



City of Doncaster Council

Agenda

To all Members of the

CABINET

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

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

Date: Wednesday, 7th February, 2024

Time: 10.00 am

BROADCASTING NOTICE

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Damian Allen
Chief Executive

Issued on: Tuesday, 30 January 2024

Governance Services Officer for this meeting: Sarah Maxfield
01302 736723

City of Doncaster Council

www.doncaster.gov.uk

Item

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

(A period not exceeding 20 minutes for questions and statements from members of the public and Elected Members to the Mayor of Doncaster, Ros Jones. Questions/Statements should relate specifically to an item of business on the agenda and be limited to a maximum of 100 words. As stated within Executive Procedure Rule 3.3 each person will be allowed to submit one question/statement per meeting. A question may only be asked if notice has been given by delivering it in writing or by e-mail to the Governance Team no later than 5.00 p.m. on Friday 2nd February 2024. Each question or statement must give the name and address of the person submitting it. Questions/Statements should be sent to the Governance Team, Floor 2, Civic Office, Waterdale, Doncaster, DN1 3BU, or by email to Democratic.Services@doncaster.gov.uk)

4. Declarations of Interest, if any.
5. Decision Record Forms from the meeting held on 17th January 2024 for noting (previously circulated)

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

Key Decisions

- | | |
|--|-----------|
| 6. Council's Corporate Plan 2024/25. | 1 - 28 |
| 7. Capital Strategy and Capital Budget 2024/25 - 2027/28. | 29 - 72 |
| 8. The Treasury Management Strategy Statement 2024/25- 2027/28. | 73 - 110 |
| 9. Revenue Budget 2024/25 - 2026/27. | 111 - 214 |
| 10. Housing Revenue Account Budget 2024/25 - 2027/28. | 215 - 232 |
| 11. Retail, Hospitality and Leisure scheme for Business Rates 2024/25. | 233 - 252 |
| 12. Capital investment & service enhancements at the Doncaster Dome and Thorne Leisure Centre. | 253 - 272 |

Cabinet Members

Cabinet Responsibility For:

**Chair – Ros Jones, Mayor of
Doncaster**

Budget and Policy Framework

**Vice-Chair – Deputy Mayor
Councillor Glyn Jones**

Housing and Business

Councillor Lani-Mae Ball

Portfolio Holder for Early Help, Education, Skills
and Young People

Councillor Nigel Ball

Portfolio Holder for Public Health, Communities,
Leisure and Culture

Councillor Joe Blackham

Portfolio Holder for Highways, Infrastructure and
Enforcement

Councillor Rachael Blake

Portfolio Holder for Children’s Social Care and
Equalities

Councillor Phil Cole

Portfolio Holder for Finance, Traded Services and
Planning

Councillor Mark Houlbrook

Portfolio Holder for Sustainability and Waste

Councillor Jane Nightingale

Portfolio Holder for Corporate Resources

Councillor Sarah Smith

Portfolio Holder for Adult Social Care

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Date: 7 Feb 2024

To: Cabinet

Report Title: Corporate Plan 2024/25

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

EXECUTIVE SUMMARY

1. Each year we produce a Corporate Plan – a document setting out the Council's priorities and headline activity for the coming year. It links to the Team Doncaster borough strategy, Doncaster Delivering Together (DDT), and its Great 8 priorities.
2. The plan identifies 10 Corporate Priorities with a selection of key actions for each. They are grouped into Organisational, People-focused, and Place-focused priorities, plus a general priority representing the Council's contribution to the Team Doncaster tier one strategies (e.g. economy, education and skills etc).
3. The Plan includes the resources we have available and outlines the way the Council will work (e.g. Localities model and our corporate values) and sets out our Service Standards associated with each of the Great 8 priorities.

EXEMPT REPORT

4. n/a

RECOMMENDATIONS

5. Approve the Council's Corporate Plan for 2024/25 prior to its final approval at Full Council on 26 February 2024.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. They will be clear on what the Council's key priorities are, along with the activity we will undertake and how we will assess our progress and performance.

BACKGROUND

7. The Team Doncaster borough strategy, Doncaster Delivering Together (DDT), sets out our ambition to 2030 and identifies the partnership's 'Great 8 Priorities'.



Looking back – what we've done

8. A full review of progress against DDT has recently been published on the Team Doncaster website. Below are a few example contributions from the Council across 2023/24.

9. Tackling climate change

- Installation of new electric vehicle charging points and Council fleet vehicles replaced with electric vehicles.
- Low carbon grants administered by Business Doncaster to small and medium enterprises and micro businesses, supporting their decarbonisation efforts.
- Tiny Forests tree planting and Green Flag status at numerous parks.

10. Developing the skills to thrive in life and work

- Hosted the UK's first Remake Learning Days festival, with over 10,000 residents engaging in over 80 different events.
- A new University Technical College built in the city centre, focussing on Engineering and Creative & Digital. Plans approved for a second UTC which will focus on Health & Care and Green Tech.

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

- Stainforth Towns Deal programme underway and additional masterplans developed/in development for Edlington, Thorne and Moorends, Rossington, and Mexborough.
- South Yorkshire Airport City programme established to reopen the airport and develop a cluster of high value economic activity which complements traditional aerospace functions, including logistics.

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

- 'Making it Real' board created – enabling user experience to shape our strategies and services to deliver personalised care and support. This has led to reduced waiting times for, and duration of, assessments for our services.
- Launched and embedded Doncaster's All Age Carer's Strategy, outlining support to unpaid carers. Social Care Academy and Proud to Care campaign continue to support adult social care recruitment.
- Delivered/supported Wellbeing and Digital Hubs: Food and Health banks, Warm Welcome Spaces, Winter Warmth Programme, income management, Debt Advice, Energy Advice, Healthy Homes, Health and Wellbeing, social isolation, Citizens Advice.

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

- Launched and embedded our localities working model in all 4 delivery areas, each with their own locality plan, budget, and dedicated lead officer.
- Road safety presentations in primary schools.
- Refreshed our Equalities, Diversity, and Inclusion framework to ensure it is an integrated consideration in all our decision-making processes and included 'Care Experience' as one of our local protected characteristics.
- Helped over 225 Ukrainian refugees settle in Doncaster.

- Shortlisted for the Keep Britain Tidy ‘Environmental Campaign of the Year’ category.
- English lessons for speakers of other languages provided at multiple venues.

14. Nurturing a child and family-friendly borough



- Supported food banks and food pantries with grants.
- Domestic abuse services expanded – recruitment of additional staff, including a strategic lead officer, and the introduction of a survivor liaison scheme.
- Supported organisations to achieve child-friendly accreditation.
- Continued implementation of our Healthy Learning, Healthy Lives programme in schools which looks to improve diet, nutrition and increase physical activity.
- School holiday activity provision – affordable family activities with free meals.
- Commissioned mental health support in community settings and schools.

15. Building transport and digital connections fit for the future



- Rail connectivity improvements at Hatfield and Stainforth as part of the Town Deal.
- Investments in walking and cycling route access to rail stations, as well as lighting, signage, car parking and cycle storage.
- Extensive borough-wide programme of road and path resurfacing and surface dressing.

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



- Promoted cultural, tourism and green assets including parks and open spaces as part of Visit Doncaster’s marketing to local communities and external visitors.
- Hosted regular Visitor Economy Group meetings to share knowledge around the sector and attract new events to Doncaster.
- Delivered or supported local events programme e.g., Delicious Doncaster, DN Festival of Light.
- Royal visit to mark city status from HRH King Charles.

Looking forward – our Corporate Plan for 2024/25

17. Each Team Doncaster partner should set out how they will contribute to the DDT ambition via their own organisation’s plan. The Council calls this our ‘Corporate Plan’ and refreshes it on an annual basis. This plan runs across the financial year – from April 2024 to March 2025.

18. The Corporate Plan identifies 10 key priorities for 2024/25, grouped into three themes: Organisational, People-focused, and Place-focussed. The order of the priorities does not represent an order of importance.

Organisational Priorities:

19. The first three priorities relate to how we will work and our commitment to equality, diversity, inclusion, and fairness.

Priority 1. Cultivate a Dynamic, Diverse, Informed & Empowered Workforce

Priority 2. Think Local, Act Personally

Priority 3. Create a fairer, kinder, more inclusive city

People-focused Priorities:

20. The next three priorities relate to our adult and children's services and how they will work with the NHS.

Priority 4. Improve outcomes in adult social care

Priority 5. Co-deliver an impactful NHS partnership

Priority 6. Improve outcomes for children through a high-performing Children's directorate

Place-focused Priorities:

21. The next three priorities cover specific deliverables associated with the economy and infrastructure themes, and a range of factors that affect quality of life within our neighbourhoods.

Priority 7. Develop our South Yorkshire Airport City

Priority 8. Deliver Major Projects

Priority 9. Create safer, stronger, cleaner neighbourhoods

22. **Priority 10: Deliver council contributions to Team Doncaster strategies** covers all other activity under within the following strategies: Education & Skills, Health & Wellbeing, Culture, Economic, Housing, and Environment & Sustainability.

23. Each corporate priority contributes to one or more of the DDT Great 8 priorities and is presented with a series of actions that will take place in 2024/25. A Cabinet Lead and a Lead Officer is identified for each one.

24. This year's plan also includes an overview/reference to the work planned by our Arms-Length Management Organisations – St Leger Homes of Doncaster and Doncaster Culture and Leisure Trust. The detail for which can be found in their own specific plans, by following the links included.

25. The Corporate Plan finishes with an overview of how we will monitor and review our progress and performance across the year.

OPTIONS CONSIDERED

26. Option 1 (recommended). Approve the Council's Corporate Plan for 2024/25.

27. Option 2 (not recommended). Do not approve the Council's Corporate Plan.

REASONS FOR RECOMMENDED OPTION









28. As a public body, we should be clear and transparent about what we will do with the public money and resources we control. As a member of the Team Doncaster partnership, we should be clear about what contribution we will make towards our collective Team Doncaster 2030 ambition.

29. The Council's Corporate Plan has been developed using input from the elected and corporate leadership teams, and the directorate leadership teams that will be responsible for delivering the plan.

30. The Plan is consistent with the previous public communication regarding future priorities made by the Mayor (May 2023) and in the Team Doncaster DDT review publicised at this year's Team Doncaster Summit (Nov 2023).

IMPACT ON THE COUNCIL'S KEY OUTCOMES

31. Approving the Plan itself will not make an impact, but delivery of the priorities and activity it contains will make direct and indirect impacts across all Great 8 priorities.

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	✓			

32. Legal Implications [Officer Initials: SRF Date: 07.12.23]

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.

33. Financial Implications [Officer Initials: MS Date: 12/12/23]

The financial implications of the priorities and actions in the Corporate Plan are contained within the Revenue, Capital and Housing Revenue Account 2024/25 budget reports that will be considered by Council in February 2024. As specific actions and programmes of activity are developed further, more specific financial implications will be provided in relevant reports.

34. Human Resources Implications [Officer Initials: KG | Date: 11/12/23]

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.

35. Technology Implications [Officer Initials: PW Date: 07/12/23]

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

RISKS AND ASSUMPTIONS

36. None.

CONSULTATION

37. Engagement with relevant leadership teams and officers across all directorates.

BACKGROUND PAPERS

38. None.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

39. DDT – Doncaster Delivering Together, NHS – National Health Service

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Corporate Plan

(2024-2025)



City of
Doncaster
Council

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Ros Jones

Mayor Ros Jones



Damian Allen

**Damian Allen
Chief Executive**

Welcome to the Council’s Corporate Plan for 2024-2025.

This sets out our short-term priorities and activity associated with the longer-term ambitions identified in Team Doncaster’s ‘Doncaster Delivering Together’ borough strategy.

No single organisation can deliver these ambitions on their own, so this Plan should be considered a contribution to the overall activity, not the entirety of what is planned for Doncaster.

Although this is the Council’s Plan, we make it clear that much of the work we will do will be done together with our Team Doncaster partners – this way we can get more from our collective resources and stand a better chance of achieving our central mission: Thriving People, Places and Planet.

We face a range of challenges of different scale and type. Some challenges are more significant and engrained and so need a longer-term response over multiple years – for example, tackling low healthy life expectancy or tackling deprivation. Much of the activity to respond to such issues is already established and so this year will see a continuation and/or expansion of such projects, services, and interventions.

On the other hand, some challenges pop up unexpectedly – such as responding to the closure of the airport or supporting our residents in response to adverse weather-related emergencies such as flooding.

Whatever the issue, residents and businesses can be assured that we are working hard to effectively respond to such challenges, together with work to prevent or limit the impact of future events.

To deliver on both fronts is becoming more difficult every year as we are continually left with reduced resources with which to work. This is why we put so much emphasis on the joining up of efforts by multiple organisations, together with the resident-informed initiatives that target resources where they are needed the most.

Despite the challenges, there is much to be positive about in Doncaster, from continued significant regeneration in the city centre, towns, and villages throughout the borough; to an array of activity set out in the agreed partnership-wide strategies for the economy, environment, education and skills, housing, and culture.

This Plan sets out some of the work we will be delivering for our residents and businesses, and we hope that when invited, you will all continue to engage with the development of our projects and services so that we can make further improvements together.

Wellbeing Goals and Outcomes

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

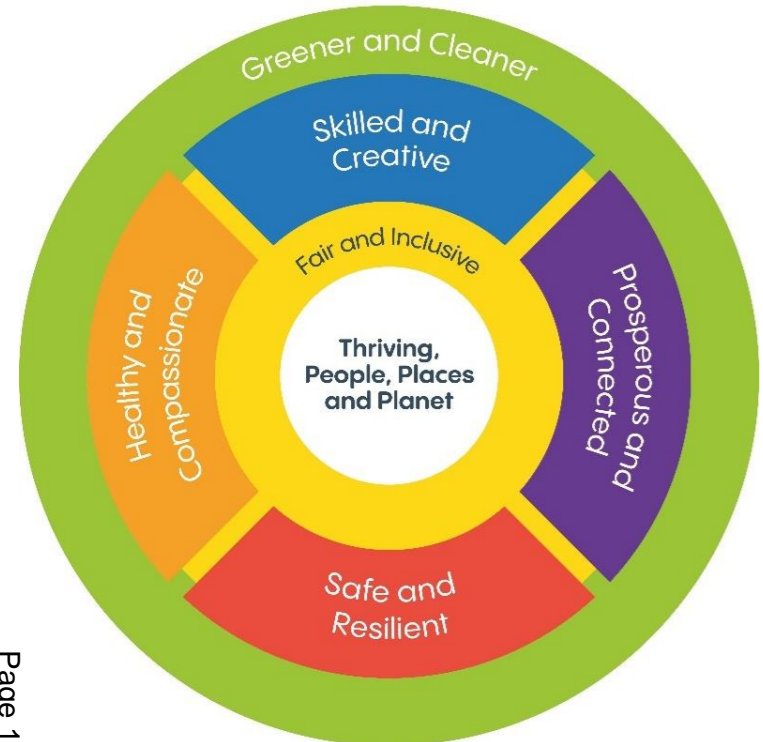
<https://www.teamdoncaster.org.uk/doncaster-delivering-together>

Doncaster and the world around us are changing in many 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.

DDT 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 ambitions that we will work towards.

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



GREENER AND CLEANER

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

- Planting 1 million trees
- Improving air quality
- Having more places to enjoy nature and recreation
- Cleaner neighbourhoods and less fly-tipping
- Reducing carbon emissions

FAIR AND INCLUSIVE

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

- 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. This includes:

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

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
- Reducing crime & antisocial behaviour
- More local services providing support closer to communities
- Strengthened voluntary sector

HEALTHY AND COMPASSIONATE

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

- More opportunities for walking and cycling
- More support for physical and mental health
- Pushing Government 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 includes:

- Improving educational 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

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 collaborating 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 are 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 everyone belongs. 
6. Nurturing a child and family-friendly borough 
7. Building transport and digital connections fit for the future 
8. Promoting the borough and its cultural, sporting and heritage opportunities 

Our Priorities for 2024/25

Our priorities are grouped into three themes: **Organisational**, **People-focused**, and **Place-focused**. Each priority has an elected member that has overall responsibility for its achievement and a senior Council officer responsible for delivering activity.

The logos show which of the DDT Great 8 priorities to which they contribute. **Please note that the priority numbers do not represent an order of importance.**




 Tackling Climate Change	 Developing the skills to thrive in life and work	 Making Doncaster the best place to do business and create good jobs	 Building opportunities for healthier, happier, and longer lives for all	 Regenerative Council
 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	 Creating safer, stronger, greener, and cleaner communities where everyone belongs	

Organisational

Priority 1. Cultivate a Dynamic, Diverse, Informed & Empowered Workforce 

Cabinet Lead: Cabinet Member for Corporate Resources
Lead Officer: Assistant Director Policy Insight and Change

Attracting and developing the best talent with a diverse range of skills, experiences, and perspectives. Embedding our Values, taking advantage of technology and delivering efficient services.

Priority 2. Think Local, Act Personal   

Cabinet Lead: Cabinet Member for Public Health, Communities, Leisure, and Culture
Lead Officer: Assistant Director Policy Insight and Change


Embedding our Localities working model, where services and interventions are tailored to the needs of and delivered from within our communities.

Priority 3. Create a fairer, kinder & more inclusive city   

Cabinet Lead: Cabinet Member for Children's Social Care and Equalities; Cabinet Member for Public Health, Communities, Leisure, and Culture
Lead Officer: Assistant Director Policy Insight & Change / Director of Public Health & Prevention

Developing and coordinating a coherent programme focussing in on the DDT Fair and Inclusive wellbeing goal.

People-focused

Priority 4. Improve outcomes in Adult Social Care 




Cabinet Lead: Cabinet Member for Adult Social Care
Lead Officer: Director Adults, Well-being, and Culture

Addressing existing challenges within the Adult Social Care services to improve efficiency and effectiveness of the support we provide to residents.

Priority 5. Co-deliver an impactful NHS partnership  

Cabinet Lead: Cabinet Member for Adult Social Care; Cabinet Member for Public Health, Communities, Leisure, and Culture; Cabinet Member for Children's Social Care and Equalities
Lead Officer: Director Adults, Well-being and Culture, Director of Public Health & Prevention



Improving the way Council services work together with the NHS to deliver joined-up health and social care services to residents.

Priority 6. Improve outcomes for children through a high-performing Children's directorate   

Cabinet Lead: Cabinet Member for Children's Social Care and Equalities; Cabinet Member for Early Help, Education, Skills, and Young People
Lead Officer: Director Children and Families



Addressing existing challenges within the Children's services to improve efficiency and effectiveness of the support we provide to residents.

Place-focused

Priority 7. Develop our South Yorkshire Airport City  

Cabinet Lead: Mayor
Lead Officer: Director of Corporate Services

Reopening the Airport for commercial flights and developing the broader area for economic use.

Priority 8. Deliver Major Projects  

Cabinet Lead: Cabinet Member for Highways, Infrastructure and Enforcement; Cabinet Member for Finance, Traded Services and Planning
Lead Officer: Director of Corporate Services

Delivery of Levelling Up Round 1 funded schemes, our two Town Deal funded programmes, and a range of Transport improvement interventions.

Priority 9. Create Safer, Stronger, cleaner neighbourhoods    

Cabinet Lead: Cabinet Member for Highways, Infrastructure and Enforcement; Cabinet Member for Housing and Business; Cabinet Member for Sustainability and Waste. **Lead Officer:** Director of Place

Delivering value for money community services linked to the environment and safety.

Priority 10. Deliver Council contributions to Team Doncaster strategies

EDUCATION & SKILLS
Cabinet Lead: Cabinet Member for Early Help, Education, Skills, and Young People.
Lead Officer: Director Children and Families

CULTURE
Cabinet Lead: Cabinet Member for Public Health, Communities, Leisure, and Culture
Lead Officer: Director Adults, Wellbeing & Culture

HEALTH & WELLBEING
Cabinet Lead: Cabinet Member for Adult Social Care; Cabinet Member for Public Health, Communities, Leisure, and Culture; Cabinet Member for Children's Social Care and Equalities, Cabinet Member for Early Help, Education, Skills, and Young People.
Lead Officer: Director Adults, Wellbeing and Culture

ECONOMY
Cabinet Lead: Mayor, Cabinet Member for Housing and Business.
Lead Officer: Director Place

HOUSING
Cabinet Lead: Cabinet Member for Housing and Business.
Lead Officer: Director Place

ENVIRONMENT & SUSTAINABILITY
Cabinet Lead: Cabinet Member for Sustainability & Waste.
Lead Officer: Director Place



What resources do we have available?

Context

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

We have repeatedly been successful in achieving a balanced budget each year, 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.

Financial Pressures

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

Increasing demand for services, together with limited supply and increased costs, continue to prompt the development of innovative ways of working and cross-partner delivery, enabling our residents to get the support they need in the way they want it.

Our expenditure in Adults, Health, and Wellbeing; Children, Young People and Families; and Public Health accounts for around two-thirds of our total expenditure.

How much do we have available?

In 2024/25 the gross revenue budget is £636m. In addition, the capital programme provides further investment of £507m over 2024/25 to 2027/28.

Where does our money come from?

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 45% of the revenue funding we need to deliver our priorities in 2024/25. Additional funding comes from Government grants and fees and charges to the public.

Our Strategy

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.

The financial strategy aims to use our limited resources to do as much as possible whilst prioritising the continued protection of the most vulnerable people in our community.

We seek to maximise income from a range of sources, and work in partnership with others to get more from our collective resources.

We use our capital programme to invest in regeneration of the city by improving infrastructure and the efficiency and effectiveness of services.

How we spend

Wherever possible, the Council spends the city'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.

Our Workforce

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 is 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.

ORGANISATIONAL PRIORITIES – How we will work

Key Principles

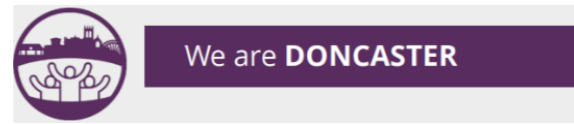
- **Intelligence-led interventions:** using locality-specific data, opinions, and insights to target interventions where needed most.
- **Shared responsibilities:** using partner collaboration to get more from our collective resources.
- **Whole-life, whole-system integration:** considering all life stages and their transitions points - Starting Well, Living Well and Ageing Well.
- **Early intervention and prevention:** identifying and addressing concerns, risks, and opportunities early.
- **Cross-boundary thinking:** considering nearby areas too – issues and opportunities often spread across local authority boundaries.
- **Developing Resilience:** helping people to help themselves.
- Adopting a **Regenerative mindset**, rather than sustainability i.e., Renew and Improve, rather than ‘do no harm’.
- **Asset-based** community development: building on distinctive local strengths and opportunities.

Our Values

Just as important as what we do, is how we do it.

Our four values set out the expectations on how we work together as one team, to achieve our vision and the priorities for the people of Doncaster.

Our values underpin our organisational culture and guide the way we think and act.



We are **DONCASTER**



We are **INCLUSIVE**



We are **RESPONSIBLE**



We are **SUPPORTIVE**

Our Behaviours

- We are proud and ambitious.
- We work with colleagues, partners, and the wider community to develop the best services with and for the people of Doncaster.
- We want to make Doncaster a vibrant place, working alongside our people, businesses, and communities, delivering together.
- We are authentic, open and embrace diversity.
- We listen and engage, working collaboratively together.
- We ensure our colleagues and customers have a voice.
- We understand our role, are reliable and committed.
- We keep our promises and do what we say we will do.
- We take personal responsibility for our performance and development, looking to always improve and provide quality services.
- We create an environment based on trust, flexibility, honesty, and compassion.
- We work flexibly and promote a healthy work/life balance.
- We encourage our workforce to share skills, knowledge, and be creative in order to develop and grow.

Priority 1. Cultivate a Dynamic, Diverse, Informed & Empowered Workforce

- Attract and engage the best talent, embracing diversity and inclusion to build a range of skills, experiences, and perspectives.
- Be innovative about how we recruit and retain quality staff in ‘hard to fill’ positions whilst investing in the organisational development priorities.
- Reform the way we think about people, place, and communities – identify interdependencies with better cross departmental working in terms of building intelligence and improving outcomes.
- Drive delivery of the Team Doncaster borough strategy.
- Embed our Council workforce behaviours across the whole organisation.
- Deliver our Medium-Term Financial Strategy – reducing costs, whilst maintaining adequate resources to deliver services.
- Respond to customers in a timely manner, focusing on a quality customer experience.
- Take advantage of technology to support modern, effective, and efficient service delivery and digital ways of working.
- Represent Doncaster in regional and sub-regional structures to deliver maximum impact locally.

Locality Working

Doncaster is the largest metropolitan borough in England and has many communities, each with their own strengths and challenges – therefore a one-size-fits-all approach does not always work. Our ‘Localities’ are the groups of electoral wards in the North, South, East and Central parts of the city. They are a helpful compromise - small enough to be more attuned to local issues than a city-wide focus would allow, but big enough so that issues and opportunities can be dealt with more effectively. They also line up with similar geographies used by partners.

Priority 2. Think Local, Act Personally

We will ensure a whole-organisation approach to locality-working. This will involve empowering communities by including them in the design and delivery of locality-specific interventions, and investment in community capacity, places, and services. Helping people to live healthy and active lives within their community will play a big part in the way we work so we will embed a new Community Prevention Service to ensure our services are tailored to local needs. Although common themes exist throughout the Locality areas, each has its own priorities and activity. Headlines are below, with summaries in the Annex. (Full plans published in April 2024).

THEMES	NORTH LOCALITY	EAST LOCALITY
Environment, Sustainability & Green Spaces	Promote active travel, tree planting, food growing and healthy cooking initiatives. Protect parks and support the formation of ‘Friends of...’ groups .	Continue to protect & enhance green spaces with more green development . Focus on sustainable living in our homes and how we travel.
Community Safety	Encourage crime & ASB reporting . Promotion of safety campaigns . Partnership response to nuisance off-road vehicles .	Continued collaboration with East partners to increase feelings of community safety by tackling ASB, crime, and road safety through Community days of Action, Education and Community interactions .
Thriving Communities	Highfields designated as a Regenerative Priority Neighbourhood . Increase energy efficiency of homes. Promote digital inclusion and activities that bring communities together to help tackle poverty and reduce social isolation. Develop community outreach spaces .	Expand local groups to further develop the diverse offers open to all. Listen and inform communities through Your Life Doncaster.
Fairness, Health & Wellbeing	Promote the Enhanced Access offer from the Primary Care Network – providing health/wellbeing services in community settings. Pilot ‘bump’ sessions to reduce social isolation. Promote Family Hubs and their services.	Collaboration with health partners and VCFS to provide strong community offers around access to mental, physical, and social health . Continue to develop information & guidance, Education, training, and employment offer by utilising the growing partnerships across the East.
Children & Young People / Youth Provision	EPIC and Holiday Activity & Food programme . Promote Operation Anticipate , diverting young people from crime/ASB. Recruit more & co-locate youth workers to Your Family teams.	Collaborate with young people to develop meaningful activities that support mental, physical, and social health in their local communities.

THEMES

SOUTH LOCALITY

CENTRAL LOCALITY

Environment,
Sustainability &
Green Spaces

Focus on the needs of **housing and transport** across the south, whilst continuing to develop and **enhance the green spaces**.

Work with communities to protect and enhance our environment and provide **access to transport, housing, & digital connectivity** across our communities.

Community
Safety

Continue the work in the South to **reduce crime and ASB**. **Educate on the harms of alcohol and substance misuse** and help those that are homeless in the South community.

Collaborate with partners and local communities to tackle community safety issues, providing **support, interventions, and enforcement** where it is needed most.

Thriving
Communities

Continue to **listen** and provide **quality information** to our South communities through Your Life Doncaster and support through collaboration further opportunities for each south community.

Actively **support residents and VCFS groups** to build community spirit, cohesion, and participation across our communities.

Fairness, Health
& Wellbeing

Understand the **physical, mental, and social health** needs across the South. Through partner collaboration provide **quality information and guidance and support** available to deal with the cost of living.

Respond, support, and deliver **improvements in health, care, and support**, listening to resident concerns and acting on things that matter to them compassionately and fairly.

Support for local
businesses;
Town Centres,
& Regeneration

Support and listen to our **local businesses and Town centres** to thrive through **workforce development and investment**.

Promote and **support business enterprise and investment** to sustain and diversify the local offer.

Children &
Young People /
Youth Provision

Continue to deliver **quality provision** for all young people **supporting their mental, physical health and wellbeing**, and giving them resources to thrive.

Equality, Diversity, Inclusion and Fairness

These terms each have their own definitions but are often understood to mean different things and used interchangeably.

Avoiding any formal definitions, in basic terms here is what we mean:

- **Equality** is about treating people the same in status, giving them the same rights as everyone else.
- **Diversity** recognises that although people have things in common, they can be different in many ways.
- **Inclusion** is where those differences are seen as a benefit and so considering a range of perspectives can lead to better decisions.
- **Fairness** is about being impartial, and treatment or behaviour without favouritism or discrimination.

Together they form the basis of our approach to service delivery. In simple terms, it is about:

- Continuing to embed equality, diversity, inclusion, and fairness across the Council in everything we do.
- Ensuring that everybody has the same opportunity to benefit – by considering individual needs and tailoring provision or response accordingly.
- Ensuring awareness of the impact of bias, both conscious and unconscious; and understanding the challenges and barriers that people face, so we can overcome them.
- Ensuring that people are treated fairly, respectfully and are protected from discrimination, bullying or harassment.
- Promoting a culture where people get the dignity and respect they deserve and that their differences are celebrated.

Our Vision

Doncaster is an open, diverse, and inclusive borough that respects and values differences. A place where people from different backgrounds and with different views work together to create opportunity for everyone to thrive and succeed.

Priority 3. Create a fairer, kinder, more inclusive city

Key Activity

- Respond to the Fairness and Wellbeing Commission recommendations.
- Coordinate the Doncaster Choose Kindness Movement – encouraging closer community bonds and strengthening community cohesion; to include an Inclusion Charter and a commitment to equitable and inclusive education and training for all.
- Develop a LGA Equalities Framework baseline and action plan which will include new EDI Objectives for the organisation.
- Support the development of a refreshed Inclusion and Fairness Forum.
- Deliver statutory public health duties, including mobilisation of new services, action on the wider determinants of health.
- Embed Doncaster’s compassionate approach to health within new and existing programmes, e.g., Doncaster's Family Food Programme – supporting nutritional knowledge, eating behaviours, cooking skills, and family relationships with food and body.

Our Roles

As a **community leader**, we will support Team Doncaster to take a relentless approach to equalities, tackling deprivation and supporting residents to maximise their income.

As a **service deliverer**, we will ensure services are shaped by equality, diversity, inclusion and fairness objectives and we target resources to where they are most needed.

As an **employer**, we will be open and inclusive and champion diversity.

See more detail on our website: <https://www.doncaster.gov.uk/services/the-council-democracy/equality-and-inclusion>

PEOPLE-FOCUSED PRIORITIES

Priority 4. Improve outcomes in adult social care

- Increase opportunities for local people with lived experience of care and support to influence our approach – including service improvement and recruitment.
- Make information and advice about rights (including to independent advocacy), responsibilities and sources of support routinely available.
- Improve local, timely access to care and support making sure we listen to people seeking support, their families, and local communities to understand what matters most to them.
- Create and sustain more employment opportunities for disabled people.
- Increase the choice and control people have over their support at home, whether they choose to have a direct payment or to have care and support arranged by the council.
- Develop and support the wellbeing of our adult social care workforce so they can support Doncaster people to live their best lives.

Priority 5. Co-deliver an impactful NHS partnership

- Develop and implement a joint Health & Wellbeing Strategy so that people from all communities & backgrounds are more likely to enjoy a healthy life expectancy.
- Use evidence from the Joint Strategic Needs Assessment to target resources where they are most effective in increasing prevention and reducing inequality.
- Work together to join up information, advice, and support in local neighbourhoods.
- Support more people to access care and treatment close to where they live.
- Help people to return home more quickly following stays in hospital or mental health settings.
- Reduce the number of people living in care and treatment settings with unnecessary restrictions on their liberty.
- Improve identification and recognition of informal carers, promoting their rights and connecting them with information, advice, and support to improve independence and wellbeing.

Priority 6. Improve outcomes for children through a high-performing children’s directorate

- Ambitions
- Children are given the very best start in life by their parents and carers who are supported to optimise their child’s development.
 - Children enjoy good health and receive effective services as needed to optimise independence and the best health outcomes.
 - Children are well prepared for adulthood, access and engage in education, employment and training and contribute to their community positively.
 - Children live safely and happily within their families and where they cannot live at home, we are good corporate parents.

- Drive Social Care practice improvement
- Implement the Quality Improvement plan and Practice improvement plan.
 - A clear focus on capturing impact for children/families ensuring the changes are long lasting and go beyond processes.
 - Embed the Learning Organisation Framework including action learning sets around practice, audit & embedding learning.
- Develop an effective workforce strategy
- Address challenges linked to recruitment & retention, recognising hard to recruit roles and developing a ‘grow your own’ policy.
 - Better communicate our unique selling points, and succession planning through growth and development opportunities.
 - Recognise and celebrate the impact our staff have on the children, families, and communities of Doncaster.
 - Take positive action to ensure that we have a diverse workforce which reflects our children, communities, and families.
- Locality Working
- Complete a baseline of service configuration/working practices across the four localities that reflects key policy drivers.
 - Increase the use of shared assessments & family network meetings, with a focus on early intervention and prevention.
 - Pilot locality-based multi-disciplinary teams to support children and young people with SEND.
 - Support the development of the new Community Prevention Model.

PLACE-FOCUSED PRIORITIES

Priority 7. Develop our South Yorkshire Airport City

- Identify and appoint an airport operator and get the airport re-opened.
- Support private investors to maximise the potential for the whole Gateway East investment zone.
- Undertake a joint masterplanning process and develop a green airport city cluster.
- Develop a local employment academy to ensure adequate labour supply to fulfil the growth potential at the airport.

Priority 8. Deliver Major Projects

- Deliver Levelling Up Fund round 1 schemes.
 - Waterfront East site remediation, start temporary public realm installation.
 - Finalise renovation and restoration of the Market's Corn Exchange.
 - Improve 70 shop fronts around the heritage city zone (Scott Lane).
 - Support private sector renovation of St James' baths into a leisure, spa, and baths facility.
 - Demolition of the old library, replaced with quality public realm.
- Deliver Town Deal programmes.
 - City Gateway £27m: Continue design work, complete acquisitions, commence construction of a new mixed-use building and further public realm improvements at the rail station.
 - Stainforth £22m: Start restoration of the headstock structures & secure the site. Start works to the new link road connecting East Lane and Waggon Way.
- Deliver City Region Sustainable Transport Settlement schemes.
 - Develop options for reducing journey times around Cleveland Street and Sidings roundabout, City centre (£6m).
 - Improve accessibility to Mexborough town centre with various transport interventions e.g., public transport improvements (£11m).
 - Develop options to improve connectivity & accessibility in northern communities through active travel e.g. pedestrian crossings, safer school routes (£10m).
 - Develop options to improve road capacity and connections to employment sites via sustainable transport in eastern Doncaster (£12m).

Priority 9. Create safer, stronger, cleaner neighbourhoods

- Deliver a new Neighbourhood Response model to deploy resources in priority neighbourhoods, with an emphasis on enforcement activity and tackling antisocial behaviour.
- Deliver proactive and robust regulatory services to achieve compliance with legislation, ensuring legitimate businesses thrive and non-compliant businesses are actively targeted for intervention.
- Deliver a prioritised road and footpath repair and maintenance programme to ensure our highways are safe and claims against the Council are minimised.
- Deliver targeted services to increase the amount of housing (social & private) – e.g., Planning function and Council House build programme.
- Deliver a programme to improve standards within the supported housing sector – including property inspections of non-commissioned and commissioned supported accommodation.
- Continue to investigate all fly-tipping reports and remove waste within 7 days from public areas.

Priority 10: Deliver Council contributions to Team Doncaster strategies

Education and Skills Strategy

- Launch a new skills and training offer at the former Rail College site at Lakeside.
- Deliver another Remake Learning Festival, plus smaller scale 'pop-up' activity.
- Develop plans for a new Higher Education offer linked to our industry specialisms.
- Implement an All-age Careers Hub, bringing together existing and new careers education, information, and guidance.
- Develop new metrics to measure the impact of our ecosystems approach.
- Support the establishment of the new University Technical College focusing on Health Sciences & Green Technologies.
- Deliver a Doncaster Education Leadership Programme for Headteachers and Principals.
- Develop an equitable and Inclusive Lifelong Learning for all approach, enabling young people to access learning as close to home as possible and within their own communities.

Health and Wellbeing Strategy

- Provide funding for local community groups to help increase physical activity
- Further work to support walking groups and our Active Schools Framework.
- Deliver our All-Age Carer's strategy.
- Deliver our Strategic Commissioning function – adopting a locality approach to the provision of support to people experiencing homelessness, older people, people with learning disabilities and mental health issues.
- Support access to parks, and leisure and cultural opportunities for the more vulnerable members of our communities that need support to do so.

Culture Strategy

- Develop a narrative and brand for Doncaster's culture offer.
- Improve awareness of Doncaster's culture offer across all communities.
- Create a shared Investment pipeline to coordinate fundings bids.
- Identify funding risks and opportunities and encourage investment.
- Deliver our significant cultural events programme.

Economic Strategy

- Deliver Investment Zone sites in Thorne, city centre, Carcroft & Hatfield/Stainforth.
- Develop our Long-Term City Centre Plan to access additional Government funding.
- Develop further our Levelling Up Fund Round 3 Proposals
- Undertake deep dive analysis as part of the city centre Levelling up partnerships.
- Creation of industry sector profiles – information on leading companies, market forces, performance trends, and forecasts.
- Provide support to existing and prospective businesses via our Business Doncaster service.

Housing Strategy

- Facilitate private sector housing delivery.
- Deliver the Council house build programme Phase 2 (start on site, 123 units over 2 years).
- Undertake design and approval phase of the Bungalow and Small sites programme.
- Undertake options appraisal for a Strategic Partnership for mixed-tenure development.
- Develop and deliver the Royal Estate Improvement Programme following a housing option appraisal.
- Work with private sector housing landlords to improve standards.
- Ensure supported housing for vulnerable people is up to standard.

Environment and Sustainability Strategy

- Review strategic actions & identify additional projects/initiatives.
- Produce a Carbon Reduction plan for reducing our emissions.
- Work with private landowners to plant more trees.
- Further greenspace naturalisation.
- Replace more petrol/diesel fleet vehicles with electric vehicles.
- Increase the provision of electric vehicle charging facilities.
- Maximise the energy efficiency of Council homes and buildings.
- Support private homeowners and businesses to maximise the energy efficiency of their homes and buildings.
- Improve property-level flood resilience to residential areas.
- Maximise recycling by the Council, residents, and businesses.
- Support the development of South Yorkshire's Local Nature Recovery Strategy, embedding strategic local priorities and opportunities.
- Agree corporate policies and specific objectives for delivering the Council's Biodiversity Duty.
- Ensure developments deliver biodiversity net gains and support further Council and private habitat banks in locations where they will have the best outcomes for nature recovery.
- Deliver our parks improvement programme (including over £3million of investment) in Denaby, Campsall, Town, Hexthorpe, Edlington.

ARMS-LENGTH MANAGEMENT ORGANISATIONS

St Leger Homes of Doncaster (SLHD)

SLHD hold management responsibility for all council homes, including the allocation of homes to applicants and property maintenance. They also provide Doncaster's homelessness service, a private lettings agency and resident employment and education/training services. Full details available at www.stlegerhomes.co.uk.

PEOPLE Our Aim – to get it right for our customers and staff

- Invest in our communication channels; increase opportunities to access our services when and how it suits you.
- Do more than providing homes; by offering support to sustain your home and deal with the cost-of-living crisis.
- Listen and communicate effectively, ensuring we have a courteous, compassionate, and skilled workforce.
- Work hard to tackle homelessness – develop a new Preventing Homelessness Strategy for 2024-29.
- Understand the needs and aspirations of our tenants and staff and delivering for them.



HOMES Our Aim – to provide good quality, safe homes at a rent you can afford

- Ensure tenants are satisfied with the homes and services we provide
- Deliver an efficient and effective repairs and maintenance service
- Make sure our homes are safe and free from hazards
- Reduce damp mould and condensation in our homes and making them more energy efficient
- Achieve the highest standards of building safety and compliance



COMMUNITIES Our Aim – to help build communities, not just houses

- Increase engagement with the diverse communities of Doncaster.
- Seek TPAS exemplar status, ensure TPAS and the 'One Voice' Forum are the conduit to ensure genuine effective tenant influence.
- Provide safer communities through tackling and reducing antisocial behaviour and crime.
- Provide communal halls and spaces which the community value.
- Support the Council to regenerate communities.



PARTNERSHIPS Our Aim – to work with others to deliver Doncaster's 'Thriving people, places and planet' ambition

- Tackle climate change by working to become carbon neutral in the way we work and how we use stock and materials.
- Contribute to the Borough Strategy priorities especially: Supporting training and skills, economic regeneration, social care, locality working; making Doncaster a fairer and more inclusive place.
- Work with other social and private landlords to ensure those facing homelessness have a safe and secure home.




Doncaster Culture & Leisure Trust (DCLT)

DCLT is a registered charity delivering premier leisure provision venues across Doncaster. They offer a diverse range of health, fitness, leisure, and entertainment activities with the goal of helping to achieve a healthier community across Doncaster. <https://www.dclt.co.uk/>


Mission Striving for Healthier Communities

Vision Increased opportunity and activity in sport, leisure, and culture, to improve the lifestyles of our customers, colleagues, and stakeholders.


Value our people Our colleagues, customers, stakeholders & partners

- Increased engagement with staff to be an employer of choice.
- Deliver the Workforce Training, Development & Wellbeing Plan that achieves a strong team ethos and culture, rooted in respect and inclusivity. 
- Develop activities that reach our wider communities, promoting and delivering activities that are both accessible and affordable.
- Review and deliver a governance review to recruit new Trustees with partners and stakeholders, to support the current Board and Leadership Team to deliver the Business Plan 2024-2027.


Open and Honest Improve our social impact & value of services through transparent practice

- Embed and re-invent attitudes to leisure through an approach of preventative care in service delivery. Deliver improvement of health and wellbeing responding to the communities we serve.
- Improve the customer experience through high quality services and facilities. 
- Build capacity and resource for positive intervention in the voluntary sector for the support of the delivery of local services.
- Measure and improve our social impact and value of our service.

Innovative Respond and develop local solutions for our communities

- Develop our relationship with Primary Care Doncaster to support local GP services in our venues and through our activities.
- Embed and invest in digital solutions across our venues to improve service delivery, with increased engagement and income generation.
- Advocate and raise the importance of physical and mental wellbeing through participation in leisure and cultural activity on behalf of the city. 
- Commitment to net zero – working towards a minimum of 50% of our venues having at least one form of renewable energy generation.

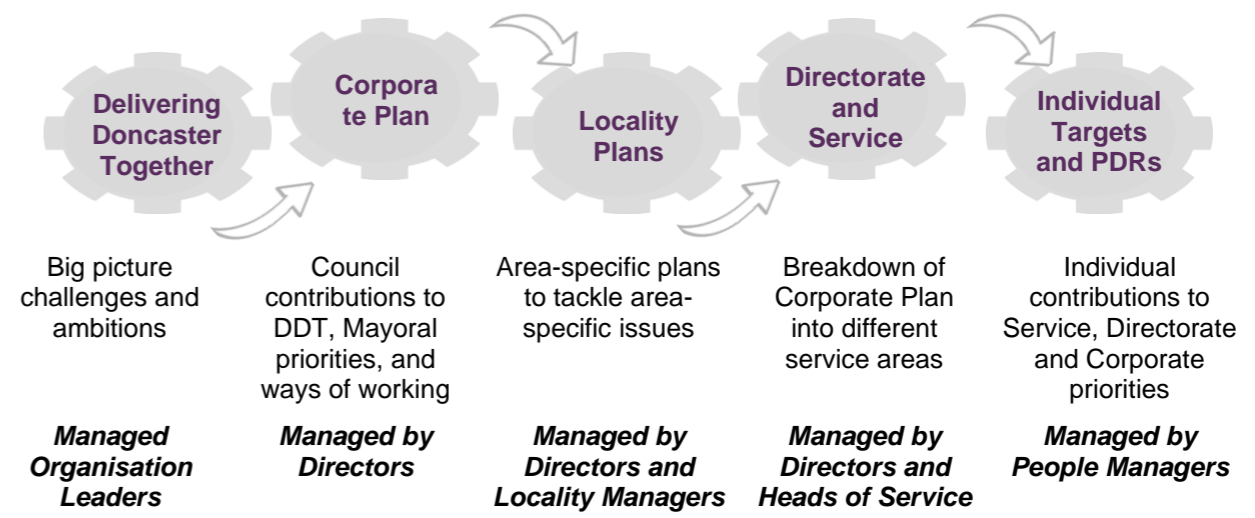
Commercial Generate income of a level to invest and improve our leisure & cultural offer

- Identify, create, and deliver new income streams to achieve reduced direct service costs for all venues under the portfolio.
- Investment in facilities and business development activities. 
- Local procurement of suppliers and contractors to contribute and support the local economy.
- Source relevant funding and grants to capitalise on opportunities through collaboration and joint bids to support our most vulnerable communities.

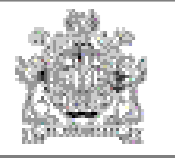
MONITORING PROGRESS AND PERFORMANCE

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The Council will monitor its progress and performance via IT Performance Management Framework with Lead Officers presenting update reports throughout the year to the appropriate leadership team for review and challenge.




Our Service Standards




Regenerative Council

- Average no. days to process new housing benefit claims
- Average no. days to process new council tax support application claims
- Average customer wait time
- % of telephone calls answered within 150 seconds
- % of council tax collected in-year



2. Developing the skills to thrive in life and work

- % of children with first choice Secondary school placements.
- % of children with first choice Primary school placements.
- No. children in Elective Home Education.
- No. refugees (both asylum and resettlement) supported into ESOL and/or employment.
- % of 16/17 year olds not meeting the duty to participate.
- Secondary schools' persistent absent rate.
- % Education, Health, and Care Plans issued within 20 weeks (excl. exception cases).
- % of children missing in education where referrals are closed following case work.



1. Tackling climate change

- Area of Local Authority Land allowed to naturalise/wildflower
- % of successful household waste and recycling collections
- No. homes retrofitted to improve energy efficiency



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

- % of non-domestic rates collected.
- Overall investment gained (into and within Doncaster).
- Overall new inward investment gained into Doncaster with the support of Business Doncaster.
- % of planning applications processed within timescales: Major Applications
- Increase in city centre footfall figures.
- % of Local Authority spend with Doncaster companies/suppliers.
- No. new jobs created in the borough with an annual salary of over £31k through Business Doncaster inward investment, property, and key account activity.
- No. people with a learning disability helped into work.



