



Doncaster Council

Report

Date: 5th March, 2020

**To the Chair and Members of
COUNCIL**

REVENUE BUDGET 2020/21 – 2022/23

EXECUTIVE SUMMARY

1. This report details the Mayor's revenue budget proposals for 2020/21 to 2022/23. Our budget plan is driven by our Corporate Plan. The Corporate Plan details the Council's contribution over the next year to the Doncaster Growing Together (DGT) partnership plan (Borough Strategy) and how the Council will ensure it has the capacity to deliver DGT transformational priorities and quality services day in, day out.
2. In the context of the national position where funding has been cut by circa. 50% since 2010/11, Councils are facing strong demand and cost pressures and no reduction in their statutory obligations to provide services. Local spending is becoming more narrowly focused on social care due to the need to meet the growing demand and falling central government funding. The Council continues to face the significant challenge of setting a balanced budget whilst continuing to invest in the borough and protecting the most vulnerable in our communities.
3. The significant budget pressures are estimated at £14.6m in 2020/21, increasing to over £30m by 2022/23. This includes pay and price inflation; with £2.7m set aside for Adults, Health & Wellbeing in 2020/21 for Adult Social Care contracts including the impact of the Government National Living Wage. The service specific budget pressures amount to £14.0m in 2020/21 and are detailed in Appendix C; this includes investing £4.6m for Adults, Health & Wellbeing pressures in 2020/21.
4. After updating the funding changes and including the additional pressures, there is an overall budget gap of £17.7m over the next 3 years.
5. The savings proposals detailed in the report are greater than the estimated budget gap for 2020/21 by £8.2m, largely due to one-off additional Government funding for Social Care and an increase in Retained Business Rates; however, there are shortfalls in 2021/22 and 2022/23 resulting in a £1.7m gap over the 3 years which will be met by use of one-off reserves in 2022/23. This provides the Council with a balanced plan for 2020/21 and savings options for future years, with further work to be undertaken on the overall plan.

6. It is worth noting that Council funding remains uncertain for 2021/22 onwards. The government's Spending Round announcement in September only covered the spending period 2020/21 with a further, longer term, review of spending planned for next year.

EXPLANATION OF THE BUDGET GAP

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total 2020/21 – 2022/23 £m	Total Incl. 2019/20 £m
Baseline Income & Government Grants	6.9	-11.9	9.9	1.6	-0.4	6.5
Council Tax Income	-8.0	-4.4	-1.1	-3.7	-9.2	-17.2
Grant Exit Strategies	-7.6	-2.7	-3.6	0.0	-6.3	-13.9
Pay & Price Inflation	9.7	0.4	8.5	7.4	16.3	26.0
Levying Bodies & Other Expenditure	-1.2	0.2	0.2	0.0	0.4	-0.8
Other service Pressures	21.6	14.0	-2.1	1.8	13.7	35.3
Funding Gap	21.4	-4.4	11.8	7.1	14.5	35.9
Use of One-off Reserves	-3.2	3.2	0.0	0.0	3.2	0.0
Gap	18.2	-1.2	11.8	7.1	17.7	35.9

7. Whilst the financial circumstances that we face are not of our making, it is our responsibility to ensure we propose a robust, clear and balanced budget and that we face up to and deliver changes to our services to the best of our abilities in these very challenging circumstances. After a prolonged period of austerity, the savings are more challenging to achieve, whilst continuing to deliver high quality services. We are committed to being a council that promotes growth and prosperity for its residents. This report summarises the saving proposals to contribute towards the £17.7m gap for 2020/21 – 2022/23; these are detailed in paragraphs 25 to 35 and Appendix D and E.
8. The majority of the savings will be delivered by continuing with our current plans; ensuring that services are targeted and make a difference to those people who need them most, making the most of technology, re-designing our services so they are fit for the future and working in partnership with our local communities, voluntary, charity and faith sectors to deliver services together. Service savings in 2020/21 will contribute £7.0m towards the overall funding gap; these include the Adults, Health and Wellbeing Transformation Programme, which focuses on helping people to look after their own health and wellbeing but making sure that high quality health and social care is available if they need it; further details are provided in paragraph 31.

9. £1.8m will be delivered through an increase in the Council Tax base due to more properties. The budget also includes an increase in Council Tax of 3.99% in 2020/21 (1.99% Council Tax increase and a further 2% increase through the Government's Social Care precept). This will increase the Council Tax to £1,405.35 per annum Band D (£936.90 Band A) which means an additional £53.92 for Band D Council Tax per annum or £1.04 per week (£35.95 for Band A per annum or 69p per week). The 2% Social care precept delivers £2.2m and will contribute towards the pressures for Adults, Health & Wellbeing including inflationary cost increases, investment in the care ladder and growth in the number of clients from projected changes in the population. In total £4.4m of additional income will be generated through Council Tax.
10. The Council Tax system continues to be disproportionate across the country and successive governments have failed to come up with an alternative method of local taxation. A National Audit Office report on the Financial Sustainability of Local Authorities 2018 found that the average reduction in council revenue spending power between 2010/11 and 2017/18 was 28.5% but that the reduction for Doncaster was 35.9%. Doncaster continues to have one of the lowest Council Tax rates in comparison to other Metropolitan Districts and Unitary Authorities (the 11th lowest in 2019/20) as shown in Appendix F.
11. The savings proposals exceed the budget gap in 2020/21 by £8.2m. This is primarily due to £9.1m of unexpected income from the continuation of the 2017 announced Improved Better Care Fund (iBCF) £2.1m that was due to cease in 2019/20 and the new Social Care grant of £7.0m announced in the September Spending Round. £7.7m of this additional income is already committed to fund increases in Social Care costs in 2020/21 covering pay and price inflation (including the additional costs of the recently announced increase in the National Living Wage) and the budget pressures shown in Appendix B. This means £3.6m (£1.4m from the additional grants and £2.2m from the social care precept) will be committed on a non-recurrent basis in 2020/21 to fund transformational projects in Social Care. This will include investment in the new model of locality working to support the development of vibrant communities and provide resourcing to strengthen activities for Early Help and prevention. It will also support practice development across the social care sector and workforce capacity changes. This will certainly help provide resources to work with the voluntary sector and how they may support our changing practices and ambitions regarding localities.
12. The remaining £4.6m in 2020/21 and £1.6m in 2021/22 will be used to fund the Service Transformation Fund (STF). The STF can provide non-recurrent resources to support the Corporate Plan. Our recent community engagement exercise, through Doncaster Talks, identified being a cleaner and greener borough as a key priority for the people of Doncaster. As it is a priority to improve standards, we will implement an improvement plan that will see investment in plant and equipment, additional resources and improved methods of operation within the cleansing and grounds maintenance services. An integral part of the improvement will include services being delivered at a locality level, introducing measures that support behavioural change and reducing the levels of fly tipping across the Borough. Investment in enforcement resources and tools such as CCTV and covert cameras will enable a tough approach for dealing with those who continue to litter and fly-tip in our borough.

13. It is important that the Council does not commit this funding on a permanent basis, as there remains an overall recurrent budget gap in 2022/23 of £1.7m (which will be met by use of one-off reserves in 2022/23). Any funds committed on a permanent basis in 2020/21 or 2021/22 would increase the size of this gap. The effect of the one-off proposals are shown in the table below: -

	2020/21 £m	2021/22 £m	2022/23 £m	Total 2020/21 – 2022/23 £m
Budget Gap	-1.2	11.8	7.1	17.7
Savings Proposals	-7.0	-5.2	-3.8	-16.0
Recurrent Budget Gap	-8.2	6.6	3.3	1.7
<u>Non-recurrent Expenditure:-</u>				
Social Care Transformation projects	3.6	-3.6		0.0
Service Transformation Fund funding in 2020/21	4.6	-4.6		0.0
Service Transformation Fund in 2021/22		1.6	-1.6	0.0
Revised Recurrent Budget Gap	0.0	0.0	1.7	1.7

14. The analysis, at Appendix I, shows the current position regarding earmarked reserves. The balance of uncommitted reserves for 2020/21 is estimated at £14.4m; and is expected to remain at this level in 2021/22.

EXEMPT REPORT

15. Not applicable.

RECOMMENDATIONS

16. Council to approve the 2020/21 to 2022/23 Revenue Budget as set out in this report. This includes: -
- a. the revenue budget proposals for 2020/21 detailed at Appendices B and C (pressures £14.0m) and Appendices D and E (savings £7.0m);
 - b. Council Tax increasing by 3.99% to £1,405.35 for a Band D property (£936.90 for a Band A) for 2020/21. This includes: -
 - i. 1.99% Council tax increase equates to an increase of £26.89 for Band D per annum, 52p per week (£17.93 for Band A per annum, 34p per week);
 - ii. 2.00% Government's Social Care precept equates to an increase of £27.03 for Band D per annum, 52p per week (£18.02 for Band A per annum, 35p per week).
 - c. the 2020/21 Grants to 3rd Sector Organisations outlined in paragraph 37 and Appendix G;
 - d. the fees and charges proposed for 2020/21 at Appendix H;
 - e. the Medium-term Financial Strategy (MTFS) including all proposals in this report as set out in Appendix A;

- f. a gross revenue expenditure budget of £490.1m and a net revenue expenditure budget of £223.9m, as detailed in Appendix A.
- g. note the Chief Financial Officer's positive assurance statements (detailed in paragraphs 45 and 50).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

BACKGROUND

Financial Strategy

18. The financial strategy and 2020/21 budget is informed by the Corporate Plan: -
 - **Doncaster Learning** – Learning that prepares all young people and adults for a life that is fulfilling. The key budget proposals in relation to this area are LO-CYP functional review and the Travel Assistance Review.
 - **Doncaster Working** – More people are able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future. A key budget proposal in relation to this area is the additional income from business rate growth; this is based on more developments in the borough and increased inward investment.
 - **Doncaster Living** – Doncaster's people live in a borough that is vibrant and full of opportunity, where people enjoy spending time. The key budget proposals for this area include additional funding for street cleansing and fly tipping.
 - **Doncaster Caring** – A borough that cares together for its most vulnerable residents. The key budget proposals in relation to this area are the Adults Transformation programme and Future Placements strategy for children.
 - The Doncaster Growing Together programme includes the following areas for action which are reflected in the budget proposals, e.g. corporate resources saving, Adults transformation programme: -
 - i. A modern, efficient and flexible workforce with the right behaviours and skills.
 - ii. Use technology to support modern, accessible customer interactions and as a catalyst for change for cross council service improvement.
 - iii. Operating within our resources and delivering value for money.
 - iv. A co-ordinated, whole person, whole life focus on the needs and aspirations of residents.
 - v. Building community resilience and self-reliance by connecting community assets and strengths.
 - vi. Working with our partners and residents to deliver our joint priorities through effective leadership, governance and democratic processes.
19. The financial strategy should also be read in conjunction with other Council strategy documents including Capital Programme, Housing Revenue Account (HRA) budget, Treasury Management Strategy and Capital Strategy.

Medium-term Financial Strategy (MTFS)

20. The MTFS includes the estimated changes to the Council's main sources of income (i.e. central government grant and local taxation), corporate expenditure (e.g. capital financing costs) and pressures on services (arising from inflation, demand or legislative changes such as the increase to the government national minimum wage) based on current information. The estimated gap for 2020/21-2022/23 is £17.7m.
21. The Council continues to face pressures include rising pay costs of £3.1m in 2020/21. Pension contributions will reduce in 2020/21 to a saving of £7.3m due to an estimated reduction in the pension deficit budget, when the next tri-annual valuation in 2020 will take effect. The Pensions Actuary reported a considerable improvement in the financial position of the pension fund, which changed the position from a deficit to a slight surplus. This mainly arose due to a rise in the value of UK and foreign equities and a fall in the pound. The additional costs of contract inflation are estimated at £4.6m in 2020/21; this includes increases each year for the Adult Social Care contracts including the impact of the government national minimum wage.
22. The MTFS also provides the funding necessary to meet growth in the services and other service pressures. The Council is currently forecasting an underspend of £1.3m for the 2019/20 financial year; however this includes a number of pressures that need to be managed to begin the 2020/21 financial year on a sustainable basis, which are currently offset by one-off underspends. The pressures for 2020/21 to 2022/23 are shown in detail in Appendices B and C. The baseline budget will be increased for the pressures identified on an ongoing basis. A negative figure shows where the funding is being removed to account for one-off pressures in previous years.
23. The MTFS details the funding reductions and pressures for 2020/21; this clearly demonstrates the importance of increasing income by raising Council Tax and other income from fees and charges. As government grants significantly reduce and the Council becomes more reliant on the income it generates, it must take every opportunity over the next 3 years to raise its income base through the individual rates and overall volume, i.e. the number of council tax and business rates properties.
24. There are two major reviews upcoming during 2020 that could have a significant effect on the funding available for the Council. There will be a Spending Review, which will set out the funding available for Government Departments for 2021/22 onwards. There will be a Fair Funding Review (FFR), which will set out how the funding determined by the Spending Review 2020 will be allocated for 2021/22 onwards. In addition, there will be a "full reset" of the Business Rates Retention scheme. The Prime Minister has promised to "fix the crisis in social care once and for all" and the Queen's Speech reiterated that the government would seek cross-party consensus on proposals. Given the complexities around how adult social care is currently funded (through core funding, the social care precept and three different grant regimes), the changes needed to simplify this are likely to be wide-ranging. It is not yet possible to determine the full impact of these wide ranging reviews and subsequent changes; the assumption included for 2021/22 is that the Council could suffer a net reduction in funding of up to £10.3m although this would likely be offset by transitional funding unwinding over time. The Government aims to publish indicative allocations through a formal consultation before the 2021/22 provisional local government finance settlement but that could be as late as October 2020.

Savings Proposals and Budget Framework

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

26. The Council has undertaken a thorough review of all budgets to identify additional savings to balance the budget; these are detailed in Appendix E. The proposals have been developed in accordance with the budget framework to ensure: -

- We engage with the organisation on the type and nature of the savings proposal being put forward – **We want to understand the story behind individual proposals**;
- We bring consistency and a sense of organisational support and challenge to the process – **a participatory approach that shapes the how with managers**;
- We ensure that what we are proposing **meets our policy intent** but also meets how we want to deliver services in the future;
- We iterate and the framework allows us to have more **intelligent conversations** over time.

27. The framework is based on our Corporate Plan, including the impact and areas for action identified for Doncaster Learning, Working, Caring and Living, and the following imperatives: -

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

28. The framework also includes a set of design principles which set out how we want to work: -

Keep it Simple / Customer Focus	We want services to be clear, transparent and accessible as possible
	We want to join up our services to avoid duplication and make it easier to understand and access
	We want people to access our services, when they need them, easily and quickly
Be Ambitious	We want the exercise to yield innovative and future proof proposals
	We want proposals, where appropriate, to be radical and challenge the status quo
	We want to aim high for our people and place that helps us deliver our Borough Strategy
Do it Together	We want to work with Team Doncaster partners collaboratively to achieve for our people and place locally
	We will, wherever appropriate, encourage other agencies and partners to deliver services if they are well placed to do so

	We want to work with communities to achieve our strategic ambitions for our Borough
Expect Contribution	We want all services to be proactive and supportive of savings ideas working alongside partners and communities
	We want to build on strengths and assets in communities in a way that helps us achieve our ambitions for the Borough

29. The proposals have been assessed against the framework to evaluate the strategic alignment (strong misalignment, weak alignment, good alignment and strong alignment). This has resulted in the prioritisation and filtering of the initial options to arrive at the proposals set out in this report. The proposals have also been reviewed to understand how deliverable they are based on a number of factors, which take into account their size and scale. This assessment ensures our proposals are congruent to the Council's priorities in the Corporate Plan and deliverable. It also supports the Chief Financial Officer to be able to give assurance on the robustness of the budget proposals; further details are provided in paragraphs 42 to 45.
30. The savings for 2020/21 to 2022/23 are shown in detail in Appendices D and E. The baseline budget will be decreased for the savings identified on an ongoing basis. A positive figure shows where the budget is being increased to account for one-off savings in previous years.
31. The 'all-age' Your Life Doncaster Programme focuses on early intervention and prevention/ integrated area based working, front door, practice development and joint commissioning. The Programme will contribute significantly to the delivery of £6.1m savings in 2020/21. The Council welcomes the continuation of the Social Care Support grant and Winter Pressures grant in 2020/21 of £2.6m and £1.5m respectively and the new one-off Social Care Support grant of £7.0m in 2020/21, which provides essential funding towards the pressures facing the service including Residential Care and Homecare.
32. The savings required in this area are significant and as such, their delivery is key to the achievement of the Council's MTFs. There are a number of initiatives covering all areas of the care ladder: Residential Care Working Age, Home Care & Direct Payments and the impact of the Front Door and Community Offer. In addition, savings are targeted for staffing restructuring & functional review to manage our workforce to deliver effective and efficient services. Full details of the savings are provided in Appendices D and E.
33. Fees and charges increases are expected to generate £0.13m in 2020/21 (no increase is assumed in future years); this is based on the principle that charges are raised by 1.82% (based on the Office for Budget Responsibility's Consumer Price Index forecast for quarter 1 2020/21). Each fee has then be rounded to the nearest appropriate denomination. For a number of fees the inflationary increase will be so small that the rounding will result in no increase even though they have been subjected to the principle.
34. Appendix H contains:-
- All new fees and charges,
 - All proposed fees and charges that are an exception to the 1.82% target increase,
 - A list of individual fees and charges where there is a legal requirement for them to be specifically set by full Council.
35. Some fees are set by legislation, so the above will not apply; the values of these will be as determined by statute.

Post Reductions

36. A review of the 2020/21 to 2022/23 budget proposals has been undertaken, which has identified an estimated 101.7 full time equivalent (fte) potential post reductions; 86.7 for the Council and 15 for Doncaster Children's Services Trust (DCST). The Council and DCST will initially look to delete vacant posts, then seek volunteers, then redeployment with compulsory redundancy being the last resort. This is an estimate calculated on the budget proposals and includes 58.1 fte for 2020/21, 19.5 fte for 2021/22 and 24.1 fte for 2022/23. The budget also includes a total of £22.2m of additional investment in services in 2020/21 and is therefore, likely to mean post reductions in some services are offset by additional posts in other areas.

