



Doncaster Council

Report

Date: 28th February, 2022

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

REVENUE BUDGET 2022/23 – 2024/25

EXECUTIVE SUMMARY

1. Despite the significant financial challenges, the Council has continued to set a balanced budget whilst maintaining investment in the borough and protecting the most vulnerable in our communities. This report details the Mayor's revenue budget proposals for 2022/23 to 2024/25, continuing to deliver on our commitments, as detailed in the Corporate Plan, including being a financially well managed Council.
2. Since 2010, Councils have faced the position of reducing Government funding, strong demand, increasing costs and no reduction in their statutory obligations to provide services. Doncaster Council has 28% less to spend on services in real terms than it did in 2010/11 which represents a £335 reduction per resident. Nationally, this reduction is 21%. Local spending is becoming more narrowly focused on Children's and Adult's Services with over 65% being spent in these areas in 2021/22.
3. On the 27th October, the Government's Spending Review¹ was presented to Parliament and covers the period 2022/23 – 2024/25. The Council received details of the provisional settlement on the 16th December, these were confirmed in the final settlement on the 7th February. The Medium-term Financial Strategy (MTFS) includes all the anticipated changes to the Council's funding and baseline expenditure levels for the next three years. This has identified an overall recurrent funding gap of £21.7m over the next 3 years, with the biggest impact of £13.1m in 2022/23. This shows that although the provisional settlement includes additional grant funding for 2022/23, which is welcome, it doesn't provide long-term sustainable funding sufficient to meet our ongoing budgetary pressures. The overall summary is detailed in paragraphs 27 to 45 and Appendix A.
4. Since March 2020, the COVID-19 pandemic has placed unprecedented stress on Council services. In the first instance, responding to the pandemic restrictions and experiencing additional service pressures, e.g. home care & care homes, reduced income from fees and charges, council tax and business

¹ <https://www.gov.uk/government/publications/autumn-budget-and-spending-review-2021-documents>

rates, and delays in delivering against savings plans set as part of the Council budget. In the recovery phase, services were stepped back up in a COVID-19 secure manner to ensure the safety of Council staff and the safe delivery of public services. In some instances, this affected productivity and in others, the cost of delivery has increased. During 2021/22 the Council has continued to operate in response and recovery mode in light of the ongoing COVID-19 pandemic. The additional one-off funding provided by Government has helped ease the financial pressures however, in many areas the impact is still being felt and will continue to be felt over the 2022/23 to 2024/25.

5. The approach taken to produce this year's budget is once more to keep one eye on the here and now and the other on the longer term. The Council continues to challenge its day to day spending and considers each staff vacancy as they arise. The Council continues to support partners, such as Doncaster Culture & Leisure Trust (DCLT), to operate whilst revenues are below those previously experienced. Recovery is anticipated and therefore budgetary support reduces over the MTFS period, however customer confidence to reuse these services will take time. This budget recognises the shortfall in income and provides for those much needed services to support the health and wellbeing of the public.
6. Unfortunately, there have also been other areas where additional service demands continue to be experienced, including Children's Social Care and Adult Social Care. Prior to the COVID-19 pandemic, Doncaster had seen a steady reduction in the number of children being looked after by the authority, manageable number of children with a child protection plan and a relatively stable and sufficient number of in-house provision of foster carers and residential home placements. However, over the last two years overall demand for social care services has increased, as has the complexity of needs that families are presenting with. This has led to more children needing to be assessed, protected and ultimately an increased number of children in care. The majority of this demand increase can be ascribed to the unintended consequences of COVID-19 but not all. Adult social care providers have also faced cost pressures due to COVID-19 and other market pressures affecting their ability to provide safe, good quality support to people to help them stay as independent and well as possible in their own homes. The Council is actively seeking to manage and reduce the impact of these pressures by limiting future demand, redesigning access to adult social care from the community and hospital, and investing to reduce pressures.
7. The budget pressures also include funding allocations on an invest-to-save basis, which is vital to achieve transformational change and deliver sustainable value for money services. For example, providing funding for Children's Social Care focused on ensuring that children and young people can either remain living with their families or in a local family setting, which improves their overall life chances and costs less. The proposals also include funding for additional apprenticeships across targeted areas within the Council, in particular where we are experiencing hard to fill roles or where further training and skills development is needed. Apprenticeships are a vital recruitment channel to help equip individuals with the necessary skills, knowledge and behaviour they need for specific job roles, future employment and progression. This also provides further apprenticeship opportunities for our residents to access meaningful work and training in the council, thereby improving life chances.
8. In total, the service budget pressures are estimated at £19.0m in 2022/23, increasing to £22.1m by 2024/25. This includes £2.3m for Adults, Health & Wellbeing pressures in 2022/23, details are provided in paragraph 34 and

Appendix B. In addition, the cost of pay and price inflation is estimated at £13.5m in 2022/23, increasing to £31.4m by 2024/25. This includes £4.7m set aside for Adult Social Care contracts including the impact of the Government National Living Wage in 2022/23.

9. The budget includes an increase in Council Tax of 4.49% in 2022/23 (1.99% Council Tax increase and a further 2.5% increase through the Government's Adult Social Care precept). This will generate £5.5m overall and is required in order to meet the pressures detailed above, in particular those for Adult Social Care funded from the Social Care precept. This will increase the Council Tax to £1,511.03 per annum Band D (£1,007.35 Band A) which means an additional £64.93 for Band D Council Tax per annum or £1.25 per week (£43.28 for Band A per annum or 83p per week). The Council has chosen to increase by the maximum 4.49%, allowed by government to provide the much needed additional income to fund public services during this challenging period.
10. The Council is committed to protecting the most vulnerable and whilst many Councils have amended their Local Council Tax Reduction Scheme (LCTS), the Council's policy continues to provide a much needed safety net for those on low income. The anticipated cost of this policy in 2022/23 is £24.6m. In addition, to mitigate the impact of the Council tax increase in 2022/23 on those struggling to pay, the Council will commit to provide further hardship support up to a maximum of £300. This provides all recipients of working age LCTS support with a further reduction in their annual bill. In addition, the Local Assistance Scheme funds will be increased by £450k funded from COVID reserves for 2022/23, which provides a safety net for periods of hardship experienced by families.
11. The Council Tax system continues to be disproportionate across the country and successive Governments have failed to come up with an alternative method of local taxation. Doncaster continues to have one of the lowest Council Tax rates in comparison to other Metropolitan Districts and Unitary Authorities (the 8th lowest in 2021/22).
12. Core Spending Power (CSP) is the Government's preferred measure of calculating the theoretical resources available to local authorities to fund service delivery. It sets out the money that has been made available to local authorities through the Local Government Finance Settlement (LGFS) and represents an estimate of the resources available. It does not represent the actual resources the Council has available. The CSP based on Government assumptions is £274.3m compared to £251.8m for 2022/23, representing a £22.5m increase (8.9% increase). The actual CSP based on the Council baseline position and local decisions is £279.1m compared to £256.6m for 2022/23, representing a £22.5m increase (8.8% increase). The main differences being that the Council retains 49% of any business rates growth since 2013/14 – this is not included in the CSP based on Government assumptions - and the 2.5% increase in the Adult Social Care precept.
13. In March 2021, budget savings of £6.3m were approved in line with the Financial Strategy (£5.4m 2022/23 and £0.9m 2023/24). Ensuring that services are targeted and make a difference to those people who need them most, making the most of technology, re-designing services so they are fit for the future and working in partnership with local communities, voluntary, charity and faith sectors to deliver services together. The savings approved in March 2021 are detailed in Appendix C.
14. However, as detailed above due to the further financial challenges mainly arising from COVID-19, the Council needed to look carefully at the cost of