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

- No. permanent admissions to residential & nursing care homes, per 100,000 population.
- % of Adult Social Care provision with Care Quality Commission Good/Outstanding rating
- % of contraception that is LARC (Long-Acting Reversible Contraceptives)
- % of new birth visits completed within 14 days (Universal Partnership Plus families).
- % of successful alcohol treatment completions
- Average no. days to complete Adult Social Care Needs Assessment.
- Tobacco Control: % of 4-week quit rate recorded by the Yorkshire Smoke-free service.
- % of adults with learning disabilities who live in their own home or with their family.
- Average no. days to complete OT assessments.
- % of people who are still at home 91 days after their period of re-enablement.
- % of mothers that quit smoking during pregnancy.
- No. carer's assessments completed.
- Average no. days from housing adaptation request to completion.



6. Nurturing a child and family-friendly borough

- % of children accessing their entitlement for free childcare (3- & 4-year-olds).
- % of children accessing their entitlement to free childcare (2-year-olds).
- No. referrals into 'your family' teams.
- School Nursing: No. schools with a Health Profile.
- No. early intervention cases managed and supported by the Stronger Communities Service.
- No. referrals processed in 24 hours.
- No. children in care per 10,000 population.
- % of children in care who achieve legal permanence via adoption, SGO or CAO.
- Children under 18 with a Child Protection Plan per 10,000 population.
- Increase in confidence and ability of parents/carers to support and provide for their family evidenced through the Outcome Star - Family Star.
- No. external residential placements.
- % of care leavers in employment, training, and education (age 19-21 years).
- % of cases where the lead social worker has seen the child/young person within timescales specified in the CP plan.
- No. children in need per 10,000 population
- % of single assessments completed within 45 days.
- Referrals to Children's Services that are repeat referrals within 12 months.
- No. children receiving a Multi-Service Early Help support per 10,000 population.
- No. referrals per 10,000 population.
- No. wellbeing cases handled by Wellbeing Team within the Communities Service.



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

- Net additional homes provided (Council and private sector).
- No. identified rough sleepers within the month.
- % of people feeling safer after a safeguarding intervention.
- Safeguarding: duration (average days – referral to completed s42).
- No. high-risk cases referred to MARAC.
- No. referrals to the Domestic Abuse Hub.
- No. victims of ASB being provided with a SPOC and individual support plan.
- No. people/families supported to prevent or tackle ASB, hate crime, or low-level crime.
- % of safeguarding concerns and enquiries that are repeats in a 12-month period.
- No. veterans identified and supported within the Communities service.
- No. fixed penalty notices and Community Protection Notices issued.
- No. incidents attended by the Neighbourhood Response Team.
- % of fly-tips investigated and removed within 7 days from public areas.
- % of redeployable cameras installed within a 28-day timescale.
- % of Environmental Permitting regulations permit visits completed within DEFRA timescales.
- % of Licensing Act 2003 applications processed within statutory timescales.
- Recycling rate for household domestic waste.
- No. of parks with 'Green Flag' status.
- % of quarterly mechanical playground inspections completed.



7. Building transport and digital connections fit for the future

- % of principal roads not requiring major maintenance.
- % of non-principal roads not requiring major maintenance.
- % of estate roads in good to fair condition.
- National highways transportation survey highways maintenance overall satisfaction score.



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

- Customer satisfaction levels reported at Archives.
- Customer satisfaction levels reported at Danum Gallery Library and Museum.
- No. people volunteering in Culture Services to improve their skills
- No. people reporting reduction in social isolation by accessing Culture Services.

ANNEX: LOCALITY PLANS (SUMMARY)



LOCALITY PLAN
FOR THE NORTH COMMUNITIES
CARNFORTH - EPFORWOODH - HORTON
ADOCK - HAXFORD - KNOTT - PY - ROSS - WOODH

ENVIRONMENT, SUSTAINABILITY & GREEN SPACES

Work with communities to protect and enhance our environment and provide access to transport, parks and green spaces and initiatives.

- Promote and Increase Active Travel to improve connectivity and promote physical activity
- Promote tree planting across the borough as part of the 1 million trees campaign as part of a wider climate change and carbon efficiency approach
- Protect parks & green spaces through continually promoting activities and ownership and encouraging formation of Friends of Groups
- Promote green initiatives, including allotments, grow your own and sessions teaching people how to cook healthily, from

COMMUNITY SAFETY

Collaborate with partners and local communities to tackle community safety issues, providing support, interventions, and enforcement where it is needed most

- Reduce Crime & ASB through continually encouraging effective reporting through established channels.
- Protect vulnerable people through continually promoting safety campaigns and ensuring wellbeing concerns are addressed, regardless of channels they are reported through.
- Reduce Off- road vehicle nuisance through a coordinated response between South Yorkshire Police, Stronger Communities and other community services.

THRIVING COMMUNITIES

Actively support residents, to make homes more energy efficient, embrace reduce social isolation and embracing community spirit.

- Highfields as a Regenerative Priority Neighbourhood – Deliver against the 6 goals.
- Make houses more energy efficient to improve carbon efficiency and to support with cost-of-living issues.
- Promote activities that bring communities together and reduce social isolation, such as the cultural activities in locality settings.
- Promote digital inclusion as a way of addressing poverty and social isolation.
- Develop community spaces and hubs in communities, as outreach.

FAIRNESS, HEALTH & WELLBEING

Respond, support, and deliver improvements in health, care, and support, listening to resident concerns and acting on things that matter to them compassionately and fairly

- Promote the Enhanced Access offer from the Primary Care Network.
- Work with the Primary care Networks and key stakeholders to provide health & wellbeing services in a wider range of community settings.
- Pilot the bump sessions to reduce social isolation.
- Promote services offered via Family Hubs, including activities for children, counselling, and midwifery services.

YOUTH PROVISION

Provide and promote positive activities for children and young people within their communities.

- Promote diversionary activities through services including EPIC and the Holiday Activity and Food Programme.
- Promote activities, such as Operation Anticipate to engage with young people and divert from crime & ASB.
- Strengthen and support the local offer and services offered by co-locating youth workers in the Your Family teams.
- Increase capacity by recruiting more youth workers.

ENVIRONMENT, SUSTAINABILITY & GREEN SPACES

South communities and partners work together to develop and enhance green spaces, reduce the impact of litter, fly tipping, and waste and provide sustainable housing and transport options

- Develop and enhance parks and green spaces across the South
- Work with communities to promote sustainability opportunities and reduce the impact of litter, fly tipping, and waste across the South
- Work with residents and providers to support the local housing needs
- Promote opportunities for accessible, affordable and have green transport options

COMMUNITY SAFETY

South communities feel safer, can report crimes to support work linked to ASB, drugs and substance misuse, homelessness and the safety of the south roads and pedestrians

- Reduce crime and Anti-social behaviour, encourage regular reporting of all crimes
- Develop education and promote the safe use of roads
- Continue to work with communities to tackle the impact of substance misuse
- Support and address all aspect of homelessness in the south and those part of the Street community

THRIVING COMMUNITIES

All communities across the south can thrive and flourish through new opportunities, funding, and clear communication

- Continue to promote local events, initiatives, and activities to encourage participation across all communities.
- Utilise a range of locality mediums to communicate clearly with the community and show that the south voice is listened and responded to.
- Provide opportunities for Community funding to be open and available to everyone.
- Develop, support and drive the work to deliver Regenerative neighbourhoods (Edlington).

FAIRNESS, HEALTH & WELLBEING

South communities can equally access quality health care, wellbeing and support services

- Continue to promote and share information advice and guidance to support health and wellbeing.
- Work with stakeholders to develop the local offer to support all physical, mental, social health and wellbeing needs
- Work toward improving access to services, ensuring that everyone feel treated fairly and free from discrimination
- Promote digital accessibility to mitigate the impact of poverty, social and digital exclusion

LOCAL BUSINESS & TOWN CENTRES

Support south business communities to thrive and develop at the heart of the south communities, through strong communication, investment, and development, including workforce development.

- Continue to engage and communicate with businesses to understand the issues that matter to them
- Continue to develop opportunities for investment and development across the South landscape
- Work with the business community to understand their needs and that of employee, offering support to develop the workforce where appropriate

CHILDREN & YOUNG PEOPLE

Young people and families in the South will have provisions and activities to support all aspect of development including mental, physical, and social health and wellbeing and their ability to thrive in education, training and employment

- Activities and provision for all young people to promote positive lifestyle choices
- Develop the local offer to strengthen and support young people's physical, mental, and social health and wellbeing
- Facilitate and enhance the education, training, and employment journey for young people



ENVIRONMENT, SUSTAINABILITY & GREEN SPACES

East residents and partners work together to; reduce litter and waste, to live in greener homes, and have more choice on greener ways of travel. The East will unite on the enhancement and protection of our green spaces

- Community groups continue to lead the fight on litter, supported by robust enforcement to tackle fly tipping.
- Communities and partners continue to protect and enhance green spaces with more tree planting and green development.
- Sustainable living in our homes and the way we travel, building on the new networks put in place in 2023

COMMUNITY SAFETY

East residents feel safer, know how to report crimes, and understand the work taking place to tackle crime, ASB, drugs and violence. The community are educated around safer road use and negative road use is addressed.

- Collaboration with all partners to increase community confidence to report all crime and anti-social behaviour safely and timely.
- Safer roads, by developing further community speed watch and education around safe road use and considerate parking.
- Continued focus on tackling crime, drugs, and violence across the East, by bringing partners together in joint working

THRIVING COMMUNITIES

All East communities and local businesses feel valued, know how to share their voice and where to find out information to thrive in their communities. Regenerative work continues to enhance and develop communities across the East.

- Expand local groups, to develop the diverse offers open to all community members.
- Support local businesses in the heart of communities to be part of the community action.
- Continue to listen and inform communities of events and information about where they live through Your Life Doncaster.
- Communities know how to share their voice and they feel valued and heard.
- Support and learn from regenerative work taking place in Stainforth to develop all areas across the East.

FAIRNESS, HEALTH & WELLBEING

The East is an inclusive place to be, supporting all to live healthy, happy lives. Residents are supported with help and information with the cost of living, their health, and opportunities available to them

- Further develop, Information, advice, and guidance available to communities by expanding offers from partner organisations.
- Develop the education, training and employment offer by utilising partner collaboration, to include how we develop a digital-able East.
- Stronger links with health partners and VCFS to provide strong community offers around mental, physical and social health.
- Work towards making the East a Kind and Age Friendly place to live.

YOUTH PROVISION

Young people in the East will know where to find support for their mental, physical and social health. Provision provided based on the wants and needs of young people in their communities. Support to allow young people to thrive and flourish.

- Young people at the heart of developing meaningful activities in their local communities to provide a modern youth offer.
- Collaboration with all partners to expand the offer to support young people with all aspects of their physical, mental, and social health.
- Work with all partners and VCFS organisations to provide further opportunities for all young people to thrive and learn to support the success of their future.



ENVIRONMENT, SUSTAINABILITY & GREEN SPACE

Work with communities to protect and enhance our environment and provide access to transport, housing, and digital connectivity across our communities

- Continue to develop, promote, and improve access to and use of our parks and green spaces
- Work collaboratively with residents to champion sustainability and minimise litter and waste
- Work with homeowners, landlords and landowners to maximise the availability, safety, and efficiency of homes
- Develop and support physical & digital connectivity across our communities to enable access to opportunities and services

COMMUNITY SAFETY

Collaborate with partners and local communities to tackle community safety issues, providing support, interventions, and enforcement where it is needed most

- Work in partnership to tackle Crime and ASB, identify issues, risks, or harm early, targeting support, interventions and enforcement where needed most
- Raise awareness of alcohol and drug related harms, provide appropriate interventions to change behaviours and tackle illegal supply
- Continue to promote & support the safe use of our roads
- Mitigate and manage the risks of homelessness and rough sleeping by raising awareness of how residents can help themselves and access local support

THRIVING COMMUNITIES

Actively support residents and VCFS groups to build community spirit, cohesion, and participation across our communities

- Utilise Your Life Doncaster and other locality communication to publicise what's going on in local communities, celebrate local success and actively promote good news
- Publicise local assets, amenities, and services to ensure residents know what is available in their local community
- Engage and collaborate with residents and businesses to allow them to identify, influence, design and delivery local activities, initiatives, events, and services
- Actively support residents and VCFS groups to access relevant funding and grants, utilise community spaces and build community capacity and participation within communities
- Ensure the community can have their say and they know their concerns are being listened to
- Work with communities to deliver change in regenerative neighbourhoods linked to local priorities

FAIRNESS, HEALTH & WELLBEING

Respond, support, and deliver improvements in health, care, and support, listening to resident concerns and acting on things that matter to them compassionately and fairly

- Raise awareness and provide support to deal with the cost-of-living crisis
- Work with communities and our partners to develop local information, advice, and guidance so that it is accessible to all
- Increase awareness and opportunities to be active, to realise the benefits to physical health, mental health, and wellbeing for all
- Develop and improve local access to health, care, and support, listening to resident concerns and acting on things that matter to them compassionately and fairly
- Promote and support access to volunteering, education, training & employment opportunities
- Develop a modernised youth offer and provide education and support to enable young people to thrive

SUPPORT FOR LOCAL BUSINESSES

Promote and support business enterprise and investment to sustain and diversify the local offer

- Continue to support local businesses to increase footfall & trade
- Promote and support business enterprise and investment to sustain and diversify the local offer
- Provide advice and support to enable business growth and workforce development
- Build trust & confidence with local businesses through regular engagement
- Continue to promote and support business initiatives to improve efficiency and reduce environmental impacts on local communities



Report

**Date: 7th
February 2024**

To the Chair and Members of the

CABINET

Report Title: CAPITAL STRATEGY AND CAPITAL BUDGET 2024/25 – 2027/28

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

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, and the efficiency and effectiveness of service operations. 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 appendix 3; this has been used to produce the Capital Budget Proposals set out in paragraphs 13 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 £506.6m of capital investment over 2024/25 to 2027/28 that will continue to stimulate growth and prosperity, with £193.1m of spend estimated for 2024/25. The Council is investing in projects to further improve core services such as Education, Housing, Infrastructure, Leisure and Culture.



5. Additional schemes are proposed for inclusion in the capital programme totalling £59.8m, with £36.5m in 2024/25. However, given the continued financial challenges faced by the Council, all schemes have once again been reviewed to prioritise essential spend and to maintain our operational assets and buildings which will be used in the long term. This includes continued investment in our leisure facilities, retained public buildings and infrastructure across the city including street lighting, footpaths and signage, ensuring the assets required to deliver Council services are adequately maintained.
6. The capital programme includes £227.8m investment in the Council's social housing stock over the next four years, covering maintenance, adaptations, acquisitions and the new build programme. In addition, we are committed to the ongoing refurbishment of our leisure centres and there is £14.4m funding to commence refurbishment works at the Dome that will bring much needed investment, support the long-term service provision at this location and in turn the viability of Doncaster Culture and Leisure Trust.
7. The existing capital programme and new projects for the four years 2024/25 to 2027/28 are detailed in Appendices 1a to 1f and in the paragraphs below. Unless stated otherwise, the value for 2024/25 is shown first and then the total for the four-year programme is in brackets (2024/25 to 2027/28).

EXEMPT REPORT

8. This report is not exempt.

RECOMMENDATIONS

9. Cabinet is asked to recommend that Council: -
 - a. Approve the Capital Strategy at appendix 3;
 - b. Approve the Capital programme for 2024/25 to 2027/28 at paragraphs 13 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 functionality, 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.

12. There are significant challenges delivering capital schemes in the current environment, due to the number of varied schemes and managing the impact of inflation, especially if funded from grant income previously allocated, whilst still meeting the grant criteria. In addition, the impact of receiving further government grant income during the financial year for specific capital schemes, with tight deadlines and limited initial start-up funding, requiring finite staff resources to be reprioritised to deliver the new schemes.

Capital Programme Summary

13. The current Capital Programme includes £506.6m of capital investment over 2024/25 to 2027/28, with £193.1m in 2024/25. A summary of the Capital Programme by Directorate is provided below: -

Directorate	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Adults, Wellbeing & Culture	6.493	6.582	5.282	5.282	23.639
Chief Executive	18.272	1.050	0.000	0.000	19.322
Corporate Resources	19.684	12.758	12.841	12.500	57.783
Children, Young People & Families	25.706	5.778	2.378	0.000	33.862
Place	122.992	121.709	76.294	50.997	371.992
Total	193.147	147.877	96.795	68.779	506.598

14. The schemes put forward to be considered for approval total £59.8m with a £25.1m 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. All the bids have been reviewed and prioritised. The only schemes requiring council resources are from the Place and Chief Executive directorates.

Directorate	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	Total £m
Chief Executive	14.927	0.500	0.000	0.000	15.427
Place	4.959	3.465	0.619	0.596	9.639
Total	19.886	3.965	0.619	0.596	25.066

15. It is estimated that borrowing for the £25.1m will incur revenue costs of £1.3m per annum (interest and repayment of debt). The revenue costs are taken into consideration in the revenue budget for 2024/25 – 2026/27. The borrowing costs associated with the investment in the Dome, estimated at £0.3m, are not included within the £1.3m as they will be funded from additional income generated by the Dome following the completion of works.

Place

16. 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 £122.9m in 2024/25 (£371.9m), a further analysis is provided in Appendix 1f.

Economy & Development

- a) **Towns Deal - Station Gateway Construction** - £6.0m (£19.9m) – works include the extension of the railway station forecourt, construction of modern, sustainable buildings and business opportunities in the Doncaster Gateway and improvements to the public space.
- b) **City Region Sustainable Transport Settlement Mexborough** - £6.1m (£13.0m) - The scheme will reallocate space within the existing highway layout along Greens Way to provide a new active travel corridor and provide a sustainable active transport alternative to the private car. The transformation of Greens Way from 'bypass' to 'town street', will provide a more attractive journey for pedestrians and cyclists giving each mode space. The route will be lined with street trees and give active modes a much safer environment for vulnerable road users. A tender exercise is currently being undertaken which will inform the investment with an options appraisal also being progressed to support the investment decision.
- c) **Levelling Up Fund 1 Waterfront East Development** - £10.2m (£11.5m) – works include the remediation of the site to decontaminate the area, to ensure it is in a developmental state and create a temporary public green space. There will be the acquisition of key sections of land to improve access and viability of the overall site. The site will have potential to attract a number of transformational developments and additional opportunities to develop around the Marina.
- d) **Stainforth Towns Fund** - £13.3m (£20.9m) investment for improvements in Stainforth including the station gateway, town centre and new community hub.

Housing & Sustainability

- a. **Council House Building Programme (CHBP) Ph2 (Committed)** – Funding totalling £5m in 2024/25, (£29.9m) Phase 2 was approved by Cabinet on 22nd June 2022 as part of the Affordable Homes Programme to deliver c.123 new homes across the Borough.
- b. **Council House Building Programme (CHBP) Ph2b & Ph3 (New Major Investment)** – Further funding totalling £30.8m 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 £70m invested to deliver a substantial number of new homes to meet the needs of our residents.
- c. **Council House Acquisitions** – Funding totalling £12.3m in 2024/25, (£34.0m) to accelerate the delivery of 241 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.

- d. **Council House Improvement and Maintenance Programme** – Funding totalling £27.8m in 2024/25, (£127.3m) 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, fascia and soffit replacements. The programmed works will include the following: -
- **Fire Safety Improvements** – Funding totalling £1.7m in 2024/25 (£7.1m). 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 £2.4m in 2024/25 (£9.1m) 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.
 - **External Planned Maintenance Including Thermal and Energy Efficiency Works (Contractor)** - Funding totalling £9.7m in 2024/25 (£39.0m) 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 748 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.
- e. **Residential Site Improvements** – Funding totalling £2.8m in 2024/25 (£6.2m). Most 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 2024/25 and Little Lane and Lands’ End sites in subsequent years.
- f. **Net Zero Carbon** – £1.6m 2024/25 (£1.6m) 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

- a. **Highway Maintenance** – £6.2m (£16.5m) - 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, cycleway, 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 which may include surface dressing, micro-surfacing, footway slurry surfacing, and any other appropriate treatments 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 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 customer enquiries or by other means.

- b. **Flood Prevention** – £2.1 (£10.2m) – works to improve flood defences in the areas identified with the greatest need including Town Centre, Bentley, Conisbrough, High Melton and Tickhill
- c. **Street Lighting Column Replacement** – £2.7m (£8.0m) – for the continuation of the scheme for the replacement of existing street lighting columns, re-using the existing LED light fittings.

Adults, Wellbeing & Culture

17. The total investment managed by this Directorate is (£22.4m) over the 4-year programme, with £6.2m in 2024/25. The largest areas are Housing Adaptations £6.4m (£23.4m). 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 £23.2m.

Chief Executive

18. The total investment managed by this Directorate is estimated to be £18.3m (£19.2m). Works are related to investment in leisure facilities and parks. A further analysis is shown in Appendix 1c.

- a. **Doncaster Culture and Leisure Trust** – £16.2m (£16.2m). As part of our commitment for continued investment in our leisure centres, most works in 2024/25 will take place at The Dome, which is essential for the ongoing viability of DCLT and financial sustainability across the portfolio. This includes refurbishment and enhancement of The Lagoons including all ancillary areas, entrance refurbishment, building fabric improvements and mechanical and electrical system replacement.

Corporate Resources

19. Corporate Resources will manage (£57.8m) of funds over the 4-year programme, with £19.7m in 2024/25. 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.
- a. **ICT Schemes** - £1.0m (£1.6m). 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 borrowing available, if required, to fund projects which deliver more efficient services and enable further revenue savings to be made, which can meet the associated borrowing costs.
 - c. **Programme Contingency** - £6.1m. A contingency is held in the capital programme to provide 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.

Children, Young People & Families

20. The total investment via this Directorate is (£33.9m) over the 4-year programme, with £25.7m in 2024/25. 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, twenty schools will have a range of improvements works completed in 2024/25, 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 £1.1m.
 - Nine schools will have a range of mechanical work completed including heating system improvements £0.2m;
 - Twelve 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 range of works will also be carried out at Family Hubs £0.1m
- 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.
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 £9.3m will be received from sales of land and buildings via the general fund disposal programme. 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. Any capital receipts resulting from the Asset Rationalisation programme, aimed at reducing the annual revenue running costs and future investment required, will be additional and have not been included in this capital programme.

29. The value in the current capital programme to be financed with capital receipts totals £9.5m.

30. The tables below show the existing capital receipts and commitments for 2024/25 to 2027/28: -

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m
Current Capital Programme Requirement	6.043	3.099	0.320	0.000
Estimated Capital Receipts:				
Carried forward	1.458	1.436	1.620	1.300
In-year capital receipts	6.021	3.283	0.000	0.000
Total Est. Capital Receipts	7.479	4.719	1.620	1.300
Cumulative Balance (to c/f)	1.436	1.620	1.300	1.300

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 to Cabinet as part of the quarterly Finance and Performance Improvement report.

OPTIONS CONSIDERED

34. Option 1 – Do not support the Capital Strategy and proposal for the 2024/25 to 2027/28 Capital budget.









35. Option 2 – Support the Capital Strategy and proposal for the 2024/25 to 2027/28 Capital budget.

REASONS FOR RECOMMENDED OPTION

36. Option 2 has been adopted, supporting the Capital Strategy and allowing the Council to carry out the 4-year Capital programme financed with available resources. This will bring about the investment required for the regeneration and improvements highlighted within the report.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

37. 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. In addition to the nine protected characteristics covered by the PSED the Council have adopted 4 local characteristics namely Homelessness and rough sleepers, Socio-economic, Veterans and their Families and Children in care/Care leavers.

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 2023 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.

Legal Implications [Officer Initials: SRF | Date: 15.01.24]

38. 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.

39. 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: 12/01/24]

40. 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.
41. 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: 15/01/24]

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

Technology Implications [Officer Initials: PW | Date: 15/01/24]

43. 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

RISKS AND ASSUMPTIONS

44. 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.

CONSULTATION

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

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

BACKGROUND PAPERS

47. Cabinet Report – Finance & Performance Improvement Report:2023-24 Quarter 1

<https://doncasterintranet.moderngov.co.uk/documents/s41485/i8%20Finance%20Performance%20Report%20Q1%20Report%20Pack%20-%20Cabinet.pdf>

48. Cabinet Report – Finance & Performance Improvement Report:2023-24 Quarter 2

<https://doncasterintranet.moderngov.co.uk/documents/s42483/i8%20cab%20061223%20-%20Q2%20Finance%20Performance%20Report%20Cabinet%20Meeting%20Pack.pdf>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
CAMP	Capital and Major Projects
CCTV	Closed Circuit Television
CFR	Capital Financing Requirement
CHBP	Council House New Build Programme
CIPFA	Chartered Institute of Public Finance and Accountancy
CRSTS	City Region Sustainable Transport Settlement
DCLT	Doncaster Culture and Leisure Trust
DFG	Disabled Facilities Grant
HRA	Housing Revenue Account
ICT	Information and Communication Technology
IMF	Investment & Modernisation Fund
LED	Light Emitting Diode
LTP	Local Transport Plan
LUF	Levelling Up Fund
MRP	Minimum Revenue Provision
MTFS	Medium Term Financial Strategy
OFSTED	Office for Standards in Education
RSH	Regulator of Social Housing
SEND	Special Educational Needs and Disability
SYMCA	South Yorkshire Mayoral Combined Authority

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CAPITAL PROGRAMME 2024/25 TO 2027/28 - DIRECTORATE SUMMARY

DIRECTORATE & SERVICE AREAS	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ADULTS, WELLBEING & CULTURE					
ADULT SOCIAL CARE	6,493	6,582	5,282	5,282	23,639
ADULTS, WELLBEING & CULTURE TOTAL	6,493	6,582	5,282	5,282	23,639
CHIEF EXECUTIVE					
PUBLIC HEALTH	17,772	550	0	0	18,322
POLICY, INSIGHT AND CHANGE	500	500	0	0	1,000
CHIEF EXECUTIVE CAPITAL PROGRAMME	18,272	1,050	0	0	19,322
CORPORATE RESOURCES					
FINANCE & TECHNOLOGY	19,684	12,758	12,841	12,500	57,783
CORPORATE RESOURCES TOTAL	19,684	12,758	12,841	12,500	57,783
CHILDREN, YOUNG PEOPLE & FAMILIES					
CENTRALLY MANAGED	200	200	200	0	600
COMMISSIONING & BUSINESS DEVELOPMENT	20,040	5,578	2,178	0	27,796
PARTNERSHIPS & OPERATIONAL DELIVERY	5,200	0	0	0	5,200
CHILDRENS SOCIAL CARE	266	0	0	0	266
CHILDREN, YOUNG PEOPLE & FAMILIES TOTAL	25,706	5,778	2,378	0	33,862
PLACE					
ECONOMY & DEVELOPMENT	54,367	32,465	2,504	606	89,942
ENVIRONMENT	13,454	12,312	12,969	1,733	40,468
TRADING SERVICES	3,667	205	0	0	3,872
PUBLIC & PRIVATE SECTOR HOUSING	49,858	76,727	60,821	48,658	236,064
SUSTAINABILITY STRATEGY	1,646	0	0	0	1,646
PLACE TOTAL	122,992	121,709	76,294	50,997	371,992
TOTAL DMBC CAPITAL PROGRAMME WITH NEW PROPOSALS	193,147	147,877	96,795	68,779	506,598
CAPITAL FUNDING					
CAPITAL RECEIPTS - GF	6,043	3,100	320	0	9,463
EARMARKED RESERVES	13,600	635	704	542	15,481
GRANTS & CONTRIBUTIONS	69,700	39,018	13,697	2,782	125,197
BORROWING	60,361	52,679	45,405	26,681	185,127
REVENUE CONTRIBUTION - GENERAL FUND	417	0	0	0	417
REVENUE CONTRIBUTION - HRA	11,658	9,047	9,448	9,665	39,818
USABLE CAPITAL RECEIPTS (HOUSING)	9,188	4,100	2,091	3,955	19,334
MAJOR REPAIRS RESERVE (HOUSING)	22,180	39,298	25,130	25,154	111,762
TOTAL CAPITAL FUNDING	193,147	147,877	96,795	68,779	506,598

ADULTS, WELLBEING & CULTURE CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
ADULTS SOCIAL CARE	6,493	6,582	5,282	5,282	23,639
ADAPTATIONS FOR THE DISABLED	2,230	2,300	2,500	2,500	9,530
DISABLED FACILITIES GRANTS	3,833	4,282	2,782	2,782	13,679
HOME ALARMS DIGITAL SWITCHOVER	430	0	0	0	430
ADULTS, WELLBEING & CULTURE CAPITAL PROGRAMME	6,493	6,582	5,282	5,282	23,639

ADULTS, HEALTH & WELL-BEING CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	3,833	4,282	2,782	2,782	13,679
BORROWING	430	0	0	0	430
USABLE CAPITAL RECEIPTS (HOUSING)	516	534	699	663	2,412
MAJOR REPAIRS RESERVE (HOUSING)	1,714	1,766	1,801	1,837	7,118
TOTAL ADULTS, WELLBEING & CULTURE CAPITAL PROGRAMME FUNDING	6,493	6,582	5,282	5,282	23,639

CHIEF EXECUTIVE CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
PUBLIC HEALTH	17,772	550	0	0	18,322
DCLT INVESTMENT - THORNE	1,365	0	0	0	1,365
DCLT INVESTMENT - EDLINGTON - AWAITING FEASIBILITY	442	0	0	0	442
DCLT INVESTMENT - THE DOME	14,427	0	0	0	14,427
FUTURE PARKS 15 BESPOKE PARK	1,476	550	0	0	2,026
IMPROVEMENTS TO KILHAM LANE COMMUNITY CENTRE MUGA	62	0	0	0	62
POLICY, INSIGHT AND CHANGE	500	500	0	0	1,000
LOW CODE CUSTOMER EXPERIENCE PLATFORM (LCP)	500	500	0	0	1,000
CHIEF EXECUTIVE CAPITAL PROGRAMME	18,272	1,050	0	0	19,322

CHIEF EXECUTIVE CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
GRANTS & CONTRIBUTIONS	1,537	550			2,087
BORROWING	6,084	500			6,584
EARMARKED RESERVES	10,651				10,651
MAJOR REPAIRS RESERVE (HOUSING)					0
TOTAL CHIEF EXECUTIVE CAPITAL PROGRAMME FUNDING	18,272	1,050	0	0	19,322

CORPORATE RESOURCES CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
FINANCE & TECHNOLOGY	19,684	12,758	12,841	12,500	57,783
INVESTMENT&MODERNISATION FUND	12,500	12,500	12,500	12,500	50,000
PROGRAMME CONTINGENCY	6,145	0	0	0	6,145
KIT REFRESH FUND	310	10	341	0	661
ASSET MANAGEMENT & MONITORING	124	0	0	0	124
INFRASTRUCTURE FUND	545	240	0	0	785
AI / ROBOT PROCESS AUTOMATION	60	0	0	0	60
CORPORATE APPLICATION FUND	0	8	0	0	8
CORPORATE RESOURCES CAPITAL PROGRAMME	19,684	12,758	12,841	12,500	57,783

CORPORATE RESOURCES CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF			320		320
GRANTS & CONTRIBUTIONS					0
EARMARKED RESERVES					0
BORROWING	19,684	12,758	12,521	12,500	57,463
REVENUE CONTRIBUTION - HRA					0
REVENUE CONTRIBUTION - GENERAL FUND					0
TOTAL CORPORATE RESOURCES CAPITAL PROGRAMME FUNDING	19,684	12,758	12,841	12,500	57,783

CHILDREN, YOUNG PEOPLE AND FAMILIES CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	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	5,200	0	0	0	5,200
SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) ASD DEVELOPMENT (BLOCK BUDGET)	4,110	0	0	0	4,110
SEND - HILLSIDE PRIMARY SCHOOL	255	0	0	0	255
WHEATKEY YOUTH HUB	835	0	0	0	835
COMMISSIONING & BUSINESS DEVELOPMENT	20,040	5,578	2,178	0	27,796
AHDC SHORT BREAKS PROGRAMME	100	100	100	0	300
SAFEGUARD&SECURE MINOR PROJECT	80	80	60	0	220
SCHOOL PLACES-BLOCK ALLOCATION	400	1,060	968	0	2,428
SURPLUS PLACES ARMTHORPE	2,250	2,250	0	0	4,500
SCH PLACES HATCHELL GRANGE	4,750	0	0	0	4,750
ARMTHORPE ACADEMY LAND PURCHAS	797	0	0	0	797
DUNSVILLE PRIMARY SCHOOL EXPAN	968	968	0	0	1,936
PLOVER PRIMARY (SECTION 106)	1	0	0	0	1
WARMSWORTH PRIMARY SCH (S106)	58	0	0	0	58
HAYFIELD SCH CLASSROOM EXPAN	3,585	0	0	0	3,585
HALL CROSS SCHOOL PLACES INC	1,500	0	0	0	1,500
ROSSINGTON ALL SAINTS- PLACES	3,125	0	0	0	3,125
1920 WADWORTH ROOF	46	0	0	0	46
SCHOOLS CONDITION PROGRAMME	1,100	850	800	0	2,750
DFC - GENERAL - PRIMARY	300	270	250	0	820
CONNECT THE CLASSRM- PRIMARY	300	0	0	0	300
FAMILY HUB & START FOR LIFE PROGRAMME	80	0	0	0	80
EARLY YEARS CHILDCARE EXPANSION	600	0	0	0	600
CHILDRENS SOCIAL CARE	266	0	0	0	266
FUTURE PLACEMENTS STRATEGY	266	0	0	0	266
CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL PROGRAMME	25,706	5,778	2,378	0	33,862

CHILDREN, YOUNG PEOPLE & FAMILIES CAPITAL SOURCES OF FUNDING	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
GRANTS & CONTRIBUTIONS	24,343	5,778	2,378	0	32,499
CAPITAL RECEIPTS - GF	1,066	0	0	0	1,066
BORROWING	-3	0	0	0	-3
REVENUE CONTRIBUTION - GENERAL FUND	300	0	0	0	300
TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES PROGRAMME FUNDING	25,706	5,778	2,378	0	33,862

PLACE CAPITAL PROGRAMME 2024/25 TO 2027/28

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
					£'000s
ECONOMY & DEVELOPMENT	54,367	32,465	2,504	606	89,942
LUF1 WATERFRONT EAST DEVELOP	10,198	1,265	0	0	11,463
CCQ CINEMA INFRASTRUCTURE	776	0	0	0	776
TOWN DEAL STATION GATEWAY CONSTRUCTION	6,000	13,909	0	0	19,909
TOWN DEAL BUILDING ACQUISITIONS	2,546	0	0	0	2,546
STAINFORTH HEADSTOCK LIGHTING	3,367	480	0	0	3,847
STAINFORTH EMPLOYMENT UNITS	69	1,139	0	0	1,208
STAINFORTH COUNTRY PARK	2,124	5	0	0	2,129
STAINFORTH STATION FOOTBRIDGE	2,985	175	0	0	3,160
STAINFORTH STATION ACCESS	2,716	2,508	0	0	5,224
STAINFORTH COMMUNITY HUB	267	3,281	0	0	3,548
STAINFORTH EAST LANE GATEWAY	1,632	0	0	0	1,632
STAINFORTH TD SHOP FRONTS	173	0	0	0	173
COLONNADES UNDERGROUND CAR PK	70	0	0	0	70
COLL'DES SHOPS FLOOR/GUTTERS	250	0	0	0	250
LUF1 CCQ CENTRAL LIBRARY	303	0	0	0	303
LUF1 CCQ PUBLIC REALM	1,468	0	0	0	1,468
STRATEGIC ACQUISITION FUND	3,002	0	0	0	3,002
BALBY LIBRARY REPLACE FRONTAGE (ON HOLD)	60	0	0	0	60
CANTLEY LIBRARY REFURBISHMENT (ON HOLD)	256	0	0	0	256
HATFIELD COMMUNITY LIBRARY IMPROVEMENTS (ON HOLD)	48	0	0	0	48
HATFIELD COMMUNITY LIBRARY ROOF (ON HOLD)	30	0	0	0	30
TICKHILL LIBRARY LIGHT REPLACE (ON HOLD)	20	0	0	0	20
WOODLANDS LIBRARY VENTILATION (ON HOLD)	62	0	0	0	62
CUSWORTH HALL IMPROVEMENTS	967	1,011	0	0	1,978
CIVIC OFFICE MAJOR ITEMS WORK	1,876	130	199	542	2,747
ARCHIVES LIFT REPLACEMENT	78	0	0	0	78
RETAINED PUBLIC BUILDINGS INVESTMENT PROGRAMME	1,148	0	0	0	1,148
WHEATLEY FAMILY HUB WINDOWS& VENT	107	0	0	0	107
INPRESS BOILERS/ELECTRICAL/LED	70	0	0	0	70
ACTIVE TRAVEL 3	700	0	0	0	700
ACTIVE TRAVEL 4	1,443	0	0	0	1,443
CORPORATE LANDLORD FLUORESCENT LIGHTING UPGRADES	184	0	0	0	184
CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT- LOCAL & NEIGHBOURHOOD COMPLEMENTARY TRANSPORT PROGRAMME	1,392	1,392	2,060	0	4,844
CRSTS MEXBOROUGH (CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT)	6,100	6,900	0	0	13,000
CUSWORTH HALL IMPROVEMENT WORKS	350	0	0	0	350
NORTH BRIDGE DEPOT - LINING & WALKWAY IMPROVEMENTS	30	0	0	0	30
NORTH BRIDGE DEPOT - ROOF REPAIRS	200	150	0	0	350
NORTH BRIDGE DEPOT - WAREHOUSE DEMOLITION & REPLACEMENT	500	0	0	0	500
NORTH BRIDGE DEPOT - WELFARE UPGRADES	98	51	80	40	269
SOUTH YORKSHIRE MAYORS SUSTAINABLE TRANSPORT FUND: PEDESTRIAN CROSSINGS	214	0	0	0	214
NORTH BRIDGE DEPOT - CCTV UPGRADES	24	24	24	24	96
CUSWORTH HALL - INSTALLATION OF FIRE HYDRANT.	101	0	0	0	101
POSITIVE STEPS	363	45	141	0	549
ENVIRONMENT	13,454	12,312	12,969	1,733	40,468
BRIDGES LTP ALLOCATION	40	0	0	0	40
RLYGB/32 SHAFTHOLME LANE RAIL BRIDGE	40	0	0	0	40
FISHPOND BAWTRY CULVERT	190	0	0	0	190
LINEAR PARK BRIDGES REPLACE/REFURBISH	270	323	300	326	1,219
HIGHWAY MAINTENANCE PERMANENT PATCHING	374	0	0	0	374
DONCASTER ROAD, HGH MELTON FLOOD SCHEME	100	0	0	0	100
FRANK RD, BENTLEY FLOOD SCHEME	150	525	3,900	875	5,450
DIG, SCAWTHORPE FLOOD SCHEME	100	900	0	0	1,000
CHSWLD CULVRET, TOWN CENTRE FLOOD SCHEME	0	675	0	0	675
DIG, CLAY LANE FLOOD SCHEME	900	0	0	0	900
DUFTONS CLOSE, CONISBROUGH FLOOD SCHEME	278	120	402	0	800
NFM, CONISBROUGH FLOOD SCHEME	190	182	0	0	372
CHURCH LANE, BAWTRY FLOOD SCHEME	25	105	0	0	130
SYCAMORE CRESCENT, BAWTRY FLOOD SCHEME	25	349	0	0	374
NFM, TICKHILL FLOOD SCHEME	372	0	0	0	372
SCHOOL REDUCED SPEED LIMITS	599	0	0	0	599
FOOTBRIDGES- ROSSINGTON/BAWTRY	0	29	0	0	29
FOOTBRIDGES- NORTON & ASKERN	99	79	0	0	178
FOOTBRIDGES- TICKHILL/WADWORTH	21	0	0	0	21
FOOTBRIDGES- CONISBROUGH	0	8	0	0	8
FOOTPATH - SANDALL BEAT WOODS	24	0	0	0	24
BRIDLEWAY - OWSTON WOOD NORTON	87	87	87	0	261
FIXED PLAY FACILITIES MODERNISTION	631	213	0	0	844
GATEWAY TREE PLANTING	36	38	0	0	74
CAMPSALL COUNTRY PARK	7	0	0	0	7
KIRK MOOR PLANTATION	0	2	0	0	2
MARTINWELLS LAKE	0	17	32	0	49
MELTON WOODS	12	0	9	0	21

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
MILL PIECE	5	0	0	0	5
PITMAN ROAD	0	0	25	0	25
SKELLOW CROSS PLANTATION	7	0	0	0	7
TRANS PENNINE TRAIL (BENTLEY)	2	25	0	0	27
TRANS PENNINE TRAIL (JOSSEY LANE)	0	5	0	0	5
STREET LIGHTING IMPROVEMENT PROGRAMME	2,691	2,655	2,655	0	8,001
BOLLARD DE-ILLUMINATION	60	60	60	0	180
SIGN UPGRADING	125	125	125	0	375
CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT HIGHWAYS AND BRIDGES CAPITAL PROGRAMME 2024/25 TO 2026/27	5,000	5,000	5,000	0	15,000
MAINTENANCE FOR THE CITY CENTRE QUALITY STREETS	467	296	341	532	1,636
MAYRISE - SERVICE MANAGEMENT SYSTEM SOFTWARE FOR WASTE MANAGEMENT AND STREET SCENE (GROUNDS MAINTENANCE)	504	352	0	0	856
PUBLIC RIGHTS OF WAY BRIDGE REPLACEMENT AND REFURBISHMENT	23	0	33	0	56
PUBLIC RIGHTS OF WAY NETWORK IMPROVEMENTS	0	142	0	0	142
TRADING SERVICES	3,667	205	0	0	3,872
REDHOUSE CEMETERY EXTENSION	114	0	0	0	114
ROSEHILL CEMETERY EXTENSION	220	0	0	0	220
MARKETS SCHEDULED MAINTENANCE	600	0	0	0	600
LUF1 MARKET CORN EXCHANGE	505	0	0	0	505
SUNNY BAR AREA - CORN EXCHANGE	650	0	0	0	650
CLEANING EQUIPMENT PROGRAMME	19	0	0	0	19
2 YEAR FLEET/PLANT REPLACEMENT	222	0	0	0	222
ADDITIONAL STREET SCENE FLEET (IN SUPPORT OF RETURN TO 5 DAY WORKING)	742	0	0	0	742
ANNUAL FLEET REPLACEMENT 2023-2028	40	0	0	0	40
CAMPSALL CEMETERY EXTENSION	15	85	0	0	100
MEXBROUGH CEMETERY ROAD EXTENSION	90	0	0	0	90
REPLACEMENT MOWERS	150	0	0	0	150
ROSSINGTON CEMETERY EXTENSION	15	120	0	0	135
THORNE CHURCH WALL REPAIRS	120	0	0	0	120
VACUUM EXCAVATION UNIT	165	0	0	0	165
PUBLIC & PRIVATE SECTOR HOUSING	49,858	76,727	60,821	48,658	236,064
VOIDS CAPITAL WORKS	3,468	3,468	3,468	3,468	13,872
MECHANICAL & ELECTRICAL	5,737	9,501	5,348	5,875	26,461
HEATING CONVERSIONS/UPGRADES	2,814	2,814	2,814	2,814	11,256
REMOVE GAS FROM HIGH RISE	0	4,216	0	0	4,216
ELECTRICAL PLANNED WORKS IN HOUSE	0	0	379	379	758
ELECTRICAL PLANNED WORKS CONTRACTOR	2,350	2,003	2,003	2,003	8,359
MECHANICAL PLANNED WORKS	573	152	152	679	1,556
DOOR ENTRY	0	316	0	0	316
INTERNAL WORKS - IN HOUSE	2,119	2,119	569	569	5,376
INTERNAL WORKS - CONTRACTOR	1,054	89	89	89	1,321
PLANNED WORKS FOLLOWING 20 YEARS SINCE DECENT HOMES WORK	0	5,903	5,903	5,903	17,709
EXTERNAL WORKS	15,399	17,504	14,736	14,946	62,585
EXTERNAL PLANNED MAINTENANCE IN HOUSE	3,364	3,364	3,364	3,364	13,456
EXTERNAL PLANNED MAINTENANCE INCLUDING THERMAL & ENERGY EFFICIENCY - CONTRACTOR	9,702	10,888	9,022	9,384	38,996
STRUCTURAL	332	332	332	180	1,176
FIRE SAFETY WORKS	1,669	2,119	1,686	1,686	7,160
SHOPS/FLATS	221	221	221	221	884
COMMUNAL HALLS	111	580	111	111	913
ENVIRONMENTAL WORKS	1,449	1,449	1,238	1,238	5,374
ENVIRONMENTAL PROGRAMME	184	184	184	184	736
ASBESTOS SURVEYS & REMOVAL	738	738	527	527	2,530
GARAGE SITE IMPROVEMENTS	316	316	316	316	1,264
ESTATE PATHS	211	211	211	211	844
IT SYSTEMS/INVESTMENT	42	0	0	0	42
ACQUISITIONS	7,192	7,192	7,192	4,836	26,412
ACQUISITIONS REFURBISHMENTS	928	928	928	624	3,408
NEW ACQUISITIONS (1% RENT INCREASE)	4,200	0	0	0	4,200
APPROPRIATED PROPERTIES	300	0	0	0	300
COUNCIL HOUSE BUILDING PROGRAMME (COMMITTED)	5,000	15,000	9,950	0	29,950
COUNCIL HOUSE BUILDING PROGRAMME (UNCOMMITTED)	0	11,000	11,000	8,810	30,810
PRIVATE SECTOR HOUSING CAPITAL PROGRAMME	2,970	2,574	400	2,300	8,244

CAPITAL INVESTMENT	2024/25	2025/26	2026/27	2027/28	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
EDLINGTON ROYAL ESTATE	170	0	0	900	1,070
RESIDENTIAL SITE INVESTMENT	2,800	2,574	400	400	6,174
HOUSING INVESTMENT	0	0	0	1,000	1,000
SUSTAINABILITY UNIT	1,646	0	0	0	1,646
NET ZERO CARBON	76	0	0	0	76
ELECTRIC VEHICLE CHARGING INFRASTRUCTURE	1,570	0	0	0	1,570
PLACE CAPITAL PROGRAMME	122,992	121,709	76,294	50,997	371,992

PLACE CAPITAL SOURCES OF FUNDING	2023/24	2024/25	2025/26	2026/27	FOUR YEAR
	PROJECTION	PROJECTION	PROJECTION	PROJECTION	PROGRAMME
	£'000s	£'000s	£'000s	£'000s	TOTAL
CAPITAL RECEIPTS - GF	4,977	3,100			8,077
EARMARKED RESERVES	2,949	635	704	542	4,830
GRANTS & CONTRIBUTIONS	39,987	28,408	8,537		76,932
BORROWING	34,166	39,421	32,884	14,181	120,652
MAJOR REPAIRS RESERVE	20,466	37,532	23,329	23,317	104,644
REVENUE CONTRIBUTION - HRA	11,658	9,047	9,448	9,665	39,818
USABLE CAPITAL RECEIPTS (HOUSING)	8,672	3,566	1,392	3,292	16,922
REVENUE CONTRIBUTION - GENERAL FUND	117				117
TOTAL PLACE CAPITAL PROGRAMME FUNDING	122,992	121,709	76,294	50,997	371,992

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

Directorate	Project Name	Capital required	Other funding	Total Project cost	Spend Profile			
					Sum of 2024/25	Sum of 2025/26	Sum of 2026/27	Sum of 2027/28
Place	Active Travel 3	0	700,000	700,000	700,000	0	0	0
	Active Travel 4	0	1,443,299	1,443,299	1,443,299	0	0	0
	Additional Street Scene Fleet (In support of return to 5 day working)	741,800	0	741,800	741,800	0	0	0
	Annual Fleet Replacement 2023-2028	40,390	0	40,390	40,390	0	0	0
	Campsall Cemetery Extension	100,000	0	100,000	15,000	85,000	0	0
	City Region Sustainable Transport Settlement (CRSTS)							
	Highways and Bridges Capital Programme 2024/25, 2025/26 and 2026/27	0	15,000,000	15,000,000	5,000,000	5,000,000	5,000,000	0
	Corporate Landlord Fluorescent Lighting Upgrades	184,000	0	184,000	184,000	0	0	0
	CRSTS LNCTP (City Region Sustainable Transport Settlement) (Local & Neighbourhood Complementary Transport Programme)	0	4,842,931	4,842,931	1,391,711	1,391,711	2,059,509	0
	CRSTS Mexborough (City Region Sustainable Transport Settlement)	2,200,000	10,800,000	13,000,000	6,100,000	6,900,000	0	0
	Cusworth Hall Improvement Works	350,000	0	350,000	350,000	0	0	0
	Maintenance for the City Centre quality Streets	1,636,804	0	1,636,804	467,373	296,362	340,766	532,303
	Mayrise - Service Management System software for Waste Management and Street Scene (Grounds Maintenance)	855,500	0	855,500	503,750	351,750	0	0
	Mexbrough Cemetery Road Extension	90,000	0	90,000	90,000	0	0	0
	North Bridge Depot - Lining & Walkway Improvements	30,000	0	30,000	30,000	0	0	0
	North Bridge Depot - Roof Repairs	350,000	0	350,000	200,000	150,000	0	0
	North Bridge Depot - Warehouse Demolition & Replacement	500,000	0	500,000	500,000	0	0	0
	North Bridge Depot - Welfare Upgrades	269,090	0	269,090	98,310	51,280	79,950	39,550
	Public Rights of Way Bridge Replacement and Refurbishment	56,031	0	56,031	22,756	0	33,275	0
	Public Rights of Way Network Improvements	142,374	0	142,374	0	142,374	0	0
	Replacement mowers	150,000	0	150,000	150,000	0	0	0
	Retained Buildings Budget	778,300	0	778,300	778,300	0	0	0
	Rossington Cemetery Extension	135,000	0	135,000	15,000	120,000	0	0
	Thorne Church Wall Repairs	120,000	0	120,000	120,000	0	0	0
	South Yorkshire Mayors Sustainable Transport Fund:							
	Pedestrian Crossings	0	214,140	214,140	214,140	0	0	0
	North Bridge Depot - CCTV Upgrades	96,000	0	96,000	24,000	24,000	24,000	24,000
	Cusworth Hall - Installation of Fire Hydrant.	101,000	0	101,000	101,000	0	0	0
	Positive Steps	548,300	0	548,300	362,750	45,050	140,500	0
	Vacuum excavation unit	165,000	0	165,000	165,000	0	0	0
Place Total		9,639,589	33,000,370	42,639,959	19,808,579	14,557,527	7,678,000	595,853
Children, Young People & Families	School Capital Condition Programme	0	1,100,000	1,100,000	1,100,000	0	0	0
	Family Hub & Start for Life Programme	0	79,500	79,500	79,500	0	0	0
	Early Years Childcare expansion	0	600,417	600,417	600,417	0	0	0
Children, Young People & Families Total		0	1,779,917	1,779,917	1,779,917	0	0	0
Chief Executive	Low Code Customer Experience Platform (LCP) – Replacement of current Customer Relationship Management System (CRM) The Dome	1,000,000	0	1,000,000	500,000	500,000	0	0
		14,427,000		14,427,000	14,427,000			
Chief Executive Total		15,427,000	0	15,427,000	14,927,000	500,000	0	0
Grand Total		25,066,589	34,780,287	59,846,876	36,515,496	15,057,527	7,678,000	595,853

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

Chief Executive

Low Code Customer Experience Platform (LCP) – Replacement of current Customer Relationship Management System (CRM)

£0.5m in 2024/25 (£1.0m) internal funding required.

