrive in life and in work				
 Making Doncaster the best place to do business and create good jobs				
 Building opportunities for healthier, happier and longer lives for all				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				
 Nurturing a child and family-friendly borough				

	Building Transport and digital connections fit for the future				
	Promoting the borough and its cultural, sporting, and heritage opportunities				
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.					

RISKS AND ASSUMPTIONS

119. 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.

120. 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 23/1/23]

121. 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.
122. 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 20/01/23]

123. The treasury management budget required for 2023/24 has been reviewed and analysed over the following headings: -

	General Fund £'m
<u>Costs</u>	
Total Borrowing Costs	5.406
Other treasury management expenditure	0.080
Total Costs	5.486
<u>Income</u>	
Investment Interest	-0.475
Net Costs	5.011

124. The HRA interest costs are included in the separate HRA budget report that will be presented to Full Council. Specific financial information is contained in the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials: DK Date 24/01/23]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: ET Date 25/01/23]

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

CONSULTATION

127. 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.
128. 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

- CIPFA Code of Practice on Treasury Management (Revised 2021).
- CIPFA Treasury Management in the Public Services Guidance Notes 2021.
- CIPFA Prudential Code for Capital Finance in Local Authorities (Revised 2017).
- DLUHC Statutory Guidance Local Government Investments (3rd edition), April 2018.
- The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2010 [SI 2010/454] - https://www.legislation.gov.uk/uksi/2010/454/pdfs/uksi_20100454_en.pdf
- Localism Act 2011 - <https://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

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

- CDS – Credit Default Swaps
- CFR – Capital Financing Requirement
- CIPFA - Chartered Institute of Public Finance and Accountancy
- DLUHC – Department for Levelling up, Housing and Communities
- ESG – Environmental, Social and Governance
- GF – General Fund
- GMRA – Global Master Repurchase Agreement
- HRA – Housing Revenue Account
- IFRS 9 – International Financial Reporting Standards – Financial Instruments
- MHCLG – Ministry of Housing, Communities and Local Government
- MPC – Monetary Policy Committee
- MRP – Minimum Revenue Provision
- NRFB – Non Ring-Fenced Bank
- OLTL – Other long term liabilities
- PFI – Private Finance Initiative
- PPP – Purchasing Power Parity

PWLB – Public Works Loan Board

RFB – Ring-fenced bank

SLY – Security, Liquidity and Yield

SME – Small and Medium-sized Enterprise

SONIA - Sterling Overnight Index Average

REPORT AUTHOR & CONTRIBUTORS

Clare Rosser, Assistant Directorate Finance Manager

Tel: 01302 736159, E-mail: clare.rosser@doncaster.gov.uk

Matthew Smith, Head of Financial Management,

Tel. 01302 737663, E-mail: matthew.smith@doncaster.gov.uk

Faye Tyas
Assistant Director of Finance
Section 151 Officer

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2023/24 – 2026/27

- 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	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
£m	Actuals	Estimates				
Adults, Health & Wellbeing	4,703	5,834	7,673	4,982	4,982	4,982
Public Health	3,649	6,410	10,523	2,060	0	0
Corporate Resources	5,878	5,276	30,961	14,152	12,500	13,365
Children, Young People & Families	4,078	7,297	11,223	22,759	1,854	0
Economy & Environment	31,100	43,138	66,405	29,733	22,168	5,739
Non-HRA	49,408	67,955	126,784	73,686	41,504	24,087
HRA	23,486	29,900	68,161	53,623	57,383	48,409
TOTAL	72,894	97,856	194,945	127,309	98,887	72,496

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.

	Actual	Estimates				
%	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Non-HRA	1.92%	1.38%	1.30%	1.45%	1.46%	1.46%
HRA	16.75%	16.75%	16.75%	16.09%	15.67%	15.59%

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

HRA ratios

	Actual	Estimates				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HRA Debt £m	240,424	245,424	265,424	282,424	302,424	317,424
HRA Revenues	76,540	79,417	84,519	88,083	89,780	91,022
% of Debt to Revenues	31.84%	32.36%	31.84%	31.19%	29.69%	28.68%

	Actual	Estimates				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
HRA Debt £m	240,424	245,424	265,424	282,424	302,424	317,424
Number of Dwellings	20,000	19,905	19,816	19,822	19,707	19,587
Debt per Dwelling	12,021	12,330	13,394	14,248	15,346	16,206

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	2022/23	2023/24	2024/25	2025/26	2026/27
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 2022/23					
	Lower	Upper	Actuals £k	Actuals %	
Under 12 months	0%	30%	35,004	8.19%	
12 months to 2 years	0%	50%	10,228	2.39%	
2 years to 5 years	0%	50%	33,820	7.91%	
5 years to 10 years	0%	75%	5,247	1.23%	
10 years and above	10%	95%	343,274	80.28%	
Total			427,573	100.00%	
Maturity structure of variable interest rate borrowing 2022/23					
	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%	

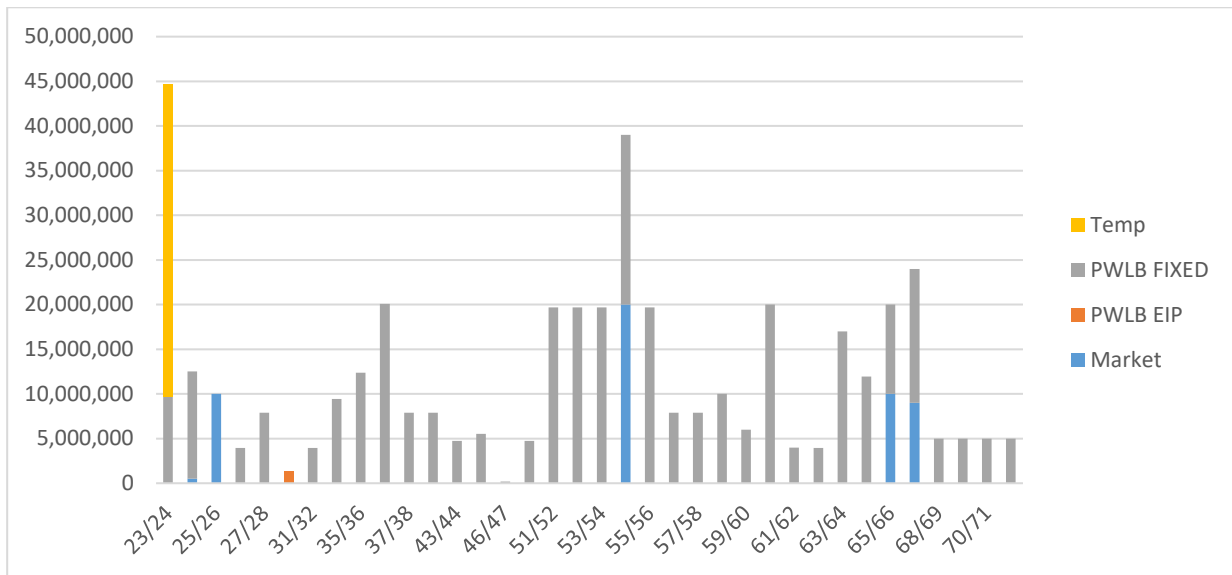
Minimum Revenue Position (MRP) Policy Statement

- 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:
 - Option 1 - Regulatory method
 - Option 2 - CFR method
 - Option 3 - Asset Life method, using either
 - a - Equal instalment method
 - b - Annuity method
 - Option 4 - Depreciation method

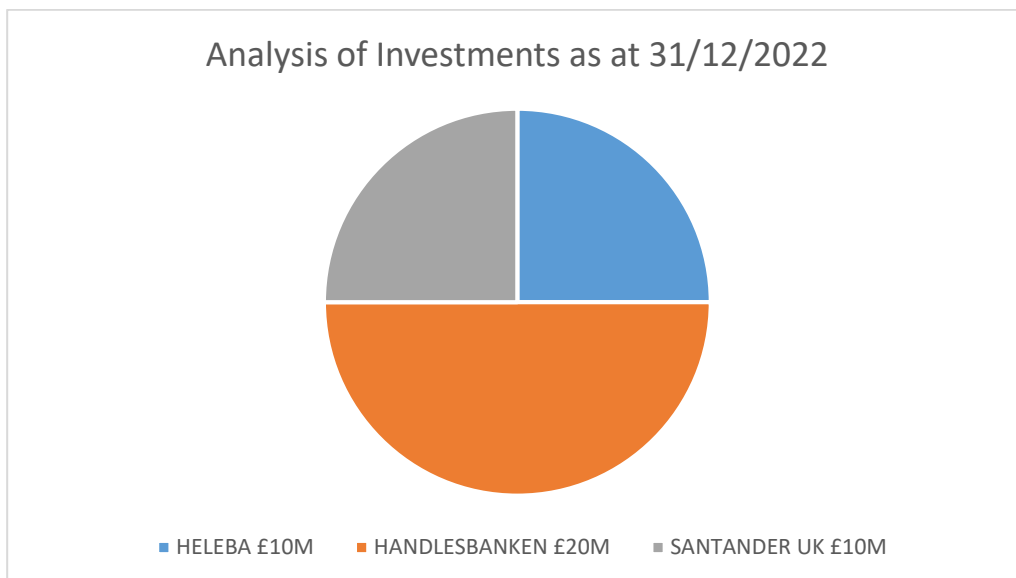
Doncaster Council 2022/23 MRP Policy

- 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 DLUHC 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 2022, the total MRP overpayments are estimated to be £22.8m.

Analysis of Debt as at 31/12/22



Analysis of Investments as at 31/12/22



Interest Rate Forecasts

- As noted above the Council has appointed Link 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 in December 2022.

Link Group Interest Rate View	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	4.25	4.5	4.5	4.5	4	3.75	3.5	3.25	3	2.75	2.5	2.5
5 yr PWLB	4.3	4.2	4.1	4	3.9	3.8	3.6	3.5	3.4	3.3	3.2	3.1
10 yr PWLB	4.5	4.4	4.3	4.2	4	3.9	3.7	3.6	3.5	3.4	3.3	3.2
25 yr PWLB	4.7	4.6	4.5	4.4	4.3	4.1	4	3.9	3.7	3.6	3.5	3.5
50 yr PWLB	4.3	4.3	4.2	4.1	4	3.8	3.7	3.6	3.5	3.3	3.2	3.2

- This forecast reflects the view held by Link that the Monetary Policy Committee (MPC) will be keen to demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened throughout 2022, but the new Government's policy of emphasising fiscal rectitude will probably mean Bank Rate does not now need to increase to further than 4.5%.
- Link anticipate the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures have lessened – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged. The Bank will also want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.
- Link will continue to update their forecasts regularly which will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)
- On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

Gilt yields / PWLB rates

- Yield curve movements have become less volatile under the Sunak/Hunt government. PWLB 5 to 50 years Certainty Rates are, generally, in the range of 3.75% to 4.50%. The medium to longer part of the yield curve is currently inverted (yields are lower at the longer end of the yield curve compared to the short to medium end).
- Link view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate and the poor inflation outlook but markets are volatile and further whipsawing of gilt yields across the whole spectrum of the curve is possible.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).
- **The Bank of England** acts too quickly, or too far, over the next two years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates an even more rapid series of increases in Bank Rate faster than we currently expect.
- **The Government** acts too slowly to increase taxes and/or cut expenditure to balance the public finances, in the light of the cost-of-living squeeze.
- **The pound weakens** because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer term **US treasury yields** rise strongly, if inflation numbers disappoint on the upside, and pull gilt yields up higher than currently forecast.

Investment and borrowing rates

- **Investment returns** are likely to peak in 2023/24 and start to fall relatively steadily throughout the period. The forecast return of 2.5% for investments over the three month period by the end of the period in question (2026/27) is still considerably higher than the returns that have been generated over the last few years.
- **Borrowing interest rates** are currently believed to be artificially high compared to the longer term view of interest rates and as a result borrowing at the shorter end of the curve or short-dated fixed LA to LA monies should be considered.

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 £10m 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.

Note 3. The Council's current banker has a one colour band uplift from these ratings with the resulting maximum investment amount and maturity periods applying. This is the only exception applied.

Note 4. Whilst other local authorities are considered high quality names for investments, though not always rated, discretion will be applied to those authorities whose overall financial position is of concern e.g. subject to section 114 notice and the Treasury Manager will keep a list of those Authorities we may wish to avoid lending to.

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 £10m 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 credit worthiness service. The UK is currently rated as AA- but is still an approved country for investments.

AAA	AA+	AA
Australia,	Finland	France
Netherlands,	Canada	
Germany,		
Norway,		
Singapore		



**City of
Doncaster
Council**

Date: 27th February, 2023

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

REVENUE BUDGET 2023/24 – 2025/26

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 2023/24 to 2025/26, continuing to deliver on our commitments, as detailed in the Corporate Plan as a financially well managed Council.
2. Since 2010, Councils have faced the position of reducing Government funding, strong demand, increasing costs and volatility, and no reduction in statutory obligations to provide services. This budget seeks to maintain front-line services with less funding in real terms.
3. Doncaster Council has seen its core Government funding reduce by 27% in real terms during this period¹ compared to an average of 20% for England which equates to a £340 reduction per resident. Local spending is becoming more narrowly focused on Children's and Adult's Services, including Public Health, with over 67% being spent in these areas in 2023/24.
4. On the 17th November, the Government's Autumn Statement² was presented to Parliament and covers the period 2023/24 – 2025/26. The Council received details of the provisional settlement on 19th December 2022 and these were confirmed in the final settlement on 6th February 2023. 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 £22.3m over the next 3 years, with an immediate impact in 2023/24 of £10.2m. This shows that although the final settlement includes additional grant funding for 2023/24, which is welcomed, it doesn't provide long-term sustainable funding sufficient to meet our ongoing budgetary pressures. Full details on the budget gap are provided in paragraphs 33 to 38 and Appendices A to C.

¹ Special Interest Group of Metropolitan Authorities (SIGOMA)

² <https://www.gov.uk/government/topical-events/autumn-statement-2022>

5. The budget includes an increase in Council Tax of 3.99% in 2023/24 (1.99% Council Tax increase and a further 2% increase through the Government's Adult Social Care precept). This will generate £7.3m overall and is required in order to meet the budget pressures, in particular those for Adult Social Care funded from the Social Care precept. This will increase the Council Tax to £1,571.32 per annum Band D (£1,047.55 Band A) which means an additional £60.29 for Band D Council Tax per annum or £1.16 per week (£40.20 for Band A per annum or 77p per week). It is anticipated that the Council Tax will continue to be one lowest rates in comparison to other Metropolitan Districts and Unitary Authorities (10th lowest in 2022/23). Further details on the proposed Council tax increases, along with support being provided through the budget, are provided in paragraphs 28 to 32.
6. To produce a balanced budget, over the period of the MTFs, the Council has once again needed to review plans and identify additional savings to meet the budget gap. Full details on the planned savings are provided in paragraphs 39 to 46. This has resulted in an overall budgeted surplus position of £0.7m in 2023/24 and £9.4m in 2024/25, followed by a balanced position in 2025/26, due to one-off grants anticipated to end.
7. The medium-term financial position remains extremely uncertain. The Council is continuing to face 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. Therefore, it is important that we plan for the early delivery of savings in preparation for 2025/26.
8. The Council has reviewed the level of reserves available to ensure that it has sufficient funding available. Paragraphs 58 to 61 and Appendix H, shows the current position regarding earmarked reserves. The balance on the uncommitted General Fund reserve for 2023/24 is estimated at £16.5m; and is expected to remain at this level in 2024/25.
9. 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 62 to 78 of this report.

EXEMPT REPORT

10. Not applicable.

RECOMMENDATIONS

11. Council approve the 2023/24 to 2025/26 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 £585.8m and a net revenue expenditure budget of £255.8m, as detailed in Appendix A;
 - c) Council Tax increasing by 3.99% to £1,571.32 for a Band D property (£1,047.55 for a Band A) for 2023/24. This includes:-

- i) 1.99% Council tax increase, equating to an increase of £30.07 for Band D per annum, 58p per week (£20.05 for Band A per annum, 38p per week);
- ii) 2% Government Adult Social Care precept, equating to an increase of £30.22 for Band D per annum, 58p per week (£20.15 for Band A per annum, 39p per week);
- d) the revenue budget proposals for 2023/24 detailed at Appendix B (pressures £17.2m) and Appendices C and D (savings £10.9m);
- e) the 2023/24 Grants to 3rd Sector Organisations outlined in paragraph 54 and Appendix F;
- f) the fees and charges proposed for 2023/24 at Appendix G;
- g) note the Chief Financial Officer's positive assurance statements (detailed in paragraphs 62 to 78).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

12. 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

13. The Medium Term Financial Strategy (MTFS) is a three year financial plan, which sets out the Council's commitment to provide value for money services to deliver our mission for Thriving People, Places and Planet, within the overall resources available to it. The MTFS shows how our Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our well-being goals and eight crosscutting priorities ('Great 8'), which will drive delivery of the work.
14. The overall aims of our Financial strategy are: -
- To ensure that effective financial planning and management contributes to the Council achieving our central mission and well-being goals;
 - To direct resources as required to support the achievement of our well-being goals and provide the funding required to deliver the 'great 8' priorities;
 - To maximise the income from Council Tax and Business Rates revenue;
 - To maximise income from regeneration and commercial opportunities adding value to the economy;
 - To evaluate budget performance to assess the effectiveness of resource allocation.
 - To continue to improve value for money - managing people and our money more efficiently, streamlining processes and systems, getting better value from commissioning and procurement, whilst seeking to minimise the impact of budget savings on priority services.

- To ensure the Council's financial standing is prudent, robust, stable and sustainable.

15. The Doncaster Delivering Together (DDT) Strategy enables us to align our policy and budgetary planning cycle, with our partners in Team Doncaster, to jointly agreed goals over the longer term. This focuses on 'getting things done' and a whole system approach to delivery.

Medium-term Financial Strategy (MTFS) 2023/24 to 2025/26

16. 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 gross budget has increased from £575.7m reported to Cabinet to £585.8m due to updating specific grants, customer & client receipts and other income. The net budget remains unchanged at £255.8m. The overall estimated gap for 2023/24 to 2025/26 is £22.3m, summarised below and further details provided in Appendix A.

17. We continue to take the approach to keep one eye on the here and now and the other on the longer term. However due to the significant volatility, the period of the here and now is becoming shorter, and longer-term it is more and more difficult to predict. The focus of attention has been to set a balanced budget for 2023/24, based on detailed up to date estimates of all the pressures, with additional saving plans for 2024/25 in preparation for 2025/26, to achieve an overall balanced position over the period of the MTFS.

Service Pressures

18. The Council is currently forecasting a £7.8m overspend for 2022/23. There are a number of pressures that are expected to continue into 2023/24 and in some cases beyond. The MTFS provides the funding to meet budget pressures and provides minimal growth essential to deliver our priorities without placing additional burdens on the Council to deliver greater savings.

19. The budget pressures are split between inflation pressures and other service specific pressures particularly in relation to Children services where the number of children in care exceeds plans and the cost of placements continue to increase. The cost of pay and price inflation is estimated at £32.5m in 2023/24, increasing to £56.0m by 2025/26. In total, the service budget pressures are estimated at £17.2m in 2023/24, increasing to £23.1m by 2025/26.

20. General inflation on the Council direct costs amounts to £12.6m for 2023/24, increasing to £21.6m by 2025/26. This includes the estimated impact of energy price rises of £5.9m in 2023/24 and making up the budget shortfalls in 2022/23. The Russian invasion of Ukraine caused a massive humanitarian crisis, with millions of Ukrainians leaving the country. The conflict and resulting sanctions have disrupted exports from the region for commodities like metals, food, oil and gas, pushing up inflation to levels not seen in decades. The Government have recently announced further support to help non-domestic customers meet their energy costs in 2023/24. The impact of this new scheme has not yet been built into the MTFS but is likely that it will push back some of the inflationary pressures to 2024/25. As the scheme is only for 2023/24, it is not anticipated to impact on the recurrent budget gap in the medium-term.

21. Adult Social Care service pressures and inflationary increases amounting to £16.7m in 2023/24 and increasing to £23m by 2025/26. This includes £7.5m for contract price inflation in 2023/24, increasing to £13.8m by 2025/26, including the impact of the Government National Living Wage. In addition, the specific Adult Social Care grants provided by Government and Adult Social Care precept for 2023/24 enables the Council to go beyond inflationary increases and set aside funding to improve Market Sustainability in 2023/24, subject to separate fee discussions taking place and Cabinet decision making process. Providers of care are continuing to face significant pressures due to increasing costs, vacancies in residential homes and retaining staff caused by a number of factors. There are also interdependencies between the market challenges and potential future demand. For example we are committed to supporting people to live at home for as long as possible, therefore we need to invest in sustainable homecare rates otherwise this will lead to needing to place more people in residential care, which will increase the costs of residential care.
22. It is our view, that this investment will significantly assist the market sustainability challenges in the social care sector.
23. The budget figures are based on current activity information and assumptions for future demand taking into account demographics, transitions and growth. There are significant future uncertainties in relation to the planned Adult Social Care Reforms, which have been delayed until October 2025. The reforms include that no one will be required to pay more than £86,000 for their eligible care costs in their lifetime, which will include people currently receiving care privately (self-funders) who have not yet had a social care assessment but who would be eligible if they did. In addition, the reforms increase the point at which a person is eligible for local authority means-tested support; the upper capital limit (UCL) from £23,250 to £100,000 and the lower capital limit (LCL) from £14,250 to £20,000.
24. Funding for Children, Young People & Families, service pressures and inflation, amounting to £11.1m in 2023/24 and increasing to £13.7m by 2025/26. This covers the additional external placements that were brought forward and have continued during 2022/23, not reducing as planned and expected to continue into 2023/24. It also provides additional recurrent funding to meet the rising costs of the external placements currently being experienced and the additional complexities, plus the associated transport pressures.
25. Other service pressures including continuing to provide funding to support partners, such as Doncaster Culture & Leisure Trust (DCLT), to operate and meet increasing cost pressures including energy. This budget recognises the pressures and provides for those much needed services to support the health and wellbeing of the public.
26. A full breakdown of the price inflation is included in Appendix A. Service pressures are 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.
27. Although we have seen a positive improvement of 1,565 fewer benefits claimants of working age (November 2022), Doncaster remains the highest among regional comparable neighbours with 8,530 total claimants, making up 4.45% of the

working age population. Youth unemployment has stabilised from its peak reporting period in May 2021 with 1,100 fewer claimants as of December 2022. Doncaster is forecast for 29% Gross Value Added (GVA) growth in 2021 based on year on year growth from annualised 2015 prices. Work continues to support communities that have a high representation of economically inactive residents, job claimants and people on low incomes or unstable jobs. This includes establishing employer academies with large anchor institutions across the public and private sector.

Council Tax and Support provided

28. The forecast increase in Council Tax income for 2023/24 is due to a number of contributing factors. This includes the £5.2m additional income generated from the 1.99% Council Tax increase and 2% government Adult Social Care precept, additional income from growth forecast (based on the current tax base and assumptions for 2023/24) of £1.6m and an estimated decrease in the cost of the Local Council Tax Reduction Scheme of £0.5m.
29. The Council has chosen not to increase by the maximum 5% in 2023/24, in addition it's not taken the flexibility allowed by government to utilise the 2% Social Care precept for 2024/25. These additional revenue generating flexibilities could have been applied however the Council is mindful of the current cost of living challenge and to protect the citizens of Doncaster from further cost burdens. The Council faces a tough choice about whether to increase council tax to bring in desperately-needed funding whilst at the same time acutely aware of the significant burden that could place on some households during a cost of living crisis. The Social Care Precept decision can be revisited as part of the 2024/25 Budget setting process.
30. 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. The budget for 2023/24 is £25.1m. In addition, the new Council Tax Support Fund grant of £0.6m will be used to be used to provide a £25 reduction to the council tax liabilities of working age and pension age council taxpayers who are in receipt of benefits. This is estimated to cost £0.2m. The balance of the funding will be used to boost the Local Assistance Scheme budget at a time when it is needed to support people dealing with cost of living increases. From 2024/25 £0.3m will be added to the Local Assistance Scheme on a permanent basis.
31. Further to the rise in inflation, food and energy prices, there is a known pressure on low-income families during the school holidays. It is proposed that all households with school age children usually in receipt of free school meals and those with non-school age children in receipt of council tax reduction, housing benefit or universal credit housing element receive vouchers or payment to the equivalent of £3 a day per child in the Easter 2023 and May 2023 holidays. The estimated costs are £752k (or £571k if only provided for households in receipt of free school meals). It is anticipated that this would be funded from the Household Support Fund 2023/24, however allocations and the criteria have still not been received. Therefore, this will be subject to separate decision making when the details have been received.

32. The Council Tax system continues to be disproportionate across the country and successive Governments have failed to come up with an alternative method of local taxation. A recent report³ highlights that a Band D bill in London this year, where the average house price is £553,000, is £1,696, but £2,060 in the North, where homes cost £192,000. This can be explained due to many Northern and Midlands cities having more, smaller Band A and B homes – making it harder for local authorities to keep lower-rated bands affordable. 87% of Doncaster’s properties are banded below the average Band of D, which has the effect of considerably reducing the Council’s Tax Base. The Local Government Association (LGA) commented that, “It is disappointing that the Government has continued to rely on council tax and the social care precept as part of its package to increase funding for adult social care. As we have previously stated, council tax is not the solution for meeting long-term pressures facing high-demand national services such as adult social care.”

Government Funding and Overall Budget Gap

33. The 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. The CSP based on Government assumptions is £305.6m compared to £276.7m for 2022/23, representing a £28.9m increase (10.4% increase). The actual CSP based on the Council baseline position and local decisions is £311.7m compared to £279.1m for 2022/23, representing a £32.6m increase (11.7% increase). The main difference being that the Council retains 49% of any business rates growth above the Government baseline and has benefitted from the business rates revaluation – this is not included in the Government assumptions. The increase in CSP will help to deal with the inflationary cost pressures outlined above but doesn’t cover all the pressures facing the Council.

³ <https://www.money.co.uk/>

34. The table below summarises the year on year changes to the MTFs, with specific comments on the reasons for the changes: -

	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Baseline Income & Government Grants	-39.7	-7.3	-4.2	-51.2
Council Tax Income	-7.3	-4.7	-4.2	-16.2
Grant Exit Strategies	-10.3	-0.7	0.0	-11.0
Pay & Price Inflation	32.5	15.8	7.7	56.0
Levying Bodies & Other Expenditure	7.1	0.3	13.2	20.6
Service Pressures	17.2	3.7	2.2	23.1
Funding Gap	-0.5	7.1	14.7	21.3
Use of One-off Reserves	10.7	-9.7	0.0	1.0
Gap	10.2	-2.6	14.7	22.3

35. The Council baseline income and government grants increase significantly in 2023/24. This includes £21.0m which is due to the accounting treatment for retail relief grants and the collection fund, in accordance with the legislation. This also impacts on the use of one-off reserves of £10.1m, which reflects the transfers into/out of reserves to facilitate carrying forward the section 31 grants for business rate reliefs. A review of the business rates appeals provision resulted in £10.1m becoming available as a one-off and this will be used to support the Council's capital programme.

36. The budget also includes the anticipated increase of business rates income of £7.5m in 2023/24; based on the current baseline position, which has increased due to the revaluation and is 11% higher than the starting position for 2022/23 and further growth based on known economic developments for 2023/24.

37. Government grants have increased by £10.6m in 2023/24: an increase of £9.9m to the Social Care Support Grant and an increase of £2.5m to the Market Sustainability / Fair Cost of Care Fund, offset by decreases in other grants including: ceasing of the Household Support Fund £6.1m, a £2.2m reduction in the Services grant and a £1.2m reduction in New Homes Bonus.

38. 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 (including related grants) provide 44% of the Council's baseline funding⁴. Therefore, attention will need to be focused on these critical income streams to maintain funding levels and prevent further savings being required.

⁴ The calculation of the share of income sources excludes funding for housing benefit payments.

Budget Savings

39. In February 2022, budget savings of £7.7m were approved in line with the Financial Strategy (£4.3m 2023/24 and £3.4m 2024/25). These have been reviewed and reduced to £1.9m (£0.4m 2023/24 and £1.5m 2023/24). The reductions relate to savings related to Doncaster Children’s Services Trust which, following the end of the contract with the Trust, have been reviewed and replaced with new children’s social care related savings. Appendix C shows the detailed savings making up the revised total of £1.9m.
40. However, as detailed above due to the financial challenges continuing, mainly arising from Children’s social care pressures and inflation, the Council again needed to look carefully at the cost of services being delivered by the Council and make further proposals to balance the budget. The new saving proposals identified amount to £20.4m over the 3 years, with £10.5m in 2023/24, reducing the ongoing budget position and supporting the financial sustainability of the Council going forward.
41. The overarching principles for identifying savings were: -

Keep it Simple / Customer Focus	We want services to be clear, transparent and accessible as possible
	We want to join up our services to avoid duplication and make it easier to understand and access
	We want people to access our services, when they need them, easily and quickly
Be Ambitious	We want the exercise to yield innovative and future proof proposals
	We want proposals, where appropriate, to be radical and challenge the status quo
	We want to aim high for our people and place that helps us deliver our Borough Strategy
Do it Together	We want to work with Team Doncaster partners collaboratively to achieve for our people and place locally
	We want to work with communities to achieve our strategic ambitions for our Borough
Expect Contribution	We want all services to be proactive and supportive of savings ideas working alongside partners and communities
	We want to build on strengths and assets in communities in a way that helps us achieve our ambitions for the Borough

42. A significant proportion of the savings are planned for Children’s Social Care, which has been identified as a high cost service, although further savings will be required in future years to fully address the value for money issues identified. Starting from the revised financial baseline position based on current activity, the Council will continue to work across a number of operational areas to reduce spend and achieve best value. The overall approach undertaken will be: -
- Drive improved practice across all areas, in particular Children’s Social Care and Special Educational Needs and Disabilities (SEND). The voice and lived experiences of children and families will shape service delivery.
 - Residents are supported at the earliest possible opportunity through a whole family strengths based approach; with services being delivered in Localities

- c) Close working with partners and increasing contributions where appropriate.
- d) Turn the valve off through earlier decision making and better planning. We know that early intervention services are lower cost with generally better outcomes. Early intervention = cost avoidance.
- e) Children and young people should be kept at home wherever possible; increased local provision to support this aim, i.e. more foster carers, children's homes and children in mainstream schools.
- f) Changing the culture and mind-set of all involved, so placements are not the destination but part of the journey, supporting as many children and young people as possible to return home.
- g) Ensure that services meet current needs; Children in Care (CiC) and SEND profile of need has changed.
- h) Improved quality assurance of out of authority provisions.
- i) Workforce strategy prioritised by immediate and obvious invest to save.

The savings will be delivered via the Future Placement & SEND strategy.

43. In addition, there are continued savings across the Council, through close management of the budgets and achieving efficiencies through improved working practices, better use of technology where possible. The Council continues to challenge its day to day spending and considers each staff vacancy as they arise.

44. This budget also includes further savings proposals which will reduce the corporate support available across the Council, but are required to meet the overall budget gap. It has also been necessary to consider non-essential services currently provided and make them self-financing where possible to enable us to continue to provide these services for those that still want them.

45. The Council can no longer afford to maintain and fund day to day running costs for the current number of buildings, especially with the increased costs of energy and repairs/maintenance. Therefore the budget proposals include specific savings associated with a rationalisation programme of Council assets. This will require careful review, to fully consider the service implications prior to any changes being implemented, and will be subject to separate decision making.

46. All the savings are fully detailed in Appendix D.

Overall Budget Position

47. The table below shows how the budget is balanced over the three years with the savings identified: -

	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Budget Gap	10.2	-2.6	14.7	22.3
Savings previously approved	-0.4	-1.5	0.0	-1.9
Savings proposals	-10.5	-5.3	-4.6	-20.4
Recurrent Budget Gap	-0.7	-9.4	10.1	0.0
Use of surplus money in 23/24	0.7	-0.7		0.0
Use of surplus money in 24/25		10.1	-10.1	0.0
Balanced Budget	0.0	0.0	0.0	0.0

48. The one-off surpluses of £0.7m and £10.1m in 2023/24 and 2024/25 respectively will be held as a contingency to cover the risks that the delivery of savings slips and that inflationary pressures do not fall as quickly as assumed. This is required due to the significant volatility and reflects the current saving delivery risks which are highlighted in the Section 151 assurance statement.

Fees & Charges

49. Fees and charges are proposed to be increased by 10% to reflect the inflationary pressured being experienced by the Council in relation to pay, supplies and energy costs in particular. There are some exceptions to this principle where fees and charges are predetermined by Government or where specific savings proposals involve changes to fees and charges. Appendix G shows new fees and any that have not been increased by 10% (excluding those set by statute). For example, in order to support our city centre businesses and our residents the budget includes freezing parking charges at our council owned car parks. Appendix G also includes fees and charges where specific approval by full Council is needed each year.

50. Due to the significant volatility and future uncertainties in relation to energy costs, fees and charges will continue to be reviewed in year and revised, where appropriate, to ensure the full recovery of cost increases to the Council or decreased to reflect any potential future price reductions.

Post Reductions

51. A review of the budget proposals has been undertaken and has identified an estimated 45.1 full time equivalent (FTE) potential post reductions for the budget proposals detailed in Appendix C and D. The table below shows a breakdown: -

	2023/24 FTE reduction	2024/25 FTE reduction	2025/26 FTE reduction	Total FTE reduction
Adults, Health & Wellbeing	2.0	0.0	0.0	2.0
Corporate Resources	21.5	4.2	7.4	33.1
Children, Young People & Families	8.5	1.5	0.0	10.0
Economy & Environment	0.0	0.0	0.0	0.0
Public Health	0.0	0.0	0.0	0.0
Total	32.0	5.7	7.4	45.1

52. 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 there is additional one-off grant funding is anticipated over the MTFS period which will increase the number of posts during the specific funding period.

2023/24 Baseline Budgets by Service Area

53. The 2023/24 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.

Grants to Third Sector Organisations

54. The 2023/24 grants proposed to third sector organisations (£1.1m) 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. In 2022/23 and 2023/24 the number and value of grants have increased as a result of grants awarded to third sector organisations in line with the Locality Investment 2022-24 plan approved by Cabinet on 22nd June, 2022.

Monitoring & Challenge

55. 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.

56. 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.

57. 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

58. 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.

59. Uncommitted reserves are balances held as contingencies against risks such as emergency events. The uncommitted reserves are expected to remain at £16.5m by 2023/24.

60. 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) a review of known provisions and contingent liabilities;
- b) the likelihood of overspend for either revenue or capital;
- c) the likelihood of any additional income that would be credited to reserves;
- d) the robustness of the Council's revenue budget proposals;
- e) the adequacy of funding for the Capital Programme; and
- f) any potential significant expenditure items for which explicit funding has not yet been identified.

61. 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. £590m a year; £16.5m would only run the Council for 10 ½ days. The Council will ensure the reserves remain at an adequate level to manage effectively all future risks and liabilities, in particular whilst operating in the current volatile and uncertain environment. Therefore, careful consideration should continue to be given before funding any unexpected costs from reserves. In addition, where funds are allocated, any unspent funding should be transferred back to uncommitted reserves.

Positive Assurance Statement

62. 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)

63. This report sets out the Council's spending plans to deliver on its corporate priorities as detailed in the Corporate Plan. The aim is to continue 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.

64. It is becoming more and more difficult to set a budget within the current financial context with the number of unknowns and assumptions. Therefore the priority for this budget is to fully review all the variables anticipated for 2023/24, including sufficiently estimating the budget pressures, so there is confidence in the immediate short-term planning horizon. Ensuring that the planned budget provides sufficient resources to deliver the Corporate Plan for 2023/24, prioritising the activities to be delivered, within the resources available. With sufficient estimates for 2024/25 and 2025/26, consideration of the risks and potential mitigations, to be in a position to provide assurance on the estimates.

65. Overall, the Autumn Budget Statement and provisional settlement provided greater funding than previously anticipated, which has helped to meet the inflationary pressures and provide additional funding for Adult Social Care. However, it is not sufficient to meet all the budget pressures and a significant budget gap remains to be balanced with savings. The budget pressures have also been scrutinised and prioritised with management, which involves some risks and will need to be managed accordingly.

66. Detailed reviews have been undertaken to quantify the inflationary increases anticipated and either provide budget or where this has not been possible, costs will be managed within the budget available, through reprioritisation or re-scoping the deliverables or obtaining additional external funding. The latter is the approach assumed to manage the rising construction costs on specific capital projects where the funding was allocated in previous years, when prices and inflationary increases were lower.

67. Additional budget has also been allocated to cover the current budget pressures on Children’s Social Care Services and rebase the budget to reflect the 2022/23 overspend. However, this is highlighted as an area of high cost compared to similar Councils, and discussions with managers support the need to reduce costs. This is an area where improving our services to children and young people, will also mean reduced spend and better value. Therefore, there are also significant savings planned for Children’s Social Care e.g. increasing the number of in-house foster carers and expanding the number of internal residential homes, which will be delivered through the Future Placement Strategy. This is also a risk in relation to the savings plans, which is covered below.
68. The budget 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. There is a risk that the cost of living crisis could impact on Council tax and Business Rates collection performance, however current performance is positive and the budget assumes this will continue.
69. The savings have been developed by those responsible for service delivery, taking account of the implications of implementing the changes. The savings have been assessed based on confidence of delivery and RAG rated: 0-30% = Red, 30-60% = Amber, 60-100% = Green. The resultant spread of savings across financial years, is shown below: -

	2023/24	2024/25	2025/26	Total
	%	%	%	%
Red	2%	9%	9%	20%
Amber	20%	13%	9%	42%
Green	30%	4%	4%	38%
Total	52%	26%	23%	100%

70. The majority of the savings are targeted for 2023/24, with the more difficult in terms of delivery spread evenly over 2024/25 and 2025/26, providing additional time to implement. This also shows that the proportion of savings categorised as being easier to deliver are only 38% of the total, this reflects the issue that continuing to deliver savings is becoming more difficult. Also, the savings included in this budget are more directed towards non-pay expenditure, which due to there being less direct control are again more difficult to deliver. 20% of the savings have been categorised as being the most difficult to deliver, the majority of which relate to Children’s Social Care, due to the complexity of the savings and previous non-delivery track record. The Council has more direct control now following the cessation of the Children’s Trust contract at the end of August 2022, and will need to ensure dedicated focus and drive to deliver the improvements, which will also lead to reducing costs. In addition, of particular concern are the various savings associated with the rationalisation of assets, which by their nature are difficult to deliver and require dedicated resources, cross Council support and close management. And, the income generation savings for culture and heritage services, due to the current economic situation and cost of living crisis. For this reason, an overachievement of savings and surplus position is budgeted for 2023/24 and 2024/25, to provide contingency if the savings programme slip.