services being delivered and make further proposals to balance the ongoing budget over the MTFS period. The additional funding provided as part of the provisional settlement has helped the position in 2022/23, although ongoing savings need to be delivered over the MTFS period to produce a sustainable balanced budget. The proposals identified amount to £13.5m over the 3 years, with £6.7m in 2022/23. A significant proportion of the savings are on central budgets e.g. treasury management and pensions, and continuing to manage budgets effectively across services, achieving efficiencies through improved working practices and better use of technology where possible. There are also considerable savings planned for Children's Social Care services in line with our strategy to deliver value for money services that ensure we safeguard all children and protect those children and young people who need additional support. The savings are fully detailed in paragraphs 47 to 51 and Appendix D.

15. Although the Government has once again only provided a one-year Settlement, the Council needs to look longer term as service change and transformation takes time to form and implement. For this reason, the Council has set out a three year balanced budget. This will allow the Council to move forward with some certainty and deliver these plans. There will continue to be further challenges, including those arising from COVID-19, and the Council needs the confidence in its financial standing to build upon.
16. Although we have seen a positive improvement of 3,045 (December 2021) in the number of claimants of working age, unfortunately Doncaster remains the highest among regional comparable neighbours at 10,860, making up 5.66% of the working age population. Youth unemployment has stabilised from its peak reporting period in May 2021 with 1,240 fewer claimants. Doncaster is forecast for 29% GVA growth in 2021 based on year on year growth from annualised 2015 prices. Work continues to support communities that have a high representation of economically inactive residents, job claimants and people on low incomes or unstable jobs. This includes establishing employer academies with large anchor institutions across the public and private sector.
17. Whilst the settlement includes increased funding it is only for one year and therefore the longer term funding position remains uncertain. The Council is facing significant volatility in its costs and levels of income from services, in addition to uncertainty in relation to its main funding sources being Government funding, business rates and council tax income. There remains the potential impact of the relaunched Fair Funding Review (FFR) and a "full reset" of the Business Rates Retention scheme. The Council has therefore reviewed the level of reserves available to ensure that it has sufficient funding available. Paragraphs 62 to 66 and Appendix H, shows the current position regarding earmarked reserves. The balance on the uncommitted General Fund reserve for 2022/23 is estimated at £15.9m; and is expected to remain at this level in 2023/24.
18. This budget stabilises service delivery budgets and provides the necessary resourcing to deliver critical service pressures and also ameliorating the impact on fees and charges. It provides a sound financial position in light of the review of local government funding and future financial challenges in relation to the Government's White Paper 'People at the Heart of Care'.
19. The Council is charged with maintaining a balanced budget and the Chief Financial Officer (Section 151 Officer) is required to provide a statement of financial assurance which is set out in paragraphs 68 to 70 of this report.

EXEMPT REPORT

20. Not applicable.

RECOMMENDATIONS

21. Council is asked to approve the 2022/23 to 2024/25 Revenue Budget as set out in this report. This includes: -
- a) the Medium-term Financial Strategy (MTFS) including all proposals in this report as set out in Appendix A;
 - b) a gross revenue expenditure budget of £526.1m and a net revenue expenditure budget of £219.4m, as detailed in Appendix A;
 - c) Council Tax increasing by 4.49% to £1,511.03 for a Band D property (£1,007.35 for a Band A) for 2022/23. This includes:-
 - i) 1.99% Council tax increase, equating to an increase of £28.78 for Band D per annum, 55p per week (£19.18 for Band A per annum, 37p per week);
 - ii) 2.5% Government Adult Social Care precept, equating to an increase of £36.15 for Band D per annum, 70p per week (£24.10 for Band A per annum, 46p per week);
 - d) the revenue budget proposals for 2022/23 detailed at Appendix B (pressures £19.0m) and Appendices C and D (savings £12.1m);
 - e) the 2022/23 Grants to 3rd Sector Organisations outlined in paragraph 58 and Appendix F;
 - f) the fees and charges proposed for 2022/23 at Appendix G;
 - g) note the Chief Financial Officer's positive assurance statements (detailed in paragraphs 68 to 70).

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

22. 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

23. The Medium Term Financial Strategy (MTFS) is a three year financial plan, which sets out the Council's commitment to provide value for money services to deliver our mission for Thriving People, Places and Planet, within the overall resources available to it. The MTFS shows how our Council's finances will be structured and managed to ensure that this fits with, and supports, the delivery of our well-being goals and eight crosscutting priorities ('Great 8'), which will drive delivery of the work.

24. The overall aims of our Financial strategy are: -
- To ensure that effective financial planning and management contributes to the Council achieving our central mission and well-being goals;
 - To direct resources as required to support the achievement of our well-being goals and provide the funding required to deliver the 'great 8'

priorities;

- To maximise the income from Council Tax and Business Rates revenue;
- To maximise income from commercial and regeneration opportunities adding value to the economy;
- To evaluate budget performance to assess the effectiveness of resource allocation.
- To continue to improve value for money - managing people and our money more efficiently, streamlining processes and systems, getting better value from commissioning and procurement, whilst seeking to minimise the impact of budget savings on priority services.
- To ensure the Council's financial standing is prudent, robust, stable and sustainable.

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

Medium-term Financial Strategy (MTFS) 2022/23 to 2024/25

26. 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 2022/23 to 2024/25 is £21.7m, summarised below and further details provided in Appendix A.

Explanation of the Funding Gap

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

	2022/23 £m	2023/24 £m	2024/25 £m	Total 2022/23 – 2024/25 £m
Baseline Income & Government Grants	-13.8	-3.4	-3.3	-20.5
Council Tax Income	-11.1	-4.3	-4.0	-19.4
Grant Exit Strategies	-21.8	-1.8	0.0	-23.6
Pay & Price Inflation	13.5	10.9	7.0	31.4
Levying Bodies & Other Expenditure	3.0	2.3	0.1	5.4
Service Pressures	19.0	0.4	2.7	22.1
Use of One-off Reserves	24.3	1.1	0.9	26.3
Recurrent Funding Gap	13.1	5.2	3.4	21.7

28. The baseline income and government grants increase significantly in 2022/23. This includes £9.5m which is due to the accounting treatment for retail relief grants and the collection fund, in accordance with the legislation. This also impacts on the use of one-off reserves of £24.3m, which reflects the transfers into/out of reserves to facilitate carrying forward the section 31 grants for business rate reliefs.