The council has conducted a market assessment to gain an understanding of the current market, this engagement has helped inform the councils future procurement plans. As a result of the information gathered from the market engagement the Council has decided to expand the scope of procuring just a Customer Relationship Management System (CRM) replacement solution and instead to procure a Low Code Customer Experience Platform (LCP) that will include as a minimum a fully developed CRM solution, Contact Centre solution, Artificial Intelligence and Chat Bots and Walk-in Queuing solution. It will also have the capability for Apps to be created, which can be accessed through the Web Portal.

A LCP will enhance the council's digital journey and improve our customer's experience, by providing a seamless experience wherever and however customers choose to interact with us. The Council is looking for a solution that is capable of allowing the creation of applications without the need for a dedicated understanding of coding which will simplify the creation of web forms, workflow, automations and integrations.

The Dome

£14.4m (£14.4m) internal funding required

The last significant investment into The Dome was in 2013, where air handling units were installed in The Lagoons and The Ice Caps, the venue is now in a critical position with regard business continuity of key profit centres, particularly The Lagoons. Recently the venue has experienced issues with heat to The Lagoons area, resulting in a daily loss of income of circa £7.5k.

These failures of mechanical systems are partly due to having to prioritise maintenance meaning nonessential systems are not replaced. Surveys conducted by Faithful & Gould in 2021, identified that The Dome would require circa £23m just to undertake essential condition survey works that enabling the building to continue to operate. Further assessments have been undertaken and the most recent RIBA Stage 2 report has noted a sum of £40m to bring the Dome modern standard that provides a wellbeing and leisure offer fit for future generations.

As highlighted previously, the Lagoons is the main profit centre for the Dome and Trust, therefore possessing the most significant risk to improving DCLT's financial position and maintaining a viable operator for all our leisure centres. The key risks would be if we are required to close The Lagoons due to significant failure of systems or the offer continues to fall short of what is expected in an ever-pressured leisure market with competing offers to attract the leisure pound.

Therefore, it is recognised a phased approach must be taken to ensure the fabric of the building while at the same time maintaining the viability of the operator. It is through this investment, and by prioritising the areas mentioned for investment in this phase.

Working with Alliance Leisure, a national development partner, specialised in leisure and hospitality we have prepared a scope of works for The Dome, which address the following principles:

- Condition survey work, addressing building fabric and health and safety
- Refurbishment work, addressing customer facing areas such as toilets and changing rooms
- Development work, addressing the ambition to reduce the service fee currently in place to support the recovery of The Trust in the services they deliver

The works would include:

- replacement of Pool Filtration Plant, utilising energy saving micro filtration, also resulting in increased water quality meaning reduced use of chemicals, which improve the customer experience
- replacement of electrical systems resulting in improved functionality of the systems and ability to monitor applications reducing usage
- replacement and upgrade to heating systems
- replacement and upgrades to lighting
- completed glazing replacement, resulting in energy savings
- roof replacement and where possible introduction of improved thermal insulation
- improvements to heating, air and ventilation systems to better respond to seasonal changes, resulting in improved management of utility unit usage

This work will significantly upgrade the building providing longevity to its future while at the same time utilising modern systems and materials that will reduce energy consumption and carbon emissions, while at the same time improving the environment for all in the building.

Further works would include:

- refurbishment and repair of structural steelwork
- replacement and upgrades to changing cubicle and locker systems
- pool lining refurbishment
- wall and flooring fabric refurbishment
- enhancements to entrance atrium
- addition of concierge pod to front of house
- improved food and beverage offers
- addition of 2 new flumes and associated plant
- addition of external 'splash pad area'
- digital entrance kiosk station

These works alongside the mechanical and electrical would return the areas to their former glory as well as introducing new exciting offers that will once again position the Dome 's lagoons as one of the premier regional if not national leisure pools

The programme of works has been costed at RIBA stage 2 and will require an investment of £14.427m. A breakdown is shown below:

	£m
Building & Construction (eg roofs, walls & windows)	£4.929
Mechanical & Electrical (eg pool plant, heating)	£2.867
Equipment	£2.850
Overheads	£3.781
Total	£14.427

The works are projected to take up to 12 months and will see The Lagoons close, along with the main entrance and associated secondary spend areas. This will affect the Trust's revenue position for 2024/25, by circa £1.1m. However, the projected operational recovery figure once reopened, would support CDC's ambitions to reduce the service fee underwriting moving forward from.

Children, Young People & Families

School Capital Condition Programme

£1.1m in 2024/25 (£1.1m) fully grant funded.

The Capital Condition Programme delivers planned maintenance works across all the schools, as detailed in the tables below, with the current focus on mechanical (new heating & water tanks), electrical (mains upgrades & classroom lighting) and fabric works (windows, external roofing, cladding & drainage)

The tables show is the current list of Cat A graded works as identified by the Building Inspectors and annual scheduled inspections, priority is given to those identified as most at risk of failure leading to school closure. Alongside the allotted programme slots we also from time to time need to respond to urgent works where failure has occurred or is imminent and the risk of school closure is high.

Schemes which have been identified to form the 24/25 programme, it should be noted that the list is subject to change due to circumstances and the remaining jobs will be confirmed over the Autumn Term.

Mechanical Schemes

Arksey Primary, Heating Replacement Phase 1	£53,750
Tickhill Estfeld Primary, Kitchen ventilation interlock & gas safety issues	£11,900
Warmsworth Primary, Replace hot water heater & BMS control modifications	£38,500
Thorne King Edward Primary, Install thermostatic control valves to all radiators	£9,200
Bentley New Village Primary, boiler house refurbishment serving hall & nursery areas	£44,250
Bentley Kirkby Avenue Primary, Heating replacement x4 classrooms – Phase 1	£28,600
Stainforth Long Toft Primary, Heating replacement x6 classrooms – Phase 1	£42,400

Sunnyfields Primary, additional heating to classroom	£9,200
Total	£237,800

Electrical Schemes

Stainforth Kirton Lane Primary, Replace hall lighting-asbestos ceiling	£14,750
Sunnyfields Primary, Fire Alarm Alterations	£6,900
Warmsworth Primary, Lighting Upgrade	£58,650
Park Primary, Fire Alarm Upgrade	£35,650
Bentley Kirkby Avenue, – Hall Lighting Upgrade	£14,750
Hayfield Lane Primary, – Lighting Upgrade x2 classroom, library & hall	£47,150
Bawtry Mayflower Primary – Lower, Lighting Upgrade X5 classrooms	£63,250
Mexborough Windhill Primary, – Lighting upgrade x5 Classrooms	£35,650
Saltersgate Infant, – Upgrade obsolete distribution boards	£6,900
Bentley New Village Primary, Upgrade obsolete distribution boards	£3,450
Bentley Kirkby Avenue, Upgrade obsolete distribution boards	£6,900
Stainforth Kirton Lane Primary, - Upgrade obsolete distribution boards	£3,450
Park Primary, - Upgrade obsolete distribution boards	£8,625
Wadworth Primary, - Upgrade Obsolete distribution boards	£3,450
Total	£309,525

Fabric Schemes

Hayfield Lane Primary, roofing works	£110,000
Maple Medical PRU, roofing phase 2	£75,000
Sprotbrough Copley Junior, WC refurb phase 1	£25,000
Mexborough Windhill Primary, roofing phase 4	£10,000
Kirkby Avenue Primary, WC refurb	£20,000
Sunnyfields Primary, removal of vulnerable skylights	£40,000
Arksey Primary, New ceilings	£8,000

Total	£288,000
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Family Hubs

The identification of works required at Family Hubs will take place follow review/assessment carried out by service managers in consultation with Learning Provision and Education Build Team.	£50,000
Total	£50,000

Family Hub & Start for Life Programme

£80k in 2024/25 (£80k) fully grant funded.

The Family Hub & Start for Life programme is a very extensive approach to broadening the offer and the partnership within the Family Hub model. There is a set of service expectations broken down into 26 strands that set out the service expectations. Alongside that, there are 3 delivery areas and 5 key criteria that make up the new *Family Hub Model Framework* and provide one of the first explicit sets of descriptors and expectations for the Family Hub model;

Delivery Area: Access

Key Criteria 1: There is a clear, simple way for families to access help and support through a hub building and approach.

Delivery Area: Connection

Key Criteria 2: There are services working together for families with a universal ‘front door’, shared outcomes and effective governance.

Key Criteria 3: There are professionals working together, through co-location, data-sharing and a common approach to their work. Families only have to tell their story once, the service is more efficient, with safeguarding at its core, and families get more effective support.

Key Criteria 4: Statutory services, the community, charities, and faith sector partners are working together to get families the help they need.

Delivery Area: Relationships

Key Criteria 5: Family hubs prioritise strengthening the relationships that carry us all through life, and building on family strengths, recognising that this is the way to lasting change. This idea is at the heart of everything that is done.

Within this, the programme explicitly sets out capital requirements; there must be investment to make the Family Hub buildings more accessible and facilitate better partnership working. The budget equates to £79,500 in 2024/25 so will be focused on improving environments and functionality in our hubs and providing the equipment and technology needed to promote partnership working and co-location.

Early Years Childcare expansion

£0.6m in 2024/25 (£0.6m) fully grant funded.

The childcare expansion capital grant is intended to support the expansion of childcare places. The department for education has allocated Doncaster £600,417 to support local authorities in delivering the expansion of the 30-hours early years entitlement for working families and of wraparound provision in primary schools.

Place

Active Travel 3

£0.7m in 2024/25 (£0.7m) fully grant funded.

A new bi-directional cycle way and improved level footpath connecting the 'Access to Adwick' Transforming Cities Fund scheme to the shared use along Great North Road. This will enable greater connectivity for cycles and pedestrians in the North of the Borough connecting to key transport hubs such as Adwick Rail Interchange, Great North Road Park and Ride, numerous schools and provide better access to green space.

Active Travel 4

£0.1m in 2024/25 (£0.1m) fully grant funded.

New toucan crossing installed from North Bridge to the Frenchgate in single or double phase. There will be segregated cycle routes connecting to the crossing.

Additional Street Scene Fleet (In support of return to 5-day working)

£0.7m in 2024/25 (£0.7m) internal funding required.

The current Street Scene shift pattern for grounds maintenance and cleansing is split into two shifts over a seven-day period with a cross-over day, and with existing fleet levels being designed around this model, the service does not have sufficient fleet to make any changes properly and effectively to change to a more resilient working shift pattern (subject to agreement). Work has been carried out by the service to identify the increased fleet requirements, including type and numbers, that will enable the service to make the changes required. The cost of borrowing will be met from the services revenue budget so will not be an additional pressure on the minimum revenue provision budget currently available.

Annual Fleet Replacement 2024/25

£40k in 2024/25 (£40k) internal funding required.

This is the replacement programme for council vehicles that have reached their planned useful life and require replacement to minimise risk of mechanical failure or risks to health and safety.

Campsall Cemetery Extension

£0.1m in 2024/25 (£0.1m) internal funding required.

To extend the life of the cemetery 30+ years utilising a small section of Campsmount School playing field.

City Region Sustainable Transport Settlement (CRSTS) Highways and Bridges Capital Programme 2024/25, 2025/26 and 2026/27

£5.0m in 2024/25 (£15.0m) 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, maintained, strengthened or replaced to reflect changes in user demand.

Corporate Landlord Fluorescent Lighting Upgrades

£0.2m in 2024/25 (£0.2m) internal funding required.

Upgrade of lighting & emergency lighting to LED at Council occupied premises. The lighting at the sites identified is currently fluorescent & tubes are no longer being manufactured after September 2023. Will be replaced with LED fittings that are more energy efficient and will contribute to the Council's sustainability targets.

City Region Sustainable Transport Settlement Local & Neighbourhood Complementary Transport Programme (CRSTS LNCTP)

£1.4m in 2024/25 (£4.8m) fully grant funded.

Transport is a key element to restart, recovery and renewal. The programme allows the provision of improved road safety, traffic management access to employment. It will also support the delivery of major infrastructure projects which will provide improved public transport and the expansion of active travel networks.

The Local and Neighbourhood Transport Complementary programme is split into a number of generic themes (such as local safety schemes) from which a detailed programme of schemes is taken forward for implementation. The detailed programme is derived from a prioritisation process for each block (e.g. safety schemes respond to accident trends) Where practical, schemes are co-ordinated to ensure value for money.

Future year budgets are indicative at this stage and the budget is allocated to projects on an annual programme setting process.

CRSTS Mexborough

£6.1m in 2024/25 (£13.0m) £10.8m grant funded with £2.2m internal funding required.

The scheme will reallocate space within the existing highway layout along Greens Way to provide a new active travel corridor and provide a sustainable active transport alternative to the private car. The transformation of Greens Way from 'bypass' to 'town street', will provide a more attractive journey for pedestrians and cyclists giving each mode space. The route will be lined with street trees and give active modes a much safer environment for vulnerable road users. A tender exercise is currently being undertaken which will inform the investment with an options appraisal also being progressed to support the investment decision.

Cusworth Hall Improvement Works

£0.4m in 2024/25 (£0.4m) internal funding required.

Alterations to the roof & removal/replacement of concrete render to prevent water ingress from the roof above the front staff entrance. External concrete render will be removed which is currently

causing damp in the dining room, this will be re-rendered with lime to eradicate the damp and prevent further deterioration.

Maintenance for the City Centre quality Streets

£0.5m in 2024/25 (£1.6m) internal funding required.

Maintenance for the City Centre Quality Streets - covering streets that haven't been updated via the latest funding streams as they don't satisfy grant criteria i.e. not a cycle way.

Mayrise - Service Management System software for Waste Management and Street Scene (Grounds Maintenance)

£0.5m in 2024/25 (£0.8m) internal funding required.

Service Management System software for Waste Management and Street Scene (Grounds Maintenance)

Mexborough Cemetery Road Extension

£0.1m in 2024/25 (£0.1m) internal funding required.

Tarmac Road replacement of paving slabs and provision of a turning circle.

North Bridge Depot - Lining & Walkway Improvements

£0.7m in 2024/25 (£0.7m) internal funding required.

Road markings and lining has eroded due to heavy traffic and footfall, making them almost impossible to define. This scheme has been highlighted as essential for health and safety requirements by the assets team.

North Bridge Depot - Roof Repairs

£0.4m in 2024/25 (£0.4m) internal funding required.

Repairs to Block B & Block C roof and stores flat roof area. This has been highlighted as a priority by the assets team as damage will continue to worsen which impacts upon the machinery beneath.

North Bridge Depot - Warehouse Demolition & Replacement

£0.5m in 2024/25 (£0.5m) internal funding required.

The ongoing asset review identified shortage of suitable storage areas at North Bridge Depot. The current timber constructed warehouse is open to the weather, leaking, falling down and cannot be used for any storage that may be susceptible to weather damage. It will soon become unusable. The demolition & replacement of the warehouse with a steel-clad warehouse structure (linked to existing Stores) will help reduce damage to stock and increase storage capacity which will help to alleviate the pressure on current space offer demands.

North Bridge Depot - Welfare Upgrades

£0.1m in 2024/25 (£0.3m) internal funding required.

Upgrade of welfare, offices, toilets and general communal areas. Required improvements were an agreed outcome of the your way of working review.

Public Rights of Way Bridge Replacement and Refurbishment

£23k in 2024/25 (£56k) internal funding required.

This work is critical to ensure the safety of the public on the Public Right of Way network. 2024/25 spend is essential as a bridge undergoing 3 monthly inspections has now fully failed so needs to be closed until replaced. Routes can be closed to pedestrians for up to 6 months, closing the route longer risks incurring fines should the public complain of lack of access.

Public Rights of Way Network Improvements

£0.1m in 2024/25 (£0.1m) internal funding required.

This programme of works is critical to ensure the safety of the public on the PROW network

Replacement of stand on mowers

£0.2m in 2024/25 (£0.2m) internal funding required.

Purchase of replacement mowers.

Retained Buildings Budget

£0.8m in 2024/25 (£0.8m) internal funding required.

This bid covers various works required at the following buildings: Adwick Acorns Family Hub, Adwick Community Enterprise, Askern Family Hub, Bentley Family Hub, Denaby Main & Conisbrough Family Hub, Hexthorpe Pavilion, Tom Hill Youth Club and Wheatley Family Hub. Works being required out are required for the buildings to remain open and operational such as works on fire alarms or increased accessibility with the installation of accessible toilets. None of the buildings are likely to be disposed of through the asset rationalisation programme.

Rossington Cemetery Extension

£15k in 2024/25 (£135k) internal funding required.

To extend the life of the cemetery 30+ years utilising donated land by Harworth Estates

Thorne Church Wall Repairs

£0.1m in 2024/25 (£0.1m) internal funding required.

Repairs to the walls around St Nicholas Church and adjacent cemetery. There is an urgent need due to the classification of "urgent" given by the engineers that inspected the walls. Part has now crumbled and is surrounded by temporary Heras fencing. Priority 1 areas are quoted at a cost of £30k, Priority 2 areas are quoted at a cost of £37k, Priority 3 areas are quoted at a cost of £25k and Priority 4 areas quoted at £14k.

South Yorkshire Mayors Sustainable Transport Fund: Pedestrian Crossings

£0.2m in 2024/25 (£0.2m) fully grant funded.

The crossings below meet criteria set by SYMCA to access grant for improvements to crossing facilities to green spaces and public open spaces. The council's Transport and Get Doncaster Moving teams identified these areas as currently having access issues and poor crossing infrastructure in place.

Armthorpe Road - A new pelican crossing for pedestrians and cyclists at the gated entrance to Grove Park woodland and play area which sits in between Armthorpe Lane and Hillcrest Road. This will support the two pedestrian refuges already situated outside the Community Centre entrance to the Park and refuge near Hillcrest Road and Bruce Crescent.

Urban Road - A new pelican crossing outside Hexthorpe School near Scarll Road/Urban Road to give cycles and pedestrians safer access from the school into the entrance for Hexthorpe Park from Urban Road/Greenfield Lane.

North Bridge Depot - CCTV Upgrades

£24k in 2024/25 (£196k) internal funding required.

Current system is at the end of its life, IT equipment no longer supported, and cameras are failing. Spending in excess of £120k per year on manual security which with no CCTV is a health and safety risk. As more services are coming into and working from the depot, the asset and its equipment is of extreme value and currently is not sufficiently protected. This scheme has been highlighted as essential for health and safety requirements by the assets team.

Cusworth Hall - Installation of Fire Hydrant.

£0.1m in 2024/25 (£0.1m) internal funding required.

Installation of a fire hydrant is required as currently there is no source of water available for firefighting. There is both a Statutory requirement (Regulatory Reform (Fire Safety) Order 2005) and an insurance requirement to have suitable means of firefighting.

Currently using underground water tanks which are to be decommissioned to prevent further deterioration caused by damp to the fabric of Cusworth Hall, leaving no source of water available for firefighting.

Positive Steps

£362k in 2024/25 (£548k) internal funding required.

Upgrade & Improvement Works. Social care assessment centre which aims to ensure timely discharges from hospital/step up facility to people in crisis & avoiding admission to longer term residential care. Condition survey undertaken in 2023 highlighted very little repairs & maintenance carried out. Improvements include fire alarm system, emergency & general lighting. window replacements, WCs upgrade, replacement of modular heating boilers/pumps and ventilation fans over the next 3 years.

Vacuum excavation unit

£165k in 2024/25 (£165k) internal funding required.

New vehicle to perform gully cleansing which will form part of the highways operations fleet. This will remove the risk of carrying out manual excavation around power cables and removes the need for having to hire an additional vehicle.

Housing

Acquisition Programme

£4.2m in 2024/25 (£4.2m) internal funding required.

The delivery of an additional 28 homes, part funded from 1% of the rent increase in 2024/25.

Appendix 3

Capital Strategy

1. 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.
2. 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.
3. 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.
4. Further information is provided below on the overall priorities and key strategies that influence the capital programme:

The Council's Corporate Objectives and Priorities

5. 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 2024/25 Corporate Plan and the capital and revenue budget reports are being reviewed at Executive Leadership Team, Executive Board and Cabinet and will be approved at the same council meeting.
6. The strategies and plans influencing the capital programme include: -
 - a. **Medium-term Financial Strategy (MTFS)**
 - b. **Local Plan**
 - c. **Education and Skills Strategy 2030**
 - d. **Doncaster Council Asset Management Strategy**
 - e. **Housing Strategy**
 - f. **Treasury Management Strategy Statement Town Centre Masterplan**
 - g. **Doncaster Economic Strategy 2030**
 - h. **Doncaster Culture Strategy 2030**
 - i. **Environment and Sustainability Strategy 2030**
 - j. **Procurement Strategy 2022-2025**

Maintenance and review of current assets

7. 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.
8. 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. **Asset Rationalisation Programme** - As part of 2023/24 budget setting, Cabinet approved a three year Asset Rationalisation programme. The programme's aims are to provide an efficient and cost effective property portfolio, with fit for purpose buildings for service delivery in the future, and to reduce the operating costs of the Councils Corporate Landlord portfolio and associated buildings. The programme has close links into future service delivery requirements and operating models and will create opportunities for revenue savings as well as asset disposals for community occupation and site redevelopment, supporting the local economy.
- d. **Fleet replacement** – The Council has a rolling 10 year fleet replacement programme, although this is dependent on economic viability, and whole life vehicle costs, for which mileage, utilisation and requirements are considered.
- e. **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.

The Regulator of Social Housing (RSH) has published draft consumer standards (July 2023) which will be implemented and regulated/inspected against from April 2024. The two main elements which will apply to the Housing Capital Programme are;

Stock Quality – Registered providers must have an accurate, up to date and evidenced understanding of the condition of their stock that reliably informs their provision of good quality, well maintained and safe homes for tenants and

Decency – Registered providers must ensure that tenants' homes meet the standard set out in the Governments Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempt by the regulator.

In the past one of the main drivers for the Housing capital programme has been the age of each of the components and when this indicates that they need to be replaced. The new consumer standards require the main driver to be the condition of the components which drives their replacement. We currently hold detailed stock condition information for just over 10,000 of our stock and a plan is in place to facilitate all properties being surveyed every five years going forward. The data gathered will then drive future investment programmes. Some of this data is already reflected in the current programme with large proportions of the expenditure being directed at external works which will also improve the thermal efficiency of the stock. In addition, there is a significant amount of investment earmarked to address the actions arising from fire risk assessments.

New Asset Management and Environmental Strategies were 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 is continuing 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 (based on 2021 prices).

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

9. The Council holds some assets to primarily or partially generate rental income and appreciation in value. This is largely the result of previous regeneration programmes.
10. 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.
11. 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.
12. An investment portfolio review will be used to monitor the performance and value of the existing investment properties held by the Council.

Funding Sources

13. 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 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.
14. 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 held in an earmarked reserve and used smooth out future MRP requirements when required.

- 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.

The projected borrowing requirement of the capital programme is fed into the Treasury Management Strategy Statement where things such as borrowing limits and related policies are covered.

- **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 with additional savings of income generation) which must be substantiated with the development of a full business case.

All projects must be evaluated and approved using 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

15. Relevant approval is required before a project can commence or in some circumstances commit to capital spend.
16. 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. Including: -
 - Developing a project pipeline and strengthening the strategic approach to prioritising projects in the capital programme.
 - Create a single gateway entry for capital projects.
17. 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.
18. 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.
19. Funding is available for scheme development to support feasibility works to assess the suitability, affordability, outcomes, etc. of prospective projects.
20. 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 South Yorkshire Mayoral Combined Authority (SYMCA) by creating a project/policy driven pipeline rather than one which reacts to funding as it is released.

21. 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.
22. 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.
23. 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.
24. 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.
25. The CAMP Board rank bids by if they are required to meet statutory requirements such as basic need, health and safety and other legal requirements, corporate priorities met, if they are business critical and a necessity for service continuation and the financial implications.
26. 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. This is as per Financial Procedure Rule B.3.
27. 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

28. 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.
29. 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.
30. A Major Projects board has been established to give additional oversight of an agreed list of schemes. Meetings are held on a quarterly basis in order to align with capital reporting requirements.

31. 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.
32. 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.
33. 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

34. 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.
35. 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.
36. The option to use capital receipts for revenue transformation purposes is currently available up to 2024/25.
37. The Council does not intend to use capital receipts this way from 2024/25 onwards.

Capital Risk Metrics

38. A number of risk metrics are to be introduced by central government to ensure that local authorities capital expenditure is prudent, sustainable and affordable. More detail is expected to be published in relation to the metrics and relevant trigger points at a later date.
39. Each of the following is a "capital risk metric"—
 - (a) the total of a local authority's debt (including credit arrangements) as compared to the financial resources at the disposal of the authority;
 - (b) the proportion of the total of a local authority's capital assets which is investments made, or held, wholly or mainly in order to generate financial return;
 - (c) the proportion of the total of a local authority's debt (including credit arrangements) in relation to which the counter-party is not central government or a local authority;
 - (d) the amount of minimum revenue provision charged by a local authority to a revenue account for a financial year;
 - (e) any other metric specified by regulations made by the Secretary of State.
40. As part of quarterly capital returns the council will review and monitor whether it has or is close to a trigger event and take the necessary action to mitigate any risk,

Skills and Knowledge

41. 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.
42. 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.
43. 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.

Public Sector Housing Capital Programme

	Annual Budget 2024/25	Annual Budget 2025/26	Annual Budget 2026/27	Annual Budget 2027/28	Annual Budget 2028/29	Annual Budget 2029/30	Annual Budget 2030/31	Annual Budget 2031/32	Annual Budget 2032/33	Annual Budget 2033/34	10 Year Total
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Man Fee	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,000
Voids Capital Works	3,290	3,290	3,290	3,290	3,290	3,050	3,050	3,050	3,050	3,050	31,700
Mechanical & Electrical											
Heating Conversions/Upgrades	2,670	2,670	2,670	2,670	2,670	2,670	2,670	2,670	2,670	2,670	26,700
Remove Gas from High Rise		4,000									4,000
Electrical Planned Works (in house)			360	360	360	360	360	360	360	360	2,880
Electrical Planned Contractor	2,230	1,900	1,900	1,900	600						8,530
Mechanical Planned Works	544	144	144	644	144	144	144	144	144	144	2,340
Door entry		300			1,500						1,800
Mechanical & Electrical Total	5,444	9,014	5,074	5,574	5,274	3,174	3,174	3,174	3,174	3,174	46,250
Internal Works - in house	2,010	2,010	540	540	540	540	540	540	540	540	8,340
Internal works - contractor	1,000	84	84	84	84	84	84	84	84	84	1,756
Planned works following 20 years since decent homes work		5,600	5,600	5,600	5,600	8,000	8,000	8,000	8,000	6,800	61,200
External Works											
External Planned Maintenance - in house	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	31,920
External Planned Maintenance Inc Thermal / Energy Efficiency \	9,204	10,883	8,666	8,903	5,966	5,966	5,966	5,966	5,966	5,966	73,452
Windows					1,500	2,000	900				4,400
Structural	315	315	315	315	315	315	315	315	315	315	3,150
Fire safety works	1,583	2,010	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	16,393
Shops/flats	210	210	210	210	210	210	210	210	210	210	2,100
Communal Halls	105	550	105	105	105	105	105	105	105	105	1,495
Lifts							320	640	320		1,280
											-
External Works Total	14,609	17,160	14,088	14,325	12,888	13,388	12,288	11,708	12,028	11,708	134,190
Environmental Works											
Environmental / Fencing Programme	175	175	175	175	175	175	175	175	175	175	1,750
Asbestos Surveys & Removal	700	700	500	500	500	500	500	500	500	500	5,400
Garage Site Improvements	300	300	300	300	300	300	300	300	300	300	3,000
Estate Roads & Paths	200	200	200	200	200	200	200	200	200	200	2,000
Environmental Works Total	1,375	1,375	1,175	1,175	1,175	1,175	1,175	1,175	1,175	1,175	12,150
IT Systems/Investment	40										40
Sub Total	29,268	40,033	31,351	32,088	30,351	30,911	29,811	29,231	29,551	28,031	310,626
											-
Acquisitions	7,192	7,192	7,192	4,836	1,126						27,538
Acquisitions Refurbishments	928	928	928	624	92						3,500
New Acquisitions	4,200										4,200
Appropriated Properties	300										300
Council House Building Programme (Committed)	5,000	15,000	9,950								29,950
Council House Building Programme (Uncommitted)	-	11,000	11,000	8,810							30,810
Sub Total	17,620	34,120	29,070	14,270	1,218	-	-	-	-	-	96,298
TOTAL	46,888	74,153	60,421	46,358	31,569	30,911	29,811	29,231	29,551	28,031	406,924
Private Sector Housing Capital Programme											
Edlington Royal Estate	170			900							1,070
Residential Site Investment	2,800	2,574	400	400	400	400	400	400	400	400	8,574
Housing Investment	-	-	-	1,000							1,000
											-
Total Private Sector Housing Capital Programme	2,970	2,574	400	2,300	400	400	400	400	400	400	10,644



Doncaster Council

Report

Date: 7th February, 2024

To the Chair and Members of
CABINET

THE TREASURY MANAGEMENT STRATEGY STATEMENT 2024/25 – 2027/28

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 2024/25 £689m). As borrowing rates are currently at high levels due to the Bank of England base rate increases that have taken place throughout the last two years and aren't forecast to start falling until at least halfway through 2024, the primary borrowing strategy will be the same as previous years which is 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 2024/25 but in future years), throughout this period of high interest rates, however, it will mean the Council remains 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 relatively low 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 – 114**.

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. Cabinet is asked to recommend that Council approves: -
 - a. the Treasury Management Strategy Statement 2024/25 – 2027/28 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 any investment loss 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 that the CIPFA Code of Practice on Treasury Management has been updated and this report adheres to the new requirements of the Code which was introduced on the 1st April 2023. 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. The Capital Strategy and Capital Budget 2024/25 – 2027/28 report is also included within this agenda and meets these requirements.

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 reviewed by the Overview and Scrutiny Management Committee.

13. The Treasury Management strategy for 2024/25 – 2027/28 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 (Section 151 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 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. All Members have been offered formal training during 2023/24. Our advisors (see paragraph 20) delivered the training supported by officers and further support and guidance has been offered if required. Attendance to date is 96.5% with the remaining members still to be trained currently absent from duties as a result of long-term sickness.
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 always remain with the organisation 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 2024/25 – 2027/28

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 2024/25 – 2027/28 budget cycle.

	Actual	Estimates				
	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Capital Expenditure						
General Fund (GF)	58,106	81,951	144,614	72,475	35,974	20,121
HRA	30,971	41,349	49,858	76,727	60,821	48,658
Total	89,077	123,300	194,472	149,202	96,795	68,779

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				
	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Financing of Capital Expenditure						
Capital Receipts	1,184	9,632	15,231	7,200	2,411	3,955
Capital Grants	46,158	53,586	71,025	40,343	13,697	2,782
Capital Reserves	31,247	34,740	35,780	39,933	25,834	25,696
Revenue	8,078	15,661	12,075	9,047	9,448	9,665
Sub Total	86,667	113,619	134,111	96,523	51,390	42,098
Net Financing Need	2,410	9,681	60,361	52,679	45,405	26,681

Borrowing

26. The capital expenditure plans set out above and detailed in **Appendix A** 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. At 31st March 2023, the Council had £40.4m of such schemes within the CFR:

	Actual	Estimates				
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£k	£k	£k	£k	£k	£k
Capital Financing Requirement						
GF	361,142	363,278	394,335	421,570	435,977	437,846
HRA	266,831	271,413	294,621	312,607	335,038	351,413
Total CFR	627,973	634,691	688,956	734,177	771,015	789,259
Movement in CFR	-3,829	6,718	54,265	45,221	36,838	18,244
Represented by						
Net Financing Need (table above)	2,410	9,681	60,361	52,679	45,405	26,681
Less MRP/Other financing adjustment	-6,239	-2,963	-6,096	-7,458	-8,567	-8,437
Movement in CFR	-3,829	6,718	54,265	45,221	36,838	18,244

31. The Council is forecast to have borrowed £453.7m at 31st March 2024 against a forecast CFR (borrowing requirement) of £595.0m 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 £141.3m. Being under-borrowed 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. It is now a requirement of the 2021 Code of Practice to calculate the Debt Liability Benchmark and as a minimum the Authority is required to estimate and measure the LB for the forthcoming financial year and at least the following two financial years.

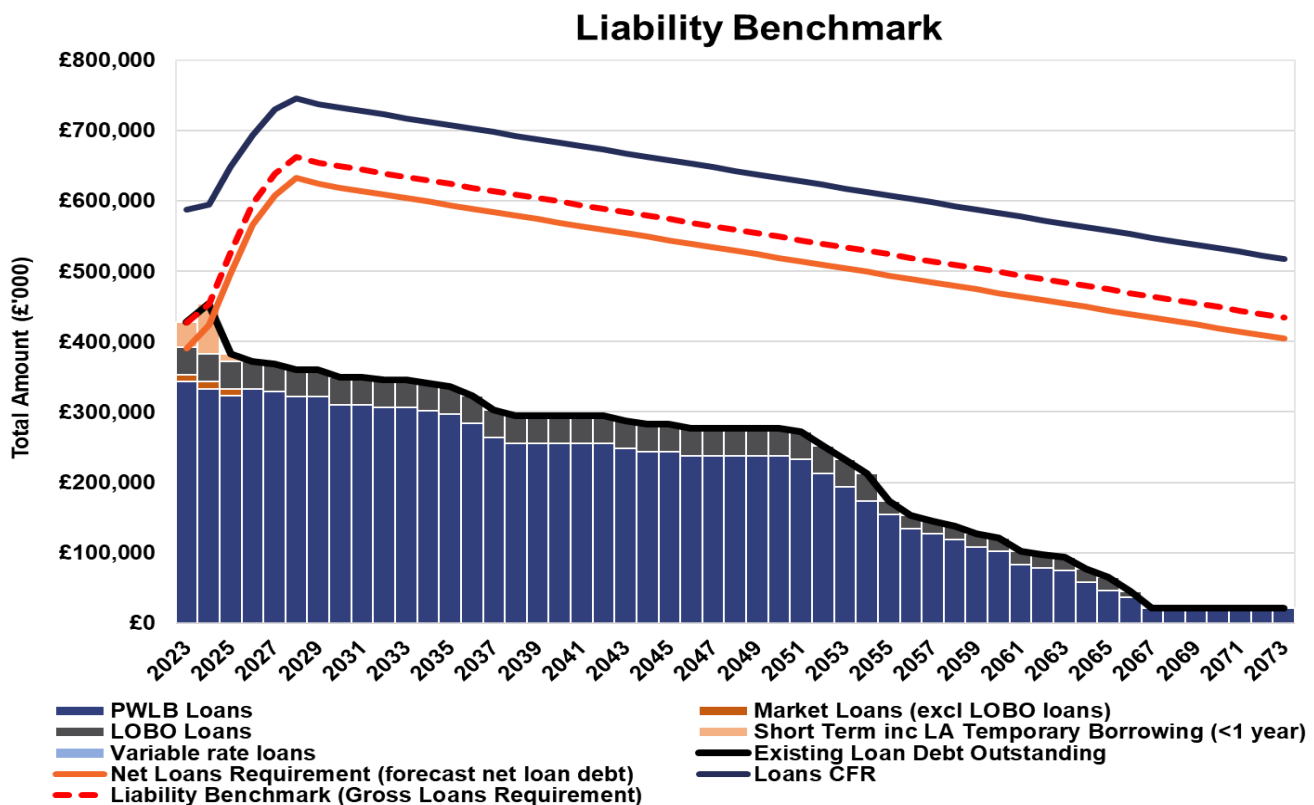
There are four components to the LB: -

1. Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years. These are shown as the blue stacked bars on the chart below.
2. Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on the approved prudential borrowing outlined in the table above and planned MRP. This is the blue line on the chart below.

3. Net loans requirement: this shows 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 such as temporary borrowing for cashflow or use of reserves. This is the orange line on the chart below.
4. Liability benchmark (or gross loans requirement): this equals net loans requirement plus a short-term liquidity allowance (assumed at £30m for the life of the model). This is the red broken line on the chart below.

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 prudential borrowing) is only agreed for four years into the future, whereas all the other inputs are projected for 50 years, 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 would usually be expected due to the levels of reserves and balances Council's usually operate with).

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 both other local authorities (or similar) and the Public Works Loan Board (PWLB) as currently the rates are comparable. 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 although it was the Council's intention to pre-pay its future service rate pension liabilities, at a discounted rate, for 2023/24 to 2025/26, as noted in the previous years report, that this wasn't actually undertaken as the financial incentive to do so wasn't sufficient.

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.
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				
	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Reserves balances	127,020	99,000	91,600	71,600	67,600	64,600
Capital receipts	26,345	16,800	10,000	8,000	8,000	8,000
Provisions	9,277	9,277	9,277	9,277	9,277	9,277
Capital Grants Unapplied	27,710	27,710	27,710	27,710	27,710	27,710
Total core funds	190,352	152,787	138,587	116,587	112,587	109,587
Working capital	7,510	5,000	5,000	5,000	5,000	5,000
Under/over borrowing	160,203	141,339	126,249	106,116	102,540	99,310
Expected investments	37,659	16,448	17,338	15,471	15,047	15,277

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 Section 151 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 as at 31st March 2024 is expected to be £453.7m. This is split across two pools as shown in the table below. The borrowing need (CFR less long-term liabilities) is £595.0m, which highlights that the Council will be under-borrowed by £141.3m (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				
	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
CFR General Fund	361,142	363,278	394,335	421,570	435,977	437,846
Other long-term liabilities (OLTL):	-40,401	-39,711	-37,065	-34,420	-31,774	-29,128
External Borrowing	182,109	203,109	253,109	301,109	325,109	335,109
Under-borrowed Position	138,632	120,458	104,160	86,041	79,094	73,609
Ave. Interest Rate	3.92%	4.50%	4.20%	4.00%	3.50%	3.20%
CFR HRA	266,831	271,413	294,621	312,607	335,038	351,413
External Borrowing	245,260	250,532	272,532	292,532	311,592	325,712
Under-borrowed Position *	21,571	20,881	22,089	20,075	23,446	25,701
Average Interest Rate	4.82%	5.11%	4.60%	4.60%	4.40%	4.10%
Total CFR less OLTL	587,572	594,980	651,890	699,757	739,241	760,131
Total External debt	427,369	453,641	525,641	593,641	636,701	660,821
Total Under-borrowing	160,203	141,339	126,249	106,116	102,540	99,310

*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 high interest rates in the beginning of next year, which should then start to fall slowly throughout 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 borrowing (for both cashflow and capital) is not normally expected to exceed. For 2024/25, the limit is **£689.0m** based on the total CFR. In most cases, the operational boundary will be a similar figure to the CFR but could be higher or lower depending on the levels of actual debt and the ability to fund under borrowing from cash resources.

Operational Boundary	Actual	Estimates				
	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
GF & HRA Borrowing	587,572	594,980	651,890	699,757	739,241	760,131
Other long term liabilities	40,401	39,711	37,065	34,420	31,774	29,128
Total	627,973	634,691	688,955	734,177	771,015	789,259

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. Cabinet is asked to recommend to Full Council a limit that is set £20m above the CFR. 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 2024/25, the limit is **£708.955m**. This is shown in the table below:

Authorised limit	Actual	Estimates				
	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
GF & HRA Borrowing	607,572	614,980	671,890	719,757	759,241	780,131
Other long-term liabilities	40,401	39,711	37,065	34,420	31,774	29,128
Total	647,973	654,691	708,955	754,177	791,015	809,259

Treasury Management Limits on activity

55. There are three debt related treasury activity limits, shown in **Appendix A**. The purpose of these is 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. Between February 2022 and August 2023, the Bank of England increased the base rate every six weeks, taking it from its lowest level ever of 0.1% to 5.25% where it has remained to mitigate inflationary pressures. The coronavirus outbreak has done huge economic damage both to the UK and economies around the world, which have been further impacted by the war between Russia and the Ukraine and now the unrest in the Middle East. Whilst the base rate isn't expected to increase any further, opinions are divided as to when it will start reducing and by how much. There are positive signs that inflation has peaked and is now on a downward trajectory but there are still pressures within the labour market which could still drive wage inflation. The Bank of England have made several indications that higher rates could be around for some time yet and there are a lot of factors to currently consider before implementing any reductions, however, their hawkish stance hasn't prevented the market from forming a view that rates will start to fall soon as gilt yields have already starting to fall.

Borrowing Strategy

58. As outlined above the borrowing strategy for the forthcoming period whilst interest rates are at their current levels is to only undertake 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. This is a continuation of the strategy adopted in 2023/2024 and relies on the Council having a robust cash flow forecast in place to ensure the core function of Treasury Management as outlined in paragraph 6 above can be fulfilled. This will ensure that the Council isn't tied into long term debt with higher than necessary interest rates.
60. It is normally prudent to borrow long term to support the Capital Programme; however, we have had very unusual market conditions over the last four years resulting in extremely low interest rates which have then 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, 57% of the Council's borrowings (at 31st December 2023) are for terms between 30 and 50 years, which brings certainty of cost and minimises interest rate risk on almost half the portfolio.
61. The Council's current Loans and Investment portfolios are shown in **Appendix C**.

Transfer of Loans between Debt Pools

62. 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.

63. 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

64. 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.

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

- It will be limited to no more than 75% of the expected increase in borrowing need (CFR) over a three-year planning period; and
- Would not look to borrow more than three years in advance of need.

66. 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.

IFRS 16

67. The CIPFA LAASAC Local Authority Accounting Code Board has deferred implementation of IFRS16 until 1st April 2024, which requires Authorities to bring previously off-balance sheet leased assets onto the balance sheet for the closure of the accounts for the 2024/25 financial year. For our current leases these changes aren't believed to be significant for the Council, but when quantified will ultimately affect the Capital Financing Requirement (CFR), external debt (other long-term liabilities), Operational Boundary and Authorised Limit. Should the limits need to be increased as a result of IFRS16 these will be dealt with when they can be more accurately quantified.

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 Section 151 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. In the current environment it is likely that shorter term fixed rates will provide lower cost opportunities in the short term which is consistent with our strategy.

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. The introduction of IFRS 9 has been further delayed until 31st March 2025, a delay of another two years. Once introduced, under IFRS 9 Authorities will have to 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. The further delay is to allow Authorities to initiate an orderly withdrawal

of funds if required. The Council don't have any investment instruments to consider under this accounting standard.