71. The scale of the budget gap and options for delivering savings are reducing, therefore the proposals include targeted savings for non-statutory services. The impact of the savings is outlined in Appendix D and full implications will be considered as part of the specific reviews and separate decision making.
72. Due to the financial challenges, it has also not been possible to provide the required revenue funding for the increasing capital costs required to maintain our ageing estate across the borough. The resources have been prioritised to essential schemes based on health and safety assessments, there are a number of risks that haven't been funded and our aging estate, wide geography (parks, public right of way, trees, highways infrastructure) are in desperate need of investment. These matters can be deferred but not forgotten.
73. It is imperative that we closely monitor and manage the budget position across the Council effectively, delivering the planned savings as early as possible so we are in a position to respond to any increasing pressures in year. 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 2023/24 as long as the risks set out in Appendix I can be managed.
74. Looking to the medium-term, there is significant uncertainty with regard to Council baseline funding due to the impending Fair Funding review and Business Rates Reset, which are now not expected to be introduced over the remainder of this parliament. In addition, although the Social Care Reform changes have been delayed until October 2025, there are continued uncertainties with regard the costs associated and funding. The changes include an £86,000 cap on an individual's cost of care after which local authorities will be expected to pay for all eligible care costs, an increase in the point at which a person is eligible for means-tested support and a 'fair cost of care' policy which would aim to allow self-funders to access their care at the same rates that local authorities pay. The current financing regime continues to provide significant one-off funding for on-going increasing pressures with Council resources being more narrowly focused on social care services.
75. 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".
- 76. Taking all factors into consideration I can therefore give you positive assurance on the reliability and robustness of the forecasts and estimates in the budget proposals as far as can based on current local and national intelligence.**
- 77. 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.**

78. Due to the current financial volatility is it important that this level of uncommitted reserves is maintained to provide funding in an urgent situation if required.

Council Tax Capping & Referenda

79. 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 2023/24 as part of the final Local Government Financial Settlement on 6th February, 2023: -

- a) The cap for core Council Tax is set at 3% and Councils with responsibility for adult social care can increase their Council Tax by an additional 2% Adult Social Care Precept.
- b) This means that a referendum will be required if the authority sets an increase of 5% (comprising 2% for the Adult Social Care Precept, and 3% for other expenditure). Councils are strongly encouraged to review the Adult Social Care Precept flexibility available to them when preparing their council tax increase for 2023/24. For the avoidance of doubt, the referendum principle applies to the combined Adult Social Care Precept and core referendum principle, not to each element separately.

80. Full details of the Council Tax Referendum Cap and calculation will be presented as part of the Council Tax setting report to Council on 27th February, 2023.

OPTIONS CONSIDERED









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

REASONS FOR RECOMMENDED OPTION

82. 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

83. This report sets out the Council's spending plans to deliver on its corporate priorities and therefore is prepared alongside our Corporate Plan. The Corporate Plan identifies several service standards and council priorities under each Great 8 priority. In addition, the impact of specific individual budget proposals on key outcomes, where applicable, are provided throughout the report, in particular in the detailed appendices.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				
 Developing the skills to thrive in life and in work				
 Making Doncaster the best place to do business and create good jobs				
 Building opportunities for healthier, happier and longer lives for all				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				
 Nurturing a child and family-friendly borough				
 Building Transport and digital connections fit for the future				
 Promoting the borough and its cultural, sporting, and heritage opportunities				
Fair & Inclusive				
<p>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: -</p> <p>a) Eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits;</p>				

- b) advance equality of opportunity between people who share relevant protected characteristics and those who do not; and
- c) foster good relations between people who share relevant protected characteristics and those who do not.

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

Having due regard to advancing equality involves: -

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

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

1.1 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

1.2 Prioritisation and Planning – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.

Each saving proposal has been reviewed with regard to our PSED obligations. Appendix J shows the budget proposals that may have an equality impact and therefore require a due regard assessment prior to implementation. Some of these proposals may require further specific consultation exercises and review in light of the PSED and be subject to further decisions taken by Cabinet or other authorised decision maker prior to implementation.

Legal Implications [Officer Initials: SRF | Date: 30/01/23]

84. 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.

85. The Council will need to be satisfied that the MTFs set and the subsequent budget will ensure that the Authority is able to discharge its statutory duties.
86. Any proposed changes to services will require specific legal advice prior to implementation. Under the general principles of public law, the Council must also act fairly when making budgetary changes or changes to services which potentially involve the reduction or removal of a previously enjoyed benefit. Acting fairly includes consulting fairly with those affected, conscientiously taking into account the results of the consultation and, where appropriate, having due regard to equality impact.
87. Some of the proposals outlined within the budget will affect service users and other individuals, particularly those with protected characteristics within the meaning of the Equality Act 2010. In appropriate cases, the budget may only be implemented by further decision making by either Cabinet or other duly authorised decision taker. That decision will need to be taken in full consideration of the Council's duties under the Equalities Act 2010 after full consideration of an appropriate due regard statement.
88. 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: RL | Date: 12/01/23]

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

Human Resources Implications [Officer Initials: DK | Date: 24/01/23]

90. There are no immediate HR implications identified within this report, however once post reduction numbers are confirmed (see paragraphs 51 to 52) further advice should be sought regarding the process.

Technology Implications [Officer Initials: PW | Date: 25/01/23]

91. Appendix D includes details of budget savings relating to council wide technology including VOIP phone rationalisation, MS 365 licence review, new building connectivity contract and reduced spend on ICT accessories. It is essential that the Council adopts the necessary business change, enforces the new policies and minimises any new building connectivity to ensure the sustainability of the proposed savings. Other savings initiatives and changes to fees and charges require technology to be changed, enhanced or procured. These should be brought to the attention of Digital & ICT as soon as possible for progression

RISKS AND ASSUMPTIONS

92. 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 will be less than planned due to lower than anticipated growth or non-payment.
- b) Service Demands/Additional Budget Pressures – risks that service demands continue to increase and there are greater budgetary pressures than those included in the MTFs.
- c) Delivery of Savings – risks in relation to the delivery of planned savings, which are increasingly more difficult to deliver.
- d) 2022/23 Monitoring Position – risks that the 2022/23 monitoring position worsens which impacts on the underlying baseline financial position moving into 2023/24.
- e) Third Parties – risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.
- f) Price Inflation – risks that inflation increases by more than the estimates built into the MTFs; this risk is greater than previous years due to the current economic position where CPI is currently 10.5% for December.
- g) 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.
- h) 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.
- i) Spending Review – risks that may materialise as a result of the multi-year Spending Review and the Fair Funding Review.
- j) 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 2025/26 at the earliest); this is expected to result in a loss of funding to the Council.
- k) Reserves – risks that earmarked and uncommitted reserves are insufficient to support the Council during this period.

93. The estimates have been produced based on the latest information available, the risks will be monitored during 2023/24 as part of the budget monitoring cycle. The MTFs budget assumptions are continuously reviewed and updated for any changes; including a thorough review during 2023/24 in preparation for the 2024/25 budget setting process.

CONSULTATION

94. Executive Leadership Team and Cabinet have considered the budget proposals at several meetings between August and December 2022. Key dates in the budget timetable leading up to Council approving the budget on 27th February, 2023 are detailed below: -

- Government's Autumn Statement 2022 – 17th November, 2022
- Cabinet – MTFs 2023/24 to 2025/26 approved – 5th October, 2022
- Provisional LG Finance Settlement 2023/24 – 19th December, 2022

- Cabinet – Council Tax Base 2023/24 approved – 18th January, 2023
- Union Engagement – engagement via Doncaster Consultative Group meetings including 12th October, 2023 and 10th February, 2023.
- Overview & Scrutiny Management Committee (OSMC) – Budget-briefing session 26th January, 2023 and OSMC meeting 9th February, 2023
- 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 25th January, 2023
- Budget sessions with Group Leaders February, 2023
- Final LG Finance Settlement Announcement 2023/24 – 6th February, 2023. The only change from the Provisional Settlement was an increase of £0.122m in Services Grant.
- Cabinet – Council reports – 15th February, 2023.

BACKGROUND PAPERS

95. Council Report – Revenue Budget 2022/23 to 2024/25, 28th February, 2022

<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=3722>

96. Cabinet Report – Updated Medium-term Financial Strategy (MTFS) 2023/24 to 2025/26, 5th October, 2022

<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3897>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

BCF	Better Care Fund
BEIS	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
DLUHC	Department of Levelling Up, Housing and Communities
DSG	Dedicated Schools Grant
DTOC	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
GVA	Gross Value Added
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
MDT	Multi-Disciplinary Team
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
SEND	Special Educational Needs and Disabilities
SIGOMA	Special Interest Group of Metropolitan Authorities
SLC	Student Loans Company
SLHD	St Leger Homes of Doncaster
STEPS	Short Term Enablement Programme
VER/VR	Voluntary Early Retirement / Voluntary Redundancy
YJB	Youth Justice Board

REPORT AUTHOR & CONTRIBUTORS

Matthew Smith, Head of Financial Management

Tel: 01302 737663, E-mail: matthew.smith@doncaster.gov.uk

Robert Isaac, Financial Planning & Control Manager

Tel: 01302 737983, E-mail: robert.isaac@doncaster.gov.uk

Faye Tyas
Assistant Director of Finance (Section 151 Officer)

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Appendix A

Medium-Term Financial Strategy (MTFS) and Key Assumptions

The Medium-term Financial Strategy for 2022/23 – 2025/26 is provided below: -

	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Income				
Retained Business Rates	-34.718	-63.252	-58.305	-61.008
Top Up Grant	-34.854	-32.819	-35.937	-36.656
Baseline Funding	-69.572	-96.071	-94.242	-97.664
Revenue Support Grant	-21.112	-23.676	-24.150	-24.150
Settlement Funding Equivalent	-90.684	-119.747	-118.392	-121.814
Compensation for under-indexing the business rates multiplier	-8.150	-14.517	-16.053	-16.636
Council Tax Income	-128.759	-136.023	-140.676	-144.896
Improved Better Care Fund	-16.310	-16.310	-16.310	-16.310
Social Care Support Grant	-16.937	-26.869	-30.528	-30.528
Market Sustainability/Fair Cost of Care Fund	-1.019	-3.536	-5.296	-5.296
Adult Social Care Discharge Fund	-1.258	-2.287	-3.817	-3.817
New Homes Bonus	-2.478	-1.293	-1.293	-1.293
Services Grant	-5.265	-3.089	-3.089	-3.089
Lower Tier Services Grant	-0.474	0.000	0.000	0.000
Core Spending Power Equivalent	-271.334	-323.671	-335.454	-343.679
Public Health Grant	-25.303	-25.300	-25.300	-25.300
s31 Business Rates Grants	-8.658	-9.507	-10.392	-10.595
Other Specific Grants	-70.944	-64.724	-64.053	-64.053
Customer & Client Receipts	-42.997	-46.416	-46.416	-46.416
Other Income	-70.827	-69.605	-69.605	-69.605
Housing Benefit	-49.700	-56.300	-56.300	-56.300
Total Income	-539.763	-595.523	-607.520	-615.948
Expenditure				
Total Council Expenditure (Funded)	531.582	540.792	584.997	597.405
Expenditure Changes				
Housing Benefit change (nil impact on gap)	-7.000	0.000	0.000	0.000
Grant decreases exit strategies (one-off)	-20.887	-7.902	-0.684	0.000
Grant decreases exit strategies (on-going)	-0.864	-2.386	-0.041	0.000
Adult Social Care Ladder	0.800	0.906	0.000	0.000
Staffing	3.038	9.249	2.604	4.104
Prices Changes	9.748	22.365	13.167	3.591
Levying Bodies	0.100	0.677	0.346	0.346
Expenditure funded from additional income included above	17.337	8.397	0.053	12.909
Budget Pressures	19.032	17.202	3.676	2.227
Gross Budget	552.886	595.900	604.118	620.582
Budget Gap	13.123	0.377	-3.402	4.634
Budget Proposals for cost reductions	-12.094	-10.903	-6.713	-4.634
Use of one-off Committed Reserves	12.410	1.998	-0.007	
Use of one-off Covid-19 Reserves	-5.550	-2.400		
Use of one-off s31 Business Rates grants	-7.889	10.108		
Total Budget Gap	0.000	-0.820	-10.122	0.000
Gross Budget (Total Income plus one-off reserves)	540.792	585.817	607.527	615.948
Net Budget Requirement (including Baseline Income)	219.443	255.770	259.068	266.710

CHANGES IN LOCAL GOVERNMENT FUNDING

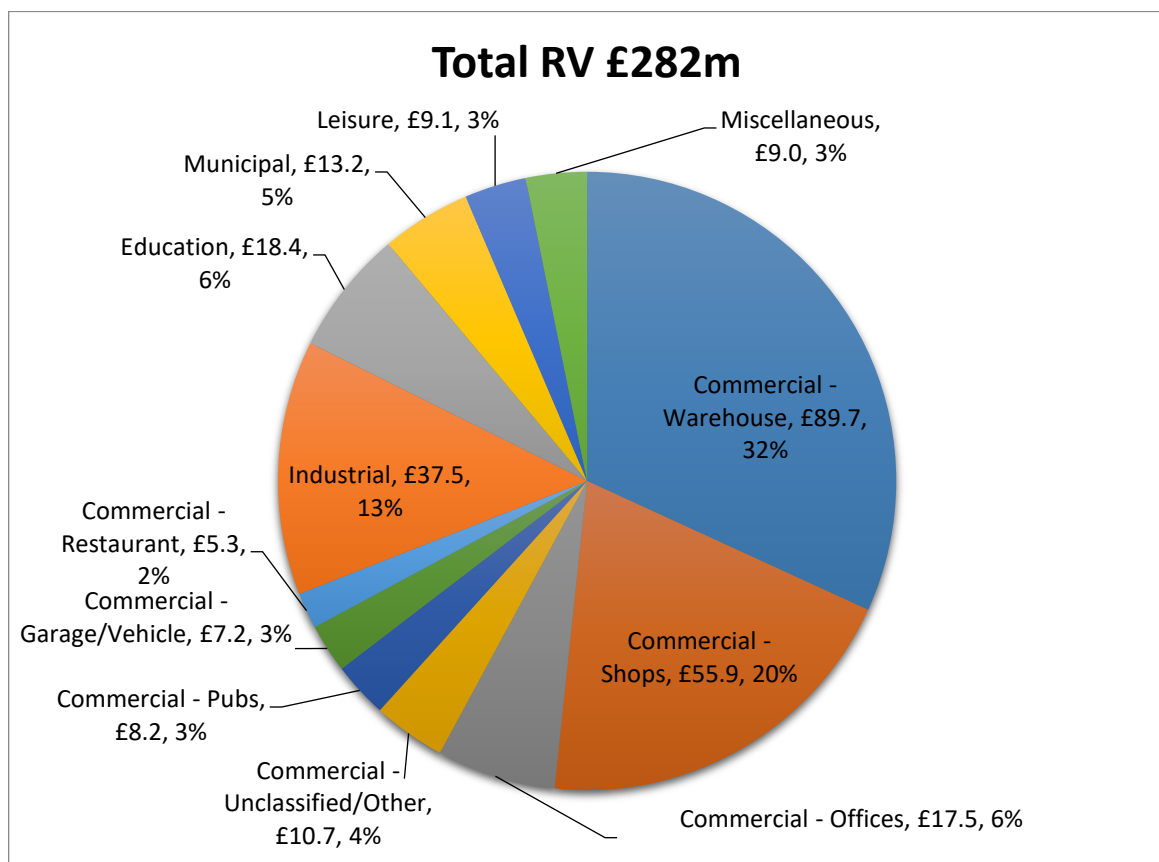
1. Following the 2010 General Election, the Coalition Government embarked on an austerity programme aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. The Spending Review announcements covering the years 2011/12 – 2019/20 contained large and sustained cuts to local government.
2. Since 2010/11, nationally Council funding has been cut by 20.4% in real terms, 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 period 2010 – 2024, the Council has faced a total cut in Government funding of £106.4m (26.9%) in real terms.
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.
4. The Autumn Statement 2022 was announced on 17th November 2022; the Government announced indicative allocations of funding for 2023/24 in the provisional local government finance settlement announcement on 19th December, 2022. Final allocations of funding for 2023/24 were confirmed in the final local government finance settlement announcement on 6th February 2023.
5. The Autumn Statement 2022 set out the funding available for Government Departments for 2023/24 to 2025/26. The Fair Funding Review (FFR), which would set out how the funding determined by the future Spending Reviews would be allocated and a "full reset" of the Business Rates Retention scheme were postponed until 2025/26 at the earliest.

BASELINE FUNDING AND BUSINESS RATES GRANTS

6. 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.
7. 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 £32.819m for 2023/24.

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

8. 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.
9. 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 but was delayed. A revaluation has now taken place for 2023/24.
10. For information, the breakdown of total rateable value of Business Rates by category, as at the end of December 2022, is shown in the chart below: -



THE COLLECTION FUND

11. 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

12. The multiplier is based on the Consumer Price Index (CPI) for September but the Government announced in the Autumn Statement that the multiplier would be frozen for 2023/24. The MTFs includes no increase in the multiplier for 2023/24, 9.5% for 2024/25 and 2% for 2025/26, which is built into the Retained Business Rates and Top Up grant lines.
13. The net Retained Business Rates income is reduced for losses on collection and losses due to appeals of approximately 1.5% and 1.2% respectively.
14. 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.
15. The overall increase in Retained Business Rates income of £28.5m is due to: -
- removal of the one-off repayment of the deficit for 2021/22 of £10.2m;
 - an increase in the baseline of £7.1m for 2023/24. The baseline in 2022/23 has increased and it is assumed that the baseline will increase further in 2023/24 based on known economic developments;
 - a reduction in the provision for appeals based on local experience of £0.4m;
 - redistribution of the estimated surplus for 2022/23 of £10.8m. This is largely due to a review of the appeals provision required for the 2017 list.

Council Tax

16. A breakdown of the 2023/24 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,571.32
Band D Equivalent Properties	85,979
Council Tax Income	£135.100m
Collection Fund (Council Tax) Surplus	£0.923m
Total Council Tax Income	£136.023m

17. The overall increase in Council Tax income of £7.3m is due to: -
- it is assumed that the level of LCTS granted in 2022/23 will reduce in 2023/24 which increases Council Tax income by £0.5m;
 - the increase in the Adult Social Care levy of 2% will generate an additional Council Tax income of £2.6m;
 - the increase in the core level of Council Tax of 1.99% will generate additional Council Tax income of £2.6m; and
 - it is assumed that the number of properties will grow in 2023/24, which will generate additional Council Tax income of £1.6m.

IMPROVED BETTER CARE FUND

18. 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.
19. The provisional settlement confirms that this funding will continue at £16.310m in 2023/24, which is the same level as 2022/23.
20. 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.

ADULT SOCIAL CARE GRANTS

21. The provisional settlement confirms additional funding of £1.345bn announced in the Autumn Statement; Doncaster’s Social Care Support Grant will increase by £9.932m to £26.869m 2023/24.
22. Additional improvement funding of £400m to the Market Sustainability / Fair Cost of Care Fund grant increases Doncaster’s grant by £2.517m to £3.536m in 2023/24.
23. A new Adult Social Care Discharge grant was introduced in 2022/23 worth £1.258m to Doncaster. £300m of additional funding results in an increase for Doncaster of £1.029m to £2.287m in 2023/24. This grant is ringfenced and has to be pooled with the Better Care Fund.

NEW HOMES BONUS

24. 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.
25. 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. Subsequent Spending Rounds have all announced that in-year allocations would not attract any legacy payments.
26. The NHB for the Council is £1.293m for 2023/24, which is a £1.185m decrease from 2022/23.

27. The net grant loss is significant at £35.293m. 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 (now DLUHC) 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
2022/23	2,478	0	2,478	3,938	1,460
2023/24	1,293	0	1,293	2,061	768
Total	37,789	1,350	39,139	74,432	35,293

SERVICES GRANT

28. The final settlement for 2022/23 confirmed a new “one-off” 2022/23 Services Grant worth £822m for 2022/23. Doncaster’s share was £5.265m. This grant continues in 2023/24 but reduces to £483.3m to reflect the scrapping of the National Insurance Social Care Levy, to enhance the supporting families grant and to fund a contingency provision. Doncaster’s share reduces by £2.176m to £3.089m in 2023/24.

LOWER TIER SERVICES GRANT

29. The Lower Tier Services Grant ceases in 2023/24 with the funds being rolled into a new Minimum Funding Guarantee grant which ensures that each local authority will see a minimum increase of 3% in its’ Core Spending Power. This represents a loss of £0.464m as Doncaster loses the Lower Tier Services Grant but does not receive the Minimum Funding Guarantee grant.

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 2023/24. For 2023/24, 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 2022/23 recorded on the ledger as at 31st December, 2022 and the assumptions for 2023/24 - 2025/26: -

Grant	Issued By	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Non Ring-fenced					
New Burdens - BEIS	BEIS	-0.015			
Extended Rights to Free Transport	DfE	-0.513	-0.513	-0.513	-0.513
Holiday Activities and Food Programme 2022	DfE	-1.364			
Local Reform & Community Voices	DHSC	-0.206	-0.206	-0.206	-0.206
War Pension Disregard	DHSC	-0.125	-0.125	-0.125	-0.125
Council Tax Support Fund	DLUHC		-0.642		
New Burdens Grant - DLUHC	DLUHC	-0.164			
Supporting Families Grant	DLUHC	-1.504	-1.439	-1.439	-1.439
Housing Benefit Award Accuracy Initiative	DWP	-0.023	-0.023	-0.023	-0.023
New Burdens Grant - DWP	DWP	-0.133	-0.133	-0.133	-0.133
Universal Credit	DWP	-0.012	-0.012	-0.012	-0.012
Verify Earnings and Pensions	DWP	-0.029	-0.029	-0.029	-0.029
Ring-fenced					
NPO Grant	Arts C	-0.100	-0.100	-0.100	-0.100
Higher Education Funding Council for England (HEFCE) Payments	BEIS	-0.110	-0.118	-0.118	-0.118
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-38.095	-40.254	-40.254	-40.254
Music Services Grant	DfE	-0.441	-0.441	-0.441	-0.441
Personal Adviser duty Implementation Grant	DfE	-0.071	-0.071	-0.071	-0.071
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

Grant	Issued By	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Staying Put Implementation Grant	DfE	-0.195	-0.195	-0.195	-0.195
Virtual School Heads Grant	DfE	-0.150	-0.150	-0.150	-0.150
Flood Recovery Framework - Council Tax discounts	DEFRA	-0.028			
Waste Infrastructure Grant	DEFRA	-2.385	-2.385	-2.385	-2.385
Schools Air Quality Grant	DEFRA	-0.005	-0.007		
Better Mental Health Grant	DHSC		-0.045	-0.045	-0.045
Care Act Grant (Social Care in Prisons)	DHSC	-0.343	-0.343	-0.343	-0.343
Inpatient Detox Grant	DHSC	-0.853	-0.853	-0.853	-0.853
National Institute for Health and Care Research Health Determinants Research Collaborations Grant	DHSC	-0.420	-0.926	-0.926	-0.926
Shaping Places	DHSC	-0.100	-0.100	-0.100	-0.100
Tier 2 Weight Management Grant	DHSC	-0.046			
Treatment & Recovery Grant	DHSC	-0.754	-1.236	-1.236	-1.236
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	-0.270	-0.576	-0.576	-0.576
Bridging Hotel Funding	DLUHC	-0.314	-0.206	-0.206	-0.206
Community Renewal Fund	DLUHC	-1.487			
Council Tax Discount - Family Annexes	DLUHC	-0.012			
Council Tax Support Admin Subsidy	DLUHC	-0.405			
COVID-19 Track & Trace Support Payment	DLUHC	-0.125			
Domestic Abuse Grant	DLUHC	-0.735	-0.749	-0.764	-0.764
Homelessness Prevention Grant	DLUHC	-0.883	-0.792	-0.831	-0.831
DLUHC - Launchpad / Technical Assistance	DLUHC	-0.020			
Local Data Accelerator Fund	DLUHC	-0.468			
The Private Finance Initiative (PFI) (Schools - fixed for the 25 years duration of PFI scheme)	DLUHC	-3.478	-3.478	-3.478	-3.478
Redmond Review Local Audit Fee Grant	DLUHC	-0.065	-0.065	-0.065	-0.065
Rough Sleeper Initiative	DLUHC	-0.790	-0.865	-0.865	-0.865
Discretionary Housing Payments (DHPs)	DWP	-0.498	-0.498	-0.498	-0.498
Flexible Support Fund	DWP	-0.024	-0.034		
Household Support Fund	DWP	-6.091			
Housing Benefit Subsidy Admin Grant	DWP	-0.993	-0.981	-0.981	-0.981
Independent Living Fund	DWP	-0.682			
ERDF & ESIF - Community Wealth Builder	EC	-0.090			
ERDF & ESIF - Launchpad	EC	-0.103	-0.026		
ERDF & ESIF - Productivity	EC	-0.065	-0.016		
ERDF & ESIF - SCR Advance Grant	EC	-0.351	-0.622	-0.622	-0.622
Afghan Citizens Resettlement Scheme (ACRS) & Afghan Relocations and Assistance Policy (ARAP)	HO	-0.420	-0.527	-0.527	-0.527
Asylum Grant	HO		-0.439	-0.439	-0.439
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	-0.500	-0.500	-0.500	-0.500
Syrian Resettlement Programme Grant	HO	-0.074	-0.187	-0.187	-0.187
Initial Teacher Training (ITT)	NCTL	-0.286	-0.286	-0.286	-0.286
Sport England Grant	SE	-1.501	-1.501	-1.501	-1.501
Student Loans Company	SLC	-0.162	-0.162	-0.162	-0.162

Grant	Issued By	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Youth Justice Board	YJB	-0.736	-0.736	-0.736	-0.736
Other Specific Grants		-70.944	-64.724	-64.053	-64.053

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	Issued By	Exit strategy 2022/23	Exit strategy 2023/24	Exit strategy 2024/25	Exit strategy 2025/26
One-off					
New Burdens - BEIS	BEIS	-0.413	-0.015		-0.015
Holiday Activities and Food Programme 2022	DfE		-1.364		-1.364
COVID-19 Support Grant	DLUHC	-9.791			
Council Tax Support Fund	DLUHC	-2.791		-0.642	
Better Mental Health Grant	DHSC	-0.272			
COVID-19 Community Testing Grant	DHSC	-1.214			
COVID-19 Test, Track & Contain Grant	DHSC	-2.502			
Inpatient Detox Grant	DHSC	-0.276			
Practical Support Framework	DHSC	-0.928			
COVID-19 Track & Trace Support Payment	DLUHC	-2.068	-0.125		-0.125
Homelessness Prevention Grant	DLUHC		-0.091		-0.119
Household Support Fund	DWP		-6.091		-6.091
ERDF & ESIF - Community Wealth Builder	EC	-0.122	-0.090		-0.090
ERDF & ESIF - Launchpad	EC		-0.077	-0.026	-0.077
ERDF & ESIF - Opening High Street Safely Fund	EC	-0.240			
ERDF & ESIF - Productivity	EC		-0.049	-0.016	-0.049
ERDF & ESIF - Welcome Back Fund	EC	-0.270			
On-going					
New Burdens Grant - DLUHC	DLUHC		-0.164		
Supporting Families Grant	DLUHC		-0.065		
Adult and Community Learning from Skills Funding Agency	BEIS	-0.228			
Flood Recovery Framework - Council Tax discounts	DEFRA		-0.028		
Schools Air Quality Grant	DEFRA			-0.007	
Tier 2 Weight Management Grant	DHSC	-0.330	-0.046		
Sustainable Transport Access Fund	DfT	-0.101			
Bridging Hotel Funding	DLUHC		-0.108		
Community Renewal Fund	DLUHC		-1.487		
DLUHC - Launchpad / Technical Assistance	DLUHC		-0.020		
Local Data Accelerator Fund	DLUHC		-0.468		
Rough Sleeper Initiative	DLUHC	-0.200			
Flexible Support Fund	DWP			-0.034	
Heritage Lottery Fund	HLF	-0.005			
Total Exit Strategies		-21.751	-10.288	-0.725	0.000

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

- Council Tax Support Fund has been announced by the government in the provisional settlement. £0.642m is available for 2023/24 only. The funding will be used to provide a £25 reduction to the council tax liabilities of working age and pension age council taxpayers who are in receipt of benefits. This is estimated to cost £0.200m. The balance of the funding will be used to increase the Local Assistance Scheme budget.
- 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) and the Mainstream Schools Additional Grant. The initial 2023/24 block allocations including Academies are as follows: -
 - i. Schools Block Allocation and the Mainstream Schools Additional Grant £251.8m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2023/24 due to be sent out to schools in February 2023;
 - ii. Central School Services Block £1.7m – now provided as a separate allocation to the schools block to cover services provided centrally to pupils/schools;
 - iii. High Needs Block Allocation £54.1m;
 - iv. Early Years Block Allocation £21.7m.

35. At Quarter 3 the DSG was forecast to be overspent, mainly due to pressures within the High Needs Block which includes expenditure on Out of Authority placements (agreed via an education or social care route and review by School's Forum), Specialist Post 16 Institutions, Education Health & Care plan (EHCP) Top Up payments. The increase in spend for children placed in SEN out of authority placements, is due to a combination of levels of need and increased demand, including the lack of diversity of local specialist provision against this need and there have been delays in delivering savings on Children with Disabilities (CWD) and Looked after Children (LAC) placements due to additional demand, increased complexity of children and in turn higher package costs. No new homes are open yet as part of the Future Placement Strategy, initially due to the impact of COVID-19 but now due to difficulties in recruiting staff. Directorate Leadership team, and also the SEND Engine Room, are looking to develop an action plan across children's social care, SEN and placements to address the current challenges. Strategically, senior education leads in the Council are also liaising with schools regarding the devolution of elements of the DSG to ensure that locally there are the right services in place to support children, improve outcomes and reduce costs.

36. Whilst the overspend position is significant it is not uncommon to other LA positions and Doncaster Council, amongst 55 LAs, is currently participating in the DfE's Delivering Better Value in SEND programme which will look at plans to manage and reduce the authorities high needs block overspend position. In the last 2 years the Government has partially recognised the position that many LAs face on their High Needs Block and have increased the DSG High Need Grant to LAs with Doncaster receiving an extra £5.7m in 2022/23 compared to 2021/22 levels and a further £5.6m in 2023/24 has been confirmed. Based on the latest

DfE guidance the projected increases to the grant have been set at 3% in 2024/25 and beyond. The high needs medium term plan is currently being reviewed with senior managers to follow the completion of the above referenced action plan and also take into account growth assumptions of children and young people numbers accessing support in future years. The current high needs medium term plan currently shows an overall deficit position of £21.2m at the end of 2023/24 potentially rising to £32.8m at the end of 2025/26 which includes an in-year deficit during 2025/26 of £4.0m. For the in-year deficit expected in 2025/26 to return to a surplus position funding from government for 2024/25 and beyond would need to increase by 7%, as opposed to 3% assumed per DfE, or further cost saving measures and/or top slicing of schools budget would need to be considered. A regular review and quality assurance process is currently underway ensuring that the impact of spend is mitigated where possible. Once the action plans have been fully developed and agreed, the future projections will be updated and reported in the 2022/23 outturn report to ensure that where possible actions are identified and progress during 2023/24 to reduce the forecast increasing deficit.

Description	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
DSG High Needs Block grant (after deductions)	41,173	47,761	49,422	51,131
High Needs Block expenditure	49,254	51,198	53,560	55,179
In year High Needs Block variance (less other DSG underspends)	7,585	3,437	4,138	4,047
Overall DSG Balance	21,211	24,648	28,786	32,833

37. 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

38. 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.

39. A significant Section 75 agreement is the Better Care Fund (BCF); this is where the Council has entered into a pooled budget arrangement with South Yorkshire Integrated Care Board (ICB) for the provision of integrated health and social care services for people in the Doncaster area. The Council and the ICB 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 2023/24 draft spending plan for the BCF is detailed below, based on 2022/23 funding allocation (with final allocation for 2023/24 still to be confirmed): -

Better Care Fund 2023/24	£'000
Programme Management	103
Carers Lead	56
Hospital based Social Workers	247
Homecare Management	33
HEART / Telecare	965
STEPS / Occupational Therapist service / RAPID	2,146
RAPT	123
(Positive Steps) Social care Assessment Unit / DTOC	2,416
Hospital Discharge Worker	30
SPOC / One Point 1	66
Well North / Doncaster Project	208
Affordable Warmth	87
Healthier Doncaster (Be Well Doncaster)	305
Integrated Discharge Team	240
Occupational Therapist - Aligned to STEPS, IDT & Supporting enhanced care home MDT's	352
Community Wellbeing Officers	417
Community Care Officers	83
Mental Health Social Work Team	223
Community Adult Learning Disability Team	69
Complex Lives Amber Project	50
Complex Lives	134
Mental Health - Doncaster Mind	200
Dementia Pre/Post Diagnostic Service and Community Therapy and Support Service	171
Social Care Funding	143
Home from Hospital	72
Carers Innovation Fund 'Time for You'	70
Total	9,011

41. The following table sets out the Other Income for 2023/24: -

Other Income	2023/24 £m
External Recharge Income – includes charges to Schools including Academies (including for the Schools PFI), to the Capital Programme, to the Housing Revenue Account and to St Leger Homes	-28.869
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	-17.986
Trading Services Income – includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	-14.769
Contributions from Other Public Bodies - includes contributions from Rotherham MBC in respect of 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	-2.137
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	-3.747
Investment Interest	-0.442
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	-1.513
Other Income	-69.605

HOUSING BENEFIT

42. The 2023/24 estimated cost of £56.3m is based on an assumed 6,750 caseload for local authority tenants 4,200 in the private sector. The caseloads are similar to 2022/23.

STAFFING

Pay

43. Funding has been set aside in accordance with the latest assumptions on a national pay award of 4% for 2023/24 and 2% for subsequent years. The assumptions also include increments being paid every other year; the next increments are due in April 2023 for all staff except former DCST staff who continue to receive increments annually.

Pension

44. We expect the actuarial valuation for the period 2023/24 – 2025/26 to show that the Council's Pension Fund remains in a small surplus although we have not yet been officially notified of this by the South Yorkshire Pension Authority (SYPA).

45. A summary of the pay inflation provided in the MTFS is detailed below: -

Staffing	2022/23	2023/24	2024/25	2025/26
Pay Inflation – based on assumed National Pay Award 4% for 2023/24 and 2% after that	1.459	2.918	1.459	1.459
DCST pay award - same assumptions as DMBC	0.844	1.290	0.645	0.645
2022/23 pay award "catch up" costs		3.226		
Employers NI contributions	0.474	-0.474		
Increments (incl DCST)	0.261	2.000	0.500	2.000
DCST pensions Future Service Rate alignment (from 14.9% in 2022/23 to 17% in 2023/24)		0.289		
Staffing	3.038	9.249	2.604	4.104

PRICE CHANGES

46. 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.

47. 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	
	2023	2022	2022	2021	2022	2021	2022	2021
CPI					10.1%	3.1%		
RPI			13.4%	7.5%	12.6%	4.9%		
RPIX	TBC%	9.1%			12.4%	5.0%	12.3%	3.9%

48. The cost of price inflation for 2022/23 was £9.7m, including £4.7m for Adult Social Care contracts. The various inflation indicators shown in the table above have increased significantly since last year. It is assumed that £7.5m will be needed in 2023/24 for Adult Social Care contracts and a further £14.8m needed for other inflation. A summary of the inflation to be provided in 2023/24 is provided below. No inflation is applied for expenditure areas not mentioned below: -

Category	£m
Adults Contracts (Various%)	7.489
Other Inflation	
Apprenticeship Levy (4%)	0.028
Bereavement (Various%)	0.008
Building Repairs & Maintenance (Various%)	0.175
Coroners (Various%)	0.057
CYPF Placements (Various%)	1.872
Electricity (122%)	1.954
Electricity (Street Lighting) (76.55%)	1.532
Gas (318%)	1.646
Estimate for increased energy costs	0.800
Highways Contracts (16.68%)	0.884
ICT Contracts (10%)	0.207
In House Children's homes (10.1%)	0.015
Insurance (Various%)	0.127
LIFT contracts (12.6%)	0.126
Looked after Children allowance (7%)	0.345
Markets (10.1%)	-0.005
Members Allowances (4.04%)	0.043
Other Energy Costs (Various%)	0.012
Pension / Retirement Costs (10.1%)	0.495
Racecourse Joint Venture (13.5%)	-0.021
Rents (Various%)	0.009
Rotherham Payroll Contract (7%)	0.083
Skip Removal & Disposal Contract (10.1%)	0.008
SLH Management Fee (18.97%)	0.244
Transport (Various%)	0.487
Waste Collection Contracts (Various%)	1.267
Waste Disposal Contracts (Various%)	1.105
Waste Management Contracts (Various%)	0.319
Water (3.8%)	0.009
MRP Inflation	0.134
General (cover for unforeseen items / changes)	0.911
Sub-total Other Inflation	14.876
Total Price Inflation	22.365

BUDGET PRESSURES

49. The service pressures are estimated at £17.2m for 2023/24, £3.7m in 2024/25 and £2.2m for 2025/26; 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 £0.7m for levy increases.