29. Government grants have increased by £3.8m in 2022/23: a new one-off 2022/23 Services grant of £5.3m; an increase of £4.4m in the existing Social Care Support Grant; an increase of £3.9m in existing section 31 grants relating to under-compensation of business rates; a new one-off Holiday Activities and Food Programme 2022 grant of £1.4m; and a new on-going Market Sustainability / Fair Cost of Care Fund of £1.0m. These are offset by a number of one-off grants ending.
30. The forecast increase in Council Tax income for 2022/23 is due to a number of contributing factors. This includes the £5.5m additional income generated from the 1.99% Council Tax increase and 2.5% government Adult Social Care precept, £1.4m due to the anticipated improvement of the collection rate from 97.5% to 98.6%, additional income from growth forecast (based on the current tax base and assumptions for 2022/23) of £0.8m, an estimated decrease in the cost of the Local Council Tax Reduction Scheme of £0.4m, and the distribution of the collection fund surplus from 2021/22 of £3.0m.
31. The above highlights the significant impact of changes to the income generated from Council Tax and Business Rates on the baseline funding position for the Council; these income sources provide 42% of the Council's baseline funding. Therefore, attention will need to be focused on these critical income streams to maintain funding levels and prevent further savings being required.
32. The additional cost of pay and price inflation is estimated at £13.5m in 2022/23, increasing to £31.4m by 2024/25. This provides for estimated rising pay costs of £3.0m in 2022/23, increasing to £9.5m by 2024/25. The cost of contract inflation is estimated at £9.7m in 2022/23, increasing to £20.2m by 2024/25; this includes increases each year for the Adult Social Care contracts including the impact of the government national minimum wage. The price inflation pressure is higher than previously anticipated due to the currently high levels of inflation in the economy.

Service Pressures

33. Although the Council is currently forecasting a balanced position for 2021/22 with the use of one-off COVID-19 funding, there are a number of pressures that are expected to continue into 2022/23, and in some cases beyond. The MTFS provides the funding to meet these service pressures and provides some growth essential to deliver our priorities without placing additional burdens on the Council to deliver greater savings. These pressures are detailed in Appendix B. The baseline budget will be increased for the pressures identified on an ongoing basis. A negative figure shows where the funding is being removed to account for one-off pressures in previous years.
34. Adult Social Care is facing demand pressures of £2.8m over the 3 year period. The pressure for residential care is based on extrapolating the current activity and including assumptions for future demand taking into account demographics, transitions and growth (an additional client per month is assumed for both older people residential care and working age adults). Current activity is higher than budgeted (67 net additional clients on older peoples residential) due to slower turnover than forecast, although overall numbers remain lower than previous years we anticipate that the number of people leaving residential care each month will start to increase back to previous levels (based on activity prior to the pandemic this is projected to be one leaver per month).
35. There are also more clients receiving direct payments and the complexity of the packages are increasing. In addition, pressures are being experienced for Supported Living due to increased care levels throughout the service. Being

able to limit future demand pressures on homecare and direct payments for older people, above demography, relies on our ability to build on recent work redesigning access to adult social care from the community and from hospital and investing to reduce pressures, for example by improving outcomes from reablement / rehabilitation and planned reviews.

36. In addition, the financial impact of maintaining a sustainable market for Adult Social Care is a real challenge. Providers of care are currently facing significant pressures due to increasing costs, vacancies in residential homes and retaining staff caused by a number of factors. The impact of National Living Wage (NLW) and National Insurance increases on providers have been built into the price inflation assumptions with the Medium-term Financial Strategy. The Council has ambitions to move towards staff being paid at the Living Wage Foundation's Real Living Wage (currently £9.50 for UK), however this is not possible within current available funding.
37. There are interdependencies between the market challenges and potential future demand. For example we are committed to supporting people to live at home for as long as possible, therefore we need to invest in sustainable homecare rates otherwise this will lead to needing to place more people in residential care, which will increase the costs of residential care.
38. There are also interdependencies between adult social care and the NHS. It is commonly reported that insufficient adult social care capacity creates pressure on the NHS, for example by delaying the speed at which older people can be discharged home from hospital. The measures that are described above such as improving access, improving outcomes from reablement and seeking to support care providers to pay the Foundation Real Living Wage, will help mitigate this. There are also ways that the NHS can help the Council to reduce pressures on Adult Social Care, for example by improving early discharge planning in hospital and by increasing its focus on prevention and rehabilitation in communities.
39. The other area of significant financial pressure is Children's Social Care. During the pandemic, and periods of lock down, many services were limited and children were not seen in the usual way, which allowed hidden harm to occur. In usual circumstances, families and other professionals would have seen children in schools. Support and intervention would have been provided early to prevent harm and crisis. This has led to early missed opportunities and families then requiring statutory services due to the concerns, which are then presented, hence the increase in child protection and some children due to abuse and crisis needing to become looked after. Our Children in Care (CIC) numbers have increased, there is greater complexity of children, and the availability of alternative options to Out of Authority Placements has reduced. We envisage there will be a "residual" number of children that have entered care and will be with us for the MTFS period, and beyond.
40. The Future Placement Strategy (FPS) was developed pre-COVID-19 to deal with increasing demand and ensure that the Trust and the Council draw upon the sufficiency statement to ensure appropriate capacity of placements (foster care/residential care; in-house/out of authority) for our children becoming looked after. The Strategy has a focus on developing more in-house provision, i.e. recruitment of independent foster carers, residential homes and robust commissioning of placements for children with the most complex needs. However, there has been a change in the volume, profile and complexity of children coming into care. For example the need for specialist residential placements for children with disabilities has grown by 4 Out of Authority

placements in 2021/22 in comparison to 0 growth the year before; an increase in need for independent foster care and in house foster care. Further pressure is added to the Out of Authority spend by very costly post-16 placements – again a trend not seen pre-COVID-19. This reflects the national picture of placement pressures where demand for placements outstrips supply. This has the negative and significant consequence of the provider market being able to choose which children to take and to add extra costs through the requests for 2:1 and 1:1 resource, which in turn inflates costs.