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 are 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 (SLY). This means it will only be considered if there are two or more identical investments in terms of SLY 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. Throughout 2023/24 there have been no instances where ESG has been a factor as the overriding principles of SLY have influenced investment decisions. Therefore, the review of ESG considerations concludes that they should remain unchanged from the above for 2024/25 and that if they are applied to an investment it 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 Section 151 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 equivalent) 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 5.25% with forecasts projecting the rate has peaked and will decrease slowly 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 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 (residual)	5.30%
2024/25	4.70%
2025/26	3.20%
2026/27	3.00%
2027/28	3.25%
Years 6 to 10	3.25%
Years 10+	3.25%

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. Due to the lack of available funds for investment currently we have suspended our subscription to the investment benchmarking service offered by Link which allows us 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. Whilst ever the Council remains under-borrowed and using our internal balances to partly mitigate the need for borrowing there will be limited balances available for investment. However, 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 (June 2024, September 2024, and December 2024, January 2025 and February 2025).

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.

Non-Specified Investments (Maximum £20m)

108. 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.

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

110. Any new Non-Specified investment will require authorisation by the Section 151 Officer. Details of minimum criteria and any additional due diligence required can also be seen in **Appendix E**.

111. 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	2024/25	2025/26	2026/27	2027/28
Principal sums invested > 1 year	£20m	£20m	£20m	£20m

Investment Reporting

112. Reporting on investment activity is included in the quarterly updates, the mid-year and the end of the financial year reports as outlined in paragraph 11 above.

Policy on the use of external service providers

113. 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.

114. 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

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









Options	Likely impact on Income and Expenditure	Likely impact on risk management
1. Invest in a narrower range of institutions and shorter terms	Interest income will be lower	Reduced risk of losses from credit related defaults, but any single loss could be magnified.
2. Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income. Premium to be paid if debt paid down (avoided if the reduction is done, as planned, by not replacing maturing debt).	Reduced investment balance leading to a lower impact in the event of default, however long-term interest costs become less certain.
3. Borrow additional sums at long term fixed interest rates	Debt interest costs will rise, this is unlikely to be offset by higher investment income	Reduced interest rate risk. But higher investment balance could lead to a higher impact in the event of a default.
4. Increase level of borrowing	Additional cost of debt interest is likely to exceed additional investment income received.	Under-borrowing uses a combination of reserves and working capital. Any adverse changes to either could lead to cash not being available to fund expenditure. Leading to increased levels of borrowing.
5. Borrow sufficient funds for under-borrowed position	Additional interest costs of up to £7.5m 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

116. Option 1 is the recommended option to maximize external interest savings without introducing unacceptable risk.

117. 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				
Fair & Inclusive				
<p>Treasury Management impacts on all the outcomes; it makes sure that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet the Council's activities.</p> <p>Due to the nature of this report it is outside the scope of due regard process and so does not need either an initial or full due regard assessment.</p>				

RISKS AND ASSUMPTIONS

118. 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 Section 151 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.

119. 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 Section 151 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 12/01/24]

120. 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.

121. 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 09/01/24]

122. The treasury management budget required for 2024/25 has been reviewed and analysed over the following headings: -

	General Fund £m
<u>Costs</u>	
Total Borrowing Costs	5.282
Other treasury management expenditure	0.080
Total Costs	5.362
<u>Income</u>	
Investment Interest	-0.475
Net Costs	4.887

123. 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 15/01/24]

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

TECHNOLOGY IMPLICATIONS [Officer Initials: PW Date 15/01/24]

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

CONSULTATION

126. 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.

127. 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

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Faye Tyas
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Section 151 Officer

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2024/25 – 2027/28

- 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	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
£m	Actuals	Estimates				
Adults, Health & Wellbeing	5,817	5,699	6,493	6,582	5,282	5,282
Public Health	6,040	10,873	18,272	1,050	0	0
Corporate Resources	4,318	2,743	19,684	12,758	12,841	12,500
Children, Young People & Families	6,321	7,435	25,706	5,778	2,378	0
Economy & Environment	35,610	54,264	74,459	46,307	15,473	2,339
Non-HRA	58,106	81,014	144,614	72,475	35,974	20,121
HRA	30,971	42,286	49,858	76,727	60,821	48,658
TOTAL	89,077	123,300	194,472	149,202	96,795	68,779

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				
%	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Non-HRA	1.57%	1.11%	1.42%	1.65%	1.60%	1.72%
HRA	16.14%	15.67%	15.33%	15.09%	14.93%	14.61%

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

HRA ratios

	Actual	Estimates				
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
HRA Debt £m	245,260	250,532	272,532	292,532	311,592	325,712
HRA Revenues	79,428	85,149	91,323	94,079	96,440	98,573
% of Debt to Revenues	32.39%	33.99%	33.51%	32.16%	30.95%	30.26%

	Actual	Estimates				
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
HRA Debt £m	245,260	250,532	272,532	292,532	311,592	325,712
Number of Dwellings	19,894	19,868	19,915	20,021	20,009	19,968
Debt per Dwelling	12,328	12,610	13,685	14,611	15,573	16,312

The number of dwellings goes down as a result of right to buy sales and up by the acquisitions / new builds.

Maturity Structure of Borrowing

- 5) There are three debt related treasury activity limits. The purpose of these is 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	2023/24	2024/25	2025/26	2026/27	2027/28
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 2023/24 (as at 31.12.2023)					
Under 12 months	0%	30%	37.50	9.20%	
12 months to 2 years	0%	50%	10.00	2.45%	
2 years to 5 years	0%	50%	11.82	2.90%	
5 years to 10 years	0%	75%	5.06	1.24%	
10 years and above	10%	95%	343.28	84.21%	
Total			407.66	100.00%	
Maturity structure of variable interest rate borrowing 2023/24					
	Lower	Upper	Actuals £m	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

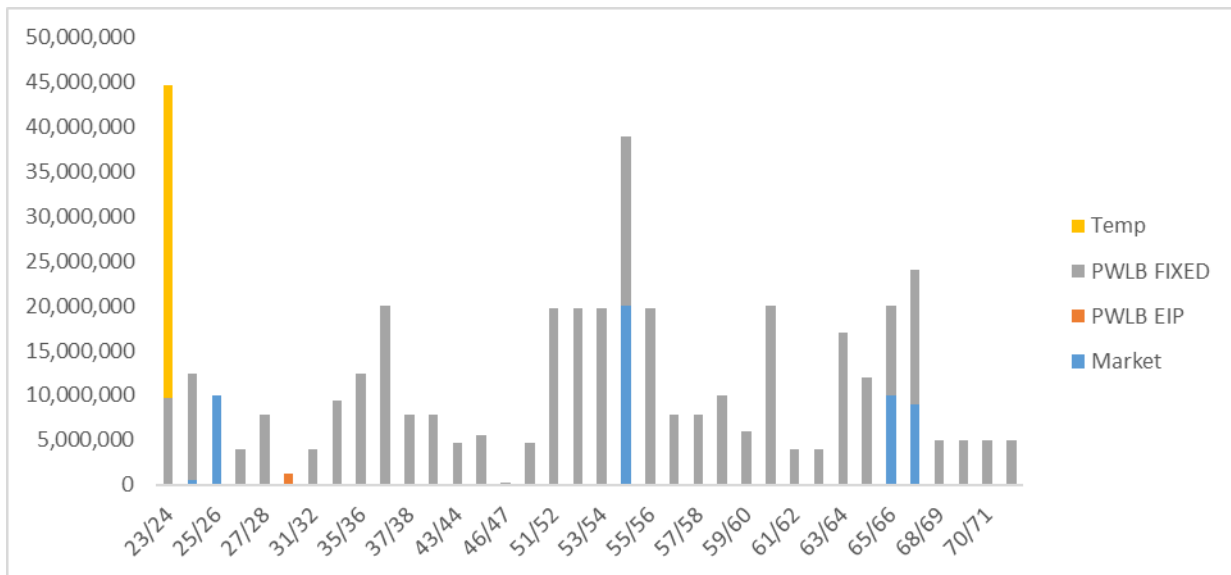
- 1) The Council has an annual duty to charge an amount of MRP to the General Fund Revenue Account which it considers to be a prudent provision. The MRP charge is the means by which capital expenditure which has been funded by borrowing is paid for by council tax payers. The guidance on MRP allows different 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 2024/25 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 2023, the total MRP overpayments are estimated to be £34.692m.

Analysis of Debt as at 31/12/23



Analysis of Investments as at 31/12/23

The Council doesn't have any investments as at the 31/12/23. The cash balance was all held within the Council's contracted bank as at 31/12/23.

Interest Rate Forecasts

1. 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 January 2024.

Link Group Interest Rate View 08.01.24		Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE		5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings		5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings		5.20	5.10	4.80	4.30	3.80	3.30	3.20	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings		5.00	4.90	4.60	4.10	3.70	3.20	3.20	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB		4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB		4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB		5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB		5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

2. This forecast reflects the view held by Link that rates will start to reduce when CPI inflation and wage / employment data are supportive of such a move and when there are indications of the economy slowing down / mild recession. The timing of the reductions will be crucial as reducing rates too early may cause inflation to start to rise again, however, leaving rates at the higher level could prolong any downturn / recession.
3. 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 also the on-going conflict between Russia and Ukraine and the more recent conflict in Gaza.

Gilt yields / PWLB rates

4. The shorter end of the Yield curve has rallied recently as markets are pricing in a reduction in the base rate quicker than the view that was holding sway at the time based on the improvements to inflation within the USA and the Eurozone. At the time of writing there is approx. c70 basis points between the 5 year and 50-year yields.
5. This has reduced the shorter-term rates significantly, especially with the certainty rate built in, and making the PWLB a viable alternative for short term borrowing as well as the Local Market.

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** has acted too quickly or too far in recent months and subsequently brings the economy into recession.
- **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** allows inflationary pressures to remain elevated for a long period which necessitates a longer period of having to keep rates higher to mitigate.
- **The pound weakens** because of a lack of confidence in the UK Government's pre-election fiscal policies, which may prove inflationary, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Projected gilt issuance, inclusive of natural maturities and quantitative tightening , could be too much for the markets to comfortably digest without higher yields compensating.

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, longterm 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.

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, longterm A- or equivalent	£20m	10 years
Gilt Funds	Fitch rating short-term F1, longterm 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	United Arab Emirates
Denmark,	Canada	
Germany,	USA	
Norway,		
Netherlands,		
Singapore,		
Sweden,		
Switzerland		

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**City of
Doncaster
Council**

Date: 7th February 2024

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

REVENUE BUDGET 2024/25 – 2026/27

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

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 2024/25 to 2026/27, continuing to deliver on our commitments, as detailed in the Corporate Plan as a financially well managed Council.
2. Since 2010, Councils have continued to face the position of reducing Government funding, strong demand, increasing costs and volatility, and no reduction in statutory obligations to provide services. This budget, again, seeks to maintain front-line services with less funding in real terms.
3. Doncaster Council has seen its core Government funding reduce by 25% in real terms during this period¹ compared to an average of 19% for England which equates to a £344 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 (to be updated for Council report for 2024/25).
4. On the 22nd November 2023, the Government's Autumn Statement² was presented to Parliament. The Council received details of the provisional settlement on 18th December 2023, and these should be confirmed in the final settlement in early February 2024. 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 £17.2m over the next 3 years, with an immediate impact in 2024/25 of £4.0m. This demonstrates that the settlement doesn't provide long-term sustainable funding sufficient to meet our ongoing budgetary pressures; this includes the additional £500m funding announced for social care following the

¹ Special Interest Group of Metropolitan Authorities (SIGOMA)

² <https://www.gov.uk/government/publications/autumn-statement-2023>

provisional settlement, which is incorporated into this report. Full details on the budget gap are provided in paragraphs 36 to 40 and Appendices A to C.

5. The budget includes an increase in Council Tax of 4.99% in 2024/25 (2.99% 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 £1,649.73 per annum band D (£1,099.82 band A) which means an additional £78.41 for band D Council Tax per annum or £1.51 per week (£52.27 for band A per annum or £1.01 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 (9th lowest in 2023/24). Further details on the proposed Council tax increases, along with support being provided through budget, are provided in paragraphs 31 to 35.
6. Overall, the proposals for 2024/25 and 2025/26 of the MTFs approved in February 2023, remain consistent, including the previously approved savings of £6.7m in 2024/25 and £4.6m in 2025/26. However, the Council has once again needed to identify additional savings to meet the further budget gap identified, particularly due to increasing service and inflationary pressures for Adult Social Care. A further year has also been added to extend the MTFs to include 2026/27.
7. Full details on the planned savings are provided in paragraphs 41 to 47, totalling £17.2m over the 3-year period, to provide a balanced budget by the end of 2026/27. 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. Due to the significant financial risks identified throughout the report including the volatility of costs and income, the risks in relation to the delivery of savings and capital pressures, the majority of savings are targeted for 2024/25, in preparation for future years.
8. It is also worth highlighting the difficulties in managing service delivery, with the continuation of one-off specific grant allocations in year from government, in the majority of cases with extremely tight deadlines and additional bureaucracy, for in some cases low values. This impacts on the ability to deliver the requirements and spend the one-off grant income, also due to the lack of time to sufficiently plan ahead, results in current staffing being redirected impacting on other service delivery and additional work to meet specific reporting requirements.
9. The Council has reviewed the level of reserves available to ensure that it has sufficient funding available. Paragraphs 60 to 63 and Appendix H, shows the current position regarding earmarked reserves. The balance on the uncommitted General Fund reserve for 2023/24 is estimated at £12.6m.
10. 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 64 to 83 of this report. This year, more than previously, the statement particularly highlights the significant financial risks and volatility, along with the proposed mitigations, including planned early delivery of savings in 2024/25.

EXEMPT REPORT

11. Not applicable.

RECOMMENDATIONS

12. Cabinet recommend that Council approve the 2024/25 to 2026/27 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 £636.5m and a net revenue expenditure budget of £259.6m, as detailed in Appendix A;
- c) Council Tax increasing by 4.99% to £1,649.73 for a band D property (£1,099.82 for a band A) for 2023/24. This includes:-
 - i) 2.99% Council tax increase, equating to an increase of 90p for band D per week, £46.98 per annum (61p for band A per week, £31.32 per annum);
 - ii) 2% Government Adult Social Care precept, equating to an increase of 60p for band D per week, £31.43 per annum (40p for band A per week, £20.95 per annum);
- d) the revenue budget proposals for 2024/25 detailed at Appendix B (pressures £8.7m) and Appendices C and D (savings £10.9m);
- e) the 2024/25 Grants to 3rd Sector Organisations outlined in paragraph 56 and Appendix F;
- f) the fees and charges proposed for 2024/25 outlined in paragraphs 50 to 52 and at Appendix G;
- g) note the Chief Financial Officer's positive assurance statements (detailed in paragraphs 64 to 83).

13. Cabinet delegates the acceptance, and spend decision, of any 2024/25 Household Support Fund grant allocation to the Director of Corporate Resources (in consultation to the Mayor).

14. Cabinet delegates approval of a spending plan for the estimated £3.1m - 3.7m additional social care funding to the Director of Corporate Resources and the Assistant Director Finance & Technology (Section 151), in consultation with the Mayor (as detailed in paragraph 38)

15. Cabinet delegate the approval to change fees and charges in year, as a result of increases or decreases in energy costs, to the Chief Financial Officer in consultation with the relevant portfolio holder, as detailed in paragraph 52.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

16. 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

17. 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.

18. 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.

19. 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) 2024/25 to 2026/27

20. The MTFS includes the estimated changes to the Council's main sources of income (i.e., central government grant and local taxation), corporate expenditure (e.g., capital financing costs) and pressures on services (arising from inflation, demand or legislative changes such as the increase to the government national minimum wage) based on current information. The overall estimated gap for 2024/25 to 2026/27 is £17.2m, summarised below and further details provided in Appendix A.

21. 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 2024/25, based on detailed up to date estimates of all the pressures, with additional saving plans for 2025/26 in preparation for 2026/27, to achieve an overall balanced position over the period of the MTFS.

Service Pressures

22. The Council forecast a £1.7m overspend for 2023/24 at quarter 2 but actions are being taken to reduce the overspend by the year-end, however, there are several significant pressures that are expected to continue into 2024/25 and in some cases beyond. The MTFS demonstrates that those pressures, and others, can be funded but there is minimal funding available to provide growth essential to delivering our priorities without placing additional burdens on the Council to deliver greater savings.

23. The budget pressures are split between inflation pressures and other service specific pressures particularly in relation to Children's social care where the number of children in placements exceeds plans and Adult's social care where the number of people in residential care has risen. In both cases the average cost of placements continues to increase. The cost of pay and price inflation is estimated at £16.8m in 2024/25, increasing to £32.2m by 2026/27. In total, the service budget pressures are estimated at £8.7m in 2024/25, increasing to £12.9m by 2026/27.

24. General inflation on the Council direct costs amounts to £0.2m for 2024/25, increasing to £4.4m by 2026/27. These figures are net of reductions in energy costs following steep rises in the last few years.

25. Adult Social Care service pressures and inflationary increases amount to £12.8m in 2024/25 and increasing to £16.7m by 2026/27. This includes £8.8m for fee rate inflation in 2024/25, increasing to £12.6m by 2026/27, including the impact of the Government National Living Wage increase (which totals £7.6m and does not attract additional government funding). Investing in fee rates paid to care providers is essential so that Doncaster people experience good quality care delivered sustainably by a stable workforce. Specific Adult Social Care grants provided by Government contribute to these costs but do not meet them in full, therefore it has been necessary to apply the Adult Social Care precept for 2024/25. The Council is committed to supporting people to live at home for as long as possible, therefore we need to invest in sustainable homecare, supported living and Extra Care Housing. Without this more Doncaster people will find their only option is to move into residential care which will reduce their day-to-day choice and control as well as further increasing care costs. This budget maintains the previous investment and provides for further inflationary increases, thereby continuing to assist the sustainability of good quality adult social care delivered in people's own homes as well as other care settings.

26. The budget figures are based on current activity information and assumptions for future demand considering demographics, transitions and growth. There remain 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 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. The implementation of these changes would be good for many Doncaster people but would add significant further financial burdens for the Council.
27. Funding for Children, Young People & Families, service pressures and inflation, amounting to £3.6m in 2024/25 and increasing to £4.3m by 2026/27. Good progress has been made in reducing the numbers of out of authority placements from 54 to 39, improving the financial position. However, since April 2021 the Council has seen unprecedented increases in the package costs charged by external providers, equating to circa. £3.1m based on 39 placements. Recently there has been a gradual reduction in the average cost of placements, following agreed package reductions with providers and planned placement moves, although there is an additional cost pressure in 2024/25, it is anticipated to reduce in future years due to the continued improvements resulting in a greater grip and control. The overall aim remains to reduce spend in this area following essential substantial investment in recent years. However, demand for places remains inflated due to the growth in unaccompanied children and young people arriving in Doncaster.
28. 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. This budget recognises the pressures and provides for those much-needed services to support the health and wellbeing of the public. An additional £0.32m will be provided to St Leger Homes to manage homelessness services for the Council and is needed as the number of homeless people remains high.
29. 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.
30. In the context of this budget, the proportion of people claiming out of work benefits has remained at or above 8,600 claimants in the last year which equates to 4.5% of the working age population (November 2023), Doncaster remains the highest in South Yorkshire. Youth unemployment is pretty stable with around 1,600-1,700 claimants throughout the last year which equates to 7.6% of the population (November 23). The employment rate (72.4% - Q1 23-24) has increased and narrowed the gap with the regional performance, whilst the gross wage rates (£629p/w – 2023) has increased but the gap to regional levels has deteriorated slightly. Work continues to support people to gain the skills and experience they need to access the Labour Market via the implementation of our Economic and our Education & Skills Strategies.

Council Tax and Support provided

31. The forecast increase in Council Tax income for 2024/25 is due to a number of contributing factors. This includes the £6.8m additional income generated from the 2.99% Council Tax increase and 2% government Adult Social Care precept, additional income from growth forecast (based on the current tax base and assumptions for 2024/25) of £1.3m, an estimated increase in the cost of the Local Council Tax Reduction Scheme of £0.2m and a reduction in the redistribution of the Collection Fund surplus of £0.6m.
32. The Council has had to take the difficult decision to increase by the maximum 4.99% in 2024/25, including the 2% Social Care precept to help meet the increasing cost of providing Adult Social Care. Each year, the Council faces tough choices 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. In 2023/24 the Council chose not to maximise Council Tax increases to protect taxpayers from cost-of-living increases; this has not been possible for 2024/25 due to continued increased demand for services and inflationary pressures.
33. 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 LCTS budget for 2024/25 is £26.7m, an increase of £0.2m from 2023/24. In addition, £0.3m will be added to the Local Assistance Scheme on a permanent basis to support people dealing with cost-of-living increases; this will increase the Local Assistance Scheme budget to a total of £0.6m per annum.
34. Although it was understood that the Household Support Fund would not be available in 2024/25, this is now less clear, and an update from government is anticipated to confirm. In previous years the Council has used this funding to provide support to people most affected by the cost-of-living crisis. This support included providing meal vouchers, or payments, to 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 in the school holidays. The 2023/24 Household Support Fund allocation was £5.98m. If a 2024/25 allocation is provided by central government the Director of Corporate Resources, in consultation with the mayor, will decide how CDC spends its allocation.

35. 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 report³ highlights that a band D bill in London in 2022/23, where the average house price was £553,000, was £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

36. 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, including funding generated from Council Tax increases. The CSP based on Government assumptions is £327.7m compared to £307.2m for 2023/24, representing a £20.5m increase (6.7% increase). The actual CSP based on the Council baseline position and local decisions is £337.8m compared to £311.7m for 2023/24, representing a £26.1m increase (8.4% 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 helps fund the inflationary cost pressures outlined above but as highlighted doesn't cover all the pressures facing the Council.

37. A recent study by BBC News⁴ highlighted that Yorkshire Councils' government funding has been cut by £945m since 2015. Analysis by the Institute for Fiscal Studies (IFS)⁵ in August 2023 compared the funding that each area received in 2022/23 with the funding it would have received if the total funding available for each service nationally was allocated to areas in proportion to these estimated relative spending needs. The needs estimates are relative and are used to compare between areas rather than to say that the value is the 'right' absolute level of funding for a single area. The research identified that local government funding is much less well-targeted towards estimated needs, with only 39 areas out of 150 receiving a share of funding that is within 5% of their share of estimated spending needs. The differences only partly reflected local choices around revenue-raising and are largely due to the government prioritising other objectives in the local government funding system. The analysis showed that Doncaster would have received £921.94 if funding had been allocated in accordance with relative spending needs compared to the main measure of local government funding of £895.90 – a shortfall of £26.05 per head.

³ <https://metro.co.uk/2023/01/07/council-tax-higher-in-north-than-in-london-18055693/>

⁴ <https://www.bbc.co.uk/news/uk-england-leeds-67543927>

⁵ <https://ifs.org.uk/calculators/how-much-was-spent-public-services-your-area-2022-23>

38. Following the provisional settlement, on the 24 January, 2024, government announced an additional £500m of new funding for councils to deliver social care, in addition to the requirement for local authorities to produce productivity plans. The actual allocation for Doncaster will be confirmed in the final settlement, which is expected in early February. Based on the current social care grant allocations we estimate Doncaster's allocation could be between £3.1m and £3.7m, dependent on the allocation methodology chosen. For the purposes of this report, the lower estimate of additional funding and corresponding increase in expenditure has been incorporated. It is envisaged that the funding will be utilised to review the high-risk savings, in particular Children's, and assumptions on pressures, updating for the latest monitoring information available and impact on 2024/25 onwards. The specific details will be subject to further discussions and agreement, it is proposed that the spend plan decision be delegated to the Director of Corporate Resources and the Assistant Director Finance & Technology (Section 151), in consultation with the Mayor. It is important to note that although this additional funding is welcomed, it will not be sufficient to reduce all the high-risk savings or meet growing pressures currently experienced, the Council will need to continue and progress the plans outlined.

Overall Funding Gap

39. The table below summarises the overall income and expenditure estimates, and resultant funding gap for the period of the MTF5; specific details are shown in Appendix A: -

	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Income	-643.4	-645.4	-651.4	
Expenditure	647.4	657.9	652.1	
Funding Gap	4.0	12.5	0.7	17.2

40. The table above shows that we need £17.2m over the period; £4.0m in 2024/25, additional £12.5m in 2025/26 and £0.7m in 2026/27.

Budget Savings

41. In February 2023, budget savings of £11.3m were approved in line with the Financial Strategy (£6.7m 2024/25 and £4.6m 2025/26), these are shown in Appendix D. The savings include significant sums associated with the rationalisation programme of Council assets. 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. This requires careful review, to fully consider the implications for both council services and those of our partners, especially when working in multi-disciplinary teams, prior to any changes being implemented and continues to be subject to separate decision making. The previously approved savings also included measures to reduce the cost of Children's social care. The overall approach undertaken continues to be to:-

- a) 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.

- b) Residents are supported at the earliest possible opportunity through a whole family strength-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.

42. However, as detailed above due to the financial challenges continuing, mainly arising from 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 £5.9m over the 3 years, with £4.2m in 2024/25, reducing the ongoing budget position and supporting the financial sustainability of the Council going forward.

43. 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

44. The savings include further measures in Children’s social care, building on last year’s proposals and include reducing agency staff costs and reducing transport costs. Bringing children back to the City from out of authority placements is also delivering a much more positive impact, at a much-reduced placement and transport cost, achieving better outcomes for these young people. A Workforce strategy board, chaired by the DCS is overseeing a program of work to support the recruitment of social work and residential workforce.
45. 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.
46. 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.
47. All the savings are fully detailed in Appendix C.

Overall Budget Position

48. The table below shows how the identified savings are used to balance the budget over the three years. The figures are presented cumulatively (for example, the savings proposals total £17.2m per annum by 2026/27): -

	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Budget Gap	4.0	12.5	0.7	17.2
One-off funding required as provision for slippage on savings, risk pressures increase in particular Adult & Children’s Social Care, revenue funding required for capital investment	5.8			
Holiday Activity Funding – one-off additional funding, subject to receiving the specific grant in 2024/25, to extend the programme to provide universal access.	0.2			
Savings proposals	-10.9	-4.7	-1.6	-17.2
One-off funding required for 2025/26 shortfall	0.9	-0.9		
Reversal of one-off funding		-6.9	0.9	
Balanced Budget	0.0	0.0	0.0	0.0

49. A provision has been incorporated due to the significant financial risks identified throughout the report including the volatility of costs and income, the risks in relation to the delivery of savings and capital pressures, which will be held in earmarked reserves. The risks are further expanded in the Section 151 assurance statement below.

Fees & Charges

50. Generally, all fees and charges are proposed to increase by 6.7% to reflect the inflationary pressures being experienced by the Council in relation to pay 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 Gi shows new fees and charges. Appendix Gii shows any fees which are not to be increased by 6.7% (excluding those set by law) together with an explanation as to the difference in approach. For example, in order to support our city centre businesses and our residents, the budget includes only increasing car park charges by 10p per session. Appendix Giii includes fees and charges where specific approval by full Council is needed each year.
51. It is proposed to increase the pitch fees at all the Council's Mobile Homes Caravan sites by 4% which is calculated in line with the requirements and formula set out in the Mobile Homes Act 1983. Tenants are currently being consulted. The pitch fees are not shown in Appendix Gii.
52. Due to the ongoing 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

53. A review of the budget proposals has been undertaken and has identified an estimated 23 full time equivalent (FTE) potential post reductions for the budget proposals detailed in Appendices C and D. In some cases, where savings proposals, are not yet linked to specific posts, these estimates have been broadly calculated based on the value of the savings. Therefore, the overall figures provided in the following table provide a proxy estimate of the post reductions: -

	2024/25 FTE reduction	2025/26 FTE reduction	2026/27 FTE reduction	Total FTE reduction
Adults, Wellbeing & Culture	0	0	0	0
Chief Executive	0.5	0	0	0.5
Children, Young People & Families	3	0	0	3
Corporate Resources	4	8.5	0	12.5
Place	7	0	0	7
Total	14.5	8.5	0	23

54. 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 as there is likely to be additional one-off grant funding over the MTFs period the number of posts may well change.

2024/25 Baseline Budgets by Service Area

55. The 2024/25 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

56. The 2024/25 grants proposed to third sector organisations (£0.9m) 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 2023/24 the number and value of grants 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

57. 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.

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

59. 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

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

61. Uncommitted reserves are balances held as contingencies against risks such as emergency or other unplanned events. The uncommitted reserves are expected to remain at £12.6m by 2024/25.

62. 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.

63. Appendix I provides the risk assessment of the Council's level of reserves. It shows risks with estimated value of £9.0m (this is £3.6m below the expected balance level of uncommitted reserves available of £12.6m, leaving a balance for any unforeseen spend). This level of uncommitted reserves are not excessive for a Council of our size, which spends circa. £636m a year; £12.6m would only run the Council for 6 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

64. 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 and Technology)

65. This report sets out the Council's spending plans to deliver on its corporate priorities as detailed in the Corporate Plan, considered on the same agenda. 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.

66. It continues to be challenging to set a budget within the current financial context with the considerable number of unknowns and assumptions. Therefore, the focus remains to fully review all the variables anticipated for 2024/25, 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 2024/25, prioritising the activities to be delivered, within the resources available. With sufficient estimates for future years, consideration of the risks and potential mitigations, to be in a position to provide assurance on the estimates.

67. Overall, the Autumn Budget Statement and provisional settlement increase, including income generated from council tax increases, is contributing towards the inflationary pressures, and providing much needed additional funding for Adult Social Care. However, the funding confirmed is slightly less than anticipated over the period and is not sufficient to meet all the budget pressures identified. Therefore, a further budget gap has been identified to be balanced with further savings over the period.

68. 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.

69. The previous additional funding provided for Children’s Social Care Services has been maintained and savings are proposed to meet additional cost pressures identified. In the latest 2022/23 financial spend benchmarking information, this area of spend is highlighted as average compared to other metropolitan borough councils. This is an area where improving our services to children and young people, will also mean reduced spend and better value. There remain 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. The overall aim is to reduce spend on this area further during the MTFs period, however also recognising that there are risks in relation to the savings plans, which is covered below.
70. 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 continued 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.
71. The savings have been developed by those responsible for service delivery, taking account of the implications of implementing the changes. All 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: -

	2024/25	2025/26	2026/27	Total
	%	%	%	%
Red	5%	8%	7%	20%
Amber	21%	17%	1%	39%
Green	37%	2%	2%	41%
Total	63%	27%	10%	100%

72. The majority of the savings are targeted for 2024/25, with the more difficult in terms of delivery spread over the MTFs period. The overall proportion of savings categorised as being easier to deliver are only 39% 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. 22% of the savings have been categorised as being the most difficult to deliver, the majority of which relate to the Asset Rationalisation Programme, Regenerative Council, Directorate Savings to be identified and Waste Collection. The various savings associated with the rationalisation of assets are by their nature difficult to deliver and require dedicated resources, cross Council support and close management.

73. The various savings associated with Children's Social Care have been categorised as Amber this year. The proposals are complex to deliver and within a challenging national environment, require continued dedicated focus and drive to deliver the improvements, which will also lead to reducing costs. However, the current trajectory is positive, despite demand being significant, overall numbers of Children in Care (CIC), excluding Unaccompanied Asylum Seeker Children (UASC), are reducing. In addition, the number of children in Out of Authority external placements are reducing, estimated to be 29 for 2026/27. There are also considerable income generation savings for culture and heritage services across the MTFS period, which due to the current economic situation and cost of living crisis, present delivery concerns. Actual income generated against the 2023/24 income targets will not be confirmed until the end of the financial year.

74. The amount of uncertainty regarding the medium-term financial position is worsening, with the one-year funding settlement for 2024/25 and exacerbated by the delays in reforms, including:

- a) the impending Fair Funding review and Business Rates Reset, impacting on the Council baseline funding.
- b) 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.
- c) funding requirements associated with the refreshed Working Together to Safeguard Children 2023 (published in December 2023) guidance and the Kinship Care guidance are unclear and could present additional future cost pressures not factored into this budget.

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. To mitigate the significant financial risks detailed in this report, greater savings are targeted to be delivered in 2024/25, with the overall aim to achieve a balanced budget over the period of the MTFS and provide sufficient flexibility to respond and meet the financial impact.

76. It is important to highlight that the continued 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 C and full implications will be considered as part of the specific reviews and separate decision making.

77. The Dedicated Schools Grant (DSG) overspend continues to increase and remains of significant concern; the latest forecast outturn position at quarter 2 is an overspend of £8.6m during 2023/24 (an increase of £2.8m since quarter 1), to create an overall projected overspend on DSG of £28.6m by 31st March 2024 and forecast to increase to £47.0m by 31st March 2027. Although the DSG overspend can continue to be carried forward until 31st March 2026, due to the statutory override currently in place, this is a significant overspend position and carries considerable risk. In addition, although these costs are ring-fenced, there are cashflow implications, resulting in additional overall borrowing costs for the Council, impacting on the general fund budget.
78. Due to the financial challenges, it is still not 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 ageing 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.
79. It is imperative that we continue to 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, as set out in this report. 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 2024/25 as long as the risks set out in Appendix I can be managed.
80. The 2022/23 Statement of Accounts have been approved, with no material issues identified as part of the external audit. The annual report from our external auditors on value for money arrangements in 2022/23 included the following conclusions: -
- a) Financial sustainability – overall, except for the key recommendation relating to managing the Dedicated Schools Grant deficit, we are satisfied the Authority has appropriate arrangements in place to ensure it manages risks to its financial sustainability. Two improvement recommendations noted to further develop the Council's arrangements.
 - b) Governance – overall, the Council has effective governance arrangements in place and we found no evidence of significant weaknesses in the Authority's arrangements for ensuring that it makes informed decisions and properly manages its risks.
 - c) Economy, efficiency and effectiveness – Overall, we are satisfied the Authority has appropriate arrangements in place for ensuring economy, efficiency and effectiveness in its use of resources. We have not identified any risks of serious weaknesses.
81. **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 be based on current local and national intelligence.**

82. 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.

83. 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

84. 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 2024/25 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 2024/25. 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.

85. Full details of the Council Tax Referendum Cap and calculation will be presented in the Council Tax setting report to Council on 26th February 2024.

OPTIONS CONSIDERED









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

REASONS FOR RECOMMENDED OPTION

87. 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

88. 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> <ul style="list-style-type: none"> a) Eliminate discrimination, harassment and victimisation and other conduct which the Act prohibits; b) advance equality of opportunity between people who share relevant protected characteristics and those who do not; and 				

- c) foster good relations between people who share relevant protected characteristics and those who do not.

Protected characteristics are age, gender, disability, race, sex, sexual orientation, gender reassignment, religion or belief and pregnancy and maternity. Only the first aim of the PSED set out in paragraph (a) above applies to a further protected characteristic of marriage and civil partnership. In addition to the nine protected characteristics covered by the PSED the Council have adopted 4 local characteristics namely Homelessness and rough sleepers, Socio-economic, Veterans and their Families and Children in care/Care leavers.

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 2023 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: 15/01/24]

89. 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.

90. 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.
91. 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.
92. 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.
93. 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: 21/12/23]

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

Human Resources Implications [Officer Initials: RH | Date: 05/01/24]

95. There are no immediate HR implications identified within this report, however once post reduction numbers are confirmed (see paragraphs 53 to 54) further advice should be sought regarding the process.

Technology Implications [Officer Initials: PW | Date: 05/01/24]

96. Appendix C includes details of budget savings relating to mobile phone contract savings. It is essential that the Council adopts the necessary business change, enforces the new policies and minimises new mobile device requests 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

97. 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 MTF5.
 - c) Delivery of Savings – risks in relation to the delivery of planned savings, which are increasingly more difficult to deliver.
 - d) 2023/24 Monitoring Position – risks that the 2023/24 monitoring position worsens which impacts on the underlying baseline financial position moving into 2024/25.
 - 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 MTF5; this risk is greater than previous years due to the current economic position where CPI was 3.9% for November.
 - 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.
98. The estimates have been produced based on the latest information available, the risks will be monitored during 2024/25 as part of the budget monitoring cycle. The MTF5 budget assumptions are continuously reviewed and updated for any changes; including a thorough review during 2024/25 in preparation for the 2025/26 budget setting process.

CONSULTATION

99. Executive Leadership Team and Cabinet have considered the budget proposals at several meetings between August and December 2023. Key dates in the budget timetable leading up to Council approving the budget on 26th February, 2024 are detailed below: -

- Government's Autumn Statement 2023 – 22nd November, 2023
- Provisional LG Finance Settlement 2024/25 – 18th December, 2023
- Cabinet – Council Tax Base 2024/25 approved – 17th January, 2024
- Union Engagement – engagement via Doncaster Consultative Group regular meetings including 6th February, 2024
- Overview & Scrutiny Management Committee (OSMC) – Budget-briefing session 23rd January, 2024 and OSMC meeting 5th February, 2024
- The Chair of the Overview & Scrutiny Management Committee will respond to the Mayor's budget proposals, to follow.
- Labour Group – Budget Consultation 17th January, 2024
- Budget sessions with Group Leaders - January & February, 2024
- Final Local Government Finance Settlement Announcement 2024/25 – early February 2024.
- Cabinet – Council reports – 7th February, 2024.

BACKGROUND PAPERS

100. Council Report – Revenue Budget 2023/24 - 2025/26, 27th February, 2023

<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=3982&Ver=4>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

BCF	Better Care Fund
BEIS	Department for Business, Energy and Industrial Strategy
CCG	Clinical Commissioning Group
CDC	City of Doncaster Council
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

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Appendix E	Detailed Budgets by Service Area – to be provided for Council report
Appendix F	Grants to 3 rd Sector Organisations
Appendix G	Fees & Charges:- <ul style="list-style-type: none"> i) New fees ii) Exceptions to the standard increase iii) Licensing and other fees required to be listed in full
Appendix H	Earmarked Reserves
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Appendix K	OSMC Response to the Mayor's Budget Proposals – to follow

Appendix A

Medium-Term Financial Strategy (MTFS) and Key Assumptions

The Medium-term Financial Strategy for 2023/24 – 2026/27 is provided below and is followed by detailed explanations of each line: -

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Income				
Retained Business Rates	-63.252	-55.207	-61.017	-62.277
Top Up Grant	-32.819	-35.776	-36.492	-37.222
Baseline Funding	-96.071	-90.983	-97.509	-99.499
Revenue Support Grant	-23.676	-25.244	-25.749	-26.264
Settlement Funding Equivalent	-119.747	-116.227	-123.258	-125.763
Compensation for under-indexing the business rates multiplier	-14.517	-15.721	-16.417	-16.753
Council Tax Income	-136.023	-143.331	-147.962	-152.412
Improved Better Care Fund	-16.310	-16.310	-16.310	-16.310
Social Care Support Grant	-26.869	-35.155	-35.155	-35.155
Market Sustainability/Fair Cost of Care Fund	-3.536	-6.606	-5.296	-5.296
Adult Social Care Discharge Fund	-2.287	-3.811	-3.811	-3.811
New Homes Bonus	-1.293	-1.345	-1.345	-1.345
Services Grant	-3.089	-0.486	-0.486	-0.486
Core Spending Power Equivalent	-323.671	-338.992	-350.040	-357.331
Public Health Grant	-26.154	-26.470	-26.470	-26.470
s31 Business Rates Grants	-9.507	-9.939	-10.134	-10.333
Other Specific Grants	-89.713	-89.113	-79.872	-78.434
Customer & Client Receipts	-46.874	-46.874	-46.874	-46.874
Other Income	-77.680	-77.680	-77.680	-77.680
Housing Benefit	-56.300	-54.310	-54.310	-54.310
Total Income	-629.899	-643.378	-645.380	-651.432
Expenditure				
Total Council Expenditure (Funded)	540.792	619.373	640.278	642.280
Expenditure Changes				
Housing Benefit change (nil impact on gap)	6.600	-1.990	0.000	0.000
Grant decreases exit strategies (one-off)	-0.632	-10.993	-0.797	0.000
Grant decreases exit strategies (on-going)	-4.128	-3.279	-8.737	-1.438
Adult Social Care Ladder	0.906	0.000	0.000	0.000
Staffing	9.249	5.852	4.052	2.600
Prices Changes	22.365	10.883	4.281	4.364
Levying Bodies	0.677	0.444	0.413	0.429
Expenditure funded from additional income included above	37.245	18.397	11.892	0.000
Budget Pressures	17.202	8.725	3.373	0.785
Gross Budget	630.276	647.411	657.855	652.120
Budget Gap	0.377	4.033	12.475	0.688
Budget Proposals for cost reductions	-10.903	-10.934	-4.654	-1.625
Use of one-off Committed Reserves	2.818	6.900	-7.821	0.921
Use of one-off COVID-19 Reserves	-2.400			
Use of one-off s31 Business Rates grants	10.108			
Total Budget Gap	0.000	0.000	0.000	-0.016
Gross Budget (Total Income plus one-off reserves)	619.373	636.478	653.201	650.511
Net Budget Requirement (including Baseline Income)	255.770	259.558	271.220	278.175

CHANGES IN LOCAL GOVERNMENT FUNDING

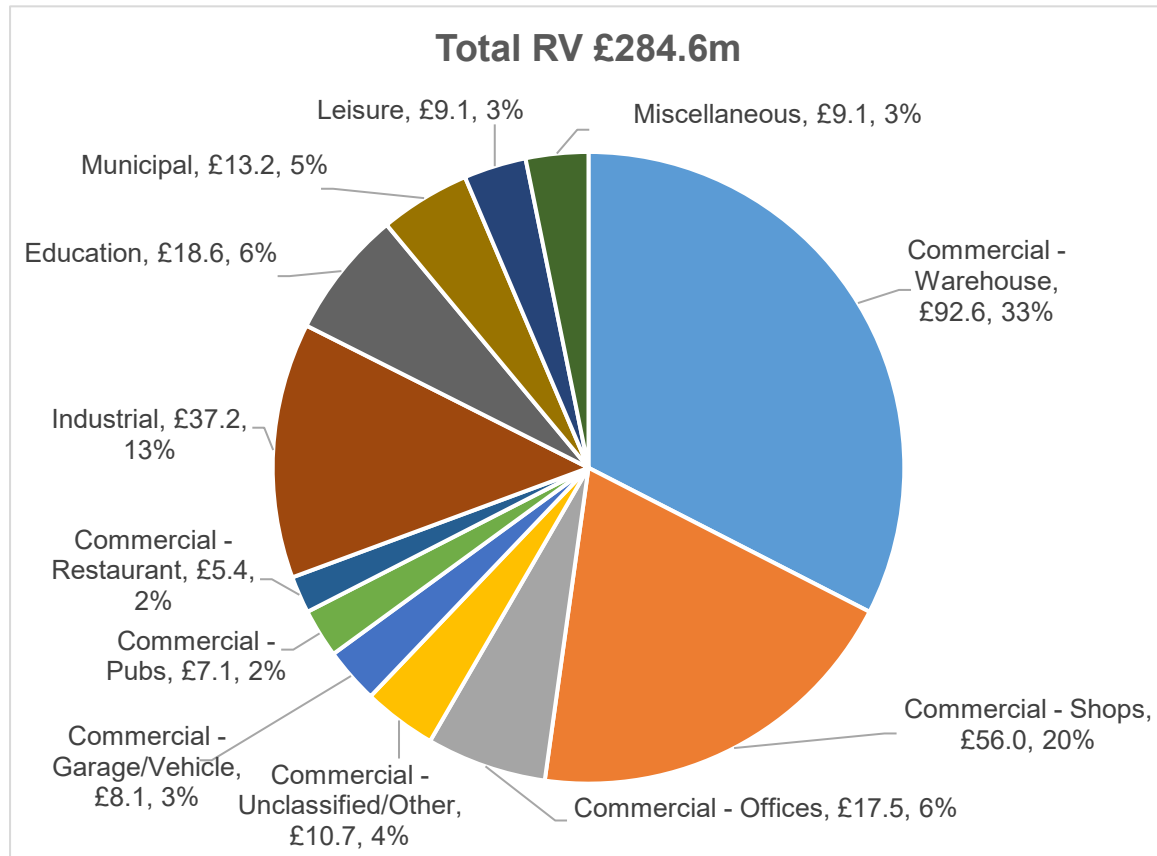
1. Following the 2010 General Election, the Coalition Government embarked on an austerity programme aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. The Spending Review announcements covering the years 2011/12 – 2019/20 contained large and sustained cuts to local government.
2. Since 2010/11, nationally Council funding has been cut by 27% in real terms (33.2% in real terms per capita)¹, 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 £107.7m (25%) in real terms.
3. The Autumn Statement 2023 was announced on 22nd November 2023; the Government announced indicative allocations of funding for 2024/25 in the provisional local government finance settlement announcement on 18th December, 2023. Final allocations of funding for 2024/25 are expected to be confirmed in the final local government finance settlement announcement in mid January 2024.
4. The Autumn Statement 2023 set out the funding available for Government Departments for 2024/25 to 2026/27. 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

5. 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.
6. 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 £35.776m for 2024/25.
7. 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.

¹ Local Government Association

8. Full revaluations are carried out every three years and the last revaluation took place on 1st April 2023.
9. For information, the breakdown of total rateable value of Business Rates by category, as at the end of October 2023, is shown in the chart below: -



THE COLLECTION FUND

10. 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

11. The multiplier is based on the Consumer Price Index (CPI) for September. The Government announced in the Autumn Statement that the small business multiplier would be split out from the multiplier. The small business multiplier is frozen at 49.9p for 2024/25 and the multiplier increases by 6.7% to 54.6p for 2024/25. The MTFs includes these changes in the multiplier for 2024/25 and 2% increases for 2025/26 and 2026/27, which is built into the Retained Business Rates and Top Up grant lines.
12. 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.

13. 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.

14. The overall decrease in Retained Business Rates income of £8.0m is due to: -

- removal of the one-off distribution of the surplus for 2023/24 of £10.8m;
- recovery of the estimated deficit for 2023/24 of £2.4m. This is largely due to a delay in growth and an increase in the number of appeals.
- an increase in the baseline of £5.2m for 2024/25. The baseline is based on the current baseline position and further growth based on known economic developments for 2024/25.

Council Tax

15. A breakdown of the 2024/25 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,649.73
Band D Equivalent Properties	86,730
Council Tax Income	£143.081m
Collection Fund (Council Tax) Surplus	£0.250m
Total Council Tax Income	£143.331m

16. The overall increase in Council Tax income of £7.3m is due to: -

- it is assumed that the level of LCTS granted in 2023/24 will increase in 2024/25 which decreases Council Tax income by £0.2m;
- the increase in the Adult Social Care levy of 2% will generate an additional Council Tax income of £2.7m;
- the increase in the core level of Council Tax of 2.99% will generate additional Council Tax income of £4.1m; and
- it is assumed that the number of properties will grow in 2024/25, which will generate additional Council Tax income of £1.3m;
- a reduction in the redistribution of the Collection Fund surplus of £0.6m.