Grants to Third Sector Organisations

37. The 2020/21 grants proposed to third sector organisations are detailed in Appendix G. The Council's has more clearly commissioned and contracted service activity, which provides greater certainty and continuity of provision of service for both the service provider (voluntary sector) and service users. The change in the overall value of grants provided to third sector organisations does not deliver any savings. Despite the need for the Council to identify recurrent savings, it is still able to provide £0.4m of support to the third sector.

2020/21 Baseline Budgets by Service Area

38. The 2020/21 detailed budgets updated for the proposed pressures and savings are provided at Appendix K by Directorate, this provides the breakdown of the budget plan by Head of Service.

Monitoring & Challenge

39. The Council's budget in any one financial year is allocated to budget holders and each budget holder is notified of their budget at the start of the financial year. Within the performance and development review process for people managers there is a core target to effectively manage and monitor budgets, highlighting any pressures or potential underspends in a timely way.
40. Budget holders are able to review the latest financial monitoring information, including projections, directly from the on-line financial system in an easy to use format.
41. The Financial Management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. The quarterly Finance & Performance report presents the Council's revenue projection, prepared by managers working in conjunction with finance teams. In addition, a monthly review enables Directors to monitor the Council's revenue projection and take any further action to ensure effective management of the budget.

Robustness of the Budget

42. Under the Local Government Act 2003, the Chief Financial Officer is required to give assurance on the robustness of estimates in the forthcoming budget.

43. The Chief Financial Officer recognises that local government finance settlements arising from Comprehensive Spending Reviews of 2010, 2013 and 2015 were extremely challenging and there are significant issues for the Council in delivering the budget proposals for 2020/21. The key objective of the MTFs is to provide the Council with a robust financial plan to ensure financial sustainability. The unprecedented set of cuts and pressures required managers to deliver savings of £148.3m over the 5 financial years 2014/15 to 2018/19 and a further £35.9m over the period 2019/20 to 2022/23.
44. In this context, the budget proposals that are set out in this document are recommended to the Council and are supported by the most up-to-date robust estimates of income and expenditure. The evaluation of the Chief Financial Officer is based on the following key factors: -
- the budget proposals have been developed by those responsible for service delivery, taking account of the implications of implementing the changes. Targets are clear and there is commitment and ownership from managers to deliver. Each budget manager is required to deliver within the budget target. This will provide additional assurance, rigor and comfort for the Council in carrying out its responsibilities. These proposals will provide a balanced budget for 2020/21 as long as the risks (Appendix J) can be managed;
 - we have reviewed those service areas that are overspending in 2019/20 and aim to provide adequate funding to ensure that areas of overspend are managed within the budget target for 2020/21;
 - a review of the quarter 3 projected outturn has been undertaken to ensure that the budget proposals are based on the most up to date information available. Any further pressures identified will need to be managed during 2020/21 as part of the revenue monitoring process; and
 - the development of financial skills amongst Council managers is critical to the success of delivering the spending targets set in this budget.
45. Taking this into account, the Chief Financial Officer believes the 2020/21 estimates used for the Mayor's budget proposals can be delivered.

Reserves

46. The Council holds both "earmarked" and "uncommitted" reserves. Earmarked reserves are balances set aside for specific purposes, for example School Balances. Appendix I shows a summary of earmarked reserves.
47. To note there are one-off Minimum Revenue Provision (MRP) budgets, which are being earmarked for one-off requirements, e.g. Service Transformation Fund and VER/VR, funding; this is not available for on-going pressures. In 2019/20, we are utilising capital receipts to fund VER/VR's, which is not sustainable moving forward. It is proposed to allocate the one-off MRP funding as follows: -

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

48. Uncommitted reserves are balances held as contingencies against risks such as weather related events. The uncommitted reserves are expected to be £14.4m by 2021/22. A risk assessment of the Council's level of uncommitted reserves is carried out each financial year, when setting the budget and updating the financial plan. It is updated regularly during the financial year as part of the formal financial management reporting process. The risk assessment is based on the following key factors: -
- a review of known provisions and contingent liabilities;
 - the likelihood of overspend for either revenue or capital;
 - the likelihood of any additional income that would be credited to uncommitted reserves;
 - the robustness of the Council's revenue budget proposals;
 - the adequacy of funding for the Capital Programme; and
 - any potential significant expenditure items for which explicit funding has not yet been identified.
49. Appendix J provides the risk assessment of the Council's level of uncommitted reserves and shows that they are sufficient to meet the risks. The uncommitted reserves are not excessive for a Council of our size, which spends £490.1m a year; £14.4m would only run the Council for 11 days. Careful consideration should continue to be given before funding any unexpected costs from uncommitted reserves.
50. The Local Government Act 2003 requires the Chief Financial Officer to give assurance on the purpose and adequacy of the reserves of the Authority. The Chief Financial Officer has concluded that the level of the uncommitted General Fund reserve balance is adequate to meet known commitments and contingencies based on the information currently available and included in this report.

Council Tax Capping & Referenda

51. Authorities are required to seek approval of their electorate in a referendum if any proposed Council Tax increase exceeds the principles set by Parliament. The Government confirmed the Council Tax Referendum Cap for 2020/21 as part of the final Local Government Financial Settlement on 24th February 2020. Any increase of 4.0% or greater for those authorities that have decided to implement up to the maximum 2.0% adult social care precept will be deemed excessive.
52. Full details of the calculation will be presented as part of the Council Tax setting report to Council on 5th March 2020.

OPTIONS CONSIDERED

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

REASONS FOR RECOMMENDED OPTION

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

IMPACT ON THE COUNCIL'S KEY OUTCOMES

55. These are detailed in the table below: -

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

RISKS AND ASSUMPTIONS

56. The savings proposals outlined in this report are underpinned by the Council's risk management strategy that helps to minimise risk. The Council's Strategic Risk Register is reviewed and updated on a quarterly basis and each service has formally documented its key risks and the actions taken to mitigate those risks in service plans. Paragraph 49 details the risk assessment of the level of reserves. Key risks in relation to the 2020/21 budget include: -

- Potential shortfall on the delivery of the savings, which are increasingly more challenging to deliver. In particular, the Adults, Health & Wellbeing savings will need careful management to ensure they are delivered and reduce the base budget requirement. The cost proposals have been co-produced with managers, with challenging but realistic figures for savings included.
- Risks around the MTFs budget assumptions, including: -
 - i. An estimate has been included for price inflation; there is a risk that the actual costs could be greater if inflation rises (CPI for December 2019 was 1.3%). Price inflation is applied as determined in the individual contracts; details on the price inflation applied to specific areas of contract expenditure are provided in the MTFs Appendix A. All other non-pay budgets assume a cash freeze.
 - ii. There are a number of one-off grants decreasing or ending over the next 2 years, which require expenditure to reduce or cease completely retrospectively, i.e. iBCF one-off funding. This is minimised by building the impact of reduced one-off funding into the cost pressures as part of this budget.
 - iii. Potential future budget pressures, this will be reviewed during 2020/21 for the 2021/22 budget.
 - iv. In a departure from normal practice, the Spending Round was for one year only. The normal four year Spending Review due to take place during 2019/20 was postponed until 2020/21. This leaves a huge amount of uncertainty regarding future funding beyond 2020/21 including the impact of a move to 75% Business Rates Retention, a full Business Rates reset and the Fair Funding Review.
 - v. Risk that retained business rates collection will be below budget and appeals will be greater than expected causing the Collection Fund to run into a deficit, impacting on the funding available to the Council. This risk will increase assuming the Government's plans to increase Business Rate Retention to 75% by 2021/22 are implemented.
 - vi. There is a risk that council tax collection will be less than budget and the Collection Fund will run into a deficit, impacting on the funding available to the Council.

The estimates have been produced based on the latest information available and the risks will be monitored during 2020/21 as part of the budget monitoring cycle. The MTFs budget assumptions are continuously reviewed and updated for any changes; including a thorough review during 2020/21 in preparation for 2021/22 budget setting.

- There is a risk that earmarked and uncommitted reserves are insufficient to support the Council during this period. This is minimised by undertaking a risk assessment of reserves annually, regular close monitoring of all balances as part of the monitoring cycle and the identification of contingency funding for demand pressures identified in 2020/21.

LEGAL IMPLICATIONS [Officer Initials...SF... Date...24.01.20]

57. The Council must set a balanced budget ensuring that resources are sufficient to meet its proposed spending plans. The Chief Financial Officer is required to advise the Council of the adequacy of its reserves and the robustness of estimates used in preparing its spending plans.
58. The Local Government Finance Act 1992 places a duty on Local Authorities to set an amount of Council Tax on or before 10th March, in the financial year preceding that for which it is set.
59. The Localism Act 2011 introduced a new Chapter into the Local Government Finance Act 1992, which makes provision for Council tax referendums to be held if an authority increases its Council tax by an amount exceeding principles determined by the Secretary of State.
60. By Regulation, the Government allow Councils to raise Council Tax by a maximum amount. Any further increases would require a local referendum to be held on the increase. The maximum amount of increase for 2020/21 has not yet been announced by the Government.
61. The Council will need to be satisfied that the budget set will ensure the Authority is able to discharge its statutory duties.
62. Under the general principles of public law, the Council must also act fairly when making budgetary changes or changes to services which potentially involve the reduction or removal of a previously enjoyed benefit. Acting fairly includes consulting fairly with those affected, conscientiously taking into account the results of the consultation and, where appropriate, having due regard to any impact on equality issues.
63. Some of the proposals outlined within the budget will affect service users and other individuals, particularly those with protected characteristics within the meaning of the Equality Act 2010. In appropriate cases, the specific budget may only be implemented by further decision making by either Cabinet or other duly authorised decision taker. That decision will need to be taken in full consideration of the Council's duties under the Equalities Act 2010 after full consideration of an appropriate due regard statement.

FINANCIAL IMPLICATIONS [Officer Initials...RI... Date...13.01.20]

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

HUMAN RESOURCES IMPLICATIONS [Officer Initials...SJ Date...27.01.20]

65. There are no immediate HR implications identified within this report, however once post reduction numbers are confirmed (see paragraph 36) further advice should be sought regarding the process going forward.

TECHNOLOGY IMPLICATIONS [Officer Initials...PW... Date...23.01.20]

66. Technology is as ever an evolving key essential enabler to support the delivery of all services and the key strategic budget themes outlined in this report. Robust and effective ICT governance arrangements will continue to be needed to ensure the delivery of the key priorities. This will be monitored and continuously reviewed via the Council's Technology Governance Board.

67. There will also of course remain the on-going maintenance and support of all current technology as well as upgrades, responses to changes in legislation and continuous service changes and transformation. This includes the further dimension of on-line services, which allow customers to self-serve 24/7 and require constant monitoring, support, continuous development and improvement.
68. The Council's technical infrastructure providing desktop, internet and system connectivity, landline and mobile phone services to all buildings will also need to be maintained and changed or developed as required. This includes St Leger Homes, Doncaster Children's Services Trust and many schools. Increased partnership working including integration with health will also mean significant technical developments.
69. Finally, just as significant is ensuring all staff have the required digital skills to successfully embrace all the new and more efficient ways of working required. Therefore, close working between all services and ICT will be essential.

HEALTH IMPLICATIONS [Officer Initials...RS... Date ...17.01.20]

70. The choices the council makes in both raising and allocating revenue budgets will impact on the health of the population. In general, 20% of what contributes to health is due to clinical care, 30% due to behavioural factors, 40% due to socio-economic factors and 10% due to the built environment. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan. Within the financial resources available, this paper sets out clearly the broad areas of revenue investment in both universal and targeted services and how within a reduced financial envelope there are plans to maintain and even improve the quality of local services. The investments in Doncaster Learning will support children to be ready for school, whilst the investments in Doncaster Caring and Living should support reducing social isolation, increasing physical activity and improving mental health. However, investment alone in commissioned or provided services may be insufficient to change wider societal habits and conditions that contribute to these challenges. Wherever possible commissioners and providers of services should seek to maximise social value consider long term social, environmental and economic sustainability and resilience. With sustained long-term cuts in funding, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the implementation phase so that inequalities and health inequalities are addressed, and monitored. The lack of national guidance on the future of the public health grant from April 2020 places a risk on future public health activity. Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

EQUALITY IMPLICATIONS [Officer Initials...MS... Date...30.01.20]

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

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

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

Having due regard to advancing equality involves: -

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

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

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

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

CONSULTATION

74. Directors and Cabinet have considered the budget proposals at several meetings between May 2019 and September 2019. Key dates in the budget timetable leading up to Council approving the budget on the 5th March 2020 are detailed below: -

- Government’s Spending Round 2019 – 4th September, 2019
- Cabinet – MTFs 2020/21 to 2022/23 approved – 1st October, 2019
- Government’s Autumn Budget – scheduled for 6th November, 2019 but postponed due to the General Election

- Labour Budget Group – 25th November, 2019
- General Election – 12th December, 2019
- Provisional LG Finance Settlement 2020/21 – 20th December, 2019
- Cabinet – Council Tax Base 2020/21 approved – 14th January, 2020
Overview & Scrutiny Management Committee (OSMC) – 6th February, 2020. The Chair of the Overview & Scrutiny Management Committee has responded to the Mayor's budget proposals. The letter is shown in Appendix M along with the response from the Mayor.
- Final LG Finance Settlement Announcement 2020/21 – 24th February, 2020
- Cabinet – Council reports – 11th February, 2020.
- Council – 5th March, 2020

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

Procurement	X	Crime & Disorder	X
Human Resources	X	Human Rights & Equalities	X
Buildings, Land & Occupiers	X	Environment & Sustainability	X
I.C.T.	X	Capital Programme	X

BACKGROUND PAPERS

- Council Report – Revenue Budget 2019/20 – 2020/21, 4th March 2019.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2848>
- Cabinet Report – Medium-Term Financial Strategy 2020/21 – 2022/23, 1st October 2019.
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=2848>

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Appendix A

Medium-Term Financial Strategy (MTFS) and key assumptions

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

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Income				
Retained Business Rates*	-44.523	-49.546	-75.614	-77.880
Top Up Grant*	-34.296	-34.854	-61.790	-57.890
Baseline Funding	-78.819	-84.400	-137.404	-135.770
Revenue Support Grant (RSG)*	-20.041	-20.368	0.000	0.000
Settlement Funding Equivalent	-98.860	-104.768	-137.404	-135.770
Compensation for under-indexing the business rates multiplier	-2.603	-3.323	0.000	0.000
Council Tax Income	-114.721	-119.170	-120.294	-123.977
Improved Better Care Fund	-14.321	-15.831	-15.831	-15.831
New Homes Bonus	-4.469	-4.086	-4.086	-4.086
Winter Pressures Grant	-1.510	0.000	0.000	0.000
Social Care Support Grant	-2.579	-9.562	-2.579	-2.579
Core Spending Power Equivalent	-239.063	-256.740	-280.194	-282.243
Public Health Grant*	-23.180	-23.875	0.000	0.000
S31 Business Rates Grants	-4.862	-4.828	0.000	0.000
Other Specific Grants	-48.128	-46.152	-42.555	-42.555
Customer & Client Receipts	-44.115	-44.115	-44.115	-44.115
Other Income	-66.354	-66.354	-66.354	-66.354
Housing Benefit	-60.250	-56.321	-56.321	-56.321
Total Income	-485.952	-498.385	-489.539	-491.588
Expenditure				
Total Council Expenditure (Funded)	500.621	489.182	490.091	487.899
Expenditure Changes				
Change in Housing Benefit (nil impact on reductions required)	-9.765	-3.929	0.000	0.000
Grant decreases exit strategies (one-off)	-6.403	-2.673	-2.308	0.000
Grant decreases exit strategies (on-going)	-1.208	-0.070	-1.289	0.000
Staffing	4.107	-4.166	3.885	2.767
Prices Changes	5.642	4.600	4.600	4.600
Levying Bodies	0.100	0.100	0.000	0.000
Expenditure funded from additional income included above	-7.322	0.096	0.259	-0.068
Budget Pressures	21.605	14.017	-2.094	1.793
Gross Budget	507.377	497.157	493.144	496.991
Budget Proposals for cost reductions	-18.195	-7.066	-5.244	-3.687
Use of one-off Committed Reserves	-3.230	8.294	1.640	-1.716
Total Budget Gap	0.000	0.000	0.000	0.000
Gross Budget (Total Income plus one-off uncommitted reserves)	489.182	490.091	487.899	493.304
Net Budget Requirement (including Baseline Income)	213.581	223.938	257.698	259.747

* In 2021/22, Retained Business Rates increased by £26m due to the implementation of 75% Business rates Retention. Top Up Grant increased by £25m to compensate for nil RSG, by £24m to compensate for nil Public Health Grant and reduced by £22m due to the implementation of 75% Business Rates Retention and a full Business Rates reset.