41. The pressures for Out of Authority placements also impact on the Dedicated Schools Grant (DSG), which funds a proportion of the costs. In addition to these pressures, the Council is also facing increased costs in relation to Specialist Post 16 Institutions and Education Health & Care plan (EHCP) Top Up payments, consistent with the national position. Last year there was a 12% increase in EHCPs, which adds pressure on top of the circa 2,500 plans currently being maintained. The Council is forecasting an overspend of £5.0m for 2021/22, leading to an overall cumulative overspend on the DSG of £14.1m. This position is not uncommon to other Councils and although the future funding levels remain uncertain, we are taking action to respond and continue to be held to account by the Schools Forum. Work is underway to review the DSG medium term financial plan in order to ensure robust expenditure projections across the period 2021/22 to 2024/25 and build in anticipated savings expected because of the Future Placement Strategy, new SEND strategy and implementation of the graduated approach.
42. As a direct consequence of an increase in demand for specialist learning provision, the home to school transport budget is facing additional pressure 2022/23 onwards. The pressure is caused by new demand, which again is in line with what is seen regionally and nationally. Due to the increase in demand it is not possible to achieve the staff savings identified, i.e. drivers, escorts and colleagues to coordinate and plan routes. It is still the plan to drive costs down through the issuing of bus passes where appropriate and supporting young people to travel independently. It is anticipated that this will begin to impact in the later years of the MTFS, with the gradual reduction of costs as this approach is fully embedded across the service.
43. The Council continues to experience significant reductions in the income from commercial rents and other activities such as car parking and trade waste. The ever changing nature of the COVID-19 pandemic presents the services with the difficult challenge of managing the on-going impact of increased expenditure for example waste collection, as well as understanding the future economic position and impact on the recovery of rental income from our assets. We do anticipate that some behaviours have changed for good, for example, it is unlikely that income from car parking will go back to previous levels, thereby presenting an ongoing pressure.
44. The environment we are operating in has changed which means some savings previously put forward will need revisiting e.g. greater draw on corporate resources required i.e. legal expertise/short breaks increased need.
45. We also need to ensure we continually reflect any increases to the baseline in the relevant budgets. For example, the additional properties delivered across the borough will result in additional service costs i.e. waste collection/disposal. Tackling domestic abuse continues to be a priority for the Council. The COVID-19 emergency has led to an unprecedented increase in demand across all our partners, which has been recognised and domestic abuse services have been pro-active in securing additional funding to increase capacity including

investment in mental health and trauma informed services where this is needed. However the current services are funded from one-off specific grants, some of which have to be secured year on year, therefore this doesn't provide certainty of funding and the service is unable to plan for the longer-term. This budget assumes that services will continue to be funded from grants, although commits to funding the shortfall (estimated at £100k) from contingency, if the grant funding is not received. Therefore providing additional stability for the service to plan with more certainty.

Budget Proposals and Overall Position

46. The budget proposals previously approved in the 2021/22 budget are detailed at Appendix C.
47. As an organisation we will need to adapt and develop new ways of working for the post COVID-19 environment that we will operate in, resulting in a new organisational form that will look and feel substantially different, however this will take time. The approach taken to meet the funding gap has been to review all budgets, focusing on the priorities in the borough strategy and corporate plan, to identify potential savings. Overall the additional budget proposals identified amount to £13.5m over the 3 years, with £6.7m in 2022/23, thereby reducing the ongoing budget position. These are detailed at Appendix D.
48. The budget proposals include savings to central budgets, e.g. pension budgets and treasury management. Like many other Councils we also plan to review and reduce our use of assets, utilising the new ways of operating and blended approach to working.
49. There are also significant savings included for Children's Social Care of £7.6m over the period of the MTFS, with £2.9m in 2022/23. Starting from the revised financial baseline position based on current activity, we are working across a number of operational areas to reduce spend and achieve best value. Our overall strategy is based on the following high level principles:
 - Invest and champion prevention and early intervention.
 - Ensure that all partners play their part in prevention, early intervention and ultimately statutory safeguarding.
 - Invest in the recruitment, retention and development of a permanent, high performing workforce who knows what good practice looks like.
 - Support families to remain together for as long as possible.
 - Ensure that children access high quality placements as near as possible to home. We can achieve this through having a healthy mixture of in-house and independent foster / residential placements.
50. The budget proposals provided in Appendix D outline the proposals in more detail and cover the following areas:
 - continuing with the Future Placement Strategy and vision for all children to have a right to a family life and wherever possible they will be supported to live with their birth parents or family. Where this is not possible, they will live with nurturing and supportive families. If they cannot live in a family home, they will live in a Children's home, which replicates family life as closely as possible. Increasing local foster care provision so we can keep children and young people closer to home and repatriated where appropriate as quickly as possible. Every effort will be made either to safely return children to their families or to ensure they have a permanent alternative family as soon as possible.

- embedding Keys to your Future as we engage and support young people in preparing for adulthood, including supporting the transition to appropriate affordable accommodation and support with Education, Training and Employment (ETE)
- improving quality and practice across our social care teams, reducing caseloads and improving referral pathways. As detailed in the budget proposals specific funding has been allocated for additional staffing to reduce caseloads and provide additional management capacity to give stability and drive the necessary improvement. The overall aim is to develop a learning organisation, with good oversight and practice, continuing the improvement journey with pace. Ensuring the practitioners have time and capacity to work with families, creatively and systematically, to support the change, which will also deliver savings
- reducing the number of agency social workers by recruiting to vacancies and retaining our social workers, with particular emphasis on development, training, appropriate supervision and support. Continuing to develop the Social Care Academy is a key part of delivering on this aim
- explore opportunities for alternative commissioning approaches, for example collaborating with neighbouring authorities to develop more specialist residential services where it makes sense. We will continue to support and challenge the independent market to achieve best value.

51. During 2022/23, the Council will continue to explore opportunities to reduce costs and increase revenue generating options, through: -

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

52. One-off additional funding has been identified in 2022/23 and allocated to support the development and delivery of these opportunities, which are essential to managing future financial risks and ensuring value for money services are delivered for Doncaster residents. The additional funding identified includes the impact of utilising COVID-19 grant funding carried forward to offset COVID-19 pressures over the initial period of the MTFS and Minimum Revenue Provision (MRP) underspends anticipated.

53. As highlighted previously there remains considerable uncertainty in relation to the MTFS due to the government only providing a one-year settlement and the anticipated Fair Funding Review (FFR). In addition, the recently published “People at the Heart of Care” adult social care white paper generates further

risks. The white paper brings about fundamental service changes and costs in relation to the cap on care, the extension to means test and support progress towards local authorities paying a “fair cost of care”. Nationally specific funding has been earmarked and will be released as the proposals are implemented. However we don’t have specific allocations for Doncaster beyond 2022/23 or any way of reliably estimating the costs. Additionally, national analysis suggests that the overall amount allocated by national government is likely to fall some way short of the requirements they will place on Local Authorities, for example to carry out cost of care exercises with care homes and domiciliary care providers to ensure that Councils pay enough to avoid cross-subsidy from private fee payers. The Council’s homelessness budgets are also under pressure following the COVID-19 pandemic and the government’s “everyone in” policy. The position is under regular review but the additional costs are currently expected to be funded from Homelessness Prevention grant.