IMPROVED BETTER CARE FUND

17. 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.

18. The provisional settlement confirms that this funding will continue at £16.310m in 2024/25, which is the same level as 2023/24.

19. 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

20. The provisional settlement confirms additional funding of £1.345bn announced in the 2022 Autumn Statement; Doncaster's Social Care Support Grant will increase by £5.186m to £32.055m 2024/25. On 24th January, 2024 the Government announced an additional £500m of funding for councils to deliver social care. The actual allocation for Doncaster will be confirmed in the final settlement, which is expected early February. Based on the current social care grant allocations, Doncaster's allocation could be between £3.1m and £3.7m.
21. Additional improvement funding to the Market Sustainability / Fair Cost of Care Fund grant increases Doncaster's grant by £3.070m to £6.606m in 2024/25.
22. Additional funding for the Adult Social Care Discharge grant results in an increase for Doncaster of £1.524m to £3.844m in 2024/25. This grant is ringfenced and has to be pooled with the Better Care Fund.
23. It is assumed that from 2025/26, £12.909m of Social Care Support grant and £1.310m of Market Sustainability / Fair Cost of Care Fund grant will be used for Adult Social Care (including the charging reforms that will be introduced from October 2025).

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 £1.345m for 2024/25, which is a £0.052m increase from 2023/24.

27. The net grant loss is significant at £36.009m. 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
2024/25	1,345	0	1,345	2,061	716
Total	39,134	1,350	40,484	76,493	36,009

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 reduced in 2023/24 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 and reduces again to £77m to support the uplifting of other grants. Doncaster’s share reduces by £2.603m to £0.486m in 2024/25.

PUBLIC HEALTH

29. 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.

30. The ring-fence on Public Health spending will be maintained in 2024/25. For 2024/25, the indicative allocations show a small increase for the Council

OTHER SPECIFIC GRANTS

31. 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 2023/24 recorded on the ledger as at 31st December, 2023 and the assumptions for 2024/25 - 2026/27: -

Grant	Issued By	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Non Ring-fenced					
Delivering Better Value in SEND	DfE	-0.654	-0.346		
Extended Rights to Free Transport	DfE	-0.513	-0.513	-0.513	-0.513
Wraparound Childcare Programme	DfE	-0.021	-1.465	-0.681	
Client Level Data & Short/Long Term Data Collections Dual-run Grant	DHSC	-0.019			
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
Market Sustainability & Improvement Fund Supplementary	DLUHC	-2.296			
Supporting Families Grant	DLUHC	-1.812	-1.812	-1.812	-1.812
Active Travel Fund	DfT	-0.045			
Housing Benefit Award Accuracy Initiative	DWP	-0.023	-0.023	-0.023	-0.023
New Burdens Grant - DWP	DWP	-0.133	-0.098	-0.098	-0.098
Universal Credit	DWP	-0.012	-0.031	-0.031	-0.031
Verify Earnings and Pensions	DWP	-0.029	-0.010	-0.010	-0.010
Ring-fenced					
NPO Grant	Arts C	-0.100	-0.100	-0.100	-0.100
Higher Education Funding Council for England (HEFCE) Payments	BEIS	-0.115	-0.115	-0.115	-0.115
Connect the Classroom	DfE	-0.245			
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-43.153	-49.164	-49.164	-49.164
Family Hubs & Start For Life	DfE	-1.518	-1.236		
Holiday Activities and Food Programme	DfE	-1.390	-1.390	-1.390	-1.390
Implementation of Supported Accommodation Reforms	DfE		-0.179	-0.179	-0.179
Leaving Care Allowance Uplift Implementation Grant	DfE		-0.066	-0.066	-0.066
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	-1.160	-1.160	-1.160	-1.160

Grant	Issued By	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Staying Close Grant	DfE	-0.375	-0.500	-0.500	-0.500
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
Biodiversity Net Gain Grant	DEFRA	-0.027	-0.027	-0.027	-0.027
Waste Infrastructure Grant	DEFRA	-2.385	-2.385	-2.385	-2.385
Care Act Grant (Social Care in Prisons)	DHSC	-0.379	-0.379	-0.379	-0.379
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	-0.926	-0.999	-0.999	-0.999
Shaping Places	DHSC	-0.100			
Substance Misuse Grant	DHSC	-0.091	-0.157		
Treatment & Recovery Grant	DHSC	-1.236	-2.386	-2.386	-2.386
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	-0.576	-0.576	-0.576	-0.576
Bridging Hotel Funding	DLUHC	-0.233	-0.233	-0.233	-0.233
Council Tax Support Fund	DLUHC	-0.642			
Domestic Abuse Grant	DLUHC	-0.749	-0.764	-0.764	-0.764
Homelessness Prevention Grant	DLUHC	-1.060	-0.831	-0.831	-0.831
Levelling Up Partnership (LUP)	DLUHC	-0.045	-0.045	-0.045	-0.045
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	-0.865	-0.942		
Supported Housing Improvement Programme	DLUHC	-0.274	-0.274	-0.274	-0.274
Discretionary Housing Payments (DHPs)	DWP	-0.498	-0.498	-0.498	-0.498
Flexible Support Fund	DWP	-0.034			
Household Support Fund	DWP	-5.979			
Housing Benefit Subsidy Admin Grant	DWP	-0.981	-0.934	-0.934	-0.934
Reducing Parental Conflict (RPC) Workforce Development Grant	DWP	-0.035	-0.035		
ERDF & ESIF - Launchpad	EC	-0.026			
ERDF & ESIF - Productivity	EC	-0.016			
ERDF & ESIF - SCR Advance Grant	EC	-0.625	-0.625	-0.625	-0.625
Afghan Citizens Resettlement Scheme (ACRS) & Afghan Relocations and Assistance Policy (ARAP)	HO	-0.469	-0.469	-0.469	-0.469
Asylum Grant	HO	-0.470	-0.470	-0.470	-0.470
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	-1.939	-3.823	-4.116	-3.359
Syrian Resettlement Programme Grant	HO	-0.187	-0.187	-0.187	-0.187
Turnaround Programme	MoJ	-0.208	-0.208		
Initial Teacher Training (ITT)	NCTL	-0.091	-0.091	-0.091	-0.091
Sport England Grant	SE	-1.574	-1.353	-0.270	-0.270

Grant	Issued By	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Student Loans Company	SLC	-0.209	-0.209	-0.209	-0.209
Adult Education Grant	SYMCA	-0.842	-0.888	-0.888	-0.888
Cost of Living - Food Support	SYMCA	-0.150			
Doncaster Feasibility Fund	SYMCA	-3.540			
Multiply Funding	SYMCA	-0.416	-0.416		
UK Shared Prosperity Fund (UKSPF)	SYMCA	-1.849	-2.478	4.327	
Youth Justice Board	YJB	-0.770	-0.770	-0.770	-0.770
Other Specific Grants		-89.713	-89.113	-79.872	-78.434

32. 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 2023/24	Exit strategy 2024/25	Exit strategy 2025/26	Exit strategy 2026/27
One-off					
New Burdens - BEIS	BEIS	-0.015			
Delivering Better Value in SEND	DfE		-0.308	-0.346	
Client Level Data & Short/Long Term Data Collections Dual-run Grant	DHSC		-0.019		
Active Travel Fund	DfT		-0.045		
Better Mental Health Grant	DHSC	-0.045			
Council Tax Support Fund	DLUHC		-0.642		
COVID-19 Track & Trace Support Payment	DLUHC	-0.125			
Homelessness Prevention Grant	DLUHC	-0.119	-0.268		
Household Support Fund	DWP	-0.112	-5.979		
Reducing Parental Conflict (RPC) Workforce Development Grant	DWP			-0.035	
ERDF & ESIF - Community Wealth Builder	EC	-0.090			
ERDF & ESIF - Launchpad	EC	-0.077	-0.026		
ERDF & ESIF - Productivity	EC	-0.049	-0.016		
Cost of Living - Food Support	SYMCA		-0.150		
Doncaster Feasibility Fund	SYMCA		-3.540		
Multiply Funding	SYMCA			-0.416	
On-going					
Wraparound Childcare Programme	DfE			-0.784	-0.681
Market Sustainability & Improvement Fund Supplementary	DLUHC		-2.296		
New Burdens Grant - DLUHC	DLUHC	-0.164			
Rough Sleeper Initiative	DLUHC			-0.942	
Supporting Families Grant	DLUHC	-0.065			
New Burdens Grant - DWP	DWP		-0.035		
Verify Earnings and Pensions	DWP		-0.019		
Connect the Classroom	DfE		-0.245		
Family Hubs & Start For Life	DfE		-0.282	-1.236	

Grant	Issued By	Exit strategy 2023/24	Exit strategy 2024/25	Exit strategy 2025/26	Exit strategy 2026/27
Holiday Activities and Food Programme	DfE	-1.364			
School Improvement & Brokerage Grant	DfE	-0.091			
Flood Recovery Framework - Council Tax discounts	DEFRA	-0.028			
Schools Air Quality Grant	DEFRA	-0.007			
Shaping Places	DHSC		-0.100		
Substance Misuse Grant	DHSC			-0.157	
Tier 2 Weight Management Grant	DHSC	-0.046			
Bridging Hotel Funding	DLUHC	-0.081			
Community Renewal Fund	DLUHC	-1.487			
DLUHC - Launchpad / Technical Assistance	DLUHC	-0.020			
Local Data Accelerator Fund	DLUHC	-0.468			
Flexible Support Fund	DWP		-0.034		
Housing Benefit Subsidy Admin Grant	DWP		-0.047		
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO				-0.757
Turnaround Programme	MoJ			-0.208	
Initial Teacher Training (ITT)	NCTL	-0.195			
Sport England Grant	SE		-0.221	-1.083	
Adult Education Grant	SYMCA	-0.112			
UK Shared Prosperity Fund (UKSPF)	SYMCA			-4.327	
Total Exit Strategies		-4.760	-14,272	-9.534	-1.438

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

- Dedicated Schools Grant (DSG) funds the schools budget (funding for schools and services that are provided centrally to pupils, early years and high needs budgets) and the Mainstream Schools Additional Grant. The initial 2024/25 block allocations including Academies are as follows: -
 - i. Schools Block Allocation and the Mainstream Schools Additional Grant £255.0m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2024/25 due to be sent out to schools in February 2024;
 - 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 £56.0m;
 - iv. Early Years Block Allocation £22.4m (estimated with final allocations still to be confirmed).

34. At Quarter 2 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 and additional top up payments to special schools and pupil referral units as well as for alternative provision and tuition. 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 has been delays in delivering savings on 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 the staff required. Strategically senior education leads in the council are 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, improving outcomes and reducing costs.
35. 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 has looked at plans to manage and reduce the authorities high needs block overspend position through associated investment and based on modelling could potentially realise savings of c.£2m per annum which is factored in from September 2025 subject to progress on the programme. 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 and a further £5.6m in 2023/24. Based on the latest DfE guidance the projected increases to the grant for future years have been set at 3%, with DfE provisionally announcing a 2024/25 allocation increase of 3.4% for Doncaster. The current high needs medium term plan includes the expected impact of changes arising from the recommendations made in the "Equitable and Inclusive Access to Education for All" report at Cabinet in November 2024 including provision development, local support, demand and growth assumptions numbers of children and young people accessing additional support in future years.

Description	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
DSG High Needs Block grant (after deductions)	47,667	49,672	51,390	53,159
High Needs Block expenditure	56,167	57,068	57,265	58,278
In year High Needs Block variance (less other DSG underspends)	8,499	7,395	5,875	5,120
Overall DSG Balance	28,567	35,962	41,838	46,957

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

OTHER INCOME

37. Other income includes Continuing Health Care Contributions and Section 256 and Section 75 Agreements with the NHS (CCG), income from Other Local Authorities as well as income from charges made to Schools (including Academies), Housing Revenue Account, St Leger Homes and Children's Services Trust.
38. A significant Section 75 agreement is the Better Care Fund (BCF); this is where the Council has entered into a pooled budget arrangement with 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 2024/25 draft spending plan for the BCF is detailed below, based on 2023/24 funding allocation: -

Better Care Fund 2024/25	£'000
Programme Management	107
Carers Lead	58
Hospital based Social Workers	264
Homecare Management	35
HEART / Telecare	1,019
STEPS / Occupational Therapist service / RAPID	2,296
RAPT	130
(Positive Steps) Social care Assessment Unit / DTOC	2,583
Hospital Discharge Worker	32
SPOC / One Point 1	71
Well North / Doncaster Project	219
Affordable Warmth	89
Healthier Doncaster (Be Well Doncaster)	325
Integrated Discharge Team	258
Occupational Therapist - Aligned to STEPS, IDT & Supporting enhanced care home MDT's	370
Community Wellbeing Officers	478
Community Care Officers	88
Mental Health Social Work Team	240
Community Adult Learning Disability Team	71
Complex Lives Amber Project	50
Complex Lives	134
Mental Health - Doncaster Mind	200
Dementia Pre/Post Diagnostic Service and Community Therapy and Support Service	170
Social Care Funding	631
Home from Hospital	72
Carers Innovation Fund 'Time for You'	70
Total	10,060

39. The following table sets out the Other Income for 2024/25: -

Other Income	2024/25 £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	-18.636
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	-18.138
Trading Services Income – includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	-29.659
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	-3.854
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	-4.223
Investment Interest	-0.636
Developer Contributions - S106 & S38 agreements	-0.145
Other Contributions - includes external income from alarm monitoring for housing associations and from energy companies in relation to feed in tariffs for solar panels	-2.262
Other Income	-77.680

HOUSING BENEFIT

40. The 2024/25 estimated cost of £54.3m is based on an assumed 6,500 caseload for local authority tenants 3,800 in the private sector. The caseloads are similar to 2023/24.

STAFFING

Pay

41. Funding has been set aside in accordance with the latest assumptions on a national pay award of 5% for 2024/25 and 2% for subsequent years. The assumptions also include increments being paid every other year; the next increments are due in April 2025 for all staff except some former DCST staff who continue to receive increments annually.

Pension

42. The actuarial valuation for the period 2023/24 – 2025/26 showed that the Council's Pension Fund remains in a small surplus.

43. A summary of the pay inflation provided in the MTFs is detailed below: -

Staffing	2023/24	2024/25	2025/26	2026/27
Pay Inflation – based on assumed National Pay Award 5% for 2024/25 and 2% after that	2.918	5.690	2.390	2.438
DCST pay award - same assumptions as CDC	1.290			
2022/23 pay award "catch up" costs	3.226			
Employers NI contributions	-0.474			
Increments (incl DCST)	2.000	0.162	1.662	0.162
DCST pensions Future Service Rate alignment (from 14.9% in 2022/23 to 17% in 2023/24)	0.289			
Staffing	9.249	5.852	4.052	2.600

PRICE CHANGES

44. A proportion of Council expenditure is tied up in contracts, which have inflation increase assumptions built into the terms and conditions, e.g. Adult Social Care, Doncaster Children's Services Trust, Highways and Waste Contracts. The financial strategy assumes that these cost increases will need to be built into future projections in full. There are also a small number of areas of general expenditure on services and goods, where a general inflation factor has been estimated, based upon what is known of the market pressures and various indicators of inflation such as RPI projections, for example repairs and maintenance of buildings.

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

Inflation	March		December		September		July	
	2024	2023	2023	2022	2023	2022	2023	2022
CPI					6.7%	10.1%		
RPI			4.0%	13.4%	8.9%	12.6%		
RPIX	TBC%	12.6%			7.6%	12.4%	7.9%	12.3%

46. The cost of price inflation for 2023/24 was £22.4m, including £7.5m for Adult Social Care contracts. The various inflation indicators shown in the table above have fallen significantly since last year. It is assumed that £8.8m will be needed in 2024/25 for Adult Social Care contracts and a further £2.1m needed for other inflation. A summary of the inflation to be provided in 2024/25 is provided below. No inflation is applied for expenditure areas not mentioned below: -

Category	£m
Adults Contracts (Various%)	8.790
Other Inflation	
Apprenticeship Levy (5%)	0.033
Bereavement (Various%)	0.009
Building Repairs & Maintenance (Various%)	0.042

Category	£m
Business Rates (6.7%)	0.162
Concessionary Fares (25%)	0.093
Coroners (Various%)	0.017
Council Tax (2.99%)	0.001
CYPF Contracts (6.7%)	0.039
CYPF Placements (Various%)	1.548
Electricity (-24%)	-1.507
Electricity (Street Lighting) (-24%)	-1.342
Gas (-50%)	-0.751
Highways Contracts (3.29%)	0.203
ICT Contracts (6.7%)	0.171
In House Children's homes (4.6%)	0.007
Insurance (Various%)	0.144
LIFT contracts (8.9%)	0.102
Looked after Children allowance (4.6%)	0.268
Markets (6.7%)	-0.009
Members Allowances (5.7%)	0.064
Organisational Memberships (6.7%)	0.032
Other Authorities (Various%)	0.002
Outings holidays and visits (4.6%)	0.003
Pension / Retirement Costs (6.7%)	0.343
Postage (14%)	0.058
Professional Subscriptions (6.7%)	0.010
Racecourse Joint Venture (4.8%)	-0.008
Rents (Various%)	0.007
Rotherham Payroll Contract (7.64%)	0.097
Skip Removal & Disposal Contract (6.7%)	0.006
SLH Management Fee (2.05%)	0.039
Street Scene (6.7%)	0.001
Transport (Various%)	0.417
Waste Collection Contracts (Various%)	0.509
Waste Disposal Contracts (4.8%)	0.431
Waste Management Contracts (6.7%)	0.172
Water (8.4%)	0.020
MRP Inflation	0.139
Techforge contract (one-off for 24/25)	0.021
General (cover for unforeseen items / changes)	0.500
Sub-total Other Inflation	2.093
Total Price Inflation	10.883

BUDGET PRESSURES

47. The service pressures are estimated at £8.7m for 2024/25, £3.4m in 2025/26 and £0.8m for 2026/27; 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 £0.4m for levy increases.

Budget Pressures approved in 2022/23 and 2023/24 budgets

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£3.676m	£2.227m	£5.903m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	£'m
2022/23 Pressure	AWC	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	0.262			0.262
2022/23 Pressure	AWC	Adults Care Ladder updated current client numbers	Adults Care Ladder – Residential Care 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). 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. 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).	0.625			0.625
2022/23 Pressure	AWC	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).	0.133			0.133
2023/24 Pressure	Chief Executive	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 delivery.	-0.152	-0.184		-0.336

Budget Pressures approved in 2022/23 and 2023/24 budgets

The narratives and values remain the same as approved in February 2023.

				Total	£3.676m	£2.227m	£5.903m
Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Pressure	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	
2022/23 Pressure	Council Wide	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).	0.079		0.079	
2022/23 Pressure	Council Wide	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	
2023/24 Pressure	Council Wide	All Services	A further £2m has been added for 2025/26 for pressures yet to be identified.		2.000	2.000	

Budget Pressures approved in 2022/23 and 2023/24 budgets

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£3.676m	£2.227m	£5.903m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2022/23 Pressure	CYPF	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.	-0.111			-0.111
2022/23 Pressure	CYPF	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	-0.241			-0.241
2023/24 Pressure	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.	0.055			0.055

Budget Pressures approved in 2022/23 and 2023/24 budgets

The narratives and values remain the same as approved in February 2023.

				Total	£3.676m	£2.227m	£5.903m
Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Pressure	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.	0.111		0.111	
2023/24 Pressure	CYPF	Further cost pressures	Further cost pressures within CYPF in addition to the transport issues detailed above.	0.014	0.125	0.139	
2023/24 Pressure	CYPF	Staffing - UASC (Unaccompanied Asylum Seeking)	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.	0.041		0.041	
2023/24 Pressure	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.	0.017	0.017	0.034	
2023/24 Pressure	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.	0.028	0.028	0.056	
2023/24 Pressure	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.	0.262	0.245	0.507	

Budget Pressures approved in 2022/23 and 2023/24 budgets

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£3.676m	£2.227m	£5.903m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2022/23 Pressure	Place	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
2023/24 Pressure	Place	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.	0.168			0.168
2023/24 Pressure	Place	Facilities management/Strategic Asset Managemet - 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		0.100
2023/24 Pressure	Place	Assets	Income shortfalls - Colonnades shopping centre further two units vacated £30k rent £6k service charges.			-0.036	-0.036
2023/24 Pressure	Place	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.			-0.018	-0.018

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
AWC	Adults Care Ladder Demographic Growth	The pressures listed here are the additionality for 2024/25 and new pressures relating to demographic growth for the 3 year period. This is in addition to £0.266m previously approved for demographic growth in 2024/25. The demographic growth estimate is based on POPPI/PANSI data which provides estimated population data by age band, gender, and ethnic group. This provides a projection of likely cost pressure within the various types of support provided in Doncaster. In addition to this a further £4.572m has been added (£2.321m in 25/26 and £2.250m in 26/27) for the changing level of care needs for people in the various categories relating to any diagnosis of need, such as prevalence of disabilities in people older than 65 or changes to LD diagnosis in the younger population. This is as per the London School of Economics (LSE) working paper, which estimates that nationally the total of public expenditure on social care for older people and younger adults will rise from £20.1bn in 2023 to £22.5bn in 2028, an increase of 16.9% over the 5 years (or 3.4% per year).	Included in pressure below			

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
AWC	Adults Care Ladder updated current client numbers	<p>Adults Care Ladder</p> <p>2024/25 is based on current client numbers and projections to year end within the care ladder forecast for 2023/24. This projects that number of older people's residential placements for April 24 will be higher than was anticipated in last year's medium-term financial strategy (MTFS) assumptions by 51 additional clients (727 compared to 676). We plan to reduce the number of older people being supported in residential care and achieve and sustain a 5% reduction in older people residential care placements (based on 21/22 numbers) which equates to 37 permanent admissions per month plus 6% leavers profiled by season. This will be achieved by 1) scrutiny of permanent residential care recommendations via a practice forum to ensure people are being supported in the least restrictive setting 2) prioritisation of timely reviews of individuals being supported in care homes on a short stay arrangements to optimise opportunities to support people to return home.</p> <p>Working Age Adults client numbers are also based on the current year. There are 9 clients fewer than the previous MTFS but the pressure reflects a higher average cost as seen in 2023/24. The MTFS models the budget based on the predicted year end average cost as at quarter 2. We plan to reduce the average cost of working age adults residential care placements by 10% in 2024/25. This will be achieved by 1) introduction of care cubed (a tool) to help negotiate fair and transparent costings for specialist placements, 2) introduction of an agreed process and approach to manage requests for uplifts from providers 3) improved forward planning and planning for young people transitioning to adulthood requiring support from adult services and people leaving long stay hospitals 4) optimisation of our in-house learning disability services to support people with enhanced needs / in crisis situations.</p> <p>Short Stay residential is modelled based on the number of days active per month, the 2024/25 budget is also based on quarter 2 data and forecasts. This is higher than previously modelled in the 2023/24 MTFS for 2024/25 by 708 days; 3,200 days active per month compared to 2,492 days. We plan to reduce the number of people being supported in care homes on a short term arrangement by 10% and average cost by 2.5%. This will be achieved by</p>	2.833	0.258	-0.063	3.028

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
AWC		<p>1) increased timely, proactive and assertive support to people with increasing needs / in crisis 2) increase the number of people going home with support from hospital, including optimisation of our reablement services to support people at home 3) implementation of a forum where decision making around support being provided in a care home is scrutinised to ensure peoples rights are being upheld and people are supported wherever possible to remain / return living in their own home plus a 7.5% reduction in numbers - as detailed above.</p> <p>Supported Living is 9 more clients at a total of 331 compared to 322. We plan to reduce the average cost of supported living by 3% plus additional saving generated through review of hourly rate via introduction of flexible procurement system. This will be achieved by 1) improving staff understanding and practice of care and support planning and arrangements in supported living (scheduling) 2) combined with targeted reviews of individuals living in supported living with a focus on supporting people to lead independent fulfilled lives 3) increased support and review of support arrangements for those individuals living in supported living where significant 'transitions' have taken place - e.g. discharge from hospital, move from residential care etc.</p> <p>Direct payments is also based on the 2023/24 data, it is 5 clients less than the previous MTFS but reflects the higher cost seen during 2023/24. We plan to reduce average cost of direct payments by 10%. Significant area of focus for 24/25 - review of DP policy, development of practice guidance, improved strength based conversations to connect people to local resources rather than concentration on 'paid' support, combined with a focus on timely annual reviews of people already in receipt of support (targeted review activity).</p> <p>Homecare is based on 94 fewer clients but further work needs to be done with the service to build in assumed growth. We currently have projected opening activity of 946 clients, which is 94 less than the previous MTFS of 1,040.</p> <p>Extra Care is 6 clients less than previously seen in the 2023/24 MTFS and is modelled based on 90 clients as per 2023/24.</p> <p>Shared Lives is now included in the Care Ladder for 22 clients, this was not previously included in MTFS modelling.</p>				

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
AWC	Future Options - Deprivation of Liberty Safeguards (DoLS)	<p>The cost pressure highlighted is because of increasing costs of Mental Health and advocacy (a 290% increase in the demand for advocacy since the contract with Voiceability commenced), plus an increase to the hourly rate we pay for advocacy due to take effect from July 2024. The team budget has not been revised to reflect this. There is an forecast overspend of £170k for 2023/24 because of this. The forecast cost pressure for this year is higher than that for 2024/25, as although we are paying a lower hourly rate for advocacy, we have relied heavily on agency workers to support with reducing/maintaining the waiting list.</p> <p>A further impact of not maintaining this structure (which has been in place since 2021) is that there would be no designated signatory support which could lead to a delay in authorising DoLS and pressure on managers/senior leaders to absorb this into their existing workloads. Additionally, the DoLS process contains many admin heavy procedures to ensure the statutory requirements are met. Reducing the size of the admin team will create additional pressure in that team and create potential backlogs that existed historically when the team was subject to a financial audit in 2018 (an improvement plan specified that this need to be resolved).</p> <p>The current temporary structure creates uncertainty for the staff and the service.</p>	0.120			0.120
Chief Exec	Localities leads	Posts created some time ago but budget not yet identified. Permanent solution to be found through the development of the community prevention service (shown in the list of savings).	0.293			0.293
Chief Exec	Communications	Continuation of e-newsletter delivery platform for external and new internal engagement - ongoing pressure as no budget identified for 2024/25 and onwards	0.027			0.027
Chief Exec	Customer Services	An additional Security Guard in the Civic Buildings One Stop Shop, required due to an increase in health and safety incidents - ongoing pressure as budget only allocated for one security guard.	0.032			0.032
Chief Exec	Infection Prevention and Control Service	Commissioned Community Infection Prevention & Control Service established in COVID. This service supports flow in the system through working with care and residential homes - both prevention and outbreak response. The service has also supported a range of IPC issues and outbreaks in other settings, including asylum seeker hotels, schools and an high profile avian influenza situation	0.254			0.254

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
Chief Exec	Winter Booklet	Annual production and circulation of Winter Booklet with Winter Wellness messages	0.010			0.010
Corporate Resources	Legal Services - Information Governance	The budget for off-site storage of records has previously been removed but the contract is still in place. We are currently looking to move records in-house and installing shelving within the Archives (capital funding of £200k previously approved for this purpose). However, the overspend will continue until this is complete and records can be moved. The Storetec contract runs out in January 2025 with no further option to extend.	0.062			0.062
Corporate Resources	Legal Services - Childcare - counsel and expert fees	Counsel fee spend is coming down but remains overspent for 23/24. The expert fee budget remains overspent as this budget has not been rebased for the changes in court proceedings where more emphasis is placed on professional expert analysis. Some of this is mitigated by a reduction in court fees due to the number of care orders reducing and revised Internal arrangements / changes to working practice have been implemented already to alleviate these pressures.	0.150			0.150
Corporate Resources	Governance Services	Governance Budget does not include maintenance budget for the Nuway Chamber system approx. £5k p.a. The Mod Gov maintenance contract is approx. £14.5k and there is only budget for £11k and the subscriptions for organisational memberships is now estimated at £75k with a budget of £72.5k.	0.011			0.011
Corporate Resources	Land Charges	Income target isn't achievable. 2022/23 had a £16k shortfall and the income target has been increased a further £15.6k this year. Annual increase in fees will not recover the income to meet the target due to current mortgage rate rises and the cost of living crisis has slowed down property sales and the need for paid searches.	0.030			0.030
Corporate Resources	Legal Services	Locum cover needed for maternity leave - approx. 6 months cover required.	0.060	-0.060		0.000
Corporate Resources	Revenues and Benefits	The subsidy income received from the housing benefit payments made is forecast to be short by £98k due to the high volume of payments for claimants in short-term temporary accommodation for which no or only a small proportion of subsidy is received compared to the expenditure incurred.	0.098			0.098
Corporate Resources	Inpress	Due to reducing internal demand for printing Inpress is now operating at a loss and a proposal has been put forward to close the Wheatley Hall Road site and operate a smaller function from Civic Office. It is anticipated that this decision will be approved via an officer decision record and the function will be realigned on a smaller scale to mitigate the income pressure (see savings).	0.050			0.050

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
Corporate Resources	Reduction in academy income	Due to the number of schools converting to academy status and no longer "buying back" services supplied by finance there is a shortfall against the income target and no further reductions in service can be made to allow for the reduced volumes from schools without affecting payment performance.	0.015			0.015
Council Wide	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 was originally expected to increase each year therefore increasing the cost each year (the estimated cost in 21/22 was £131k). The number of qualifying care leavers is now expected to be lower than originally projected. The estimated budget requirement for 2024/25 is £170k compared to the current budget of £245k therefore the previously approved budget pressure of £79k is no longer required and an additional £75k can be released.	-0.154			-0.154
Council Wide	Yorkshire Purchasing Organisation	Yorkshire Purchasing Organisation (YPO) pays its members a share of surpluses each year. YPO's revised business plan shows that a reduced level of surplus will be paid over the next few years as surpluses are retained for investments and to improve cash balances. The budget is currently £359k but payments are expected to reduce to £168k	0.191			0.191
Council Wide	Further pressures	In previous years an assumption was included for future pressures of £2m each year. Following the identification of specific pressures for 2024/25 the assumption for general pressures has been reduced to zero. A further £2m has also been added for 2026/27.	-2.000		2.000	0.000
CYPF	Directorate wide	In 2023/24 in-year savings were identified on a temporary basis. A pressure arises in 2024/25 as those savings are no longer available. This includes a further £23k for a saving identified in 2023/24 as a permanent saving but was temporary so required in 2024/25.	0.380	0.045		0.425

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
CYPF	School Crossing Patrol	School Crossing Patrol manager post at grade 8 required permanently. Currently temporarily funded from Supporting Families grant until August 2024.	0.020	0.014		0.034
CYPF	Inspection and Improvement	Inspection and Improvement Lead post at grade 8 required permanently. Currently funded temporarily from Service Transformation Fund until end March 2024.	0.042			0.042
CYPF	School Improvement	Cost identified to align the Local Authority's statutory duties within school improvement, estimated at 0.4 FTE Grade 8.	0.015			0.015
CYPF	SEN Transport	Pressure for 2024/25 based on quarter 2 of 2023/24 monitoring position inclusive of transport options paper savings. Nil net growth assumed for 24/25 as a result of achievement of some of prior year savings approved.	0.344	0.055		0.399
CYPF	Care Ladder - External Resi Placements	Average external placement costs (£329k) are above current budgeted average (£281k) creating a pressure for 2024/25 onwards, however, the pressure on this budget is expected to reduce from 2026/27 when placement numbers are projected to have reduced to 29. Future years' average cost increases are assumed to rise in line with inflation only.	0.352	0.468	-0.483	0.337
CYPF	Care Ladder - Fostering	There is a surplus in the fostering budget due to the numbers of placements for both In-House Fostering and Independent Fostering Agencies (IFA's) being less than budgeted for at 1st April 2023 with future numbers expected to remain stable at the current level.	-0.939	0.024	-0.247	-1.162
CYPF	Care Ladder - UASC (Unaccompanied Asylum Seeking Children)	The ongoing pressure on UASC placement budget has been caused by continued growth in placements via the National Transfer Scheme and spontaneous arrivals alongside a shortfall in the funding received from government to fund the packages of care and support required. Future years' average cost increases and funding are both assumed to rise in line with inflation only.	0.955	0.083	-0.348	0.690
CYPF	Care Ladder - 18+	Pressure in 2024/25 due to above average costs and placement numbers, which are expected to reduce, and the pressure accordingly, in 2025/26.	0.073	-0.036	0.000	0.037
CYPF	Social care - Section 17 payments	Pressure of £260k based on current spend forecast at quarter 2 of 2023/24. Section 17 spend has been overbudget for the last couple of years reflecting that the section 17 monies which support children in need are being positively used to ensure that child are prevented from becoming looked after. This spend is linked to more specialist assessments completed through Public Law outline and support families.	0.260			0.260
Place	Street Scene shift changes	Ongoing cost of additional vehicles needed to facilitate shift pattern change.		0.180		0.180

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
Place	Fleet Management/Pool Car income	Reduction in income generated from internal hire of Pool Vehicles. Assumed that position will improve by reducing use of staff's own vehicles.	0.070	-0.035		0.035
Place	Facilities Management/Fire Assessment Surveys	Corporate H&S team and Property Services have identified that many assets do not currently have a suitable and sufficient fire risk assessment in place. Funding is required to employ an external contractor to undertake initial fire risk assessments on Corporate Landlord buildings to meet the requirements of the Regulatory Reform (Fire Safety) Order and other relevant Fire Safety Regulations	0.030		-0.030	0.000
Place	Bereavement Services/Graves and Grounds	Grounds Force contract for grave digging work budget pressure of £132k per annum, the pressure has partially been mitigated by a reduction in transport related costs of £21k due to reduced number of vehicles now required and a reduction of £29k from staff savings due to reduction in grave digging post.	0.052			0.052
Place	Bereavement Services/Cremation and burial income	Cremation income has seen a reduction due to the opening of the new crematorium in Doncaster in May 2023 which impacts on the number of cremations taking place at Rose Hill. The reduced income is mitigated by a reduction in the medical fee costs of £7k and an increase in income from burials £165k.	0.351			0.351
Place	Strategic Asset Management/Disposal Fee Income	Income shortfall expected from disposal fee income generated from the sale of Council owned land and buildings over the next three years. SAM charge a percentage of the disposal proceeds in respect of their fee. There could be some extra disposal income generated through the Asset Rationalisation process, but it is not expected that disposals of smaller sites would yield significant fees. Work on the Asset Rationalisation project is ongoing and disposals arising from this work are not expected to be identified until nearer the end of the 2023/24 financial year.		0.060		0.060
Place	Strategic Asset Management/Colonnades Shops	Expenditure on Colonnades Shopping Centre, which should be recoverable via a Service charge, has become a budget pressure due to vacant units. The £68k pressure includes £38k in relation to business rates. After works are done to improve the units the pressure is assumed to reduce as tenants are found - there is a risk that this may not happen.	0.068	-0.034	-0.034	0.000

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
Place	Street Scene and Waste/Mayrise system replacement on-going revenue costs	Mayrise is used as a contract management/asset/payment back office system used by the Waste and Street Scene teams. The current version of Mayrise is obsolete and is not fully supported by the supplier (Causeway). Therefore, elements within the Mayrise database, such as Crystal Reports, are incompatible with each other. The current contract expires on 31/03/25. Current market information suggests that the replacement system is likely to have a significant annual software and licence costs of £145k (£55k re Waste and £90k re street scene) compared to existing budgets within the services of £11k.		0.134		0.134
Place	Community Safety/Alarm receiving centre repairs and maintenance	Repairs and maintenance budget within the Alarm Receiving Centre relating to CCTV cameras has been overspending for the last two years.	0.100			0.100
Place	Enforcement/Taxi licensing	Additional Grade 6 and grade 7 post required to support the licensing department in dealing with significant increase in workload from new licensing application, ensuring an efficient service is delivered. Funded by increasing the licensing fees (included in the 2024/25 new savings).	0.064			0.064
Place	North Bridge	Income from scrap has reduced by £10k.	0.010			0.010
Place	Stores Income Pressure	Following the Stores Transformational Review, it was recommended that Stores cease or reduce their ad hoc non traditional stores service (eg Man with a Van, ordering non stock items for Council Services etc). These services generated a small profit for Stores and their cessation/reduction has resulted in a small income pressure.	0.007			0.007
Place	Facilities Management Income Pressure	ITEC Bentley Service charge is unrecoverable due to insufficient information available internally to allow external charging. Facilities Management are awaiting details of who to charge, and how much to charge - information held by Strategic Asset Management.	0.017			0.017
Place	TBC	Additional budget required to cover the electricity cost incurred for the Station Forecourt exhibit lighting.	0.020			0.020
Place	Pest control/Income	Pest Control Income pressure from reduced buy back from Schools and slow uptake of rat services since the fee was introduced in April 2023. Current pressure is based on the Q2 outturn projection which assumes a £24k income pressure. It is hoped £4k of this can be mitigated in 2024/25 through underspends within expenditure budgets. The pressure will then be reduced £10k in 25/26 and a further £10k in 26/27 through efficiencies or the generation of additional income	0.020	-0.010	-0.010	0.000

New Budget Pressures 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	£5.113m	£1.146m	£0.785m	£7.044m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
Place	Planning	Additional budget required for a restructure within Planning services, there are current challenges of retaining and attracting staff in Planning services and addressing ageing profiles in certain areas. The restructure will create clear reporting roles and duties for better managerial support and service delivery, address the future direction for Planning Services as outlined in the Levelling Up and Regeneration Bill ('LURB'); and address how Building Control will need to operate in a much more regulatory manner in terms of safety of buildings and the skill requirements that are required for this work.	0.200			0.200
Place	Waste - Persistent organic pollutants disposal	Due to changes in law we now have to dispose of "Persistent organic pollutants" (POPs) items differently. The cost is currently higher but will reduce as extra work is being done by Street Scene to separate fly tipped waste and ensure only POPs items go to expensive disposal route (£242 per tonne) and other items go the a cheaper destination (£124 per tonne) rather than the whole load being contaminated (around 1,300 tonnes being redirected from the more expensive destination). The Procurement team have been involved in the contract and have helped reduce the fee.	0.200			0.200
Place / AWC	Homelessness	The service continues to deal with higher numbers of homeless people than pre-COVID. The key changes to the funding are:- 3 additional members of staff (£0.109m), reinstatement of security budget (£0.145m) and increasing use of HRA stock for temporary accommodation from 115 to 165 properties (£0.131m).	0.320			0.320

New Budget Savings 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	-£4.285m	-£0.020m	-£1.625m	-£5.929m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
AWC	Adaptations team	Recharge Adaptations team staff time to the Disabled Facilities Grant (DFG)	-0.065			-0.065
AWC	Day Support Services	Further increase impact and value for money from day support to deliver ongoing savings from 2026/27, utilising one-off funding in advance to meet the 2024/25 target, including any one-off grants received.	-0.215			-0.215
Chief Exec	Community Prevention	Development of community prevention model in order to align localities and communities posts	-0.220	-0.073		-0.293
Chief Exec	Customer Services	Holding vacancies in order to fund additional One Stop Shop security costs	-0.032			-0.032
Chief Exec	HR	Holding vacancies in order to fund Reward and Recognition cost increase should it be agreed to retain	-0.023			-0.023
Chief Exec	Infection Prevention and Control Service	The Infection Prevention and Control cost has been identified as a pressure from 2024/25 onwards. In 2025/26 it can be funded from Public Health grant reserve, it will then be reviewed each year and alternative funding will be identified.	-0.254			-0.254
Corporate Resources	Legal Services - Information Governance	To mitigate the cost pressure, we are targeting the successful transfer of records to the archives building by the end of 2024, which is the end of the current Storetec contract.		-0.062		-0.062
Corporate Resources	Revenues and Benefits	Work is progressing across the Council, with our partners St Leger Homes, to reduce homelessness and the use of temporary accommodation which is anticipated to reduce the specific pressure for 2024/25.	-0.098			-0.098
Corporate Resources	Inpress	Following the print review, savings are anticipated as a result of the relocation plans and service reductions, thereby mitigating the printing pressure due to the fall in external chargeable work. The building savings delivered are required to offset the reduction in external income.	-0.050			-0.050
Corporate Resources	ICT - Mobiles	Contract renewal has been undertaken on a far more favourable basis than the current contract as we are no longer tied into purchases through the contract. It is also believed that the number of handsets can still be reduced further which would produce additional savings. An initial saving has been incorporated based on a target reduction, this needs to be fully supported across the Council.	-0.025			-0.025

New Budget Savings 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	-£4.285m	-£0.020m	-£1.625m	-£5.929m
			2024/25	2025/26	2026/27	2024/25 - 2026/27
			£'m	£'m	£'m	Total £'m
Corporate Resources	Directorate Wide - vacancy management / tighter control of costs	The current overall approach being undertaken to reduce and manage spend across the Directorate to achieve savings will continue to ensure the pressures identified can be managed next year. For example through vacancy management and delaying recruitment where possible to deliver in-year savings, rather than deleting posts and disrupting staff, at this difficult time with high demands on service delivery. The risk associated with this approach has been evaluated and deemed acceptable; on the basis that the remaining pressure in 24/25 represents 1.25% of gross expenditure budget (excluding benefit spend) and a similar target has been delivered this year. The position will be reviewed at Qtr 1 in 24/25 and further mitigating action taken if necessary to achieve a balanced budget.	-0.303	0.122	0.000	-0.181
Council Wide	Pension - former employees	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 in addition to previously approved savings of £150k in 2024/25 and £150k in 2025/26.	-0.200	-0.050	-0.150	-0.400
Council Wide	Fees & 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. These savings are in addition to previously approved savings of £100k in 2024/25 and £100k in 2025/26.	-0.600	-0.100	-0.200	-0.900
Council Wide	Closer working with Partners	A saving was included in the 2022/23 budget report for £800k across 2023/24 and 2024/25. Following review it is being reduced to the level now thought achievable.	0.218			0.218
Council Wide	Regenerative Council	A saving was included in the 2023/24 budget report for £800k in 2025/26. It is now being reduced as it has been replaced by specific savings targets.		0.182		0.182
Council Wide	People at the Heart of Care	In 2022/23 a budget was created for 'People at the Heart of Care'. This budget was held centrally to provide for future financial risks in relation to the impact of the Government's White Paper on Adult Social Care, 'People at the Heart of Care'. The budget is now being released as result of the need to identify savings and the additional funding provided for Adult Social Care (ASC). There is a risk that the ASC reforms due from October 2025 will not be fully funded.	-1.224			-1.224
CYPF	Social Care - Children in Care (CIC)	Delete Senior Child and Adolescent Mental Health Service social worker post (vacant). The service is confident that interventions currently in place and pathways with CAMHS means this standalone post is no longer required.	-0.051			-0.051

New Budget Savings 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	-£4.285m	-£0.020m	-£1.625m	-£5.929m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
CYPF	Social Care - Children in Care (CIC)	Delete CIC Strategic Manager post (soon to be vacant). The service is confident this standalone post is no longer needed and the duties can be met across the wider system.	-0.043			-0.043
CYPF	Directorate wide vacancy management	Vacancy management across the directorate (as has been managed in 2023/24), including the extension of social care vacancy management protocol to identify where immediate efficiencies can be introduced (further to £50k saving made in 2023/24)	-0.282			-0.282
CYPF	Social Care - Transport	Expected underspend on CIC taxi budget of £185k for 2023/24. This is positively linked to a reduction in the CIC population and bringing children closer to Doncaster.	-0.185			-0.185
CYPF	Social care agency budget	Savings against agency budget based on current recruitment to posts and potential for further reduced agency usage via social worker recruitment programme. Assessed and supported year in employment (ASYE) posts needs additional social worker through year 1 (2024/25) therefore savings expected from 2025/26 onwards. Risks around success of recruitment etc.		-0.293	-0.160	-0.453
CYPF	Starting Well Family Hubs	Apply 3% vacancy factor to the business support posts in the Starting Well Family Hubs.	-0.013			-0.013
CYPF	Intervention & Prevention	Maximise the use of grants such as Wraparound Childcare Programme to free up General Fund budgets. Grant allocations only known up to 2025/26 so may need alternative solution in 2026/27.	-0.050			-0.050
Place	Planning Services	Statutory Planning Fee % increase is higher than generally agreed increase of 6.7% for fees and charges. Some fees will increase by 25-35%. The majority of the additional increase will be used to meet the additional costs of the Planning Restructure.	-0.308			-0.308
Place	Assets - rents	Additional rent receivable from currently empty buildings.	-0.150	-0.150		-0.300
Place	Facilities Management - ITEC	The 2024/25 pressures include £17k in relation to service charges not being recovered. These could be recovered by charging occupants who are generally part of the volcom sector - eg North Doncaster Development Trust and Manna Community CIC.	-0.017			-0.017
Place	Taxi Licensing	Increase in taxi licensing fee to cover cost of 2 x additional posts required in licensing. The £44k saving is in addition to £21k from the general 6.7% increase.	-0.044			-0.044
Place	Waste Collection	Remove previously approved green waste savings target.	0.800	0.200		1.000

New Budget Savings 2024/25

Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	-£4.285m	-£0.020m	-£1.625m	-£5.929m
			2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
Place	Waste Collection	Waste collection savings can potentially be made from April 2026 through review of the specification of the waste collection contract, review of charges (to trade waste customers and the public) and additional funding from government as a result of the Simpler Recycling reforms that come into effect from April 2026. There are risks that changes in govt may mean the reforms are delayed or cancelled, retendering the waste collection contract may result in increased costs).			-1.000	-1.000
Place	All Place	Unachieved savings relating to budget efficiencies and service reviews can be delivered but over a longer period.	0.230	-0.115	-0.115	0.000
Place	Waste Disposal	Super profit from material sent from Waste PFI facility to Ferrybridge power station as a result of higher energy prices - estimated between zero and £700k. Energy price reductions mean the super profit is unlikely to be received after 2024/25.	-0.500	0.500		0.000
Place	Street Scene shift changes	Reduced spending on staff through removal of enhanced hours paid for weekend working as a result of shift pattern changes.		-0.180		-0.180
Place	Communities - Safer Stronger	Crime and Community safety theme - Saving on Other Services budget which is currently used to offset a proportion of the repairs and maintenance CCTV overspend which has now been put forward as £100k pressure.	-0.030			-0.030
Place	Communities - Safer Stronger	Neighbourhood response team - Staff cover budget not used so can be used to offset some of the CCTV pressure	-0.018			-0.018
Place	Communities - Safer Stronger	Income generated/recovered through accident damage and Contractor works. Accident damage relates to road traffic accidents on council infrastructure (street lights), when a street light with a CCTV camera is knocked over then when the costs are recovered through insurance this should be paid to the CCTV maintenance budget to cover the replacement camera cost. When contractor are working in town centre and damage CCTV cameras or infrastructure the service are to follow up on the damage and request compensation to put right, this is a cost that is currently met from the service with inadequate budget.	-0.020			-0.020
Place	Business Doncaster	Introduce 10% vacancy factor, to budget for savings in advance, based on historic vacancy trends and service underspends.	-0.100			-0.100
Place	Sustainability Team	Charge £133k staff costs to the sustainability earmarked reserve for the next 3 years, alongside seeking grant income where available.	-0.133			-0.133
Place	Strategic Housing Team	Delete vacant housing engagement officer post, which is a new post funded in 23/24, which hasn't yet been filled.	-0.050			-0.050