CHANGES IN LOCAL GOVERNMENT FUNDING

1. Following the 2010 General Election, the Coalition Government embarked on an austerity programme aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. The Spending Review announcements covering the years 2011/12 – 2019/20 contained large and sustained cuts to local government.
2. Various studies have shown that not only has local government funding been cut in real terms since 2009/10 but that those cuts have fallen disproportionately on more deprived areas. The IFS¹ state that on average, local government spending on services has fallen by 21% in real terms since 2009/10 however, these falls have not been spread evenly across councils. The reductions have been larger for councils serving more deprived communities, such as Doncaster, than for those serving less deprived communities. The National Audit Office report on the Financial Sustainability of Local Authorities 2018 found that the average reduction in council revenue spending power between 2010/11 and 2017/18 was 28.5% but that the reduction for Doncaster was 35.9%².
3. As councils seek to protect services such as Children's and Adult Social Care, cuts to non-statutory services such as planning, housing and highways have been much more severe. The HCLG Committee³ found that net expenditure on planning & development and housing services has more than halved and net spending on highways & transport and cultural & leisure services is down more than 40%. Increasing demand for adult social care means that this trend is set to continue unless local government is provided with additional central government funding or the power to raise more revenues locally.
4. In addition to the funding cuts, service costs and demographic pressures continue to build. In a report commissioned by the County Council Network⁴, PwC predicts a cumulative £51.8 billion black hole for council funding from 2019/20 to 2024/25.
5. As council funding becomes more dependent on Council Tax and Retained Business Rates this creates additional problems as income from these sources is not expected to keep pace with rising demand for services.
6. Prior to the General Election in June 2017, the Government consulted on changes to the local government finance system (including a review of the formula used) to pave the way for the implementation of 100% business rate retention from 2020/21. As part of this process, Revenue Support Grant (RSG) will be phased out. In the 2018/19 provisional Finance Settlement, the Government confirmed their aim to increase business rates retention to 75% for all local authorities in 2020/21 to help meet the commitment to give local authorities more control over the money they raise locally. This will be through incorporating existing grants into business rate retention including RSG and the Public Health Grant.

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

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

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

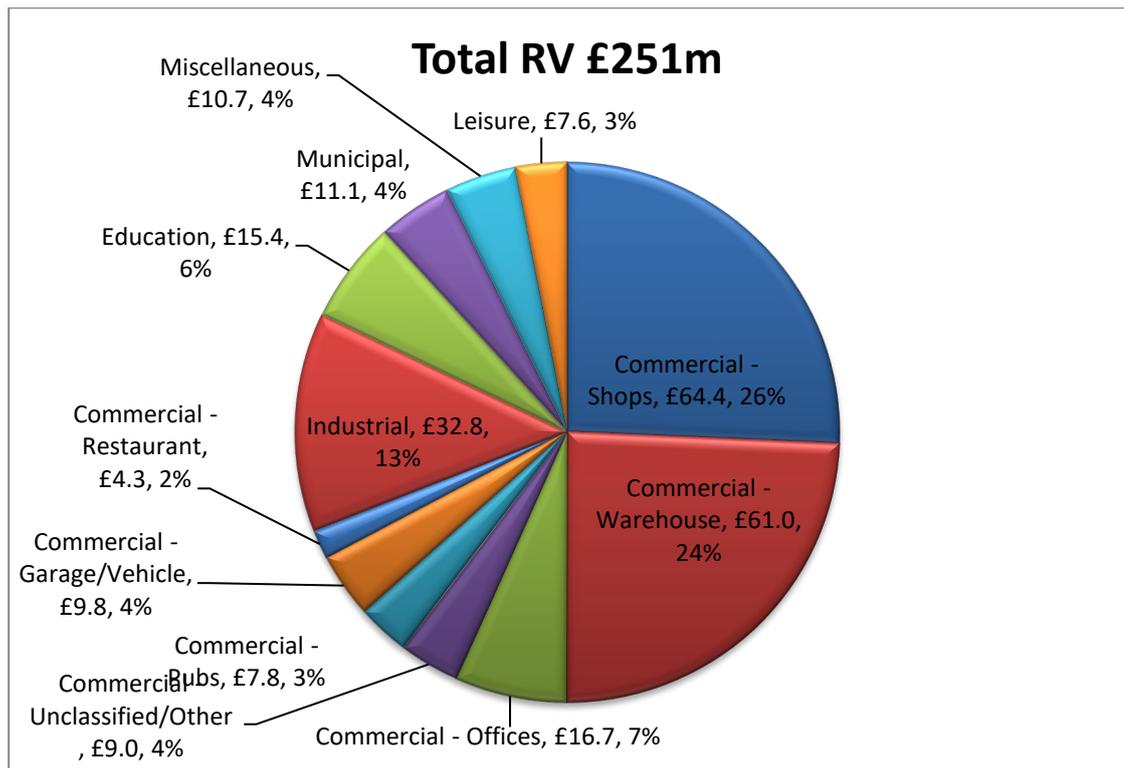
⁴ Independent review of local government spending need and funding, May 2019, PwC

7. In the 2018/19 provisional Finance Settlement, the Government launched a consultation on a Review of Local Authorities Relative Needs and Resources – the Fair Funding Review – which changes the way funding is allocated for 2020/21 onwards. The intention was for a further consultation over the summer of 2019 with implementation in 2020/21.
8. On 28th August 2019, the Chancellor announced that there would be a one-year Spending ‘Round’, on 4th September and a delay of the Spending Review until 2020. The Chancellor confirmed on 4th September, that the move towards 75% Business Rates Retention, the planned Business Rates reset and the Fair Funding Review have all been postponed until 2020/21. The MTFS has been updated for these changes. The Spending Round also contained announcements about additional funding (mainly one-off) for Councils, e.g. for social care and homelessness reduction.
9. The Spending Round did not deal with the long-term issues of funding for local government; rather it postponed those decisions for a further year. Work will continue in 2020 on the impact of the move to 75% Business Rates Retention, a full Business Rates reset and outcome of the Fair Funding Review, including how they will be implemented. This makes long term planning extremely difficult however, an estimated reduction of £10.3m has been included in the MTFS.
10. The Government announced indicative allocations of funding for 2020/21 in the provisional local government finance settlement announcement on 20th December 2019. Final allocations of funding for 2020/21 were confirmed in the final local government finance settlement announcement on 24th February 2020.

BASELINE FUNDING AND BUSINESS RATES GRANTS

11. The Business Rates Retention scheme, whereby 50% of local business rates income is retained locally, (the Council retains 49% and passes on 1% to the South Yorkshire Fire & Rescue Authority) and 50% is passed to Government, has been in operation since 2013/14.
12. The final local government finance settlement for 2013/14 set the baseline funding levels for the local retention of business rates model. The difference between each council’s individual business rate baseline and their calculated baseline funding level results in either a top up or a tariff that is paid from/to councils from central government. The Council will receive top-up grant of £34.854m for 2020/21.
13. The baseline funding level has not been reset since the scheme came into operation. Central Government has previously announced that there will be a full reset of business rates in 2021/22. This means that any “growth” within the current business rates system up to 2020/21 will be transferred into baseline need and effectively lost to the Spending Review 2020 / Fair Funding Review. Although it is difficult to estimate what the impact will be at this stage, the Council had a favourably low baseline in 2013 and could potentially see a large drop in Top-Up grant when the reset takes effect in 2021/22. The assumption is that the Council will lose £7.0m in Top-Up grant and a further £8.1m in related business rates grants but will gain £4.8m out of an overall redistribution of business rates after the reset. It is expected that the net loss of £10.3m in 2021/22 will be covered by transitional funding unwinding at c£5.1m per annum.
14. Full revaluations are carried out every three years and the last revaluation took place on 1st April 2017. The next revaluation therefore, was scheduled for 2020/21, however this has now been delayed until 2021/22.

15. For information, the breakdown of total rateable value of Business Rates by category, as at the end of December 2019, is shown in the chart below: -



THE COLLECTION FUND

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

Business Rates

17. The MTFs includes an increase of 1.63% per annum in the multiplier for 2020/21 and 2% for subsequent years, which is built into the Retained Business Rates and Top Up grant lines. The multiplier is based on the Consumer Price Index (CPI) for September.
18. The net Retained Business Rates income is reduced for losses on collection and losses due to appeals of approximately 1.5% and 2% respectively.
19. Any changes announced by the Chancellor that affect Retained Business Rates are accompanied by a section 31 grant to compensate Councils for any loss of income – these are shown in the Specific Grants section.
20. All other changes to Retained Business Rates, including setting the loss on collection, loss on appeals and growth, are policy decisions but are detailed in the MTFs rather than in the budget savings at Appendices D and E.
21. The overall increase in Retained Business Rates income of £5.0m is due to the ending of the repayment of the deficit for 2018/19 of £1.0m, the distribution of the estimated surplus for 2019/20 of £1.6m and a combination of increased growth and a reduction in the level of appeals £2.4m for 2020/21.

Council Tax

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

Council Tax (Band D)	£1,405.35
Band D Equivalent Properties	84,141
Council Tax Income	£118.248m
Collection Fund (Council Tax) Surplus	£0.922m
Total Council Tax Income	£119.170m

23. The assumed collection rate for Council Tax in 2020/21 is 98.6%. Although the short term collection rate, i.e. the amount of debt collected in the year it relates to, is around 95%, the long term collection rate, i.e. the amount of debt collected in the year it relates to and subsequent years, is around 99%.
24. All changes to Council Tax, including setting the collection rate, are policy decisions but are detailed in the MTFS rather than in the budget savings at Appendix E.

IMPROVED BETTER CARE FUND

25. Improved Better Care Fund (iBCF) 2015 settlement – the Government provided £1.5 billion additional funding for local authorities to spend on adult social care by 2019/20. The final settlement confirms that this funding will continue at the same level of £12.185m in 2020/21.
26. Improved Better Care Fund (iBCF) 2017 settlement – The additional iBCF funding was allocated through a separate grant to local government, using a methodology that provides greater funding to those authorities that benefit less from the additional council tax flexibility for social care. This additional funding commenced in 2017/18 and has decreased every year since. The final settlement confirms that this funding will continue at the same level of £2.136m in 2020/21.
27. In response to the growing concerns of local government about the escalating costs of providing both Adult and Children’s social care, the government announced one-off grants for 2018/19 and 2019/20 for Winter Pressures. The final settlement confirms that this funding will continue at the same level of £1.510m in 2020/21 and is rolled into the iBCF.
28. A specific Section 75 pooled budget will be completed once final funding allocations have been confirmed. The iBCF (2015 settlement and 2017 settlement) is being spent on the costs of increased demand and inflationary pressures.

NEW HOMES BONUS

29. New Homes Bonus (NHB) is a grant that was paid for 6 years by Government based on the amount of extra Council Tax revenue raised for new-build homes, conversions and long-term empty homes brought back into use. There is also an extra payment for providing affordable homes. NHB is funded by reducing the baseline funding available for Councils and consequently the Council is worse off because the amount deducted is significantly more than the grant received. From 2011/12 to 2020/21, the difference between the grant received and the reduction to baseline for Doncaster Council was a net loss of £30.9m.

- a. In December 2015, the Government issued a Consultation Paper 'New Homes Bonus: Sharpening the Incentive' with the purpose of cutting the amount of grant it has to pay out as NHB. The Government response to the consultation was contained in the Provisional Settlement announcement on 15th December 2016. It reduced the number of years for which NHB is paid from the existing 6 years to 5 for 2017/18 and 4 for 2018/19 onwards and introduced a national baseline for housing growth of 0.4% that has to be exceeded before any NHB becomes available. As part of the Spending Round on 4th September 2019, the Government announced that the 2020/21 NHB allocation would not attract any legacy payments.
- b. The NHB for the Council is £4.086m for 2020/21, which is a £0.383m reduction from 2019/20.
- c. The net grant loss is significant at £30.938m. The position is reasonably comparable with other Metropolitan Districts who also fare badly from the redistribution of grant funding, due to the relatively high levels of grant funding received and high levels of deprivation. The DCLG led evaluation of the NHB published in December 2014 concluded that the most negative impacts of the NHB were seen in authorities in the north of England and Yorkshire and the Humber. The NHB is therefore being utilised to assist with the loss in grant. Housing growth is being progressed utilising alternative funding streams. The updated grant figures are set out in the table below: -

Year	Housing Growth £m	Reimbursement Grant £m	Total Grant Receipt £m	Grant Reduction £m	Net Grant Loss £m
2011/12	0.403	0.000	0.403	1.412	1.009
2012/13	0.928	0.000	0.928	3.054	2.126
2013/14	1.314	0.565	1.879	5.312	3.433
2014/15	2.430	0.228	2.658	6.729	4.071
2015/16	3.479	0.224	3.703	8.500	4.798
2016/17	5.051	0.160	5.211	10.518	5.307
2017/18	4.946	0.173	5.119	8.868	3.749
2018/19	4.458	0.000	4.458	6.708	2.250
2019/20	4.468	0.000	4.468	6.375	1.906
2020/21	4.086	0.000	4.086	6.375	2.289
Total	31.563	1.350	32.913	63.851	30.938

ADULT SOCIAL CARE GRANTS

30. The Winter Pressures grant is rolled into the iBCF from 2020/21.
31. The final settlement confirms that the one-off grants for 2018/19 and 2019/20 for Social Care Support will continue at the same level of £2.136m in 2020/21. In the Spending Round on 4th September, a new one-off increase in the Social Care Support grant was announced as part of a £1.5bn package for social care. The additional one-off grant for 2020/21 for Doncaster is £6.983m.

PUBLIC HEALTH

32. The Health and Social Care Act 2012 provided the statutory basis for Local Authorities to assume their new Public Health responsibilities from 2013/14. From this date, the majority of Public Health functions transferred to the Council although some specialist elements of Public Health such as children's services 0-5, cancer screening etc. were retained by the NHS. Children's Public Health commissioning responsibilities for 0-5 year olds transferred from NHS England to Local Authorities on 1st October 2015 and this joins up that already done by Local Authorities for children & young people 5-19.
33. The ring-fence on Public Health spending will be maintained in 2020/21 and Government will consult on options to fully fund Local Authorities' Public Health spending from their retained business rates receipts, as part of the move towards 75% business rate retention in 2021/22. For 2020/21, the Council should see an increase in the Public Health Grant of £0.695m, however Government have not yet made a final announcement confirming this.

OTHER SPECIFIC GRANTS

34. The Council receives a number of specific grants which are non-ring fenced and can be redirected to other areas of service provision as required. It also receives some specific grants that are ring-fenced and can only be used for the specific purpose set out in the grant conditions. The largest grants such as Public Health and iBCF are shown separately in the MTFs. Further details of the main specific grants (ring-fenced and non ring-fenced) are provided below. The following table details the amounts for 2019/20 and the assumptions for 2020/21 - 2022/23: -

Grant	Issued By	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
S31 Business Rates Grants					
Local Discretionary Relief	MHCLG	-0.047	-0.007		
Public House Relief	MHCLG		0.244		
Retail Relief	MHCLG	-1.294	-1.294		
Rural Rate Relief Compensation	MHCLG	-0.002	-0.002		
Small Business Rate Relief Refund	MHCLG	-3.483	-3.727		
Small Business Rate Relief: "first" property	MHCLG	-0.013	-0.019		
Supporting Small Business Relief	MHCLG	-0.023	-0.023		
Non Ring-fenced					
Extended Rights to Free Transport	DfE	-0.145	-0.145	-0.145	-0.145
Local Reform & Community Voices	DH	-0.206	-0.206	-0.206	-0.206
War Pension Disregard	DH	-0.140	-0.140	-0.140	-0.140
Local Authority Data Sharing	DWP	-0.010	-0.010	-0.010	-0.010
New Burdens Grant	DWP	-0.137	-0.133	-0.133	-0.133
Universal Credit	DWP	-0.080	-0.036	-0.036	-0.036
Verify Earnings and Pensions	DWP	-0.052	-0.052	-0.052	-0.052
Brexit Preparation Grant	MHCLG	-0.210			
Flexible Homelessness Support Grant	MHCLG	-0.308	-0.308		
Homelessness Reduction Grant	MHCLG	-0.083	-0.089		
Levy Account Surplus (c/f of 2018/19 allocation)	MHCLG	-1.153			
Troubled Families Grant	MHCLG	-0.919	-0.842		

Grant	Issued By	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Ring-fenced					
NPO Grant	Arts C	-0.100	-0.100	-0.100	-0.100
Additional recurrent Children's Services Trust Costs	DfE	-0.191	-0.191	-0.191	-0.191
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-27.819	-27.819	-27.819	-27.819
Music Services Grant	DfE	-0.438	-0.438	-0.438	-0.438
Opp Area Social Mob Grant	DfE	-2.000	-2.000		
Personal Adviser duty Implementation Grant	DfE	-0.037	-0.037	-0.037	-0.037
Pupil Premium Grant (Children in Care Element)	DfE	-0.961	-0.961	-0.961	-0.961
School Improvement & Brokerage Grant	DfE	-0.179	-0.179	-0.179	-0.179
Staying Put Implementation Grant	DfE	-0.149	-0.149	-0.149	-0.149
Bus Service Operator's Grant - Local Authority Bus Subsidy Ring-Fenced (Revenue) Grant	DfT	-0.020	-0.020	-0.020	-0.020
Sustainable Transport Access Fund	DfT	-0.358	-0.358		
Care Act Grant (Social Care in Prisons)	DH	-0.343	-0.343	-0.343	-0.343
Discretionary Housing Payments (DHPs)	DWP	-0.676	-0.676	-0.676	-0.676
Housing Benefit Subsidy Admin Grant	DWP	-0.948	-0.951	-0.951	-0.951
Independent Living Fund	DWP	-0.682	-0.660	-0.660	-0.660
Council Tax Support Admin Subsidy	MHCLG	-0.382	-0.390	-0.390	-0.390
MHCLG - Launchpad / Technical Assistance	MHCLG	-0.127	-0.059	-0.059	-0.059
Migration Fund	MHCLG	-0.312			
The Private Finance Initiative (PFI) (Schools - fixed for the 25 years duration of PFI scheme)	MHCLG	-3.478	-3.478	-3.478	-3.478
Rough Sleeper Initiative	MHCLG	-0.513	-0.462	-0.462	-0.462
Waste Infrastructure Grant	DEFRA	-2.385	-2.385	-2.385	-2.385
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	-0.232	-0.232	-0.232	-0.232
Syrian Resettlement Programme Grant	HO	-0.155	-0.157	-0.157	-0.157
Adult and Community Learning from Skills Funding Agency	BIS	-0.677	-0.677	-0.677	-0.677
Apprenticeship Levy	BIS	-0.048			
Higher Education Funding Council for England (HEFCE) Payments	BIS	-0.179	-0.179	-0.179	-0.179
ERDF & ESIF – Launchpad	EC	-0.097	-0.102	-0.102	-0.102
ERDF & ESIF - SCR Growth Hub	EC	-0.015			
ERDF & ESIF - Technical Assistance	EC	-0.030	-0.034	-0.034	-0.034
Heritage Lottery Fund	HLF	-0.108	-0.108	-0.108	-0.108
Initial Teacher Training (ITT)	NCTL	-0.447	-0.447	-0.447	-0.447
Youth Justice Board	YJB	-0.599	-0.599	-0.599	-0.599
Specific Grants (Excl PH & HB Grants)		-48.128	-46.152	-42.555	-42.555

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

Grant Exit Strategy	Issued By	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
One-off					
Brexit Preparation Grant	MHCLG		-0.210		
Flexible Homelessness Support Grant	MHCLG			-0.308	
Essential Life Skills	DfE	-1.750			
Opp Area Social Mob Grant	DfE	-1.400		-2.000	
Adult Social Care Grant	MHCLG	-0.944			
Migration Fund	MHCLG		-0.312		
ERDF & ESIF - Launchpad	EC	-0.084			
ERDF & ESIF - SCR Growth Hub	EC	-0.045	-0.015		
Improved Better Care Fund (iBCF) (March 2017 announcement)	MHCLG	-2.180	-2.136		
On-going					
Local Authority Data Sharing	DWP	-0.002			
Homelessness Reduction Grant	MHCLG	0.011		-0.089	
Troubled Families Grant	MHCLG	-0.679		-0.842	
Additional recurrent Children's Services Trust Costs	DfE	-0.016			
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	0.144			
SEND Implementation Grant	DfE	-0.217			
Bikeability	DfT	-0.021			
Access Fund (Local Sustainable Transport)	DfT	-0.064		-0.358	
Discretionary Housing Payments (DHPs)	DWP	-0.108			
Independent Living Fund	DWP	-0.021	-0.022		
Adult and Community Learning from Skills Funding Agency	BIS	-0.070			
Apprenticeship Levy	BIS	-0.116	-0.048		
Heritage Lottery Fund	HLF	-0.049			
Total Exit Strategies		-7.611	-2.743	-3.597	0.000

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

a. Dedicated Schools Grant (DSG) funds the schools budget (funding for schools and services that are provided centrally to pupils, early years and high needs budgets). The initial 2020/21 Block allocations including Academies are as follows: -

- Schools Block Allocation £205.0m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2020/21 due to be sent out to schools in February 2020;
- Central School Services Block £1.6m – now provided as a separate allocation to the schools block to cover services provided centrally to pupils/schools;
- High Needs Block Allocation £36.9m;
- Early Years Block Allocation £20.0m.