Budget Pressures approved in 2020/21 and 2021/22 budgets

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£2.659m	£2.782m	£0.123m
				2023/24	2024/25	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	£'m
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.	-1.500			-1.500
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			-1.300
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
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
2022/23 Pressure	AH&Wb	Adults Care Ladder Demographic Growth	An assumption was included in the 2020/21 budget for demographic changes across the 3 year period to 22/23 (including £120k for 22/23 already approved). The pressures listed here are the additionality for 22/23 and new pressures relating to demographic growth for the 3 year period	0.286	0.262		0.548

Budget Pressures approved in 2020/21 and 2021/22 budgets

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£2.659m	£2.782m	£0.123m
				2023/24	2024/25	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	
2022/23 Pressure	AH&Wb	Adults Care Ladder updated current client numbers	<p>Adults Care Ladder – Residential Care</p> <p>22/23 is based on current client numbers and projections to year end within care ladder monitoring forecast for 21/22 which projects that the starting client number base position on older people residential placements for April 22 will be higher than was anticipated in last year's medium-term financial strategy (MTFS) budget assumptions (incl. 67 additional clients above levels predicted last year).</p> <p>The growth assumption is that working age adults residential care increases only by demographics and transitions/growth, to give net 1 additional client per month on working age adults across all three years of the MTFS, which follows the same assumptions on future growth budgeted for during 21/22 MTFS, with the addition of 24/25 as a new year's pressure. On older peoples residential there is an assumption of 40 new placements per month, based on activity trends both prior to the pandemic and also being seen currently. It also assumes 6% leavers per month based on activity prior to the pandemic, which it is assumed activity levels will return to in the next few months.</p> <p>There is also a target to reduce older people's residential during 22/23 to reflect front door / practice improvements equating to 12 clients (1 per month through 22/23 only) giving part year savings 22/23 then in full 23/24).</p>	-0.466	0.625	0.159	
2022/23 Pressure	AH&Wb	Community Equipment	Financial pressure shown is based on 21/22 monitoring information which shows a £468k overspend which is included here as being an ongoing pressure reflecting recent invoices paid with increased costs due freight, delivery, prices and activity. In 22/23 this is anticipated to be offset by service review expected to yield estimated savings for both the Council and Doncaster Clinical Commissioning Group (CCG) of £340k in 22/23 and £110k in 23/24, with the council share being £140k in 22/23 and £55k in 23/24. The review work will also further consider recharges to Dedicated Schools Grant (for children's education related expenditure) and health contributions as well as required retender of contract.	-0.055	0.000	-0.055	
2022/23 Pressure	AH&Wb	Digital Switchover - Home Alarm Service	This pressure relates to Home Alarms Service equipment and installation which may be done over 1-3 years and cost estimates included reflect 1 year installation with £210k reflecting estimated additional cost of SIM card required (may also be additional ongoing equipment costs but this is still being investigated).	0.079	0.133	0.212	

Budget Pressures approved in 2020/21 and 2021/22 budgets

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£2.659m	£2.782m	£0.123m
				2023/24	2024/25	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	
2022/23 Pressure	CR	Local Assistance Scheme	Increase to the Local Assistance Scheme budget in 2022/23 using COVID-19 emergency funding. This increase means the total budget will be £750k. The Local Assistance Scheme mainly provides help with daily living expenses (food, utility, clothing vouchers) and furniture/white goods mainly for those resettling from a period of homelessness, etc. General eligibility criteria is that applicants must be over 16, live in Doncaster and be in receipt of a means-tested benefit. They must also have no other form of immediate financial assistance available, for example, family, friends, employer, savings or other available funding.	-0.450			-0.450
2022/23 Pressure	CW	Locally Agreed Council Tax Reliefs	Section 13A(1)(c) of the Local Government Finance Act 1992, as amended by Section 10 of the Local Government Finance Act 2012, gives the council additional discretionary powers to reduce the amount of Council Tax payable for individuals, or for classes of council taxpayer. This includes the power to reduce the amount payable to nil. The full cost of awarding any Section 13A reductions must be met by the Council from its General Fund. The Council must therefore balance the need of the individual council payers requiring support against the interests of the council tax payers generally. On 25th January 2018, full Council approved a scheme providing 100% exemption from the payment of Council Tax from 1st April 2018 to care leavers who: a. have left the care of Doncaster Council; b. are resident and otherwise liable to pay Council Tax in Doncaster for a property they occupy as their sole or main residence; and c. are under 25 years of age. The number of qualifying care leavers is expected to increase each year therefore increasing the cost each year (the estimated cost in 21/22 is £131k).	0.059	0.079		0.138
2022/23 Pressure	E&E	Strategic Asset Management - Unachieved saving and pressure relating to Savoy cinema and units.	The pressure relates to the Savoy cinema and restaurant units, £339k of the pressure is due to the unmet Income target of the anticipated rental from the Savoy Cinema and Restaurant units. £119k is a further pressure arising from service charges, business rates and other holding costs which will be incurred whilst the units are not in lease, this includes £42k service charge for the Savoy Cinema which was not built into the lease agreement.	-0.081			-0.081

Budget Pressures approved in 2020/21 and 2021/22 budgets

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£2.659m	£2.782m	£0.123m
				2023/24	2024/25	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	
2022/23 Pressure	E&E	Street Scene - Tree Team	Tree team is experiencing significant workload and resourcing pressures from mapping trees on to the tree system, prioritisation of income generating work and impact from implementation of tree policy. Increased capacity required to overcome existing pressures and plan for future workloads including the Council's aims and objectives in respect of sustainability, biodiversity, carbon reduction and air quality in response to the Climate and Biodiversity Emergency. Create five additional full-time permanent posts and to make one existing full-time temporary post into permanent posts and non-pay costs. This is based on current business case from the service which is subject to further review. Section 3 of the Health and Safety at Work Act 1974 places general duties on Doncaster Council to do all that is reasonably practicable to ensure that people are not exposed to risk to their health and safety. This includes the risk of harm from trees growing on its land. Guidance from the Health and Safety Executive (SIM 01/2007/05 Management of the Risk from Falling Trees or Branches) in respect of this duty advises that whilst it is not necessary to individually examine each tree on a regular basis, for trees in frequently visited areas, a system for periodic, proactive checks is appropriate.	-0.010			-0.010
2022/23 Pressure	E&E	Regulation and enforcement - car parking	Pressure due to continued reduction car parking income which includes: Multi-storey car park (MSCP) £187k, On street parking £47k, fines £50k and Chamber Road £89k- Significant drop in customers since Doncaster Council staff working from home.	-0.105			-0.105
2022/23 Pressure	E&E	Waste Collection	Pressure due to the increase in quantity of bins collected (black, blue and green). No inflation has been applied to the quantity of bins since the contract began. Since the contract started in 2018 usage has increased as follows; 240 litre domestic bins increased by 2,336 at £1.84 per lift/fortnight is £52k per year, Recycling bins increased by 2,571 at £1.30 per lift is £40k per year and 1,827 green bins at £1.04 per lift is £23k. There are other various increases to other sized receptacles collected for each type of waste.	0.035	0.035		0.070

Budget Pressures approved in 2020/21 and 2021/22 budgets

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£2.659m	£2.782m	£0.123m
				2023/24	2024/25	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	
2022/23 Pressure	LOSC	Special Educational Needs (SEN) Transport - Demand pressure	Estimate of 22/23 demand pressure based on full year effect of additional growth identified in quarter 2 of 21/22 monitoring projections. The new September 2021 routes have now been set up and at Q2 the projected outturn increased by £157k from Q1, this is mainly due to growth in college placements, with some increases to an out of authority college but also many pupils returning to college after studying from home for the most of last year. The estimate for 22/23 doesn't anticipate the large in year growth for college placements we have seen this year. 23/24 assumes half the level of growth compared to 22/23 and 24/25 assumes no growth in line with service expectation that the number of children with Education, Health and Care plans go up 10% in 22/23, then only 5% in 23/24 & 0% in 24/25. Also future plans for children with Social, emotional and mental health (SEMH) needs and locality provision may have impact positively on need for transport.	0.120			0.120
2022/23 Pressure	LOSC	Special Educational Needs (SEN) Transport - Prior year savings targets	Budget savings were identified for 20/21 onwards and the following elements are no longer deliverable: -£77k in relation to staff savings unachievable due to demand increases and need for internal transport provision requiring drivers, escorts and business support to be maintained. -£152k in relation to Pupil Referral Unit (PRU) children taxi usage being replaced by bus passes however numbers of children with Education Health and Care Plans (EHCP) has increased and ongoing need for Maple Mulberry children. This increase is in line with the increase in demand seen by other LAs and is reflective in the national as well as regional figures. Where children are of primary age, there is a statutory requirement to provide transport arrangement for journey's over 2 mile. Where possible bus passes will be issued thus reducing the pressure on transport allocations financially where possible. This saving has been re-profiled to be achieved in 2 years time, from Sept 23 (therefore £76k of saving target expected to be achieved in 23/24 and remaining £76k in 24/25). -£112k delayed saving, to be achieved across future years, in relation to travel assessment and Independent Travel Training work restarting post COVID.	-0.153	-0.111		-0.264

Budget Pressures approved in 2020/21 and 2021/22 budgets

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£2.659m	£2.782m	£0.123m
				2023/24	2024/25	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	
2022/23 Pressure	LOSC	Children with Disabilities placements	There were 4 new Out of Authority (OOA) placements in 2020/21 & in 2021/22 1 placement has moved from In House Fostering to OOA which has led to a significant budget pressure. As part of the Future Placements Strategy a feasibility study is being carried out as to whether Oaklands can be repurposed to provide internal beds, 2 for permanent placements and 1 for shared care placements, to enable children to be brought back to the borough and/or provide capacity for future years growth. The placements modelling assumes the internal beds are operational by October 2022; factors in when the current cohort of children with disabilities turn 18 (and leave this service area), and assumes annual growth of 2 in OOA, 1 with an Independent Fostering Agency (IFA), and 1 In House Fostering (DCST) in 22/23 and 23/24, and in 24/25 1 growth in OOA and no growth in IFA or In House Fostering (DCST).	0.089	-0.241	-0.152	
2022/23 Pressure	Public Health	Doncaster Culture & Leisure Trust (DCLT)	The COVID pandemic means DCLT continue to operate with reduced levels of income. The 21/22 budget proposals included additional funding to support DCLT through this period. The support needed is less than expected when the 21/22 budget was set so the additional funding in 22/23 can be reduced by £0.4m, whilst still providing the necessary funding required.	0.400		0.400	
2022/23 Pressure	CW	All services	When the budget was approved in 2021/22 an assumption was included for future pressures of £2m in 2022/23 and £2m in 2023/24. Following the identification of specific pressures for 2022/23 the assumption for general pressures has been reduced to zero. A further £2m has also been added for 2024/25.		2.000	2.000	

New Budget Pressures 2023/24 (not sorted by Directorate)

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£19.861m	£0.894m	£2.227m	£22.982m
			2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
Corporate Resources	Changing Places facilities	Cleaning and maintenance of new changing places facilities at Sandall Park & Doncaster Market.	0.007			0.007
Corporate Resources	External Audit fees	Increase in fees following procurement by Public Sector Audit Appointments Ltd for 2023/24 onwards. The increase is 150% of 2022/23 fee levels.	0.250			0.250
Corporate Resources	Local Assistance Scheme	Increase to the Local Assistance Scheme to help the most vulnerable residents deal with the impact of cost of living increases. Further funding is available in 2023/24 funded from the Council Tax Support Fund grant (so not included as a cost pressure). The increase from 2024/25 onwards will be funded from additional Council Tax generated by applying a premium to second homes.		0.300		0.300
CYPF	Vacancy factor removal	£341k vacancy factor to be removed. This excludes staff transferred to Corporate Resources where the vacancy factor will be retained. The funding associated with social worker posts will be allocated to agency budgets to reflect the anticipated temporary arrangements.	0.341			0.341
CYPF	Transport	Budget pressure due to some of the proposals contained within the Home to School Travel Assistance Policy 2022-2027 not being approved by Cabinet.	0.058	0.055		0.113
CYPF	Special Educational Needs (SEN) Transport - Prior year savings targets	Additional budget was provided in 21/22 to remove previously agreed savings. Some of those savings were to be delivered in 23/24 and 24/25 (£0.153m and £0.111m respectively). Those savings have now been reviewed and some elements are deliverable and are shown within the list of proposed savings. To avoid double counting the previously agreed savings need to be reversed.	0.153	0.111		0.264
CYPF	Further cost pressures	Further cost pressures within CYPF in addition to the transport issues detailed above.	0.084	0.014	0.125	0.223
CYPF	Transport	2022/23 overspend on Travel Assistance costs expected to continue into 2023/24, Special Education Needs and Social Care spend. This is due to increase in the number of routes and price increases resulting from both additional pupils added on to routes and price increases due to fuel costs.	2.000			2.000
CYPF	Care Ladder	The care ladder baseline shortfall is estimated at £5.955m before the consideration of new savings initiatives. This is required to rebase the budget for the full-year effect of the current overspends forecast for 22/23.	5.955			5.955
CYPF	Staffing - UASC (Unaccompanied Asylum Seeking Children)	Additional staffing capacity to support increasing UASC numbers from 2023/24. This will fund 2 social workers in 2023/24 and an additional personal advisor from 2024/25.	0.101	0.041	0	0.142
CYPF	Care Leavers	The Council are to support young care leavers living out of borough, who are benefit dependant, by assisting them to meet their council tax payments. Payments for out of borough council tax cannot be met from the Doncaster council tax fund. The cost of this is estimated to be £50k in year one (if all out of borough care leavers claim) potentially rising to around £150k per year after a 7 year period.	0.050	0.017	0.017	0.084
CYPF	Care Ladder - UASC (Unaccompanied Asylum Seeking Children)	Doncaster's UASC numbers continue to grow and in August 2022 the threshold rate for the number of UASC we are required to care for increased from 0.07% to 0.1%. The number of UASC is expected to increase by a minimum 18 by April 2023 to 76 in total (under & over 18's); with the forecast numbers to be 88 by April 2024 and 100 by April 2025. Funding contributions from the Home Office currently cover 85.4% of under 18 placement costs and 72.8% of over 18 placement costs.	0.130	0.028	0.028	0.186

New Budget Pressures 2023/24 (not sorted by Directorate)

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£19.861m	£0.894m	£2.227m	£22.982m
			2023/24	2024/25	2025/26	2023/24 - 2025/26
			£'m	£'m	£'m	Total £'m
CYPF	Care Ladder - 18+/Staying Put/ Allowances (SGO/CAO/AA)	18+ is overspent in 22/23 but is expected to be back as budget for 23/24 through improved practice in transitioning to leaving care Staying Put numbers continue to grow therefore 22/23 pressure expected to continue. SGO (Special Guardianship Order)/CAO (Child Arrangement Order) growth of 30 in 23/24, 24/25 & 25/26 based upon permanence work and reducing fostering placements. Following review of how the Adoption Allowances policy was interpreted the saving is no longer achieved, therefore pressure carried forward into 23/24 with expected growth of 5.	0.130	0.262	0.245	0.637
AHWB	SAPAT staff regrading	The regrading of staff results in additional costs of £40k. The new higher grades will help with staff retention.	0.040	0.000	0	0.040
AHWB	TCP pressure (part of care ladder)	The national Transforming Care Programme (TCP) seeks to move people formerly in secure Health settings to appropriate care packages in the least restrictive setting. These result in significant costs moving to AHWB budgets over and above additional funding of £0.1m per annum.	0.762	0.000	0	0.762
AHWB	Market Sustainability / Fair Cost of Care Fund	Overall budget allocation for Fair of Cost Care. Fee setting discussions will take place with providers, also taking into account the recent Fair of Care exercise and separate decision approved. This investment will ensure service provision can be maintained in the longer term and will help providers deal with issues such as staff retention. The cost will be partly funded by Market Sustainability/Fair Cost of Care grant (£3.5m in 23/24), Adult Social Care precept 2023/24 and Adult Social Care Discharge Fund grant (£2.3m in 23/24).	7.500	0.000		7.500
E&E	Towns Fund acquisition/sale	Acquiring 118-129 St Sepulchre Gate West involves taking on holding costs until demolition (value not yet known); and selling 27-28 Waterdale involves the loss of rental income of £12k per annum.	0.012			0.012
Public Health	Doncaster Culture & Leisure Trust	During COVID the Trust required additional subsidy as the facilities were closed, a period of recovery followed this but escalating costs (primarily energy but also chemicals) mean extending the subsidy is required to sustain service	1.218	-0.152	-0.184	0.882
E&E	Clinical waste cost	Cost of clinical waste contract managed by CCG but cost shared with DMBC. Confirm with service area.	0.032			0.032
E&E	Waste - contract inflation	Correction to the inflation applied to the Green Waste contract in 2022/23.	0.150			0.150
E&E	Airport food inspection income	Following the closure of Robin Hood airport, food inspection fees will no longer be received.	0.043			0.043
E&E	HWRC cost increase	Estimated increased contract costs above inflation £0.337m per year, including increased share of costs £0.062m and £0.275m linked to capital investment. The contract starts in Oct 23 so the full-year effect is only felt from 2024/25 onwards. For the HWRCs to be provided within existing budget a centre would need to be closed or hours reduced - this is not proposed.	0.169	0.168		0.337
E&E	Private Sector Housing	The work on Private Sector Housing is currently resourced to deliver compliance with legal standards only. There is no scope for proactive work e.g. - Area based targeted intervention in neighbourhoods of concern. - Reducing Private Sector Empty Properties. - Proactive Private Landlord Engagement.	0.151			0.151
E&E	Street Lighting repairs	Overspend on Street Lighting repairs/maint. Increased costs in materials due to inflation, impact on costs. Reviewing ways of work for any possible efficiencies. Suspend any non critical works.	0.100	0.000	0.000	0.100
E&E	White Lining	Ongoing funding required to maintain/make safe/improve the asset borough wide. Service area requests are an inherent problem that are reviewed and put on hold each financial year but subsequently need to be addressed the following financial year.	0.030	0.000	0.000	0.030

New Budget Pressures 2023/24 (not sorted by Directorate)

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£19.861m	£0.894m	£2.227m	£22.982m
			2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
E&E	Facilities management/Strategic Asset Management - General revenue pressures	Estimated further pressures, e.g. Electric Vehicle charging points future maintenance costs, Civic Office bike racks, occupation of Colonnades unit by Heritage Services, security costs of Education buildings whilst waiting for SoS consent, maintenance of buildings awaiting service review (e.g. Travis Gardens), externally procured Civic Office H&S inspection.	0.050	0.050	0.050	0.150
E&E	Facilities management - General	Income shortfalls - Colonnades shopping centre further two units vacated £30k rent £6k service charges.	0.036		-0.036	0.000
E&E	Drainage staffing costs	Restructure put in place in which assumed grant were held within the team which in reality had been built into the Revenue Support Grant some time ago. Staffing issue only came to light once restructure was fully resourced. (this pressure is reduced by the £0.120m saving presented separately re recharging staff to capital schemes).	0.210			0.210
E&E	Street scene pressures	Tree watering and training budgets (Ongoing refresher training required and high staff turnover results in increased requirements). Pressure also includes Street scene play Inspector post.	0.099		-0.018	0.081
Council Wide	All Services	A further £2m has also been added for 2025/26 for pressures yet to be identified.			2.000	2.000

Budget Proposals Approved in 2021/22 & 2022/23

Proposal	Director	Service	Saving Proposal	Saving Option	Total	-£0.402m	-£1.480m	-£1.882m
					2023/24	2024/25	2023/24 - 2024/25 Total	
					£'m	£'m	£'m	
2021/22 Saving	CW	Cross-cutting	Review of Charges to HRA	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.	-0.334			-0.334
2021/22 Saving	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
2021/22 Saving	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
AHW3	AHWB	Help People Feel Safe	Safeguarding	Investment in safeguarding practice to increase efficiency and reduce bureaucracy.	-0.042			-0.042
AHW4	AHWB	Building Better Lives	Two Carers	Use of moving and handling equipment and training to reduce the number of people who need carers to "double-up" and support personal care needs. A greater proportion of people will be safely supported by one carer which will increase dignity and independence. Expected savings equating to ongoing 416 hours per week reduction (on a total current delivery of c15,000 hours). Assumed delivery of 8 hours reduction per week every week across 2022/23, delivers part year £300k in 2022/23, with £120k addressing a prior years saving, and a further £200k in 2023/24, giving a £380k saving in total.	-0.200			-0.200
LOW1	LOSC	Transport	Transport policy savings	Transport policy changes include: -To remove zero fare bus passes to some pupils who have expressed a preference for a school other than their catchment, nearest available or allocated school. -To remove zero fare bus passes to pupils move address within the Doncaster Area during years 10 and 11. -To ask parents/carers of students with SEND to pay a subsidy for Post 16-19 transport if they are provided with taxi/minibus/accessible transport from home to school or college. To be phased in for all new Post 16 students with effect from September 2023. removal of zero fare Assumes Policy implementation by 31st May 2022 with savings to be achieved from September 2022 and September 2023, subject to separate key decision being approved.	-0.023	-0.036		-0.059
LOW2	LOSC	Transport	Transport policy savings	A further potential saving may be realised on Post 16 Transport if students/families opt out rather than pay the contribution for taxi/minibus transport, reducing the number of students supported in this way. This could potentially be 20-30% based on information from other authorities that have put this in place, a prudent estimate for this saving is included at 10% of all current post 16 routes.	-0.020	-0.019		-0.039

Budget Proposals Approved in 2021/22 & 2022/23

Proposal	Director	Service	Saving Proposal	Saving Option	Total	-£0.402m	-£1.480m	-£1.882m
					2023/24	2024/25	2023/24 - 2024/25	
					£'m	£'m	£'m	
LOW4	LOSC	CAST theatre	CAST subsidy	Reduce the CAST subsidy post pandemic starting with a 1/5th reduction in years 23/24 and 24/25, with further work to determine what is possible starting from 22/23 regards potential match funding with CAST and also in the longer term any requirement around Arts Council funding. Current budget is £365k, assumed £73k cut in 23/24 and £73k in 24/25. The amount may vary subject to discussions on sustainability/market conditions etc.	-0.073	-0.073	-0.146	
LOW10	LOSC	Business Support	Staffing efficiencies	Planned reduction to capacity requirement for Business Support through mini review of team and cultural change, potentially linking with transformation work and efficiencies with partners and support needs of directorate. Saving shown is 10% of £700k net service budget with current vacancies to be reviewed by service as part of review.	-0.035	-0.035	-0.070	
EEX4	EE	Waste & Recycling	Trade Waste	Increase trade waste customer base and introduce incentives to attract new custom and to cover cost of providing the service. The savings profile reflects the net position after taking into consideration the additional costs associated with growing the service. Risk - Economic downturn/covid recovery has impacted on trade customers. The market place is currently quite unstable, work is required to understand what types of businesses are in Doncaster and changes required to how the Council approves fees & charges to ensure our charges can be altered on a sliding scale to compete with the market place.	-0.040	-0.055	-0.095	
EEX5	EE	Waste & Recycling	Waste & Recycling - Reduction in additional cost of Covid	The saving offsets previous pressure identified by the service. The 2021/22 budget setting process allocated additional £1.040m on going budget to the waste and recycling service to fund the continuing burden of the covid pandemic on the service (£0.210m was allocated to support the on-ongoing income expected from the reduction in trade waste customers and £0.830m was allocated to support the increased cost of residential collections and need to operate additional vehicles and crews plus the associated additional cost of waste disposal due to increase in tonnages). Risks - The cost of covid doesn't improve as assumed. The impact of HGV drivers continues. Covid impacts further on the trade waste income.	-0.270		-0.270	

Budget Proposals Approved in 2021/22 & 2022/23

Proposal	Director	Service	Saving Proposal	Saving Option	Total	-£0.402m	-£1.480m	-£1.882m
					2023/24	2024/25	2023/24 - 2024/25 Total	
					£'m	£'m	£'m	
EEX8	EE	Regulation and Enforcement	Airport inspections	Based on the current 21/22 projections for airport inspections, the income being received from airport food inspections is higher than the budget. The income received has been higher for the last couple of years but hasn't been realigned due to the expectation that changes due to Brexit will impact on airport inspections. On the basis there has been no change announced at present the proposal is to increase the income budget to reflect the average levels of income received in 20/21, the additional cost of delivering these inspections will also need to be budgeted for accordingly. The service are expecting a change in the legislation around food import inspections due to Brexit, therefore the increased surplus is only being put forward for 22/23 and should be reviewed again for the 23/24 budget setting process, if no change has still been implemented the budget should be reviewed again. Risk: As more airports become active again post covid the income could reduce if flight numbers reduce as they divert to other airports within the country. Brexit changes may come into force in 22/23 which affect import inspections.	0.015			0.015
EEX10	EE	Facilities Management	Running costs after demolition	Funding to demolish Copley House has been secured from the Levelling Up fund. Once the building is sold/demolished the associated building budgets will not be required. The building is due to be marketed for sale in Q4 21/22 and demolition costs may not be required dependant on the nature of bids received. Suggest longstop of end Q3 22/23 and if no progress on a sale / development then buildings are demolished.		-0.027		-0.027
EEX11	EE	Facilities Management	Running costs after demolition	Funding to demolish the Central Library has been secured from the Levelling Up fund. Once the building is sold/demolished the associated building budgets will not be required. The building is due to be marketed for sale in Q4 21/22 and demolition costs may not be required dependant on the nature of bids received. Suggest longstop of end Q3 22/23 and if no progress on a sale / development then buildings are demolished. May impact on full year savings for 23/24. Note building remains in use by Heritage (Library) services with expected use to continue to end of Q4 21/22.		-0.117		-0.117
CWX1	CW	Council-wide	Your ways of Working/ Assets	Progressing 'Your ways of working', utilising the new ways of operating and blended approach to working. This in turn will lead to a rationalisation of our assets, undertaking a structured approach to understand our core assets and those that are peripheral/not required: Phase 1 - Mary Woollett, St Leger Court and St Leger House has identified maximum saving based on running budgets (only) of £588k, this will be further reviewed and specific financial implications confirmed. Phase 2 – Progressing wider across borough wide assets in line with the overall core principles, continuing to support the localities model. Full details to be provided including taking into account the economic impact, where possible.	-0.294	-0.294		-0.588

Budget Proposals Approved in 2021/22 & 2022/23

Proposal	Director	Service	Saving Proposal	Saving Option	Total	-£0.402m	-£1.480m	-£1.882m
					2023/24	2024/25	2023/24 - 2024/25 Total	
					£'m	£'m	£'m	£'m
CWX2	CW	Council-wide	Closer working with Partners	Undertaking focused discussions with partners with a view to integrating common functions into the Council and achieving closer working and efficiencies. Initially focusing on one of our cross cutting priorities of nurturing a child & family-friendly borough, ensuring that there is strategic grip and that our children and young people thrive. (High-level estimate included based on £4m budget for Corporate Resources and support functions, part year 22/23 specific posts potential immediately available).	-0.200	-0.400	-0.600	-0.600
CWX12	CW	Pensions	Pension - former employees	A reduction in pensions paid to former employees. The number of former employees falls every year. This saving is in addition to the savings approved in the 21/22 budget. The budget in 2021/22 is £5.3m.		-0.150	-0.150	-0.150
CWX13	CW	Pensions	Pension pre-payment	Paying pension contributions to South Yorkshire Pensions Authority (SYPA) in advance enables SYPA to make invest the money and make a return. The return is passed back to the Council as a discount which is greater than the interest cost borne by the Council.	0.300			0.300
CWX14	CW	Treasury Management	Interest payments	Savings through reduced interest on debt as a result of delaying taking out debt and lower interest rates. How and when the Council borrows money has been reviewed taking into account existing debt, new borrowing for the capital programme, forecast interest rates, and the level of internal borrowing made possible using cash backed reserves and balances. The result is savings can be made in the short-term mainly as a result of being able to delay taking out new debt and replacing existing debt because of the large cash balances currently held. These balances will reduce so the saving can't be sustained into the medium-term. Interest rates are currently low but are assumed to rise slowly over the medium-term.	0.605	-0.124		0.481
CWX15	CW	Cross cutting	Fees & Charges	Increase in income from fees and charges based on a 3% increase with exceptions and new fees discussed elsewhere in the report.	-0.100	-0.100		-0.200
CRX1	CR	All	Various efficiencies	General efficiencies to be delivered including returning storage contract in-house, implementing the new lone worker system and electronic system for reporting vehicle defects, contract savings, rationalisation of multi-functional devices and mobile phones.	-0.141			-0.141
CRX2	CR	Finance	Post Reductions	Post reductions to be delivered through improved working practices and better use of technology across the service.	-0.050	-0.050		-0.100

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
Council Wide	Pensions	The budget for the ongoing pension costs of former employees can be reduced as the number of former employees reduces over time. These savings are an adjustment to previously approved savings in 23/24 and further savings in 25/26. Previously approved savings include £0.15m in 23/24 & 24/25.	-0.130		-0.150	-0.280
Council Wide	Review charges to HRA	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 planned, therefore not placing further burdens on the HRA.		-0.334		-0.334
Council Wide	Pensions	The pension authority's actuary has confirmed that surplus repayment will continue in 2023/24-25/26	-0.687			-0.687
Council Wide	Fees and charges	Fees and charges have been reviewed in light of inflationary pressures and cost of delivering these services. This proposal contributes towards the cost of inflation and takes account of any mid year price increases that have already been applied.	-0.423		-0.100	-0.523
Council Wide	Business case budget	This budget was created in 2022/23 however given the financial challenges and the fact that business case take up has been low it can be removed with no impact on existing services.	-0.750			-0.750
Council Wide	Shared Prosperity Fund	Use of Shared Prosperity Fund grant to meet existing costs - for example, grants paid by the council to voluntary bodies. It is assumed that this will only be implemented for the current round of Shared Prosperity Fund (ending in 2024/25) but it may be possible it continues into future rounds.	-0.350		0.350	0.000
Council Wide	Regenerative Council	Savings target in 2025/26 to offset the grant funding reductions anticipated, reducing the Council ongoing baseline position. We will continue to make improvements to our services to maximise the efficiency and efficacy of our delivery – ensuring that we operate as a 'Regenerative Council'. This savings target will be further developed during 2023/24 in preparation for 2024/25.			-0.800	-0.800
Public Health	Staffing budget	Staffing changes within the team.	-0.016			-0.016
Public Health	NHS Health Checks allocation	NHS Health Checks are one of 5 mandated Local Authority Public Health services. Local Authorities are required to arrange or commission a service to screen and assess cardiovascular risk in people aged 40 - 75 every 3 years and support the person to reduce their individual risk. The current annual budget for NHS Health checks is £350k. We have not been able to secure an appropriate new service in the most recent round of procurement and have elected to go back out to the market with a smaller cost envelope to procure a core level of service. Reducing the value of this contract would mean that we would not be able to implement national recommendations around lowering the age band and we would not be able to develop a specific targeted approach to reduce inequalities. If we are unable to secure a service with a lower cost envelope, we will not be in a position to increase the contract and would instead have to further reduce the service offer.	-0.150			-0.150
Public Health	Tobacco control and smoking cessation services	A smoking cessation service is provided by Yorkshire Smokefree and an integrated stop smoking service is also available for pregnant women and their household members. Stop smoking services perform well and are one of the Public Health service standards. Smoking and exposure to tobacco smoke remains one of the main drivers of ill health and early deaths, with smoking rates higher in routine and manual workers. Broader tobacco control measures are in place (e.g. through regulatory services and school nursing services). A review will consider how all elements of tobacco control and smoking cessation services contribute to reducing smoking prevalence and whether any funding can be reduced.		-0.068		-0.068
Public Health	Leisure Services Operational Budget	Reduction to the operational budget allocated to activities including arrangement around national level sporting activities and special events.	-0.030			-0.030
Public Health	Work Age, Healthy Lives	Reduce budget for Health Improvement resources and use national assets and digital resources. Activity around cancer awareness and early detection will continue through the team.	-0.005			-0.005

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
AHWB	Better Lives - Future Options	Implement a sustained programme of reviewing high cost placements within Community Adults Learning Disability Team (CALDT) and Mental Health utilising the care cubed methodology. Negotiated rates for specialist placements including annual uplifts. Working to match the 5% reduction in OP. Targeted review roles to be developed and implemented alongside the Commissioning Officer leading on Care Cubed. Community Connectors roll out across CALDT focusing on early strengths based approaches and alternative community based support. Scaling up of the innovations site approach to existing low cost packages. Implement a standing charge of £500 per out of area Approved Mental Health Professional (AMHP). This would not apply within the region due to reciprocal arrangements but outside of the Y&H region. Reduce the overall spend by 5% on community supported living non-care costs e.g. set up costs, ongoing unrealistic maintenance costs. Through care cubed principles for community supported living (CSL) care costs in addition to this. Review and change of CSL recording, approach and implementation. This will be a managed project which will need some potential invest to save but will be paid for from savings. Current projections are conservative to take account of this.	-0.112	-0.125	-0.143	-0.380
AHWB	Better Lives - Residential Placements	Reduce the number of older people in long term permanent residential placements by 5% through targeted strength based reviews of people receiving support in Short Term residential Care (STC) and emergency residential placements, to support people to either stay or return home.	-0.050	-0.075	-0.125	-0.250
AHWB	Better Lives - Changes to contract and commissioning approach. Shared Lives Contract	Changes to existing contract to make efficiencies within current provision by re-commissioning.	-0.025	-0.025	-0.025	-0.075
AHWB	Better Lives - Direct Payments	Change in practice and process to ensure we are not over-providing for Direct Payments (DP) working alongside Practice Development Team, Workforce and through commissioning of new DP support contract.	-0.050	-0.075	-0.050	-0.175
AHWB	Home First	Review all double handed packages of care against single handed care principles and ensure appropriate equipment and training in place. Review the use of Pool Cars across Direct Care Services. Aligned approach for dropped kerbs within the remit of other adaptations, currently funded through base Occupational Therapy budget but needs to come through Disabled Facilities Grants for those with care and support needs. Shifting roles and service configuration using on call for Home Emergency Alarm Response Team (HEART).	-0.105	-0.143	-0.100	-0.348
AHWB	Local Authority "administration fee"	Utilise 8% of grant funding for the resettlement, bridging hotel and dispersed Asylum Seekers for associated management and support costs.	-0.097	0.053	0.044	0.000
AHWB	Domestic Abuse Service	The service has continued to receive a high level of referrals into both the Domestic Abuse Hub, which includes standard and medium risk referrals and an increase of high risk referrals requiring an Independent Domestic Abuse Advocate (IDVA). The peak in numbers seen during COVID has not reduced and we expect with the cost of living crisis that this will continue or potentially increase. It is felt that costs can be funded utilising specific grant funding and therefore release general fund £230k per year on a temporary basis. In 2026/27 the £230k temporary saving will be adjusted.	-0.230			-0.230

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
AHWPB	Changes to Access / Adult Social Care (ASC) front door	In 2023 we will be implementing significant changes to our current Adult Social Care Access / Front Door (this function currently being provided by the Integrated Support and Assessment Team, ISAT). These changes are proposed to be operational by the summer 23. This new approach to access will be informed by learning from several innovation sites (testing out new ways of working) and extensive feedback from our workforce and individuals with lived experience who draw upon adult social care. The new approach to access will seek to support us to engage in timely, responsive and preventative conversations with people in Doncaster who approach the council in need of support from adult social care. In addition to better experiences for people (more timely, joined up responses when in need) it is assumed that these changes will also lead to financial savings due to opportunities being maximised to prevent and reduce peoples need for formal support.	-0.100	-0.122		-0.222
Corporate Resources	Business Analysts	A reduced Business Analyst resource will impact on the Council's capacity to complete business analysis and business process re-design across the Council to continually improve citizen experience, process improvement, release efficiencies, identify technology to improve service delivery and implement and implement business change and transformation. This work often goes on behind the scenes un-noticed to assist services and how citizens experience interaction with the Council either physically or digitally. These posts are currently vacant because they are very difficult to recruit to due to being able to command higher salaries in the private sector.	-0.096			-0.096
Corporate Resources	Revenues & Benefits - staffing reductions	Post reductions in the Benefits, Council Tax and Financial Assessment Teams through the release of some vacancies, voluntary early retirement and flexi-retirement. The service will seek to minimise the impact on service delivery, ensuring that we can continue to undertake the administration required to support citizens and collect income due to the Council. Risks - this will reduce knowledge and experience and their absence will place additional burdens on the remaining staff to maintain service delivery and clear the backlogs resulting from delivering the government covid and cost of living schemes over the last couple of years and still progressing. In relation to financial assessments, this adds to the pressure on other staff to deal with Financial Assessment referrals quicker. This is at a time when Financial Assessments is already undergoing a period of significant change with the recent implementation of self-service financial assessments, the pending implementation of the Mosaic Provider Portal and the impact of the Social Care Charging Reform which is still unknown.	-0.149	-0.037	-0.040	-0.226
Corporate Resources	Digital & ICT - VOIP Phone Change of Policy & Rationalisation	Since we introduced Microsoft Teams, many staff who only interact with internal and business colleagues and not citizens can use this product and no longer need Cisco Jabber and a VOIP phone number. There is an element of risk around this because we do not accurately know how many staff interact with citizens on the phone, this will become apparent as part of the migration to Teams.	-0.015	-0.015		-0.030
Corporate Resources	Digital & ICT - Microsoft 365 Licence Review	Some users do not require the current level of Microsoft 365 licence based on what they need access to such as mobile workers. We can provide them with a cheaper browser based licence. The relevant staff will need to adapt to this so the saving is dependent upon business change in Directorates and services.	-0.025	-0.025		-0.050
Corporate Resources	Digital & ICT - New Building Connectivity Contract	The Council will be moving to a new building connectivity contract in 2023 which includes less expensive connectivity to those Council buildings with very few staff in them. This changeover will occur in 2023, therefore the savings have been split into the next year to take account of the part year effect on budget.	-0.040	-0.040		-0.080
Corporate Resources	Digital & ICT - VER	Post reductions from across the service. This will have an impact on service delivery because these staff usually have a high level of knowledge and experience and their absence would place additional burdens on the remaining staff to maintain service delivery, raising the risk of major ICT outages and incidents.	-0.050	-0.050	-0.064	-0.164
Corporate Resources	Digital & ICT - Connectivity & MFDs	Internet connectivity, MFDs etc. removed as a saving.		-0.015		-0.015
Corporate Resources	Reduced spend on ICT Accessories	This will mean ICT only providing essential ICT equipment only taking care to still provide for those with special needs. For example, wired keyboards and mice rather than wireless, no bags or trolleys, no desk raisers etc.	-0.050			-0.050

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
Corporate Resources	Security Team Saving	Vacant post and income generation from St Leger. This will reduce the resources assigned to the security team, reduction has been managed to date.	-0.090			-0.090
Corporate Resources	Digital & ICT Vacancies	This is already having a significant impact on Digital & ICT meaning current staff are having to work harder and more hours as well as undergoing more training to try and fill skills gaps. It also means that the time for ICT to respond to support calls will take longer and less technology projects will be progressed in services and to achieve Council priorities. We may also have to buy in more transformational expertise.	-0.170			-0.170
Corporate Resources	Microsoft Licence	Contingency released by generating savings within the service to fund the increased cost of the Microsoft Licence including the use of Office 365, Teams, Enterprise Mobility and Security and Windows 10.	-0.129			-0.129
Corporate Resources	HR & OD	Reduce investment in enhanced apprenticeship scheme. Initial investment set at £750k p.a. Take up not as high as expected, given this enhances the current scheme, so could reduce overall budget year on year and manage demand accordingly. Service impacts on talent pipeline, recruitment strategies for hard to recruit professions. Overall reduction in staff will also impact on the apprenticeship levy paid allocation.	-0.350			-0.350
Corporate Resources	HR & OD	Reduce apprenticeship allowance. Budget is £40k p.a. to cover travel, clothing, incentive allowances. Currently paying all that are entitled; even with increased demand could manage within reduced budget	-0.025			-0.025
Corporate Resources	HR & OD	Increase income targets for recruitment adverts charges to schools (£120k) and salary advances (£6k).	-0.126			-0.126
Corporate Resources	HR & OD	Reduce investment in National Graduate Development Programme (assumed reduction of 2 posts). Corporate impact on bringing in talent, offering careers at the council / local government.	-0.086			-0.086
Corporate Resources	HR & OD, Communications	Post reductions across the service, remaining staffing resources will need to be prioritised and targeted to minimise impact on and changes to service delivery.	-0.072	-0.018		-0.090
Corporate Resources	Communications, Chief Executives and Mayor's Office	Digital Advertising income - on-street digital adverting contract, reduces scope for investment in the service.	-0.010			-0.010
Corporate Resources	Governance - Cease printing and posting member hard copy agendas.	All Members have access to a digital device and can access papers electronically using the eMod Gov app or online. Opting to receive electronic copies only will significantly reduced printing & postage costs. Members will receive ICT support to assist them. A small number of hard copy agendas will still be produced as required by law for public attendees.	-0.008			-0.008
Corporate Resources	Governance - Reduce Member Training Budget by £2k	This budget has been underspent in previous years. Much of the training is delivered in house. Where possible the team take advantage of training offered free by the LGA and their library of e-learning modules. There would be limited impact on Member training with this reduction.	-0.002			-0.002
Corporate Resources	Governance - Reduction of civic events and associated costs	Reducing the number of Civic engagements will deliver savings for associated costs such as hospitality, overtime and driving costs. Reducing attendance from 300 to 150 p.a via a more focussed prioritisation would not denigrate the role of the office of the Civic Mayor. This would not impact on key civic events such as Armed Forces Day, Remembrance, Armistice, Civic Service, Citizenship or important local networking events with the Lord Lieutenant, High Sheriff, Bishop etc.	-0.005			-0.005
Corporate Resources	Contracts Property & Transformation property fees income	The property section carries out a number of functions which create an income for the Council such as, auction packs, disposal of land, temporary road closures. The target income for 22/23 is £175k, income received to date will mean we should receive £200k for 22/23. The target income for 23/24, 24/25 and 25/26 can be increased to £200k. Please note this income varies and the Council does not have any control over the levels of income received.	-0.025			-0.025