54. The table below shows how the budget is balanced over the three years with the savings identified and one-off COVID-19 funding. It also shows the allocations of the one-off funding to priorities identified:-

	2022/23 £m	2023/24 £m	2024/25 £m	Total 2022/23 - 2024/25 £m
Budget Gap	13.1	5.2	3.4	21.7
Savings approved in 2021/22	-5.4	-0.9	0.0	-6.3
Savings Proposals	-6.7	-3.4	-3.4	-13.5
Recurrent Budget Gap	1.0	0.9	0.0	
Use of one-off COVID-19 Reserves	-5.6	-2.4		-8.0
Use of one-off s31 Business Rates grants	-7.9	-0.5		-8.4
Minimum Revenue Provision (MRP) underspend	-4.6			-4.6
One-off Surplus	-17.1	-2.0	0.0	
Severance costs	6.0			6.0
Revenue contribution to capital (road improvements and safety)	6.0			6.0
Feasibility works for capital projects	1.5			1.5
General reserves	3.0			3.0
Service Transformation Fund	0.6	2.0		2.6
Balanced Budget	0.0	0.0	0.0	

Fees & Charges

55. Fees and charges are proposed to be increased by 3%, which is vital to meet the costs of inflation. There are some exceptions where fees and charges are required to be increased or introduced by statute or where specific savings proposals involve changes to fees and charges. Appendix G includes the exceptions i.e. those charges inconsistent with the 3% standard increase, new fees and charges from 1st April 2022 and charges that are legally required to be approved by Council each year.

Post Reductions

56. A review of the budget proposals has been undertaken and has identified an estimated 18.1 full time equivalent (FTE) potential post reductions for the

budget proposals detailed in Appendix C and D (17.1 FTE for 2022/23 and 1.0 FTE for 2023/24). The reductions will be achieved through the deletion of vacant posts, redeployment and then voluntary redundancies. At this stage compulsory redundancies are not expected. It is also worth noting that within the budget there is also additional funding allocated for specific pressures/initiatives i.e. creation of a cyber-security team and additional posts in the tree team, which will increase the number of posts during the specific funding period. There will also be employment opportunities through the natural turnover of staff.

2022/23 Baseline Budgets by Service Area

57. The 2022/23 detailed budgets updated for the proposed pressures and savings are provided at Appendix E by Directorate, this provides the breakdown of the budget plan by Assistant Director.

Grants to Third Sector Organisations

58. The 2022/23 grants proposed to third sector organisations (£0.5m) are detailed in Appendix F. The Council's strategy is to more clearly commission and contract service activity, which provides greater certainty and continuity of provision of service for both the service provider (voluntary sector) and service users.

Monitoring & Challenge

59. 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.
60. 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.
61. The Financial Management teams are structured to support budget holders, deal with queries and proactively monitor key budget areas. The quarterly Finance & Performance report presents the Council's revenue projection, prepared by managers working in conjunction with finance teams. In addition, a monthly review enables Directors to monitor the Council's revenue projection and take any further action to ensure effective management of the budget.

Reserves

62. The Council holds both "earmarked" and "uncommitted" reserves. Earmarked reserves are balances set aside for specific purposes, for example Service Transformation Fund; these are summarised in Appendix H.
63. Due to the significant uncertainties and volatility in both our costs and income, the balance of unspent, un-ringfenced COVID-19 funding is held as an earmarked reserve. The COVID-19 funding received in 2021/22 is detailed in the quarterly Finance and Performance Reports; the balance being carried forward to 2022/23 is estimated at £13.5m. This report outlines the use of £8.0m to fund additional COVID-19 pressures in 2022/23 and 2023/24 (including £0.5m of additional budget to support the increasing draw upon the Local Assistance Scheme) and £1.6m for the £300 hardship LCTS support payment, with the balance being held for any new requirements identified during the 2022/23 financial year.

64. Uncommitted reserves are balances held as contingencies against risks such as emergency events. The uncommitted reserves are expected to remain at £15.9m by 2022/23.
65. A risk assessment of the Council's level of reserves is carried out each financial year, when setting the budget and updating the financial plan. It is updated regularly during the financial year as part of the formal financial management reporting process. The risk assessment is based on the following key factors: -
- a) a review of known provisions and contingent liabilities;
 - b) the likelihood of overspend for either revenue or capital;
 - c) the likelihood of any additional income that would be credited to reserves;
 - d) the robustness of the Council's revenue budget proposals;
 - e) the adequacy of funding for the Capital Programme; and
 - f) any potential significant expenditure items for which explicit funding has not yet been identified.
66. Appendix I provides the risk assessment of the Council's level of reserves, which estimates the value of the risks at £15.0m leaving £0.9m headroom over the level of un-committed ongoing general fund reserves available of £15.9m. The un-committed reserves are not excessive for a Council of our size, which spends circa. £530m a year; £15.9m would only run the Council for 11 days. The Council will ensure the reserves remain at an adequate level to manage effectively all future risks and liabilities. Careful consideration should continue to be given before funding any unexpected costs from reserves and where possible unused funds should be transferred to the uncommitted reserves thereby increasing the balance available. The Council needs to hold sizeable reserves whilst operating in the current volatile and uncertain environment.

Positive Assurance Statement

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

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

68. This report sets out the Council's spending plans to deliver on its corporate priorities as detailed in the Corporate Plan. The aim is to continue to balance the need to respond to the current financial pressures, providing stability for the delivery of services, whilst at the same time providing a sustainable financial strategy for the longer term. Overall I feel this budget places the Council on a firm financial standing. The proposals outlined in the report will provide a balanced budget for 2022/23 and the MTFS period as long as the risks set out in paragraph 76 and 77 can be managed.
69. I can give you positive assurance on the reliability and robustness of the forecasts and estimates in the budget proposals as far as we can based on current local and national information. This budget has been developed following a robust and rigorous process:-
- considering current pressures and forecasting the impact in future years across the Council, for demand services the starting point builds on the current activity levels therefore ensuring an accurate baseline to set the

budget for next year;

- providing funding on an invest to save basis to reduce high cost services and achieve value for money, thereby focusing on the sustainable baseline position;
- review of all central budgets and income generating services to maximise the baseline position and ensure an accurate assessment of the cost reductions required;
- the budget proposals have been fully scrutinised to ensure they are deliverable. Although there are challenges in relation to continuing to manage the pressures and deliver savings; these are owned by the Executive Leadership team and there is a firm commitment to deliver;
- the savings developed are targeted and take into account the capacity of the organisation to deliver, whilst at the same time continuing to respond and recover from COVID-19 pandemic. The Council has a good track record of delivering savings;
- all the risks have been fully considered in the development of the budget and are taken into account, these are detailed in the report;
- the budget takes into account funding estimates based on the latest information from government, this is regularly reviewed and updated for changes; and
- the External Audit assessment of the Statement of Accounts, which were approved by the deadline and with no material issues. As part of the Value for Money assessment, it was reported that “based on the work we performed to address the significant risks, we are satisfied that the Council had proper arrangements for securing economy, efficiency and effectiveness in its use of resources”.