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

OTHER INCOME

37. Other income includes Continuing Health Care Contributions and Section 256 and Section 75 Agreements with the NHS (CCG), income from Other Local Authorities as well as income from charges made to Schools (including Academies), Housing Revenue Account, St Leger Homes and Children's Services Trust.
38. A significant Section 75 agreement is the Better Care Fund (BCF); this is where the Council has entered into a pooled budget arrangement with Doncaster Clinical Commissioning Group (CCG) for the provision of integrated health and social care services for people in the Doncaster area. The Council and the CCG have an annual agreement in place for funding these services, with partners contributing funds to the agreed budget in line with funding allocations, taking responsibility for its own deficit or surplus. The 2020/21 draft spending plan for the BCF is detailed below. The table below currently shows an unallocated balance of £0.535m which will be used to support further schemes supporting an integrated approach to health and social care that support people to remain independent at home:-

	£m
Community mobile day service / borough wide	0.125
Dementia mobile day services	0.046
The Admiral service (making space)	0.081
PMO (Programme Management Office and Development)	0.181
Enhancement of Dementia support services (Alzheimers dementia cafés)	0.071
Hospital based Social Workers	0.203
Home from Hospital (Age UK)	0.072
Telecare Strategy	0.150
HEART	0.571
Dementia Advisor/Care Navigator (Age UK)	0.029
STEPS / OT service	1.695
RAPT	0.110
(Positive Steps) Social care Assessment Unit	1.989
Hospital Discharge Worker	0.023
SPOC/One Point 1	0.064
RAPID	0.200
DTOC - Positive Steps	0.142
Well North/Doncaster Project	0.189
Winter Warm	0.085
Adults Health and Wellbeing – Creative Options for Learning Disability service users	0.245
Mental Health - Doncaster Mind	0.200
Community Wellbeing Officers	0.183
Carers Support Services & Breaks	0.200
Healthier Doncaster	0.300
Unallocated Balance	0.535
Total	7.689

39. The following table sets out the Other Income for 2019/20. This is the 2020/21 baseline starting position: -

Other Income	2020/21 £m
External Recharge Income – includes charges to Schools including Academies (including for the Schools PFI), to the Capital Programme, to the Housing Revenue Account, to St Leger Homes and to the Children’s Services Trust	-28.119
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	-15.196
Trading Services Income – includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	-16.045
Contributions from Other Public Bodies – includes contributions from Rotherham MBC in respect of Waste PFI credits and the Coroners Service, contributions from the Home Office for Prison Libraries, from the Police & Crime Commissioner for Community Safety and recoupment from Other Local Authorities where their children are placed in Doncaster Council maintained schools	-2.082
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	-3.363
Investment Interest	-0.703
Developer Contributions – S106 & S38 agreements	-0.142
Other Contributions – includes external income from alarm monitoring for housing associations and from energy companies in relation to feed in tariffs for solar panels	-0.704
Other Income	-66.354

HOUSING BENEFIT

40. The 2020/21 estimated cost of £56m is based on an assumed 8,000 caseload for local authority tenants 5,000 in the private sector. The reduction in numbers is due to the working age customers migrating to Universal Credit from October 2017.

STAFFING

Pay

41. Funding has been set aside in accordance with the latest assumptions on a national pay award of 3% for 2020/21 and 2.5% for subsequent years. The assumptions also include increments being paid every other year; the next increments are due in April 2021 for all staff except DCST staff who will continue to receive increments annually.

Pension

42. The actuarial valuation used for the period 2017/18 – 2019/20 showed the Council’s Pension Fund deficit as £160m. The Pension deficit payment is based on the key membership analysis and recovering the £160m deficit over the next 18 years from 2018/19. The deficit figures include allowance for short-term pay growth of 1.25% per annum for 4 years up to 2019/20.

43. The provisional actuarial valuation for the period 2020/21 – 2020/23 shows that the Council’s Pension Fund is no longer in deficit and has moved into a small surplus therefore the MTFS assumes that the pension deficit budget can be reduced from 2020/21.

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

Staffing	2019/20 £m	2020/21 £m	2021/22 £m	2022/23
Pay Inflation – based on the assumptions of 3% for 2020/21 and 2.5% for subsequent years	2.215	2.853	2.459	2.506
Increments	1.480	0.261	1.426	0.261
Employers Pension Contribution				
Future Service Rate Contribution Rate (to 17.0% in 2020/21)	0.172	1.015		
Employers Pension deficit saving phased	0.240	0.300		
Reduce Pension deficit budget for estimated position with protection		-8.595		
Total	4.107	-4.166	3.885	2.767

PRICE CHANGES

44. A proportion of Council expenditure is tied up in contracts, which have inflation increase assumptions built into the terms and conditions, e.g. Adult Social Care, Doncaster Children’s Services Trust, Highways and Waste Contracts. The financial strategy assumes that these cost increases will need to be built into future projections in full. There are also a small number of areas of general expenditure on services and goods, where a general inflation factor has been estimated, based upon what is known of the market pressures and various indicators of inflation such as RPI projections, for example repairs and maintenance of buildings.
45. Dependent on the contract, inflationary increases are generally based on either the Consumer Price Index (CPI), Retail Price Index (RPI) or Retail Price Index excluding mortgage interest payments (RPIX). The table below shows an annual comparison of the different indices and various months that are commonly used in contracts: -

Inflation	March		December		September		July	
	2020	2019	2019	2018	2019	2018	2019	2018
CPI					1.7%	2.4%		
RPI			2.2%	2.7%	2.4%	3.3%		
RPIX	TBC%	3.3%			2.4%	3.3%	2.7%	3.3%

46. The cost of price inflation for 2019/20 was £5.6m, including £3.0m for Adult Social Care contracts. The various inflation indicators shown in the table above have reduced since last year. It is assumed that £2.7m will be needed in 2020/21 for Adult Social Care contracts and a further £1.9m needed for other inflation. A summary of the inflation to be provided in 2020/21 is provided below. No inflation is applied for expenditure areas not mentioned below: -

Category	£m
Adults Contracts (Various %)	2.694
Other Inflation	
Apprenticeship Levy (3%)	0.013
Building Repairs & Maintenance (Various %)	0.042
Business Rates (1.7%)	0.036
Coroners (Various %)	0.017
CYPS Placements (Various %)	0.049
Elections (19.27%)	0.021
Electricity (7.6%)	0.081
Electricity (Street Lighting) (7.6%)	0.108
FM Catering Provisions (5%)	0.008
Gas (2.1%)	0.007
Grounds Maintenance (2%)	0.019
Highways Contracts (2.3%)	0.114
ICT Contracts (Various %)	0.010
Insurance (Various %)	0.073
Landfill Tax (2.97%)	0.010
LIFT Contracts (2.4%)	0.021
Markets (1.7%)	-0.001
Members Allowances (3%)	0.030
Other Authorities (Various %)	0.006
Other Energy Costs (Various %)	0.001
Pension / Retirement Costs (1.7%)	0.090
Racecourse Joint Venture (1.8%)	-0.003
Rents (Various %)	0.001
Rotherham Payroll Contract (1.8%)	0.023
SLHD Management Fee (Various %)	0.059
Transport (Various %)	0.008
Waste Collection Contracts (Various %)	0.126
Waste Disposal Contracts (2.4%)	0.176
Waste Management Contracts (2.4%)	0.048
Water (3.1%)	0.006
DCST Inflation	0.336
Insurance Premium Tax	0.010
MRP Inflation	0.129
General (cover for unforeseen items / changes)	0.232
Subtotal Other Inflation	1.906
Total Price Inflation	4.600

BUDGET PRESSURES

47. The service pressures are estimated at £14.0m for 2020/21, £-2.1m in 2021/22 and £1.8m for 2022/23; these are detailed at Appendices B and C. All service pressures are robustly challenged to ensure that they are absolutely necessary for on-going delivery of Council services. The MTFS also provides £0.1m for levy increases.

Budget Proposals 2020/21

Budget Pressures approved in 2019/20 budget

			Total	£3.518m
Proposal	Director	Service / Pressure	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21
				£'m
2017/18 Pressure	AH&Wb	Care Ladder 2019/20	Anticipated increases in demand for services, including demographics, admissions, leavers and changes to the average costs of direct payments. Linked to an estimated 65+ population increase of 7% between 2017 and 2021 from 57,900 to 61,700 (2018 58,630). This will contribute to funding direct payment agreements, older people residential places, working age adults residential places, homecare packages and extra care places. The funding will make sure that services can keep pace with future demand, whilst also focussing on independence, strengths and community support. (Gross budget excluding one-off funding for 2018/19 circa. £50m)	1.283
2019/20 Pressure	AH&Wb	Increased Demand for Adult Social Care	Increase in the budget to take account of the full-year impact of increased activity in 2018/19 in all areas of care and support. The total net expenditure budget for 18/19 is £50.555m and is based on approximately 3,100 service users. Since the beginning of 18/19 there have been significant increases in activity, particularly in Home Care and Direct Payments, and the opening number of service users at 01/04/19 is estimated to be around 3,500 (provides for 400 additional service users).	0.981
2017/18 Pressure	AH&Wb	Supported Living	The Council is working with the market to invest in new Supported Living options (e.g. Extra Care, Shared Lives, Short Stay). This will support the shift away from residential care and help deliver the Working Age Residential Care saving. The growth will provide for over 40 complex supported living placements, the Residential Care Working Age Adults savings target includes £2.56m over 2019/20 and 2020/21 for the transfer.	0.955
2017/18 Pressure	AH&Wb	Transitions	The investment of £265k per year is planned to support young people transitioning from children's services into adults services. In 2018/19 a further 4 children are expected to transition. We will work with the individuals and their families to develop appropriate support packages which provide the necessary support and maximises their independence. The £265k growth will be monitored closely to ensure resource is adequate.	0.265
2019/20 Pressure	CW	Borrowing	Additional revenue budget required to fund borrowing costs in relation to the Capital Programme.	0.278
2019/20 Pressure	LO-CYP	Children with Disability Out of Authority placements demand pressure	There is a budget pressure of £480k in 2018/19 on a gross expenditure budget of £2m in this area. A review is underway, including planned utilisation of a foster care model approach from October 2019, which is anticipated to reduce the cost pressure to £292k in 2019/20 and £58k in 2020/21.	-0.234
2019/20 Pressure	LO-CYP	SEN Transport demand pressure	Special Education Needs (SEN) transport is currently projecting an overspend of £250k for 2018/19, on a gross expenditure budget of £5.4m. A strategic transport review is underway to address this overspend & £350k functional review saving in 2019/20, offset by £391k one off saving in 2019/20. Figures are estimates and subject to modelling work required as the review progresses, with proposals to be completed by the end of March 2019.	0.090
2018/19 Pressure	E&E	Planning	Additional funding provided to meet the costs of the Local Plan examination e.g. costs associated with the independent inspection. This funding is removed from 2020/21 onwards	-0.100

Appendix C

Budget Proposals 2020/21

New Budget Pressures 2020/21

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£10.499m	-£2.094m	£1.793m	£10.198m
				2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	
				£'m	£'m	£'m	£'m	
2020/21 Pressure	AH&Wb	DCLT	Payment to Doncaster Culture & Leisure Trust to ensure services can continue to be provided from all centres. The annual capital grant to DCLT has reduced by the same value.	0.250				0.250
2020/21 Pressure	AH&Wb	Adult Social Care	Demographic changes are expected to increase demand for services and therefore costs. The estimates will be subject to further review prior to 2021/22.		0.120	0.120		0.240
2020/21 Pressure	AH&Wb	Welcome To Yorkshire Partnership	Welcome to Yorkshire (WTY) annual subscription. This has previously been funded from one-off funding. The WTY business model is currently being reviewed.	0.075				0.075
2020/21 Pressure	AH&Wb	Domestic Abuse Advisor Post	£30k is required to add a permanent Domestic Abuse Advisor post to the Domestic Abuse Service establishment. The post was introduced to the service through a one-off MHCLG grant funded project and the post is considered to be hugely beneficial to the Domestic Abuse Service.	0.030				0.030
2020/21 Pressure	AH&Wb	Revenue Contribution to Capital Schemes	Fund the Adwick SEC, Integrated People Solution Phase 2 and Customer Journey capital schemes in full and the final year of the Integrated People Solution Phase 1 capital scheme through revenue. One-off pressures in 2020/21 and 2021/22.	0.748	-0.421	-0.327		0.000

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	CR	Project & Programme management	This will provide resources to ensure that the council projects are delivered are effectively managed and delivered on time. Support to key priorities and to support service changes to deliver savings and improve outcomes. This proposal consolidates existing capacity and provides more permanent resources to support the effective management of projects and programmes (for example, the Education 2030 Strategy, Future High Street & Stronger Towns Fund, Climate Change and the Environment Strategy).	1.500			1.500
2020/21 Pressure	CR	Housing Benefit Overpayment	Declining levels of Housing Benefit cases (resulting from Universal Credit implementation) and a reduction in overpayments being made, both lower the levels of overpayment debt, leading to an on-going budget pressure. This will leave an income budget of £201k after the adjustment.	0.650			0.650
2020/21 Pressure	CR	Various	Pressures from 19/20, delayed impact because used Fleet underspends this financial year - Markets £237k, Metroclean £107k (all as a result of reductions in income). Services will also look at how expenditure can be reduced.	0.349			0.349
2020/21 Pressure	CR	Bereavement	Income pressure resulting from a reduction in the volume of services being provided.	0.332			0.332
2020/21 Pressure	CR	National Graduate Development Programme	Providing central funding for the programme to allow graduates to be placed where required that will improve skills gaps and succession planning	0.200			0.200
2020/21 Pressure	CR	Schools Catering	Budget required to address the current reduction in income plus the impact of 4 fewer trading days in the 20/21 financial year. Estimate based on period 3 meal number assumptions (lost income less food costs). Trading days will increase again in 21/22.	0.203	-0.116		0.087
2020/21 Pressure	CR	Revenue Contribution to Capital Schemes	Fund the Electric Pool Cars and Charging Infrastructure and Pool Car Relocation capital scheme through revenue. One-off pressure in 2020/21.	0.660	-0.660		0.000

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	CW	Services	Assume there will be services pressures of £2m in 2021/22 and £2m in 2022/23. There is a risk that this provision is insufficient and there are greater pressures facing the Council in these years.		2.000	2.000	4.000
2020/21 Pressure	CW	Borrowing	Provide funding to meet borrowing costs (repayment and interest) associated with the capital programme 2020/21 - 2023/24.	0.500			0.500
2020/21 Pressure	CW	Locality Budgets	Support for community development and grass root initiatives	0.280			0.280

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	E&E	Street Cleansing	Additional resources subject to outcome of a review of the service.	0.250			0.250
2020/21 Pressure	E&E	Strategic Housing	New Burdens grant has been received from the govt for three years and used to meet increased costs of Homelessness - this may no longer be available after 20/21.	0.142	0.083		0.225
2020/21 Pressure	E&E	Waste & Recycling	There has been an approximate 10% reduction in Trade waste customers due to heavy marketing campaigns by our competitors. We intend to counter this for next year with a revised pricing structure, but there are no guarantees we will recover the customers or be able to reduce prices far enough to make the income targets. Our costs are fixed into the new collection contract.	0.169			0.169
2020/21 Pressure	E&E	Emergency Planning	On-going security and repairs and maintenance costs at Hatfield Colliery Site.	0.150			0.150
2020/21 Pressure	E&E	Strategic Asset Management	Central library holding costs following the move to the new library/museum building.	0.117			0.117
2020/21 Pressure	E&E	Design	Pressures from 19/20, delayed impact because used Fleet underspends this financial year - Design £112k (as a result of reductions in income). Services will also look at how expenditure can be reduced.	0.112			0.112
2020/21 Pressure	E&E	Enforcement	Increasing the number of Planning Enforcement officers to continue dealing with issues including the increased problems of illegal banners & advertisements and planning enforcement of HIMO's within the borough. It's assumed that additional income is achievable.	0.097			0.097
2020/21 Pressure	E&E	Unmet Digital Council savings	Historic efficiency savings in E&E relating to digital council that are not deliverable.	0.075			0.075
2020/21 Pressure	E&E	Fly tipping	Introduction of two dedicated officers to enforce our powers in relation to fly tipping (to be implemented in 2019/20).	0.055			0.055
2020/21 Pressure	E&E	Revenue Contribution to Capital Schemes	Fund the Council's contribution to the Transforming Cities Fund capital scheme through revenue. The contribution will be match funded with up to £45m of grant from central government. One-off pressure in 2020/21.	2.500	-2.500		0.000