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
Corporate Resources	Electoral Services Reduction of Canvass Budget	Due to Canvass Reforms in 2020 and the reduction in the number of properties/electors that are required to respond to the annual canvass the number of properties needed to be door knocked has dropped by approx. 15,000. Electoral Services team also personally canvass the Care Homes rather than sending canvass staff. This means savings going forward on the number of door knock canvass staff required and the number of visits they make, currently estimated at £10,000 for 2024/25.		-0.010		-0.010
Corporate Resources	Registrars fees & charges	Marriages - a) increase provisional booking fee from £25 to £40, b) Charge a £25 administration fee for changes to a marriage date or venue, comparable with neighbouring authorities. Generates £10k saving. Search fees - Retain a £5 search fee when a copy certificate order cannot be fulfilled as the event did not take place in district. Generates £10k saving.	-0.037			-0.037
Corporate Resources	Litigation - Increase income target for St Leger Homes work	There has been an increase in the work required by the litigation team for St Leger Homes particularly with regard to anti social behaviour and housing disrepair and it is anticipated this will last into next year.	-0.040			-0.040
Corporate Resources	Litigation- admission appeal charges	Incorporate legal costs in the admission appeal charges to schools.			-0.039	-0.039
Corporate Resources	Legal & Democratic Services	Post reductions across Legal & Democratic Services achieved through the deletion of vacant post, vacancy management and agreed VER/VR. Will require some achievement of further efficiencies, increased use of technology and reallocation of work within the service			-0.173	-0.173
Corporate Resources	PIC - Potential VERs	Potential staffing reductions through VER's, impact to be managed across the service.	-0.130			-0.130
Corporate Resources	PIC - Subscriptions	Cease subscriptions for Acorn/Acorn Well-being (£13k), Key Cities (£10k), New Local (£13k) & LG Inform (£4k). Though the subscriptions are useful they are not essential.	-0.039			-0.039
Corporate Resources	PIC - Project Feasibility Fund	Use of Project Feasibility Fund grant to fund existing staff rather than additional. The grant is being provided to create additional capacity, not using it to do that will mean existing capacity issues are not resolved. This funding may be available longer-term dependent on gainshare discussions.	-0.048	0.027	0.021	0.000
Corporate Resources	PIC - Chamber Roundtable	Reduce Doncaster Chamber Round table contribution.	-0.010			-0.010
Corporate Resources	PIC - S106 Offset (Ongoing)	Use S106 income to offset expenditure.	-0.090			-0.090
Corporate Resources	Bereavement	Increase charges by average 8% (11% on standard cremation 40 min) to cover 2022/23 energy costs: - Standard 40 min cremation £845 to £939 Charges to be increased from January 2023 as part of response to in-year savings target. Risk in relation to remaining competitive in the market. 2023/24 increases covered in other fees and charges.	-0.250			-0.250
Corporate Resources	Introduce pest charges for Rats treatment	Introduce an initial call out fee of £30 and then a further fee if treatment is required of £30. A reduction for qualifying benefits will be applied. Detail is provided in Appendix G. It is estimated that each treatment takes 2 hours for max 3 visits, we currently undertake on average 400 visits per month. The estimated staffing cost is £72k per year. Transport/other material charges equate to circa. 32% of salary budget. This doesn't include a proportion of the management or corporate overheads. The cost of delivering the rats treatments are circa. £60 for direct costs or higher to include proportion of overheads too.	-0.045			-0.045
Corporate Resources	Insurance	Highways and Employers liability insurance budgets can be reduced as claims costs have been lower in recent years.	-0.200			-0.200

New Budget Savings 2023/24

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			£'m	£'m	£'m	£'m
Corporate Resources	Financial Management - Vacant posts	Removal of vacant posts. Though there is no direct impact of this it means that when further vacancies arise they will need to be held open in order to meet the 3% vacancy factor; this will reduce the capacity of the team and its ability to meet deadlines etc.	-0.050			-0.050
Corporate Resources	Financial Management -Other income	By taking a more proactive approach other income could be claimed against grants and other sources where additional finance support is needed. This will mean less of the funding is available for direct delivery of projects.	-0.025	-0.025		-0.050
Corporate Resources	Financial Management -Project feasibility fund	Use of Project Feasibility Fund grant to fund existing staff rather than additional. The grant is being provided to create additional capacity, not using it to do that will mean existing capacity issues are not resolved. This funding may be available longer-term dependent on Gainshare funding discussions.	-0.046	0.026	0.020	0.000
Corporate Resources	Financial Management - Further post reductions	This will involve redundancies unless further vacancies arise. It is likely that this could be accommodated through volunteers but not guaranteed. Further reductions in staff numbers will mean the team is stretched further and creates the risk of weaker financial advice, less check and challenge of monitoring information, criticism from external auditors and more risk when setting budgets. Where new work arises additional funding will need to be identified by service managers seeking support (for example external financial advice may be needed).		-0.030	-0.030	-0.060
Corporate Resources	Financial Development & Business Support - Vacancy Management & associated Service Level Reductions	Look to reduce a further two FTEs and manage the potential impact on service delivery and response times. Aim to manage through vacant posts and leavers over the period reducing service delivery and considering the implications. For example, there is a current vacant post in the document management team, this will be held which is expected to result in longer response times for information to be available on the EDM system and less efficient transfer of historic records, which will in effect take longer to be available electronically. If vacant posts become available in other teams these will be held to test the impact i.e. this could lead to a delay in the payment performance of 95% or income collection. There is a risk that this would not be a sustainable position if the achievable service response times and quality reductions are too severe. The mitigating position would be that the savings delivered would need to be reviewed and possibly reversed to allow recruitment to occur with the potential of one-off additional costs needed to clear potential backlogs until an acceptable business as usual position returns.		-0.025	-0.025	-0.050
Corporate Resources	Other Non-Pay Savings	Non-pay savings across Corporate Resources with minimal impact on service delivery, currently underspending i.e. traditional phone line rationalisation, court fees, specific transport and training budgets etc.	-0.070	-0.012		-0.082
CYPF	Library	Generate savings from the library service book budget, to reflect changing trends in reading and library usage, working in partnership with National Literacy Trust, suppliers and other agencies.	-0.020	-0.060		-0.080
CYPF	Library	Consolidate spend on online information and learning resources		-0.030		-0.030
CYPF	Library and Museum	Integrated spend across libraries and museums, driving efficiencies	-0.010	-0.010	-0.010	-0.030
CYPF	Heritage and Culture	Sponsorship and philanthropy strategy, with learning applied from national institutions with expertise	-0.020	-0.010	-0.010	-0.040
CYPF	Culture Traded Service	New Culture Services traded service offer	-0.030	-0.016	-0.022	-0.068
CYPF	Cusworth Hall	Income generation at Cusworth Hall, once full opening times are re-introduced, from retail, weddings, car park, site lettings etc.	-0.020	-0.012	-0.018	-0.050
CYPF	Mansion House	Income generation at Doncaster Mansion House, once opened and accessible to the public: weddings, commercial activities, retail.	-0.010	-0.020	-0.030	-0.060
CYPF	Archives	Income generation from online family history sales and research income at Doncaster Archives		-0.016	-0.024	-0.040
CYPF	DGLAM	Increase in donations using cashless donation points, new donation points in DGLAM, and wider funding strategy	-0.005	-0.004	-0.004	-0.013
CYPF	DGLAM	DGLAM Café - increased revenue - service takes 3-5% of turnover	-0.020	-0.008	-0.008	-0.036
CYPF	DGLAM	Increase in retail and meeting room bookings at DGLAM, projected on basis of current use and improved opening times post-Coved recovery	-0.020	-0.014	-0.014	-0.048
CYPF	Music Service	Relocation of Music Education Service from DARTS to My Place Bentley.	-0.004			-0.004
CYPF	Music Service	Review of Music Service Tutor salary structure & explore income generating opportunities.	-0.024	-0.010	-0.010	-0.044

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
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			£'m	£'m	£'m	£'m
CYPF	Buy Doncaster	New business plan to be put in place which will extend Buy Doncaster's reach and customer base from 23-24 onwards. Robust commercial and platform development plan to be in place.	-0.021			-0.021
CYPF	School Crossing Patrol	Vacancy factor applied to the budget due to the difficulties in recruiting to vacant posts.	-0.021			-0.021
CYPF	Placement Contract Management	Market discussions with providers to include block contracting, strategic relationships, Payments by results (PBR) for early discharge.	-0.060	-0.050		-0.110
CYPF	Intervention & Prevention Service/Family Hubs	Reduction in budget to support take up of the 2 Year Old entitlement utilised by Family Hubs.	-0.005			-0.005
CYPF	Early Years - Training budget	13% reduction in training budget utilised to support Early Years officers in the delivery of statutory training for Early Years providers following Ofsted inspections and in line with the requirements of the statutory Early Years Foundation Stage framework. This includes all mandatory safeguarding and the required Designated Safeguarding Lead training. Income from training will be used to cover costs if necessary.	-0.005			-0.005
CYPF	Early Years - Family Hubs	Reduction in budget utilised to provide childcare vouchers for parents/carers to use to allow them to attend key meetings within the Family Hub without their children being present, currently underspent. The vouchers are used to fund a place at a day nursery or a childminder. Impact can be mitigated through entitlement funding/group attendance.	-0.010			-0.010
CYPF	Early Years Reduction in service budget	Reduction in Early Years Inclusion team budget utilised for car allowances, materials, printing, computers and postage. These costs have reduced during the period of the pandemic.	-0.009			-0.009
CYPF	Children's Commissioning	Post reduction within the Quality & Service Improvement team.	-0.040			-0.040
CYPF	Partnerships and Families	Decommissioning the last youth mobile bus, which is currently rarely utilised.	-0.012			-0.012
CYPF	Review of Equity and Inclusion Service	Potential to combine services and streamline the team.	-0.031	-0.031		-0.062
CYPF	Independent Travel Training	Achieve saving on use of Independent Travel Training to support young people's travel needs where possible, thus avoiding unnecessary use of taxi transport where other services meet need better, enabling young people to be independent where possible.	-0.065	-0.080	-0.080	-0.225
CYPF	Alternative Education	<ul style="list-style-type: none"> • More OOA providers on AP framework could lead to reduced transport costs if arranged through the provision – shared transport by provider • New framework to be in place by September 23 offering a wider scope of targeted provision including one to one tuition with transport as part of the package Baseline data that could be used to factor in some very conservative estimate of savings - 242 placements with 34 providers – not known how many have transport The average cost for DMBC transport to an OOA placement is £29k, obviously this will depend on where the placement is and where the child is travelling from and the taxi could be shared between more than 1 child.	-0.040	-0.010		-0.050
CYPF	Business Support	Review to start early 2023 to look at business support and invoicing functions across the CYPF directorate.	-0.088			-0.088
CYPF	SEMH Hubs	Reduction of transport costs for out of area placements - by creating 3 social, emotional and mental health (SEMH) hubs within Doncaster it is anticipated that 28 children will be educated in the borough as opposed to within out of authority provision (outside of Doncaster) and therefore the costs of transporting these pupils is expected to be reduced due to the closer proximity to their homes. The saving is an estimate based on average costs for out of authority transport costs.		-0.110	-0.110	-0.220

New Budget Savings 2023/24

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			£'m	£'m	£'m	£'m
CYPF	Care Ladder - External Residential, In House Residential & Keys to Your Future General Fund	<p>22/23 - Plans to reduce numbers from 50 at end of Sept to 43 by 31st March 2023 through the opening of Skylarks in Feb / Mar (4 beds), filling existing In House vacant beds, and planned moves to Keys to Your Future Properties.</p> <p>23/24 - Savings from full year impact of numbers reducing to an assumed average number of placements of 42 from the actions above; which is 8 less than 22/23 resulting in reduced spend. Growth is assumed as 1 per month; offset by leavers prior to or on their 18th birthday and additional In House home opening between January and July 23.</p> <p>24/25 & 25/26 - Assumption is that the average number of placements reduces to 40 in 24/25 and 38 in 25/26. Growth is assumed as 1 per month; offset by leavers prior to or on their 18th birthday.</p> <p>Action to be taken before end of March 2023 - Review every externally purchased placement to ensure that that packages that are commissioned are still proportionate to children's needs and that staffing profiles and therapeutic inputs are appropriate. It is expected this would reduce the average cost by 10% from current average of £293k to £263k; which is the average cost of placement assumed for 23/24 - 25/26. It is also important to ensure there is joint working across partners and appropriate contributions agreed at the earliest opportunity where appropriate.</p> <p>Risks: The number of placements do not reduce to 43 by 31st March 2023. Risks: The average placement cost does not reduce by 10% Risks: Ability to recruit staff to existing and new homes in a competitive jobs market, leading to delays in opening new homes and filling existing vacant beds. Risk: Impact of Cost of Living Crisis results in extra External Residential placements</p>	-1.091	-0.395	-0.395	-1.881
CYPF	Care Ladder - Fostering	<p>The ambition is still for the IFA (Independent Fostering Agency)/In House Fostering split to be 25% / 75% but this may take up to 6 financial years. The assumption is there is a net increase of In House beds and therefore less IFA's of 5 in 23/24, 10 in 24/25, then 15 in 25/26 onwards. This will be achieved through dedicated activities and continued focus on recruiting more in-house foster carers and retaining our current in-house foster carers. New Fostering rates were implemented in September 2022; the impact of this and the Fostering Service now being under Doncaster Council should lead to increased retention and recruitment. It is expected that this will have a greater impact from mid 2023/24 and 2024/25 onwards due to the process of registering foster carers. Also, continuing to work with the Council's communications teams, maximising on all opportunities.</p> <p>In addition, the strategy includes achieving permanence through SGOs (Special Guardianship Orders) and adoption. 23/24 - 5 IFA & 5 In House Fostering to SGO's, 5 In House Fostering to RAA (Regional Adoption Agency), 24/25 - 5 IFA & 5 In House Fostering to SGO, 25/26 5 IFA & 5 In House Fostering to SGO.</p>	-0.012	-0.539	-0.665	-1.216
CYPF	Care Ladder - CiC 16+ placements	<p>The saving is from the assumption that the average number of placements is 24 from 23/24 onwards with growth offset by the opening of Askern Court (unregulated 5 beds), maximising the use of Cantley SILS (Semi Independent Living Service 4 beds), and more Keys to Your Future properties becoming available. The saving also assumes that Cantley SILS and Askern Court continue with the same regulation status.</p> <p>A review of all packages costs before the end of March 2023 is expected to see the average cost reduce by 20% from £152k per annum to £121k per annum, which is the average cost used for 23/24 - 25/26.</p>	-0.961			-0.961
CYPF	Children in Care - Maximise efficiency (vacancy management)	Implement a cross-directorate vacancy management protocol to identify where immediate efficiencies can be introduced.	-0.050			-0.050
CYPF	Children in Care - Maximise efficiency (assessment teams)	Identify immediate opportunities for better service alignment to deliver efficiencies, e.g. aligning the Assessment Teams to Help and Protection in Children's Social Care. This is a precursor to wider transition to a localities model of operation. This work will feed into wider service re-design work that is referred to below Assumptions on mileage reduction/better inter team working reducing delay, improved SW practice, less agency	-0.050			-0.050

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			£'m	£'m	£'m	£'m
CYPF	Children in Care - Maximise efficiency (fostering)	Re-design the Fostering recruitment strategy to ensure this is focussed on recruiting carers where there is a high level of need, e.g. older children. This is covered in the saving line "Care Ladder - Fostering", which assumes 5 IFA placements per year move to additional in-house fostering. This savings line assumes 1 of those children moving into in-house fostering per year from 24/25 actually transfers from externally purchased residential saving £218k.		-0.218	-0.218	-0.436
CYPF	Children in Care - Maximise efficiency (block contracting)	Consider block contracting arrangements with national providers who have Good inspection outcomes		-0.050		-0.050
CYPF	Children in Care - Maximise efficiency (improved practice)	Improved practice should lead to a reduction in the CiC numbers; which in turn should have the greatest impact on the OOA numbers therefore revised care ladder modelling assumes 3 less OOA in 24/25 & 3 less OOA in 25/26. The original care ladder modelling had OOA placements being 41 at March 2024, 39 at March 2025, & 37 at March 2026; the revised OOA placement numbers, including the fostering efficiency leading to 1 less OOA in 24/25 and 1 less OOA in 25/26, are 41 at March 2024, 35 at March 2025, & 29 at March 2026.		-0.550	-0.505	-1.055
CYPF	Children in Care - Maximise efficiency (commissioning of 16+ placements)	There is already a savings target to reduce the average annual cost of 16+ placements by 20%, from £152k to £121k via greater challenge and reviews at the weekly placement panel. Work has commenced on a new provider framework for 16+ placements; a savings target could be set for this work to lead to the average annual placement cost reducing to £110k for 24/25 & then £100k for 25/26. Please note pre Covid-19 the average annual cost of placement was £50k.		-0.291	-0.222	-0.513
CYPF	System change (Early Help)	Undertake a review of Early Help and Early intervention services to identify opportunities for efficiency through for example better aligned management structures. The review has resulted in a reduction in Family Hub/Early Intervention budgets by £50k.	-0.020		-0.030	-0.050
CYPF	Standards & Effectiveness - Achievement of the full income budget in 2023/24	Income shortfall predicted for 22/23 of £40k (£80k income budget with £40k expected to be received in year). Proposal for 23/24 is to achieve the full £80k income budget in the financial year. An amount of £30k has already been secured for April 23 to July 23 from schools with the remaining £50k (similar figure to 22/23) to be achieved from Sept 23 to March 24 through the delivery of school training programmes.	-0.040			-0.040
CYPF	SEN Placements	Where a Education Health & Care Plan (EHCP) is in place, proposal to consider and award based on consultation and review of nearest school when considering parental options and assessing need.	-0.050	-0.050	-0.050	-0.150
CYPF	Reduce taxi usage	Reduce taxis for students not in receipt of an EHCP and where not at significant risk.	-0.057			-0.057
CYPF	Post 16 Transport	In light of the worsening financial challenges, reconsider the post 16 transport policy, including undertaking specific consultation.		-0.058	-0.055	-0.113
E&E	Business Doncaster/Christmas Lights	The annual Christmas Lights contract is £42k, aim to fund this cost through the generation of sponsorship income.	-0.042			-0.042
E&E	Business Doncaster/Frenchgate Walkway	Close Southern Mall walkway in the evening, saving £15k per year for upkeep and maintenance. Supported by Frenchgate.	-0.015			-0.015
E&E	Business Doncaster/IT Budget	Business Doncaster technology budget saving based on current underspend.	-0.010			-0.010
E&E	Business Doncaster/ Subscription Services	Business Doncaster use a subscription service for collecting monthly information around visitor numbers. This information is used and useful to hold or recording key performance indicators but not essential.	-0.005			-0.005

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
E&E	Caravan/mobile homes licence fee	Caravan/mobile homes licence fee - it is estimated that there are 100 sites in the borough that could be subject to such charges for the purpose of ensuring that the sites are in compliance with licence conditions, which would require annual inspections from the service. Other LA's fees vary but on average a licence fee is between £350-£400. Further research is required to understand the sizes of the sites, as additional charges can be applied for sites over 25 caravans. The introduction of this work would need an additional post to fulfil the requirement. Assuming a charge of £400 per each site licence the income generated would be minimal due to staffing costs.	-0.001			-0.001
E&E	All E&E	Target delivered through identifying post reductions through a service review programme, considering post reductions and general efficiency, vacancy management and whether there are any areas with high staff turnover which could manage a vacancy factor.	-0.100	-0.100		-0.200
E&E	All E&E	Target to be delivered by undertaking a base budget efficiency review to challenge and remove budget efficiencies.	-0.100			-0.100
E&E	CYPF - reduction in operating hours at Colonnades	The partner MASH service occupy Floor 1 at Colonnades. They are currently funding security costs of £10k per annum for additional opening hours until 10:00pm and at weekends for response teams. There are minimal, if any staff working these additional hours so they could work from home or a nearby site.	-0.010			-0.010
E&E	Director of E&E - non pay budget	Efficiency savings previously identified can be taken out of the budget with no impact on service delivery.	-0.060			-0.060
E&E	Food inspection revisit charges	Food inspection revisit charges - based on 3 years prior to the COVID pandemic the food safety carried out 56 revisits a year. A charge of £173 can be made for each revisit, based on previous figures we could look to generate an income of £10k. This level could reduce or increase dependant upon the compliance of food businesses.	-0.010			-0.010
E&E	Green Waste Collection Service	To undertake a review of introducing a charge for the collection of kerbside green garden waste. Potential saving to be achieved through new income generated, net of increases and decreases to collection and disposal costs. Options need to be considered and public consultation would be required before specific details can be identified (including how much to charge).		-0.800	-0.200	-1.000
E&E	Highway Operations surplus	Temporary savings for 2023/24 and 2024/25 due to increased workloads in those years.	-0.150		0.150	0.000
E&E	Mobile homes Fit and Proper person charge	Mobile homes Fit and Proper person charge (on off charge under the mobile homes (requirement for manager of site to be fit and proper person) (England) Regs 2020) - it is estimated that around 60 sites are applicable to the fit and proper person fee. This is not a recurring charge and further work is to be carried out to determine such costs to implement. This is a one-off income generation and only minimal future income as all sites will have the necessary permit.	-0.012	0.012		0.000
E&E	Moving Traffic Offences	Moving Traffic Offences due to changes in traffic legislation. Some work has been carried out to identify potential sites for enforcement, however, it is an unknown as to how much income would be generated with this aspect of work as the legislation requires a mandatory 6 month warning period to drivers in contravention. To implement this work, approved device digital enforcement cameras are required at a cost of £26k and an annual maintenance fee.	-0.010	-0.020	0.030	0.000
E&E	Parking - Additional Income	Additional income on top of the previous £105k saving (recovery from COVID). Total pressure previously addressed was £373k with anticipated recovery of £105k in 23/24. However the Markets car park has been consistently busy and able to offer further savings. There may be future savings from parking income if the return to working in the office brings more staff into the APCOA site and staff commit to parking permits again. The £100k proposed saving would be consistent with the recovery of the COVID support applied for 22/23.	-0.160	0.060	tbc	-0.100
E&E	Parking - LED lighting	Multi Storey Car Park (MSCP) - Transfer to energy efficient LED lighting - Invest to save. A full business case needs to be produced, at the moment a 10% saving is estimated (£5k).	-0.005			-0.005
E&E	Parking - New Barriers	Multi Storey Car Park (MSCP) - Upgrade of barrier and payment system. New system will reduce staff time required on site creating a £1k a month reduction in the management fee paid to APCOA. The initial investment will be funded through a request for Service Transformation Fund - approval will be determined by the business case.	-0.012			-0.012

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
E&E	Parking - Repairs and Maintenance	Repairs and Maintenance - various car parks. Approximately 10% saving applied on all car park repairs and maintenance costs. All repairs and maintenance budgets to be centralised within parking and rolling maintenance programme introduced. Further savings may be possible from 24/25 onwards.	-0.020			-0.020
E&E	Resident Parking Permits	Review Residential Parking Permit Charges - consider current charges and options to increase, also considering the impact on the number of permits purchased. This would required specific consultation and a separate decision prior to implementing any changes.	-0.023			-0.023
E&E	Drainage	Implement a recharge to capital budget to reflect drainage staff costs which can be recovered from capital schemes. (This reduces the £0.21m drainage pressure which is presented separately).	-0.120			-0.120
E&E	Facilities Management - cost recovery for partner occupation in Council buildings	Introduce occupation charges for partners at key sites including Civic Office, Mary Woollett Centre and Colonnades.		-0.030		-0.030
E&E	Facilities Management/Heritage /Archives	Full space review of the new Archives building on Chequer Road with spare capacity used to reduce other costs of corporate storage.		-0.050	-0.050	-0.100
E&E	Strategic Asset Management	NCP car park rent income budgets can be increased back previous levels in line with the rents that are payable.	-0.262			-0.262
E&E	Strategic Asset Management	Localities based YWOW/Asset rationalisation to achieve a reduction on asset occupation costs per locality area and across the whole portfolio. The programmes will look at when rent increases/reviews should be implemented, review assets incurring holding costs and consider whether to retain/dispose/plans to mitigate costs, Work Smart existing buildings to ensure assets are being used efficiently and support the delivery of localities working, improve investment returns, drive private sector investment, consider future of assets with high backlog maintenance costs, consider transfer of assets to community groups, consider changing opening hours (closing/mothballing) assets to reduce running costs. Examples for consideration include letting Savoy restaurant units, Colonnades shops/offices etc., future of buildings e.g. Travis Gardens. Risk: Until resource is in place and Asset base has been reviewed alongside future service delivery requirement the exact saving deliverable and timescales will be unknown. For this saving to be delivered all need to support and work collectively to deliver. Also, requires additional resource to progress and would be delivered over the next 4 years. Risks: may require policy change, consideration of localities needs etc. Savings linked to disposals would generate one off capital receipts.	-0.100	-0.400	-0.500	-1.000
E&E	Strategic Asset Management - Demolitions	Demolitions to generate savings on security / maintenance costs. Specific buildings to be identified and business cases to be prepared.	-0.020	-0.020	-0.020	-0.060
E&E	Street Lighting Dimming and trimming	Pilot schemes have been trialled whereby lighting was slightly dimmed in some areas. This has proved successful so far. We are now rolling this out across the city. Additionally, the times that lights turn on and off are being reviewed as each area is completed (this is known as trimming), with a view to making further savings (although difficult to predict with volatility of the market). As well as saving money these initiatives can help to reduce the Council's carbon footprint.	-0.050	-0.050		-0.100
E&E	Waste - Royalty Income	Royalty income from the PFI facility has constantly exceeded the budget, estimated at £50k based on previous income levels.	-0.050			-0.050
E&E	Waste & Recycling	Additional budget provided in previous years for Waste COVID support.	-0.070			-0.070

New Budget Savings 2023/24

Totals			-£10.501m	-£5.233m	-£4.634m	-£20.368m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2023/24	2024/25	2025/26	2023/24 - 2025/26 Total
			£'m	£'m	£'m	£'m
E&E	Waste & Recycling	The Council is committed to providing a green waste paper calendar to every household. We also need to look to deliver efficiencies where possible and therefore plan to review options to gain sponsorship income towards the costs or reduce the costs of distributing the paper calendar.		-0.060		-0.060
E&E	Waste & Recycling	Saving on the recycling rebate, 22/23 projecting £0.45m underspend assuming this will continue into 23/24, treated as a one-off to be reviewed annually. The rebate is linked to recycling rates which fluctuate monthly therefore there is a risk rates could reduce suddenly.	-0.150	0.150		0.000
E&E	Waste & Recycling	Household Waste Recycling Centre (HWRC) premium is underspending in 22/23 due to reduced tonnages and associated haulage costs. This saving assumes this will continue.	-0.100			-0.100
E&E	Facilities Management/Libraries portfolio	Maximise our community library offer by bringing together services and rationalising the asset base, which will also reduce the building running costs where possible.		-0.120	-0.135	-0.255

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	48,687	2,349	-284	5,922	56,673	3,011	34	13,736	73,454
COMMUNITIES	44,301	4,497	-802	4,238	52,234	18,072	4,402	5,421	80,129
DIRECTOR OF ADULT SERVICES	-32,233	0	75	-12,174	-44,332	0	45,466	56	1,190
LOCALITIES	217	0	0	36	253	0	0	0	253
ADULTS HEALTH & WELLBEING Total	60,972	6,846	-1,011	-1,979	64,828	21,083	49,902	19,213	155,026
CHILDREN, YOUNG PEOPLE & FAMILIES									
CENTRALLY MANAGED	836	84	-200	-323	397	0	4,862	3,191	8,450
CHILDREN'S SOCIAL CARE	53,777	7,078	-2,164	4,138	62,830	2,072	5,130	440	70,472
EDUC SKILLS CULTURE & HERITAGE	3,443	0	-348	336	3,431	719	15,328	3,071	22,549
P'SHIPS EARLY INTRVNTN & LOCALIT	12,746	1,896	-560	1,062	15,144	17	24,585	1,882	41,628
CHILDREN, YOUNG PEOPLE & FAMILIES Total	70,802	9,058	-3,272	5,214	81,803	2,808	49,905	8,584	143,100
CORPORATE RESOURCES DIRECTOR									
CORPORATE RESOURCES DIRECTOR	-94	0	0	1	-93	0	0	317	224
CUSTOMERS, DIGITAL & ICT	11,144	-450	-855	1,373	11,211	48	58,004	2,605	71,868
FINANCE	1,350	257	-566	1,243	2,284	7,708	136	18,041	28,169
HR, COMMS & EXEC OFFICE	6,324	0	-685	446	6,084	35	35	823	6,977
LEGAL & DEMOCRATIC SERVICES	6,317	0	-142	338	6,513	871	0	1,718	9,102
POLICY, INSIGHT & CHANGE	4,016	0	-317	258	3,957	0	113	48	4,118
CORPORATE RESOURCES Total	29,057	-193	-2,565	3,658	29,957	8,662	58,288	23,553	120,460
COUNCIL WIDE BUDGET	9,630	559	-1,792	281	8,678	531	33,362	-18,719	23,852
DIRECTOR ECONOMY & ENVIRONMENT									
DIRECTOR ECONOMY & ENVIRONMENT	182	0	-260	1	-78	0	0	53	-25
ECONOMY & DEVELOPMENT	9,009	-90	-464	4,428	12,883	4,501	1,278	14,336	32,998
ENVIRONMENT	35,083	753	-1,338	6,321	40,819	8,009	4,669	21,100	74,597
STRATEGIC HOUSING	1,638	151	0	345	2,135	649	484	1,034	4,302
ECONOMY & ENVIRONMENT Total	45,912	814	-2,062	11,095	55,759	13,159	6,431	36,522	111,871
PUBLIC HEALTH	4,099	118	-201	203	4,219	173	25,844	1,272	31,508
Total Council Budget	220,472	17,202	-10,903	18,473	245,244	46,416	223,732	70,425	585,817
Funded By: -									
NON DOMESTIC RATES	-34,718	0	0	-28,534	-63,252				
REVENUE SUPPORT GRANT	-21,112	0	0	-2,564	-23,676				
TOP UP GRANT	-34,854	0	0	2,036	-32,819				
COUNCIL TAX	-128,759	0	0	-7,264	-136,023				
NET BUDGET REQUIREMENT	-219,443	0	0	-36,327	-255,770				
USE OF RESERVES	-1,029	0	0	11,555	10,526				
TOTAL FUNDING	-220,472	0	0	-24,772	-245,244				

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2021/22 Budget	2022/23 Budget	2023/24 Budget	Note
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 2023/24. 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.
Public Health	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.	152,150	152,150	152,150	Agreed up to 2024/25
Public Health	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	60,000	60,000	60,000	No change proposed for 2023/24.
Public Health	The Reader	Funded through Well Doncaster to recruit volunteers to sustain six Shared Reading groups in Doncaster	7,000	18,000	18,000	
Public Health	Support 4 Change	Funding from the supplemental substance misuse allocation for peer support for carers at support 4 change			3,750	One-off Grant
Public Health	Project 6	funding from the supplemental substance misuse allocation for development of lived experience recovery organisation			4,909	One-off Grant
Public Health	Thorne & Moorends Drama Network (Ellen Stones)	Locality Commissioning funding to support activities targeting population groups including young people, older people, men's mental health and wellbeing		2,850	2,850	One-off Grant spanning two financial years
Public Health	Dunscroft Together	Locality Commissioning funding to support activities and events providing support, connectivity and advice around financial inclusion, health and wellbeing, young people and families. Also, activities targeting population groups including young people, older people, men's mental health and wellbeing		1,500	6,000	One-off Grant spread over 24mths (spanning 3 financial years), total grant £12k

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2021/22 Budget	2022/23 Budget	2023/24 Budget	Note
Public Health	Friday Mens Club	Locality Commissioning funding for activities targeting population groups including young people, older people, men's mental health and wellbeing.		7,000	7,000	One-off Grant spanning two financial years
Public Health	Jamie MacDonnell Foundation	Locality Commissioning funding to support the health and wellbeing of young people.		4,290	4,290	One-off Grant spanning two financial years
Public Health	S4All	Locality Commissioning funding to support activities targetting groups in the community like young people, children and older people. Also, to develop a physical community asset.		1,500	6,000	One-off Grant spread over 24mths (spanning 3 financial years), total grant £12k
Public Health	Steps to Freedom	Locality Commissioning allocated to support activities for young people and physical activity interventions.		3,120	12,480	One-off Grant spread over 24mths (spanning 3 financial years), total grant £25k
Public Health	Young Folk Foundation	Locality Commissioning allocated to support activities for young people.		4,456	12,500	One-off Grant spread over 24mths (spanning 3 financial years), total grant £25k
Public Health	Bentley Urban Farm/Permafutire Agroecology	Locality Commissioning allocated for the development of community assets, physical activity and support activities for young people.		7,251	5,776	One-off Grant spanning two financial years
Public Health	Greenheart Man	Locality Commissioning allocated for the development of community assets, physical activity, healthy lifestyle choices and support activities for young people.		11,600	11,600	One-off Grant spanning two financial years
Public Health	Heal Me Happy CIC	Locality Commissioning allocated to support health and enabling positive lifestyle choices.		3,752	10,560	One-off Grant spread over 24mths (spanning 3 financial years), total grant £23k
Public Health	North Doncaster Development Trust - cook and eat	Locality Commissioning allocated to support community spirit and cohesion.		10,648	10,648	One-off Grant spanning two financial years
Public Health	Learn/Live/Love Food	Locality Commissioning allocated to support health and positive lifestyle choices		13,889	11,111	One-off Grant spanning two financial years
Public Health	Active Fusion	Locality Commissioning allocated to support health and positive lifestyle choices, activities for children and young people and physical interventions.		18,410	27,140	One-off Grant spanning two financial years

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2021/22 Budget	2022/23 Budget	2023/24 Budget	Note
Public Health	Expect Youth	Locality Commissioning allocated to promote positive lifestyle choices, activities for children and young people		16,125	48,375	One-off Grant spanning two financial years
Public Health	PFG	Locality Commissioning funding allocated to promote developing forums for youth voice, employment and training support and targeted support weight management, smoking cessation, physical activity and drug and alcohol misuse.		10,000	30,000	One-off Grant spanning two financial years
Public Health	Food Aware	Locality Commissioning funding allocated for employment and training support and the development of community assets.		2,500	12,500	One-off Grant spanning two financial years
Public Health	Wildlings and Wellbeing	Locality Commissioning funding allocated for the targeted support around weight management, smoking cessation, physical activity and drug and alcohol misuse. Also, community asset development.		4,000	10,000	One-off Grant spanning two financial years
Public Health	Club Doncaster	Locality Commissioning funding allocated for employment and training support and developing forums for youth voice and activities for young people.		2,500	17,500	One-off Grant spanning two financial years
Public Health	Lemurian Light	Locality Commissioning funding allocated for trauma informed mental health support/awareness.		6,031	21,380	One-off Grant spanning two financial years
Public Health	The Youth Association	Locality Commissioning funding allocated for activities and support for young people		18,368	18,368	One-off Grant spanning two financial years
Public Health	BME United	Locality Commissioning funding allocated to support activities and support for young people. Also, financial inclusion provision.		2,500	7,500	One-off Grant spanning two financial years
Public Health	Friends with Disabilities C/O Active Independence	Locality Commissioning funding allocated to support activities supporting mental health and support for young people.		4,000	16,400	One-off Grant spanning two financial years
Public Health	Flourish Enterprise	Locality Commissioning		16,400	16,400	One-off Grant spanning two financial years
Public Health	Doncaster Deaf Society	Locality Commissioning allocated for outreach work in schools to support mental health in schools. With additional focus around mental health support/awareness.		5,000	30,000	One-off Grant spanning two financial years

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2021/22 Budget	2022/23 Budget	2023/24 Budget	Note
Public Health	Growing Together Education	Locality Commissioning funding allocated for physical activity interventions and mental health support/awareness.		12,750	12,750	One-off Grant spanning two financial years
Public Health	Aspiring2	Locality Commissioning funding allocated for mental health awareness/support.		2,975	12,500	One-off Grant spanning two financial years
Public Health	Print Imperials	Locality Commissioning funding allocated for mental health awareness/support.		2,500	7,500	One-off Grant spanning two financial years
Public Health	Pioneer Enterprises	Locality Commissioning allocated for activities and support for young people. Also, for financial inclusion provision		4,206	14,720	One-off Grant spanning two financial years
Public Health	This is Me Training	Locality Commissioning funding allocated for mental health awareness/support and financial security.		4,606	9,211	One-off Grant spanning two financial years
Public Health	Active Fusion	Locality Commissioning funding allocated for activities and support for young people.		9,205	36,820	One-off Grant spanning three financial years
Public Health	Flying Futures	Locality Commissioning funding allocated to support the health and mental wellbeing of young people.		6,250	25,000	One-off Grant spanning three financial years
Public Health	Active Fusion	Locality Commissioning allocated to support physical activity interventions, positive lifestyle choices and activities for young people.		6,250	25,000	One-off Grant spanning three financial years
Public Health	Jackdaw Wood	Locality Commissioning allocated to support physical activity interventions, positive lifestyle choices activities for young people and developing community assets.		10,680	32,040	One-off Grant spanning three financial years
Public Health	North Doncaster Development Trust - lead North	Locality Commissioning allocated to support community spirit and cohesion, positive lifestyle choices and developing community assets.		5,661	22,644	One-off Grant spanning three financial years
Public Health	North Doncaster Development Trust - participatory budget	Locality Commissioning allocated to support community spirit and cohesion and positive lifestyle choices.		22,500	90,000	One-off Grant spanning three financial years

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2021/22 Budget	2022/23 Budget	2023/24 Budget	Note
Public Health	Mindful Activities Yorkshire	Locality Commissioning funding allocated for mental health awareness/support.		12,375	49,500	One-off Grant spanning three financial years
Public Health	People Focus Group	Locality Commissioning funding allocated for activities and support for young people and to support positive lifestyle choices.		13,150	52,599	One-off Grant spanning three financial years
Public Health	Mindful Activies Yorkshire (MAY)	Locality Commissioning funding allocated for informed mental health support/awareness.		13,815	55,259	One-off Grant spanning three financial years
Total Grants to 3rd Sector			262,650	578,261	1,084,229	