New Budget Savings 2024/25

			-£4.285m	-£0.020m	-£1.625m	-£5.929m
Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2024/25	2025/26	2026/27	2024/25 - 2026/27 Total
			£'m	£'m	£'m	£'m
Place	City Centre Management	Reduction in resourcing for the City Centre Team through either the deletion of a vacant post or introduction of a vacancy factor, to managed through staff turnover during the year and to recognise the increase SYP resourcing being provided..	-0.050			-0.050
Place	Professional Business Support	Target savings to be generated through post reduction/restructure to reflect efficiencies and opportunities arising from the integration of traded services to Place Directorate.	-0.035			-0.035
Place	Property Services	Delete vacant post in the Stores team.	-0.030			-0.030
Place	Overall	Vacancy management across the Directorate	-0.015			-0.015
Place	Place Fees & Charges	Review all Place fees and charges to identify any potential revenue income generating opportunities. This will be subject to individual assessment and decisions.	-0.100			-0.100

Budget Proposals Approved in 2022/23 & 2023/24

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Saving Proposal	Saving Option	Total	-£6.713m	-£4.634m	-£11.347m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2022/23 Saving	AWC	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
2023/24 Saving	AWC	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.	-0.125	-0.143		-0.268
2023/24 Saving	AWC	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.	-0.075	-0.125		-0.200
2023/24 Saving	AWC	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		-0.050

Budget Proposals Approved in 2022/23 & 2023/24

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Saving Proposal	Saving Option	Total	-£6.713m	-£4.634m	-£11.347m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	£'m
2023/24 Saving	AWC	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.	-0.075	-0.050		-0.125
2023/24 Saving	AWC	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).	-0.143	-0.100		-0.243
2023/24 Saving	AWC	Local Authority "administration fee"	Utilise 8% of grant funding for the resettlement, bridging hotel and dispersed Asylum Seekers for associated management and support costs.	0.053	0.044		0.097
2023/24 Saving	AWC	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.	-0.122			-0.122
2023/24 Saving	AWC	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.	-0.060			-0.060
2023/24 Saving	AWC	Library	Consolidate spend on online information and learning resources	-0.030			-0.030
2023/24 Saving	AWC	Library and Museum	Integrated spend across libraries and museums, driving efficiencies	-0.010	-0.010		-0.020

Budget Proposals Approved in 2022/23 & 2023/24

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Saving Proposal	Saving Option	Total	-£6.713m	-£4.634m	-£11.347m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	£'m
2023/24 Saving	AWC	Heritage and Culture	Sponsorship and philanthropy strategy, with learning applied from national institutions with expertise	-0.010	-0.010	-0.020	-0.020
2023/24 Saving	AWC	Culture Traded Service	New Culture Services traded service offer	-0.016	-0.022	-0.038	-0.038
2023/24 Saving	AWC	Cusworth Hall	Income generation at Cusworth Hall, once full opening times are re-introduced, from retail, weddings, car park, site lettings etc.	-0.012	-0.018	-0.030	-0.030
2023/24 Saving	AWC	Mansion House	Income generation at Doncaster Mansion House, once opened and accessible to the public: weddings, commercial activities, retail.	-0.020	-0.030	-0.050	-0.050
2023/24 Saving	AWC	Archives	Income generation from online family history sales and research income at Doncaster Archives	-0.016	-0.024	-0.040	-0.040
2023/24 Saving	AWC	DGLAM	Increase in donations using cashless donation points, new donation points in DGLAM, and wider funding strategy	-0.004	-0.004	-0.008	-0.008
2023/24 Saving	AWC	DGLAM	DGLAM Café - increased revenue - service takes 3-5% of turnover	-0.008	-0.008	-0.016	-0.016
2023/24 Saving	AWC	DGLAM	Increase in retail and meeting room bookings at DGLAM, projected on basis of current use and improved opening times post-Coved recovery	-0.014	-0.014	-0.028	-0.028
2023/24 Saving	AWC	Music Service	Review of Music Service Tutor salary structure & explore income generating opportunities.	-0.010	-0.010	-0.020	-0.020
2023/24 Saving	Chief Exec	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	-0.068
2023/24 Saving	Chief Exec	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.	-0.018		-0.018	-0.018

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Proposal	Director	Saving Proposal	Saving Option	Total	-£6.713m	-£4.634m	-£11.347m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	Chief Exec	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.	0.027	0.021	0.048	
2022/23 Saving	Corporate Resources	Post reductions in Finance	Post reductions to be delivered through improved working practices and better use of technology across the service.	-0.050		-0.050	
2023/24 Saving	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.	-0.037	-0.040	-0.077	
2023/24 Saving	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	
2023/24 Saving	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	

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	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
2023/24 Saving	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	-0.064		-0.114
2023/24 Saving	Corporate Resources	Digital & ICT - Connectivity & MFDs	Internet connectivity, MFDs etc. removed as a saving.	-0.015			-0.015
2023/24 Saving	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
2023/24 Saving	Corporate Resources	Litigation- admission appeal charges	Incorporate legal costs in the admission appeal charges to schools.		-0.039		-0.039
2023/24 Saving	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
2023/24 Saving	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
2023/24 Saving	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.	0.026	0.020		0.046

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	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	
2023/24 Saving	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	
2023/24 Saving	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.	-0.012		-0.012	
2022/23 Saving	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).	-0.400		-0.400	

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	£'m
2022/23 Saving	Council Wide	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
2022/23 Saving	Council Wide	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	-0.124			-0.124
2022/23 Saving	Council Wide	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
2023/24 Saving	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.		-0.150		-0.150
2023/24 Saving	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
2023/24 Saving	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.		-0.100		-0.100
2023/24 Saving	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

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	£'m
2023/24 Saving	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
2022/23 Saving	CYPF	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 seperate key decision being approved.	-0.036			-0.036
2022/23 Saving	CYPF	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.	-0.019			-0.019
2022/23 Saving	CYPF	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
2023/24 Saving	CYPF	Placement Contract Management	Market discussions with providers to include block contracting, strategic relationships, Payments by results (PBR) for early discharge.	-0.050			-0.050
2023/24 Saving	CYPF	Review of Equity and Inclusion Service	Potential to combine services and streamline the team.	-0.031			-0.031
2023/24 Saving	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.	-0.080	-0.080		-0.160

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	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.	-0.010			-0.010
2023/24 Saving	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

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				2024/25	2025/26	2024/25 - 2025/26	
				£'m	£'m	£'m	
2023/24 Saving	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>	-0.395	-0.395	-0.790	

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	CYPF	Care Ladder - Fostering	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. 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.	-0.539	-0.665	-1.204	
2023/24 Saving	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	
2023/24 Saving	CYPF	Children in Care - Maximise efficiency (block contracting)	Consider block contracting arrangements with national providers who have Good inspection outcomes	-0.050		-0.050	
2023/24 Saving	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	

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				£'m	£'m	£'m	£'m
2023/24 Saving	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	
2023/24 Saving	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.		-0.030	-0.030	
2023/24 Saving	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	-0.100	
2023/24 Saving	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	
2022/23 Saving	Place	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.	-0.294		-0.294	
2022/23 Saving	Place	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.	-0.055		-0.055	

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2022/23 Saving	Place	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
2022/23 Saving	Place	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
2023/24 Saving	Place	All Place	Target delivered through identifying post reductions though 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
2023/24 Saving	Place	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
2023/24 Saving	Place	Highway Operations surplus	Temporary savings for 2023/24 and 2024/25 due to increased workloads in those years.			0.150	0.150
2023/24 Saving	Place	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

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				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	Place	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.	-0.020	0.030	0.010	
2023/24 Saving	Place	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.	0.060	tbc	0.060	
2023/24 Saving	Place	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	
2023/24 Saving	Place	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	

Budget Proposals Approved in 2022/23 & 2023/24

The narratives and values remain the same as approved in February 2023.

Proposal	Director	Saving Proposal	Saving Option	Total	-£6.713m	-£4.634m	-£11.347m
				2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	£'m
2023/24 Saving	Place	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.	-0.400	-0.500	-0.900	
2023/24 Saving	Place	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	-0.040	
2023/24 Saving	Place	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	
2023/24 Saving	Place	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	

Budget Proposals Approved in 2022/23 & 2023/24

The narratives and values remain the same as approved in February 2023.

				Total	-£6.713m	-£4.634m	-£11.347m
Proposal	Director	Saving Proposal	Saving Option	2024/25	2025/26	2024/25 - 2025/26 Total	
				£'m	£'m	£'m	
2023/24 Saving	Place	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	
2023/24 Saving	Place	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	

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Beneficiary's Registration Number	Service Provided/Update	2023/24 Budget	2024/25 Budget	2025/26 Budget	Note
Adults, Wellbeing & Culture	Doncaster Community Arts (DARTS)	Registered Company Number 3166208 England. Charity Registration Number 1056799	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 2024/25. It is important to be maintained for now as it can be used to demonstrate match against new funding opportunities through the culture strategy and partnership work with Arts Council England and other stakeholders.
Chief Executive	Active Fusion	Company no.CE010638 Charity Registration no.1175220	Locality Commissioning funding allocated for activities and support for young people.	36,820	27,615	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Active Fusion	Company no.CE010638 Charity Registration no.1175220	Locality Commissioning allocated to support physical activity interventions, positive lifestyle choices and activities for young people.	25,000	18,750	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Active Fusion	Company no.CE010638 Charity Registration no.1175220	Locality Commissioning allocated to support health and positive lifestyle choices, activities for children and young people and physical interventions.	27,140	18,750	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Age UK Doncaster	Charity Number 1077339	Stronger Links - The project is locality-based, focused on Edlington and Hexthorpe in community spaces and in homes, virtually and in-person, with one to one and group-based work. The Stronger Links programme is for adults of all ages especially for those who are marginalised with the most barriers to accessing support.	14,357	28,715	0	One-off Grant spanning two financial years 23/24 - 24/25
Chief Executive	Askern Welfare Community Partnership	Charity Number 1128737	Youth provision North - funding to run youth activities in the Shakers building in Askern.	7,066	10,000	2,500	One-off Grant spanning three financial years 23/24 - 25/26
Chief Executive	Aspiring2	Community Interest Company No. 08387233	Locality Commissioning funding allocated for mental health awareness/support.	12,500	2,400	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Changing lives	Charity Number 500640	Stronger Links - The project is locality-based, focused on Edlington and Hexthorpe in community spaces and in homes, virtually and in-person, with one to one and group-based work. The Stronger Links programme is for adults of all ages especially for those who are marginalised with the most barriers to accessing support.	13,274	26,548	0	One-off Grant spanning two financial years 23/24 - 24/25

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Beneficiary's Registration Number	Service Provided/Update	2023/24 Budget	2024/25 Budget	2025/26 Budget	Note
Chief Executive	Citizens Advice Bureau (Mexborough/ North East)	Mexborough CAB Registered Company No. 07557531 England. Charity Registration No. 1141577 North East Doncaster CAB Registered Company Number 04535817 England. Charity Registration Number 1096497	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	tbc	Current agreement up to 2024/25
Chief Executive	Club Doncaster	Company no. 08699464	Locality Commissioning funding allocated for employment and training support and developing forums for youth voice and activities for young people.	17,500	7,500	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	DARTS	Charity Number 1056799	Stronger Links - The project is locality-based, focused on Edlington and Hexthorpe in community spaces and in homes, virtually and in-person, with one to one and group-based work. The Stronger Links programme is for adults of all ages especially for those who are marginalised with the most barriers to accessing support.	16,668	29,335	0	One-off Grant spanning two financial years 23/24 - 24/25
Chief Executive	Dunscroft Together	Not registered charity	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	6,000	5,000	0	One-off Grant spread over 24mths (spanning 3 financial years 22/23-24/25), total grant £12k
Chief Executive	Fit Rovers	Registered Charity No. 1122676.	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	tbc	No change proposed for 2024/25 but will be reviewed for future years. It is important to be maintained for now as it can be used to demonstrate match against new funding opportunities through the culture strategy and partnership work with Arts Council England and other stakeholders.
Chief Executive	Flying Futures	Community Interest Company No. 06975246	Locality Commissioning funding allocated to support the health and mental wellbeing of young people.	25,000	18,750	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Jamie MacDonnell Foundation	Community Interest Company no.11273615	Locality Commissioning funding to support the health and wellbeing of young people.	4,290	4,290	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Lemurian Light	Community Interest Company No. 13998388	Locality Commissioning funding allocated for trauma informed mental health support/awareness.	21,380	9,047	0	One-off Grant spanning three financial years 22/23 - 24/25

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Beneficiary's Registration Number	Service Provided/Update	2023/24 Budget	2024/25 Budget	2025/26 Budget	Note
Chief Executive	Live Inclusive	Charity Number 1065630	Stronger Links -The project is locality-based, focused on Edlington and Hexthorpe in community spaces and in homes, virtually and in-person, with one to one and group-based work. The Stronger Links programme is for adults of all ages especially for those who are marginalised with the most barriers to accessing support.	140,440	28,081	0	One-off Grant spanning two financial years 23/24 - 24/25
Chief Executive	Mindful Activities Yorkshire (MAY)	Community Interest Company No. 12619846	Locality Commissioning funding allocated for informed mental health support/awareness.	55,259	44,144	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Mindful Activities Yorkshire	Community Interest Company No. 12619846	Locality Commissioning funding allocated for mental health awareness/support.	49,500	47,759	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Moorends Miners Welfare	Charity Number 508296	Participatory Budget funding to be disseminated to local VCFS groups.		30,375	0	One-off Grant 24/25
Chief Executive	North Doncaster Development Trust - lead North	Company no. 04864374	Locality Commissioning allocated to support community spirit and cohesion, positive lifestyle choices and developing community assets.	22,644	16,985	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	North Doncaster Development Trust - participatory budget	Company no. 04864374	Locality Commissioning allocated to support community spirit and cohesion and positive lifestyle choices.	90,000	90,000	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Open Minds	Charity Number 1155119	Stronger Links -The project is locality-based, focused on Edlington and Hexthorpe in community spaces and in homes, virtually and in-person, with one to one and group-based work. The Stronger Links programme is for adults of all ages especially for those who are marginalised with the most barriers to accessing support.	11,677	23,473	0	One-off Grant spanning two financial years 23/24 - 24/25
Chief Executive	People Focus Group	Company no. 08737125	Locality Commissioning funding allocated for activities and support for young people and to support positive lifestyle choices.	52,599	37,125	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	PFG	Company no. 08737125	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.	30,000	37,125	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Pioneer Enterprises	Company no. 07582569	Locality Commissioning allocated for activities and support for young people. Also, for financial inclusion provision	14,720	6,309	0	One-off Grant spanning three financial years 22/23 - 24/25
Chief Executive	Project 6	Charity Number 1173006	Stronger Links -The project is locality-based, focused on Edlington and Hexthorpe in community spaces and in homes, virtually and in-person, with one to one and group-based work. The Stronger Links programme is for adults of all ages especially for those who are marginalised with the most barriers to accessing support.	14,590	29,181	0	One-off Grant spanning two financial years 23/24- 24/25

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Beneficiary's Registration Number	Service Provided/Update	2023/24 Budget	2024/25 Budget	2025/26 Budget	Note
Chief Executive	S4All	Company no. 12361842	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.	6,000	3,000	0	One-off Grant spread over 24mths (spanning 3 financial years 22/23 - 24/25), total grant £10k
Chief Executive	Steps to Freedom	Community Interest Company no.9996497	Locality Commissioning allocated to support activities for young people and physical activity interventions.	12,480	9,395	0	One-off Grant spread over 24mths (spanning 3 financial years 22/23-24/25), total grant £25k
Chief Executive	Support 4 Change	Registered Charity No. 1166253	Funding from the supplemental substance misuse allocation for peer support for carers at support 4 change	3,750	30,000	0	One-off Grant
Chief Executive	Wildlings and Wellbeing	Community Interest Company No.12840627	Locality Commissioning funding allocated for the targeted support around weight management, smoking cessation, physical activity and drug and alcohol misuse. Also, community asset development.	10,000	2,000	0	One-off Grant spanning three financial years 22/23-24/25
Place	Doncaster Bowling Association	Community group	Maintenance and upkeep of all bowling greens in Doncaster	44,450	48,450	tbc	Grant to be reviewed in 24/25 as end of 3 year agreement
Total Grants to 3rd Sector				1,040,754	945,751	tbc	

New Fees & Charges

Service	Charge	Detail	Description	Proposed charge from 1st April 2024
Bereavement Services	Burial	Adult Grave - Exclusive rights for 100 years	This replaces the previous options of 50 and 75 year grave lease terms	1,465.00
Bereavement Services	Burial	Adult Grave - Exclusive rights for 100 years - Including headstone permit fee	This replaces the previous options of 50 and 75 year grave lease terms	1,761.00
Bereavement Services	Burial	Adult Grave - Exclusive rights for 100 years - Pre Purchase	This replaces the previous options of 50 and 75 year grave lease terms	2,225.00
Bereavement Services	Burial	Amended grave deed (100 years from date of purchase)	New services and products introduced by Bereavement for 24/25	36.00
Bereavement Services	Burial	Cremated remains plot for 6 - Exclusive rights for 50yrs	New services and products introduced by Bereavement for 24/25	750.00
Bereavement Services	Cremation	Adult committal service charge inc medical ref fee & Container	This replaces previous fees & charges item now priced "& container"	996.00
Bereavement Services	Cremation	Adult full service charge inc medical ref fee & Container	This replaces previous fees & charges item now priced "& container"	1,048.00
Bereavement Services	Cremation	Ashes splitting into more, 2 or more portions	New services and products introduced by Bereavement for 24/25	10.00
Bereavement Services	Memorial Items - Memorials	Memorial Bird box - including plaque - 5 years	New services and products introduced by Bereavement for 24/25	125.00
Development Management - Non Statutory Fees	Non- Major Pre Application	Non-Major Pre Application (one meeting including written Advice)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 3 categories/ charges.	585.00
Development Management - Non Statutory Fees	Non- Major Pre Application	Non-Major Pre Application (one site based meeting including written advice)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 3 categories/ charges.	670.00
Development Management - Non Statutory Fees	Non- Major Pre Application	Non-Major Pre Application (written Advice)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 3 categories/ charges.	450.00
Development Management - Non Statutory Fees	Householder Applications	Fast Track service - Planning Agent accredited householder	Government set new fee 24/25	120.00
Development Management - Non Statutory Fees	Lawful Development Certificate	Fast Track service - Lawful development	Government set new fee 24/25	220.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Major pre application (10 to 25 dwellings): For one meeting including written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	900.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Major pre application (10 to 25 dwellings): For one site based meeting including written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,015.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Major pre application (10 to 25 dwellings): Written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	670.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Major pre application (26 to 49 dwellings): For one meeting including written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,235.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Major pre application (26 to 49 dwellings): For one site based meeting including written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,350.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Major pre application (26 to 49 dwellings): Written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,010.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Significant major pre application (over 50 dwellings): For one meeting including written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,685.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Significant major pre application (over 50 dwellings): For one site based meeting including written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,795.00
Development Management - Non Statutory Fees	Pre-Applications (Significant major pre applications)	Pre Application Significant major pre application (over 50 dwellings): Written advice	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2/3 categories/ charges.	1,350.00
Development Management - Non Statutory Fees	Pre Applications (Specialist Listed Building and Tree advice only)	Pre Application Specialist Listed Building and Tree advice only (no planning input) For one meeting including written advice	Government set new fee 24/25	270.00
Development Management - Non Statutory Fees	Pre Applications (Specialist Listed Building and Tree advice only)	Pre Application Specialist Listed Building and Tree advice only (no planning input) For one site-based meeting including written advice	Government set new fee 24/25	355.00
Development Management - Non Statutory Fees	Pre Applications (Specialist Listed Building and Tree advice only)	Pre Application Specialist Listed Building and Tree advice only (no planning input) Written advice	Government set new fee 24/25	180.00

New Fees & Charges

Service	Charge	Detail	Description	Proposed charge from 1st April 2024
Development Management - Statutory Fees	Outline Applications	Not more than 0.5 hectares - £578 for each 0.1 hectare (or part thereof)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	578.00
Development Management - Statutory Fees	Outline Applications	Between 0.5 hectares and 2.5 hectares - £624 for each 0.1 hectare (or part thereof)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	624.00
Development Management - Statutory Fees	Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent)	Not more than 10 dwelling houses - £578 for each dwellinghouse	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	578.00
Development Management - Statutory Fees	Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent)	Between 10 and 50 dwelling houses - £624 for each dwelling house	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	624.00
Development Management - Statutory Fees	Erection of buildings (on land used for agriculture for agricultural purposes)	More than 540 square metres but not more than 1,000 square metres - £578 for first 540 square metres + £578 for each additional 75 square metres in excess of 1,000 square metres	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	578.00
Development Management - Statutory Fees	Erection of buildings (on land used for agriculture for agricultural purposes)	Between 1,000 square metres and 4,215 square metres - £624 for first 1,000 square metres + £624 for each additional 75 square metres in excess of 1,000 square metres	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	624.00
Development Management - Statutory Fees	Erection/alterations/replacement of plant and machinery	1,000 square metres or more - £3,483	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 3 categories/ charges.	3,483.00
Development Management - Statutory Fees	Erection/alterations/replacement of plant and machinery	'Not more than 1 hectare' - £578 for each 0.1 hectare (or part thereof)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 3 categories/ charges.	578.00
Development Management - Statutory Fees	Erection/alterations/replacement of plant and machinery	More than 1 hectare but not more than 5 hectares' - £624 for each 0.1 hectare (or part thereof)	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	624.00
Development Management - Statutory Fees	Prior Approval	Construction of new dwelling houses - Not more than 10 dwellings' - £418 for each dwelling house	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	418.00
Development Management - Statutory Fees	Prior Approval	Construction of new dwelling houses - 'Between 10 and 50 dwelling houses' - £451 for each dwelling house	Government set fee have now changed their categories and charges. For example for one existing category/charge has now been split into new 2 categories/ charges.	451.00
Development Management - Statutory Fees	Change of Use of a building to use as one or more separate dwelling houses, or other cases	Between 10 and 50 dwelling houses - £624 for each dwelling house	Government set fee have now changed their categories and charges.	624.00
Health & Safety Courses	Charges per person	1 day Doncaster Council bespoke course - Plus Per Delegate to cover workbooks, exam fee, certificate, postage, admin, etc	New courses introduced due to qualification updates	27.00
Health & Safety Courses	Charges per person	Fire Awareness	New courses introduced due to qualification updates	40.00
Health & Safety Courses	Charges per person	Fire Warden	New courses introduced due to qualification updates	40.00
Health & Safety Courses	Charges per person	Highfield Level 2 Award in Food Safety for Catering (RQF)	New courses introduced due to qualification updates	59.00
Health & Safety Courses	Charges per person	L3 Emergency First Aid 1 day	New courses introduced due to qualification updates	74.80
Health & Safety Courses	Charges per person	L3 Emergency Paediatric 1 day	New courses introduced due to qualification updates	74.80
Health & Safety Courses	Charges per person	L3 First Aid at work 3 day	New courses introduced due to qualification updates	257.40
Health & Safety Courses	Charges per person	L3 First Aid at work Requal 2 day	New courses introduced due to qualification updates	184.80
Health & Safety Courses	Charges per person	L3 Paediatric 2 day	New courses introduced due to qualification updates	167.50
Health & Safety Courses	Charges per person	Site Supervisor Awareness Training 1/2 day	New courses introduced due to qualification updates	49.50
Health & Safety Courses	Charged per course	1 day Doncaster Council bespoke Course - Tuition fee Tuition fee (per course) includes preparation & planning time etc	New courses introduced due to qualification updates	350.00
Health & Safety Courses	Charged per course	L2 Infection Prevention and Control in a Health and Social Care Setting Full Course	New courses introduced due to qualification updates	555.00
Health & Safety Courses	Charged per course	L3 Emergency First Aid 1 day Full Course	New courses introduced due to qualification updates	467.50
Health & Safety Courses	Charged per course	L3 Emergency Paediatric 1 day Full Course	New courses introduced due to qualification updates	467.50
Health & Safety Courses	Charged per course	L3 First Aid at work 3 day Full Course	New courses introduced due to qualification updates	1,061.50
Health & Safety Courses	Charged per course	L3 First Aid at work Requal 2 day Full Course	New courses introduced due to qualification updates	748.00

New Fees & Charges

Service	Charge	Detail	Description	Proposed charge from 1st April 2024
Health & Safety Courses	Charged per course	L3 Food Safety Full Course	New courses introduced due to qualification updates	555.00
Health & Safety Courses	Charged per course	L3 Paediatric 2 day Full Course	New courses introduced due to qualification updates	935.00
Health & Safety Courses	Charged per course	New Enhanced Nutrition & Hydration Full Course	New courses introduced due to qualification updates	505.00
Health & Safety Courses	Charged per course	Non accredited 1/2 day bespoke H&S courses Full Course	New courses introduced due to qualification updates	231.00
Health & Safety Courses	Charged per course	Safe Use of Ladders Awareness Full Course	New courses introduced due to qualification updates	231.00
Events Doncaster	Tables folding (14 available)	£5 each per day	New fee to offer the hire of folding tables direct from the events team	5.00
Events Doncaster	Table oblong (6 available)	£5 each per day	New fee for the hire of table from the events team	5.00
Events Doncaster	Chairs (maroon/100 available) Chairs (black/30 available)	£2 each per day	New fee to offer the hire of chairs direct from the events team	2.00
Events Doncaster	not for use on grass Gazebo 3m x 3m with sides	£2 each per day	New fee to offer the hire of chairs direct from the events team	2.00
Events Doncaster	(14 available) Gazebo 6m x 3m with sides (1 available)	£30 each per day	New fee to offer the hire of a gazebo from the events team	30.00
Events Doncaster	Events Seminar	£50 each per day	New fee to offer the hire of a gazebo from the events team	50.00
Events Doncaster	Commercial Events	£20 booking fee	New events seminar fee	20.00
Events Doncaster	Consultancy	£30 per hour	New fee for consultancy on events	30.00
Events Doncaster	Events Sponsorship	Variable, available on request	(blank)	
Libraries	Libraries - Specialist Service Charges	Photocopies / Printing - A4 Colour	New fee for 2024-25 to simplify photocopying and printing charges previously offered	0.50
Libraries	Libraries - Specialist Service Charges	Printing from screen A4 Black/White- Branch library	New fee for 2024-25 to simplify photocopying and printing charges previously offered	0.20
Libraries	Libraries - Specialist Service Charges	Printing from screen A4 Black/White- Central Library	New fee for 2024-25 to simplify photocopying and printing charges previously offered	0.15
Libraries	Libraries - Specialist Service Charges	Printing from screen- Colour	New fee for 2024-25 to simplify photocopying and printing charges previously offered	0.50
Libraries	Archives and Local Studies Charges	Digital and hard copy map reproduction	New fee to simplify cost of service	0.00
Libraries	Archives and Local Studies Charges	Full day photo pass	New fee based on customer feedback	10.00
Libraries	Archives and Local Studies Charges	Half day photo pass	New fee based on customer feedback	5.00
Libraries	Archives and Local Studies Charges	Image usage charge - Non commercial charge per image	New fee to simplify cost of service	10.00
Libraries	Archives and Local Studies Charges	Talks	New fee introduce for 2024-25 for talks on the local area	50.00
Libraries	Doncaster Libraries Service for Blind and Partially Sighted People	Braille Reproduction- per document	New fee to simplify cost of service	15.00
Libraries	Doncaster Libraries Service for Blind and Partially Sighted People	Greetings card Braille	New fee to simplify cost of service	0.70
Museums	Cusworth Hall	Whole park hire	New fee introduced to offer full park hire at Cusworth Hall	400.00
Museums	General	Half day photo pass	New fee based on customer feedback	10.00
Museums	General	Half day photo pass	New fee based on customer feedback	5.00
Museums	Danum Gallery, Library and Museum	Room Hire - Commercial Rates - Out of hours	New fees introduced for room hire at Danum Gallery, Library and Museum	105.00
Museums	Danum Gallery, Library and Museum	Room Hire - Non Profit Organisations - Out of hours	New fees introduced for room hire at Danum Gallery, Library and Museum	75.00
Pest Control	Dwellings - Insects - Additional wasp nest treatment	Treatment Fee per additional nest	New charge to ensure full cost is covered as this will be higher when there is more than one nest	12.00

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
				£625.00
Bereavement Services	Burial	Childs Grave Exclusive Right 100 years *No charge to family, fees claimed from Government fund	The fees should be published as FOC as no charge to the family. The fees are reclaimed from Government and therefore would like to increase more than the 6.7% due to the change from 50 years to 100 years	
Bereavement Services	Burial	Interment Fee (up to age of 18) *No charge to family, fees claimed from Government fund	Fees reclaimed from Government fund not the family and therefore would like to increase by more than 6.7%	£570.00
Bereavement Services	Cremation	Children (below 18) inc medical fee *No charge to family, fees claimed from Government fund	Fees reclaimed from Government fund not the family and therefore would like to increase by more than 6.7%	£675.00
Bereavement Services	Cremation	Consultation and help with completing cremation forms for independent funerals	In order to stay competitive, and feel a price rise may put people off using the service	£222.00
Bereavement Services	Cremation	Direct cremation before 9.30 or after 4.00 - (No service or attendance)	Brought down the price of Direct cremations slightly in order to keep competitive (these are more price sensitive)	£450.00
Bereavement Services	Cremation	Exhumation/Extra large casket	In response to an increase in the cost therefore would like to increase more than 6.7%	£165.00
Bereavement Services	Memorial Items - Memorials	Granite vases for path side renewal - 10 years	Granite vases are no longer offered to new customers however, we want to encourage families to renew existing ones, therefore the price has been decreased to encourage take up.	£495.00
Bereavement Services	Memorial Items - Memorials	Granite vases for path side renewal - 10 years		£395.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any alteration of a dwelling creating one or more rooms in roof space, including means of access.	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any alteration of a dwelling creating one or more rooms in roof space, including means of access.	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£635.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any alteration of a dwelling creating one or more rooms in roof space, including means of access.	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£635.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any alteration of a dwelling creating one or more rooms in roof space, including means of access.	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£187.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area of which does not exceed 10m ² . that extension	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area of which does not exceed 10m ² . that extension	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£427.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area of which does not exceed 10m ² . that extension	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£427.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area of which does not exceed 10m ² . that extension	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£370.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 10m ² and 40m ²	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 10m ² and 40m ²	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£610.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 10m ² and 40m ²	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£610.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 10m ² and 40m ²	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£493.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 40m ² and 60m ² .	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 40m ² and 60m ² .	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 40m ² and 60m ² .	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£733.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 40m ² and 60m ² .	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£733.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 60m ² and 100m ² .	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£577.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 60m ² and 100m ² .	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 60m ² and 100m ² .	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£817.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 60m ² and 100m ² . Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £2,000.	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£817.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £2,000.	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£208.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any extension of a dwelling with an internal floor area between 60m ² and 100m ² . Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £2,000.	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£208.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £2,000.	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£208.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £2,000 but does not exceed £5,000.	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£306.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £2,000 but does not exceed £5,000.	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£306.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £2,000 but does not exceed £5,000.	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£306.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£200.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£440.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£440.00

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£420.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£240.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£660.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£660.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Conversion of a domestic garage to create a habitable space	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£119.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Conversion of a domestic garage to create a habitable space	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£226.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Conversion of a domestic garage to create a habitable space	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£345.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Conversion of a domestic garage to create a habitable space	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£345.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area not exceeding 36m ² .	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£74.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area not exceeding 36m ² .	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£226.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area not exceeding 36m ² .	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£300.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area not exceeding 36m ² .	Building Notice or reversion Charge including VAT	No increase as need to remain competitive in this area of work.	£300.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area 36- 100m ² .	Amount of Inspection Charge	No increase as need to remain competitive in this area of work.	£177.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area 36- 100m ² .	Amount of Plan Charge	No increase as need to remain competitive in this area of work.	£226.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area 36- 100m ² .	Amount of Regularisation Charge (No VAT)	No increase as need to remain competitive in this area of work.	£403.00
Building Control - Planning & Building Control Fees for Small Domestic Buildings - Table B	Erection or extension of a non exempt attached or detached domestic garage or carport or having a floor area 36- 100m ² .	Building Notice or reservation Charge including VAT	No increase as need to remain competitive in this area of work.	£403.00
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday - 1 Hour	Parking Charges Increased by 10p per session	£1.30
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday - 2 Hours	Parking Charges Increased by 10p per session	£2.40
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday - 3 Hours	Parking Charges Increased by 10p per session	£3.10
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday - 4 Hours	Parking Charges Increased by 10p per session	£5.20

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday -Early bird - In between 6:00 am and 8:30 am	Parking Charges Increased by 10p per session	£3.50
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday - Over 4 Hours	Parking Charges Increased by 10p per session	£6.90
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday -Overnight - In after 6:00pm: out by 6:00 am	Parking Charges Increased by 10p per session	£1.10
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Monday - Friday -Savoy Customers Cinema parking	Parking Charges Increased by 10p per session	£1.10
Car Parking - Civic Quarter Multi Storey Car Park	Civic Quarter Multi Storey Car Park	Saturday & Sunday - All Day	Parking Charges Increased by 10p per session	£2.70
Car Parking - Off-Street	Chamber Road	1 Hour	Parking Charges Increased by 10p per session	£1.40
Car Parking - Off-Street	Chamber Road	2 Hours	Parking Charges Increased by 10p per session	£2.70
Car Parking - Off-Street	Chamber Road	3 Hours	Parking Charges Increased by 10p per session	£3.70
Car Parking - Off-Street	Chamber Road	All day	Parking Charges Increased by 10p per session	£10.60
Car Parking - Off-Street	Chamber Road	Overnight - In after 6:00pm: out by 6:00 am	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	Chappell Drive (East and West)	1 Hour	Parking Charges Increased by 10p per session	£0.60
Car Parking - Off-Street	Chappell Drive (East and West)	2 Hours	Parking Charges Increased by 10p per session	£0.60
Car Parking - Off-Street	Chappell Drive (East and West)	3 Hours	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	Chappell Drive (East and West)	4 Hours	Parking Charges Increased by 10p per session	£1.60
Car Parking - Off-Street	Chappell Drive (East and West)	Over 4 Hrs	Parking Charges Increased by 10p per session	£2.70
Car Parking - Off-Street	Church Way	1 Hour	Parking Charges Increased by 10p per session	£0.60
Car Parking - Off-Street	Church Way	2 Hours	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	Church Way	3 Hours	Parking Charges Increased by 10p per session	£1.70
Car Parking - Off-Street	Church Way	4 Hours	Parking Charges Increased by 10p per session	£2.20
Car Parking - Off-Street	Church Way	Over 4 Hrs	Parking Charges Increased by 10p per session	£2.60
Car Parking - Off-Street	College Road (Irish Club)	1 Hour	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	College Road (Irish Club)	2 Hours	Parking Charges Increased by 10p per session	£1.60
Car Parking - Off-Street	College Road (Irish Club)	3 Hours	Parking Charges Increased by 10p per session	£2.10
Car Parking - Off-Street	Colonnades	All day	Parking Charges Increased by 10p per session	£5.90
Car Parking - Off-Street	Colonnades	Per Hour	Parking Charges Increased by 10p per session	£1.70
Car Parking - Off-Street	Council House - Saturdays Only	4 Hours	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	Council House - Saturdays Only	All day	Parking Charges Increased by 10p per session	£2.10
Car Parking - Off-Street	Electric Vehicle Charging (Various locations)	3% platform operator transaction fee	Charge not increased, revised energy costs not yet known.	£0.01
Car Parking - Off-Street	Electric Vehicle Charging (Various locations)	Energy standing charge cost per kwh	Charge not increased, revised energy costs not yet known.	£0.42
Car Parking - Off-Street	Markets	1 Hour	Charges Increased by 10p per session	£1.50
Car Parking - Off-Street	Markets	2 Hours	Charges Increased by 20p per session	£3.00
Car Parking - Off-Street	Markets	3 Hours	Charges reduced to encourage longer parking sessions and increase use of the city centre.	£3.50
Car Parking - Off-Street	Markets	4 Hours	Charges reduced to encourage longer parking sessions and increase use of the city centre.	£5.00
Car Parking - Off-Street	Marshgate (North Bridge)	1 Hour	Parking Charges Increased by 10p per session	£0.60
Car Parking - Off-Street	Marshgate (North Bridge)	2 Hours	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	Marshgate (North Bridge)	3 Hours	Parking Charges Increased by 10p per session	£1.70
Car Parking - Off-Street	Marshgate (North Bridge)	4 Hours	Parking Charges Increased by 10p per session	£2.20
Car Parking - Off-Street	Marshgate (North Bridge)	All day	Parking Charges Increased by 10p per session	£2.20
Car Parking - Off-Street	Scarborough House - Saturdays Only	4 Hours	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	Scarborough House - Saturdays Only	All day	Parking Charges Increased by 10p per session	£2.10
Car Parking - Off-Street	St Georges	1 Hour	Parking Charges Increased by 10p per session	£1.10
Car Parking - Off-Street	St Georges	2 Hours	Parking Charges Increased by 10p per session	£2.10
Car Parking - Off-Street	St Georges	3 Hours (Max Stay)	Parking Charges Increased by 10p per session	£2.70
Car Parking - Off-Street	Thorne Rd (DRI)	1 Hour	Parking Charges Increased by 10p per session	£1.40
Car Parking - Off-Street	Thorne Rd (DRI)	2 Hours	Parking Charges Increased by 10p per session	£2.70
Car Parking - Off-Street	Thorne Rd (DRI)	3 Hours	Parking Charges Increased by 10p per session	£3.20
Car Parking - Off-Street	Thorne Rd (DRI)	4 Hours (Max stay)	Parking Charges Increased by 10p per session	£3.80
Car Parking - Off-Street	Wood Street	1 Hour	Parking Charges Increased by 10p per session	£1.40
Car Parking - Off-Street	Wood Street	2 Hours	Parking Charges Increased by 10p per session	£2.70
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Catherine Street (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Chamber Road (on street per hour)	Parking Charges Increased by 10p per session	£1.10

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Chequer Road (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	College Road (per hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Copley Road (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Dispensations (per Day)	Parking Charges Increased by 10p per session	£16.50
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Eastlathgate (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Francis Street (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Greyfriars Rd (per hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Horse Fair Green (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Market Place (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Nether Hall Road (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Park Road (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Princegate (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Prince's street (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Spring Gardens (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	St George Gate (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Sunny bar (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - On Street Pay & Display (Outside scope of VAT):	On Street Pay & Display	Wood Street (per 1/2 hour)	Parking Charges Increased by 10p per session	£1.10
Car Parking - Residents parking permits	Per annum charges	Day Electronic Session (initial issue of 50)	Charge not increased. Currently out to consultation with residents, following consultation there will be a separate report written	£37.00
Car Parking - Residents parking permits	Per annum charges	Day Electronic Session (then per electronic day session)	Charge not increased. Currently out to consultation with residents, following consultation there will be a separate report written	£3.70
Car Parking - Residents parking permits	Per annum charges	Per Permit (Residents, Charities & Carers) 5 maximum	Charge not increased. Currently out to consultation with residents, following consultation there will be a separate report written	£37.00
Car Parking - Residents parking permits	Per annum charges	Permit (Businesses)	Charge not increased. Currently out to consultation with residents, following consultation there will be a separate report written	£74.00
Car Parking - Residents parking permits	Per annum charges	Permit (Landlords)	Charge not increased. Currently out to consultation with residents, following consultation there will be a separate report written	£147.00
Car Parking - Staff & Partners Parking	Staff & Partners Parking	Discounted Daily Sessions	Parking Charges Increased by 10p per session The service need to ensure they're providing value for money for the services and the costs are already high. The intention is to conduct a review to ensure the current costs are reasonable and the cutting off of an intruder alarm (normally when people are away on holiday) is something that the service is concerned will create undue financial pressure for residents without any warning.	£3.20
Environment Public Health & Planning Enforcement	Environment	Cutting alarms after service of notice - External	Charge not increased. The service need to ensure they're providing value for money for the services and the costs are already high. The intention is to conduct a review to ensure the current costs are reasonable and the cutting off of an intruder alarm (normally when people are away on holiday) is something that the service is concerned will create undue financial pressure for residents without any warning.	£627.00
Environment Public Health & Planning Enforcement	Environment	Cutting alarms after service of notice - Internal	Charge not increased. The service need to ensure they're providing value for money for the services and the costs are already high. The intention is to conduct a review to ensure the current costs are reasonable and the cutting off of an intruder alarm (normally when people are away on holiday) is something that the service is concerned will create undue financial pressure for residents without any warning.	