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m
2020/21 Pressure	LO-CYP	DfE Funding for DCST	The Department for Education (DfE) currently fund the Council £0.2m for additional recurrent Children's Services Trust costs. This grant funding is expected to end next financial year.	0.200			0.200
2020/21 Pressure	LO-CYP	Education & Skills 2030	Investment is required to build on existing Learning Improvement, education, skills and essential life skills resource on a permanent basis, to ensure delivery of the Education & Skills Strategy for 2030, improving achievement rates, reducing the risk of increases in young people not in education, employment and training, supporting our most vulnerable learners and enabling adult learners to re-skill to support career development and progression.	0.155			0.155
2020/21 Pressure	LO-CYP	Youth provision	An estimated £100k is required to deliver the Youth Strategy, including funding targeted youth provision as an ongoing permanent requirement in order to deliver a universal youth service.	0.100			0.100
2020/21 Pressure	LO-CYP	Revenue Contribution to Capital Schemes	Fund the Future Placements Strategy (CiC) capital scheme through revenue. Savings shown in appendix E are reliant on this investment. One-off pressure in 2020/21.	0.600	-0.600		0.000

Budget Proposals 2020/21

Budget Savings approved in 2019/20 budget

Proposal	Director	Service / Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	-£1.231m	17.2
				2020/21	2020/21	2020/21
				£'m	FTE	
2017/18 Saving	AH&Wb	Day Opportunities	The service is being modernised to promote better choice and control through self-directed support and creating integrated community opportunities that will generate efficiencies, improve outcomes and experiences for people assessed as having support needs. The savings have been generated by remodelling traditional service provision, providing service users with alternative person centred and cost effective options. Independent and in-house providers aim to provide a wider range of tailored activities which support people to take part of in activities in their local communities. Travel options are being reviewed to support individuals independence, create alternative options and make best use of what is available. Current gross expenditure budget £2.93m.	-0.409		0.0
2017/18 Saving	AH&Wb	Home Care & Direct Payments	There are a number of initiatives which will reduce the overall gross spend of £25m on homecare and direct payments; - improved practice standards and workforce development which will provide a focus on value for money and promote strength-based reviews reducing admission costs by 5% (£0.36m) in 20/21. - homecare reviews will make sure that people are protected, have the right level of support in the right way from the right number of carers and promote independence, making best use of assistive technology options by focussing on very high cost packages saving £0.1m and very low cost packages saving £0.685m in 19/20 only, redirecting approximately 1/3 of current packages of less than 7 hours per week to alternative provision at no cost to the Council. - reviewing packages where 2 carers are used and it is estimated a reduction on 1/4 of current 2 carer packages will deliver £0.257m savings in both 19/20 and 20/21. - extra care will be maximised to transfer existing clients where appropriate saving £0.361m in 19/20.	-0.936		0.0
2017/18 Saving	AH&Wb	Residential Care - Working Age	Vulnerable people will have more independence and be able to live in their own homes, with appropriate support from the community and where necessary from public services. This includes the transition of people from residential settings into more appropriate, more independent support options including 40 to supported living saving (£2.56m over 2019/20 & 2020/21) and provision of care by DMBC (£0.15m). Note that this is linked to the Supported Living growth of £2.54m (over 2019/20 & 2020/21).	-1.160		0.0
2017/18 Saving	AH&Wb	Staffing Restructuring & Functional Review	Managing the workforce to deliver effective and efficient services. This will include the control of vacant posts and a senior management restructure in 19/20, leading to a functional review in 20-21 that works across the Adult Health and Well Being and Children's Directorates and strengthens area based service delivery.	-0.570		4.0
2018/19 Saving	AH&Wb	Stronger Communities	The saving is planned for 2020/21. It relates to staff efficiencies through alignment of teams to the community led support model and enablement agenda, which will also improve productivity. The saving of £200k is 9% of the net budget and equates to a reduction of approximately 7 full time equivalents. Present gross expenditure £2.99m, gross income £0.75m, net £2.24m	-0.200		7.0

Proposal	Director	Service / Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2020/21
				£'m	FTE
2018/19 Saving	AH&Wb	Supported Living	Supported living to promote independence and help people to live in their own homes, with appropriate support from the community and where necessary from public services. A strengths based approach will facilitate implementation of the opportunities presented by new supported living contracts (September 2018), using more assistive technology to support night care and improving daytime provision (£0.2m). Client reviews will make sure that appropriate support is in place in each setting and improve value for money as a result (£0.365m). Present gross expenditure £16.04m, saving 3.5%	-0.570	0.0
2019/20 Saving	AH&Wb	Contract Review	The Council currently spends approximately £77m on Adult Social Care contracts annually. All contracts due for renewal will be reviewed to identify efficiency opportunities or areas where contracts can be reduced. The target saving represents 0.8% of overall annual spend.	-0.250	0.0
2019/20 Saving	AH&Wb	Front Door and Community Offer	This target will be delivered by improving the 'front door' and community offer through increased community support, rehabilitation and reablement, use of assistive technology and sign-posting. Also by focussing on people's strengths and giving them more independence this will reduce numbers entering long term care. Outcomes for people will improve and quality of life will be better as a result. Currently there are some 2,956 people receiving a care package (residential, homecare or direct payment) costing £41m (net) per year and there are roughly 1500 new admissions each year. The £0.262m target in 19/20 equates to a prudent reduction of 35 admissions into care. In 20/21, when we expect the community offer to be greater and more effective, the reduction in admissions equates to 180.	-1.103	0.0
2017/18 Saving	CR	Corporate Resources	Savings identified from within Corporate Resources includes: Revenues and Benefits £712k (mixture of salary and non-salary budgets), Finance £131k (mainly salary budgets), Strategy and Performance £100k (mixture of salary and non-salary budgets), Legal £50k (mainly salary budgets) and HR, Comms and Exec Office £25k (potential Christmas 2019 closedown - options being explored).	-0.200	6.2
2017/18 Saving	CW	Fees & Charges	General fees and charges increases - the overall policy for 2019/20 is to increase the charges by 3% with some higher changes to ensure the Council is not subsidising the charges.	-0.290	0.0
2017/18 Saving	CW	Pension - former employees	A reduction in pensions paid to former employees. The number of former employees falls every year. The budget in 2018/19 is £5.2m.	-0.100	0.0
2017/18 Saving	CW	South Yorkshire Passenger Transport Executive (SYPTe)	SYPTe savings represent reduction in the levy payment of 2.5% in 19/20 and 2.0% in 20/21. This will mainly be delivered through a restructure of capital financing liabilities to find more efficient ways of providing for debt obligations. There will not be any policy changes in 2019/20.	-0.240	0.0
2018/19 Saving	CW	Metropolitan Debt Levy	South Yorkshire County Council was abolished in 1986 and its four metropolitan boroughs (Doncaster, Barnsley, Rotherham and Sheffield) became unitary authorities. The SYCC debt was allocated out to the four Councils and, as at 01/04/19, Doncaster's share of the debt will be £4.5m. The principal repayment increases every year in line with the repayment schedule - 19/20 £2.1m and a final repayment in 20/21 £2.4m.	0.039	0.0
2018/19 Saving	CW	Parish Councils	Local Council Tax Support (LCTS) Parish Council Grant reductions - current grant is £188k. 10% reductions were implemented in 2015/16 and 2016/17, the grant remained the same in 2017/18. Remainder of grant profiled to reduce annually from 2018/19 by 20%, 30% in 2019/20 and 30% in 2020/21 (reducing to zero).	-0.094	0.0
2019/20 Saving	CW	Minimum Revenue Provision (MRP) - reprofiling	Use of underspends created by the reprofiling of borrowing repayments (MRP) £4.3m in 19/20 only - this isn't an ongoing source of funding.	4.300	0.0

Proposal	Director	Service / Saving Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2020/21	2020/21
				£'m	FTE
2019/20 Saving	CW	Pension - prepayment	One-off saving due to the decision taken in 2017/18 to prepay the pension deficit and to prepay 80% of the Future Service Rate contributions for the period 2017/18 - 2019/20.	1.700	0.0
2016/17 Saving	E&E	Assets	The savings in 19/20 and 20/21 related to the running costs of 6 buildings to be disposed of and rental income to be received from investments.	-0.200	0.0
2017/18 Saving	E&E	Highways (general fund)	The 2020/21 saving will be met through Asset Maint £75k, Safer Roads £10k, Network Management £30k, Highways Operations £20k and a further transfer from the Local Transport Plan £365k, which is not sustainable beyond 2021/22. Further options to be considered as part of 2020/21 budget setting.	-0.500	0.0
2017/18 Saving	E&E	Waste Contract	The £300k saving in 20/21 will be met through a) the new Household Waste Recycling Centres contract £295k and b) the recent decision to remove some bring sites and their associated costs £5k.	-0.300	0.0
2017/18 Saving	LO-CYP	LOCYP: Functional Review	A functional review of the LO-CYP structure contributed towards phase 2 restructure target of £0.8m over 2018/19 to 2020/21. The functional review, including staff consultation and savings was completed in May 2018. The functional review delivers £500k savings by 2020/21, this includes transitional staffing arrangements through 2018/19 and 2019/20, releasing £50k in 19/20 and £267 in 2020/21. £300k savings in 2019/20 are expected to be found through the Strategic Transport Review referenced under "SEN Transport demand" budget pressure.	-0.267	0.0
2018/19 Saving	LO-CYP	Independent Travel Training Scheme	Independent Travel Training Scheme - savings will be delivered through training young people and vulnerable adults to travel independently and thereby reducing expensive forms of transport e.g. taxis.	-0.025	0.0
2019/20 Saving	LO-CYP	LOCYP: Savings one-off in-year	One off budget savings identified for 2019/20 by reprioritising existing Earmarked reserves and Service Transformation Funding allocations following changes to staffing budget requirements following LOCYP's functional review.	0.225	0.0
2019/20 Saving	LO-CYP	LOCYP: Savings on-going	Review of in year savings in 2019/20 (£69k savings target) and ending of 7 fixed term posts from 2020/21, with saving offset by permanent funding required for 1 Head of Service post (£81k net saving), to offset the overall LOCYP budget pressures and expected to amount to £150k in total.	-0.081	0.0

Budget Proposals 2020/21

New Budget Savings 2020/21

Director	Service	Saving Proposal	Saving Option	Total	-£5.835m	-£5.244m	-£3.687m	-£14.766m	40.9	19.5	24.1	84.5
				2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE	
AH&Wb	Social Care Fees & Charges	Social Care Fees and Charges	Fairer and more consistent Social Care Fees & Charges: The Council's approach under the national Fairer Charging framework needs to be updated so it is both clearer and more consistent, while continuing to protect those in greatest need.	-0.520	-0.520	-0.520	-1.560					
AH&Wb	Communities	Residential short breaks	To improve the effectiveness and value for money of residential short breaks for adults with care needs: The Council runs two residential units which provide 18 short-break places in total at any one time. However they are only 68% occupied, and the Council also funds other ways that local people can access this sort of support. Work will be undertaken to determine the causes of under-occupancy in these units. If occupancy cannot be sustainably increased (helping a larger number of family carers to support loved ones for longer) then a reduction in the number of available places in these units should be explored (ensuring the Council can maintain its investment in more popular sources of residential short breaks)	-0.150	-0.150		-0.300	11.5				11.5
AH&Wb	Communities	Optimising residential and supported living places.	To improve the effectiveness and value for money of residential and supported living provision for adults with complex disabilities The Council runs one residential home and one supported living scheme which support adults with complex disabilities. This is in addition to services run by other providers in Doncaster. There are opportunities to ensure the Council's provision supports those with the highest needs, helping them stay close to friends and family in Doncaster and also enabling them to increase their independence and control.	-0.113	-0.113		-0.226					
AH&Wb	Commissioning	Homelessness and Substance Misuse Service	Increase efficiency following re-tender of the Homelessness and Substance misuse service Opportunities have been identified to reduce management costs and increase Housing Benefit income to current services. These changes will not affect the support given to the vulnerable adults and families who use the service.	-0.042	-0.062		-0.104					

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
AH&Wb	Commissioning	Health Watch	Increasing value for money when the Healthwatch contract is re-tendered The Council will work with Doncaster CCG on the new tender to ensure a more effective partnership approach, avoidance of duplication and a more efficient contract.	-0.040			-0.040				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	Finance	Revenues and Benefits Structure	Changes arising from introduction of Universal Credit; The savings are based on the continued reduction in Housing Benefit claims and change events from new claimants migrating to Universal Credit allowing service delivery that reflects the changing environment. This will also significantly reduce the number of Housing Benefit overpayments raised and associated recovery work. Existing Housing Benefit claimants are also expected to be moved over to Universal Credit starting from 2020 through to 2023. The 21/22 proposals also include the impact of further system development and other digital improvements	-0.095	-0.113	-0.051	-0.259		5.0		5.0
CR	Customers, Digital & ICT	No Longer Required Technology Contracts	Reduced contract spend from a number of technology contract arrangements with suppliers are able to be cancelled or reduced from 20/21. This includes lower cost and less printing devices due to digital ways of working, systems being replaced by less and lower cost solutions and some that are just no longer required due to the further modernisation of technology	-0.221			-0.221				
CR	Finance	Structure Changes within Financial Development and Business Support	Structure Changes; The savings will be delivered through the operation of a lean model, focusing on the following priorities:- 1. Essential services to an acceptable value for money level; 2. Value added services e.g. services delivering high return on investment. A proportion of the savings will be delayed to 2022/23, providing additional one-off improvement capacity including invest to save projects aimed at enabling savings elsewhere in the Council or improving internal processes to help reduce the risk of backlogs with the reduced staffing levels	-0.100		-0.100	-0.200	4.0		4.0	8.0
CR	Finance	Financial Management Structure	Structure Changes; The savings for Financial Management will be released by creating a flexible workforce that can be deployed to areas of priority whilst continuing to deliver key specialisms and retaining valuable experience. The service delivery has been redefined to ensure that the skills and finance expertise is targeted where required and managers are provided with the necessary skills/information to carry out their duties i.e. providing the projections for low risk budgets	-0.110	-0.035	-0.035	-0.180	7.0			7.0