Fees & Charges - Summary of Exceptions 2023/24

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	% Change	Explanation for the exception to the 10% overall increase
Music Service	Hire of Musical Instrument	16.00	0.00%	New instruments not regularly bought so not inflated.
Music Service	Ex Pupils - Hire of Musical Instrument	32.00	0.00%	
Waste	Commercial Waste Service Wheeled Bins Quarterly Charge			
Waste	Sack	51.50	0.00%	
Waste	660 L Bin	189.50	0.00%	Losing customers to private sector.
Waste	1100 L Bin	278.00	0.00%	
Bereavement	Burial:			
Bereavement	Adult Grave - Exclusive rights for 50yrs	1,334.00	15.00%	
Bereavement	Adult Grave - Exclusive rights for 50 yrs - including headstone permit fee	1,611.00	15.07%	
Bereavement	Adult Grave - Exclusive rights for 75yrs	1,610.00	15.00%	
Bereavement	Grave interment fee	1,179.00	15.02%	
Bereavement	Extra Depth Charge for 2	270.00	14.89%	
Bereavement	Extra Depth Charge for 3	535.00	15.05%	Charges increased to reflect the full recovery of costs.
Bereavement	Other Cemetery Permits:-	277.00	14.94%	Costs associated with Bereavement have increased in some cases by greater than 10%.
Bereavement	Permit for single headstone	485.00	14.93%	
Bereavement	Permit for double headstone (to be placed over 2 graves)	643.00	15.03%	
Bereavement	Permit for triple headstone (to be placed over 3 graves)	213.00	15.14%	
Bereavement	Permit for single kerb set	373.00	15.12%	
Bereavement	Permit for double kerb set (to be placed over 2 graves)	492.00	14.95%	
Bereavement	Permit for replacement headstone	127.00	15.45%	
Bereavement	Cremation:			
Bereavement	Adult full service charge inc medical ref fee	963.00	2.99%	
Bereavement	Adult committal service charge inc medical ref fee	915.00	3.04%	
Bereavement	Early morning direct cremation (8:40 or 9:00 am - No service)	453.00	2.95%	An increase was already applied in January 2023 to reflect the increase in energy costs.
Bereavement	Body parts	232.00	3.11%	
Bereavement	Certificate of cremation	27.00	3.85%	
Bereavement	Bronze urns	67.00	4.69%	
Bereavement	Environmental containers	20.00	5.26%	
Bereavement	Decorated container tubes - large	39.00	14.71%	
Bereavement	Decorated container tubes - medium	25.00	13.64%	Charges increased to reflect the full recovery of costs.
Bereavement	Decorated container tubes - small	17.00	13.33%	Costs associated with Bereavement have increased in some cases by greater than 10%.
Bereavement	Memorials: -			

**Proposed
Charge from
1st April 2023
(£)**

% Change

**Explanation for the exception to the 10% overall
increase**

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	% Change	Explanation for the exception to the 10% overall increase
Bereavement Registrars	Granite vases for path side renewal - 10 years	501.00	14.91%	
Registrars	Hire of Registrar			Very competitive environment, work could go to independent celebrants if we not affordable. Our fees are at the top end of fees charged by neighbouring districts. There have already been savings put forward from Registrars income and budgets.
Registrars	Monday - Thursday	320.00	3.23%	
Registrars	Friday	360.00	1.41%	
Registrars	Saturday	490.00	0.00%	
Registrars	Sunday / Bank Holidays	610.00	0.00%	
Car Parking	CAR PARKING - Residents parking permits			
Car Parking	Per annum charges: -			
Car Parking	Per Permit (Residents, Charities & Carers) 5 maximum	37.00	37.04%	As per budget saving proposal to generate £23k additional income. Residents parking permits do not currently cover all associated costs, price increase will ensure the function now covers its costs.
Car Parking	Day Electronic Session (initial issue of 50)	37.00	37.04%	
Car Parking	(then per electronic day session)	3.70	37.04%	
Car Parking	Permit (Businesses)	74.00	37.04%	
Car Parking	Permit (Landlords)	147.00	37.38%	
Car Parking	CAR PARKING - Civic Quarter Multi Storey Car Park			
Car Parking	Season tickets			
Car Parking	Paid Monthly	63.00	0.00%	
Car Parking	Paid Annually	756.00	0.00%	
Car Parking	Monday - Friday			
Car Parking	1 Hour	1.20	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	2 Hours	2.30	0.00%	
Car Parking	3 Hours	3.00	0.00%	
Car Parking	4 Hours	5.10	0.00%	
Car Parking	Over 4 Hours	6.80	0.00%	
Car Parking	Early bird - In between 6:00 am and 8:30 am	3.40	0.00%	
Car Parking	Overnight - In after 6:00pm: out by 6:00 am	1.00	0.00%	
Car Parking	Savoy Customers Cinema parking	1.00	0.00%	
Car Parking	Saturday & Sunday			
Car Parking	All Day	2.60	0.00%	
Car Parking	CAR PARKING - Cusworth Hall			
Car Parking	1 Hour	1.10	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	3 Hours	2.60	0.00%	
Car Parking	ALL Day (until 6pm)	6.20	0.00%	
Car Parking	Coach	10.50	0.00%	
Car Parking	Annual Pass	52.00	0.00%	
Car Parking	CAR PARKING - Off-Street			
Car Parking	Colonnades			

**Proposed
Charge from
1st April 2023
(£)**

% Change

**Explanation for the exception to the 10% overall
increase**

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	% Change	Explanation for the exception to the 10% overall increase
Car Parking	Per Hour	1.60	0.00%	
Car Parking	All day	5.80	0.00%	
Car Parking	Wood Street			
Car Parking	1 Hour	1.30	0.00%	
Car Parking	2 Hours	2.60	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	College Road (Irish Club)			
Car Parking	1 Hour	1.00	0.00%	
Car Parking	2 Hours	1.50	0.00%	
Car Parking	3 Hours	2.00	0.00%	
Car Parking	Chappell Drive (East and West)			
Car Parking	1 Hour	0.50	0.00%	
Car Parking	2 Hours	0.50	0.00%	
Car Parking	3 Hours	1.00	0.00%	
Car Parking	4 Hours	1.50	0.00%	
Car Parking	Over 4 Hrs	2.60	0.00%	
Car Parking	Markets			
Car Parking	1 Hour	1.40	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	2 Hours	2.80	0.00%	
Car Parking	3 Hours	4.20	0.00%	
Car Parking	4 Hours	5.60	0.00%	
Car Parking	St Georges			
Car Parking	1 Hour	1.00	0.00%	
Car Parking	2 Hours	2.00	0.00%	
Car Parking	3 Hours (Max Stay)	2.60	0.00%	
Car Parking	Council House - Saturdays Only			
Car Parking	4 Hours	1.00	0.00%	
Car Parking	ALL DAY	2.00	0.00%	
Car Parking	Scarborough House - Saturdays Only			
Car Parking	4 Hours	1.00	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	ALL DAY	2.00	0.00%	
Car Parking	Thorne Rd (DRI)			
Car Parking	1 Hour	1.30	0.00%	
Car Parking	2 Hours	2.60	0.00%	
Car Parking	3 Hours	3.10	0.00%	
Car Parking	4 Hours (Max stay)	3.70	0.00%	
Car Parking	Marshgate (North Bridge)			
Car Parking	1 Hour	0.50	0.00%	

**Proposed
Charge from
1st April 2023**

**Explanation for the exception to the 10% overall
increase**

Service	Detailed Charge	(£)	% Change	
Car Parking	2 Hours	1.00	0.00%	
Car Parking	3 Hours	1.60	0.00%	
Car Parking	4 Hours	2.10	0.00%	
Car Parking	All day	2.10	0.00%	
Car Parking	Church Way			
Car Parking	1 Hour	0.50	0.00%	Parking charges have not been increased in order to
Car Parking	2 Hours	1.00	0.00%	encourage use of the city centre.
Car Parking	3 Hours	1.60	0.00%	
Car Parking	4 Hours	2.10	0.00%	
Car Parking	Over 4 Hrs	2.50	0.00%	
Car Parking	Chamber Road		0.00%	
Car Parking	1 Hour	1.30	0.00%	
Car Parking	2 Hours	2.60	0.00%	
Car Parking	3 Hours	3.60	0.00%	
Car Parking	ALL Day	10.50	0.00%	
Car Parking	Overnight - In after 6:00pm: out by 6:00 am	1.00	0.00%	
Car Parking	CAR PARKING - On Street Pay & Display			
Car Parking	St George Gate (per 1/2 hour)	1.00	0.00%	Parking charges have not been increased in order to
Car Parking	Prince's street (per 1/2 hour)	1.00	0.00%	encourage use of the city centre.
Car Parking	Eastlaithgate (per 1/2 hour)	1.00	0.00%	
Car Parking	Spring Gardens (per 1/2 hour)	1.00	0.00%	
Car Parking	Chequer Road (per 1/2 hour)	1.00	0.00%	
Car Parking	Park Road (per 1/2 hour)	1.00	0.00%	
Car Parking	Catherine Street (per 1/2 hour)	1.00	0.00%	
Car Parking	Copley Road (per 1/2 hour)	1.00	0.00%	
Car Parking	Nether Hall Road (per 1/2 hour)	1.00	0.00%	
Car Parking	Wood Street (per 1/2 hour)	1.00	0.00%	
Car Parking	Princegate (per 1/2 hour)	1.00	0.00%	Parking charges have not been increased in order to
Car Parking	Sunny bar (per 1/2 hour)	1.00	0.00%	encourage use of the city centre.
Car Parking	Market Place (per 1/2 hour)	1.00	0.00%	
Car Parking	Horse Fair Green (per 1/2 hour)	1.00	0.00%	
Car Parking	College Road (per hour)	1.00	0.00%	
Car Parking	Francis Street (per 1/2 hour)	1.00	0.00%	
Car Parking	Greyfriars Rd (per hour)	1.00	0.00%	
Car Parking	Chamber Road (on street per hour)	1.00	0.00%	
Car Parking	Dispensations (per Day)	15.50	0.00%	

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	% Change	Explanation for the exception to the 10% overall increase
Car Parking	CAR PARKING - Permit Charges			
Car Parking	Parking Permit (Public) - Chappell Drive & Marshgate only (6 day)	390.00	0.00%	
Car Parking	CAR PARKING - Staff & Partners Parking			
Car Parking	GOLD BAND - Any staff & partners car park including Civic Quarter MSCP (monthly charges)			
Car Parking	Staff & Partners Parking Permit 6 Days	37.50	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	Staff & Partners Parking Permit 5 Days	35.00	0.00%	
Car Parking	Staff & Partners Parking Permit 4 Days	29.00	0.00%	
Car Parking	Staff & Partners Parking Permit 3 Days	21.00	0.00%	
Car Parking	Staff & Partners Parking Permit 2 Days	14.00	0.00%	
Car Parking	Staff & Partners Parking Permit 1 Day	8.00	0.00%	
Car Parking	Staff & Partners Parking Permit (Term Time ONLY) 5 Day	27.00	0.00%	
Car Parking	SILVER BAND - Chappell Drive and Marshgate (monthly charges)			
Car Parking	Staff & Partners Parking Permit 6 Days	33.00	0.00%	Parking charges have not been increased in order to encourage use of the city centre.
Car Parking	Staff & Partners Parking Permit 5 Days	32.00	0.00%	
Car Parking	Staff & Partners Parking Permit 4 Days	26.00	0.00%	
Car Parking	Staff & Partners Parking Permit 3 Days	19.50	0.00%	
Car Parking	Staff & Partners Parking Permit 2 Days	13.50	0.00%	
Car Parking	Staff & Partners Parking Permit 1 Day	7.00	0.00%	
Car Parking	Staff & Partners Parking Permit (Term Time ONLY) 5 Day	24.00	0.00%	
Car Parking	BRONZE BAND - Marshgate only (monthly charges)			
Car Parking	Staff & Partners Parking Permit 6 Days	20.50	0.00%	
Car Parking	Staff & Partners Parking Permit 5 Days	19.50	0.00%	
Car Parking	Staff & Partners Parking Permit 4 Days	15.50	0.00%	
Car Parking	Staff & Partners Parking Permit 3 Days	12.00	0.00%	
Car Parking	Staff & Partners Parking Permit 2 Days	8.00	0.00%	
Car Parking	Staff & Partners Parking Permit 1 Day	4.00	0.00%	
Car Parking	Staff & Partners Parking Permit (Term Time ONLY) 5 Day	15.00	0.00%	

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	% Change	Explanation for the exception to the 10% overall increase
Highways	Licensing of skips on the Highway	19.00	0.00%	Concern that any increase would deter customers and the Council is also seeing an increase in fly tipping due to the costs associated with waste collection/disposal.
Transport	MOT Fees			
Transport	Car or light van (Class 4) test fee	40.00	0.00%	
Transport	Car or light van (Class 4) re-test fee	10.00	0.00%	
Transport	Light Minibuses (Class 5) test fee	50.00	0.00%	Statutory Fee.
Transport	Light Minibuses (Class 5) re-test fee	20.00	0.00%	
Transport	Light Commercial (Class 7) test fee	50.00	0.00%	
Transport	Light Commercial (Class 7) re-test fee	20.00	0.00%	

Fees and Charges - Summary of new Fees and Charges commencing in 23/24

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	Description
Food Control	Animal and Plant Health Agency Export Health Certificates	150.00	Cost per certificate for goods exported from GB to Northern Ireland.
Registrars	Provisional booking fee for ceremonies	40.00	
Registrars	Admin fee for changes to ceremonies	25.00	Additional charges introduced to cover administration expenses.
Registrars	Family history search - not Doncaster registration	5.00	
Bereavement	Adult Grave - Exclusive rights for 50 years - Pre-purchase	1,709.00	
Bereavement	Adult Grave - Exclusive rights for 75 years - Pre-purchase	2,085.00	
Bereavement	Memorial erected without permit	60.00	
Bereavement	Crematorium Multimedia - Visual Tributes		
Bereavement	Halo photo (single image shown on chapel screens)	Free of charge	
Bereavement	Basic Slideshow (photo slide show on loop - not including music)	45.00	
Bereavement	Music Slideshow (up to 25 photos to chosen piece of music)	70.00	
Bereavement	Themed Pro Tribute (Montage professionally edited and times to music)	95.00	
Bereavement	Extra single photo	12.00	
Bereavement	Extra block of 25 photos	21.00	
Bereavement	Bespoke tribute (a professionally crafted tribute where families have access to "bespoke concierge" to create something unique and personal)	From £500	New services and products introduced by Bereavement for 23/24. Some of these charges were planned to be introduced for 22/23 but implementation has been delayed until April 2023.
Bereavement	Extra work (any products that need work outside the norm)	21.00	
Bereavement	Tribute download (a downloadable version of a tribute)	10.00	
Bereavement	Multimedia - Webcasting/Streaming		
Bereavement	Webcast Live & on demand (watch live and on demand for 28 days)	49.00	
Bereavement	Webcast live only	33.00	
Bereavement	Multimedia - Keepsakes		
Bereavement	DVD, USB, Blue-Ray or Audio CD	55.00	
Bereavement	Video book (A keepsake video book of live stream/tribute or both)	95.00	
Bereavement	Memory box (Premium box with 25 printed photos, USB, DVD)	130.00	
Bereavement	Second Copies (DVD, USB, Blue-Ray or Audio CD)	28.00	
Bereavement	Ashes scattering unattended in "present day" areas	Free of charge	
Bereavement	Ashes scattering unattended in customer selected area	25.00	
Bereavement	Dwellings - Rats		
Pest Control	Domestic Rate - Maximum of 2 visits per treatment	20.00	
Pest Control	Domestic call out fee (if no treatment subsequently needed)	30.00	
Pest Control	Treatment Fee for additional visits. Price per visit	20.00	
Pest Control	On benefits:		New charges introduced as savings proposal.
Pest Control	Applies to domestic customers in receipt of Housing Benefit and/or LTSS - First 2 visits inclusive where required	16.00	
Pest Control	Domestic call out fee (if no treatment subsequently needed)	24.00	
Pest Control	Treatment Fee for additional visits. Price per visit	16.00	

Service	Detailed Charge	Proposed Charge from 1st April 2023 (£)	Description
Highways	Temporary Traffic Regulation Orders - Relating to a sporting event	1,000.00	New fee for a TTRO associated with a sporting event on the highway. As there is no longer a requirement to advertise TTRO's made under Section 16A a new fee is proposed to reflect the reduced cost. The rationale is that the Local Government (Transport Charges) Regulations 1996 state that an Authority should be mindful of the actual costs when setting a fee. In addition, the majority of applicants are grass roots amateur sporting clubs that help the Council meet the Cleaner and Greener agenda and public health initiatives.
Heritage Services	Danum Gallery, Library and Museum		
Heritage Services	Room Hire - Non Profit Organisations		
Heritage Services	Meeting room (up to 10 people)	10.00	New fees introduced for room hire at Danum Gallery, Library and Museum.
Heritage Services	Meeting room (11-40 people)	20.00	
Heritage Services	Room Hire - Commercial Rates		
Heritage Services	Meeting room (up to 10 people)	37.50	
Heritage Services	Meeting room (11-40 people)	50.00	

Fees & Charges - Licensing fees legally required to be set in detail by Full Council

Detailed Charge	Proposed charge 01/04/23 (£)
Landlord Licences:	
Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	
DMBC Scheme - All licences granted to 28/02/2027 - New Applicants will need to pay from the historic date when their property became subject to license, until the end of the licensing period	
Year 1 (5 Year licence) 01/03/22-28/02/23	600.00
Year 2 (4 Year Licence) 01/03/23-29/02/24	520.00
Year 3 (3year licence) 01/03/24-28/02/25	440.00
Year 4 (2 year licence) 01/03/25-28/02/26	360.00
Year 5 (1year licence) 01/03/26-28/02/27	280.00
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
Where licence holders can demonstrate that they are a member of a relevant and recognised approved body (e.g. Landlord Association), a £50 discount will be applied to the fee.	
Selective Licencing 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
Where licence holders can demonstrate that they are a member of a relevant and recognised approved body (e.g. Landlord Association), a £50 discount will be applied to the fee.	
Houses in Multiple Occupation	
Landlord Licence Basic fees (5 person HMO)	890.00
Fee for each additional bedroom	61.00
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.	830.00
Additional fee for Each Bedroom in the house	61.00
Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)	40.00
Extra costs incurred which are prompted i.e after 3 months. Additional £50.00 charge added to the fee.	
Property inspection report - immigration & visa	170.00
LICENSING - Other Licences	
Miscellaneous:	
Acupuncturist/Tattooist/Ear Piercing	254.00
Transfer or to Add Person	68.00
Civil Marriage Licence	1,568.00
Approval of Religious premises as a place at which two people may register as civil partners of each other.	1,067.00
Alfresco Dining Licence	100.00
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)	582.00
Providing or Arranging for the Provision of Boarding for Cats or Dogs (1-3 year licence depending on star rating)	513.00
Hiring Out Horses (1-5 Horses) (1-3 year licence depending on star rating)	609.00
Hiring Out Horses (6+ Horses) (1-3 year licence depending on star rating)	832.00
Breeding Dogs (1-3 year licence depending on star rating)	563.00
Keeping or Training Animals for Exhibition	518.00
Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	51.00
Minor Amendment of Licence per hour (minimum of 1 hour)	51.00
Major Amendment of Licence per hour (minimum of 2 hours)	51.00
Request for Re-Rating per hour (minimum of 2 hours)	51.00
Dangerous Wild Animals (plus Vet Fee if needed)	185.00
Zoo Licence (plus Statutory VET inspection fees as applicable)	1,848.00
Greyhound Stadium Licence	243.00
Sex Establishment Licence Application	3,278.00
Sex Establishment Licence Renewal	3,278.00
Sex Establishment Licence Variation or Transfer	2,420.00
Scrap Metal Dealer - Site	404.00
Scrap Metal Dealer - Collector	260.00
Scrap Metal Dealer - Change of name of Licensee	30.00

Scrap Metal Dealer - Change from Site to Collector	30.00
Scrap Metal Dealer - Change from Collector to Site	254.00
Scrap Metal Dealer - Change of Site Manager	254.00
Scrap Metal Dealer - Additional Site(s) to Licence	99.00
Copy of Licence Fee (Unspecified)	29.00
Gambling:	
Bingo Premises	
Non-conversion fee where a provisional statement has already been granted	866.00
New Premises Fee	1,558.00
Annual Fee	911.00
Variation Fee	1,444.00
Transfer Fee	911.00
Re-Instatement Fee	911.00
Provisional Statement Fee	1,558.00
Change of circumstances	35.00
Copy of Licence Fee	25.00
Adult Gaming Premises	
Non-conversion fee where a provisional statement has already been granted	911.00
New Premises Fee	1,558.00
Annual Fee	877.00
Variation Fee	911.00
Transfer Fee	911.00
Re-Instatement Fee	911.00
Provisional Statement Fee	1,558.00
Change of circumstances	35.00
Copy of Licence Fee	25.00
Betting Premises (Track)	
Non-conversion fee where a provisional statement has already been granted	911.00
New Premises Fee	2,424.00
Annual Fee	957.00
Variation Fee	957.00
Transfer Fee	911.00
Re-Instatement Fee	911.00
Provisional Statement Fee	2,424.00
Change of circumstances	35.00
Copy of Licence Fee	25.00
Family Entertainment Premises	
Non-conversion fee where a provisional statement has already been granted	911.00
New Premises Fee	1,558.00
Annual Fee	635.00
Variation Fee	911.00
Transfer Fee	911.00
Re-Instatement Fee	911.00
Provisional Statement Fee	1,558.00
Change of circumstances	35.00
Copy of Licence Fee	25.00
Betting Premises (other)	
Non-conversion fee where a provisional statement has already been granted	877.00
New Premises Fee	2,250.00
Annual Fee	519.00
Variation Fee	1,085.00
Transfer Fee	911.00
Re-Instatement Fee	911.00
Provisional Statement Fee	2,250.00
Change of circumstances	35.00
Copy of Licence Fee	25.00
Temporary Use Notice	100.00
Lotteries	Variable
(Fees are set by Central Government)	
Liquor Licences	
Personal Licence	37.00
(Fees are set by Central Government)	
Premises Licence	Variable
(Fees are set by Central Government, Premise licences are charged based on a number of factors, e.g. Rateable Value.)	
LICENSING - Private Hire/Hackney:	
Vehicle Licensing Hackney (Inc plates & first test)	283.00
Vehicle Licensing Private Hire (Inc plates & first test)	283.00
Vehicle Test at North Bridge	72.00
Retest of Vehicle	33.00
Admin charge on lifting Suspensions	30.00
Private Hire Operators Licence	554.00

Private Hire Operators Licence each additional vehicle over 2 (for licenses issued prior to April 2017)	27.50
Application for Drivers Licence (+ DBS + Knowledge test)	189.00
Joint Application (+ DBS + Knowledge test)	189.00
Renewal of drivers licence	149.00
Knowledge and Safeguarding Assessment	82.00
Replacement Badge / Licence	30.00
Sealing of meter	55.00
Advertising on Taxis Full Livery	36.00
Transfer of ownership	54.00
Surrender of Vehicle Licence / Suspension admin fee	30.00
Front plate bracket	7.20
Rear plate bracket	14.50
Replacement Front plate	21.00
Replacement Rear plate	33.00

Reserves (Estimated Balance at 31st March 2023)*

	£m
Restriction (conditions attached to use)	
Public Health	4.467
Health & Social Care Transformation Fund	3.301
School Balances	2.986
Section 38 (The Highways Act 1980) Income	1.106
COVID-19 ring-fenced funding	0.653
Section 106 (Town and Country Planning Act 1990) Open Spaces Revenue unapplied contribution	0.456
Teesland Section 278 (The Highways Act 1980)	0.412
Various Section 278 (The Highways Act 1980)	0.374
Leisure Park Ph2 Plot 6 Service charge	0.300
Planning Reducing Invalid Planning Applications (RIPA) / Back Office Planning System (BOPS) Project	0.258
Local Data Accelerator Fund	0.200
Port Transition Funding	0.191
Pathway to Traineeships (Skills Funding Agency)	0.176
Sustainable Drainage Approval Body (SAB)	0.161
Revenues & Benefits - Discretionary Hardship	0.114
Town Fund Capacity	0.111
Bridges Commuted Sums	0.097
Shaping Stainforth (Public Health)	0.095
Lincoln Gardens Six Streets	0.072
Colonnades Tenants Repairs Fund	0.052
Others (less than £50k)	0.275
Restriction Total	15.857

	£m
Specific Allocations	
Service Transformation Fund	10.503
Severance costs	9.014
Enhance Leisure Facilities	5.150
Environment & Sustainability/Net Zero Carbon	4.934
Revenue Contribution to the Capital Programme (pre-work/development costs)	3.804
Insurance Fund	3.169
COVID-19 Response	2.401
Business Rates Volatility	2.377
Civic Office Major Items Replacement	1.805
New National Non-Domestic Rates (NNDR) Incentive Scheme	1.503
Specialist Safeguarding	1.222
Revenue Contribution to capital schemes for Road Improvement & Safety	1.187
Transformational projects in Social Care	1.063
Stronger Families Programme	0.915
Demolition Old Library	0.900
Severe Weather & Road Safety	0.812
Safeguarding Adults Board	0.482
Well Doncaster match funding	0.403
Economic Recovery Grants	0.395
Fleet Electric Vehicles/Infrastructure	0.200
St James Baths	0.199
All Out Local Elections - Four Year Cycle	0.180
Flood Prevention Measures	0.150
Planning 20% Additional Income Balance	0.147
Section 106 (Town and Country Planning Act 1990) Interest balances	0.138
Enterprise Resource Planning (ERP) - Phase 2	0.122
Strategic Asset Management	0.100
Mental Health Trailblazer	0.080
Examination In Public (Local Development Framework Sites and Policies)	0.066
Flexible Homelessness Grant	0.063
One Public Estate Programme	0.060
Planning Enforcement Fund	0.050
Waste And Recycling Bin Repair	0.050
Others (less than £50k)	0.205
General Total	53.849

* This does not take account of how the 2022/23 projected overspend will be funded.

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 22/23 & 23/24 £m
Known provisions and contingent liabilities as at January 2023	An Insurance Fund provision of £4.4m has been made as per the methodology agreed. A provision of £10.5m for NNDR appeals has been made in 22/23 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 2023/24 budget proposals	It is prudent to include a risk regarding the deliverability of the 2023/24 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 2023/24 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 2023/24 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 separate earmarked reserve exists for this.	0.0
Capital Programme 2023/24 – 2026/27	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 2023/24 to be managed as part of capital monitoring process.

Risk	Risks & Quantification	Maximum Potential Call on Reserves 22/23 & 23/24 £m
Treasury Management	The Council relies on short-term (circa £30m) and under borrowing (circa £135m) 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 £165m of short-term and under-borrowing with long term borrowing, this could cost £7.1m per year at current rates over 5 years and could rise to £7.4m per year over 50 year terms. It is unlikely that all short term / under borrowing would have to be replaced and is mitigated by regular cashflow monitoring. There is also a risk regarding increasing interest rates. This would cost an additional £0.74m for every 1% increase in interest rates.	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

Budget Due Regard Review

Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)
Better Lives - Changes to contract and commissioning approach. Shared Lives Contract	Changes to existing contract to make efficiencies within current provision by re-commissioning.
Business Doncaster/Frenchgate Walkway	Close Southern Mall walkway in the evening, saving £15k per year for upkeep and maintenance. Supported by Frenchgate.
Facilities Management/Libraries portfolio	Maximise our community library offer by bringing together services and rationalising the asset base, which will also reduce the building running costs where possible.
Green Waste Collection Service	To undertake a review of introducing a charge for the collection of kerbside green garden waste. Potential saving to be achieved through new income generated, net of increases and decreases to collection and disposal costs. Options need to be considered and public consultation would be required before specific details can be identified (including how much to charge).
Library	Consolidate spend on online information and learning resources
Post 16 Transport	In light of the worsening financial challenges, reconsider the post 16 transport policy, including undertaking specific consultation.
Resident Parking Permits	Review Residential Parking Permit Charges - consider current charges and options to increase, also considering the impact on the number of permits purchased. This would require specific consultation and a separate decision prior to implementing any changes.
Strategic Asset Management	Localities based YWOW/Asset rationalisation to achieve a reduction on asset occupation costs per locality area and across the whole portfolio. The programmes will look at when rent increases/reviews should be implemented, review assets incurring holding costs and consider whether to retain/dispose/plans to mitigate costs, Work Smart existing buildings to ensure assets are being used efficiently and support the delivery of localities working, improve investment returns, drive private sector investment, consider future of assets with high backlog maintenance costs, consider transfer of assets to community groups, consider changing opening hours (closing/mothballing) assets to reduce running costs. Examples for consideration include letting Savoy restaurant units, Colonnades shops/offices etc., future of buildings e.g. Travis Gardens. Risk: Until resource is in place and Asset base has been reviewed alongside future service delivery requirement the exact saving deliverable and timescales will be unknown. For this saving to be delivered all need to support and work collectively to deliver. Also, requires additional resource to progress and would be delivered over the next 4 years. Risks: may require policy change, consideration of localities needs etc. Savings linked to disposals would generate one off capital receipts.
Tobacco control and smoking cessation services	A smoking cessation service is provided by Yorkshire Smokefree and an integrated stop smoking service is also available for pregnant women and their household members. Stop smoking services perform well and are one of the Public Health service standards. Smoking and exposure to tobacco smoke remains one of the main drivers of ill health and early deaths, with smoking rates higher in routine and manual workers. Broader tobacco control measures are in place (e.g. through regulatory services and school nursing services). A review will consider how all elements of tobacco control and smoking cessation services contribute to reducing smoking prevalence and whether any funding can be reduced.



City of
Doncaster
Council

Councillor Jane Kidd
Wheatley Hill and Intake Ward

Tel: 07954428726
E-Mail: jane.kidd@doncaster.gov.uk

Date: 13th February 2023

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 2023/24 to 2025/26 by discussing it on 26th January 2023. The Committee, then, at its meeting on 9th February 2023, 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 were:

- 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 Delivering 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. 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 27th February 2023.

Finally, on behalf of the Committee, I would like to thank the Directors, Assistant Director for Finance (section 151 Officer) and Assistant Director for Partnerships, Early Interventions and Localities for attending our budget review meetings, answering questions and providing clarification on issues raised by the Overview and Scrutiny Management Committee.

Yours sincerely

A handwritten signature in purple ink that reads "Jane Kidd". The signature is written in a cursive, flowing style.

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 and volatile financial environment that is having an impact on all the services it provides. The Council continues to manage additional service pressures including the impact of increased demand.

The national changes that have taken place since a balanced budget in March 2022 were highlighted and the work being undertaken to propose a future balanced budget over 3 years, in line with the Corporate Plan, Delivering Doncaster Together priorities, Central Government policy and a challenging programme of service transformation and savings targets, was acknowledged.

Overall, the £10m funding gap for 2023/24 and £22m budget gap over the forthcoming 3-year period, the issue of rising inflation, energy prices and significant increases in pay were acknowledged as key pressures moving forward along with the challenge to deliver key services within budget.

The Committee accepted and greatly appreciated the analysis of priorities, particularly statutory services, hard work and discussions to deliver the budget. The degree of confidence in the short-term budget was noted but longer term, national uncertainties created pressure and possible vulnerability and it was therefore planned and noted that early savings could be delivered.

The Committee resolved that:

The Mayor's budget proposals be supported and the following comments detailed against the key lines of enquiry be received:

1. To what extent are the Mayor's proposals in line with central government policy, pressures and directives?

The Committee:

- a) Recognised the savings required and agreed the proposals were an appropriate response to Central Government policy, pressures, directives and national conflicts.
- b) Acknowledged that all service areas had been addressed and continued to be reprioritised as a result of increased demands and reduced funding, and noted the Directors and Services Managers understanding of work required to ensure Doncaster's priorities were met.

- c) Noted the existing and emerging pressures and challenges, which were addressed in detail by each Director, evidencing that the budget was appropriate to deliver services moving forward whilst understanding and managing the risks, and maximising the use of resources.

Some of the key areas highlighted were:

Housing Revenue Account – the proposed housing rent increase of 7%, was accepted along with the assumption that it would fund the anticipated inflationary cost increases and support the acquisition of additional properties over 4 years to ease waiting list pressures.

The backlogs in service delivery following the Covid Pandemic were noted, and were partly due to some difficulty with material shortage and recruitment in certain trades, for example, electricians.

Reserves – the Committee accepted that reserves could only be utilised once and that with regard to unforeseen events or emergencies the need to ensure these were sufficient, was vital.

Inflation and energy pressures – it was acknowledged by the Committee that the inflation of 10.5% in December 2022 was unprecedented and the impact across all service provision was something never experienced before. The impact of a 318% increase in gas charges was noted but was hoped support could be achieved through the energy support scheme.

Adult Social care – the need to ensure people were being discharged from hospital and receiving appropriate support was highlighted. It was noted that the Adult Social Care reform grant had been deferred to 2025 with the Government providing additional grant funding. Due to the discretion provided to local authorities on how they used the funding and allowing flexibility, using it to support the priorities and pressures, was noted. However, the long term risk and no certainty of funding after this point, was acknowledged.

The risk associated with home care capacity and the number of people wishing to work in this area had reduced therefore the need to build community capacity for people to remain and be cared for in their own homes, was acknowledged.

Public Health Grant – it was confirmed that the Grant allocation for 2023/24 had not yet been confirmed with budget analysis being undertaken on three separate scenarios, but in reality, it was expected to be along similar lines as in previous years. In real terms, it was acknowledged this was a reduction in the value of the grant. The risks associated with this, were highlighted, including the Local Authority having to meet additional costs of possible increased pay awards for NHS staff who provided commissioned services.

Capital Programme – it was recognised that large investment had been received through the Town Deals and Levelling up fund but the Committee expressed concern that due to the increase in costs in reality resources would not meet expectations. The added challenge to fund the maintenance of assets, initially funded from Government funding, was also noted. With regard to investment and programmes to ease / prevent future flooding, this was highlighted and welcomed.

2. To what extent will the Mayor’s proposal ensure that the Council is able to contribute to the outcomes detailed within Delivering Doncaster Together (DDT) bearing in mind the constraints detailed at i. above?

Whilst acknowledging fiscal constraints on expenditure and income, the Committee supported the view that overall, the budget proposals sought to deliver the wider Borough ambitions of Doncaster Delivering Together (DDT) and those included in the emerging Corporate Plan.

Partnerships – the good relationships held with partners was welcomed. The Committee acknowledged that partners deliver in different ways, with the need to rebalance occasionally ensuring delivery was heading in the same direction to provide positive results.

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 proposals was supported through the detail outlined within the report. The Committee was happy with the investigation on income and expenditure, for example, looking at both regular and one off pressures for this and future budget proposals.

The Committee also acknowledged how the intelligence gathered and examined through the Corporate Plan process contributed to how the Great 8 priorities could be supported through the proposed budget.

The Committee learnt how:

- The “lived experience” across many services had influenced how resources could support service delivery. For example, across Adult Social Care, the process can be too bureaucratic when sometimes a simple information guide was all that was required to aid people to find the support they need.
- The eight priorities included in the Children and Young People plan outlined what young people required of the local authority, which in turn informed the corporate plan, budget provision and service delivery.

Finally, with external auditors considering the nature of the savings and plans outlined, this would support and provide credibility that proposals can be delivered.

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 this budget was exceptionally challenging and how Directorates had addressed meeting service delivery whilst being mindful of meeting the funding gap of £22m, was noted.

It was acknowledged by the Committee that there would be a significant challenge in delivering the budget proposals and these were identified within the risks detailed in the various reports, along with the Chief Finance Officer’s comments on the robustness of the estimates. The Committee accepted the risks, that resources were being stretched to the limit and that savings were more difficult to deliver. The Committee highlighted:

- a) The Local Authority's income sources - including Council tax, business rates and fees and charges. The Committee supported the proposed Council Tax rate acknowledging that it continued to be one of the lowest nationally. With regard to fees and charges, the increase was accepted but highlighted that it generated a very small amount of income. Therefore, further investigations to charge for certain non-statutory services would continue to be addressed, for example green waste collections, with a decision to be taken following consultation.
- b) Doncaster Culture Leisure Trust (DCLT) – the support towards energy and running costs e.g. chemical costs, was accepted and the need to ensure the Dome was fit for purpose with a future operational strategy, was noted.
- c) Savings – all proposed savings were accepted but specific attention was paid to:

Children's social care - the wide variety of complexities, including foster care, out of authority placements, education, transport and agreeing what is best for a child or young person, was accepted. The landscape was acknowledged as being the most challenging ever known.

The Committee accepted the need to reduce high spend and deliver savings through in-house provision and fostering. The Committee wished to highlight a child's wellbeing was the first priority whilst bearing in mind monetary consideration and also accepted that when limited resources were available then the more acute services would be prioritised.

With regard to Early Intervention and Prevention, the Committee understood that the Local Authority was maintaining funding, however due to the financial challenge, this was a difficult balance and if pressures continued it would be an area that may not be protected in future. Members understood the difficulties but maintained the commitment to protect where possible.

There was increased confidence in delivering savings as the Local Authority now had more control and influence over the wider service provision. However, the need to ensure it was achieving value for money across the children's care spectrum, through cost reviews was imperative. It was acknowledged there would be an impact on cost reduction once the new family homes for children and young people were staffed, early help resources were being utilised and an increased in-house foster care service was secured.

Asset rationalisation and the co-location of services where possible – The challenge this presented was acknowledged with the risk assessment and the condition survey, required. The nature of what community services in the same buildings could offer, for example, health benefits was highlighted but the need to ensure they were structurally safe, operating costs reduced and that they operate efficiently, was supported. The Committee stressed that consultation with communities about their community assets, was essential.

Post reduction – reducing the capacity to deliver was considered a challenge and high risk. A number of services under significant pressure were identified, including succession planning for an aging workforce.

To conclude, the Committee welcomed the opportunity to comment on the budget proposals and will continue to support the Council's performance monitoring process 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.



Councillor Jane Kidd

Chair of Overview & Scrutiny
Management Committee
Civic Office
Waterdale
Doncaster DN1 3BU

Contact:

Our ref:

Your ref:

Telephone: 01302 86225

Email: ros.jones@doncaster.gov.uk

Date: 14th February 2023

Dear Jane,

Overview and Scrutiny's Response to the Mayor's Budget Proposals

Thank you for your letter dated 13th February 2023 and for confirming OSMC's support for my budget proposals. The detailed commentary provided against each line of enquiry is appreciated.

I agree with the comments made in respect of the proposals and your acknowledgement that the Council is continuing to operate in a challenging and volatile financial environment, with continued issues of rising inflation, energy prices and significant increases in pay. Also, recognising the Council continues to manage additional service pressures, including the impact of increased demand and continues to demonstrate it has the flexibility and resources to meet unexpected challenges.

I would also like to highlight your acknowledgement on the work being undertaken to propose a balanced budget in line with the Corporate Plan and new priorities, as set out in the Delivering Doncaster Together, Central Government policy, and a challenging programme of service transformation and savings targets. In addition, confirmation from OSMC that existing and emerging pressures and challenges were identified and addressed in detail by all Directors, evidencing that the budget was appropriate to deliver services moving forward.

I confirm that the OSMC report and this response will be attached as an appendix to the budget report, which is being presented to Council on 27th February 2023.

I would also like to acknowledge the 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.

Yours sincerely

Ros Jones

Mayor of Doncaster

Mayor of Doncaster

Civic Office, Waterdale, Doncaster DN1 3BU



**City of
Doncaster
Council**

Report

Date: 27th February 2023

To: The Chair and Members of Council

Report Title: Housing Revenue Account Budget 2023/24 – 2026/27

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 2023/24 Housing Revenue Account (HRA) Budget. The report focuses on the following key areas:-
 - the level of the Council's housing rents; the current average rent is £76.18 per week which is the lowest within South Yorkshire, rents will increase by 7% for 2023/24.
 - It is proposed that the resources generated from 2% of the rent increase will be used to acquire additional properties, the additional rent of £6.5m (over a 4 year period) will be combined with £26.0m of prudential borrowing to acquire approximately 232 additional properties over the next four years. This investment will provide an immediate boost to the number of affordable homes to help alleviate some of the demand for social housing, these properties will be available to those who are currently struggling during the cost of living crisis. This investment will also provide much needed properties to support those people who are presenting as homeless or in temporary accommodation.
 - the Housing Revenue Account (HRA) budget proposals for 2023/24;
 - the medium term financial forecast for the HRA which includes estimated budgets for 2024/25, 2025/26 and 2026/27; the HRA budget follows the budget strategy as set out in previous years and maintains a reserve of £3.8m within the HRA, the budget for 2023/24 is a balanced budget (income equals expenditure); and
 - the level of fees and charges for 2023/24 as detailed in paragraph 16.