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
Health & Safety Courses	Individual delegate prices	Award in Underage Sales Prevention (AUSP) Level 2	Concern that any increase would deter customers from booking on training courses	£49.00
Health & Safety Courses	Individual delegate prices	Level 2 Award for Personal Licence Holders (APLH)	Concern that any increase would deter customers from booking on training courses	£105.00
Health & Social Care	Adult Day Centres - Transport (No VAT)	Transport - per Journey	Cabinet report 25/02/20 agreed £1 per annum increase until service no longer subsidised	£8.00
			New systems are now used by the service for qualifications and the cost has reduced. The fee is based on the cost for the qualification and the cost of the learning assistant system used. The fees are then worked out on the length of the qualification i.e. 8 months, 12 months or 24 months. For 2024/25 this has resulted in a reduction in the fee to be charged.	£277.00
Health & Social Care	Adult Residential Services	Training Related - Health and Social Care Qualification - Level Five		£234.00
			New systems are now used by the service for qualifications and the cost has reduced. The fee is based on the cost for the qualification and the cost of the learning assistant system used. The fees are then worked out on the length of the qualification i.e. 8 months, 12 months or 24 months. For 2024/25 this has resulted in a reduction in the fee to be charged.	
Health & Social Care	Adult Residential Services	Training Related - Health and Social Care Qualification - Level Four		£177.00
			New systems are now used by the service for qualifications and the cost has reduced. The fee is based on the cost for the qualification and the cost of the learning assistant system used. The fees are then worked out on the length of the qualification i.e. 8 months, 12 months or 24 months. For 2024/25 this has resulted in a reduction in the fee to be charged.	
Health & Social Care	Adult Residential Services	Training Related - Health and Social Care Qualification - Level Three		£142.00
			New systems are now used by the service for qualifications and the cost has reduced. The fee is based on the cost for the qualification and the cost of the learning assistant system used. The fees are then worked out on the length of the qualification i.e. 8 months, 12 months or 24 months. For 2024/25 this has resulted in a reduction in the fee to be charged.	
Health & Social Care	Adult Residential Services	Training Related - Health and Social Care Qualification - Level Two		£100.00
			New systems are now used by the service for qualifications and the cost has reduced. The fee is based on the cost for the qualification and the cost of the learning assistant system used. The fees are then worked out on the length of the qualification i.e. 8 months, 12 months or 24 months. For 2024/25 this has resulted in a reduction in the fee to be charged.	
Health & Social Care	Adult Residential Services	Training Related - Training Cancellation and Non Attendance Fee (Full-day Course)		£50.00
			New systems are now used by the service for qualifications and the cost has reduced. The fee is based on the cost for the qualification and the cost of the learning assistant system used. The fees are then worked out on the length of the qualification i.e. 8 months, 12 months or 24 months. For 2024/25 this has resulted in a reduction in the fee to be charged.	
Health & Social Care	Adult Residential Services	Training Related - Training Cancellation and Non Attendance Fee (Half-day Course)		Actual Cost
Health & Social Care	Safeguarding Personal Assets - Protection of Property fee	Boarding of animals	Based on actual cost to the service	Actual Cost
Health & Social Care	Safeguarding Personal Assets - Protection of Property fee	Storage of property	Based on actual cost to the service	£555.00
			Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	
Highways	Highways	Private Road Openings		

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
			Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£40.00
Highways	Highways	Streetworks Permits - Immediate Activity Permit - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£60.00
Highways	Highways	Streetworks Permits - Immediate Activity Permit - Full Fee	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£75.00
Highways	Highways	Streetworks Permits - Major Works 4 to 10 days - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£130.00
Highways	Highways	Streetworks Permits - Major Works 4 to 10 days - Full Fee	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£150.00
Highways	Highways	Streetworks Permits - Major Works over 10 days or requiring a Traffic Regulation Order - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£240.00
Highways	Highways	Streetworks Permits - Major Works over 10 days or requiring a Traffic Regulation Order - Full Fee	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£65.00
Highways	Highways	Streetworks Permits - Major Works up to 3 days - Full Fee	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£45.00
Highways	Highways	Streetworks Permits - Major Works up to 3 days wholly outside of Traffic Sensitive Times - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
			Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£45.00
Highways	Highways	Streetworks Permits - Minor Activity Permit - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£65.00
Highways	Highways	Streetworks Permits - Minor Activity Permit - Full Fee	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£75.00
Highways	Highways	Streetworks Permits - Provisional Advance Authorisation - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£105.00
Highways	Highways	Streetworks Permits - Provisional Advance Authorisation - Full Fee	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£75.00
Highways	Highways	Streetworks Permits - Standard Activity Permit - Discounted Fee (working wholly outside of traffic sensitive times)	Streetwork permit fees and set via a process that is governed by the Traffic Management Permit Regulations 2007. This includes a separate prescriptive process and consultation. Prices are capped by the DfT. There is currently an ongoing Permit Scheme Review and Permit Fee Review which will be based on the cost of operating the scheme on a profit/loss basis. Any increase or reduction in the current permit fee will be implemented from the 1st April 2024.	£130.00
Highways	Highways	Streetworks Permits - Standard Activity Permit - Full Fee	The legislation used to recover TTRO costs is the Local Government (Transport Charges) Regulation 1998 which states that fees should be set based on the cost of providing the service. The average price across Yorkshire LA's is £1140 which exposes CDC fee open to challenge. The fee is made up significantly by advertising fees which costs remain stable. In addition 40% of TR0's are for internal works therefore a fee increase is not supported.	£1,584.00
Highways	Highways	Temporary Traffic Regulation Orders	The proposed increase on LLC1 charges (£2) added to this fee.competition from other providers.	£74.60
Land Charges	Land Charges	CON29R (Enq of LA inc Public Register info)	No increase due to competition from other providers.	£28.00
Land Charges	Land Charges	LLC1 Only (Official Search - Land Charges Register)		£1,750.00
		Where the Council prepare the auction pack (preparation of auction pack, contract, transfer and provision of searches)		
Legal	Auction Fee	A caveat is that If the land or property has opted to tax then the fee would be subject to standard rate VAT.	Fee increased substantially in May 2023 - no proposed increase	

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
		Compliance with overage, lakeside service charge, certificate on disposal of an ex RTB property when it changes hands.		£75.00
Legal	Certificate of Compliance	Legal need to check title/documents Once checks made and satisfied a compliance certificate is issued	New fee introduced in May 2023 - no proposed increase	£75.00
Legal	Garden Land	Connected to the above where the owner sell their property, the transfer will require the new owner to enter into a deed of covenant with the Council	New fee introduced in May 2023 - no proposed increase	£350.00
Legal	Garden Land Disposal	Where the owner of the property wishes to purchase available additional land and move their red line boundary, (will include a covenant in the favour of the Council and may also require an overage provisions within the transfer) costs reflects the legal work	Fee increased substantially in May 2023 - no proposed increase	£800.00
Legal	Lease Assignment	Where the existing tenant approaches the Council to transfer the lease to a new tenant		
Legal	Lease Assignment	A caveat is that If the land or property has opted to tax then the fee would be subject to standard rate VAT.	New fee introduced in May 2023 - no proposed increase	£800.00
Legal	Licence to Underlet / Change Use	Where the existing tenant approaches the Council to obtain and licence/consent to carry works on the premises	New fee introduced in May 2023 - no proposed increase	£800.00
Legal	Licence/consent to carry out work	A caveat is that If the land or property has opted to tax then the fee would be subject to standard rate VAT.	New fee introduced in May 2023 - no proposed increase	£300.00
Legal	License to Occupy	Where a licensee/occupier approaches the Council to occupy the land/access to land to carry out works. Generally Assets issue using a template provided by legal. Where the licence to occupy is complicated and legal are instructed – propose to charge	New fee introduced in May 2023 - no proposed increase	£600.00
Legal	Wayleaves Agreement	A caveat is that If the land or property has opted to tax then the fee would be subject to standard rate VAT.	New fee introduced in May 2023 - no proposed increase	£125.00
Libraries	Archives and Local Studies Charges	Image usage charge - Commercial History (up to 5 images)	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£250.00
Libraries	Archives and Local Studies Charges	Image usage charge - Film Location Fee	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£250.00
Libraries	Archives and Local Studies Charges	Image usage charge - International	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£45.00
Libraries	Archives and Local Studies Charges	Image usage charge - Local	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£150.00
Libraries	Archives and Local Studies Charges	Image usage charge - National	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£115.00
Libraries	Archives and Local Studies Charges	Research Service - Commercial enquiries (per 30 minutes)	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£45.00
Libraries	Archives and Local Studies Charges	Research Service - Legal Evidence letter	No price increase applied for 2024/25. These fees impact on people with often some of our customers' greatest access needs	£1.10
Libraries	Loan Charges and Fines	Talking and Audio Books - Talking Books (3 weeks loan)	Selective licences have stayed the same for schemes still within their 5 year period.	£0.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	CDC 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	The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
			Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£600.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 1 (5 Year licence) 01/03/22-28/02/23		
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 2 (4 Year Licence) 01/03/23-29/02/24	Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£520.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 3 (3year licence) 01/03/24-28/02/25	Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£440.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 4 (2 year licence) 01/03/25-28/02/26	Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£360.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 5 (1year licence) 01/03/26-28/02/27	Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£280.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£50.00
Licensing	Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	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 licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 28/02/2027 so new fees are proposed for the successor scheme.	£0.00
Mansion House	Mansion House	Room Hire - per hour (Large room) In hours	Charges increased to reflect the cost of staffing	£195.00
Mansion House	Mansion House	Room Hire - per hour (Large room) Out of hours	Charges increased to reflect the cost of staffing	£230.00
Mansion House	Mansion House	Room Hire - per hour (Small room) In hours	Charges increased to reflect the cost of staffing	£55.00
Mansion House	Mansion House	Room Hire - per hour (Small room) Out of hours	Charges increased to reflect the cost of staffing	£100.00
Mansion House	Mansion House	Tours - Minimum charge per tour £50.00 (£5.00 per person)	Charges increased to reflect the cost of staffing	£50.00
Museums	Cusworth Hall, Museum & Park	Wedding Room Hire - Grand Salon	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£860.00
Museums	Cusworth Hall, Museum & Park	Wedding Room Hire - Ground hire	Budget holder has increased charges where considered viable to do so, above the 6.7% level, to maximise income opportunities.	£1,000.00
Music Service	Music Service	Ex Pupils - Hire of Musical Instrument	New instruments not regularly bought so not inflated.	£32.00
Music Service	Music Service	Hire of Musical Instrument	New instruments not regularly bought so not inflated.	£16.00
Parks & Playing Fields	Pavilions / Sandall Beat Visitors centre:	Hire of room per hour (external)	Condition of the classroom is poor so does not feel value for money for schools who hire the room, so it is preferred not to apply any further increase.	£12.00
Pest Control	Dwellings - Bed Bugs	Applies to domestic customers in receipt of Housing Benefit and/or LTSS - per visit	Proposed increase to ensure full cost is covered as currently running at a loss	£126.50
Pest Control	Dwellings - Bed Bugs	Per visit	Proposed increase to ensure full cost is covered as currently running at a loss	£145.50
Registrars - Non-Statutory Fees	Hire of Registrar	Saturday	Charges increased by £10 - highly competitive with neighbouring authorities and independent celebrants. Would be likely to lose business if increased further.	£500.00
Transport Service Fees	MOT Fees	Car or light van (Class 4) re-test fee	Statutory Fee	£10.00
Transport Service Fees	MOT Fees	Car or light van (Class 4) test fee	Statutory Fee	£45.00
Transport Service Fees	MOT Fees	Light Commercial (Class 7) re-test fee	Statutory Fee	£20.00
Transport Service Fees	MOT Fees	Light Commercial (Class 7) test fee	Statutory Fee	£55.00

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
Transport Service Fees	MOT Fees	Light Minibuses (Class 5) re-test fee	Statutory Fee	£20.00
Transport Service Fees	MOT Fees	Light Minibuses (Class 5) test fee	Statutory Fee	£55.00
				Price on application
Waste and Recycling	Commercial Recycling	Additional Receptacle - 1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Additional Receptacle - 240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Additional Receptacle - 360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Additional Receptacle - 660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Additional Receptacle - Sack	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Charities Initial Receptacle - 1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Charities Initial Receptacle - 240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Charities Initial Receptacle - 360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Charities Initial Receptacle - 660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Charities Initial Receptacle - Sack	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Initial Receptacle - 1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Initial Receptacle - 240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Initial Receptacle - 360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Initial Receptacle - 660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Commercial Recycling	Initial Receptacle - Sack	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Charities Weekly Charge	1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Charities Weekly Charge	240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Charities Weekly Charge	360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Charities Weekly Charge	660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application

Fees & Charges not increasing by 6.7%

Service	Charge	Detail	Explanation for the exception to the 6.7% overall increase (Excluding those set by statute)	Proposed charge from 1st April 2024
				Price on application
Waste and Recycling	Wheeled Bins Charities Weekly Charge	Sack	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Compaction Weekly Charge	1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Compaction Weekly Charge	240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Compaction Weekly Charge	360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Compaction Weekly Charge	660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Including Domestic Weekly Charge	1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Including Domestic Weekly Charge	240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Including Domestic Weekly Charge	360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Including Domestic Weekly Charge	660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Including Domestic Weekly Charge	Sack	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Weekly Charge	1100 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Weekly Charge	240 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Weekly Charge	360 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Weekly Charge	660 L	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application
Waste and Recycling	Wheeled Bins Weekly Charge	Sack	Price only proposed to be increased by 3% due to increased competition from private sector and significant loss of external customers.	Price on application

Licensing Fees & Charges

Charge	Detail	Proposed charge from 1st April 2024
	Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	£54.00
Animal Welfare	Breeding Dogs (1-3 year licence depending on star rating)	£601.00
Animal Welfare	Dangerous Wild Animals (plus Vet Fee if needed)	£197.00
Animal Welfare	Greyhound Stadium Licence	£259.00
Animal Welfare	Hiring Out Horses (1-5 Horses) (1-3 year licence depending on star rating)	£650.00
Animal Welfare	Hiring Out Horses (6+ Horses) (1-3 year licence depending on star rating)	£888.00
Animal Welfare	Keeping or Training Animals for Exhibition	£553.00
Animal Welfare	Major Amendment of Licence per hour (minimum of 2 hours)	£54.00
Animal Welfare	Minor Amendment of Licence per hour (minimum of 1 hour)	£54.00
	Providing or Arranging for the Provision of Boarding for Cats or Dogs (1-3 year licence depending on star rating)	£547.00
Animal Welfare	Request for Re-Rating per hour (minimum of 2 hours)	£54.00
Animal Welfare	Selling Animals as Pets (1-3 year licence depending on star rating)	£621.00
Animal Welfare	Zoo Licence (plus Statutory VET inspection fees as applicable)	£1,972.00
Gambling	Adult Gaming Premises - Annual Fee	£936.00
Gambling	Adult Gaming Premises - Change of circumstances	£37.00
Gambling	Adult Gaming Premises - Copy of Licence Fee	£25.00
Gambling	Adult Gaming Premises - New Premises Fee	£1,662.00
	Adult Gaming Premises - Non-conversion fee where a provisional statement has already been granted	£972.00
Gambling	Adult Gaming Premises - Provisional Statement Fee	£1,662.00
Gambling	Adult Gaming Premises - Re-Instatement Fee	£972.00
Gambling	Adult Gaming Premises - Transfer Fee	£972.00
Gambling	Adult Gaming Premises - Variation Fee	£972.00
Gambling	Betting Premises (other) - Annual Fee	£554.00
Gambling	Betting Premises (other) - Change of circumstances	£37.00
Gambling	Betting Premises (other) - Copy of Licence Fee	£25.00
Gambling	Betting Premises (other) - New Premises Fee	£2,401.00
	Betting Premises (other) - Non-conversion fee where a provisional statement has already been granted	£936.00
Gambling	Betting Premises (other) - Provisional Statement Fee	£2,401.00
Gambling	Betting Premises (other) - Re-Instatement Fee	£972.00
Gambling	Betting Premises (other) - Temporary Use Notice	£100.00
Gambling	Betting Premises (other) - Transfer Fee	£972.00
Gambling	Betting Premises (other) - Variation Fee	£1,158.00
Gambling	Betting Premises (Track) - Annual Fee	£1,021.00
Gambling	Betting Premises (Track) - Change of circumstances	£37.00
Gambling	Betting Premises (Track) - Copy of Licence Fee	£25.00
Gambling	Betting Premises (Track) - New Premises Fee	£2,586.00
	Betting Premises (Track) - Non-conversion fee where a provisional statement has already been granted	£972.00
Gambling	Betting Premises (Track) - Provisional Statement Fee	£2,586.00
Gambling	Betting Premises (Track) - Re-Instatement Fee	£972.00
Gambling	Betting Premises (Track) - Transfer Fee	£972.00
Gambling	Betting Premises (Track) - Variation Fee	£1,021.00
Gambling	Bingo Premises - Annual Fee	£972.00
Gambling	Bingo Premises - Change of circumstances	£37.00
Gambling	Bingo Premises - Copy of Licence Fee	£25.00
Gambling	Bingo Premises - New Premises Fee	£1,662.00
	Bingo Premises - Non-conversion fee where a provisional statement has already been granted	£924.00
Gambling	Bingo Premises - Provisional Statement Fee	£1,662.00
Gambling	Bingo Premises - Re-Instatement Fee	£972.00
Gambling	Bingo Premises - Transfer Fee	£972.00
Gambling	Bingo Premises - Variation Fee	£1,541.00
Gambling	Family Entertainment Premises - Annual Fee	£678.00
Gambling	Family Entertainment Premises - Change of circumstances	£37.00
Gambling	Family Entertainment Premises - Copy of Licence Fee	£25.00
Gambling	Family Entertainment Premises - New Premises Fee	£1,662.00
	Family Entertainment Premises - Non-conversion fee where a provisional statement has already been granted	£972.00
Gambling	Family Entertainment Premises - Provisional Statement Fee	£1,662.00
Gambling	Family Entertainment Premises - Re-Instatement Fee	£972.00
Gambling	Family Entertainment Premises - Transfer Fee	£972.00
Gambling	Family Entertainment Premises - Variation Fee	£972.00
Gambling	Lotteries	Variable
		£950.00
Landlord Licences - Houses in Multiple Occupation	Landlord Licence Basic fees (5 person HMO)	£65.00
Landlord Licences - Houses in Multiple Occupation	Fee for each additional bedroom	

Licensing Fees & Charges

Charge	Detail	Proposed charge from 1st April 2024
		£886.00
Landlord Licences - Houses in Multiple Occupation	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.	£65.00
Landlord Licences - Houses in Multiple Occupation	Additional fee for Each Bedroom in the house	£43.00
Landlord Licences - Houses in Multiple Occupation	Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)	
Landlord Licences - Houses in Multiple Occupation	Extra costs incurred which are prompted i.e after 3 months. Additional £50.00 charge added to the fee.	£181.00
Landlord Licences - Houses in Multiple Occupation	Property inspection report - immigration & visa	
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	CDC 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 licencing period	£600.00
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 1 (5 Year licence) 01/03/22-28/02/23	£520.00
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 2 (4 Year Licence) 01/03/23-29/02/24	£440.00
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 3 (3year licence) 01/03/24-28/02/25	£360.00
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 4 (2 year licence) 01/03/25-28/02/26	£280.00
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Year 5 (1year licence) 01/03/26-28/02/27	£50.00
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	
Landlord Licences - Selective Licencing Hexthorpe - 01/3/2022 to 28/02/2027 Fixed Term	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.	
Other Licences	Acupuncturist/Tattooist/Ear Piercing	£271.00
Other Licences	Transfer or to Add Person	£73.00
Other Licences	Civil Marriage Licence	£1,673.00
Other Licences	Approval of Religious premises as a place at which two people may register as civil partners of each other.	£1,138.00
Other Licences	Alfresco Dining License	£107.00
Other Licences	Scrap Metal Dealer - Site	£431.00
Other Licences	Scrap Metal Dealer - Collector	£277.00
Other Licences	Scrap Metal Dealer - Change of name of Licensee	£32.00
Other Licences	Scrap Metal Dealer - Change from Site to Collector	£32.00
Other Licences	Scrap Metal Dealer - Change from Collector to Site	£271.00
Other Licences	Scrap Metal Dealer - Change of Site Manager	£271.00
Other Licences	Scrap Metal Dealer - Additional Site(s) to Licence	£106.00
Other Licences	Sex Establishment Licence Application	£3,498.00
Other Licences	Sex Establishment Licence Renewal	£3,498.00
Other Licences	Sex Establishment Licence Variation or Transfer	£2,582.00
Other Licences	Copy of Licence Fee (Unspecified)	£25.00
Liquor Licences	Personal Licence	£37.00
Liquor Licences	Premises Licence	Variable
Private Hire/Hackney	Vehicle Licensing Hackney (Inc plates & first test)	£302.00
Private Hire/Hackney	Vehicle Licensing Private Hire (Inc plates & first test)	£302.00
Private Hire/Hackney	Vehicle Test at North Bridge	£77.00
Private Hire/Hackney	Retest of Vehicle	£35.00
Private Hire/Hackney	Admin charge on lifting Suspensions	£32.00
Private Hire/Hackney	Private Hire Operators Licence	£591.00
Private Hire/Hackney	Application for Drivers Licence (+ DBS + Knowledge test)	£201.50
Private Hire/Hackney	Joint Application (+ DBS + Knowledge test)	£201.50
Private Hire/Hackney	Renewal of drivers licence	£159.00
Private Hire/Hackney	Knowledge and Safeguarding Assessment	£87.50
Private Hire/Hackney	Replacement Badge / Licence	£32.00
Private Hire/Hackney	Sealing of meter	£58.50
Private Hire/Hackney	Advertising on Taxis Full Livery	£38.50
Private Hire/Hackney	Transfer of ownership	£57.50
Private Hire/Hackney	Surrender of Vehicle Licence / Suspension admin fee	£32.00
Private Hire/Hackney	Front plate bracket	£7.50
Private Hire/Hackney	Rear plate bracket	£15.50
Private Hire/Hackney	Replacement Front plate	£22.50
Private Hire/Hackney	Replacement Rear plate	£35.00

Appendix H**Reserves (Estimated Balance at 31st March 2024)***

	£m
Restriction (conditions attached to use)	
Public Health	5.605
School Balances	3.068
Adult Social Care Contracts	3.052
Health & Social Care Transformation Fund	2.330
Section 106 (Town and Country Planning Act 1990) Planning and Other Revenue	1.745
Section 38 (The Highways Act 1980) Income	1.265
Domestic Abuse new burdens	0.795
Section 106 (Town and Country Planning Act 1990) Open Spaces Revenue	0.468
Various Section 278 (The Highways Act 1980)	0.391
Asylum Seekers Support Grant	0.333
Lakeside Service Charge Contr Plot 5A	0.275
Bridging Hotel Grant	0.272
Leisure Park Ph2 Plot 6 Service charge	0.269
Regional Adoption Agency (RAA)	0.236
Supporting People/DV underspend	0.230
Planning Reducing Invalid Planning Applications (RIPA) / Back Office Planning	0.204
Sustainable Drainage Approval Body (SAB)	0.198
Port Transition Funding	0.191
European Social Fund	0.147
Pathway to Traineeships (Skills Funding Agency)	0.125
COVID-19 Clinically extremely vulnerable grant	0.116
Town Fund Capacity	0.111
Shaping Stainforth (Public Health)	0.099
Bridges Commuted Sums	0.097
Local Data Accelerator Fund	0.083
Lincoln Gardens Six Streets	0.066
Colonnades Tenants Repairs Fund	0.056
DEFRA Woodland Creator Accelerator Fund	0.055
Others (less than £50k)	0.205
Restriction Total	22.087

Reserves (Estimated Balance at 31st March 2024)*

	£m
Specific Allocations	
Business Rates Volatility	11.427
Service Transformation Fund	9.336
Severance costs	7.746
Enhance Leisure Facilities	5.083
Environment & Sustainability/Net Zero Carbon	4.800
Revenue Contribution to the Capital Programme (pre-work/development costs)	3.762
Insurance Fund	3.399
Civic Office Major Items Replacement	1.987
New National Non-Domestic Rates (NNDR) Incentive Scheme	1.866
COVID-19 Response	1.709
Specialist Safeguarding	1.350
Homes for Ukraine Grant	1.091
Stronger Families Programme	0.634
Safeguarding Buisness Unit	0.603
Revenue Contribution to capital schemes for Road Improvement & Safety	0.599
Well Doncaster match funding	0.452
Economic Recovery Grants	0.416
Family Hubs & Start for Life	0.352
All Out Local Elections - Four Year Cycle	0.338
Rough Sleepers Allowance (RSI)	0.232
Transformational projects in Social Care	0.216
Section 106 (Town and Country Planning Act 1990) Interest balances	0.140
One Public Estate Programme	0.129
Strategic Asset Management	0.100
Examination In Public (Local Development Framework Sites and Policies)	0.096
Enterprise Resource Planning (ERP) - Phase 2	0.092
Planning Enforcement Fund	0.050
Others (less than £50k)	0.235
Specific Total	58.240

* This does not take account of how any remaining 2023/24 projected overspend will be funded.

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 23/24 & 24/25 £m
Known provisions and contingent liabilities as at January 2024	An Insurance Fund provision of £3.8m has been made as per the methodology agreed. A provision of £1.6m for NNDR appeals has been made in 23/24 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 2.0
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 2024/25 budget proposals	It is prudent to include a risk regarding the deliverability of the 2024/25 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 2024/25 and urgent action taken if targets are not being achieved. One-off funding of £5.8m has been identified in the 2024/25 budget (equivalent to 53% of the 2024/25 budget proposals), which is available to fund slippage on the deliverability of savings and reduces this risk.	0.0
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 2024/25 – 2027/28	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 2024/25 to be managed as part of capital monitoring process.
Treasury Management	The Council relies on short-term (circa £30m) and under borrowing (circa £160m) 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 £190m of short-term and under-borrowing with long term borrowing, this could cost £8.8m per year at current rates over 5 years and could rise to £9.7m 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 £0.97m for every 1% increase in interest rates.	Up to 4.0

Risk	Risks & Quantification	Maximum Potential Call on Reserves 23/24 & 24/25 £m
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		9.0
Uncommitted Reserves Available based on best estimates		12.6

Budget Due Regard Review 2024/25

Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)
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.
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.
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.
Waste Collection	Waste collection savings can potentially be made from April 2026 through review of the specification of the waste collection contract, review of charges (to trade waste customers and the public) and additional funding from government as a result of the Simpler Recycling reforms that come into effect from April 2026. There are risks that changes in govt may mean the reforms are delayed or cancelled, retendering the waste collection contract may result in increased costs).
Day Support Services	Further increase impact and value for money from day support to deliver ongoing savings from 2026/27, utilising one-off funding in advance to meet the 2024/25 target, including any one-off grants received.
Place Fees & Charges	Review all Place fees and charges to identify any potential revenue income generating opportunities. This will be subject to individual assessment and decisions.

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City of Doncaster Council

Report

Date: 7th February 2024

To: Members of Cabinet

Report Title: Housing Revenue Account Budget 2024/25 – 2027/28

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 2024/25 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 £81.86 per week which is the lowest within South Yorkshire, rents will increase by 7.7% for 2024/25, and are expected to remain the lowest.

It is worth noting that 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.

- It is proposed that the resources generated from 1% of the rent increase will be used to acquire further additional properties, in addition to the current budgets. The additional rent of £0.84m will be combined with £3.4m of prudential borrowing to acquire approximately 26 additional properties in 2024/25. This investment will provide a further increase to the number of affordable homes and continue 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 continued much needed properties to support those people who are presenting as homeless or in temporary accommodation.
- the Housing Revenue Account (HRA) budget proposals for 2024/25;
- the medium-term financial forecast for the HRA which includes estimated budgets for 2025/26, 2026/27 and 2027/28; the HRA budget follows the budget strategy as set out in previous years and maintains a reserve of £3.5m within the HRA, the budget for 2024/25 is a balanced budget (income equals expenditure); and

- the level of fees and charges for 2024/25 as detailed in paragraph 15.

EXEMPT REPORT

2. Not applicable.

RECOMMENDATIONS

3. Cabinet are asked to note this report and recommend to Council to approve the Housing Revenue Account budget proposals as set out in this report, which are:-
 - a) Rents are increased from 1st April 2024, by 7.7% as detailed in paragraphs 8 to 11 in line with Government policy. This will result in an average weekly rent increase of £6.30, resulting in an average rent of approximately £88.16 per week. Rents will be charged every week of the year.
 - b) The budget proposals for the HRA for 2024/25, which are contained in Appendix A. These proposals set a balanced budget for the HRA and maintain a reserve of £3.5m.
 - c) Fees and charges set out in paragraph 15.
4. Cabinet delegate the approval to change district heating charges in year, as a result of increases or decreases in energy costs, to the Chief Financial Officer in consultation with the relevant portfolio holder, detailed in paragraph 15.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. 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 2024/25. 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.

BACKGROUND

6. The Housing Revenue Account budget for 2023/24 was approved on 27th February 2023. Since then, the regular financial management reports to Cabinet have provided the latest projections of the 2023/24 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.

BUDGET PROPOSALS 2024/25

7. The Budget proposals for 2024/25 are shown in detail at Appendix A. The key features are as follows:-
- a) An increase in rents of 7.7% with effect from 1st April 2024 (see paragraphs 8 to 11 for more details);
 - b) Dwelling rent income is expected to be £6.8m higher at £90.5m 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 12 and 13 for definitions of rent);
 - d) Rent generated from 1% 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 26 properties will be acquired in the next year based on a 7.7% 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 significant increases in the top two priority bandings with the numbers in platinum (highest) band increasing by 139% in three years with approximately two thirds of those having been assessed as statutory homeless and an 81% 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 £3.5m 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. From 2025/26 onwards the SLHD management fee will be reduced to reflect any reductions in stock numbers (the current management fee adjustments are estimated and will be updated as and when the information is available). The details of the SLHD management fee calculations are shown at Appendix B. The management fee paid from the HRA for 2024/25 is £40.2m;
 - f) Inflationary costs were higher than budgeted for in 2023/24 and are expected to be lower in 2024/25. The impact of the under budgeted inflation in 2023/24 and the estimated increased costs as a result of inflation in 2024/25 are £3.7m;
 - g) The number of right to buy sales continues to be monitored and total sales to the 31st December 2023 were 78 giving an average of 2 sales per week (compared to 2.51 per week as of December 2022). A projected level of 90

sales, 138 new build and/or acquisitions and a void rent loss percentage of 0.95% have been used for calculating the rental income budget for 2024/25;

- 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 £19.0m has been approved (10-year period from 2024/25) with £5.0m already spent or committed in 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 (based on 2020 prices). 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 68.4%. 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 following the tragic death of Awaab Ishak in Rochdale and the publication of the Coroner's report in Autumn 2022. The ongoing costs to respond to damp, mould and condensation have been estimated at £1.0m a year, this is split equally between the housing revenue

and capital budgets, and both are funded from rent income. These additional costs equate to the equivalent of a 1.2% rent increase;

- 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 is 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. In July 2023 the RSH published draft consumer standards for social housing, these will be implemented and inspected against with effect from April 2024;
- n) It has been estimated that the additional costs arising from the new regulatory regime will be £1.1m (this includes an estimate of £0.1m for fees from the building safety regulator (yet to be confirmed) and the cost of the Housing Ombudsman. The majority of these costs relate to the requirement to carry out stock condition surveys on all properties on a rolling five-year basis (estimated at £0.8m per annum) and the fees that will be payable to the RSH (estimated at £0.16m per annum). The estimated total increased cost of all of these measures is £1.1m and equates to the equivalent of a 1.2% rent increase;
- o) A prudent level of balances for the HRA is considered to be £3.5m.

A balanced budget will be set for 2024/25. This will maintain an estimated reserve within the HRA of £3.5m by 31st March 2025.

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 2023 was 6.7% and therefore the maximum allowable rent increase from April 2024 is 7.7%. Rent increases were capped at 7% for the 2023/24 financial year. This policy 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 £13.14 per week higher which would have generated in the region of £13.4m of rent income in 2024/25. The cumulative impact over nine years (since 2016/17) is £84.07m 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 overall 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	76.29	87.70	11.41	11.87
2023/24	81.86	94.06	12.20	12.70
2024/25	88.16	101.30	13.14	13.42
Cumulative Total				84.07

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. Rents in Doncaster are the lowest of all South Yorkshire Councils and 9th lowest in the Country (England) based on the 2022/23 financial year (according to the latest published figures from RSH).
11. There are five different ways in which rents will change during 2024/25, (different types of rents are defined in paragraphs 12 and 13);

Existing tenants (social rent) – rent will be increased by 7.7%;

New tenants into existing (social rent) housing stock – if the tenancy changes during 2024/25 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 7.7% 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

12. 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 2024/25 figure is £94.07 per week. Target rent is £5.91 per week higher than actual rent.

13. 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 £114.66 per week and this will increase to £123.49 per week in 2024/25.

14. 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 £0.5m in 2024/25 and estimated at £2.0m 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 £60.8m 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

15. The following recommendations are proposed in respect of fees and charges for 2024/25:-

- a) That the charges for garages are increased by 6.7%, in line with inflation.
- b) That the charges for garage sites are increased by 6.7% in line with inflation (these charges have been frozen since 2020).
- c) There are two district heating schemes, Balby Bridge and Ennerdale which provide heating and hot water to 1,033 properties.
The charges in Doncaster for district heating are based on only recovering the cost of the fuel used and to ensure that these schemes are not subsidised by other tenants. These charges will increase by 11.1% at Balby Bridge estate and 8.1% at Ennerdale based on the fuel charges that are estimated for

2024/25. An annual statement is provided to all users of these schemes which shows the annual cost of fuel and the income received, if the schemes were to make a surplus in any particular year, then this would be refunded. At the current time any deficits are not recovered in the following financial year. Over the last two years there has been Government intervention on the prices paid by landlords who have district heating schemes. We do not know if there will be any intervention applied to prices during 2024/25, as this is unknown Cabinet are asked to delegate the approval to change district heating charges in year, as a result of increases or decreases in energy costs, to the Chief Financial Officer in consultation with the relevant portfolio holder.

- d) The current enclosed garden service charge is between £3.04 and £4.69 (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 6.7%.
 - e) The furniture charge which is only available for care leavers accommodated via the “keys to your future project” will increase by 6.7%.
 - f) A new furnished tenancy scheme was approved by Cabinet in January 2024, these charges are set by the furniture provider, Your Homes Newcastle and will increase by 7.7%. The administration element of the charge will increase by 5%.
 - g) That the service charges to leaseholders are calculated based on the actual costs of providing the services and repairs and maintenance to the property.
- The table below summarises the fees and charges that are included within the HRA budget assumptions.

Fee	Current Charge 2023/24	Proposed Charge 2024/25	Budget Implication
Garages	£6.38 per week (charged every week)	£6.81 per week (charged every week)	£8,549
Garage charges to non tenants	£7.66 per week (charged every week)	£8.17 per week (charged every week)	£8,392
Garage Sites	£1.00 per week	£1.07 per week	£69
Garage site charges to non tenants	£1.20 per week	£1.28 per week	£748
District Heating – Balby Bridge	24.0p per unit (excluding VAT)	26.67p per unit (excluding VAT)	Income dependant on usage
District Heating – Milton Court Bedsits	£10.08 per week £10.51 per week £10.80 per week	All properties are in the process of having individual meters fitted	Income dependant on usage

One bedroom Three bedrooms		and they will then pay the same charges as the rest of Balby Bridge.	
District Heating – Ennerdale	13.0p per unit (excluding VAT)	14.05p per unit (excluding VAT)	Income dependant on usage
Enclosed Garden Service (inclusive of VAT)	£3.04 £3.83 £4.69 (charged every week or 34 weeks)	£3.24 £4.08 £5.00 (charged every week or 34 weeks)	Income dependant on usage
Furniture charge (only available as part of Keys to your future project).	£7.88 per week	£8.41 per week	£442
Furnished Tenancies			
Pack A	£15.50	£16.64	Income dependent on usage
Pack B	£21.80	£23.42	
Pack C	£24.11	£25.91	
Pack D	£26.42	£28.40	
Pack E	£28.73	£30.89	
Pack F	£36.50	£39.25	
Pack G	£47.00	£50.56	

16. 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). 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 £36.8m of rent to be collected from tenants which has previously been paid directly to the HRA via housing benefit. The value of the rent which will need to be collected from these tenants during the 2024/25 financial year (which was previously paid direct via housing benefit) will be approximately £27.2m.

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

17. Two options were considered for the rent increase in 2024/25;
- Option 1 (recommended option) – A 7.7% 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 7.7% for 2024/25, CPI for 2025/26 (3.0%) and CPI (2.0%) for 2026/27 and 2027/28 generate additional rent income of £14.0m.





Option 2 – A rent increase which is lower than 7.7%. The impact of inflation on costs for the 2024/25 financial year and the fact that inflation has been much higher than budgeted in 2023/24 is £3.7m. 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 7.7% 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

18. 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 7.7% 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

19.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
<p>Comments:</p> <p>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.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>Comments:</p> <p>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 48 (6.0% 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>Comments:</p> <p>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>Comments:</p> <p>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>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>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.</p>				
 Building Transport and digital connections fit for the future				✓
<p>Comments:</p>				
 Promoting the borough and its cultural, sporting, and heritage opportunities				✓
<p>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.</p>				
Fair & Inclusive	✓			
<p>Comments: In line with the Council's approach to the Public Sector Equality Duty an initial due regard assessment has been undertaken – Ref No PL-I-00003. All the decisions within this report are made with regard to the characteristics of the property and not the individuals that live in the properties so no full due regard statement is required. There may be implications for some 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. Tenants may be entitled to financial assistance and these are always determined on individual circumstances.</p>				

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: NC Date: 22.01.24]

20. The Council is required by s74 of the Local Government and Housing Act 1989 to keep a Housing Revenue Account (HRA), which records all revenue expenditure and income relating to the provision of Council dwellings and related services. This includes formulating proposals relating to income from rent and charges, expenditure on repairs, maintenance, supervision and management, capital expenditure and any other prescribed matters in respect of the HRA. In formulating these proposals using best estimates and assumptions, the Authority must set a balanced account.

In its role as landlord, the Council has statutory and contractual obligations to maintain the structure of, and installations in, its housing stock. The HRA Budget will assist the Council in fulfilling those obligations.

The proposed rent increase outlined within the body of the report is in line with that allowed by Government policy.

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.

The decision maker must be aware of their obligations under section 149 Equality Act 2010 and 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.

Financial Implications [Officer Initials: AW | Date: 24.01.24]

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

Human Resources Implications [Officer Initials: AA | Date: 24.01.24]

22. There are no direct HR implications in relation to this report.

Technology Implications [Officer Initials: PW | Date:23.01.24]

23. There are no direct technology implications. As outlined in Appendix B, the efficiencies include reduced costs for IT contracts, which relate to the Abritas and RentSense systems. 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

24. The table below identifies the main quantifiable risks, which might result in the actual income and expenditure in 2024/25 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 0.95% 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 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 £1.0m identified for costs in relation to damp, mould and condensation.
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CONSULTATION

25. Executive Leadership Team and Cabinet have considered the HRA budget proposals at several meetings between August and December 2023. Key dates in the budget timetable leading up to Council approving the budget on 26th February 2024 are detailed below: -

- Union Engagement – engagement via Doncaster Consultative Group regular meetings including 6th February 2024.
- Overview & Scrutiny Management Committee (OSMC) – Budget-briefing session 23rd January 2024 and OSMC meeting 5th February 2024
- Labour Group – Budget Consultation 17th January 2024
- Budget sessions with Group Leaders February 2024
- Cabinet – Council reports – 7th February 2024.

26. The proposed HRA budget and changes to rent and service charges have been the subject of formal consultation with members of the One Voice Forum (OVF) on 25th January 2024.

27. Tenants think that Council rents in Doncaster are value for money and the services that they receive are good. They understand the reasons for the rent increase, the increased pressure on housing services and the need to balance resources between existing tenants (and their homes) and the need to increase the number of council owned social rent properties.

BACKGROUND PAPERS

28. Council Report, HRA Budget 2023/24 – 27th February 2023

29. Cabinet Report, 2023/24 Quarter 2 Finance and Performance Improvement Report – 6th December 2023

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

CPI – Consumer Price Index
EDI – Equality, Diversity and Inclusion
HRA – Housing Revenue Account

HB – Housing Benefit
OVF – One Voice Forum
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

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Housing Revenue Account Budget 2024/25 to 2027/28

Description	Annual Budget OE	Annual Budget OE	Annual Budget OE	Annual Budget OE
	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Expenditure				
Management and Maintenance				
Insurances	803	827	844	861
General Management	5,627	5,281	5,386	5,494
Special Services	1,110	1,143	1,166	1,189
Management Fee to St Leger Homes	40,229	41,256	42,293	43,339
Discretionary Housing Payments	321	327	334	341
Rent, Rates, Taxes & Other Charges	204	210	225	240
Capital Charges				
Depreciation on Council Dwellings	21,150	21,150	21,150	21,150
Depreciation on non dwellings	1,167	1,167	1,167	1,167
Provision For Bad or Doubtful Debts	500	541	560	560
Total Expenditure	71,111	71,902	73,125	74,341
Income				
Rent Income				
Dwelling Rents	-90,517	-93,249	-95,593	-97,709
Other Income	-2,040	-2,102	-2,143	-2,187
Total Income	-92,557	-95,351	-97,736	-99,896
Net Income from Services	-21,446	-23,449	-24,611	-25,555
Capital Charges				
Loan Charges - Interest	14,360	14,960	15,672	16,092
Interest Receivable	-400	-300	-200	-100
Net Operating Income	-7,486	-8,789	-9,139	-9,563
Appropriations				
Revenue Contribution To Capital Outlay	10,384	8,789	9,139	9,563
RCCO for new acquisitions	840			
Transfer to / (from) Reserves	-3,738	0	0	0
Surplus (-) / Deficit for Year	0	0	0	0
HRA A/C BALANCE BF	7,238	3,500	3,500	3,500
Transfer to/from balances	-3,738	0	0	0
HRA A/C BALANCE CF	3,500	3,500	3,500	3,500

SLHD Management Fee

	Note	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
Management fee		36,687	40,229	41,256	42,293
2023/24 Adjustments	1				
Pay award		663			
Pension reduction		-590			
Other inflation		141			
SLA inflation		309			
Area Housing Manager		57			
District Heating Income virement		101			
Inflationary increases					
Pay award (5%) then 2%	2	1,429	610	620	630
Pension Changes	3	0	0	0	0
Increments	4	90	50	50	50
Deflation	5				
Gas - 50%		-88			
Electricity - 24%		-122			
Inflation	6	1,185	400	400	400
Damp, Mould & Condensation	7	482			
Growth items 2024/25					
4 additional craft apprentices	8	150			
2 Graduate Surveyor Apprentices		53			
FRAs Care Leavers Accommodation	9	15			
Efficiencies delivered	10	-333	-33	-33	-34
Total Management Fee		40,229	41,256	42,293	43,339

Details of the changes are;

1. 2023/24 Adjustments - the assumptions for inflation were below the actual increases in costs as a result of inflation and these increases have been adjusted for. Also includes the budget for an approved additional Area Housing Manager and a virement between HRA and SLHD budgets for District Heating.

2. Pay award - 5% pay award with effect from 1 April 2024 and then 2% in each of the following years.

3. Pension - there are no known pension changes in the next four years.

4. Increments - the overall net increase paid to staff.

5. Deflation - the unit costs for utilities have decreased from those in the 2023/24 base budget.

6. Inflation - the increased costs for contracted goods and services. Inflation is calculated for each individual budget line, this figure includes £501k (6.7%) for materials, £272k (5%) for SLAs, £108k (6.7%) for external contractors, £55k (6.7%) for IT contracts and £36k (6.7%) for fuel.

Growth Items, Savings & Efficiencies

7. Damp, Mould and Condensation (DMC) - Increased costs to deal with the revenue implications arising from the significant increases in this area of work, this figure includes 8 additional staff and the cost of materials for day to day repairs.

8. Additional Apprentices - Funding for 4 additional craft apprentices (and part year funding of the additional 6 apprentices approved last year) and 2 graduate level surveyor apprentices. These additional craft apprentices will increase the September intake to 14. The increase in numbers will assist with the difficulties in recruitment and an ageing workforce. There is an increased requirement for surveying within housing and a shortage of skilled staff in this area, these posts will increase our inhouse resources.

9. FRAs Care Leaver Accommodation - a number of HRA properties have been identified for use as shared accommodation for care leavers, as these properties are shared they require specialist fire risk assessments (FRAs).

10. Efficiencies delivered - the efficiency target for 2024/25, £333k is the final year of £1.0m saving which needed to be delivered over 3 years. This saving has been achieved by efficiencies in the repairs service, reduced costs for IT contracts, reduced mileage payments and the deletion of 4.4 posts (which were vacant). From 2025/26 the SLHD management fee will be reduced to reflect any reduction in property numbers (these figures will be updated once more up to date information is available).



Report

7 February 2024

To the Chair and Members of the Cabinet

Retail, Hospitality and Leisure scheme for Business Rates 2024/25

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

EXECUTIVE SUMMARY

1. At the Autumn Statement 2023 the Chancellor announced an extension of the Retail, Hospitality and Leisure (RHL) Scheme for Business Rate Relief to apply for the year 2024/25.
2. The 2024/25 Retail, Hospitality and Leisure (RHL) relief scheme will provide eligible, occupied, retail, hospitality and leisure properties with a 75% relief, up to a cash cap limit of £110,000 per business.
3. From an analysis of Business Rates records, the estimated number of eligible businesses qualifying for the RHL relief scheme would be around 1,057 receiving relief of around £8,614,105.
4. The Government is not introducing new legislation for this relief. Instead, local authorities are expected to use their discretionary relief powers under Section 47 of the Local Government Finance Act 1988 (as amended) to grant the reliefs in line with the relevant eligibility criteria. Local authorities will be compensated for the cost of granting the reliefs through a Section 31 grant from Government.
5. The legislation states that the Authority may only grant relief if it would be reasonable to do so having regard to the interests of Council Taxpayers in its area. Given the Government has committed to reimburse local authorities for this, it is deemed to be in the interests of local Council Taxpayers to award it. Awarding these reliefs at such a difficult time in the wake of the Covid pandemic and during a significant cost of living crisis and will also support the Council's priority outcome of "Making Doncaster the best place to do business and create good jobs" supporting Doncaster businesses to flourish.

6. The Department for Levelling Up, Housing and Communities have issued guidance for the schemes. Local authorities are required to have regard to any relevant government guidance when deciding whether to grant relief.

EXEMPT REPORT

7. This report is not exempt.

RECOMMENDATIONS

8. It is recommended that Cabinet,
 - Approves the proposed Retail, Hospitality and Leisure (RHL) relief scheme at Appendix 1, which will potentially benefit around 1,057 local businesses with relief totalling around £8,614,105.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. Around 1,057 local businesses are eligible for Business Rate relief in 2024/25 under this proposal. In addition to the eligible businesses who will receive financial support under these schemes, the citizens of Doncaster generally will benefit from the schemes as the reliefs support these businesses and, in turn, the local economy. This is especially important at this time following the Covid pandemic and current cost of living crisis

BACKGROUND

10. Since the financial year 2019/20 the Government has provided a Business Rates relief scheme for properties in the retail sector. Initially the relief applied to occupied retail properties with a rateable value of less than £51,000 that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments. The value of relief was to be one third of the bill and would be applied after all other mandatory and discretionary reliefs.
11. Since the initial scheme was announced, the amount of relief, the properties to be included in the scheme and the rateable value limits have changed several times. The scheme for 2022/23 announced in the 2021 Budget introduced a business rates relief scheme for retail, hospitality and leisure properties, which provided eligible, occupied, retail, hospitality and leisure properties with a 50% relief, up to a cash cap limit of £110,000 per business. The scheme for 2023/24 announced in the 2022 Autumn Statement, provided eligible, occupied, retail, hospitality and leisure properties with a 75% relief, up to a cash cap limit of £110,000 per business.

12. At the Autumn Statement on the 22nd November 2023, the Chancellor announced the 2024/25 Retail, Hospitality and Leisure (RHL) relief scheme, which will provide eligible, occupied, retail, hospitality and leisure properties with a 75% relief, up to a cash cap limit of £110,000 per business, which is a further year's extension to the current scheme.

13. The Department for Levelling Up, Housing and Communities (DLUHC) have issued guidance for the Retail, Hospitality and Leisure Business Rates Relief scheme. Properties that will benefit will be occupied hereditaments that are wholly and mainly being used:

- i. As shops, restaurants, cafes, drinking establishments, cinemas or live music venues;
- ii. For assembly and leisure;
- iii. As hotels, guest & boarding premises and self-catering accommodation

The full list of premises included within the above definitions in the DLUHC guidance are shown within the scheme at Appendix 1. The guidance points out that the list is not intended to be exhaustive and that it is for local authorities to determine for themselves whether particular properties not listed are broadly similar in nature to those specified in the guidance and, if so, consider them eligible for the relief.

14. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments that are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

15. The DLUHC guidance also sets out the types of uses that the Government does not consider to be retail use for the purpose of the Retail, Hospitality and Leisure Business Rates Relief scheme:

- i. Hereditaments that are being used for the provision of the following services to visiting members of the public;
 - a. Financial services (e.g. banks, building societies, cash points, bureaux de change, short-term loan providers, betting shops)
 - b. Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
 - c. Professional services (e.g. solicitors, accountants, insurance agents/financial advisers, employment agencies, estate agents, letting agents)
 - d. Post office sorting offices
- ii. Hereditaments that are not reasonably accessible to visiting members of the public.

In line with legal restrictions in section 47 (8A) of the Local Government Finance Act 1988 billing authorities may not grant the relief to themselves or other precepting authorities.

16. Subject to the £110,000 cash cap per business, the total amount of government-funded relief available for each property for 2024/25 under this scheme is:
- a. For chargeable days from 1 April 2024 to 31 March 2025 75% of the chargeable amount.
17. The relief should be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied, but before those where local authorities have used their wider discretionary relief powers introduced by the Localism Act 2011, which are not funded by section 31 grants. However, as required in the NNDR3 guidance notes, the former categories of discretionary relief available prior to the Localism Act 2011 (i.e. charitable/CASC/rural etc. top up and not for profit) should be applied first in the sequence of discretionary reliefs and, therefore, before Retail, Hospitality and Leisure relief. Authorities may use their discretionary powers to offer further discounts outside this scheme or additional relief to hereditaments within the scheme. However, where an authority applies a locally funded relief under section 47, this should be applied after the Retail, Hospitality and Leisure relief.
18. Subject to the cash cap, the eligibility for the discount and the discount itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a chargeable day for a particular hereditament in the financial year 2024/25:
- Amount of relief to be granted = $V \times 0.75$, where:
- V is the daily charge for the hereditament for the chargeable day after the application of any mandatory relief and any certain other discretionary reliefs in line with the guidance in paragraph 17 above.
19. From an analysis of Business Rates records, there are approximately 4,511 premises that meet the general criteria for the Retail, Hospitality and Leisure relief. However, after taking into account other reliefs including Small Business Rates Relief (SBRR), exemptions and empty premises, there are potentially around 1,057 premises that will receive the relief. Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties up to the maximum £110,000 cash cap, per business.
20. Under the cash caps, no ratepayer can in any circumstances exceed the £110,000 cash cap across all of their hereditaments in England.
21. Where a ratepayer has a qualifying connection with another ratepayer then those ratepayers should be considered as one ratepayer for the purposes of the cash

caps. A ratepayer shall be treated as having a qualifying connection with another:

- a. where both ratepayers are companies, and
 - i. one is a subsidiary of the other, or
 - ii. both are subsidiaries of the same company; or
- b. where only one ratepayer is a company, the other ratepayer (the “second ratepayer”) has such an interest in that company as would, if the second ratepayer were a company, result in its being the holding company of the other.

22. The Retail Hospitality and Leisure relief scheme is likely to amount to subsidy. Any relief provided by Local Authorities under this scheme will need to comply with the UK’s domestic and international subsidy control obligations which commenced on 4 January 2023.

23. The government will fully reimburse billing authorities and major precepting authorities for their loss of income under the rates retention scheme as a result of awarding the relief that falls within the definitions in this scheme. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in their National Non-Domestic Rate Return 1 (NNDR1) for 2024/25. Central government will provide payments to authorities to cover the local share. Local authorities will also be asked to provide outturn data on the actual total cost for providing the relief, via the National Non-Domestic Rate 3 (NNDR3) forms. Any required reconciliations will then be conducted at these points.

24. The government expects billing authorities to apply and grant relief to qualifying ratepayers from the start of the 2024/25 billing year.