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	HR, Comms and Exec Office	HR&OD Structure	Structure Changes; Human Resources and Organisational Development service offer will be reviewed. Focus will be on providing a professional, highly knowledgeable service with staff who are multi-skilled and can transfer between disciplines as required. Functions will be assessed to ensure they deliver value for money whilst supporting achievement of outcomes for services	-0.084	-0.030	-0.047	-0.161	2.0	1.0	1.0	4.0
CR	Strategy and Performance Unit (SPU)	SPU Structure	Structure Changes; Overall the service will be working differently as a team and this will deliver efficiencies. These efficiencies will be generated through a combination of increasingly focusing on the most important priorities for the organisation, automating the work being completed, this will be achieved through new software / technology will also allow the organisation to become more 'self-serve', and a more streamlined approach to the development and delivery of policy through for example the development of a policy toolkit. The aim is to streamline the amount of policy development work completed	-0.055	-0.100		-0.155		4.0		4.0
CR	Legal and Democratic Services	Service Delivery Change	Structure Changes; Savings will be achieved through greater efficiencies, better use of technology and reassignment of work. As the Council shrinks in line with reducing budgets and adopts a revised operating model the need for some core legal services will reduce	-0.010	-0.015	-0.110	-0.135	0.4	2.0	2.6	5.0
CR	Customers, Digital & ICT	Review of Mobile Phones and Data	Review of Mobile Phones and Data Connections the aim to reduce this cost by 10% each year through to 2022/23	-0.038	-0.038	-0.038	-0.114				
CR	HR, Comms and Exec Office	Communications Structure	Structure Changes; Resizing and reprioritising the communications and engagement and support team activities		-0.038	-0.047	-0.085	1.0		1.0	2.0
CR	Customers, Digital & ICT	Technology Systems Reduced Cost	Reduced Supplier Costs; The Council in partnership with Doncaster Children's Services Trust is implementing a new Integrated People Technology Solution for the delivery of Adult and Children Social Care and Education Management. This will cost less in supplier costs each year compared to the current systems and the budget reduction will be achieved as each system is switched off	-0.030	-0.053		-0.083				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	Customers, Digital & ICT	Use of Artificial Technology in Customer Services	Use of New technologies are now available that can assist in dealing with the easier types of customer enquiries to the Council. Chatbots are being used by many to achieve this by assisting people on-line, responding to text messages, answering phone calls and responding to questions via smart home gadgets (the facility to Ask Alexa is already available via the Council). This efficiency will be achieved by introducing the increased use of artificial intelligence where it is appropriate to do so for providing information and carrying out simple tasks to help ensure we deliver accessible services right first time, easily and quickly. Currently it costs the Council £2.02 per telephone call compared to 0.15p if a customer self-serves.	-0.079			-0.079				
CR	Strategy and Performance	Organisational Subscriptions	Review spend on subscriptions across the Council	-0.045			-0.045				
CR	HR, Comms and Exec Office	HR Shared Service	Further savings negotiated from our payroll provider		-0.020	-0.020	-0.040				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CW	Council-wide	Metropolitan Debt Levy	Natural end to outstanding debt ; Metropolitan Debt Levy - South Yorkshire County Council was abolished in 1986 and its four metropolitan boroughs (Doncaster, Barnsley, Rotherham and Sheffield) became unitary authorities. The SYCC debt was allocated out to the four Councils and will be paid in 2020/21		-2.400		-2.400				
CW	Cross-cutting	General Efficiencies	General efficiencies	-1.128	-0.236	-0.152	-1.516				
CW	Council-wide	Council Tax Empty Properties	Incentivise Property owners to bring empty properties into use ; Government legislation introduced in April 2019 allows increased council tax charge for properties that have been empty for more than two years. On the 15th Oct 2019 Cabinet will consider the detailed proposal. A proactive campaign and detailed communications will commence with homeowners prior to the proposed implementation date of April 2020	-0.468	-0.514		-0.982				
CW	Council-wide	Savings from Capital Scheme Delivery	Income arising from commercial decisions and previously approved capital schemes	-0.249	-0.324	-0.189	-0.762				
CW	Senior Management	Senior Management Review	Reduction in senior management to reflect revised operating structure of the organisation and working with partners (Directors, Assistant Directors and Heads of Service)		-0.200	-0.200	-0.400		2.0	3.0	5.0
CW	Council-wide	Consolidation of Common Functions	Review options to consolidate common functions across Doncaster service delivery partners to join up services remove duplication and reduce overheads and deliver increased efficiencies		-0.050	-0.050	-0.100				
CW	Council-wide	Increased dividend	Increased dividend from the Yorkshire Purchasing Organisation (YPO) from 2022/23 based on their latest business plan following YPO's purchase of Findel Education.			-0.150	-0.150				
CW	Council-wide	South Yorkshire Passenger Transport Executive (SYPTE)	Removal of saving from SYPTE approved in 2019/20. This was going to be delivered through a restructure of capital financing liabilities but is has been agreed to allow SYPTE to retain this money.	0.240			0.240				
CW	Council-wide	Fees & Charges	General fees and charges increases - the saving approved in 2019/20 was to increase the charges by 3%. The forecast CPI for Q1 2020/21 is 1.8%. The reduction in saving is the difference between the original saving of £0.290m and what can be achieved with a 1.8% increase £0.127m.	0.163			0.163				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
DCST	DCST	DCST Contract	Reduction to Doncaster Children's Services Trust contract	-2.213	-0.599	-0.328	-3.140	7.0	5.5	2.5	15.0
DCST	Dedicated Schools Grant (DSG)	DSG	Dedicated Schools Grant (DSG) High Needs Block - savings totalling £532k across financial years 2020/21 - 2022/23 from the Children's Trust contract savings will not be general fund savings; these will be savings to the Dedicated Schools Grant (DSG) High Needs Block as they relate to the reduction in costs of Education packages for Looked After Children. This is a much needed saving as there are currently considerable budgetary pressures on the High Needs Block.	-0.210	0.477	0.265	0.532				
DCST	Innovation projects	Innovation projects	Funding to mainstream the innovation projects	0.720			0.720				
DCST	Corporate	Pension Deficit	DCST is required to fund its pension deficit over the next 3 years: 20/21 £0.135m, 21/22 £0.138m and 22/23 £0.142m.	0.135	0.003	0.004	0.142				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
CR	Trading	Cremation Fees	Cremation Fees Increase the charge for Cremations by £50 (and no normal inflationary increase). At current local benchmarking rates this would move us from a low to average priced service to the second quartile (assuming no rises in April 2020 at benchmarking sites).	-0.100			-0.100				
E&E	Environment	Penalty Notices - Early Payment Discounts	FPN/PCN Cancel early payment discounts - This will generate an increase in income as there will be one flat rate for payments. The use of the legislation forms a stronger focus on early intervention and prevention, in doing so we are providing a clear and transparent service by proposing the cancelation of early payment discounts. These fines apply to littering (rather than parking and dog fouling or other anti-social behaviour enforcement).	-0.025			-0.025				
E&E	Environment	Bus Lane Cameras	Bus lane cameras - Changes in processes and legislation has provided an alternative method of investigation into the contraventions of the Road Traffic Act 1984. Such adoption has helped grow our economy by ensuring people can access Doncaster and move around the borough freely. By ensuring permitted vehicles have the ability to travel unrestricted makes a difference to those people who need them the most. We want to aim high and ensure a reduction in air quality and congestion which feeds in to the Borough Strategy and achieves outcomes for our people and place locally. Cameras are currently located on 3 bus gates; this new proposal is to install camera in bus lanes in areas such as Bennetthorpe and Great North Road.	-0.025			-0.025				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
E&E	Environment	Licensing - Homesafe	Licensing - Homesafe. The Selective Licensing schemes currently allow landlords to be licensed through either the Council or the Homesafe scheme. It is proposed that the Council utilise this opportunity to bring in house the Homesafe option and offer a review of services, with the Council offering payment plans and evening inspections of properties. This will ensure we have a stronger focus on intervention and prevention as well as delivery services right first time for the citizens of Doncaster. We will achieve value for money by offering different payment options and services by using our resources to lever in additional value from other sources as much as possible. The changes will be implemented when current contracts cease (Hexthorpe April 2020 and Edlington February 2023).	-0.020			-0.020				
E&E	Environment	Rewild Project	Rewild Project - This project will see grass verges throughout the Borough that are currently close mowed on a regular basis, supported by additional tree and bulb planting to enhance green assets borough wide to support biodiversity and climate change mitigation. These extra planting measures could access external funding to offer a sustainable, high value and robust environmental solutions. By making better use of these assets and natural resources will enable this saving to be achieved. Highway sight lines would not be impacted by this saving option.			-0.020	-0.020				
E&E	Development	Development Management Pre-Application Fees	Development Management Pre-application fees - Fees have remained low compared to other authorities; therefore it is proposed to increase the fees whilst remaining competitive both locally and nationally. The fee would also be more in line with costs incurred to deliver the service. We will continue to still offer the 'free ½ hr' meeting for major developments to give in-principle advice.	-0.013			-0.013				
E&E	Environment	Penalty Charge Notices - Car Littering	PCNs Car Littering - Our aim is for everyone to take responsibility for keeping Doncaster clean. To support this aim we will be applying the changes in Government Legislation which give us greater capability to issue fines; our ability and willingness to do so will allow for delivery of a stronger focus on early intervention and prevention for envirocrime offences.	-0.008			-0.008				

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
LO-CYP	LO-CYP	Short Breaks Revised Offer	Short Breaks Revised Offer - A review of short breaks provision is currently underway in consultation with children, young people and their families. This review includes an assessment of the requirements for the current overnight respite care provision. Exploring what a future short breaks offer could look like, including a new overnight respite offer, in particular increasing the offer at evenings and weekends, better reflecting needs.	-0.600			-0.600				
LO-CYP	LO-CYP	Strategic Travel Assistance Review	Travel Assistance - Doncaster Council is currently undertaking a Travel Assistance Review. The review is focussed upon supporting Doncaster's children and young people to become independent travellers where this is possible. The council will consult with families about their travel assistance needs including: independent travel training, allowances to provide appropriate support and assistance for children and young people to education settings, whilst also ensuring that transport is available for those who most need it. The Travel Assistance Review will take into account the views of families to ensure these are encompassed in the future delivery model.	-0.217	-0.114	-0.049	-0.380	8.0			8.0

Director	Service	Saving Proposal	Saving Option	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total	2020/21	2021/22	2022/23	2020/21 - 2022/23 Total
				£'m	£'m	£'m	£'m	FTE	FTE	FTE	FTE
PH	Public Health	Redesign community preventative health and wellbeing services	Redesign community preventative health and wellbeing services for both children and adults in line with developments in in locality working investing in Voluntary, Community and Social Enterprise sectors. Options to explore include single provider, lead provider, social enterprise, in house or a mixture of provision. In response to this review and restructure the core public health team. Requires removal of Public Health grant 'ring fence'.			-1.800	-1.800			10.0	10.0
PH	Public Health	Exit Expiring Contracts	Review the service offer that addresses the health and wellbeing needs of vulnerable groups as part of developing a more sustainable relationship with Voluntary, Community, Social Enterprise and Faith sector partners.			-0.050	-0.050				
PH	Public Health	Reclaim Smoking Cessation Underspend	Reduce the size of the smoking cessation service prescribing budget. The prescribing budget for this service is underspent despite high 'quit' rates. If smoking cessation service referrals increase this will be managed as a future cost pressure. Requires realignment of budget against eligible general fund costs, under the terms of the Public Health grant to release the saving.	-0.018			-0.018				
PH	Public Health	External Funding - Salaries	Maximise the use of external resources to fund eligible staff salaries from other sources as part of income generation. This will include Sport England monies and research income. Requires realignment of budget against eligible general fund costs, under the terms of Public Health grant to release the saving.	-0.067			-0.067				

Council Tax Comparators
(Metropolitan Districts & Unitary Authorities Band D Council Tax)

	2019/20 Band D Council Tax £		2019/20 Band D Council Tax £		2019/20 Band D Council Tax £
1 Windsor & Maidenhead	1,036.07	32 Warrington	1,436.15	63 Leicester	1,552.17
2 Thurrock	1,287.81	33 St Helens	1,446.05	64 Blackpool	1,556.31
3 Wigan	1,290.03	34 Cheshire East	1,446.27	65 Sheffield	1,559.18
4 Trafford	1,292.22	35 East Riding of Yorkshire	1,448.53	66 South Tyneside	1,567.13
5 Telford & Wrekin	1,301.55	36 Wiltshire	1,456.87	67 North Tyneside	1,568.05
6 Bracknell Forest	1,303.83	37 Tameside	1,469.31	68 Sefton	1,570.30
7 Stoke-on-Trent	1,305.62	38 North Lincolnshire	1,471.00	69 Salford	1,577.32
8 Dudley	1,328.60	39 Luton	1,478.22	70 Redcar & Cleveland	1,577.43
9 York	1,330.25	40 Bournemouth, Christchurch & Poole	1,478.52	71 Rochdale	1,582.14
10 Peterborough	1,344.37	41 Barnsley	1,483.48	72 Stockton-on-Tees	1,588.65
11 Doncaster	1,351.43	42 Wokingham	1,483.93	73 Durham	1,590.65
12 Solihull	1,358.04	43 South Gloucestershire	1,484.15	74 Brighton & Hove	1,595.75
13 Swindon	1,366.15	44 Knowsley	1,485.08	75 Isle of Wight Council	1,599.17
14 Slough	1,366.98	45 Bolton	1,486.46	76 Wolverhampton	1,617.06
15 Manchester	1,370.77	46 Calderdale	1,488.96	77 Coventry	1,620.59
16 Kingston-upon-Hull	1,371.26	47 Central Bedfordshire	1,500.64	78 Oldham	1,624.36
17 Bradford	1,373.07	48 Torbay	1,503.04	79 Reading	1,627.23
18 North Somerset	1,378.50	49 West Berkshire	1,505.21	80 Dorset Council	1,629.75
19 Birmingham	1,380.85	50 Darlington	1,505.64	81 Stockport	1,641.65
20 Milton Keynes	1,381.65	51 Bedford	1,507.51	82 Newcastle-upon-Tyne	1,643.37
21 Southend-on-Sea	1,382.22	52 Kirklees	1,509.56	83 Middlesbrough	1,644.51
22 Wakefield	1,384.43	53 Blackburn with	1,509.83	84 Liverpool	1,650.06
23 Shropshire	1,388.23	54 Plymouth	1,514.34	85 Hartlepool	1,685.28
24 Leeds	1,393.36	55 Herefordshire	1,514.70	86 Bristol	1,690.82
25 Portsmouth	1,396.68	56 Cheshire West and Chester	1,520.08	87 Northumberland	1,695.73
26 Bath & North East Somerset	1,401.12	57 Rotherham	1,522.20	88 Rutland	1,705.18
27 Sandwell	1,401.48	58 Wirral	1,523.42	89 Walsall	1,714.49
28 Sunderland	1,413.68	59 Cornwall	1,527.09	90 Nottingham	1,738.93
29 Medway	1,415.43	60 North East Lincolnshire	1,529.99	91 Gateshead	1,753.92
30 Derby	1,417.07	61 Southampton	1,535.52		
31 Halton	1,419.08	62 Bury	1,550.94		

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2018/19 Budget	2019/20 Budget	2020/21 Budget	Note
A,H&WB	Citizens Advice Bureau (Mexborough/ North East)	The two CAB's provide advice services facing a range of issues such as debt, homelessness prevention, immigration, employment, benefit and consumer issues. They also act as a referral and sign-posting organisation to more specialist advice across a range of public sector services and other voluntary organisations. They also raise other funding streams to benefit the residents of Doncaster. (Savings of £130k have been made in 2010/11 and a further £32k in 2015/16. There is a £40,380 recharge to the HRA for Corporate & Democratic Core services)	152,150	152,150	152,150	No change proposed for 2019/20. However, in year, a briefing paper will be developed in consultation with the incumbent provider setting out proposals for future service delivery including how the service will be commissioned and tendered going forward. This is in line with the policy to more clearly commission and contract service activity, which provides greater certainty and continuity of provision of service for both the service provider (voluntary sector) and service users.
LO-CYP	Partners in Learning (funded from the DSG)	The transfer of services to Partners in Learning for the academic year 2016/17, set out in the 19th July 2016 Cabinet report "Deployment of School Improvement Functions to Partners in Learning Teaching School Alliance 2016/17", enabled the continued delivery of a cohesive and robust delivery of school improvement in line with DfE's requirement for cessation of the LA's duty by September 2017.	236,244	96,162	0	The Standards and Effectiveness Partner (StEP) function was transferred, along with funding for the 2016/17, 2017-18 and 2018-19 academic years. Grant funding of £283,568 (£187k in 2018/19, £96k in 2019/20) relates to the 2018/19 academic year and is a 1 year continuation, needed to ensure the effective transfer of the function, with the grant amount based on the number of maintained schools as at 1st September 2018. Funding has been provided through School Forum (Dedicated Schools Grant) agreement on 11th April 2018. Payments are made in termly installments with 2 payments for the 18-19 academic year in 2018-19 and 1 payment in 2019-20 financial year. No further requests are expected to go to School Forum. No further payments expected in 20-21
A,H&WB	Doncaster Community Arts (DARTS)	Through active participation in a huge range of different art forms, Darts enables people of all ages and abilities from different backgrounds to build their confidence and skills to play a crucial role in the cultural, economic and social regeneration of their communities.	43,500	43,500	43,500	No change proposed for 2020/21. It is important to be maintained for now as it can be used to demonstrate match against new funding opportunities through the culture 2020 development work.
A,H&WB	Doncaster Rape and Sexual abuse Counselling Centre (DRASAC)	DRASAC receive this grant as a contribution towards their provision of specialist counselling service for victims of sexual abuse. This includes children from the age of 5 yrs. This is a historic voluntary sector grant which has been reduced over recent years– services for sexual abuse have never been commissioned by Doncaster Council.	27,520	27,520	27,520	This grant will continue in 2020/21.
A,H&WB	Doncaster Rape and Sexual abuse Counselling Centre (DRASAC)	DRASAC receive this grant as a contribution towards their two Independent Sexual Violence Advocates. (ISVA).	45,000	45,000	45,000	This grant will continue in 2020/21.
A,H&WB	Day Care - Age UK	Day care in the four locality areas Funded from Better Care Fund (BCF).	125,000	125,000	125,000	No change proposed for 2020/21.
Total Grants to 3rd Sector			629,414	489,332	393,170	

New Fees (Detailed Charge)	Proposed Charge from 1st April 2020 £
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BEREAVEMENT SERVICES

Cremation: -

Strewing of ashes was previously included in the ashes scattering appointment fee; a new fee has been introduced to reflect the higher cost of an ashes strewing appointment.

Ashes grave strewing appointment	65.00
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Memorial Items: -

Previously fees for the new sanctum were "Price on Application" as potential services were still in development. The Council is now in a position to offer specific services and associated fees.

Sanctum 2000 - includes 80 letters and 1st interment - 30 years	1,315.00
Sanctum on Panorama - includes 80 letters and 1st interment - 30 years	987.00
Sanctum posy holder	44.00
Sanctum bench memorial plaque - 10 years	313.00
Additional inscription on sanctum plaque - per letter	2.00
Removal and refitting of sanctum plaque for additional inscriptions	42.00
Sanctum photo plaques - various sizes and designs	63.00
	to
	131.00
Bespoke artwork on sanctum plaque	Price on application

Memorials: -

The willow tree is a new memorial feature at Rose Hill.

Granite leaf on willow tree - 5 years	125.00
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BUILDING CONTROL

Building Control - Other Fees

The current Street Naming Fees are to be discontinued and replaced with new fees to simplify the charging arrangements and better reflect the time spent on larger naming/numbering applications (this is in line with other Authorities).

Street naming/numbering - new development/phase up to 10 properties	250.00
Street naming/numbering - new development/phase over 10 properties (the following are cumulative): -	
First 10 properties	250.00
Plus per additional plot	10.00
Changes to a naming/numbering application after notification - per plot	40.00
Any other naming/numbering individually determined charge per hour	52.00

New Fees (Detailed Charge)	Proposed Charge from 1st April 2020 £
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DEVELOPMENT MANAGEMENT

Planning Performance Agreements are voluntary undertakings that enable Local Planning Authorities and applicants to agree the timescales, actions and resources necessary to process a planning application. The cost associated is dependent on the scale of the application, the resources required and input from officers for the project. A PPA will give the developer more certainty in the timescale of the application, especially in relation to large scale developments.

Planning Performance Agreements	Price on Application
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Statutory Planning Fees

New fee to comply with statute.

Change of use of a building and any land within its curtilage from Light Industrial (Use Class B1c) to Dwelling Houses (Use Class C3)	96.00
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LICENSING - Landlord Licences

Houses in Multiple Occupation

New fee to reflect the cost of undertaking this inspection that was not previously charged for.