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 3rd April 2023, by 7% as detailed in paragraphs 8 to 12 in line with Government policy. This will result in an average weekly rent increase of £5.33, resulting in an average rent of approximately £81.51 per week. Rents will be charged every week of the year.
 - ii. The budget proposals for the HRA for 2023/24, which are contained in Appendix A. These proposals set a balanced budget for the HRA and maintain a reserve of £3.8m.
 - iii. Fees and charges set out in paragraph 16.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The Council provides housing to almost 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 2023/24. 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 Building Safety standards. It also provides sufficient funding to support an ambitious investment programme, which will deliver significant numbers of additional properties over the next 4 years.

73% of HRA tenants are currently in receipt of Housing Benefit (HB) or Universal Credit (UC), this may cover all or part of their rent. If they have no other changes in their financial circumstances then the impact of this rent increase will be absorbed by the increase in their HB or UC. (This is not the same for private sector rented properties due to the cap on Local Housing Allowance (LHA)).

BACKGROUND

5. The Housing Revenue Account budget for 2022/23 was approved on 28th February 2022. Since then the regular financial management reports to Cabinet have provided the latest projections of the 2022/23 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 properties are maintained to the Doncaster decency standard.

In February 2019 the Government published “Policy statement on rents for social housing” and this document set out the principles of rent setting for the next 5 years from 1 April 2020. The Regulator of Social Housing (RSH) monitors compliance with the policy.

6. In August 2022 the Government published a consultation paper “Social Housing Rents” which asked for views on implementing a rent cap for the financial year 2023/24, this paper asked for views on potential rent increases capped at 3%, 5% and 7%. On 17th November 2022 the Government issued the outcome from this consultation which was that the maximum rent increase for 2023/24 would be capped at 7%.

BUDGET PROPOSALS 2023/24

7. The Budget proposals for 2023/24 are shown in detail at Appendix A. The key features are as follows:-
 - a) An increase in rents of 7% with effect from 3rd April 2023 (see paragraphs 8 to 12 for more details);
 - b) Dwelling rent income is expected to be £5.7m higher at £83.7m 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 paragraphs 13 and 14 for definitions of rent).
 - d) Rent generated from 2% of the rent increase will be used to acquire additional properties within the Housing Revenue Account to help alleviate some of the demand for social housing. The rent income will be match funded with 80% prudential borrowing and it is estimated that 232 properties will be acquired over a four year period based on a 7% rent increase. Increasing the number of Council houses is a key priority, the number of applicants on the housing register has been around 8,000 for a number of years but we have seen massive increases in the top two priority bandings with the numbers in platinum (highest) band increasing by 200% in three years with two thirds of those having been assessed as statutory homeless and a 91% increase in the number of applicants in gold band.
 - e) 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 £2.5m to reflect increases in salaries (pay award), inflationary increases and other changes. Efficiency savings have been made from within SLHD of £0.33m 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 2023/24 is £36.7m;
 - f) Inflationary costs were much higher than budgeted for in 2022/23 and are expected to continue at high levels in 2023/24. The impact of the under

budgeted inflation in 2022/23 and the estimated increased costs as a result of inflation in 2023/24 are £5.7m.

- g) The number of right to buy sales continues to be monitored and total sales to the 31st December 2022 were 98 giving an average of 2.51 sales per week (compared to 1.51 per week as of December 2021). A projected level of 120 sales, 24 new build and/or acquisitions and a void rent loss percentage of 1.0% have been used for calculating the rental income budget for 2023/24;
- h) Housing Subsidy (the historic Government grant system for the HRA) was abolished with effect from 1 April 2012 and the HRA became self-financing. A self-financing HRA needs to fund both its revenue services and deliver the investment/capital programme from rent income;
- i) Following the introduction of self-financing for the HRA a longer term view (30 years) is taken on HRA budgets to ensure that there is sufficient funding available in future years to maintain the properties at the Doncaster decency standard, deliver other investment needs and day to day services;
- j) Following the tragic fire at Grenfell Tower in June 2017, there has been a considerable focus on building safety and compliance, especially in high-rise blocks of accommodation. SLHD 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 Building Safety Act was given Royal Assent in April 2022 and the Fire Safety Act was given Royal Assent in April 2021 although some sections did not come into force in England until May 2022. Building Safety and Fire Safety are now embedded into core services and a capital budget of £21.4m has been approved (10 year period from 2023/24) based on existing and future fire risk assessments.
- k) Legislation has been issued which requires all Council houses to achieve net zero carbon by 2050. This will require significant investment in the fabric of all properties, an initial high level report was completed during 2021 and it is estimated that the funding gap to achieve net zero carbon by 2050 is £314m. Capital investment in Council housing is funded through rent income and at this time it is unknown how this long term investment will be funded, all local authorities are in the same position and are working with Government and private investors to consider all options to bridge this funding gap. The Government is working towards the publication of a revised Decent Homes Standard (the original standard was issued in 2000) and it is anticipated that the new standard will include revised standards for building safety and energy efficiency and will outline proposals of how the new standard will be funded. Part of the journey towards achieving Net Zero Carbon is the interim target of achieving Energy Performance Certificate (EPC) level C for all properties by 2030. This is measured by a SLHD Key Performance Indicator (KPI) and reported to Cabinet, current performance is 70.32%. There will be a small number of properties where it is not possible to achieve this target and work is ongoing to identify these.

- l) There has recently been an increased focus on damp, mould and condensation in the social housing sector. We are seeing an increased volume of customer contact as a result of the press coverage. We are dealing with the current increased contact and are reviewing what the impact will be and the resources required to manage this on an ongoing basis. A budget of £0.5m has been identified to fund the issues arising from damp, mould and condensation and this will be carefully monitored and regularly reviewed.
- m) In November 2020, the Government published the 'charter for social housing residents: social housing white paper'. This sets out the actions the Government will take to ensure that social housing customers are safe, are listened to, live in good quality homes and put things right when things go wrong. The RSH published in December 2021 a consultation paper on tenant satisfaction measures, the outcomes of this were published in September 2022 and it will be a requirement for all landlords to start collecting this data for the 2023/24 financial year which needs to be submitted to the RSH in summer 2024 and the information for all landlords will be published in autumn 2024. The Key Performance Indicators (KPIs) which are reported quarterly to Cabinet have been updated to reflect these new measures.
- n) A prudent level of balances for the HRA is considered to be £3.5m. It is projected that balances will reduce from the £4.0m held previously to £3.5m across a three year period. The one off benefit of this £0.5m reduction in reserves is being invested to investigate and improve any damp, mould and condensation issues within the housing stock.

A balanced budget will be set for 2023/24. This will maintain an estimated reserve within the HRA of £3.8m by 31st March 2024.

RENT LEVELS

- 8. 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 years (2020/21 to 2024/25), the basic principle is that rents cannot increase by more than consumer price index (CPI) inflation from the previous September plus 1%. The rate of CPI in September 2022 was 10.1%. The Government had anticipated this high level of inflation and has introduced a cap on rent increases of 7% for 2023/24. This change follows four years of 1% rent reductions as dictated by the Welfare Reform and Work Act 2016. Without these reductions average rent would be approximately £12 per week higher which would have generated in the region of £12.7m of rent income in 2023/24. The cumulative impact over eight years is £70.65m less rent income to the HRA.

This table shows the changes in rent and what they would have been if they hadn't been reduced by 1% a year for four years from 2016/17 to 2019/20 and the impact on the HRA;

Year	Actual Average Rent	What the rent would have been	Weekly difference for tenants	Annual difference to the HRA
	£	£	£	£m
2015/16	71.32	71.32		
2016/17	71.06	72.41	1.35	1.40
2017/18	70.61	74.12	3.51	3.65
2018/19	70.17	77.35	7.18	7.47
2019/20	69.80	80.31	10.51	10.93
2020/21	71.88	82.68	10.80	11.23
2021/22	73.09	84.05	10.96	11.40
2022/23	76.19	87.60	11.41	11.87
2023/24	81.52	93.73	12.21	12.70
Cumulative Total				70.65

9. 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 is monitored, checked and reported on by the RSH.
10. In Summer 2022 as a result of projected high levels of CPI inflation, a Government consultation paper was issued which asked for views on a rent cap of 3%, 5% or 7% for the financial year 2023/24. The outcome of this consultation was that the rent cap for 2023/24 will be 7% and a commitment to review the long term rent policy for social housing during 2023.
11. Rents in Doncaster are the lowest of all South Yorkshire Councils and 10th lowest in the Country (England) based on the 2021/22 financial year (according to the latest published figures from RSH).
12. There are five different ways in which rents will change during 2023/24, (different types of rents are defined in paragraphs 13 and 14);

Existing tenants (social rent) – rent will be increased by 7%;

New tenants into existing (social rent) housing stock – if the tenancy changes during 2023/24 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 funding, 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 7% for existing tenants. If there is a change of tenancy, the property will be relet at a reviewed affordable rent. Affordable rents are reviewed on an annual basis and these calculations are used for any tenancy changes in the following financial year.

RENT DEFINITIONS AND RENT POLICY

13. 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. This figure is then inflated each year in accordance with Government policy. The 2023/24 figure is £87.32 per week. Target rent is £5.81 per week higher than actual rent.

14. Affordable rents – Affordable rent is defined as up to 80% of open market rent (affordable rents in Doncaster are charged at 80% of market rent). A qualified surveyor calculates these figures on an individual basis for each property. A number of properties, which are now in the HRA, have either been built or acquired with the assistance of some grant funding from Homes England (previously the Homes and Communities Agency (HCA)). One of the grant conditions for these properties is that they are let at affordable rents (or target rent if that is higher). The current average rent for these tenancies is £103.37 per week and this will increase to £110.61 per week in 2023/24.

15. The additional rent generated as a result of charging affordable rent on properties which have been built or acquired using an element of Government grant is £0.4m in 2023/24 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 £65.4m of investment in new build housing over the next 4 years and this will be funded by 80% prudential borrowing and 20% from revenue funding.

FEES AND CHARGES

16. The following recommendations are proposed in respect of fees and charges for 2023/24:-

- a) That the charges for garages are increased by 10%, in line with inflation.
- b) That the charges for garage sites remain unchanged as a three year price freeze was agreed in 2020.

- c) There are two district heating schemes, Balby Bridge and Ennerdale which provide heating and hot water to 1,033 properties. Following significant increases in gas prices over and above those budgeted, the charges to tenants were increased significantly with effect from 12 December 2022. These increases were 330% for residents on Balby Bridge estate, 95% for residents at Ennerdale and on average 67% for Milton Court. Gas prices are estimated to increase again by 41% with effect from April 2023. The charges in Doncaster for district heating are based on only recovering the full cost of the fuel used and to ensure that these schemes are not subsidised by other tenants. At the time of this report very little data is available to understand the impact of the significant increase in the unit charges. These charges will be reviewed and changed if required in October 2023 and other methods of charging will also be explored.
- d) The current enclosed garden charge is between £2.76 and £4.26 (inclusive of VAT) per week dependent on the size of the garden. This service is optional, it is not eligible for housing benefit or universal credit and it is available to all tenants. It is available as a whole year service (charged every week) or as a part year service (charged for 34 weeks). These charges will increase by 10%.
- e) The furniture charge will increase by 10%.
- f) That the service charges to leaseholders are calculated based on the actual costs of providing the services and repairs and maintenance to the property.
- The table below summarises the fees and charges that are included within the HRA budget assumptions.

Fee	Current Charge 2022/23	Proposed Charge 2023/24	Budget Implication
Garages	£5.80 per week (charged every week)	£6.38 per week (charged every week)	£11,764
Garage charges to non tenants	£6.96 per week (charged every week)	£7.66 per week (charged every week)	£11,674
Garage Sites	£1.00 per week	£1.00 per week	Nil
Garage site charges to non tenants	£1.20 per week	£1.20 per week	Nil
District Heating – Balby Bridge	33.0p per unit (excluding VAT)	Mid-year review	Income dependant on usage
District Heating – Milton Court Bedsits One bedroom Three bedroom	£14.00 per week £14.60 per week £15.00 per week	Mid-Year review	Nil
District Heating – Ennerdale	15.0p per unit (excluding VAT)	Mid-year review	Income dependant on usage

Enclosed Garden Service (inclusive of VAT)	£2.76 £3.48 £4.26 (charged every week or 34 weeks)	£3.04 £3.83 £4.69 (charged every week or 34 weeks)	Income dependant on usage
Furniture charge (only available as part of Keys to your future project).	£7.16 per week	£7.88 per week	£601

17. Other changes which impact on the HRA are;

Welfare Benefit Changes and Potential financial impact

Changes to Welfare benefits have a direct impact on individual tenants which usually results in them having less income. This can impact on their ability to pay their rent, this can also lead to an increase in rent arrears and then eventually increased property turnover and associated costs.

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 7,628 UC claimants in the Council's housing stock. During 2024, when UC is fully rolled out, it is expected that all working age tenants will be paid their benefits via UC. It is estimated that this will apply to 10,300 Council tenancies and will require £35.5m of rent to be collected from tenants which has previously been paid directly to the HRA via housing benefit. By March 2023 it is anticipated that 7,900 tenants in Doncaster will have moved over to UC. The value of the rent which will need to be collected from these tenants during the 2023/24 financial year (which was previously paid direct via housing benefit) will be approximately £25.9m.

The changes to welfare benefits will have a significant impact on housing services within Doncaster. Tenants are informed of the changes on a regular basis via Houseproud (the tenants' newsletter) and both the Council and SLHD's website. Members are kept up to date of these changes through Members Briefings.

OPTIONS CONSIDERED

18. Two options were considered for the rent increase in 2023/24;
Option 1 (recommended option) – A 7% rent increase which is in accordance with Government policy. This keeps rents in Doncaster the lowest in South Yorkshire and ensures that there are sufficient resources available to deliver day to day services and the investment/capital programme which includes significant expenditure on energy efficiency works, building safety improvements, acquisitions and new build Council houses. Each 1% rent increase generates approximately £0.8m per year. Over a four year period rent increases based on

7% (the rent cap) for 2023/24, CPI plus 1% for 2024/25 and CPI for 2025/26 and 2026/27 generate additional rent income of £12.3m.



Option 2 – A rent increase which is lower than 7%. The impact of inflation on costs for the 2023/24 financial year and the fact that inflation has been much higher than budgeted in 2022/23 is £5.5m and inflation is projected to remain high in the medium term. In addition, there are also higher expectations in terms of the standard of properties, in relation to building safety and compliance and as a result of the cost of living crisis. A rent increase of less than 7% could result in reductions in services to tenants at a time when the demand for services and investment is higher than ever before.

REASONS FOR RECOMMENDED OPTION


19. 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 7% allows the Council to fulfill its financial obligations in relation to the HRA in both the short and long term.

IMPACT ON THE COUNCIL'S KEY OUTCOMES


20.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
Comments: A significant proportion of the Housing investment programme (which is funded from tenants' rent) is being spent on energy efficiency improvements. One of the KPIs for SLHD is to achieve EPC C for all properties by 2030 and currently performance is ahead of target.				
 Developing the skills to thrive in life and in work	✓			
Comments: SLHD has an established apprenticeship programme and all entry level roles are reviewed to see if they can be converted to a role suitable for an apprentice. There				


is a growth bid within this budget report to increase the number of apprentices, this would bring the total number of apprentices within SLHD to 50 (6.25% of the total workforce). SLHD also achieve the public sector apprenticeship target each year.

 <p>Making Doncaster the best place to do business and create good jobs</p>	✓			
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Comments:
SLHD is exceeding its KPI of spending more than 70% of expenditure within the Doncaster area. All staff employed by SLHD are paid at or above the Living Wage. SLHD also have KPIs for supporting local residents into employment and training.

 <p>Building opportunities for healthier, happier and longer lives for all</p>	✓			
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Comments:
All expenditure has an influence on opportunities for healthier, happier and longer lives, by maintaining tenancies, providing secure, warm, safe homes and safe neighbourhoods. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. The current and growing cost of living crisis is increasing demand and complexity on all parts of the system, including housing.

 <p>Creating safer, stronger, greener and cleaner communities where everyone belongs</p>	✓			
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Comments:
SLHD plays a significant contributory role in addressing Doncaster’s environmental commitments. SLHD’s services have been accredited at gold standard by SHIFT (Sustainable Homes Index for Tomorrow). Additionally SLHD is responsible for the environmental conditions on large areas of land and recently initiated an Environmental Pride programme which has been joined by the Council and other partners designed to encourage local community activism in environmental protection.

 <p>Nurturing a child and family-friendly borough</p>	✓			
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Comments:
A safe and warm living environment is an excellent foundation from which children, young people and adults can prosper. SLHD plays a key role in safeguarding and wellbeing services. We work closely with the Council in ensuring decent homes, family and wellbeing support services and move on options for care leavers.

 Building Transport and digital connections fit for the future				✓
Comments:				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments: The Council working in partnership with SLHD aims to be a high performing, well regarded social landlord, that helps promote the reputation of Doncaster.				
Fair & Inclusive	✓			
Comments: A Public Sector Equality Duty assessment is attached to this report at Appendix C. There will be implications for all individuals as a result of increasing rents but fundamentally rents are set based on the type and size of the property not with regard to the tenant. SLHD has an Equality and Diversity strategy and publishes an annual fairness statement and a quarterly performance dashboard for Equality, Diversity and Inclusion (EDI).				

Legal Implications [Officer Initials: SRF Date: 30.01.23]

21. 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.
22. 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.
23. The proposed rent increase outlined within the body of the report is in line with that allowed by Government policy.
24. The Prudential Borrowing referred to within this report is subject to separate approval at today's meeting as part of the Council's Capital Budget.
25. 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 considered the due regard statement.

Financial Implications [Officer Initials: AW | Date: 30.01.23]

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

Human Resources Implications [Officer Initials: AA | Date: 01.02.23]

27. There are no direct HR implications in relation to this report.

Technology Implications [Officer Initials: PW | Date: 30.01.23]

28. There are no direct technology implications. As outlined in Appendix B, the efficiencies delivered include savings from IT contracts following the TOP project. Additional planned IT savings in future years are understood to include the move from Abris to Open Housing, the move from Qlik to Power BI and the move to Hybrid Mail. 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.

RISKS AND ASSUMPTIONS

29. The table below identifies the main quantifiable risks, which might result in the actual income and expenditure in 2023/24 being significantly different from the estimates and proposed actions to manage/mitigate them;

Risk/Assumption	Probability	Impact	Proposed Action
Increase in rent arrears	Medium	Increase in provision for bad debt and less money available to spend on services for tenants.	Increased focus on rent collection, financial advice and tenancy sustainment. Bad debt provision of £0.5m.

Costs increase by more than income. If costs increase by 1% more than income, this creates a £0.7m budget gap.	Medium	Less money available to spend on services for tenants.	Maximum rent increase approved and costs are monitored and controlled.
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 1.0% of the rent debit (£0.8m income reduction for the year) by 0.25% of rent debit.	Medium	Income reduction £0.2m	Regular monitoring of voids, reduce re-let periods, review strategy for long term voids. Demand for most properties remains high.
Changes to regulations.	Medium	If the changes to regulations do not come with additional funding then the funding needs to be found from existing resources.	Monitor all legislative changes and continue to lobby for any proposed changes to come with the appropriate funding.
Events occur elsewhere in the sector which have an impact on all social landlords.	Medium	For example, following the recent publicity around damp, mould and condensation. This has created a massive increase in the demand for services.	Identify appropriate resources as quickly as possible to address the increase in demand to ensure that they do not escalate. Budget of £0.5m identified for damp, mould and condensation.

CONSULTATION

30. Executive Leadership Team and Cabinet have considered the budget proposals at several meetings between August and December 2022. Key dates in the budget timetable leading up to Council approving the budget on 27th February, 2023 are detailed below: -

- Government's Autumn Statement 2022 – 17th November, 2022
- Labour Group – Budget Consultation 25th January, 2023
- Overview & Scrutiny Management Committee (OSMC) – Budget-briefing session 26th January, 2023 and OSMC meeting 9th February, 2023
- Budget sessions with Group Leaders February, 2023 and
- Cabinet – 15th February 2023.

31. 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 3rd February 2023. Views were also sought from a further 156 tenants via a survey.
32. Tenants think that Council rents in Doncaster are value for money (and this is reflected in Tenant surveys 82.9% are satisfied that their rent provides value for money). They are relieved that the proposed rent increase is not any higher, they think that the service and investment priorities are correct. The main area that they would like to see improved is the time taken for repairs to be completed.

BACKGROUND PAPERS

33. Council Report, HRA Budget 2022/23 – 28th February 2022
[HRA Council Feb 2022.pdf \(moderngov.co.uk\)](#)
34. Cabinet Report, 2022/23 Quarter 2 Finance and Performance Improvement Report – 30th November 2022
[i7 Q2 Finance Performance Report - Cabinet Pack.pdf \(moderngov.co.uk\)](#)

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

CPI – Consumer Price Index
EDI – Equality, Diversity and Inclusion
HRA – Housing Revenue Account
HB – Housing Benefit
RSH – Regulator of Social Housing
SHIFT – Sustainable Homes Index for Tomorrow
SLHD – St. Leger Homes of Doncaster
TARA – Tenants and Residents Association
TRIP – Tenants and Residents Involvement Panel
UC – Universal Credit
VAT – Value Added Tax

REPORT AUTHOR & CONTRIBUTORS

Julie Crook, Director of Corporate Services, St. Leger Homes (SLHD)
Tel: 01302 862710, E-mail: Julie.Crook@stlegerhomes.co.uk

Faye Tyas

Assistant Director of Finance (Section 151 Officer)

Housing Revenue Account Budget 2023/24 to 2026/27

Description	Annual Budget OE	Annual Budget OE	Annual Budget OE	Annual Budget OE
	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Expenditure				
Management and Maintenance				
Insurances	793	800	805	825
General Management	4,149	4,000	3,981	3,954
Special Services	2,339	2,345	2,349	2,355
Management Fee to St Leger Homes	36,687	37,473	38,210	38,957
Discretionary Housing Payments	300	300	300	300
Rent, Rates, Taxes & Other Charges	196	210	225	240
Capital Charges				
Depreciation on Council Dwellings	19,838	19,838	19,838	19,838
Depreciation on non dwellings	1,108	1,108	1,108	1,108
Provision For Bad or Doubtful Debts	523	541	560	560
Total Expenditure	65,933	66,615	67,376	68,137
Income				
Rent Income				
Dwelling Rents	-83,710	-87,289	-89,001	-90,258
Other Income	-2,555	-2,543	-2,532	-2,521
Total Income	-86,265	-89,832	-91,533	-92,779
Net Income from Services	-20,332	-23,217	-24,157	-24,642
Capital Charges				
Loan Charges - Interest	13,321	13,470	13,546	13,622
Interest Receivable	-39	-40	-40	-40
Net Operating Income	-7,050	-9,787	-10,651	-11,060
Appropriations				
Revenue Contribution To Capital Outlay	5,423	8,361	9,143	9,426
RCCO Funding for acquisitions	1,627	1,626	1,613	1,634
Transfer to / (from) Reserves	0	-200	-105	0
Surplus (-) / Deficit for Year	0	0	0	0
HRA A/C BALANCE BF	3,805	3,805	3,605	3,500
Transfer to/from balances	0	-200	-105	0
HRA A/C BALANCE CF	3,805	3,605	3,500	3,500

SLHD Management Fee

	Note	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Management fee		34,206	36,687	37,473	38,210
2022/23 Adjustments	1				
Pay award		1,017			
NI		-78			
Other inflation		862			
SLA inflation		155			
Growth items 2023/24					
Inflationary increases 2023/24					
Pay award (4%) then 2%	2	1,155	610	620	630
NI		-110			
Increments	3	50	50	50	50
Inflation	4	0	400	400	400
Utilities - gas at 41% electricity at 45%		251			
Fuel - 12.6%		73			
SLAs - 4%		161			
Materials - 10.1%		791			
External contractors - 10.1%		189			
Other inflation		205			
Additional capital income SOR adjustment	5	-1,817			
District Heating Virement	6	-229			
Growth items, Savings & Efficiencies	7				
Arboriculture		-60			
6 New craft apprentices		84	60		
Attenuation tanks		40			
Disrepair claims		75			
Efficiencies delivered		-333	-334	-333	-333
Total Management Fee		36,687	37,473	38,210	38,957

Details of the changes are:

1. 2022/23 Adjustments - the assumptions for inflation in 2022/23 were far below the actual increases in costs as a result of inflation and these increases have been adjusted for.

2. Pay award - 4% pay award with effect from 1 April 2023 and then 2% in each of the following years.

3. Increments - the overall net increase paid to staff.

4. Inflation - the increased costs for contracted goods and services. Inflation is calculated for each individual budget line and the majority of budgets have not been inflated.

5. Additional capital income - SLHD completes just over £9m of capital work for the HRA and charges for this work are based on the National Housing Federation schedule of rates (SORs). These rates are set to be the same as those tendered by external contractors to demonstrate value for money (they were set at minus 10% in April 2021 and this has increased to plus 10% from April 2023). As SLHD receives additional capital income there is an equal reduction in the management fee requirement.

6. District Heating virement - due to the volatility of utility prices the budgets for district heating have been moved from SLHD to the HRA.

7. Growth Items, Savings & Efficiencies;

Arboriculture - this is the reversal of increased funding in previous years to catch up on the backlog of work.

New Craft Apprentices - These additional 6 craft apprentices will increase the September 2023 intake to 12. The increase in numbers will assist with the difficulties in recruitment and the ageing workforce.

Attenuation tanks - the latest new build council houses have been fitted with attenuation tanks which need monthly and annual maintenance checks and servicing. This figure is an estimate of the price we will need to pay and will be adjusted once a contractor has been appointed.

Disrepair Claims - we have seen a significant increase in disrepair claims and generally they are defended successfully but there is an increased cost.

Efficiencies delivered - these efficiencies will be delivered in 2023/24 as a result of savings from moving to the Civic building and savings from IT contracts following the TOP project.

Savings for future years have yet to be identified but may come from the repairs excellence project, a further reduction in the number of offices occupied and additional IT savings.

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 2023/24 The Impact of Increasing Dwelling Rents for the Council’s Housing Stock.</p> <p>Doncaster Council is landlord to 20,183 properties of which 19,893 are socially rented and 290 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.</p> <p>For 2023/24 the rent increase will be 7.0% for all tenants meaning that the average rent will be £81.51 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 7.0% 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 7.0% 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 1,085 tenants who are claiming Housing Benefit*. 838 tenants have to make up a 14% shortfall for their rent and 247 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</p>

obtain accurate information as to how many are affected so the figures quoted above do 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 38 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 2023 the total number of cases claiming UC was 7,247.

As at January 2023, there are approximately 33% pension age tenants and 67% working age

We hold data for 22,782 tenants over 19,983 properties (some tenancies are joint tenancies).

Disability

The number of tenants who said they have a disability was 6,222, which equates to 27%. 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.

	<p>Ethnicity 17,920 of our tenants identify as White British – which equates to 79%. 981 (4%) identify as BAME customers, 846 identified as other and 3,035 did not answer the question. 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.</p> <p>Sex It is not anticipated that the increase in rents or under occupation charge will adversely affect individuals based on their sex. Male and Female residents will be equally affected. 14,130 of our tenants have identified as Female (62%), 8,633 (38%) as Male and 19 as other.</p> <p>Sexual Orientation It is not anticipated that the increase in rents will adversely affect individuals based on their sexual orientation.</p> <p>Religion and Belief It is not anticipated that the increase in rents will adversely affect individuals as a result of any specific religion or belief they may have.</p> <p>Maternity and Pregnancy It is not envisaged that those residents who happen to be pregnant or on maternity leave will be adversely affected by the rent increase as a result of their pregnancy or maternity leave.</p> <p>Gender Reassignment It is not anticipated that the increase in rents will adversely affect individuals who have undergone gender reassignment.</p> <p>Marriage and Civil Partnership</p>
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		<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>Executive Leadership Team and Cabinet have considered the budget proposals at several meetings between August 2022 and December 2022. Key dates in the budget timetable leading up to Council approving the budget on the 27th February 2023 are detailed below:-</p> <ul style="list-style-type: none"> • Government’s Autumn Statement 2022 – 17th November 2022 • Labour Group – Budget Consultation 25th January 2023 • Overview & Scrutiny Management Committee (OSMC) – Budget briefing session 26th January 2023 and OSMC meeting 9th February 2023 • Budget sessions with Group Leaders - February 2023 and • Cabinet – 15th February 2023. <p>Tenants think that Council rents in Doncaster are value for money (and this is reflected in Tenant surveys 82.9% are satisfied that their rent provides value for money). They are relieved that the proposed rent increase is not any higher, they think that the service and investment priorities are correct. The main area that they would like to see improved is the time taken for repairs to be completed.</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 27th February 2023, a letter will be sent to all Council tenants, which will give details of the rent change with effect from 3rd April 2023.</p>
5	<p>Real Consideration:</p> <p>Summary of what the evidence shows and how has it been used</p>	<p>All Council tenants will be impacted from the rent increase. However, some tenants will continue to be impacted by the under occupation charge and/or benefit cap, however it is likely that some groups will be affected to a greater extent because of their lower income. The changes to welfare reform currently only affect tenants that are deemed to be of “working age”.</p> <p>SLHD have a tenancy sustainment team to help assist tenants in financial difficulties and</p>

		<p>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 2023/24 report to Council on 27th February 2023 asks the Council to agree the rent increase for the 2023/24 financial year with effect from 3rd April 2023.</p>
7	Monitoring and Review	<p>The HRA budget is monitored on a quarterly basis by Cabinet, performance information for SLHD is also monitored quarterly 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. 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>



City of Doncaster Council

Report

To the Chair and Members of
Council

Date: 27th February
2023

COUNCIL TAX SETTING AND STATUTORY RESOLUTIONS 2023/24

EXECUTIVE SUMMARY

1. This report sets out how the Council Tax is calculated and makes recommendations regarding the City of Doncaster's Council Tax requirement for 2023/24.
2. It is proposed that the City of Doncaster Council's element of the Band D Council Tax charge is increased by 3.99% (1.99% Council Services increase and a further 2.00% increase through the Government's Social Care precept) to £1,571.32 (£1,047.55 for a Band A).
3. The overall increase will mean an additional £60.29 for Band D Council Tax per annum, £1.16 per week (£40.20 for Band A per annum, £0.77 per week).

EXEMPT REPORT

4. Not applicable.

RECOMMENDATIONS

5. Council is requested to approve a Band D Council Tax for 2023/24 of £1,571.32 for the City of 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 (subject to final ratification) and which, taken together with Doncaster's 3.99% increase, represent a 4.43% increase from the 2022/23 Council Tax for Doncaster residents.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. The citizens of Doncaster can expect to see their Council Tax for Council services increase by 3.99%. The Police and Fire increases are 6.73% and 6.44% respectively, making an overall increase of 4.43% (see table at paragraph 22).
7. The average Parish Council Tax across the whole City of Doncaster Council area has increased by 11.62%
8. The Government have indicated that there will be no referendum principles for Parish Councils for 2023/24 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 the City of Doncaster, the number and percentage of dwellings in each band which were shown in the Valuation List as at the 30th November 2022 when the Tax Base was calculated.

	Number	Percentage
Band A	81,953	57.70
Band B	26,452	18.62
Band C	15,728	11.07
Band D	9,819	6.91
Band E	4,770	3.36
Band F	2,238	1.58
Band G	957	0.67
Band H	133	0.09
Total	142,050	100.00

12. As such a high percentage of dwellings in Doncaster are in the lower bands, (87.39% 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 – City of Doncaster Council Services

13. City of 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 85,979 Band D equivalent properties for 2023/24 was approved by Cabinet on 18th January 2023. This is an increase of 1,377 Band D equivalent properties to the Tax Base.
17. The financial year 2023/24 is the tenth 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 2023/24 will be £585.8m, 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 £1,571.32, a 3.99% increase (£1,511.03 in 2022/23).

Joint Authority Precepts and Council Taxes

21. The South Yorkshire Fire and Rescue Authority meet on 20th February 2023 to set its precept and Council Tax. It has however notified the Council of a proposed Band D Council Tax of £82.58 for 2023/24, which equates to an increase of £5.00 from 2022/23 (a 6.44% increase which, although more than the general referendum limit, will not trigger a referendum. This is because the Government has made an exception for Fire and Rescue Authorities to increase their precept by up to £5.00 and the South Yorkshire Fire and Rescue Authority qualifies under this rule). 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 £238.04 for 2023/24 which equates to an increase of £15.00 from 2022/23 (a 6.73% 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). It is anticipated that formal notification from the South Yorkshire Police and Crime Commissioner will take place on the 27th February 2023. 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 Fire and Rescue Authority and the Police and Crime Commissioner.
22. The table below shows the total Council Tax for the City of Doncaster residents is £1,891.94 (£1,811.65 in 2022/23) for a Band D property, assuming the Council

approves the Council Tax of £1,571.32 for Doncaster Council services. When the Joint Authority Council Tax increases are combined with the 3.99% increase for the City of Doncaster Council, this represents a 4.43% increase from the 2022/23 Council Tax for Doncaster residents.

	2022/23 Band D £	2023/24 Band D £	Increase %	Annual Increase Band A £	Annual Increase Band D £
Doncaster	1,511.03	1,571.32	3.99	40.20	60.29
S.Y. Police	223.04	238.04	6.73	10.00	15.00
S.Y. Fire	77.58	82.58	6.44	3.33	5.00
Total	1,811.65	1,891.94	4.43		

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 City of Doncaster Council area has increased from £30.47 in 2022/23 to £34.01 in 2023/24, an increase of 11.62%.

25. A summary of the increases in Parish precepts for 2023/24 is shown in the table below.

Percentage Increase	No. of Parishes	% of the Total
Freeze or Reduction	15	38.5
0% - 5%	7	17.9
5% - 10%	10	25.6
10% - 20%	4	10.3
More than 20%	3	7.7
Total	39	100.0







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

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives.				
 Developing the skills to thrive in life and in work	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
 Making Doncaster the best place to do business and create good jobs	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
 Building opportunities for healthier, happier and longer lives for all	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
 Nurturing a child and family-friendly borough	✓			

Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
 Building Transport and digital connections fit for the future	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
 Promoting the borough and its cultural, sporting, and heritage opportunities	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				
Fair & Inclusive	✓			
Comments: The calculation of the Council Tax Base is a legal requirement and an essential part of the tax setting process which helps to achieve all the Council's corporate objectives				

RISKS AND ASSUMPTIONS

28. Not applicable.

LEGAL IMPLICATIONS Officer Initials SRF

Date 03/02/23

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. The Council Tax levels proposed by Doncaster do not exceed the "referenda levels" set by the Government and if approved by Council may be implemented without the need for a referendum.

FINANCIAL IMPLICATIONS Officer Initials CC

Date 14/02/23

32. These are contained in the body and appendices of the report. Page 238

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

34. There are no technology implications that cannot be managed through the NEC Revenues and Benefits System.

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 2023/24 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 2023/24. 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 confirmed the Council Tax Referendum Cap for 2023/24 as part of the provisional Local Government Financial Settlement on 19th December, 2022. The cap for core Council Tax is set at 3% and Councils with responsibility for adult social care can increase their Council Tax by an additional 2% Adult Social Care Precept. This means that a referendum will be required if the authority sets an increase of 5% (comprising 2% for the Adult Social Care Precept, and 3% for other expenditure).

For the avoidance of doubt, the referendum principle applies to the combined Adult Social Care Precept and core referendum principle, not to each element separately.

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 2023 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.
42. The Government have indicated that there will be no referendum principles for Parish Councils for 2023/24 but that these could be introduced for future years if necessary, to 'provide protection for local taxpayers'.
43. The proposed Council Tax increase of 3.99% for this year presents no risk of a referendum being required. Details of the calculation are set out below:-

Tax Base 2022/23 (84,602 Properties) Tax Base 2023/24 (85,979 Properties)	2022/23 £M	2020/21 Amount per Band D Property £	2023/24 £M	2023/24 Amount per Band D Property £
Total Council Tax Requirement	127.836	1,511.03	135.100	1,571.32
% Change in Council Tax for Referendum Assessment	3.99			

44. The Ministry of Housing, Communities & Local Government (MHCLG) laid regulations on the 10th January 2020. The Council Tax (Demand Notices) (England) (Amendment) Regulations 2020, which amend the 2011 and 2017 regulations, specify the detail they require to be shown on the Council Tax bill to cover the details of the Social Care precept and what is required in supporting information. The regulations, which came into force on the 10th February 2017, specify that any increase, when compared to the previous year, must be shown to one decimal place. This means that a % increase of 3.99% would be shown as 4.0% on the face of the Council Tax bill. This is purely a rounding issue and presents no risk of a referendum being required.

BACKGROUND PAPERS

- The Local Authorities (Conduct of Referendums) (Council Tax Increases) (England) Regulations 2012 as amended by SI 2013/409 and SI 2014/231
- Local Government Finance Act 1992, chapter 4ZA, Sections 52Z(b) to 52Z(g) chapter 4ZA
- The Local audit and Accountability Act 2014
- The Referendums Relating to Council Tax Increases (Principles) (England) Report 2023/24
- The Council Tax (Demand Notices) (England) Regulations 2011 as amended by SI 2017/13
- The Council Tax (Demand Notice) (Amendment) Regulations 2017 page 240

- The Council Tax (Demand Notice) (Amendment) Regulations 2020
- Provisional Local Government Finance Settlement 2022/2023 19/12/2022
- Cabinet – Council Tax Base 2023/2024 – Approved 18/01/2023

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

45. MHCLG: Ministry of Housing, Communities & Local Government

REPORT AUTHOR & CONTRIBUTORS

Alan Stoves, Head of Revenues and Benefits
Tel: 01302 735585, E-mail: alan.stoves@doncaster.gov.uk

Robert Isaac, Financial Planning & Control Manager
Tel: 01302 737983, E-mail: robert.isaac@doncaster.gov.uk

Mark West, Senior Revenues and Benefits Officer
Tel: 01302 735419, E-mail: mark.west@doncaster.gov.uk

Debbie Hogg
Director of Corporate Resources

CALCULATION OF COUNCIL TAX FOR COUNCIL SERVICES

	2022/23		2023/24	
	Total £million	Per Band D Equivalent £	Total £million	Per Band D Equivalent £
Gross Budget	526.112	6,218.67	585.817	6,813.49
Less:				
<i>Gross Retained Business Rates</i>	44.894		52.406	
<i>Adjustment for Business Rates Collection Fund Deficit</i>	-10.176		10.846	
Net Retained Business Rates	34.718	410.37	63.252	735.67
Government Top Up Grant	34.854	411.98	32.819	381.71
Revenue Support Grant	21.112	249.54	23.676	275.37
Public Health Grant	25.300	299.05	25.300	294.26
Specific Grants	119.939	1,417.69	142.132	1,653.10
Customer and Client Receipts	46.134	545.31	46.416	539.85
Other Income ¹	64.567	763.17	69.605	809.55
Housing Benefit Grant	49.700	587.46	56.300	654.81
Council Tax Collection Fund Surplus	0.923	10.91	0.923	10.74
Use of one-off Uncommitted Reserves	1.029	12.16	-9.706	-112.89
Council Tax Payers (Council Tax Requirement)	127.836	1,511.03	135.100	1,571.32

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 2023/24

Recommended:-

1.