OPTIONS CONSIDERED

25. Option 1: Do Nothing

The Government has not legislated for this relief scheme but has, instead, advised that local authorities can use their discretionary relief powers under Section 47 of the Local Government Finance Act 1988, as amended, to grant relief. However, as Central Government is providing funding for the scheme, and they will support local businesses as they continue to deal with the coronavirus outbreak and contribute towards the corporate priority of supporting local businesses, this option is not recommended.

Option 2: Award relief under different criteria to the government guidance and eligibility criteria

Using section 47 discretionary relief powers, the Council could decide on different criteria to award relief other than that specified in the government guidance. However, this option is not recommended as the relief would not then be funded via Section 31 Central Government grant and the cost of the relief would have to be met by the Council.

Option 3: Award relief in line with the government guidance and eligibility criteria





Central Government will reimburse billing authorities and those major precepting authorities for the actual cost to them under the rates retention scheme of this relief scheme that fall within the definitions in the DLUHC guidance. This is the recommended option for the Retail, Hospitality and Leisure relief scheme for 2024/25.





REASONS FOR RECOMMENDED OPTION

26. Option 3 is the recommended option as this supports the Government’s intentions to recognize the challenges faced by businesses at the current time and ensures the Council is fully reimbursed for the relief awarded.

IMPACT ON THE COUNCIL’S KEY OUTCOMES

27.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
<p>This relief scheme will reduce local businesses financial obligations for their Business Rates liability to allow them to reinvest in areas of greener and environmentally friendly technology to allow them to thrive during the current cost of living crisis.</p>				
 Developing the skills to thrive in life and in work	✓			
<p>This relief scheme will reduce local businesses financial obligations for their Business Rates liability to allow them to reinvest in training and development areas to allow them to thrive during the current cost of living crisis.</p>				
 Making Doncaster the best place to do business and create good jobs	✓			
<p>Awarding relief to eligible businesses will support businesses during this difficult period as they continue to feel the effects of the Covid pandemic and cost of living crisis. This in turn supports the local Doncaster economy and makes the city a thriving place to work.</p>				
 Building opportunities for	✓			

healthier, happier and longer lives for all				
This relief allow businesses to survive and plan for the future giving their employees sustainable job security.				
 Creating safer, stronger, greener and cleaner communities where everyone belongs	✓			
This relief is largely aimed at small local businesses that are at the heart of local communities.				
 Nurturing a child and family-friendly borough	✓			
This relief is in the hospitality and leisure sectors allowing families to enjoy activities and experiences all together.				
 Building Transport and digital connections fit for the future	✓			
This relief is mainly for small businesses and encourage growth in technological innovation.				
 Promoting the borough and its cultural, sporting, and heritage opportunities	✓			
This relief is in the hospitality and leisure sectors which promotes Doncaster's cultural identity.				
Fair & Inclusive	✓			
This relief applies across all wards of the city.				

28. Legal Implications [Officer Initials: _SRF_ | Date: _05.01.24_]

Local authorities can grant discretionary rate relief as described in this report using its powers under section 47 of the Local Government Finance Act 1988, as amended by the Localism Act 2011.

The legislation states that the local authority may only grant relief if it would be reasonable to do so having regard to the interests of Council Taxpayers in its area. Given that the Government will provide full funding for the schemes and such businesses are in need of assistance and meet the definitions set out within the Government guidance it is reasonable to deem the proposed scheme to be in the interests of the Authority's Council Taxpayers and to award the relief.

The legislation also requires a local authority to have regard to any relevant guidance issued by the Secretary of State when deciding whether to grant relief and the proposed scheme is in line with that guidance. As identified within the report, such rate relief may amount to Subsidy and the provision of any relief must comply with UK's domestic and international subsidy control obligations. In such cases Rate Relief can only be provided if it falls within the Minimal Financial Assistance thresholds.

29. Financial Implications [Officer Initials: CC | Date: 05/01/2024]

Central Government will reimburse City of Doncaster Council as the billing authority and the major precepting authority (i.e., South Yorkshire Fire and Rescue), for the cost of the relief via a grant under section 31 of the Local Government Act 2003. Therefore, it is not estimated to be detrimental to the Council's financial position to grant the relief. The estimated number of hereditaments and level of relief will be set out in the NNDR1 return to government, with the final claim data set out in the NNDR3 return after the end of the relief period.

30. Human Resources Implications [Officer Initials: SH | Date: 08.01.24]

There are no specific HR implications associated with the approach as it is anticipated that the administration of the schemes will be managed within existing resources

31. Technology Implications [Officer Initials: PW | Date: 05/01/24]

There is existing functionality within the NEC Revenues and Benefits system to identify the qualifying businesses and apply the Business Rate Relief scheme outlined in this report. As such, there are no technology implications.

RISKS AND ASSUMPTIONS

32. There is a risk of failure to identify qualifying businesses and award the relief accordingly. This risk will be managed by thorough checking of Business Rates records to ensure all qualifying businesses are identified, and publicity of the schemes on the Council's website.

33. Failure to award relief in line with the Government's criteria and guidance could risk that the Council is not properly reimbursed for relief awarded which does not comply with the Section 31 grant conditions. This risk will be managed by close monitoring of relief awarded throughout the year and quality control checking of awards

CONSULTATION

34. There is no statutory requirement to consult on this relief scheme. Given the Council is proposing to award relief strictly in accordance with the government guidance for the schemes and will be fully reimbursed by Central Government, it was not considered necessary to undertake any general consultation.

BACKGROUND PAPERS

35. Appendix 1 - 2024/25 Retail, Hospitality and Leisure (RHL) relief scheme.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

CASC – Community Amateur Sports Club

DLUHC - Department for Levelling Up, Housing and Communities

NNDR - National Non-Domestic Rate Return

RHL – Retail, Hospitality and Leisure

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CITY OF DONCASTER COUNCIL

RETAIL, HOSPITALITY AND LEISURE (RHL) RELIEF SCHEME 2024/25

Background

1. Local Authorities have the power to grant Discretionary Rate Relief to Ratepayers that meet certain criteria. The amount of relief granted is used to reduce the amount the Ratepayer owes in Business rates.
2. Since 2019/20 the government has provided a Business Rates Retail Discount for retail properties which in 2020/21 it expanded to include the leisure and hospitality sectors.
3. At the Autumn Statement 2023 the Chancellor announced an extension of the Retail, Hospitality and Leisure (RHL) Scheme for Business Rate Relief to apply for the year 2024/25. The 2024/25 Retail, Hospitality and Leisure (RHL) relief scheme will provide eligible, occupied, retail, hospitality and leisure properties with a 75% relief, up to a cash cap limit of £110,000 per business.
4. As this recent change is for the year 2024/25 only, the Government is not changing the legislation around awarding reliefs available to properties. Instead, the Government will, in line with the eligibility criteria set out in their guidance, reimburse local authorities that use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual local billing authorities to adopt a local scheme and determine in each individual case when, having regard to the government guidance, to grant relief under section 47. Central Government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003).

Legislation

5. S47 of the Local Government Finance Act 1988, as amended by the Localism Act, states the Authority may only grant relief if it would be reasonable to do so having regard to the interests of Council Taxpayers in its area. It also requires a local authority to have regard to any relevant guidance issued by the Secretary of State when deciding whether to grant relief.

Who Pays For The Relief Granted?

6. The government will fully reimburse billing authorities and major precepting authorities for their loss of income under the rates retention scheme as a result of awarding the relief that falls within the definitions in this scheme. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in their National Non-Domestic Rate Return 1 (NNDR1) for 2024/25. Central government will provide payments to authorities to cover the local share. Local authorities will also be asked to provide outturn data on the actual total cost for providing the relief, via the National Non-Domestic Rate 3 (NNDR3) forms. Any required reconciliations will then be conducted at these points.

The Council's Policy

Purpose

7. The purpose of this Policy is to specify how the Council will operate its discretionary powers in the Local Government Finance Act 1988 and to indicate the factors we will consider when deciding if Retail, Hospitality and Leisure Business Rates Relief can be awarded.
8. The Council will consider awarding Retail, Hospitality and Leisure Business Rates Relief to all ratepayers who meet the qualifying criteria as specified in this scheme. All ratepayers that receive Retail, Hospitality and Leisure Business Rates Relief will be treated equally and fairly. We will share information with other public bodies and grant funders to prevent and detect fraud and duplication of aid and assistance in respect of Business Rates.

Consultation

9. There is no statutory requirement to consult on these relief schemes. Given the Council is proposing to award relief strictly in accordance with the government guidance for the schemes and will be fully reimbursed by Central Government, it was not considered necessary to undertake any general consultation.

How Retail, Hospitality and Leisure Business Rates Relief will be awarded

10. Doncaster Council will automatically calculate and award the relief to those properties that meet the qualifying criteria set out below.

Period of Award

11. The start date of the relief will normally be the 1st April 2024.
12. For applications where the qualifying criteria are not met until after this date, the start date of the relief will be the date that the qualifying conditions are met up to and including 31st March 2025 (which is the last date that relief will be awarded for).
13. The minimum period of relief that can be awarded is one day.
14. The maximum period of relief that can be awarded is 12 months. All applications will cease on the 31st March 2025, or from such date that one or all of the qualifying criteria are not met, if sooner.
15. No relief will be awarded for a period prior to 1st April 2024 or from 1st April 2025 onwards, unless advised by the Secretary of State.

How we will decide whether to award Discretionary Rate Relief

16. Properties which benefit from the relief will be those which for a chargeable day in 2024/25,
 - a. Meet the eligibility criteria set out in paragraph 17 below; and,

- b. The ratepayer for that chargeable day has not refused the discount for the eligible hereditament. The ratepayer may refuse the discount for each eligible hereditament anytime up to 30 April 2025. The ratepayer cannot subsequently withdraw their refusal for either all or part of the financial year.

17. Properties that will benefit from the relief will be occupied hereditaments that are wholly or mainly being used:

- as shops, restaurants, cafes, drinking establishments, cinemas or live music venues,
- for assembly and leisure; or
- as hotels, guest & boarding premises and self-catering accommodation.

We consider shops, restaurants, cafes, drinking establishments, cinemas or live music venues to mean:

- ***Properties that are being used for the sale of goods to visiting members of the public:***
 - Shops (such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, etc.).
 - Charity shops
 - Opticians
 - Post offices
 - Furnishing shops/display rooms (such as: carpet shops, double glazing, garage doors)
 - Car/caravan show rooms
 - Second hand car lots
 - Markets
 - Petrol stations
 - Garden centres
 - Art galleries (where art is for sale/hire)
- ***Properties that are being used for the provision of the following services to visiting members of the public:***
 - Hair and beauty services (such as: hairdressers, nail bars, beauty salons, tanning shops, etc.)
 - Shoe repairs/key cutting
 - Travel agents
 - Ticket offices e.g. for theatre
 - Dry cleaners
 - Launderettes
 - PC/TV/domestic appliance repair
 - Funeral directors
 - Photo processing
 - Tool hire
 - Car hire
- ***Properties that are being used for the sale of food and/or drink to visiting members of the public:***

- Restaurants
 - Takeaways
 - Sandwich shops
 - Coffee shops
 - Pubs
 - Bars
- ***Properties that are being used as cinemas***
 - ***Properties that are being used as live music venues***
 - Live music venues are properties wholly or mainly used for the performance of live music for the purpose of entertaining an audience. Properties cannot be considered a live music venue for the purpose of business rates relief where a venue is wholly or mainly used as a nightclub or a theatre, for the purposes of the Town and Country Planning (Use Classes) Order 1987 (as amended).
 - Properties can be a live music venue even if used for other activities, but only if those other activities (i) are merely ancillary or incidental to the performance of live music (e.g. the sale/supply of alcohol to audience members) or (ii) do not affect the fact that the primary activity for the premises is the performance of live music (e.g. because those other activities are insufficiently regular or frequent, such as a polling station or a fortnightly community event).
 - There may be circumstances in which it is difficult to tell whether an activity is a performance of live music or, instead, the playing of recorded music. Further guidance on this may be found under section 182 of the Licensing Act 2003.

We consider assembly and leisure to mean:

- ***Properties that are being used for the provision of sport, leisure and facilities to visiting members of the public (including for the viewing of such activities).***
 - Sports grounds and clubs
 - Museums and art galleries
 - Nightclubs
 - Sport and leisure facilities
 - Stately homes and historic houses
 - Theatres
 - Tourist attractions
 - Gyms
 - Wellness centres, spas, massage parlours
 - Casinos, gambling clubs and bingo halls
- ***Properties that are being used for the assembly of visiting members of the public.***
 - Public halls

- Clubhouses, clubs and institutions

We consider hotels, guest & boarding premises and self-catering accommodation to mean:

- ***Properties where the non-domestic part is being used for the provision of living accommodation as a business.***

- Hotels, Guest and Boarding Houses
- Holiday Homes
- Caravan parks and sites

18. To qualify for the relief the hereditament should be wholly or mainly being used for the above qualifying purposes. In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments, which are occupied but not wholly or mainly used for the qualifying purpose, will not qualify for the relief.

19. The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied uses that exist within the qualifying purposes. However, it is intended to be a guide for authorities as to the types of uses that the Government considers eligible for this relief and we will determine whether particular properties not listed are broadly similar in nature to those above and, if so, to consider them eligible for the relief. Conversely, properties that are not broadly similar in nature to those listed above should not be eligible for the relief.

20. Examples of types of use that are **not** considered to be eligible use for the purposes of this relief are:-

- ***Properties that are being used for the provision of the following services to visiting members of the public:***

- Financial services (e.g. banks, building societies, cash points, bureau de change, short term loan providers, betting shops)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, employment agencies, estate agents, letting agents)
- Post office sorting office

- ***Properties that are not reasonably accessible to visiting members of the public.***

21. In line with the legal restrictions in section 47(8A) of the Local Government Finance Act 1988, billing authorities may not grant the discount to themselves, a precepting authority, or a functional body, within the meaning of the Greater London Authority Act 1999.

How much will we award?

22. Subject to the £110,000 cash cap per business, the total amount of government-funded relief available for each property for 2024/25 under this scheme is,

- a. For chargeable days from 1 April 2024 to 31 March 2025 75% of the chargeable amount.

23. The relief should be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied, but before those where local authorities have used their wider discretionary relief powers introduced by the Localism Act 2011, which are not funded by section 31 grants. However, as required in the NNDR3 guidance notes, the former categories of discretionary relief available prior to the Localism Act 2011 (i.e. charitable/CASC/rural etc. top up and not for profit) should be applied first in the sequence of discretionary reliefs and, therefore, before Retail, Hospitality and Leisure relief. Authorities may use their discretionary powers to offer further discounts outside this scheme or additional relief to hereditaments within the scheme. However, where an authority applies a locally funded relief under section 47, this should be applied after the Retail, Hospitality and Leisure relief. The ordering should be applied in the following sequence:

- Improvement Relief
- Transitional Relief
- Mandatory Reliefs (as determined in legislation)
- S47 Discretionary Relief, in the following order
 - 2023 Supporting Small Business (SSB) relief
 - Former categories of discretionary relief available prior to the Localism Act 2011 (i.e. charitable, CASC and rural top up, not for profit) should be applied first in the sequence of discretionary reliefs, after SSB
 - Other discretionary (centrally funded) including, Freeport relief
 - 2024/25 Retail Hospitality and Leisure relief scheme
 - Other locally funded schemes (such as hardship)

24. Subject to the cash cap, the eligibility for the relief and the relief itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a chargeable day for a particular hereditament in the financial year 2024/25:

Amount of relief to be granted = $V \times 0.75$ where:

V is the daily charge for the hereditament for the chargeable day after the application of any mandatory relief and any certain other discretionary reliefs in line with paragraph 23 above.

25. This should be calculated ignoring any prior year adjustments in liabilities which fall to be liable on the day

26. The total value of relief available per business, whether occupying one or more properties, is capped at £110,000. Any ratepayer who would be eligible for a sum of relief above £110,000 if there were no cap in place, should be awarded relief up to the full value of £110,000 (as has been the policy for previous years). Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, up to a total value of £110,000.

27. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.

Recalculations of Relief

28. The amount of relief awarded should be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or the hereditament. This change of circumstances could arise during the year in question or during a later year. Previous restrictions in law concerning backdating have been removed.

The Cash Cap and Subsidy Control

29. Under the cash cap, no ratepayer can in any circumstances exceed the £110,000 cash cap across all of their hereditaments in England.

30. Where a ratepayer has a qualifying connection with another ratepayer then those ratepayers should be considered as one ratepayer for the purposes of the cash caps. A ratepayer shall be treated as having a qualifying connection with another:

- a. where both ratepayers are companies, and
 - i. One is a subsidiary of the other, or
 - ii. Both are subsidiaries of the same company, or
- b. where only one ratepayer is a company, the other ratepayer (the “second ratepayer”) has such an interest in that company as would, if the second ratepayer were a company, result in its being the holding company of the other.

31. Furthermore, the Retail Hospitality and Leisure Scheme is likely to amount to subsidy. Any relief provided by Local Authorities under this scheme will need to comply with the UK’s domestic and international subsidy control obligations.

32. To the extent that a local authority is seeking to provide relief that falls below the Minimal Financial Assistance (MFA) thresholds, the Subsidy Control Act allows an economic actor (e.g. a holding company and its subsidiaries) to receive up to £315,000 in a 3-year period (consisting of the 2024/25 year and the 2 previous financial years). MFA subsidies cumulate with each other and with other subsidies that fall within the category of ‘Minimal or SPEI financial assistance’. BEIS COVID-19 business grants and any other subsidies claimed under the Small Amounts of Financial Assistance limit of the Trade and Cooperation Agreement should be counted towards the £315,000 allowance.

33. In those cases where it is clear to the local authority that the ratepayer is likely to breach the cash cap or the MFA limit then we will automatically withhold the relief. Otherwise, we will include the relief in bills and ask the ratepayers, on a self-assessment basis, to inform the authority if they are in breach of the cash caps or MFA limit.

How Payments will be made

34. All relief awarded will be credited to the ratepayers Business Rates account.

Notifications

35. The Council will notify all businesses identified as eligible for Retail, Hospitality and Leisure Relief.

The notification will include the following information:-

- The period of the award.
- The amount of Retail, Hospitality and Leisure Relief to be awarded for the period.

Overpayments

36. The Council will recover all overpayments of Retail, Hospitality and Leisure Relief through the organisation's Business Rates account.

Right of Appeal

37. If you are aggrieved by a decision made under this scheme, you must write and tell us why you think the decision is wrong, e.g. whether the published criteria has been properly applied.

38. Your case will then be considered by someone who has not been involved in the original determination.

39. They will thoroughly check all the information we hold regarding the property and any further information you have provided. They will decide whether or not the criteria have been properly applied. They could then: -

- Decide not to change the decision;
- Change the decision and award Retail, Hospitality and Leisure Relief

They will write to tell you what has happened, normally within 21 days of reconsidering your appeal.

Fraud

40. The Council is committed to the fight against fraud in all its forms. An organisation who tries to fraudulently apply for Retail, Hospitality and Leisure Relief by falsely declaring their circumstances or providing a false statement or evidence in support of their application, may have committed an offence under the Theft Act 1968. Where we suspect that such a fraud may have occurred, the matter will be investigated in line with the Council's Anti-Fraud Strategy. This may lead to criminal proceedings being instigated.

Publicity

41. The Council will include information about Retail, Hospitality and Leisure Relief in the Business Rates Section of the Council's website.

Review

42. The policy will be reviewed periodically and at the end of the 2024/25 year, taking into account any changes in legislation or guidance from Central Government regarding the funding for this relief.

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City of Doncaster Council

Report

7th February, 2024

To: Cabinet

Report Title: Capital investment & service enhancements at the Doncaster Dome and Thorne Leisure Centre

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Nigel Ball	All	yes

EXECUTIVE SUMMARY

1. City of Doncaster Council has over the past 4 years undertaken a programme of significant capital investment to its leisure facility stock with an investment of over £18m across several facilities.
2. Following on from completion of Askern Leisure Centre works are underway to complete phase one of Thorne Leisure Centre and prepare to commencement of phase two the adaptation of sports hall to become leisure and wellbeing facility.
3. To support the refurbishment of Thorne Leisure Centre Sport England are providing funding of £1.210m to enhance the offer with a focus of helping DCLT transition the centre to provide a greater wellbeing and health offer through Physical activity.
4. As part of this approach to the investment in our leisure facility stock, we are proposing we commence refurbishment works at the Dome that will bring much needed investment, support the long-term service provision at this location and in turn the viability of Doncaster Culture and Leisure Trust.
5. The Dome was built in the late 1980's, opening in 1989, at the time being one of the largest leisure facilities in Europe and a corner stone of the development of the 130-hectare airdrome site which is now known as Lakeside.
6. In the mid 1980's Doncaster Metropolitan Borough Council decided that a new approach was needed to help rejuvenate the borough and saw investing in leisure and tourism as a catalyst for regeneration, drawing in people from further

afield, making the town a more attractive location for new business and industry, while at the same time fulfilling a social function by providing new amenities for the local population.

7. Since opening in 1989, the Dome has performed this function, servicing generations of Doncaster residents, as well as acting as key cultural asset through place making, supporting inward investment and development.
8. This report will set out the capital investment and revenue to refurbish and significantly enhance the key service functions of the Dome and Thorne Leisure Centre.
9. The Dome will have particular focus on The Lagoons. In addition, the main entrance and significant elements of the building fabric and mechanical and electrical system that require investment and are therefore in scope at the Dome.
10. Thorne will focus on install of mezzanine to allow build of bowling and leisure offer with upper floor to include wellbeing studio, gym and exercise space
11. The Dome, pre pandemic contributed circa £1.9m, after direct costs to the Leisure Trust, with The Lagoons the main economic driver in the Dome, accounting for £700k of this figure. Meaning the Dome's profits provided operational subsidy to maintain the operation of the remaining community leisure centres in DCLT's portfolio.
12. The achievement of the financial performance of the Dome, supported the other leisure venues in community settings and offset central overheads, meaning the Trust, pre pandemic remained a low-cost operator with a service cost of £250k per annum.
13. Without the surplus's generated at the Dome, or additional revenue support from the local authority, the wider leisure provision would be vulnerable to closure or reduced provision. This is due to the community venues requiring a direct subsidy of £245K, pre pandemic.
14. The Trust employs circa 420 people, with the Dome accounting for 43% of this figure, with additional opportunities for employment arising from the seasonal event programme. The trust has a strong track record of developing its staff retaining skills locally with many of the management team having worked through the structure of the organisation.
15. Currently, 83% of expenditure outside of utilities and payroll, circa £2.7m is spent locally on delivering the services of the Trust, without the Dome this would result in a significant reduction on this figure
16. As with all leisure provision, the cost to deliver the service has increased due to the external impacts of increased utility costs; pre pandemic venue costs for the Dome were circa £600k, 22/23, utilities were £1.8m, the cost-of-living crisis

affecting the ability to fully recover pre pandemic income levels and customer behaviours, particularly in relation to health and fitness.

17. The Lagoons in 23/24, is however exceeding target and the latest projected contribution is £944k, demonstrating the importance of this facility and activity both to the Trust for financial stability, but also to the communities the venue serves, with circa 275,000 visits per annum to the Big Splash
18. The recommendation to include business development within the capital investment scope will see additional footfall of 125k per annum, projected to generate an additional £790k per annum, after direct expenditure into the Trust, which is available to fund the borrowing costs and potentially addressing some of the funding gap being suffered due to the increased utility costs.
19. Previous capital investment works, at the Dome and Adwick Leisure Complex, saw footfall increase by between 12.5% – 23%, and this was without the inclusion of additionality. On a smaller scale, we have seen increased footfall to the aquatic's sessions of 33% at Askern Leisure Centre.
20. This reports focus is on the Dome and Thorne for the reasons outlined within the report. However, as a key part of the Cabinets overall support and commitment to leisure facilities across the City, we will commit to a report to be brought forward outlining the options and feasibility assessment in relation to the pool for Edlington.

EXEMPT REPORT

This is not an exempt report.

RECOMMENDATIONS

21. To agree capital investment of £14.427m and revenue support of £1.1m to enable refurbishment and enhancement works to take place that will return the Dome to a high-quality leisure offer and at the same time support CDC's ambitions to reduce the service underwriting support moving forward from 2025. Works to include:
 - Lagoons refurbishment and enhancement including all ancillary areas
 - Entrance Refurbishment
 - Building fabric improvements
 - Mechanical and electrical system replacement
22. To agree implementation of the scheme, subject to approval of the capital programme at Full Council on 26 February 2024.
23. To allocate £1.1m from the Service Transformation Fund to provide revenue support whilst the Lagoons is closed.

24. To delegate to the Chief Executive and Chief Finance Officer acceptance of £1.21m grant funding from Sport England to enable phase two of Thorne leisure centre to be completed as intended with works including install of mezzanine floor, bowling alley, soft play facilities and two wellbeing studios, 55 station gym and flexible “bumping space” for local services to use.
25. To receive further reports in relation to the investment requirements for Leisure facilities and the options appraisal in relation to Edlington Pool.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

26. Restoration and maintaining the position of the Dome’s original goal of the venue; to provide a premier, place making destination in Doncaster, offering an attraction worthy of a city, retaining, and increasing jobs and employing locally. Meeting the needs of the families and young people with changing social expectations to 30 years ago.
27. Retain the aesthetic of a historic, grade II building, while still addressing energy and carbon emission expectations bringing the running costs down and working to offer attractions and services at reasonable prices.
28. To be a regional destination and attraction to tourists and bring economic inflow to the city, through place making activity and facilities not found elsewhere in the sub region.
29. Doncaster has persistent levels on inactivity which impact on the health and wellbeing of our population. Approximately a third of residents do fewer than 30 minutes of moderate activity each week, which is less than 5 minutes a day. The Dome alone has over 4500 gym members and its wider offer of pool and skate attracts significant numbers of young people improving the health and wellbeing of our residents by extending the wellbeing offer available and providing an environment that fosters physical activity.
30. Thorne’s development will focus on local need and in particular the wellbeing studio and space to be designed to support the community to tackle its local health conditions and issues. This guided and recognised as apriority action within the Boroughs Physical Activity and Sport Strategy “Get Doncaster Moving” allowing this investment to further enhance our community offer.

BACKGROUND

31. City of Doncaster Council has over the past 4 years and continues to undertake and plan a programme of significant capital investment to its leisure facility stock at a time when many local authorities are reducing investment and closing centres,
32. CDC has invested over £18m across several of its facilities across the borough and has an ongoing commitment of investment, enabling Doncaster Culture and Leisure Trust to deepen its work to support the health and wellbeing of the

residents while at the same time providing a leisure offer that is modern and fresh.

33. This report as part of our investment approach, is proposing we undertake the following actions that will be outlined in further detail below.
 - Agree capital funding for the Dome.
 - Delegate acceptance of funding from Sport England for Thorne Leisure Centre refurbishment.
 - Undertake and report upon the option appraisal of CDC's in relation to Edlington pool
34. We are proposing through CDC capital investment we commence refurbishment works at the Dome that will bring the facility in line with those that have had investment and ensure long-term viability of Doncaster Culture and Leisure Trust.
35. Options appraisal of a rebuild rather than refurbishment, identified costs of up to £60m. This is based on recent new build leisure complex costs in Exeter and Spelthorne where a wet and dry facility with ancillary features cost between £43.5m - £50m. These venues did not include the same facility mix as the Dome, with both ice-skating pads and events auditoria not part of the build. To achieve the same leisure and place making offer, it is estimated would be circa £10m, hence the projected cost of £60m.
36. Full refurbishment costs for the Dome are, at RIBA stage 2, circa £34.6m, therefore on current market information, rebuilding is nearly 75% more expensive.
37. The Dome was designed, and construction led by Faulkner-Brown Hendy Watkinson Stonor for Doncaster Metropolitan Borough Council, between 1986 and its opening in 1989. The building is considered architecturally import to the nation that it was listed at Grade II in November 2023.
38. The Dome is regarded as an architecturally striking and inventive building for its time. Ambitious both in scale and appearance, and at the time of construction demonstrating an innovative and modern design through the use of High-Tech structural steel frame.
39. At the time of construction, it was the largest leisure centre in Europe, widely published both nationally and internationally, and winning awards from RIBA (1991) and the International Olympic Committee and International Association for Sports and Leisure Facilities (1993).
40. On opening the Dome attracted over a million visitors in its first year and has continued to have footfall, pre pandemic of between 1.05m and 1.3m, dependant on event activity and in 2023 attracting 724k visitors.

41. Between 1989 and 2011 the Dome was run as a stand-alone leisure trust managed on behalf of Doncaster Council. In 2011 all CDC facilities, the Dome, and Dearne Valley Leisure trust were merged into one overall charitable trust, Doncaster Culture and Leisure Trust (DCLT) to operate the stock of facilities.
42. This provided a uniformed service across the borough and enabled operational economies resulting in pre-pandemic, DCLT being in receipt of £250,000 revenue funding for the whole leisure portfolio, and achieving a 98.2% recovery ratio, one of the best financial performances in the UK. Capital monies were allocated on an annual basis, determined by health and safety or operational need, meaning the delivery of a low-cost Trust.
43. The achievement of this position was in the main, due to the success of the Dome and the contribution of surpluses to support the community leisure venues and offset central overheads.
44. The cost-of-living crisis is affecting the ability to recover fully pre pandemic income levels which is further exasperated by the aging and worn offer provided by the lagoons entrance and system failure of the mechanical and electrical systems.
45. The last significant investment into the Dome was in 2013, where air handling units were installed in The Lagoons and The Ice Caps, the venue is now in a critical position with regard business continuity of key profit centres, particularly The Lagoons. Recently the venue has experienced issues with heat to the Lagoons area, resulting in a daily loss of income of circa £7.5k.
46. These failures of mechanical systems are partly due to having to prioritise maintenance meaning nonessential systems are not replaced. Surveys conducted by Faithful & Gould in 2021, identified that the Dome would require circa £23m just to undertake essential condition survey works that enabling the building to continue to operate. Further assessments have been undertaken and the most recent RIBA Stage 2 report has noted a sum of £40m to bring the Dome modern standard that provides a wellbeing and leisure offer fit for future generations.
47. As highlighted previously, the Lagoons is the main profit centre for the Dome and Trust, therefore possessing the most significant risk to improving DCLT's financial position and maintaining a viable operator for all our leisure centres. The key risks would be if we are required to close The Lagoons due to significant failure of systems or the offer continues to fall short of what is expected in an ever-pressured leisure market with competing offers to attract the leisure pound.
48. Therefore, it is recognised a phased approach must be taken to ensure the fabric of the building while at the same time maintaining the viability of the operator. It is through this investment, and by prioritising the areas mentioned for investment in this phase.

49. As works would require specialist knowledge and skills CDC procurement supported the appointment of Alliance Leisure a national development partner, specialising in leisure and hospitality construction as employing agent. The process to appoint provide confidence that market was tested ensuring best value.
50. Working with Alliance Leisure, we have prepared a scope of works for the Dome, which address the following principles:
- Condition survey work, addressing building fabric and health and safety
 - Refurbishment work, addressing customer facing areas such as toilets and changing rooms
 - Development work, addressing the ambition to reduce the service fee currently in place to support the recovery of the Trust in the services they deliver
51. The works would include:
- replacement of pool filtration plant, utilising energy saving micro filtration, also resulting in increased water quality meaning reduced use of chemicals, which improve the customer experience
 - replacement of electrical systems resulting in improved functionality of the systems and ability to monitor applications reducing usage
 - replacement and upgrade to heating systems
 - replacement and upgrades to lighting
 - completed glazing replacement, resulting in energy savings
 - roof replacement and where possible introduction of improved thermal insulation
 - improvements to heating, air and ventilation systems to better respond to seasonal changes, resulting in improved management of utility unit usage
52. This work will significantly upgrade the building providing longevity to its future while at the same time utilising modern systems and materials that will reduce energy consumption and carbon emissions, while at the same time improving the environment for all in the building. Further works would include:
- refurbishment and repair of structural steelwork
 - replacement and upgrades to changing cubicle and locker systems
 - pool lining refurbishment
 - wall and flooring fabric refurbishment
 - enhancements to entrance atrium
 - addition of concierge pod to front of house
 - improved food and beverage offer
 - addition of 2 new flumes and associated plant
 - addition of external 'splash pad area'
 - digital entrance kiosk station
53. These works alongside the mechanical and electrical would return the areas to their former glory as well as introducing new exciting offers that will once again position the Dome's lagoons as one of the premier regional if not national leisure pools.

54. The programme of works has been costed at RIBA stage 2 and will require an investment of £14.427m. A breakdown is shown below:

	£m
Building & Construction (e.g., roofs, walls & windows)	£4.929
Mechanical & Electrical (e.g., pool plant, heating)	£2.867
Equipment	£2.850
Overheads	£3.781
Total	£14.427

55. The works are projected to take up to 12 months and require the Lagoons to close, along with the main entrance and associated secondary spend areas. This will affect the Trust's revenue position for 2024/25, by circa £1.1m. However, the projected operational recovery figure once reopened, would support CDC's ambitions to reduce the service fee underwriting moving forward.

56. It is to be noted that all other services will remain open while the works are undertaken including skating, gym, events etc.

57. The £14.427m of works will be funded from £10.108m from a reserve set aside in the 2023/24 budget to support the capital programme and £4.319m of borrowing, further details are provided in the financial implications.

58. Once these works are complete, further Cabinet reports will be brought forward outlining the required works, business justification and resourcing.

59. Thorne leisure centre was built in in 1967 including 4 lane, 25-meter pool and 4 court badminton hall. In 2004 further investment was made with refurbishment of changing rooms and install of small gym. Following these works very little further work has taken place to maintain or enhance the offer.

60. As part of the review of our leisure stock, works were undertaken to re view the service offer at Thorne and align better to local need while also at the same time improving viability of the facility and ensuring the building and services were fit for purpose. It was decided a two-phase approach be taken with phase one being

- Refurbishment of building fabric and new thermal roof.
- Complete refurbishment of all mechanical and electrical systems as well as new fully integrated building management system.
- Introduction of hybrid air source and gas back up heating system.
- Complete refurbishment of pool changing rooms pool hall and pool tank.
- Install of changing places.
- Install of new reception area and viewing gallery

61. Phase two of the work at Thorne Leisure Centre would focus on reconfiguring the sports hall to provide a wider offer that would support residents' health and wellbeing as well as building on its leisure offer. To achieve this construction of mezzanine floor would allow the hall to become a two-floor facility with lower floor including:

- Bowling alley
- Soft play area
- Food and beverage offer,
- Bumping spaces for use by local and borough wide services

Upper floor would contain:

- 2 wellbeing studios
- Consultation space
- Dry side changing rooms
- 55 station gym

62. Cost of phases 1 and 2 are £8.4m of which £7.2m is provided by CDC and £1.21m is Sport England grant funding subject to the completion of an Exchequer Funding Agreement (EFA) between Sport England and the Council. The Council has not had sight of the EFA yet, however Sport England have allocated this funding specifically for Thorne Leisure Centre to further enhance the refurbishment with a focus on health and well-being. It is to be noted that new build costs would be circa £22m, making refurbishment a cost-effective route to providing a wellbeing and leisure offer for Thorne, Moorends and the wider communities.

63. Edlington Pool has been closed since March 2020 and was programmed for refurbishment. Following surveys, it was identified that economic repair was not viable and new build option was costed and subsequent bid as part of the Governments Levelling Up Fund 2 were made to finance the capital cost. Unfortunately, the bid was unsuccessful and was not supported in round 2 or 3.

64. We are now reviewing our approach and as part of the wider Regenerative Edlington work we wish to reassess our approach and to maximise opportunities to support the health and well-being of residents including maintaining access to a pool in Edlington.

65. City Doncaster Council will progress this work and bring to Cabinet an option appraisal in relation to Edlington pool for consideration and approval in the context of the wider plan for the area

OPTIONS CONSIDERED


66. To provide capital investment and underwriting or the Dome to allow works to be undertaken to refurbish and improve the areas mentioned in point 7 of this report
67. To accept offer of Sport England grant monies to support Thorne Leisure Centres refurbishment.
68. To undertake options appraisal for consideration by cabinet of our approach to Edlington pool
69. Not to provide capital investment and revenue underwriting to allow works to progress to improve Dome the areas highlighted in point 7 of this report.
70. Not accept offer of grant monies for Thorne leisure centre resulting in not achieving the full wellbeing offer needed by the community.
71. Not agree to undertake options appraisal for Edlington pool resulting in inability to progress development of the pool.

REASONS FOR RECOMMENDED OPTION

72. The recommendations paragraphs 21 -25 are based on securing and maintaining the position of DCLT to deliver the leisure service for the City of Doncaster Council.

IMPACT ON THE COUNCIL'S KEY OUTCOMES


73.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change		✓		
<p>Comments: Leisure facilities those that have pools tend to be one of the largest individual consumers of energy that Local authorities own. The Dome is a significant consumer of both gas and electricity to heat the pool and warm the building. At the time the building was designed (1986) climate emergency was not concept taken into account and therefore the dome is not the most efficient building to manage.</p>				


It has therefore been central to the design of the works and additions that they are as efficient as possible reducing consumption and prolonging life of the equipment resulting less waste.

We need to recognise that it is difficult to mitigate all wastage of energy due to the initial building design and as the buildings heating systems are gas operated, we won't be able to eliminate carbon emissions fully, but will be able to better manage system and reduce usage.

In addition, we need to recognise as a regional facility any improvement will generate interest, meaning increase journeys from the public to use the new features. We have and will strength our active travel plans to help mitigate some of these additional journeys and have already installed EV points to support travel by electric vehicles.

 Developing the skills to thrive in life and in work	✓			
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Comments: DCLT have a developmental programme for their workforce offering apprenticeship opportunities to upskill and develop our team. We recognise that an apprenticeship offers a holistic approach and bridges skills gap that colleagues may have from academic studying and prepares them with confidence to grow within the company. DCLT pride their selves on developing their team and many of their leadership today have grown within the organisation and DCLT will continue to develop and support this. Having positive role models to mentor and support employees.





 Making Doncaster the best place to do business and create good jobs	✓			
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Comments: Once the project is complete, we will ensure that that we have recruitment activity that engages the whole community within Doncaster. Focusing on with people who may need training and additional skills and recognising the potential skills people can bring to enhance our team.

We will offer free training to armed forces community to train as a lifeguard as we recognise the vast number of skills and knowledge they can bring to our workforce.


DCLT have strong relationships with the local job centre and work to provide opportunities for people to join our growing workforce. We offer programmes with support and training, with an onsite coaching and mentoring work placement opportunities.

We will engage schools to provide opportunities to young people to gain employment, with free training. We will continue to work to offer meaningful work experience to provoke interest in the leisure sector and begin developing our future workforce.

 Building opportunities for healthier, happier and longer lives for all	✓			
<p>Comments:</p> <p>The pivot of the Trust to wellbeing from merely just a leisure service will see improved access to health and wellbeing services at the Dome. This investment will be a catalyst for closer working with local health care providers, building on the Choose brand across fitness, cycling and aquatics.</p> <p>Access to more facilities for young people and families will promote healthier lifestyles increasing physical activity and supporting mental health for the future generations of the city. Encouraging the young people to engage in the recommended 60 physical activity guidelines.</p> <p>The pivot of DCLT from a leisure provider to a health and wellbeing service will see the Dome at the heart of this strategy. Strategically placed centrally, the venue has good transport links with access both locally and regionally, enabling cohorts to attend services easily. DCLT are currently positioned to pilot a cancer pre and rehabilitation hub at the Dome, which if successful will serve the wider borough and South Yorkshire Mayoral Combined Authority. The deepening of wellbeing in the Trust's strategic plan will also be extended across the borough, with the Dome hosting the central support functions.</p>				
 Creating safer, stronger, greener and cleaner communities where everyone belongs				✓
<p>Comments: The development works will allow for refurbishment of assets and will promote the Trust's environmental and sustainability programme in the reduced use of chemicals and energy units</p>				
 Nurturing a child and family-friendly borough	✓			
<p>Comments: The Dome has been a family destination for fun and enjoyment since opening in 1989, seeing local, regional, and National visitors. It provides opportunities for the whole family to spend quality time, at affordable prices. Within the Dome, we offer family activities that allow family to include physical activity and enjoyment into adulthood. We are offering a pricing structure that is affordable for families and our programming offers all year-round family enjoyable fun.</p>				
 Building Transport and digital connections fit for the future				✓

Comments:
 We will use technology to control the management of pool area. This will be a central system that allows for efficiencies with management of the pool.

Our digital platforms for booking allow us to build a journey for the customer including offers, visit planning and management.

 Promoting the borough and its cultural, sporting, and heritage opportunities	✓			
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Comments: As previously mentioned in the mid 1980's Doncaster Metropolitan Borough Council decided that a new approach was needed to help rejuvenate the borough and saw investing in leisure and tourism as a catalyst for regeneration, drawing in people from further afield, making the town a more attractive location for new business and industry, while at the same time fulfilling a social function by providing new amenities for the local population.

Over the 33 years since the Dome opened it has provided one of the central cultural and sporting assets not only for the borough but in the region.

With the recent listing as a grade 2 building the Dome has formally become part of our and the nations architectural heritage making us the custodians of this asset for all.

The works planned will not only secure the buildings future but once again bring it to a standard that Doncaster can be proud of and introduce new generations to the Dome, restoring the place making, destination making driven premise the building was originally conceived to deliver.

Fair & Inclusive	✓			
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Comments: DCLT actively work to ensure that Doncaster is fair and inclusive place to live and work. We ensure that within our workforce staff are treated fairly and that everyone is treated with respect. We extend our expectation to our customers and have an etiquette we expect from our visitors. DCLT have supported the local 'Choose Kindness' movement and pledged this to be a key message for our organisation. We will continue to engage with the local authority to ensure that we are collectively creating City that is inclusive and that people feel they are fairly treated and offer compassion and respect to others.

Legal Implications [Officer Initials: _SRF_ | Date: 23.01.24_]

- 74. The Council may use its power under Section 1 of the Localism Act 2011, which provides the Council with the general power of competence, allowing them to do anything which a person, may generally do.
- 75. S111 Local Government Act 1972 states that a local authority shall have power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated

to facilitate, or is conducive or incidental to, the discharge of any of their functions.

76. In accordance with Section 19(1) of the Local Government (Miscellaneous Provisions) Act 1976 “A local authority may provide, inside or outside its area, such recreational facilities as it thinks fit....”
77. Section 19(3) further provides that “A local authority may contribute— (a) by way of grant or loan towards the expenses incurred or to be incurred by any voluntary organisation in providing any recreational facilities which the authority has power to provide by virtue of subsection (1) of this section” In this statute “voluntary organisation” means any person carrying on or proposing to carry on an undertaking otherwise than for profit, which would include DCLT.
78. Contracts for any works or services in relation to this project must be procured in accordance with Contract Procedure Rules and appropriate legislation as well as the requirements of any external funder. Legal advice will be required in relation to the Funding Agreement and it is essential that the lead officer for the project is fully aware of the terms of that agreement and that the project is delivered accordingly.

Financial Implications [Officer Initials: MS __ | Date: 24/01/2024]

79. As stated above the cost of the capital works is £14.427m. The works can be funded from £10.108m that was set aside in the 2023/24 budget to support the capital programme. This was referred to in the 2023/24 revenue budget report approved by full Council on 27 February 2023.
80. The balance of £4.319m will be funded by borrowing. The cost of borrowing will be £0.312m per year
81. It has been assumed that the works will have a useful economic life of 40 years and that interest will be payable at 4.73% (based on PWLB rates at the time of writing).
82. The borrowing can be funded from the additional net income of £0.791m which is anticipated to be achievable once the works are complete. The additional income will mean the subsidy the council pays to DCLT can be reduced. The Council has been paying additional subsidy to DCLT since the onset of COVID. In 2025/26 the subsidy planned within the Council's Medium-Term Financial Strategy is £0.882m, so there is scope to reduce this. The project will generate additional net income in excess of the borrowing costs (£0.791m less £0.312m = £0.479m). This surplus could be used to fund the additional works at the Dome which are not covered by this report.
83. The project cannot be implemented, and no expenditure can be committed, until the capital programme is approved at full Council on 26 February 2024.

84. As stated above whilst undertaking the works the Lagoons will be closed and therefore there is a net cost of £1.100m to DCLT's revenue budget. This can be funded by additional subsidy from CDC paid from the Council's Service Transformation Fund (STF). The fund has an uncommitted balance of over £7m so is sufficient to meet the costs.
85. The STF was established to target investment that will deliver future cost benefits, be it savings, better value for money, increased income or reduced costs and cost pressures. There is a finite resource available and therefore the fund needs to be prioritised and should be only accessed as a last resort after considering other options, starting with the effective use of staff resources.
86. The Council's approved capital programme currently includes a £7.417m budget for phase 1 and 2 works at Thorne Leisure Centre which spans three financial years 2022/23 – 2024/25. The £7.417m is predominantly funded from corporate resources with a minor allocation of £33k from the Changes Places Grant. The total cost for both phases is now expected to be £2.5m for phase 1 and £5.9m for phase 2. The council has received communication from Sport England that a conditional award of £1.210m has been approved for Thorne Leisure Centre. Before this funding can be released City of Doncaster Council and Sport England must formally agree and execute an Exchequer Funding Agreement (EFA), which includes a number of conditions. At the time of producing this report the Council has not had sight of the EFA. Once formally agreed the Council will need to ensure the conditions of the funding are adhered to ensure there is no clawback. The Council's capital programme will also need to be updated to include the increased cost and additional funding.
87. As stated above the total cost of the work is expected to be £8.4m and the funding available is ££8.630m (including the existing £7.417m budget plus the additional Sport England grant of £1.210m), that means £200k of the existing budget may not be needed.

Human Resources Implications [Officer Initials: SB | Date: 19/01/2024]

88. There are no direct human resource implications in relation to this report.

Technology Implications [Officer Initials: PW | Date: 18/01/24]

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

RISKS AND ASSUMPTIONS

90. As with any major project full risk register and strategy will be developed prior to the onset of the programme. Through this process the following key risk will be considered in more detail.
91. Listing of the building precludes development works requiring significant redesign of the works. Discussion with English heritage and CDC heritage officer

have already commenced to ensure clear and timely communication and approvals are provided.

92. Build costs increase following onset of construction resulting in budget pressures to the programme. Contingencies will be built into the costings and tight management will be undertaken to manage to avoid the need of value engineering to maintain financial envelope.
93. Revenue allocation has been predicted on a 12-month closure of the lagoons and impact on associated income streams. The management of the works programme will be delivered through strong governance and management procedures involving DCLT. CDC external support from agencies such as Sport England capital programme Specialists and Alliance Leisure.

CONSULTATION

94. Consultation has been undertaken with the following:
 - Mayor
 - Portfolio holder for Public Health, Communities, Leisure and Culture
 - Director of Corporate Resources
 - Assistant Director, Chief Executives
 - Interim Director of Public Health
 - Assistant Director, Corporate Resources

BACKGROUND PAPERS

95. Outside Design Visuals Dome

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

96.
 - DCLT Doncaster Culture and Leisure Trust
 - CDC City of Doncaster Council

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