Property inspection report - immigration & visa	150.00
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LICENSING - Other Licences

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations

New legislation relating to the licensing of animal activities came into force in October 2018 which introduced a star rating scheme and new standards for such things as animal boarding. This revised licensing regime includes various business models which may require variation in licence conditions during the duration of licence, which account for the new charges.

Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	45.00
Minor Amendment of Licence per hour (minimum of 1 hour)	45.00
Major Amendment of Licence per hour (minimum of 2 hours)	45.00
Request for Re-Rating per hour (minimum of 2 hours)	45.00

WASTE AND RECYCLING

Commercial Recycling Quarterly Charge

New fee to make this service more affordable for charities.

Charities Initial Receptacle - Sack	16.00
Charities Initial Receptacle - 240 L	26.00
Charities Initial Receptacle - 360 L	38.00
Charities Initial Receptacle - 660 L	59.00
Charities Initial Receptacle - 1100 L	79.00

New Fees (Detailed Charge)	Proposed Charge from 1st April 2020 £
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Bulky Collections

The new rates for bulky collections are to broaden the offer from one price for 8 items to various rates for different numbers of items. Previous inflexibility relating to the number of items was acting as a deterrent for take up of the service.

Standard Charge (up to 4 items)	20.00
Standard Charge (up to 12 items)	45.00
Standard Charge (up to 24 items)	65.00
Standard Charge (up to 32 items)	80.00
Exemption Charge for Benefit Qualification (up to 4 items)	15.00
Exemption Charge for Benefit Qualification (up to 12 items)	30.00
Exemption Charge for Benefit Qualification (up to 24 items)	40.00
Exemption Charge for Benefit Qualification (up to 32 items)	50.00
Commercial & Industrial Bulky Standard Charge (up to 4 items)	80.00
Commercial & Industrial Bulky Standard Charge (up to 8 items)	135.00

Additional/New and Replacement Bins (including New Developments)

New fee to make this service more affordable for those on benefits.

New & Replacement Bins for Benefit Qualification	15.00
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Fees & Charges Summary of Exceptions 2020/21

Service	Narration
Bereavement - Burial	<p>The policy has been applied to these fees, with the following exceptions: -</p> <p>These fees have had a higher increase to reflect additional cost for cemetery maintenance, etc. (with interment fees this is still cheaper than neighbouring authorities based on their 2019/20 prices): -</p> <p>Adult Grave - Exclusive rights for 50yrs (including Woodland/Meadowland) increased from £1,058 to £1,125.</p> <p>Grave interment fee increased from £970 to £995.</p> <p>Use of Chapel for services not taking place in our Cemeteries or Crematorium increased from £280 to £295.</p> <p>The Permit for additional inscription on a vase fee has increased from £14 to £15.</p> <p>These fees have had a lower increase or reduction to try and encourage uptake: -</p> <p>Adult Grave - Exclusive rights for 75yrs (including Woodland/Meadowland) increased from £1,340 to £1,360.</p> <p>Cremated remains plot for 4 - Exclusive rights for 75yrs decreased from £760 to £750.</p> <p>Child related services remain free of charge.</p>
Bereavement - Cremation	<p>In order to achieve a specific saving target of £100k, the main cremation fees have been increased by £50, e.g. the Adult committal service charge inc medical ref fee has increased from £770 to £820. However, it was felt that the Early morning direct cremation (8:40 or 9:00 am - No service) should be reduced from £500 to £420 as several funeral directors have been taking their direct cremations to other crematoria. The saving should still be achievable and the proposed budget uplift from fees & charges excludes the £100k that will be generated for the saving.</p> <p>The policy has been applied to the remaining fees. The exceptions to the policy are Use of chapel organ increased from £15 to £16 and Exhumation casket increased from £120 to £125.</p> <p>Child related services remain free of charge.</p>
Bereavement - Memorial Items	<p>The policy has been applied to these fees . The exceptions are Ornamental tree with bronze or granite tablet 10 years reduced from £600 to £450 and its renewal reduced from £450 to £410. New detailed fees have been introduced relating to the Sanctum.</p>
Building Control - Trading	<p>The policy has been applied to these fees.</p> <p>Where a fee category (type of works) requires both an Amount of Plan Charge and an Amount of Inspection Charge these have been re-weighted. In these cases the Plan Charge is fixed and the Inspection Charge is variable, depending on the nature of the works. The Plan Charge has been increased from £150 to £200 but the Inspection Charge has been reduced to ensure that the overall cost of the two fees together is consistent with the policy. This is to encourage customers to take up both fees rather than just the Plan Charge and then going elsewhere for the inspection.</p> <p>For example, for Any extension of a dwelling with an internal floor area between 40m² and 60m² the current Plan Charge is £150 and the Inspection Charge £450 for a total of £600. Once the policy has been applied this will become £611 in total restructured as a Plan Charge of £200 and an Inspection Charge of £411.</p>
Car Parking - Cusworth Hall	<p>The policy has been applied to these fees. The exceptions are that the 3 hour fee has been rounded up from £2.20 to £2.50 and the All Day fee has not changed from £6.00.</p>
Car Parking - Residents Permits	<p>These have not been increased as this area is currently subject to a separate review.</p>

Fees & Charges Summary of Exceptions 2020/21

Service	Narration
Development Management - Non-Statutory Fees	<p>In order to achieve a specific saving target of £13k, the pre-application fees have been increased as follows: -</p> <p>Pre Applications (Minor) from £90.50 to £100 Pre Applications (Householder/Adverts) from £32.50 to £40 Permitted Development from £32.50 to £40 Pre-Applications (Major Applications including 1 meeting) from £536 to £700 Pre-Application (Subsequent Meetings after above, price per meeting) from £375 to £490 Pre-Applications (Major Applications Block of 5 Meetings) from £2,140 to £2,500</p> <p>These have remained low compared to other SCR authorities, increasing fees as indicated will contribute to budget savings targets whilst remaining competitive both locally and nationally. The proposed budget uplift from fees & charges excludes the £13k that will be generated for the saving.</p>
Health & Social Care	<p>In order to achieve a specific saving target of £0.52m per year over three years these will be subject to separate review. The Council's approach under the national Fairer Charging framework needs to be updated so it is both clearer and more consistent, whilst continuing to protect those in greatest need. Individual fee values have not yet been determined and will be the subject of separate consultation with members. The policy has been applied to those fees falling outside of the review.</p>
Health & Social Social Care - Training Related	<p>Fees are based on the costs of registration and systems to administer qualifications. The weighting of fees has been changed to account for the duration of each course and better reflect the individual costs associated with it. Proposed fees are as follows: -</p> <p>Health and Social Care Qualification - Level 2 to remain the same at £130 Health and Social Care Qualification - Level 3 to increase from £150 to £158 Health and Social Care Qualification - Level 4 to increase from £155 to £213 Health and Social Care Qualification - Level 5 to increase from £180 to £242 Training Cancellation & Non Attendance Fee (Full Day) to remain the same at £100 Training Cancellation & Non Attendance Fee (Half Day) to remain the same at £50</p>
Highways Licences & Permits	<p>The policy has been applied to these fees. Government guidance requires these to be calculated to ensure no profit is achieved; it is reasonable for the inflationary increase in salaries and other costs to be met from an inflationary increase in the fee. The exceptions are Streetworks Permits, these are not increasing to avoid the risk of income exceeding expenditure.</p>
Licensing - Landlord Licences	<p>Selective licences have stayed the same for schemes still within their 5 year period. The current Hexthorpe Scheme is due to expire 30/06/2020, new fees for any successor scheme are the subject of a separate review. The policy has been applied to HMO fees with no exceptions.</p>
Pest Control	<p>The policy has been applied to these fees. The exceptions are for Bedbugs where works are completed by two person teams but previous year's charges have not fully reflected this cost. The main fee has increased from £80 to £85 and for those on benefits from £70 to £75 per visit. Also the fee for Insect Identification (refunded if treatment carried out by DMBC) has increased from £32 to £33 to reflect increases in salary costs over the past few years. The service consider the revised prices are still reasonable and are comparable to charges from private companies. Any uplift from fees is required to contribute towards a potential pressure from fall in numbers.</p>
Registrars - Non-Statutory Fees	<p>The Hire of Registrar fees have been increased by £15, which the service believe is a reasonable increase and still reflects value for money, e.g. the Monday to Thursday fee has increased from £285 to £300.</p> <p>In order to achieve a specific savings target of £9k, the Civil Naming/Renewal of Vows and Premium Marriage/Civil Package fees have been increased by £10 for Priory Place and £15 for an Approved Premise, e.g. the Saturday PM (Priory Place) fee has increased from £350 to £360. The exception to this is the Premium Marriage/Civil Package - Priory Suite Sunday Fee, this has not seen much activity so has not been increased in order to try and stimulate demand. The proposed budget uplift from fees & charges excludes the £9k that will be generated for the saving.</p> <p>The policy has been applied to the remaining fees. The exceptions are the Copy Certificates - Standard fee, which has increased from £10 to £11 to reflect the initial certificate fee set by statute; and postage fees, which have been increased to recover actual costs, e.g. Postage - Standard fee has increased from £1 to £2.</p>

Fees & Charges Summary of Exceptions 2020/21

Service	Narration
Town Centre Management	The policy has been applied to these fees. The exceptions are for the Performance Site at Goosehill which is to increase from £82 to £100. This is the most popular location and is deemed viable to maximise income without affecting the frequency of users in the town centre, especially given this is the lowest fee by far when compared to the other sites (next lowest fee for other sites is £186.50). Pavement café licences remain frozen until 2021/22, per agreement in 2016/17.
Trading Standards	The policy has been applied to these fees. The exceptions are for the Motor Trade Partnership Subscription; any surplus is re-invested in the partnership and this already makes sufficient return from the current level of fees to run the scheme. These are proposed to remain the same so as not to put unnecessary strain on those businesses within the partnership. The Primary Authority Economy & Environment Charges are also proposed to remain the same as these fees were only introduced in 2019/20 and it is felt that it is too soon to apply an increase.
Translation Services	These stay the same to remain commercially viable.
Transport Services Fees	The policy has been applied to these fees. The Exceptions are for MOT fees, which are proposed to remain the same in order to remain competitive.
Waste & Recycling	The policy has been applied to the remaining fees. The exception is the New & Replacement Bins fee, which has been frozen.

**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020
£**

LICENSING - Landlord Licences:**Selective Licensing Hexthorpe - 01/7/2015 to 30/6/2020 Fixed Term**

DMBC Scheme - All licences granted to 30/6/2020 - New Applicants will need to pay from the historic date when their property became subject to license, until the end of the licensing period

Year 1 (5 Year licence) 01/7/15-30/06/16	500.00
Year 2 (4 Year Licence) 01/7/16-30/06/17	415.00
Year 3 (3year licence) 01/7/17-30/06/18	330.00
Year 4 (2 year licence) 01/7/18-30/06/19	245.00
Year 5 (1year licence) 01/7/19-30/06/20	160.00
Homesafe Scheme	75.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Registered Charities (£15 discount for additional applications where no Fit & Proper Person test required, subject to conditions).	0.00

Selective Licensing Edlington - 07/02/18 to 06/02/23 - Fixed term (maximum 5 years)

DMBC scheme - all licences granted to 06/02/23 - new applicants will need to pay from the historic date when their property became subject to licence, until the end of the licensing period.

Year 1 (5 year licence) 07/02/18 - 06/02/19	515.00
Year 2 (4 year licence) 07/02/19 - 06/02/20	415.00
Year 3 (3 year licence) 07/02/20 - 06/02/21	330.00
Year 4 (2 year licence) 07/02/21 - 06/02/22	245.00
Year 5 (1 year licence) 07/02/22 - 06/02/23	160.00
Homesafe Scheme	75.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Registered Charities (£15 discount for additional application within the same scheme, subject to conditions)	0.00

Houses in Multiple Occupation

Landlord Licence Basic fees (5 person HMO)	815.00
Fee for each additional bedroom	56.00
<i>Licence Renewal fee for 5 bedroom properties, subject to:- Current compliance with the Councils standards & existing licencing conditions; no change to the original occupation of the house; application made before expiry of previous Licence (applications after expiry will be treated as new applications) & Licensee and Manager to carry over from expiring licence.</i>	755.00
<i>Additional fee for Each Bedroom in the house</i>	56.00
<i>Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)</i>	36.00
Extra costs incurred which are prompted i.e after 3 months. Additional £50.00 charge added to the fee.	
Property inspection report - immigration & visa	150.00

New

**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020**

£

LICENSING - Other Licences**Miscellaneous:**

Acupuncturist/Tattooist/Ear Piercing	224.00
Transfer or to Add Person	60.00
Civil Marriage Licence	1,385.00
Approval of Religious premises as a place at which two people may register as civil partners of each other.	942.00

Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations**2018 New Regs which came into force 1st October 2018**

Selling Animals as Pets (1-3 year licence depending on star rating)		514.00
Providing or Arranging for the Provision of Boarding for Cats or Dogs (1-3 year licence depending on star rating)		453.00
Hiring Out Horses (1-5 Horses) (1-3 year licence depending on star rating)		538.00
		+ Vet Fee
Hiring Out Horses (6+ Horses) (1-3 year licence depending on star rating)		734.00
		+ Vet Fee
Breeding Dogs (1-3 year licence depending on star rating)		497.00
		+ Vet Insp
Keeping or Training Animals for Exhibition		457.00
Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	New	45.00
Minor Amendment of Licence per hour (minimum of 1 hour)	New	45.00
Major Amendment of Licence per hour (minimum of 2 hours)	New	45.00
Request for Re-Rating per hour (minimum of 2 hours)	New	45.00
Dangerous Wild Animals (plus Vet Fee if needed)		163.00
		+ Vet Fee
Zoo Licence (plus Statutory VET inspection fees as applicable)		1,630.00
Greyhound Stadium Licence		214.00
Sex Establishment Licence Application		2,890.00
Sex Establishment Licence Renewal		2,890.00
Sex Establishment Licence Variation or Transfer		2,140.00
Scrap Metal Dealer - Site		356.00
Scrap Metal Dealer - Collector		229.00
Scrap Metal Dealer - Change of name of Licensee		26.00
Scrap Metal Dealer - Change from Site to Collector		26.00
Scrap Metal Dealer - Change from Collector to Site		224.00
Scrap Metal Dealer - Change of Site Manager		224.00
Scrap Metal Dealer - Additional Site(s) to Licence		87.00
Copy of Licence Fee (Unspecified)		25.00

Gambling:**Bingo Premises**

Non-conversion fee where a provisional statement has already been granted	764.00
New Premises Fee	1,375.00
Annual Fee	804.00
Variation Fee	1,275.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020**

£

Adult Gaming Premises

Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	1,375.00
Annual Fee	774.00
Variation Fee	804.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Betting Premises (Track)

Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	2,140.00
Annual Fee	845.00
Variation Fee	845.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	2,140.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Family Entertainment Premises

Non-conversion fee where a provisional statement has already been granted	804.00
New Premises Fee	1,375.00
Annual Fee	560.00
Variation Fee	804.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,375.00
Change of circumstances	31.00
Copy of Licence Fee	25.00

Betting Premises (other)

Non-conversion fee where a provisional statement has already been granted	774.00
New Premises Fee	1,985.00
Annual Fee	458.00
Variation Fee	957.00
Transfer Fee	804.00
Re-Instatement Fee	804.00
Provisional Statement Fee	1,985.00
Change of circumstances	31.00
Copy of Licence Fee	25.00
Temporary Use Notice	100.00

Liquor Licences

Personal Licence (Fees are set by Central Government)	37.00
Premises Licence (Fees are set by Central Government, Premise licences are charged based on a number of factors, e.g. Rateable Value.)	Variable

Lotteries

(Fees are set by Central Government)	Various
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**Licensing fees legally required to be set by Full Council
(Detailed Charge)**

New

**Proposed Charge
from
1st April 2020**

£

LICENSING - Private Hire/Hackney:

Vehicle Licensing Hackney (Inc plates & first test)	250.00
Vehicle Licensing Private Hire (Inc plates & first test)	250.00
Vehicle Test at North Bridge	63.00
Retest of Vehicle	28.50
Admin charge on lifting Suspensions	26.50
Private Hire Operators Licence	480.00
Private Hire Operators Licence each additional vehicle over 2 (for licenses issued prior to April 2017)	24.50
Application for Drivers Licence (+ DBS + Knowledge test)	148.00
	+DBS+Knt
Joint Application (+ DBS + Knowledge test)	148.00
	+DBS+Knt
Renewal of drivers licence	112.00
Knowledge Test	63.00
Replacement Badge / Licence	26.50
Sealing of meter	48.50
Advertising on Taxis Full Livery	31.50
Transfer of ownership	47.50
Surrender of Vehicle Licence / Suspension admin fee	26.50
Front plate bracket	6.00
Rear plate bracket	12.50
Replacement Front plate	18.50
Replacement Rear plate	28.50

Appendix I**Reserves (to be reviewed at year-end)**

	Estimated Balance at 31/03/20 £m
Insurance Fund	5.500
Health & Social Care Transformation Fund	5.078
School Balances	3.894
Service Transformation Fund	2.378
Improved Better Care Fund	2.267
Minimum Revenue Provision (MRP) underspend	1.802
Civic Office Major Repairs & Maintenance Sinking Fund	1.318
Inward Investment Incentive Scheme (NNDR Incentive Scheme)	1.227
Stronger Families Programme	1.088
S106 Open Spaces Revenue unapplied contribution	0.665
Social Mobility Opportunity Area	0.500
Well Doncaster match funding	0.442
Section 38 Income	0.400
Teesland Section 278	0.335
Public Health	0.334
Various Section 278	0.330
Mental Health Trailblazer	0.270
All Out Local Elections - 4 Year Cycle	0.244
Pathway to Traineeships (SFA)	0.238
DCST Contingency	0.220
Safeguarding Adults Board	0.206
St James Baths	0.199
ERP - Phase 2	0.182
Flexible Homelessness Grant	0.174
Transport budget Sec 19 permits	0.169
MHCLG Migration Fund	0.165
S106 Interest balances	0.160
Public Spaces Community Order	0.130
Revenues & Benefits - Discretionary Hardship	0.114
LEP Inward Investment Loan	0.109

	Estimated Balance at 31/03/20 £m
Examination In Public (LDF Sites & Policies)	0.107
Revenue Contribution to the Capital Programme (pre-work/development costs)	0.094
Planning 20% additional Income Balance	0.088
Lincoln Gardens Six Streets	0.084
Early Outcomes Grant	0.082
Syrian Resettlement Grant	0.060
Others (less than £50k)	0.378
Total	31.030

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 19/20 & 20/21 £m
Known provisions and contingent liabilities as at January 2020	An Insurance Fund provision of £9.4m has been made as per the methodology agreed. A provision of £4.3m for NNDR appeals has been made in 20/21 based on known risks.	Provision identified, unable to quantify potential risk.
Overspend on Service Expenditure	An amount is included for the potential risk of overspends in future years (excluding the risk on deliverability of budget proposals covered below).	Up to 4.0
Major Emergency	The Government has confirmed that the Bellwin Scheme will continue thereby limiting certain costs to be borne by the Council.	Up to 0.5
Robustness of 2020/21 budget proposals	It is prudent to include a risk regarding the deliverability of the 2020/21 proposals to allow for potential slippage on delivery. It is not possible to quantify the risk with certainty. This will need month by month monitoring in 2020/21 and urgent action taken if targets are not being achieved. However, due to the size of the budget reductions and increasing difficulty of achieving the savings £2.8m is included (equivalent to 40% of the 2020/21 budget proposals). One-off funding has been identified (Service Transformation Fund), which is available to fund slippage on the deliverability of savings and reduces this risk.	Up to 2.8
Redundancy Costs	The staffing reductions assumed in the budget proposals will result in additional early retirements and/or compulsory redundancies. A process to reduce staffing through VER/VR's is taking place from December 2019 until March, 2020. A separate earmarked reserve exists for this.	0.0
Capital Programme 2020/21 – 2023/24	There is a risk of grant clawback where projects do not meet their outputs, where they do not proceed, or the Council subsequently breaks the grant conditions. There is also a risk that expenditure will slip beyond the period of the grant so becoming ineligible and require financing from alternative resources.	No major issues at present. Any expenditure likely to slip into 2020/21 to be managed as part of capital monitoring process.