(a) That it be noted that the Council has calculated the amount of **85,979** as its Council Tax Base for the year 2023/2024 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>2023/24 Tax Base</u>
Adwick on Dearne	114
Armthorpe	4,076
Askern	1,479
Auckley	1,687
Austerfield	218
Barnburgh and Harlington	653
Barnby Dun with Kirk Sandall	2,755
Bawtry	1,375
Blaxton	471
Braithwell with Micklebring	447
Brodsworth	766
Burghwallis	152
Cantley with Branton	1,517
Clayton with Frickley	94
Conisbrough Parks	126
Denaby	136
Edenthorpe	1,503
Edlington	1,952
Finningley	736
Fishlake	259
Hampole and Skelbrooke	84
Hatfield	4572
Hickleton	115
High Melton	127
Hooton Pagnell	93
Loversall	59
Moss and District	329
Norton	1,389
Owston	65
Rossington	3,695
Sprotbrough and Cusworth	3,901
Stainforth	1,318
Stainton	119
Sykehouse	193
Thorne – Moorends	4,427
Thorpe in Balne	77
Tickhill	2,108
Wadworth	395
Warmsworth	1,150

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 2023/24 (excluding Parish precepts) is £135,100,522

3. That the following amounts be now calculated by the Council for the year 2023/24 in accordance with Sections 30 to 36 of the Local Government Finance Act 1992: -
- (a) **£752,125,039** 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) **£614,100,800** 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) **£138,024,239** 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) **£1,605.33** 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) **£2,923,717** being the aggregate amount of all special items (Parish Precepts) referred to in Section 34(1) of the Act. (Appendix C)
 - (f) **£1,571.32** 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 City of Doncaster services)

(g)

<u>Part of the Council's Area</u>	<u>2023/24</u> <u>£</u>
Adwick on Dearne	1615.27
Armthorpe	1639.32
Askern	1656.84
Auckley	1600.37
Austerfield	1616.83
Barnburgh and Harlington	1623.39
Barnby Dun with Kirk Sandall	1603.90
Bawtry	1624.94
Blaxton	1623.68
Braithwell with Micklebring	1593.76
Brodsworth	1630.07
Burghwallis	1614.74
Cantley with Branton	1602.96
Clayton with Frickley	1633.02
Conisbrough Parks	1609.81
Denaby	1597.06
Edenthorpe	1600.59
Edlington	1653.61
Finningley	1612.79
Fishlake	1598.35
Hampole and Skelbrooke	1580.87
Hatfield	1622.72
Hickleton	1634.80
High Melton	1607.54
Hooton Pagnell	1626.09
Loversall	1595.49
Moss and District	1590.32
Norton	1612.32
Owston	1592.86
Rossington	1628.30
Sprotbrough and Cusworth	1619.34
Stainforth	1728.05
Stainton	1626.03
Sykehouse	1614.07
Thorne – Moorends	1735.47
Thorpe in Balne	1610.28
Tickhill	1631.73
Wadworth	1621.95
Warmsworth	1617.41

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)

<u>Part of the Council's Area</u>	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
	£	£	£	£	£	£	£	£
DONCASTER	1047.55	1222.14	1396.73	1571.32	1920.50	2269.68	2618.87	3142.64
(except where specified below)								
Adwick on Dearne	1076.85	1256.32	1435.80	1615.27	1974.22	2333.16	2692.12	3230.54
Armthorpe	1092.88	1275.03	1457.17	1639.32	2003.61	2367.90	2732.20	3278.64
Askern	1104.56	1288.66	1472.75	1656.84	2025.02	2393.21	2761.40	3313.68
Auckley	1066.92	1244.73	1422.55	1600.37	1956.01	2311.64	2667.29	3200.74
Austerfield	1077.89	1257.54	1437.18	1616.83	1976.12	2335.42	2694.72	3233.66
Barnburgh and Harlington	1082.26	1262.64	1443.01	1623.39	1984.14	2344.89	2705.65	3246.78
Barnby Dun with Kirk Sandall	1069.27	1247.48	1425.69	1603.90	1960.32	2316.74	2673.17	3207.80
Bawtry	1083.30	1263.84	1444.39	1624.94	1986.04	2347.13	2708.24	3249.88
Blaxton	1082.46	1262.86	1443.27	1623.68	1984.50	2345.31	2706.14	3247.36
Braithwell with Micklebring	1062.51	1239.59	1416.68	1593.76	1947.93	2302.09	2656.27	3187.52
Brodsworth	1086.72	1267.83	1448.95	1630.07	1992.31	2354.54	2716.79	3260.14
Burghwallis	1076.50	1255.91	1435.33	1614.74	1973.57	2332.40	2691.24	3229.48
Cantley with Branton	1068.64	1246.75	1424.85	1602.96	1959.17	2315.38	2671.60	3205.92
Clayton with Frickley	1088.68	1270.13	1451.57	1633.02	1995.91	2358.80	2721.70	3266.04
Conisbrough Parks	1073.21	1252.08	1430.94	1609.81	1967.54	2325.28	2683.02	3219.62
Denaby	1064.71	1242.16	1419.61	1597.06	1951.96	2306.86	2661.77	3194.12
Edenthorpe	1067.06	1244.91	1422.75	1600.59	1956.27	2311.96	2667.65	3201.18
Edlington	1102.41	1286.14	1469.88	1653.61	2021.08	2388.54	2756.02	3307.22
Finningley	1075.20	1254.39	1433.59	1612.79	1971.19	2329.58	2687.99	3225.58
Fishlake	1065.57	1243.16	1420.76	1598.35	1953.54	2308.72	2663.92	3196.70
Hampole and Skelbrooke	1053.92	1229.57	1405.22	1580.87	1932.17	2283.47	2634.79	3161.74
Hatfield	1081.82	1262.12	1442.42	1622.72	1983.32	2343.92	2704.54	3245.44
Hickleton	1089.87	1271.51	1453.16	1634.80	1998.09	2361.37	2724.67	3269.60
High Melton	1071.70	1250.31	1428.93	1607.54	1964.77	2322.00	2679.24	3215.08
Hooton Pagnell	1084.06	1264.74	1445.41	1626.09	1987.44	2348.79	2710.15	3252.18
Loversall	1063.66	1240.94	1418.21	1595.49	1950.04	2304.59	2659.15	3190.98
Moss and District	1060.22	1236.92	1413.62	1590.32	1943.72	2297.12	2650.54	3180.64
Norton	1074.88	1254.03	1433.17	1612.32	1970.61	2328.90	2687.20	3224.64
Owston	1061.91	1238.89	1415.88	1592.86	1946.83	2300.79	2654.77	3185.72
Rossington	1085.54	1266.46	1447.38	1628.30	1990.14	2351.98	2713.84	3256.60
Sprotbrough and Cusworth	1079.56	1259.49	1439.41	1619.34	1979.19	2339.04	2698.90	3238.68
Stainforth	1152.04	1344.04	1536.05	1728.05	2112.06	2496.07	2880.09	3456.10
Stainton	1084.02	1264.69	1445.36	1626.03	1987.37	2348.71	2710.05	3252.06
Sykehouse	1076.05	1255.39	1434.73	1614.07	1972.75	2331.43	2690.12	3228.14
Thorne - Moorends	1156.98	1349.81	1542.64	1735.47	2121.13	2506.79	2892.45	3470.94
Thorpe in Balne	1073.52	1252.44	1431.36	1610.28	1968.12	2325.96	2683.80	3220.56
Tickhill	1087.82	1269.13	1450.43	1631.73	1994.33	2356.94	2719.55	3263.46
Wadworth	1081.30	1261.52	1441.73	1621.95	1982.38	2342.81	2703.25	3243.90
Warmsworth	1078.28	1257.99	1437.70	1617.41	1976.83	2336.25	2695.69	3234.82

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 2023/24 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	158.69	185.14	211.59	238.04	290.94	343.84	396.73	476.08
South Yorkshire Fire & Civil Defence Authority	55.05	64.23	73.40	82.58	100.93	119.28	137.63	165.16

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 2023/24 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	1261.29	1471.51	1681.72	1891.94	2312.37	2732.80	3153.23	3783.88
(except where specified below)								
Adwick on Dearne	1290.59	1505.69	1720.79	1935.89	2366.09	2796.28	3226.48	3871.78
Armthorpe	1306.62	1524.40	1742.16	1959.94	2395.48	2831.02	3266.56	3919.88
Askern	1318.30	1538.03	1757.74	1977.46	2416.89	2856.33	3295.76	3954.92
Auckley	1280.66	1494.10	1707.54	1920.99	2347.88	2774.76	3201.65	3841.98
Austerfield	1291.63	1506.91	1722.17	1937.45	2367.99	2798.54	3229.08	3874.90
Barnburgh and Harlington	1296.00	1512.01	1728.00	1944.01	2376.01	2808.01	3240.01	3888.02
Barnby Dun with Kirk Sandall	1283.01	1496.85	1710.68	1924.52	2352.19	2779.86	3207.53	3849.04
Bawtry	1297.04	1513.21	1729.38	1945.56	2377.91	2810.25	3242.60	3891.12
Blaxton	1296.20	1512.23	1728.26	1944.30	2376.37	2808.43	3240.50	3888.60
Braithwell with Micklebring	1276.25	1488.96	1701.67	1914.38	2339.80	2765.21	3190.63	3828.76
Brodsworth	1300.46	1517.20	1733.94	1950.69	2384.18	2817.66	3251.15	3901.38
Burghwallis	1290.24	1505.28	1720.32	1935.36	2365.44	2795.52	3225.60	3870.72
Cantley with Branton	1282.38	1496.12	1709.84	1923.58	2351.04	2778.50	3205.96	3847.16
Clayton with Frickley	1302.42	1519.50	1736.56	1953.64	2387.78	2821.92	3256.06	3907.28
Conisbrough Parks	1286.95	1501.45	1715.93	1930.43	2359.41	2788.40	3217.38	3860.86
Denaby	1278.45	1491.53	1704.60	1917.68	2343.83	2769.98	3196.13	3835.36
Edenthorpe	1280.80	1494.28	1707.74	1921.21	2348.14	2775.08	3202.01	3842.42
Edlington	1316.15	1535.51	1754.87	1974.23	2412.95	2851.66	3290.38	3948.46
Finningley	1288.94	1503.76	1718.58	1933.41	2363.06	2792.70	3222.35	3866.82
Fishlake	1279.31	1492.53	1705.75	1918.97	2345.41	2771.84	3198.28	3837.94
Hampole and Skelbrooke	1267.66	1478.94	1690.21	1901.49	2324.04	2746.59	3169.15	3802.98
Hatfield	1295.56	1511.49	1727.41	1943.34	2375.19	2807.04	3238.90	3886.68
Hickleton	1303.61	1520.88	1738.15	1955.42	2389.96	2824.49	3259.03	3910.84
High Melton	1285.44	1499.68	1713.92	1928.16	2356.64	2785.12	3213.60	3856.32
Hooton Pagnell	1297.80	1514.11	1730.40	1946.71	2379.31	2811.91	3244.51	3893.42
Loversall	1277.40	1490.31	1703.20	1916.11	2341.91	2767.71	3193.51	3832.22
Moss and District	1273.96	1486.29	1698.61	1910.94	2335.59	2760.24	3184.90	3821.88
Norton	1288.62	1503.40	1718.16	1932.94	2362.48	2792.02	3221.56	3865.88
Owston	1275.65	1488.26	1700.87	1913.48	2338.70	2763.91	3189.13	3826.96
Rossington	1299.28	1515.83	1732.37	1948.92	2382.01	2815.10	3248.20	3897.84
Sprotbrough and Cusworth	1293.30	1508.86	1724.40	1939.96	2371.06	2802.16	3233.26	3879.92
Stainforth	1365.78	1593.41	1821.04	2048.67	2503.93	2959.19	3414.45	4097.34
Stainton	1297.76	1514.06	1730.35	1946.65	2379.24	2811.83	3244.41	3893.30
Sykehouse	1289.79	1504.76	1719.72	1934.69	2364.62	2794.55	3224.48	3869.38
Thorne - Moorends	1370.72	1599.18	1827.63	2056.09	2513.00	2969.91	3426.81	4112.18
Thorpe in Balne	1287.26	1501.81	1716.35	1930.90	2359.99	2789.08	3218.16	3861.80
Tickhill	1301.56	1518.50	1735.42	1952.35	2386.20	2820.06	3253.91	3904.70
Wadworth	1295.04	1510.89	1726.72	1942.57	2374.25	2805.93	3237.61	3885.14
Warmsworth	1292.02	1507.36	1722.69	1938.03	2368.70	2799.37	3230.05	3876.06

6. The Council has determined that its relevant basic amount of Council Tax for 2023/2024 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 2023/24 the cap for core Council Tax is set at 3% and Councils with responsibility for adult social care can increase their Council Tax by an additional 2% Adult Social Care Precept. This means that a referendum will be required if the authority sets an increase of 5% (comprising 2% for the Adult Social Care Precept, and 3% for other expenditure). As the billing authority, the Council has not been notified by a major precepting authority, that its relevant basic amount of Council Tax for 2023/2024 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	2023/2024			2022/2023			% Band D Increase
	Tax base	Precept £	Band D Precept £	Tax base	Precept £	Band D Precept £	
Adwick on Dearne	114	5,010.00	43.95	115	4750.00	41.30	6.42
Armthorpe	4,076	277,168.00	68.00	3,940	248,220.00	63.00	7.94
Askern	1,479	126,486.00	85.52	1,425	114,987.00	80.69	5.99
Auckley	1,687	49,000.00	29.05	1,632	44,000.00	26.96	7.75
Austerfield	218	9,921.00	45.51	219	9,448.00	43.14	5.49
Barnburgh and Harlington	653	34,000.00	52.07	650	32,000.00	49.23	5.77
Barnby Dun with Kirk Sandall	2,755	89,760.00	32.58	2,735	89,760.00	32.82	-0.73
Bawtry	1,375	73,723.00	53.62	1,388	69,550.00	50.11	7.00
Blaxton	471	24,660.00	52.36	465	24,660.00	53.03	-1.26
Braithwell with Micklebring	447	10,030.00	22.44	444	10,030.00	22.59	-0.66
Brodsworth	766	45,000.00	58.75	763	44,000.00	57.67	1.87
Burghwallis	152	6,600.00	43.42	151	5,500.00	36.42	19.22
Cantley with Branton	1,517	48,000.00	31.64	1,509	43,750.00	28.99	9.14
Clayton with Frickley	94	5,800.00	61.70	95	5,500.00	57.89	6.58
Conisbrough Parks	126	4,850.00	38.49	122	4,550.00	37.30	3.19
Denaby	136	3,500.00	25.74	136	3,500.00	25.74	0.00
Edenthorpe	1,503	44,000.00	29.27	1,507	44,000.00	29.20	0.24
Edlington	1,952	160,628.00	82.29	1,939	162,701.00	83.91	-1.93
Finningley	736	30,519.00	41.47	724	26,150.00	36.12	14.81
Fishlake	259	7,000.00	27.03	259	7,000.00	27.03	0.00
Hampole and Skelbrooke	84	802.00	9.55	87	831.00	9.55	0.00
Hatfield	4,572	235,000.00	51.40	4,363	217,283.00	49.80	3.21
Hickleton	115	7,300.00	63.48	115	6,900.00	60.00	5.80
High Melton	127	4,600.00	36.22	125	4,600.00	36.80	-1.58
Hooton Pagnell	93	5,094.00	54.77	94	4,994.00	53.13	3.09
Loversall	59	1,426.00	24.17	57	1,426.00	25.02	-3.40
Moss and District	329	6,250.00	19.00	319	6,250.00	19.59	-3.01
Norton	1,389	56,950.00	41.00	1,383	56,950.00	41.18	-0.44
Owston	65	1,400.00	21.54	65	1,400.00	21.54	0.00
Rossington	3,695	210,541.00	56.98	3,598	201,000.00	55.86	2.01
Sprotbrough and Cusworth	3,901	187,326.00	48.02	3,884	186,507.00	48.02	0.00
Stainforth	1,318	206,569.00	156.73	1,280	172,141.00	134.49	16.54
Stainton	119	6,510.00	54.71	117	6,510.00	55.64	-1.67
Sykehouse	193	8,250.00	42.75	193	7,500.00	38.86	10.01
Thorne - Moorends	4,427	726,700.00	164.15	4,378	536,750.00	122.60	33.89
Thorpe In Balne	77	3,000.00	38.96	78	1,500.00	19.23	102.60
Tickhill	2,108	127,344.00	60.41	2,112	100,787.00	47.72	26.59
Wadworth	395	20,000.00	50.63	392	20,000.00	51.02	-0.76
Warmsworth	1,150	53,000.00	46.09	1,136	50,500.00	44.45	3.69
Total		2,923,717.00			2,577,885.00		

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**City of
Doncaster
Council**

Full Council Report

Date:27th February 2023

To: Full Council

Report Title: ANNUAL PAY POLICY STATEMENT 2023/24

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 has been some significant changes to the ratios this year due to the 2022/2023 national pay award being agreed and implemented.
3. The ratio between the highest employee salary Chief Executive (£173,211) and lowest employee salary (£20,285) has reduced from 9.46:1 to 8.55:1. This means the highest salary is 8.55 times more than the lowest salary. The ratio between the highest employee salary and average staff salary has also reduced from 6.13:1 to 5.64:1.
4. The ratio between the lowest paid and average salaries has reduced slightly from 1.54:1 to 1.52:1. The average annual salary has increased by £3,188 from £27,531 to £30,719.
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 2023/24.

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 since the requirement was introduced and has been used again for this year.

AMENDMENTS TO THE POLICY 22/23

16. The post holder of Director of CYPF received an honorarium payment to the sum of £5000 per annum covering the period April 2022 to August 2022 for undertaking additional responsibilities in providing essential strategic advice, governance and overseeing operational performance due to the departure of the CEO post holder on Doncaster Children's Services Trust. This was prior to the formal TUPE transfer back into the Council with effect from 1st September 2022.

PROPOSED PAY POLICY STATEMENT

17. 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.
18. It is proposed that the same format is used for the publication of the Pay Policy Statement this year.
19. 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.
20. The salary structure for Chief Officers is as follows:

Grade and Posts	Spinal Column Point	Salary2023/24
CO3 Assistant Directors	7	£98,796
CO1 Directors	10	£130,914
CE1 Chief Executive	1	£171,286

20. The ratio between the highest employee salary Chief Executive (£171,286) and lowest employee salary (£20,258) has reduced to 8.55:1. This means the highest salary is 8.55 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 also reduced to 5.64:1. The ratio between the highest salary and the median salary has reduced to 7.20:1. The ratio between Doncaster's lowest and average salaries has minimally decreased to 1.52:1.
22. The average salary has increased by £3,188 from £27,531 to £30,719 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.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				✓
Comments:				
 Developing the skills to thrive in life and in work				✓
Comments:				
 Making Doncaster the best place to do business and create good jobs	✓			
Comments: The Council is committed to eliminate low pay and the pay policy statement shows how the average salary is increasing within the Council and the pay multiple between the highest and lowest pay is reducing. This positive trend also supports local jobs remaining competitive in the market place.				

 Building opportunities for healthier, happier and longer lives for all				✓
Comments:				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				✓
Comments:				
 Nurturing a child and family-friendly borough				✓
Comments:				
 Building Transport and digital connections fit for the future				✓
Comments:				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments:				
Fair & Inclusive	✓			
Comments: 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.				

LEGAL IMPLICATIONS [Officer Initials SRF Date 11.01.23]

26. 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.
27. Section 40 requires Authorities to have regard to the guidance for pay policy statements as published by central government.
28. 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 2023 and each year thereafter. Amendments may be made within each year by the passing of a resolution.
29. 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 10.01.23]

30. 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 2023/24. All staff pay must be funded from the Council's resources and budgeted accordingly.

HUMAN RESOURCE IMPLICATIONS [Officer Initials RH Date 09.01.23]

31. 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 10.01.23]

32. There are no direct technology implications as a result of the recommendations in this report.

RISKS AND ASSUMPTIONS

33. 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 2023/24 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.

CONSULTATION

34. Consultation with appropriate Council officers regarding the content of the Pay Policy Statement has been undertaken.

BACKGROUND PAPERS

35. 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 28th February 2022 entitled Annual Pay Policy Statement 2022/23

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

36. N/A

REPORT AUTHOR(S) & CONTRIBUTORS

Rebecca Hardwick, Interim Head of OD & HR & OD Business Manager
01302 736278 rebecca.hardwick@doncaster.gov.uk

Jill Parker, Assistant Director of HR, Communications and Executive Office
01302 737004 jill.parker@doncaster.gov.uk

Debbie Hogg, Director of Corporate Resources
01302 736907 Debbie.Hogg@doncaster.gov.uk

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Doncaster Council

Pay Policy Statement

1st April 2023 to 31st March 2024

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 27th February 2023.

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 Children, Young People and Families[^]
 - 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)
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 Children’s Social Care
 - Assistant Director Adults Social Care
 - Assistant Director Communities
 - Assistant Director Economy and Development
 - Assistant Director Environment
 - Assistant Director Strategic Housing
 - 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*
 - Chief Investigator for HDRC*
 - 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.

^ The post holder of Director of CYPF received an honorarium payment to the sum of £5000 per annum covering the period April 2022 to August 2022 for undertaking additional responsibilities in providing essential strategic advice, governance and overseeing operational performance due to the departure of the CEO post holder on Doncaster Children's Services Trust. This was prior to the formal TUPE transfer back into the Council with effect from 1st September 2022.

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 £20,258 and can be expressed as an hourly rate of pay of £10.50.

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 £173,211 which is paid to the Chief Executive.

The lowest pay point is £20,258.

The ratio between the highest and lowest salaries is 8.55:1

The average mean salary in this authority (not including schools) is £30,719

The median salary in this authority (not including schools) is £24,044

The mean pay multiple is 5.64:1

The median pay multiple is 7.20:1

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 2023 is as follows:

Grade and Posts	Spinal Column Point	Salary 2023/24
CO3 Assistant Directors	7	£98,795
CO1 Directors	10	£130,914
CE1 Chief Executive	1	£171,286

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.

<p>Original Approved: First Edition Adopted: 01 April 2012 This Edition: 01 April 2023</p>

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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 2023/24

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	£173k	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 2023/24
Director of Children Young People and Families	£131k	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 2023/24
Director of Adults Health and Wellbeing	£131k	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 2023/24

Director of Corporate Resources	£131k	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 2023/24
Director of Economy and Environment	£131k	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 2023/24
Director of Public Health	£131k	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 2023/24

Chief Financial Officer & Assistant Director of Finance	£99k	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 2023/24
Assistant Director Legal and Democratic Services	£99k	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 2023/24
Assistant Director Human Resources & Communications	£99k	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 2023/24

Assistant Director of Customers, Digital & ICT	£99k	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 2023/24
Assistant Director Policy, Insight & Change	£99k	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 2023/24
Assistant Director Education, Skills and Culture	£99k	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 2023/24

Assistant Director Partnerships & Operations	£99k	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 2023/24
Assistant Director Children's Social Care	£99k	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 2023/24
Assistant Director Communities	£99k	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 2023/24

Assistant Director Adult Social Care	£99k	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 2023/24
Assistant Director Environment	£99k	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 2023/24
Assistant Director Economy and Development	£99k	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 2023/24

Assistant Director Strategic Housing	£99k	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 2023/24
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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>



City of Doncaster Council

Report

Date: 27 February 2023

To the Chair and Members of the COUNCIL

REQUEST TO CHANGE THE NAME OF THE PARISH OF BARNBURGH WITH HARLINGTON

EXECUTIVE SUMMARY

1. This report sets out a request received from Barnburgh with Harlington Parish Council to change the name of the parish area to Barnburgh and Harlington.

EXEMPT REPORT

2. This is not an exempt report.

RECOMMENDATIONS

3. Council is asked to agree that:
 - a) the Barnburgh with Harlington parish be renamed Barnburgh and Harlington parish.
 - b) a notice be published and circulated in accordance with the statutory requirements set out in paragraph 14 of this report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. The proposal outlined in this report only affects those residents living in the Barnburgh and Harlington parish area. The Parish Council has exercised its rights under the Local Government Act 1972 to request the principal authority (City of Doncaster Council) to approve a change to the name of the parish from Barnburgh with Harlington to Barnburgh and Harlington parish.

BACKGROUND


5. Section 75 of the Local Government Act 1972 allows principal councils, at the request of a parish council within the area, to change the name of a parish. A request has been received from Barnburgh with Harlington Parish Council seeking the City of Doncaster Council's approval as the Principal Authority for a change of name of Barnburgh with Harlington parish, as agreed at the Parish Council's meeting held on 18th January, so that it becomes Barnburgh and Harlington. The Parish Council has requested this change on the basis that Barnburgh and Harlington is the name that the parish is more generally known by, that has been used locally for a significant length of time, and which is used on all title deeds.
6. The Parish Council's request is limited to the change of name of the parish and, therefore, can be considered and implemented by the City of Doncaster Council without the need for a Community Governance Review.
7. If the recommendation is agreed, pursuant to Section 14 of the Local Government Act 1972, the Parish Council's name will automatically change to reflect the new name of the parish and will thereafter be known as Barnburgh and Harlington Parish Council.
8. Under Part 3 of the Council's Constitution, requests of this nature are determined by Full Council, following a recommendation by the Elections and Democratic Structures Committee (EDSC). Accordingly, at its meeting held on 7 February 2023, the EDSC agreed to recommend to Council that the request to change the parish name of Barnburgh with Harlington be approved.








OPTIONS CONSIDERED AND REASONS FOR RECOMMENDED OPTION

9. Under Section 75 of the Local Government Act 1972, a Parish Council is entitled to make a request to the Principal Authority to change the name of a parish.
10. Option 1 – Approve the formal change in name for the parish of Barnburgh with Harlington to become Barnburgh and Harlington (recommended, as this reflects the identity of the local community).
11. Option 2 - The City of Doncaster Council could refuse the request (not recommended).

IMPACT ON THE COUNCIL'S KEY OUTCOMES

12.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change				✓

Comments:				
 Developing the skills to thrive in life and in work				✓
Comments:				
 Making Doncaster the best place to do business and create good jobs				✓
Comments:				
 Building opportunities for healthier, happier and longer lives for all				✓
Comments:				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				✓
Comments:				
 Nurturing a child and family-friendly borough				✓
Comments:				
 Building Transport and digital connections fit for the future				✓
Comments:				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments:				

Fair & Inclusive	✓			
<p>In relation to the consequence of the change of parish name, Section 75(3) of the Local Government Act, 1972 states that “a change of name made in pursuance of this section shall not affect any rights or obligations of any parish or of any council, authority or person...” Approving this request accords with the wishes of the local community.</p>				

Legal Implications [Officer Initials: SRF | Date: 08.02.23]

- 13. Section 75 of the Local Government Act 1972 enables a District Council or principal authority (in this case City of Doncaster Council) to change the name of a parish where a request is received from a parish council. The 1972 Act does not require a consultation to be undertaken by the principal authority when considering such a request.
- 14. If the recommendation is approved, the City of Doncaster Council is required to produce a notice confirming the change of name of the parish. This must be published within the parish. The City of Doncaster Council is also required to send copies to the Secretary of State, Director General of Ordnance Survey and the Registrar General.

Financial Implications

- 15. Financial implications have not been requested for this report.

Human Resources Implications

- 16. Human Resources Implications have not been requested for this report.

Technology Implications

- 17. Technology Implications have not been requested for this report

RISKS AND ASSUMPTIONS

- 18. There are no risks associated with this report.

CONSULTATION

- 19. Not applicable – the making of a Section 75 Order under the Local Government Act 1972, Part IV does not require that a public consultation be carried out.

BACKGROUND PAPERS

- 20. Draft minutes of Barnburgh with Harlington Parish Council meeting held on 18th January 2023.
- 21. Local Government Act 1972, Section 75

REPORT AUTHOR & CONTRIBUTORS

Jonathan Goodrum, Senior Governance Officer
Legal & Democratic Services

Tel: 01302 736709 E-mail: jonathan.goodrum@doncaster.gov.uk

Debbie Hogg

Director of Corporate Resources

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City of Doncaster Council

Report

27 February, 2023

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 23rd February, 2022 and 27th February, 2023.

EXEMPT REPORT

2. N/A

RECOMMENDATIONS

3. Council is asked to note the contents of the report.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

4. 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

5. 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.

6. There have been fourteen decisions taken under special urgency procedures during the last year. Thirteen of these decisions relate to the acceptance or spend of central government grant funding. In each case notification of the award or the requirement to spend within short timescales has meant there has been no opportunity to provide the required 28 days notice on the Forward Plan or allow a Call In period. Not using the Rule 16 Special Urgency provisions detailed within the Constitution would have meant the Council was unable to meet the grant conditions and potentially lose out on the funding required to support to our communities and vulnerable residents
7. The decision relating to “Easter Holidays Free School Meals” (see 9(d) below) initially committed the Council to fund further free school meal provision for the Easter holidays starting 4th April 2022. As part of the Spring Statement the Chancellor had pledged further monies would be made available for Household Support Fund (HSF). Although it was expected free school meals would be included, the guidance had not been published and an urgent decision was required as the school holidays were imminent. To support and reduce hardship on families during this period, Council funding was committed, the money was however, later recouped from the HSF as this decision was consistent with the funding criteria.
8. This report reflects decisions taken from 23rd February, 2022, to 17th February, 2023, to coincide with the publication of this report.
9. Set out below are the decisions taken that fall into this category:-

- (a) To accept £3,244,525 of funding from the Department of Business, Energy and Industrial Strategy (BEIS) for the delivery of works related to the Social Housing Decarbonisation Fund taken by Mayor Ros Jones on 23rd February, 2022.

The decision was urgent in nature as the funding notification was received on the 9th February 2022, from the Department of Business, Energy & Industrial Strategy (BEIS), for which BEIS have stipulated a requirement to approve and sign the funding agreement by the 28th February, 2022.

BEIS had set financial parameters within which they needed to receive a signed Memorandum of Understanding (MoU) to ensure transfer of funding to Local Authorities by the end of the Financial Year 21/22. There was a risk that MoUs received after the deadline of the 28th February may lead to funding not being granted.

- (b) Household Support Fund & Additional Restrictions Grant Payments taken by Mayor Ros Jones on 15th March, 2022

The decision was urgent because both of the one-off government grants had to be spent by 31 March 2022.

- (c) Council Tax Rebate taken by Mayor Ros Jones on 22nd March, 2022

The decision was urgent because the government required the Council to start paying out as soon as possible in April 2022.

- (d) Easter Holiday Free School Meals taken by Mayor Ros Jones on 30th March, 2022.

The decision was urgent because Doncaster's school Easter Holidays started on 4th April 2022 and the schools food vouchers needed to start being issued to parents in the relevant households immediately that week.

- (e) Homes for Ukraine Scheme taken by Mayor Ros Jones on 11 April, 2022

This decision was urgent because Individuals and Families registered on the 'Homes for Ukraine' Scheme were being issued with their visas and some guests have started to arrive in Doncaster as of the 1st April 2022.

Payments needed to be made to guests and their sponsors as a matter of priority, alongside the payments to organisations who were providing vital ongoing humanitarian support to Ukraine guests during their stay in Doncaster.

- (f) Domestic Abuse Safe Accommodation Duty 22/23 taken by Mayor Ros Jones on 29th April, 2022

The decision was urgent as the Council had only recently received confirmation of the funding award for 2022/23 and was required to accept the monies before 8th May 2022

- (g) National Family Hub and Start for Life Programme taken by Mayor Ros Jones on 26th August, 2022

The decision was urgent as the Council needed to ensure it had the necessary resources and plans in place to complete the sign up form by 31 August 2022. This would ensure that planning could take place for delivery of the programme with immediate effect, should the Council be successful in the bid to become a trailblazer authority and in order to accept the first payment from the Department for Education.

- (h) Household Support Fund October 22 to March 23 taken by Mayor Ros Jones on 14th October, 2022

The decision was urgent to enable immediate financial assistance and support to vulnerable residents and those in need. Rising food and energy costs, with subsequent increased requests for assistance, had highlighted the need to provide this support quickly to avoid undue hardship to residents. Taking this decision urgently also provided certainty and assurance to those hardest hit by the cost of living crisis.

- (i) Turnaround Programme taken by Mayor Ros Jones on 14th November, 2022.

This decision was urgent as the Council needed to ensure it had the necessary resources and plans in place to complete the sign up form by 14th November 2022

The notification for the grant award and the period in which it required ratification precludes the normal 28 day notice normally required for a key decision or to wait for a call in period prior to implementation.

- (j) Distribution of the Adult Social Care Discharge Fund 2022 taken by Mayor Ros Jones on 15th December, 2022.

The decision was urgent due to the huge pressure in Doncaster's NHS and Adult Social Care services and the need to act as soon as possible to improve this, especially helping people leave hospital.

The lateness of national government confirming Doncaster's funding, having originally announced that funding would be provided in September.

The funding was to be spent through the Better Care Fund by the 31 March 2023 and a completed planning template had to be submitted to the Department of Health and Social Care by the 16th December 2022.

- (k) Supported Housing Improvement Programme, Department of Levelling Up, Housing & Communities Funding taken by Mayor Ros Jones on 19th December, 2022

The decision was urgent as there was pressing need to rapidly mobilise the programme. Councils had received confirmation from DLUHC that the funding allocation for this year of the programme (Doncaster will receive 187K) needed to be spent by the end of this financial year (March 2023) and cannot be carried over into subsequent years of the 3 year programme. A Strategic Lead post needed to be created immediately and recruited into, in order to ensure swift mobilisation of the programme. The success of the programme relies heavily on rapidly appointing the Strategic Lead to establish the necessary arrangements, mobilisation and delivery for the programme.

Another central element of the programme relied on a taskforce (multi-disciplinary team) being mobilised to undertake a series of inspections. This required recruitment into additional temporary capacity from three departments. Given the timescales and challenges around recruitment, it was fundamental that recruitment actions were undertaken without any delay, to ensure capacity and requirements were in place to deliver on the programme aims.

- (l) Acceptance of £613,920 funding from the Department for Levelling Up Housing and Communities as a contribution towards the approved refurbishment of the Little Lane Travellers Site. And, approve that the Section 151 officer considers the grant conditions and signs the Memorandum of Understanding taken by Mayor Ros Jones on 12th January, 2023

The Council only received confirmation of the award on 23rd December 2022 therefore it has not been possible to provide advance notice of this decision on the Forward Plan. The Department for Levelling Up, Housing & Communities (DLUHC) require a signed Memorandum of Understanding (MOU) by Friday 13th January to approve this funding, therefore Rule 16 Special Urgency provision was being used to ensure the Council can accept and utilise the funding by the required deadline.

- (m) Energy Bill Support Scheme Alternative Funding taken by Mayor Ros Jones on 10th February, 2023

The decision was urgent as it would enable the delivery of a government scheme that needed to begin by 27th February, 2023 when the government launches the scheme.

- (n) Alternative Fuel Payment Alternative Fund taken by Mayor Ros Jones on 15 February 2023

The decision was urgent in nature as it would enable the delivery of a government scheme that needs to begin on 27th February 2023, when the government launches the scheme and close for applications is 31st May 2023.





OPTIONS CONSIDERED AND REASON FOR RECOMMENDED OPTION

10. This report is for noting only and therefore, no options were considered

IMPACT ON THE COUNCIL'S KEY OUTCOMES

11.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Negative overall - Trade-offs to consider	Neutral or No implications
 Tackling Climate Change				✓
Comments				
 Developing the skills to thrive in life and in work				✓
 Making Doncaster the best place to do business and create good jobs				✓
 Building opportunities for healthier, happier and longer lives for all				✓

 Creating safer, stronger, greener and cleaner communities where everyone belongs				✓
 Nurturing a child and family-friendly borough				✓
 Building Transport and digital connections fit for the future				✓
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Fair & Inclusive				✓
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.				

Legal Implications [Officer Initials: NC Date: 07/02/23]

- 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: 090223]

- There are no specific financial implications associated with this report.

Human Resources Implications [Officer Initials: KG| Date: 070223]

- There are no direct human resources implications associated with this report.

Technology Implications [Officer Initials: NR | Date: 070223]

15. There are no specific technology implications in relation to this report. Digital and ICT input will be needed to assist with the implementation of any applications required to manage any grant schemes and any additional technical requirements that may be identified will also need to be discussed with Digital and ICT.