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

Council Tax Capping & Referenda

71. 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 2022/23 as part of the provisional Local Government Financial Settlement on 16th December, 2021: -

Councils with responsibility for adult social care can increase their Council Tax by an additional 1% Adult Social Care Precept, plus up to a further 3% where they opted to defer the Precept flexibility that was available to them in 2021/22. This means that a referendum will be required if the authority sets an increase of 3-6% (comprising 1%-4% for the Adult Social Care Precept, and 2% for other expenditure). Councils are strongly encouraged to review the remaining ASC Precept flexibility available to them when preparing their council tax increase for 2022-23. For the avoidance of doubt, the referendum principle applies to the combined Adult Social Care Precept and core referendum principle, not to each element separately.

72. Full details of the Council Tax Referendum Cap and calculation will be presented as part of the Council Tax setting report to Council on 28th February, 2022.

OPTIONS CONSIDERED

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

REASONS FOR RECOMMENDED OPTION

74. 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

75. These are detailed in the table below: -

	Outcomes	Implications
	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; <ul style="list-style-type: none"> • Better access to good fulfilling work • Doncaster businesses are supported to flourish • Inward Investment 	Council budget therefore impacts on all outcomes
	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; <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 	
	Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling; <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 	
	Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents; <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 	
	Connected Council: <ul style="list-style-type: none"> • A modern, efficient and flexible workforce • Modern, accessible customer interactions 	

	<ul style="list-style-type: none"> • 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 	
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RISKS AND ASSUMPTIONS

76. A risk assessment of the MTFS has been undertaken in accordance with the Council's risk management strategy, which helps to minimise risk. The Council's Strategic Risk Register is reviewed and updated on a quarterly basis and each service has formally documented its key risks and the actions taken to mitigate those risks in service plans. Key risks in relation to the MTFS include: -

- a) Collection Fund – risks that the income from Council tax and Business rates will be less than planned due to lower than anticipated growth or non-payment (potentially due to the ongoing impact of COVID-19 on the economy).
- b) Service Demands/Additional Budget Pressures – risks that service demands continue to increase and there are greater budgetary pressures than those included in the MTFS. This is a greater risk in current times due to the continued impact of the COVID-19 pandemic.
- c) "People at the Heart of Care" white paper – as discussed above, the costs of implementing the planned changes and associated funding aren't yet known.
- d) Delivery of Savings – risks in relation to the delivery of planned savings, which are increasingly more difficult to deliver. Additionally the ongoing impact of COVID-19 may make some savings more difficult to deliver.
- e) 2021/22 Monitoring Position – risks that the 2021/22 monitoring position worsens which impacts on the underlying baseline financial position moving into 2022/23.
- f) Third Parties – risks that might materialise as a result of third parties and suppliers ceasing trading or withdrawing from the market.
- g) Price Inflation – risks that inflation increases by more than the estimates built into the MTFS; this risk is greater than previous years due to the current economic position where CPI is currently 5.4% for December 2021.
- h) Economy – risk that a recession increases the level of default on debt and bad debt provisions have to increase and/or a higher level of debt has to be written off.
- i) One-off Grant Funding – risks in that expenditure does not reduce or cease in line with the one-off grants decreasing or ending over the next 2 years.
- j) Spending Review – risks that may materialise as a result of the multi-year Spending Review and the Fair Funding Review (FFR). Although there is some mitigation in relation to the FFR where government have committed to undertaking full and meaningful consultation and the expectation that the additional funding in the sector will be used to minimise the impact of any changes. If the government holds true to the ambitions around 'levelling up'

and taking into account the disproportional impact of generating income through council tax, deprived Councils like Doncaster should benefit from any redistribution of resources, however this is far from confirmed and therefore adds to the current uncertainties.

- k) Business Rates Retention – risk that a Business Rates reset occurs in the next 3 years (the assumption is that this does not happen but has only been formally postponed by Government until 2022/23 at the earliest); this is expected to result in a loss of funding to the Council.
- l) Reserves – risks that earmarked and uncommitted reserves are insufficient to support the Council during this period.

77. The estimates have been produced based on the latest information available, the risks will be monitored during 2022/23 as part of the budget monitoring cycle. The MTFS budget assumptions are continuously reviewed and updated for any changes; including a thorough review during 2022/23 in preparation for 2023/24 budget setting.

LEGAL IMPLICATIONS [Officer Initials...SRF... Date...03/02/22]

- 78. 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.
- 79. The Council will need to be satisfied that the MTFS set and the subsequent budget will ensure that the Authority is able to discharge its statutory duties.
- 80. Any proposed changes to services will require specific legal advice prior to implementation.
- 81. As set out in the body of the report, any increase in Council tax rates above a certain level will be subject to a local referendum.

FINANCIAL IMPLICATIONS [Officer Initials...RLI... Date...20/01/22]

- 82. These are contained within the body of the report.

HUMAN RESOURCES IMPLICATIONS [Officer Initials...SH... Date...21/01/22]

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

TECHNOLOGY IMPLICATIONS [Officer Initials...PW... Date...21/01/22]

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

HEALTH IMPLICATIONS [Officer Initials...RS... Date...21/01/22...]

85. 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 behavioral factors, 40% due to socio-economic factors and 10% due to the built environment. The State of the Borough assessment and Doncaster Growing Together plan are both informed by health outcomes and use health outcomes to monitor impact. The impact on a set of health outcomes are also incorporated in the council's corporate plan. Within the financial resources available, this paper sets out clearly the broad areas of revenue investment in both universal and targeted services and how within a reduced financial envelope there are plans to maintain and even improve the quality of local services. Wherever possible commissioners and providers of services should seek to maximise social value consider long term social, environmental and economic sustainability and resilience. With sustained long-term cuts in funding, there is likely to be implication on potentially increasing health inequalities. This needs to be considered during the implementation phase so that inequalities and health inequalities are addressed, and monitored. The lack of clarity on the size and future of the public health grant from April 2021 places a risk on future public health activity. Where further cabinet reports are required report authors should consider the need for formal health impact assessments or early involvement of the public health team to minimise unintended impacts on health. Health impacts should also be addressed in the due regard statements that are developed alongside these further reports.

EQUALITY IMPLICATIONS [Officer Initials...MS... Date...04/02/22..]