Risk	Risks & Quantification	Maximum Potential Call on Reserves 19/20 & 20/21 £m
Treasury Management	<p>The Council relies on short-term (circa £90m) and under borrowing (circa £78m) to minimise interest costs; there is a risk that if we need to replace the under borrowing with long term external borrowing the Council will incur additional expenditure. If the Council had to replace the £168m of short-term and under-borrowing with long term borrowing, this could cost £3.2m per year at current rates over 5 years and could rise to £4m per year over 50 year terms.</p> <p>There is also a risk regarding increasing interest rates. This would cost an additional £0.36m for every 1% increase in interest rates.</p>	Up to 4.0
Reserves and contingencies	Reserves leave little room for further in year pressure, e.g. from new initiatives. To minimise the impact estimates as far as possible are included in the financial plan. This needs close monitoring throughout the year.	Up to 2.0
Abortive development and compensation costs	Any development costs on major capital projects which do not go ahead will become abortive and need to be funded from a revenue resource. This may also include potential compensation costs. Funding has been set aside in an earmarked reserve to meet development costs.	None envisaged at present but will be kept under regular review
Business Rates Appeals	There remains a risk that appeals and mandatory reliefs may be greater than estimated. There is also a risk to baseline income if the economy falls into recession.	Appeals and Business Rates income is kept under regular review
Total Maximum Quantified Risks		13.3
Uncommitted Reserves Available based on best estimates		14.4

Detailed Budgets by Service Area

Service	Net Base Position £'000	Pressures £'000	Savings £'000	Other Changes (incl inflation) £'000	Net Budget £'000	Customer & Client Receipts £'000	Government Grants £'000	Other Income £'000	Gross Budget £'000
ADULTS HEALTH & WELLBEING									
ADULT SOCIAL CARE&SAFEGUARDING	70,203	3,484	-4,293	3,266	72,660	20,854	1,177	6,565	101,255
COMMISSIONING & CONTRACTS	6,803	0	-420	148	6,531	0	1,198	2,988	10,717
COMMUNITIES	12,240	280	-1,019	33	11,533	667	1,845	8,269	22,314
DIRECTOR OF ADULT SERVICES	583	0	0	675	1,258	0	0	0	1,258
DIRECTOR OF IMPROVEMENT	-15,188	498	-570	-10,629	-25,890	0	25,393	144	-352
PUBLIC HEALTH	-225	325	-139	-0	-39	152	18,705	563	19,380
ADULTS HEALTH & WELLBEING Total	74,415	4,587	-6,441	-6,508	66,053	21,673	48,318	18,529	154,573
CORPORATE RESOURCES									
CORPORATE RESOURCES DIRECTOR	-19	0	-350	214	-155	0	0	344	189
CUSTOMERS, DIGITAL & ICT	7,838	650	-447	330	8,370	48	58,612	3,735	70,765
FINANCE	460	1,810	-359	-754	1,156	6,904	148	18,223	26,432
HR, COMMS & EXEC OFFICE	4,259	260	-84	184	4,620	87	62	820	5,589
LEGAL & DEMOCRATIC SERVICES	3,978	0	-31	195	4,142	757	0	1,388	6,287
STRATEGY AND PERFORMANCE	2,124	1,500	-100	91	3,615	0	211	25	3,851
CORPORATE RESOURCES Total	18,640	4,220	-1,371	260	21,749	7,797	59,033	24,536	113,114
COUNCIL WIDE BUDGET	25,286	1,058	5,360	-5,965	25,739	493	12,710	-20,179	18,764
LEARNING & OPPORTUNITIES CYP									
CENTRALLY MANAGED	199	0	100	-97	202	0	1,348	3,191	4,741
CHILDRENS SERVICES TRUST	50,180	0	-1,568	1,633	50,245	0	4,451	432	55,127
COMMISSIONING & BUSINESS DEVEL	8,066	805	-799	392	8,464	117	26,819	3,219	38,620
PARTNERSHIPS & OPERATIONAL DEL	2,307	0	-166	92	2,232	188	6,220	375	9,015
LEARNING & OPPORTUNITIES C&YP Total	60,751	805	-2,433	2,020	61,144	305	38,838	7,218	107,504
ECONOMY & ENVIRONMENT									
ENVIRONMENT	30,320	3,262	-1,463	1,138	33,257	8,470	4,537	20,196	66,460
ECONOMY & DEVELOPMENT	6,179	17	-702	762	6,256	5,050	454	15,633	27,392
STRATEGIC HOUSING	877	67	-42	115	1,018	328	89	422	1,856
DIRECTOR ECONOMY & ENVIRONMENT	343	0	26	60	429	0	0	0	429
REGENERATION & ENVIRONMENT Total	37,719	3,346	-2,181	2,076	40,960	13,848	5,080	36,250	96,138
Total Council Budget	216,811	14,017	-7,066	-8,117	215,644	44,115	163,979	66,354	490,091

Funded By: -					
NON DOMESTIC RATES	-44,523	0	0	-5,024	-49,546
REVENUE SUPPORT GRANT	-20,041	0	0	-327	-20,368
TOP UP GRANT	-34,296	0	0	-558	-34,854
COUNCIL TAX	-114,721	0	0	-4,449	-119,170
NET BUDGET REQUIREMENT	-213,581	0	0	-10,358	-223,938
USE OF RESERVES	-3,230	0	11,524	0	8,294
TOTAL FUNDING	-216,811	0	11,524	-10,358	-215,644

Budget Proposals 2020/21 - Due Regard Review

Due Regard Assessment required

Adults, Health & Wellbeing

Contract Review

Day Opportunities

Front Door and Community Offer

Health Watch

Home Care & Direct Payments

Homelessness and Substance Misuse Service

Optimising residential and supported living places.

Residential Care - Working Age

Residential short breaks

Social Care Fees and Charges

Stronger Communities

Supported Living

Children's Trust

Doncaster Children's Trust contract

Learning & Opportunities: Children & Young People

Independent Travel Training Scheme

Short Breaks Revised Offer

Strategic Travel Assistance Review

Public Health

Reclaim Smoking Cessation Underspend

Redesign community preventative health and wellbeing services

No Due Regard Assessment Required

Adults, Health & Wellbeing

Staffing Restructuring & Functional Review

Children's Trust

2 bed Children's Homes

Admin savings

Agency Social Workers

Agency staff

Corporate

DSG

General Efficiencies

Innovation projects

Pension Deficit

Personal advisors

Corporate Resources

Communications Structure

Corporate Resources

Council Tax Empty Properties

Cremation Fees

Financial Management Structure

HR Shared Service

HR&OD Structure

No Longer Required Technology Contracts

Organisational Subscriptions

Revenues and Benefits Structure

Review of Mobile Phones and Data Connections

Service Delivery Change

SPU Structure

Structure Changes within Financial Development and Business Support

Technology Systems Reduced Cost

Use of Artificial Technology in Customer Services

Council-Wide

Consolidation of Common Functions

Fees & Charges

General Efficiencies

Increased dividend

Metropolitan Debt Levy

Minimum Revenue Provision (MRP) - reprofiling

Parish Councils

Pension - former employees

Pension - prepayment

Savings from Capital Scheme Delivery

Senior Management Review

South Yorkshire Passenger Transport Executive (SYPTTE)

Economy & Environment

Assets

Bus Lane Cameras

Development Management Pre-Application Fees

Highways (general fund)

Licensing - Homesafe

Penalty Charge Notices - Car Littering

Penalty Notices - Early Payment Discounts

Rewild Project

Waste Contract

Learning & Opportunities: Children & Young People

LOCYP: Functional Review

LOCYP: Savings one-off in-year

LOCYP: Savings on-going

Public Health

Exit Expiring Contracts

External Funding - Salaries



**Doncaster
Council**

Councillor Jane Kidd
Wheatley Hill and Intake Ward

Tel: 07954428726
E-Mail: jane.kidd@doncaster.gov.uk

Date: 7th February 2020

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

Overview and Scrutiny's Response to the Mayor's Budget Proposals

I am writing to confirm Overview and Scrutiny Management Committee's (OSMC) response to your Budget Proposals.

OSMC Members initially reviewed the Medium-term Financial Strategy for 2020/21 to 2022/23 in October 2019 and continued their consideration by discussing your proposed budget with Directors on 31st January 2020 prior to final consideration at OSMC on 6th February, 2020, where they confirmed support for your proposals.

At these meetings the Committee used four specific lines of enquiry to assist in providing a commentary on the overall budget proposals. As you are aware, the role of Overview and Scrutiny is not to provide alternative proposals or to undertake a line-by-line analysis of the budget. Overview and Scrutiny can support the budget process by considering the basis and assumptions upon which the budget has been developed and how those proposals will be implemented.

The four key areas considered included:

- i. To what extent are the Mayor's proposals in line with Central Government policy, pressures and directives?
- ii. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?
- iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

- iv. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

The Committee's response to your budget proposals is attached to this letter and I have provided a commentary against each of these lines of enquiry. If you wish for Councillor Healy, in my absence, to attend the Cabinet meeting on 11th February to present or clarify any issues contained within the letter, please let me know. I would also be grateful if you could take account of Overview and Scrutiny Management Committee's response when you present your final proposals to Full Council on the 5th March 2020.

Finally, on behalf of the Committee, I would like to thank the Directors and Assistant Directors for attending our budget review sessions, answering questions and providing clarification on issues raised by the Overview and Scrutiny Management Committee.

Yours sincerely

A handwritten signature in purple ink that reads "Jane Kidd". The signature is written in a cursive, flowing style.

Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

cc OSMC Members
Cabinet Members
Damian Allen, Chief Executive
Debbie Hogg, Director Corporate Resources
Scott Fawcus, Assistant Director, Legal and Democratic Services

APPENDIX A OVERVIEW AND SCRUTINY RESPONSE TO BUDGET PROPOSALS

The Committee acknowledged the ongoing work undertaken since the budget setting process began last summer, to propose a balanced budget in line with the emerging Corporate Plan, Central Government policy and a challenging programme of service transformation and savings targets.

It was acknowledged that all Directorates were reviewing the way services were being delivered and managing and monitoring the significant challenges and risks in delivering savings whilst maintaining the organisation's capacity to innovate and meet service demands both now and in the future.

Recommendation

The Committee supported the budget proposals and provided the following comments for your consideration:

- 1. To what extent are the Mayor's proposals in line with central government policy, pressures and directives?**
 - i. The Committee recognised that ambitious savings were required to achieve a budget gap of £17.7m over a three-year period due to a change of funding arrangements. The Committee agreed the proposals were an appropriate response to government policy, pressures and directives.
 - ii. The Committee acknowledged a significant challenge in budget setting was the lack of certainty over future funding to deliver key services, particularly around adult social care and children's services. The Committee support continued lobbying of central government for additional resources and certainty over future funding streams to enable the Council to plan its budgets with greater certainty.
 - iii. OSMC accepted that the Council operated in a challenging financial environment. However, the Council's and its partners' response to the flooding emergency demonstrated it had the flexibility and resources to meet unexpected challenges. The Committee recognised that in future this could become increasingly difficult as savings targets were being delivered.
- 2. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Doncaster Growing Together bearing in mind the constraints detailed at i. above?**

Whilst acknowledging fiscal constraints the Committee supported the view that overall the budget proposals sought to deliver the wider Borough ambitions of Doncaster Growing together and the Corporate Plan. Some specific examples, which highlighted this, included:

- i. Innovating and reviewing services in adult health and well-being to seek to deliver high quality health and social care to support personalisation.
- ii. Recognition of our responsibilities to the environment and climate change agenda e.g. proposals to ensure the Authority held an electric car fleet supporting Government expectations, the Council's Corporate Plan and Environmental Strategy. Additionally the small contribution to the Transforming Cities Agenda to improve pathways and

public transport would produce a large projected return for the borough in supporting this theme.

- iii. Acknowledging the Council's role in stimulating the local economy and encouraging economic growth. It was recognised however, that the Council would need to carefully manage the capital programme in future, as there would be a need for additional and creative borrowing requirements as the disposal programme and timeliness of capital receipts was becoming more challenging.

3. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

- i. The Committee received examples of how consultation and other appropriate evidence had been used to develop the proposals. Overview and Scrutiny considered a significant piece of consultation relating to how the Local Authority charges for some adult social care services, giving Members an insight into changes required to review service efficiency and demand. Each of these proposals were considered in detail and with the exception of the Day Care charge element, all remaining proposals were supported.
- ii. During its review, the Committee was updated on the key outcomes from the "Doncaster Talks" exercise and identified a clear link between these priorities and what the budget proposals sought to deliver e.g. a Cleaner and Greener Borough. This was supported at a number of levels including use of the Service Transformation Fund to deliver proposals around the Cleaner and Greener themes.

4. To what extent are the challenges in delivering the savings within the timescales and the capacity to deliver services with reduced resources being addressed?

The Committee recognised that there would be a significant challenge in delivering the budget proposals and these were identified in the risks detailed within the various reports and the Chief Finance Officer's comments on the robustness of the estimates in the forthcoming budget. Members also acknowledged there was ongoing monitoring of impacts and risks during the transition period and following withdrawal from the European Union.

Some of the key challenges around deliverability highlighted by the Committee included:

- i. Recognition that to meet demand and move more towards early help and prevention in adult social care, there was a need to maximise capacity and identify opportunities, particularly with partners, to assist delivery.
- ii. A need to continue to support the early interventions and positive outcomes for children delivered by the Doncaster Children's Services Trust and partners and ensure these can continue to be achieved within budget. Members noted that mechanisms were in place to identify potential overspends early on and ensure they were robustly tracked, enabling budget spend to be monitored more accurately. It was identified that some children's needs were so complex they would need to receive care out of authority, which could incur higher than average costs.

- iii. Proposals to reconfigure the way in which we commission services in the locality to ensure a proactive service that meets the needs of individuals and communities. Members were assured that staffing resources were adequate to meet the demand for both delivery and strategic mechanisms and as part of their accountability role OSMC would continue to review the success of this initiative over the next 12 months through the quarterly reporting process.
- iv. Whilst Members supported a partnership approach to the delivery of local services it identified that where appropriate there should be transparency in terms of accountability. Members referred to Parish and Town Council's that could fund local services through a precept. The Committee was of the view that as public bodies they should make clear how any increase in precept was being used, to avoid any uncertainty over the service provider.

To conclude, OSMC welcomed the opportunity to comment on the budget proposals and will continue to support the Council's performance monitoring processes throughout the year by reviewing budget and performance on a quarterly basis. This will ensure Members are aware of progress in implementing key budget proposals, the extent to which value for money is achieved and how any slippage and key risks are being managed.



**Doncaster
Council**

Councillor Jane Kidd
Chair
Overview & Scrutiny
Management Committee

Contact: Mayor Ros Jones
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Website: www.doncaster.gov.uk

Date: 13th February 2020

Dear Jane

OVERVIEW AND SCRUTINY'S RESPONSE TO THE MAYOR'S BUDGET PROPOSALS

Thank you for your letter dated 7th February and for confirming OSMC's support for my budget proposals. I agree with the comments made in respect of the proposals, and your acknowledgement that a legal budget must be set that both delivers for the people of Doncaster, and within the constraints that we have. I will certainly request that the OSMC report is attached as an appendix to the budget report being presented to Full Council on 5th March.

With regard to Point 4(iv), I note colleagues' suggestion requesting that Parish and Town Councils should set out how any increases in their precepts will be used. However, this is a matter outside of my influence. Parish and Town Councils are able to set their own precepts and whilst Doncaster Council will collect those precepts on behalf of the Town and Parish Councils, this is not a matter which the Council can otherwise become involved in.

I trust the above is helpful and thank you once again for OSMC's support.

Kind Regards

Ros Jones
Mayor of Doncaster