RISKS & ASSUMPTIONS

16. There are no identified risks associated with this report.

EQUALITY IMPLICATIONS [Officer Initials ALT Date 07/02/23]

17. 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 on 23rd February 2022 - To accept £3,244,525 of funding from the Department of Business, Energy and Industrial Strategy (BEIS) for the delivery of works related to the Social Housing Decarbonisation Fund
[Issue details - Rule 16 Special Urgency Key Decision taken by Mayor Ros Jones: To Accept £3,244,525 of funding from the Department of Business, Energy and Industrial Strategy \(BEIS\) for the delivery of works related to the Social Housing Decarbonisation Fund - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 15th March, 2022 - Household Support Fund & Additional Restrictions Grant Payments
[Issue details - Rule 16 Special Urgency Key Decision - Further Household Support Fund & Additional Restrictions Grant Payments - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 22nd March, 2022 - Council Tax Rebate
[Issue details - Rule 16 Special Urgency Key Decision - Council Tax Rebate - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 30th March, 2022 - Easter Holiday Free School Meals
[Issue details - Rule 16 Special Urgency Key Decision - Easter Holiday Free School Meals - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 11th April, 2022 - Homes for Ukraine Scheme
[Issue details - Rule 16 Special Urgency Key Decision - Homes for Ukraine Scheme - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 29th April, 2022 - Domestic Abuse Safe Accommodation Duty 22/23
[Issue details - Rule 16 Special Urgency Key Decision - Domestic Abuse Safe Accommodation Duty - Acceptance of Grant Funding - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 26th August, 2022 - National Family Hub and Start for Life Programme
[Issue details - National Family Hub & Start for Life Programme - Rule 16 Decision - Modern Council \(modern.gov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 14th October, 2022 - Homelessness Support

Fund October 22 to March 23

[Issue details - Rule 16 Key Decision - Household Support Fund October 22 to March 23. - Modern Council \(moderngov.co.uk\)](#)

- Decision taken by Mayor Ros Jones on 14th November, 2022 - Turnaround Programme
[Issue details - Rule 16 Key Decision - Turnaround Programme - Modern Council \(moderngov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 15th December, 2022 - Distribution of the Adult Social Care Discharge Fund 2022.
[Issue details - Rule 16 Special Urgency Key Decision - Distribution of the Adult Social Care Discharge Fund 2022 - Modern Council \(moderngov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 19th December, 2022 - Supported Housing Improvement Programme, Department of Levelling Up, Housing & Communities Funding.
[Issue details - Rule 16 Special Urgency Key Decision - Supported Housing Improvement Programme, Department of Levelling Up, Housing & Communities \(DLUHC\) Funding - Modern Council \(moderngov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 12th January, 2023 - Acceptance of £613,920 funding from the Department for Levelling Up Housing and Communities as a contribution towards the approved refurbishment of the Little Lane Travellers Site. And, approve that the Section 151 officer considers the grant conditions and signs the Memorandum of Understanding.
[Issue details - Rule 16 Special Urgency Key Decision: 'To accept funding of £613,920 from the Department for Levelling Up Housing and Communities \(DLUHC\) as a contribution towards the approved refurbishment of the Little Lane Travellers Site - Modern Council \(moderngov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 10th February, 2023 - Energy Bill Support Scheme Alternative Funding.
[Issue details - Rule 16 Special Urgency Key Decision: Energy Bill Support Scheme Alternative Funding - Modern Council \(moderngov.co.uk\)](#)
- Decision taken by Mayor Ros Jones on 15th February, 2023 – Alternative Fuel Payment Alternative Fund
[Issue details - Rule 16 Special Urgency Key Decision: Alternative Fuel Payment Alternative Fund - Modern Council \(moderngov.co.uk\)](#)

REPORT AUTHOR & CONTRIBUTORS

Amber Torrington, Governance Officer

 01302 737462  amber.torrington@doncaster.gov.uk

Scott Fawcus
Assistant Director, Legal and Democratic Services

MCA - MAYORAL COMBINED AUTHORITY BOARD

MINUTES OF THE MEETING HELD ON:

MONDAY, 16 JANUARY 2023 AT 10.00 AM

SOUTH YORKSHIRE MAYORAL COMBINED AUTHORITY, 11
BROAD STREET WEST, SHEFFIELD S1 2BQ



Present:

Mayor Oliver Coppard (Chair)	South Yorkshire Mayoral Combined Authority
Councillor Mazher Iqbal (Reserve)	Sheffield City Council
Mayor Ros Jones CBE	City of Doncaster Council
Councillor Chris Read	Rotherham MBC

In Attendance:

Martin Swales	Chief Executive and Head of Paid Services	SYMCA Executive Team
Steve Davenport	Chief Legal & Monitoring Officer	SYMCA Executive Team
Gareth Sutton	Chief Finance Officer/S73 Officer	SYMCA Executive Team
Sharon Kemp	Chief Executive, Rotherham MBC	Rotherham MBC
Matt O'Neill (Reserve)	Executive Director of Growth & Sustainability	Barnsley MBC
Andy Gates	Assistant Director - External Affairs	SYMCA Executive Team
Gabriella Kocsis	Minute Taker	SYMCA Executive Team

Apologies:

Councillor Terry Fox	Sheffield City Council
Councillor Sir Steve Houghton CBE	Barnsley MBC
Damian Allen	City of Doncaster Council
Kate Josephs	Sheffield City Council
Sarah Norman	Barnsley MBC

61 Welcome and Apologies

The Mayor welcomed everyone to the meeting and apologies were noted as above.

62 Announcements

The Mayor acknowledged the passing of Cllr Anne Murphy, former Lord Mayor, just before Christmas, following a short illness. He noted that she was one of the kindest women who was tireless in her pursuit of the people and campaigns she supported, and was fiercely passionate about fighting injustice in Sheffield and beyond.

63 **Urgent Items**

None.

64 **Items to be Considered in the Absence of Public and Press**

None.

65 **Voting Rights for Non-constituent Members**

N/A

66 **Declarations of Interest by individual Members in relation to any item of business on the agenda**

Members declared their interest in any item relating to their individual authorities.

67 **Reports from and questions by members**

None.

68 **Receipt of Petitions**

None.

69 **Public Questions**

None.

70 **Minutes of the previous meeting**

RESOLVED that the minutes of the meeting held on 14 November 2022 be agreed to be a true and accurate record.

71 **Budget Revision 3**

This report provided the revised Group budget forecasts to the end of the financial year 2022/23.

RESOLVED that the MCA Board:

1. Adopted the revised budget estimates; and,
2. Approved the disbursement of Additional Restrictions Grant New Burdens to the local authorities.

72 **2023-24 Budget and Business Planning Development & Transport Levy Update**

This report provided an update on the budget and business planning processes for the forthcoming financial year. Following engagement with the South Yorkshire Leaders and Mayor, the report recommended the approval of the proposal to increase the transport levy by 2% and noted the intention not to

seek a Mayoral Precept for the coming financial year.

Cllr Read commented that the proposal to increase the transport levy during difficult times for Councils indicates how important an issue transport is for members and the motivation to improve it for the people of South Yorkshire. The Mayor echoed these comments.

RESOLVED that the MCA Board:

1. Approved the South Yorkshire Transport Levy for financial year 2023/24;
2. Approved the proposal to not set a Mayoral Precept for financial year 2023/24;
3. Noted the likely loss of Government revenue grant streams and the proposed mitigation.

73 **Programme Approvals**

This paper requested the progression of two capital schemes (subject to conditions set out in the Assurance Summaries) and the release of development funding for a further two schemes. The report sought further approval for a number of change requests and proposed the granting of flexibilities to the five authorities to allow them to better manage inflationary pressures in a timely manner.

RESOLVED that the MCA Board considered and approved:

1. The progression of 'Broom Road' Full Business Case to full approval and award of £3.6m grant to Rotherham Metropolitan Borough Council subject to the conditions set out in Appendix 1.
2. The progression of the 'National Centre for Child Health Technology' to full approval and award of £6m to the Sheffield Children's NHS Foundation Trust subject to the conditions set out in Appendix 2.
3. The progression of 'Barnsley Active Travel Hub' from Outline Business Case (OBC) to Full Business Case and release of development costs of £0.24m to Barnsley Metropolitan Borough Council subject to the conditions set out in the Assurance Summary attached at Appendix 3.
4. The progression of 'Meadowhall Mobility Hub' from Strategic Business Case (SBC) to OBC and release of development cost funding of £0.26m to South Yorkshire Mayoral Combined Authority (SYMCA) subject to the conditions set out in Assurance Summary attached at Appendix 4.
5. Transforming Cities Fund flexibility as set out in para 1.9.
6. 6 Change Requests set out in 1.8 and Appendix 5.
7. Delegated authority to the Head of Paid Service in consultation with the Section 73 and Monitoring Officer to enter into legal agreements for the schemes covered above.

74 **Draft South Yorkshire Housing Framework**

This paper sought the Board's approval of the Final Draft South Yorkshire Housing Framework. The Mayor noted how proud of this framework he was and offered it his full support and approval.

RESOLVED that the Board:

1. Considered and approved the final draft South Yorkshire Housing

Framework; and

2. Delegated authority to the MCA Chief Executive in consultation with the Housing and Infrastructure Board Co-Chairs to sign off the final designed document.

75 **Appointment of SYPTE Director General**

Notwithstanding that the SYPTE will be legally dissolved on 31st March 2023, however the MCA was still required to appoint a Director General to ensure legal compliance and the good governance of the SYPTE until this date.

As the previous post holder left the role on 31st December 2022, this report recommended a new Director General until the PTE's dissolution. MCA Chief Executive noted that written permission was sought from members in December so there was no gap prior to formal approval at this meeting.

RESOLVED that the MCA Board approve the appointment of the Executive Director Infrastructure & Place, John Dowie as Director General of SYPTE until its formal dissolution.

76 **Appointment of Executive Director**

This report is sought approval to appoint Clare Monaghan as Executive Director of Policy and Strategic Development following an MCA appointment panel interview on December 22nd 2022.

RESOLVED that the Board:

1. Approved the appointment of Clare Monaghan.
2. Delegated authority to the MCA Chief Executive, as Head of Paid Service to make the necessary arrangements for the appointment.

77 **LEP Chair Report**

This report asked Board to approve the recommendation to appoint Richard Stubbs as Local Enterprise Partnership Chair, during the period of the Government and MCA-led reviews.

RESOLVED that the Board:

1. Agreed the appointment of Richard Stubbs as Chair of the Local Enterprise Partnership.
2. Thanked Lucy Nickson, for her dedication and hard work since joining the LEP and for her service as LEP Chair over the past year.

78 **Delegated Authority Report**

RESOLVED that Members noted the decisions and delegations made.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed _____

Name _____

Position _____

Date _____

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MCA - LOCAL ENTERPRISE PARTNERSHIP

MINUTES OF THE MEETING HELD ON:

THURSDAY, 12 JANUARY 2023 AT 11.00 AM

SOUTH YORKSHIRE MCA, 11 BROAD STREET WEST,
SHEFFIELD, S1 2BQ

SOUTH YORKSHIRE
BUSINESS



LOCAL
ENTERPRISE
PARTNERSHIP

PRESENT:

Lucy Nickson (Chair)
Neil MacDonald (Vice-Chair)
Mayor Oliver Coppard

Bill Adams
Angela Foulkes
Louisa Harrison-Walker
Councillor Sir Steve Houghton CBE
Peter Kennan
Kevin Kerrigan

Yasmin Knight (Reserve)
Gemma Smith
Richard Stubbs

Private Sector LEP Board Member
Private Sector LEP Board Member
South Yorkshire Mayoral Combined
Authority

TUC Representative
Private Sector LEP Board Member

Barnsley MBC
Private Sector LEP Board Member
Sheffield Hallam University - LEP
Member

Private Sector LEP Board Member
Private Sector LEP Board Member

OFFICERS IN ATTENDANCE:

Martin Swales	Chief Executive and Head of Paid Services	SYMCA Executive Team
Gareth Sutton	Chief Finance Officer/S73 Officer	SYMCA Executive Team
Damian Allen	Chief Executive, Doncaster MBC	Doncaster MBC
Kate Josephs	Chief Executive, Sheffield City Council	Sheffield City Council
Sharon Kemp	Chief Executive, Rotherham MBC	Rotherham MBC
Sarah Norman	Chief Executive, Barnsley MBC	Barnsley MBC
Andy Gates	Assistant Director - External Affairs	SYMCA Executive Team

GUESTS IN ATTENDANCE

Andrew Austwick

Finance for Enterprise

Sarah Pugh (Minute Taker)

APOLOGIES:

62 **Welcome and Apologies**

The Chair welcomed attendees to the meeting.

Apologies were noted as above.

Louisa Harrison-Walker was welcomed as Chambers Co-optee to the Board, and Tom Bousfield, incoming Director of Business & Skills, was welcomed to the MCA.

63 **Declarations of Interest**

None.

64 **Notes of Last Meeting**

RESOLVED: That the notes of the meeting held on 3rd November 2022 be agreed as a true record.

65 **The South Yorkshire Economy - Presentation**

A presentation on the South Yorkshire Economy was given which highlighted the following:

- There had been an increase in the value of the Pound, but its value was still low in comparison to prior to the 'mini-budget'
- Labour market trends included strong employment numbers, but also a rise in economic inactivity and an increase in residents in the region claiming Universal Credit
- Inflation had peaked at 11% and had begun to decrease
- The number of emergency food parcels being distributed by the Trussell Trust had doubled since 2017
- The wholesale cost of gas was continuing to fall, but a period of volatile energy prices was expected to continue
- Financial indicators were showing that the UK was in a recession

Specifically in the local region, it was noted that:

- Barnsley, Sheffield and Rotherham were amongst the 20 Local Authorities with the widest attainment gaps at GCSE and A-Level for disadvantaged pupils
- National Tutoring Programme (NTP) delivery was at 58.9% in Yorkshire, compared to 100% in the South West and 96.1% in the South East
- The rise in hybrid working had impacted economic activity in town centres, with Tuesday to Thursday being the busiest days, and activity on Fridays now comparable to weekends

It was noted that NTP delivery figures reflected how much funding had been

spent, as opposed to what had been received by the region from Government.

ACTION – Policy Team to investigate why NTP delivery is lower in Yorkshire.

A discussion was had around skills provision and take-up in the region, and it was noted that a SYMCA Skills Strategy would need to have a strong focus on early years education, as well as a whole-system approach which also includes the outside of school experience.

It was noted that there was also a focus on early years intervention in the MCA's collaborations with the Integrated Care Partnership and the Harvard Bloomberg Initiative.

ACTION – Policy Team to conduct a review of evidence on successful early years intervention methods, in collaboration with Barnsley MBC.

It was noted that although there are more vacancies than job seekers in the region, more work on skills and job flexibility would be needed to fill these vacancies. External structures such as the minimum wage being low would continue to present challenges to this aim.

RESOLVED: To note the update.

66

Promoting South Yorkshire: South Yorkshire Presence at UK Real Estate Investment & Infrastructure Forum

A report on attendance at the UK Real Estate Investment & Infrastructure Forum (UKREIIF) was presented.

It was noted that Sheffield City Council had attended the first event in 2022, but the Board agreed that a regional presence was preferred in future.

Board members expressed their support for the initiative and asked that a small number of clear priorities, aligned to the Strategic Economic Plan, be put forward in the South Yorkshire contributions to the event.

ACTION: Director of Communication, Marketing and Engagement to liaise with Board members to form a sub-group to continue work on the MCA's attendance in 2023.

Board members encouraged liaising with Yorkshire Housing and the creation of the Advanced Manufacturing and Innovation District in order to maximise opportunities.

RESOLVED: To note the update.

67

Financing Growth: Unlocking Private Investment into South Yorkshire

A report on Financing Growth: Unlocking Private Investment into South Yorkshire was presented, which focussed on how high growth businesses are funded in the region.

An overview was given of the approximately 580 high growth businesses in South Yorkshire:

- Most were Sheffield, and least were in Barnsley
- 45% came from manufacturing industries
- 1 in 5 were tech businesses
- Business density in the region was low, and Sheffield was performing worse than comparable cities nationally
- Relative to population, 3 times as much funding was received by businesses in Greater Manchester than in South Yorkshire
- Most funding for high growth businesses in the region was being received by established businesses, as opposed to newer businesses

A discussion was had on the funding environment for businesses in the region, noting that the finance ecosystem in South Yorkshire was underdeveloped. Alongside this, small businesses face difficulties securing funding nationally in the current climate.

The Board expressed support for use of MCA funds to support new and innovative investors seeking to establish themselves in South Yorkshire.

Board members asked what was being done to attract businesses to establish in South Yorkshire, and what might stop businesses from growing here. A response was given that there was no evidence to suggest that businesses are more likely to fail in South Yorkshire than nationally, and the MCA continued to develop its activities to attract new businesses to the region. However, there continued to be a lack of dynamism in the market and a lack of new businesses being established.

It was noted that the Universities and FE Colleges in the region attract new students each year, who could be supported to establish businesses through a well-resourced acceleration and incubation network.

RESOLVED: To note the update.

68 **National Policy Environment and Government Engagement: South Yorkshire Approach**

An update was presented of the National Policy Environment and Government Engagement with South Yorkshire. It noted:

- 'Trailblazer' Devolution Deals were proving slow to progress
- Commencement of the Shared Prosperity Fund had been confirmed
- Commitment to the Integrated Rail plan had also been confirmed
- The MCA had not heard from Government on bids made to the Levelling Up Fund or Investment Zones

However, engagement with Ministers regarding continued to be positive, and it was clear that Levelling Up remained a government priority.

RESOLVED: To note the update.

69 **LEP Governance: Update**

An report on governance of the LEP was provided, which noted the departure of Lucy Nickson, and the appointment of Richard Stubbs as the new LEP Chair.

The Board, Mayor and Chief Executive expressed their thanks to Lucy for her contributions to the LEP and MCA as the LEP Chair in the past year.

A question was asked on the ongoing LEP review, and how any transitions would be managed successfully. It was responded that though the LEP was undergoing a period of change, the MCA was committed to taking forward the achievements of the LEP, both in terms of its structure and the expertise held by the Board.

RESOLVED: To note the update.

70 **MCA and LEP: Policy and Programmes Update**

An update was provided on ongoing MCA and LEP Policy and Programmes, including:

- An invitation for LEP Board members to attend the Convention of the North
- The ongoing support being provided by the MCA to support residents with the cost-of-living crisis, including the introduction of £2 bus fares and engagement with the South Yorkshire’s Community Foundation
- The success of the South Yorkshire Ownership Hub
- The successful South Yorkshire Tech Summit event
- Plans to deliver a South Yorkshire Transport Summit

RESOLVED: To note the update.

71 **Forward Plan**

A Forward Plan for future meetings of the Board was presented.

Board members suggested the following additional items for future Board meetings:

- An update on UKREIIF attendance and planning
- Regenerative farming in the region
- The future for energy intensive industries

RESOLVED: To note the Forward Plan.

I, the undersigned, confirm that this is a true and accurate record of the meeting.

Signed

Name

Position

.....

Date

SOUTH YORKSHIRE FIRE AND RESCUE AUTHORITY

21 NOVEMBER 2022

PRESENT: Councillor T Damms (Chair)
Councillor C Hogarth (Vice-Chair)
Councillors: S Sansome, T Smith, S Ball, S Ayris, A Khayum,
A Cherryholme and S Alston

Dr Billings – In attendance virtually

CFO C Kirby, DCFO T Carlin, S Slater, M Lloyd, P Heffernan,
C Winter and P Fieldhouse (South Yorkshire Fire & Rescue
Service)

S Loach, D Nuttall, M Bray, M Potter and A Shirt
(Barnsley MBC)

Apologies for absence were received from
Councillor B Johnson, Councillor D Hutchinson,
Councillor P Turpin, J Field, N Copley, S Norman, D Thorpe,
ACO A Strelczenie, S Kelsey and M Buttery

1 APOLOGIES

Apologies for absence were noted as above.

2 ANNOUNCEMENTS

Following the recent sad passing of Jim Andrews, a former Chair of the Authority, Councillor Damms sought Members' permission for a letter of condolence to be sent to his partner on behalf of the Authority.

Members agreed to the suggestion.

3 URGENT ITEMS

None.

4 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS

RESOLVED – That agenda item 23 entitled 'Appointment of Independent Persons to the Ethical Standards Committee' and agenda item 24 entitled 'Executive Team Structure' 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 Sansome had attended the LGA Annual Firefighters' Pensions Conference in London in October 2022, which he had found to be very interesting. He referred to a report that had been presented at the recent Local Pensions Board meeting on pensions related issues from a Fire Brigades' Union (FBU) perspective. The Chair of the Board had requested that work should be undertaken to ascertain whether the Board could achieve any best practice learning moving forward.

Councillors Sansome and Ball expressed their thanks for being permitted to attend the LGA Fire and Rescue Leadership Essentials Training session held in November 2022, which they had found to be interesting and informative. The White Paper Reform had been the hot topic for discussion. Councillor Ball encouraged Members to attend the training session in the future.

Councillor Ball voiced his concerns regarding the number of Fire Authority related meetings that had been held over the past week, which had impacted upon the workload of Members and the BMBC officers to facilitate the meetings. He suggested that consideration should be given to reviewing the meeting schedule, with a view for the meetings to be held wider apart in the future.

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 10 OCTOBER 2022

CFO Kirby provided Members with an update in relation to the current pay situation across operational roles in the fire and rescue service at a national level. At present, the representative bodies for the corporate staff roles had accepted a pay offer made by the Employers side of the National Joint Council for an uplift in pay of £1,925 for all pay grades to be back dated to April 2022. As part of the agreement, an additional one day of leave would be allocated for all members that were under the Green Book terms and conditions. In relation to the Grey Book members of staff, the FBU had conducted a consultative ballot which closed on 14 November 2022, which was in response to an improved offer of pay by the Employers side of the National Joint Council of 5%. The results of the ballot had indicated that the majority of voters being 79%, had voted to reject the improved pay offer of 5%. There had been a 78% turnout of eligible members to vote.

Members noted that a letter that had been received from M Wrack, General Secretary of the FBU which had provided a timeline that would follow him writing to the relevant Government Departments, Ministers and the Employers side of the National Joint Council to provide them with the outcome of the ballot. The timeline for the members to be balloted for strike action was noted as follows:-

- On 21 November 2022, letters to be submitted to the employers to indicate that there was a trade dispute regarding pay.
- On 28 November 2022, all employers would be notified of the intention to ballot their members for strike action in relation to pay.
- On 5 December 2022, it was intended to commence a postal ballot for all members, with the intention to recommend to vote 'yes' for strike action.
- The ballot would close on 23 January 2023.

The Service, along with other fire and rescue services nationally, would continue their preparation for business continuity arrangements for periods of industrial action. Members would continue to be provided with regular updates.

RESOLVED – That the minutes of the Authority meeting held on 10 October 2022 be signed by the Chair as a correct record.

10 WORKFORCE INVESTMENT AND EFFICIENCY PLAN DECEMBER 2022 – MARCH 2024

A report of the Chief Fire Officer and Chief Executive was presented in relation to the Workforce Investment and Efficiency Plan December 2022 – March 2024, which outlined the business cases that were approved in principle by the Senior Leadership Team at the workforce planning event held in June 2022 and at a subsequent follow up event held in October 2022, for Authority Members to consider as an investment as part of the wider Service Improvement Plan.

RESOLVED – That Members approved the business cases contained within the Workforce Investment Plan to support the Service's strategic objectives and Service Improvement Plan.

11 CONFERENCE REPRESENTATION: LOCAL GOVERNMENT ASSOCIATION (LGA) ANNUAL FIRE CONFERENCE AND EXHIBITION 2023 ON 7- 8 MARCH 2023

A report of the Clerk to the Fire and Rescue Authority was presented which sought expressions of interest from Members to attend the LGA Annual Fire Conference and Exhibition 2023 on Tuesday 7 March – Wednesday 8 March 2023 at the Crowne Plaza Hotel, Nottingham.

Members were requested to inform M Bray if they wished to attend the event.

RESOLVED – That Members considered and approved representation at the LGA Annual Fire Conference and Exhibition 2023.

12 MEDIUM TERM FINANCIAL PLAN 2023 - 2026

A report of the Clerk and Treasurer was submitted which provided an insight to the likely financial position of SYFR. The report was presented ahead of the Government's Spending Review and financial settlement for stand-alone Fire and Rescue Authorities which should be known by December 2022. The proposed 2023/24 Annual Revenue Budget and Council Tax Setting report was due to be considered at the Authority meeting scheduled to be held on 20 February 2023.

Members were referred to the work that has been progressing on reviewing the financial planning assumptions in the Medium Term Financial Plan (MTFP) for the period through to 2026, alongside the Fire Spending Review Proposal, since the last budget report that had been presented to the Authority in February 2022.

The current MTFP that had been agreed by the Authority, had been cautiously optimistic and anticipated some financial pressures. The country was facing extremely difficult economic times. A survey had been undertaken to determine the financial impacts across the English fire and rescue services which was estimated to be c£145m pressures as a result of the agreed pay awards and the significant increases in utility and fuel costs; this did not include the current pay negotiations in terms of firefighter pay.

In response to question raised by Councillor Ayris, S Loach commented that the Government had announced that the local government finance settlement would be announced on 21 December 2022. Following which, S Slater and himself would work on the figures during the Christmas period and into the New Year. Members would be updated as soon as possible.

Following a query raised by Councillor Sansome, S Slater referred to the scenario planning that was undertaken by the Service, which provided an idea of the gap and severity of the work involved. It was still unknown whether a 3 year settlement would be made this year. The Service's largest challenges were inflation, utilities and pay awards. A Member session on the budget setting process would be held as usual. The base budget from the previous year would be utilised and Members would continue to be provided with the quarterly reports.

CFO Kirby commented that the funding scenarios were very wide. He considered that it was frustrating that the fire and rescue services had to operate within the uncertain financial picture, which made it difficult for future planning. Councillor Damms and himself had co-written to the Ministers at the Home Office and the Central Government's Department for Levelling Up Housing and Communities, with the Chief Secretaries to the Treasury having been copied into the letter, to raise some of the funding challenges across SYFR and the wider fire sector to request for Government funding which matched inflation together with the potential for precept flexibility moving forwards. The Service's workforce investment plan was modest in comparison to previous years, due to the likely financial challenges that could be faced in future years.

RESOLVED – That Members:-

- i) Accepted the updated MTFP for the financial years 2023/24 to 2025/26 noting the contents of the report, and in particular the likely implications of the different funding scenarios for the operational service and future financial position.
- ii) Endorsed the proposed approach for managing reserves as set out in Section C to the Report.
- iii) Noted the up to date approved capital investment programme spending and financing projections 2023/24 to 2025/26 (Section D).
- iv) Agreed to consider new, additional capital investment schemes for approval into the current capital programme as part of the 2022/23 Budget and Council Tax Setting Report (Section D).
- v) Noted the known financial risks, uncertainties and events that will need careful consideration and management in the run up to and when setting the 2023/24 Budget and Council Tax (Section E) and beyond this date.

13 FINANCIAL PERFORMANCE REPORT QUARTER 2 2022-23

A report of the Chief Fire Officer/Chief Executive and Clerk and Treasurer was presented as the second in a series of reports that Members would receive throughout the financial year, to inform them as to the likely financial performance for the year ended 31 March 2023.

The report detailed the estimated revenue outturn position in comparison to the annual budget set on the 21 February 2022, an updated reserves position statement and an update on the Capital Programme.

The approved operating budget for 2022/23 was £57.877m, funding was £58.827m resulting in a planned contribution to reserves of £0.950m, reflecting the one-off services grant for 2022/23 only.

The approved Capital Programme for 2022/23 totalled £8.773m, which was funded predominantly by external borrowing. Following the 2021/22 Outturn Report which was approved on 20 June 2022, the programme had been adjusted to £10.384m. Based upon the projections within the report, this would indicate a net decrease in general reserves of £1.204m, this being the in-year estimated overspend.

In response to a question raised by Councillor Sansome regarding whether the capital rates would be sustainable in 2023, S Slater commented that the reserves had a one-time only use. Since the rates had been revalued this had reduced the rates budget, which was kept under review, and was the permanent recurrent reduction in budget which helped towards any efficiencies and savings. It was proposed to use the earmarked reserve in the rates to cover the current year's overspend which was unprecedented in gas and electric, which had not been predicted when the budget had been set at the beginning of the year. This had

reduced the £1.2m from the emerging risk reserve which would protect the emerging risk reserve to help cover any emerging deficits in the budget in 2023.

RESOLVED – That Members noted:-

- i) The emerging underlying estimated revenue performance which was showing a potential operating overspend of £1.204m for the financial year ended 31 March 2023.
- ii) The underlying and significant financial risks and uncertainties facing the Service and Sector during the remainder of the financial year and into 2023/2024 and beyond.
- iii) The latest estimated change in General and Earmarked Reserves as set out in Section C of the report.
- iv) The updated position of the Capital Programme for the financial year ending 2022/23, which was in line with expectations.

14 EXTREME WEATHER JULY 2022

A report of the Chief Fire Officer and Chief Executive was presented which provided Members with an overview of the operational activity levels during the extreme weather of July 2022 and SYFR's response to the challenges presented by the extreme prolonged heat. The report also contained information on the lessons learned and the contingency plans that were in place together with any additional measures that SYFR may adopt following learning from the events in summer 2022.

On 19 July 2022, SYFR had received a total of 1,645 emergency calls and three significant property fires had occurred. A total of 10 property fires had occurred within 37 minutes, which had required 10 fire appliances and two turntable ladders. There had been multiple 'stacked' calls during the peak demand periods during the day and the SYFR Control staff had triaged the calls, whilst prioritising those involving threat to life and property. A total of 60 calls had been 'stacked' during one period.

Following the high proportion of emergency calls that had been received from members of the public in South Yorkshire during the late afternoon of 19 July 2022, SYP had requested that a Local Resilience Forum (LRF) Strategic Coordinating Group Meeting be held. The first meeting had been held at 5pm on 19 July 2022, where the LRF had declared a multiagency major incident. A second LRF Strategic Coordinating Group Meeting had been held at 9.00pm on 19 July 2022 and a third meeting had been held on 20 July 2022 where the major incident had been stood down. A debrief had been held and the learning had been captured and brought into SYFR. A further debrief on the LRF would be undertaken. All of the debriefs from an SYFR perspective had now been completed.

The Operational Support Cell had been running since 13 July 2022 which had focused upon planning and logistics to enable the Control Room to focus upon more front end call handling.

In relation to accident rates for firefighters, a total of 5 accident reports had been received from operational crew members on 18 and 19 July 2022 who had suffered the ill effects of extreme heat, all of which had been investigated at Health and Safety Level 2 status.

Members noted that since the production of the report, SYFR had undertaken a project to introduce the wildfire capability. The project group had already met and was reviewing the new wildfire provision following the events that had occurred on 19 July 2022.

RESOLVED – That Members noted the information and ongoing work.

15 THE PROCUREMENT SERVICE - AN ANNUAL UPDATE

A report of the Chief Fire Officer and Chief Executive was submitted which provided an annual update on Procurement Services, its activities and how it was effectively supporting the various aspects of SYFR business. An outline of the completed tender programme for October 2021 to September 2022 was included at Appendix A to the report.

In terms of governance, the internal audit report that had been published in February 2022 had provided substantial assurance that the processes being followed by the Procurement Department were good and reasonable.

Members were provided with an overview of the work undertaken by the Procurement Department which included involvement in the tender process for the new community building and training area refurbishment at Barnsley Fire Station, to secure £25k of funding from ChangingPlaces.org to support the provision of the Changing Places room, which was scheduled for completion in December 2022. The Procurement Department had been involved in the decarbonisation of the whole estate, which involved an LED lighting programme and the installation of a building and energy management system, which was due for completion by the end of April 2023. Alongside which, the Procurement Department continued to support the work of the Facilities Management Team to replace the Computer Assisted Facilities Management System, which would achieve a £6.1k saving against the previous system which had a revenue budget of £13k. The Procurement Department had also been involved in the new contract for the replacement of the current Fuel Management System, which would achieve a saving of £8.6k per year for the annual subscription of delivery against the previous cost of £14.5k.

In response to a question raised by Councillor Smith regarding whether the Service still operated under EU conditions for procurement, M Lloyd referred to the current transition arrangement. There was no longer a requirement to publish those tenders that were above the threshold into the European Journal, which had since been replaced by the Government's find a tender service. A procurement White Paper was currently being taken through the Government.

RESOLVED – That Members noted the contents of the report and endorsed the ongoing positive work of the Procurement Services team.

16 PLANNING FOR INDUSTRIAL ACTION

CFO Kirby provided Members with an update on the Service's planning arrangements for industrial action.

At a national level, the Chief Fire Officers continued to hold weekly planning meetings to discuss the broad arrangements across the Government levels, and concerns were being discussed at a national level regarding the potential for firefighter strikes which had significantly increased with the FBU having issued its timeline to ballot its members. As part of the national discussions, there was a notional requirement for fire and rescue services to aim to deliver approximately 25% – 30% of their normal capability. In terms of SYFR, this would equate to ensuring that 8 fire appliances were made available during any period of industrial action. This would be delivered through an external contract to provide officers to riders in charge of fire engines to cover periods of strike and to engage with a number of contingency workers to be trained in basic skills, firefighting capability and basic rescue capability. SYFR continued to recruit and train contingency workers. However, SYFR had observed a slight reduction in the numbers following the announcement of the likelihood that the industrial dispute had increased. SYFR continued to advertise and recruit a capability which was a legal requirement for Chief Fire Officers and their respective governance bodies, to provide some capability during periods of strike action. Through blending the approach with messages around fire prevention and fire protection, the Service would trigger a broader communications piece of work to raise the profile for the potential of firefighters to take strike action, to enable them to become more vigilant in their every day lives. This could potentially reduce the demand on the emergency services.

The Service held regular internal business continuity crisis meetings and continued to train contingency workers at the SYFR Training and Development Centre. The Service continued to prioritise ticket status for safety critical courses, whilst recognising that during this critical period some of the firefighters may not maintain their ticket status for competences in terms of their assessments.

Members noted that the current acquisition course would commence on 21 November 2022 which would run for a 3 week period, and the recruitment remained open. The more informal Member briefing sessions would continue to be held.

In response to a query raised by Councillor Sansome regarding whether the ongoing discussions continued with the local authorities regarding the emergency plans, CFO Kirby commented that he had written to the Chief Executives at the four local authorities as soon as the FBU timeline was known to ballot its members for strike action. He had also provided the information to the Chief Constable at SYP. The Service had offered to attend any local authority meetings where they may wish to discuss the Service's plans for strike action in further detail.

RESOLVED – That Members noted the update.

17 PEOPLE BOARD UPDATE

A report of the Chief Fire Officer and Chief Executive was submitted which provided a summary of the items raised and discussed at the People Board in Quarter 2 2022/23. One meeting had been held during this period on 6 September 2022. The People Board provided a strategic and critical role as a guardian of the SYFR People Strategy, in safeguarding and promoting a positive culture and ensuring a modern, sustainable and healthy working environment for its staff and volunteers.

DCFO Carlin referred to an administrative error in the production of the agenda pack, which had included the Annual EDI and Annual Workforce Profile Report that had previously been approved at the Authority Meeting held in September 2022. Members were provided with updates on SYFR workforce planning at the Joint Liaison Forum Meetings. Work was underway to refresh the People Strategy 2023-26.

Members noted the SYFR recruitment figures for 2023. Two recruits courses would be held in 2023 with 36 offers made, 18 offers in January 2023 and 18 offers in April 2023, together with 3 reserve offers. Of the 39 offers, a total of 31% of which were from underrepresented groups; it was hopeful that this figure would continue to improve. From mid-October 2022, the total number of riders was at 374 establishment with a substantive strength of 379 and an actual of 372. The total number of non-riders was at 64 establishment with a substantive strength of 53 and an actual of 68.

Councillor Khayum was pleased to observe the range of work undertaken to increase the diversity within the Service. In relation to recruitment, he queried whether there was anything further that could be undertaken to increase the number of underrepresented groups within the initial pool of applicants received.

In response, DCFO Carlin provided reassurance of the work undertaken to increase the number of underrepresented groups within the initial pool of applicants through online targeting of direct groups and also at schools and colleges.

RESOLVED – That Members noted the contents of the report and provided further scrutiny and support to enable continuing effective management of people issues.

18 SERVICE IMPROVEMENT BOARD UPDATE

A report of the Chief Fire Officer and Chief Executive was submitted which provided an update on progress against the actions on the Service Improvement Plan. The plan included actions which related to SYFR, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection Report, Grenfell Tower Inquiry, State of Fire and Rescue Reports and published Professional Fire Standards. The improvements that were generated through local and national learning from emergency incidents were also captured within the plan, which included learning through the COVID-19 pandemic.

A total of 17 areas for improvement had been identified for SYFR from the HMICFRS inspection report, all of which had been classed as high priority. From the 17 priority actions, 13 actions had now been completed, 1 action was on schedule and 3 actions were behind schedule.

SYFR would continue to monitor the actions arising following the analysis of the Grenfell Tower Inquiry Phase 1 Report Overview through the Service Improvement Plan.

In relation to the HMICFRS inspection update for SYFR, a hot debrief had been held in June 2022 and a final report was intended to be published in January 2023.

RESOLVED – That Members noted the contents of the report and provided further scrutiny and support to enable continual service improvement.

19 FIT FOR THE FUTURE (PLUS PRESENTATION)

A report of the Chief Fire Officer and Chief Executive was submitted which provided an overview of Fit for the Future (FfF) and the work undertaken to date by SYFR.

For more than three years, collaborative working had been undertaken by the National Fire Chiefs Council and the National Employers (England) to continue to develop a joint picture of the future for all fire and rescue services in England. The intention of FfF was to genuinely drive change in the fire and rescue services that the public received.

Members noted the 12 improvement objectives within the three key themes. Members were provided with a presentation which highlighted the key areas of focus.

C Winter commented that Members would be requested to become involved in the gap analysis against Fit for the Future.

RESOLVED – That Members noted:-

- i) Fit for the Future.
- ii) SYFR have started work on a gap analysis against Fit for the Future.

20 SUSTAINABILITY AWARENESS UPDATE - PRESENTATION

Members were provided with a presentation which provided an update on the Service's sustainability awareness.

The Service's Green Strategic Anchors consisted of the draft Green Plan, the agreed Green Plan Statement of Intent which set out the Service's vision to become net zero by 2023, and the signed Emergency Services Environment and Sustainability Charter. Members noted the current live projects that were underway together with a number of projects that were on the horizon.

In relation to the LED lighting upgrade, the return on investment was envisaged to take 1.3 years, with a forecast saving of £245k on bills per year.

The Building Management System would regulate the electrical and mechanical equipment within the Service's buildings i.e. power system, lighting and ventilation to confirm sustainability. The current milestones included phase 1 implementation. Work had been completed at Thorne, Doncaster and Barnsley fire stations.

In relation to the Decarbonisation Project, the Service had been awarded £532k low carbon skills funding through Salix. Stages 1 and 2 of the technical surveys had been completed. The surveys would create costed building designs, which would enable the prioritisation of estate improvement work using expert knowledge.

In response to a number of questions received from Councillor Ball regarding the number of the Service's fire stations that currently utilised gas powered boilers and the solar aspect to heat hot water, P Fieldhouse commented that there were currently 15 gas powered boilers which were used across the estate. In terms of resilience, there was a possibility that the Service would not be able to go fully sustainable without an element of a water boiler at the fire stations i.e. gas or otherwise. Work was underway to reinstate the solar thermal and solar PV that were located at a number of the Service's fire stations, together with ascertaining a resilient model.

The Service was taking a holistic approach to agile working.

RESOLVED – That Members noted the update.

21 DRAFT MINUTES OF THE LOCAL PENSION BOARD HELD ON 6 OCTOBER 2022

RESOLVED – That Members noted the draft minutes of the Local Pension Board held on 6 October 2022.

22 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.

23 APPOINTMENT OF INDEPENDENT PERSONS TO THE ETHICAL STANDARDS COMMITTEE

A report of the Clerk to the Fire and Rescue Authority was submitted to seek the Authority's approval to appoint Independent Persons to assist the Monitoring Officer in dealing with Ethical Standards complaints, as required by the relevant provisions of the Localism Act 2011.

RESOLVED – That Members approved the appointment of the Independent Persons under the Member Code of Conduct.

24 EXECUTIVE TEAM STRUCTURE

A report of the Chief Fire Officer and Chief Executive was presented to discuss the SYFR Executive Team structure.

Members agreed that in the event the Service encountered difficulties to attract applicants into the roles, that the matter would be discussed at a future Authority meeting to determine the best way forward.

RESOLVED – That Members considered the options presented and agreed that Option 2 as outlined within the report, was the most appropriate model to ensure effective executive leadership of the Service for the future.

Actions Table

No.	Action	Timescale	Officer(s)	Status/Update
1	A report to be presented to a future Authority meeting to outline the lessons learnt and the contingency plans to be put in place following the high volume of fires that had occurred during the extreme weather conditions on 19 July 2022.	To a future FRA meeting	DCFO Carlin	<p><u>Update 12.09.22</u></p> <p>A report to be presented to the Members within the upcoming couple of Authority Meetings.</p> <p><u>Update 10.10.22</u></p> <p>It was envisaged that a report would be provided to the Authority Meeting in November 2022.</p> <p><u>Update 21.11.22</u></p> <p>Members had been provided with an update at the Authority Meeting held on 21.11.22</p> <p>ACTION DISCHARGED</p>
2	To provide Members with a copy of the briefing for the active pension members regarding their pensions benefits.	In due course	S Kelsey	

CHAIR