86. 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.
87. 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: -
- a) Removing or minimising disadvantages suffered by people due to their

- protected characteristic;
- b) taking steps to meet the needs of people from protected groups where they are different to the needs of other people; and
 - c) encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
88. Elected members must consciously consider and have due regard to the three aims of the general equality duty when dealing with the recommendations contained within this report. The Council uses a simple due regard process to ensure due regard is considered and to support a transparent, effective process that is accountable to users and residents. Amongst others, the “due regard” will be informed by: -
- a) **Establishing the key equality issues across Doncaster (Equality Analysis)** – Our Equality, Diversity and Inclusion Framework sets out in one place our EDI objectives and arrangements for embedding equality into everything we do. It outlines our commitment to EDI, and links directly to our strategic ambitions. Our budget proposals seek to limit the impact of budget cuts on the most vulnerable; and
 - b) **Prioritisation and Planning** – Our key strategic budget themes specifically prioritise the needs of the most disadvantaged in our communities.
89. The additional savings have been reviewed with regard to our PSED obligations and it has been identified that, with the exception of the Transport policy proposals, none of the proposals require a due regard assessment at this stage. The proposals relating to the transport policy will be subject to a specific key decision and due regard assessment following the conclusion of the current consultation exercise.

CONSULTATION

90. Directors and Cabinet have considered the budget proposals at several meetings between August and December 2021. Key dates in the budget timetable leading up to Council approving the budget on 28th February, 2022 are detailed below: -
- Government’s Spending Review 2021 – 27th October, 2021
 - Cabinet – MTFS 2022/23 to 2024/25 approved – 17th November, 2021
 - Provisional LG Finance Settlement 2021/22 – 16th December, 2021
 - Cabinet – Council Tax Base 2021/22 approved – 19th January, 2022
 - Union Engagement – regular Doncaster Consultative Group meetings including 8th February, 2022
 - Overview & Scrutiny Management Committee (OSMC) – Budget-briefing session 27th January, 2022 and OSMC meeting 10th February, 2022
 - The Chair of the Overview & Scrutiny Management Committee has responded to the Mayor’s budget proposals. The letter is shown in Appendix J along with the response from the Mayor.
 - Labour Group – Budget Consultation 25th January, 2022
 - Budget sessions with Group Leaders February, 2022
 - Final LG Finance Settlement Announcement – 7th February 2022
 - Cabinet – Council reports – 16th February, 2022.

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

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

BACKGROUND PAPERS

- (1) Council Report – Revenue Budget 2021/22 to 2023/24, 1st March, 2021
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=130&MId=3309&Ver=4>
- (2) Cabinet Report – Updates to Medium-Term Financial Strategy (MTFS) 2022/23 – 2024/25, 17th November, 2021
<https://doncaster.moderngov.co.uk/ieListDocuments.aspx?CId=131&MId=3693>

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

BCF – Better Care Fund
 BIES – Department for Business, Energy and Industrial Strategy
 CCG – Clinical Commissioning Group
 CPI – Consumer Price Index
 CSP – Core Spending Power
 DCLT – Doncaster Culture & Leisure Trust
 DCST – Doncaster Children’s Services Trust
 DEFRA – Department for Environment, Food and Rural Affairs
 DfE – Department for Education
 DfT – Department for Transport
 DHSC – Department of Health and Social Care
 DSG – Dedicated Schools Grant
 DTOC – Delayed Transfer of Care
 DWP – Department for Work and Pensions
 EC – European Community
 EDI – Equality, Diversity and Inclusion Framework
 FFR – Fair Funding Review
 FTE – Full Time Equivalent
 GDP – Gross Domestic Product
 HEART – Home Emergency Alarm Response Team
 HLF – Heritage Lottery Fund
 HO – Home Office
 HRA – Housing Revenue Account
 iBCF – improved Better Care Fund
 IDT – Integrated Discharge Team
 LCTS – Local Council Tax Reduction Scheme
 LGFS – Local Government Finance Settlement
 LIFT – Local Improvement Finance Trust
 MBC – Metropolitan Borough Council
 MDT – Multi Disciplinary Team
 MHCLG – Ministry of Housing, Communities and Local Government
 MRP – Minimum Revenue Provision
 MTFS – Medium-term Financial Strategy
 NCTL – National College for Teaching and Leadership
 NHB – New Homes Bonus
 NHS – National Health Service

OBR – Office for Budget Responsibility
OSMC – Overview & Scrutiny Management Committee
PANSI – Projecting Adult Needs and Service Information system
PFI – Private Finance Initiative
POPPI – Projecting Older People Population Information system
PSED – Public Sector Equality Duty
RAPID – Rapid Response Team
RAPT – Rapid Assessment Programme Team
RDaSH – Rotherham, Doncaster & South Humber
RPI – Retail Price Index
RPIX – Retail Price Index excluding mortgage interest payments
RSG – Revenue Support Grant
RV – Rateable Value
SE – Sport England
SIGOMA – Special Interest Group of Metropolitan Authorities
SLC – Student Loans Company
SLH – St Leger Homes of Doncaster
STEPS – Short Term Enablement Programme
VER/VR – Voluntary Early Retirement / Voluntary Redundancy
YJB – Youth Justice Board

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Appendices Contents

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Appendix A

Medium-Term Financial Strategy (MTFS) and key assumptions

The Medium-term Financial Strategy for 2021/22 – 2024/25 is provided below: -

	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Income				
Retained Business Rates	-26.551	-34.718	-50.197	-51.719
Top Up Grant	-34.854	-34.854	-35.551	-36.262
Baseline Funding	-61.405	-69.572	-85.748	-87.981
Revenue Support Grant	-20.480	-21.112	-21.534	-21.965
Settlement Funding Equivalent	-81.885	-90.684	-107.282	-109.946
Compensation for under-indexing the business rates multiplier	-4.224	-8.150	-8.150	-8.150
Council Tax Income	-117.679	-128.759	-133.088	-137.114
Improved Better Care Fund	-15.831	-16.310	-16.636	-16.969
New Homes Bonus	-2.455	-2.478	0.000	0.000
Social Care Support Grant	-12.537	-16.937	-17.276	-17.537
Market Sustainability/Fair Cost of Care Fund	0.000	-1.019	-1.019	-1.019
Lower Tier Services Grant	-0.441	-0.474	-0.474	-0.474
2022/23 Services Grant	0.000	-5.265	0.000	0.000
Core Spending Power Equivalent	-235.052	-270.076	-283.925	-291.208
Public Health Grant	-24.609	-25.300	-25.300	-25.300
s31 Business Rates Grants	-3.989	-8.658	-4.371	-4.371
Other Specific Grants	-76.201	-60.648	-58.849	-58.849
Customer & Client Receipts	-46.134	-46.134	-46.134	-46.134
Other Income	-64.567	-64.567	-64.567	-64.567
Housing Benefit	-56.700	-49.700	-49.700	-49.700
Total Income	-507.252	-525.083	-532.846	-540.129
Expenditure				
Total Council Expenditure (Funded)	523.216	531.582	526.112	533.723
Expenditure Changes				
Housing Benefit change (nil impact on gap)	0.379	-7.000	0.000	0.000
Grant decreases exit strategies (one-off)	-29.665	-20.887	-1.799	0.000
Grant decreases exit strategies (on-going)	-3.430	-0.884	0.000	0.000
Adult Social Care Ladder	-1.292	0.800	0.906	0.000
Staffing	4.834	3.038	3.919	2.564
Prices Changes	2.800	9.748	6.057	4.406
Levying Bodies	0.100	0.100	0.100	0.100
Expenditure funded from additional income included above	34.442	2.676	2.282	-0.001
Budget Pressures	10.225	19.032	0.436	2.697
Gross Budget	541.609	538.206	538.013	543.490
Budget Gap	34.357	13.123	5.167	3.360
Budget Proposals for cost reductions	-10.027	-12.094	-4.290	-3.353
Use of one-off Committed Reserves		12.410	1.998	-0.007
Use of one-off Covid-19 Reserves	-5.190	-5.550	-2.400	
Use of one-off s31 Business Rates grants	-19.140	-7.889	-0.475	
Total Budget Gap	0.000	0.000	0.000	0.000
Gross Budget (Total Income plus one-off reserves)	531.582	526.112	533.723	540.136
Net Budget Requirement (including Baseline Income)	199.564	219.443	240.370	247.060

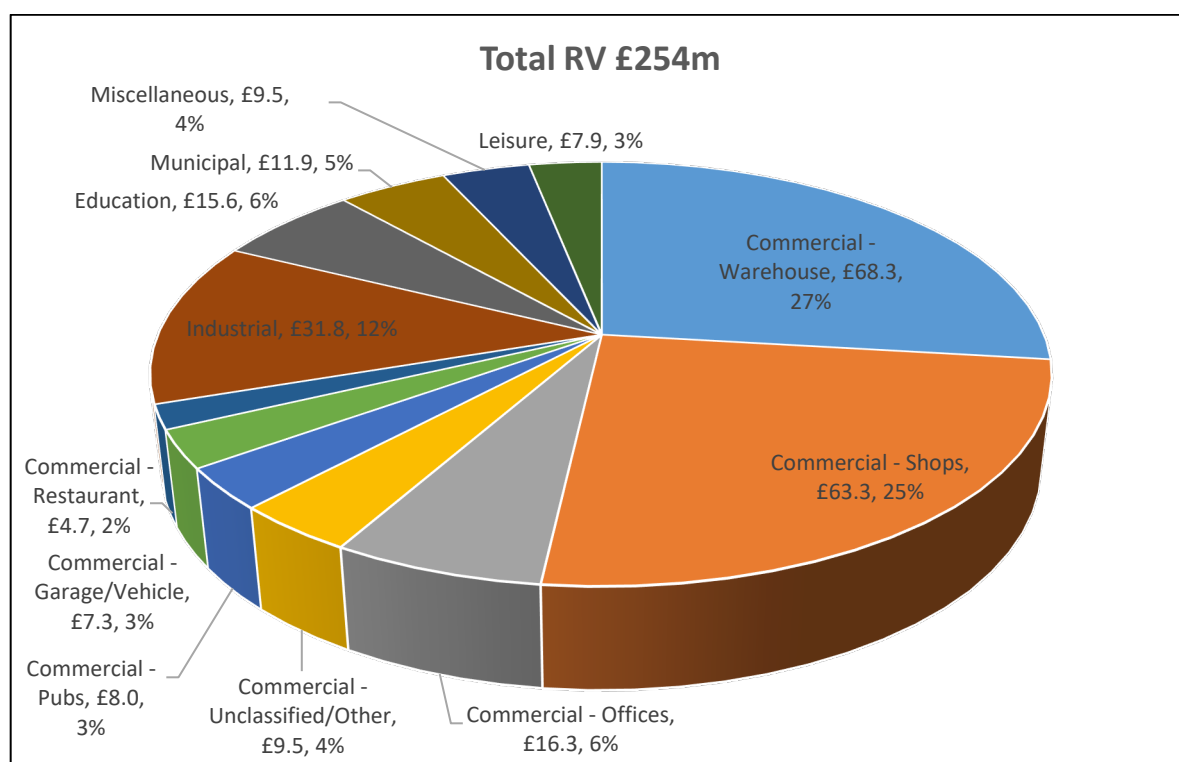
CHANGES IN LOCAL GOVERNMENT FUNDING

1. Following the 2010 General Election, the Coalition Government embarked on an austerity programme aimed at removing the Government's budget deficit and bringing the Government's finances back into surplus. The Spending Review announcements covering the years 2011/12 – 2019/20 contained large and sustained cuts to local government.
2. Since 2010/11, nationally Council funding has been cut by circa. 50%, in addition there is strong demand for services resulting in financial pressures and no reduction in their statutory obligations. Local spending is becoming more narrowly focused on social care due to the need to meet the growing demand and falling central government funding. Over the period 2010 – 2020, the Council faced a total budget gap of circa. £260m.
3. Spending Review 2021 was announced on 27th October 2021; the Government announced indicative allocations of funding for 2022/23 in the provisional local government finance settlement announcement on 16th December 2021. Final allocations of funding for 2022/23 were confirmed in the final local government finance settlement announcement on 7th February 2022.
4. Spending Review 2021 set out the funding available for Government Departments for 2022/23 to 2024/25. No updates were provided on the Fair Funding Review (FFR), which would set out how the funding determined by the future Spending Reviews would be allocated or when a “full reset” of the Business Rates Retention scheme would happen.
5. The Local Government Association (LGA) welcomed the additional funding provided in the settlement but added a note of caution around growing demand for services¹: -
 - It has provided a potential increase of 6.9 per cent in council core spending power in cash terms, including new government grants, to support vital local services. The potential increase will support councils to meet extra cost and demand-led pressures next year to keep providing services at pre-pandemic levels.
 - However, these government forecasts are based on the assumption that every local authority will raise their council tax by the maximum permitted without a referendum. This leaves councils facing the tough choice about whether to increase council tax bills to bring in desperately-needed funding at a time when they are acutely aware of the significant burden that could place on some households.
 - Steadily growing demand has seen councils with responsibility for children's and adult's social care devoting nearly two-thirds of their total spending to these services. While the additional funding these services is good, it will not go far enough in addressing the very real existing pressures these vital services face.

¹ <https://www.local.gov.uk/parliament/briefings-and-responses/provisional-local-government-finance-settlement-202223-day>

BASELINE FUNDING AND BUSINESS RATES GRANTS

6. The Business Rates Retention scheme, whereby 50% of local business rates income is retained locally, (the Council retains 49% and passes on 1% to the South Yorkshire Fire & Rescue Authority) and 50% is passed to Government, has been in operation since 2013/14.
7. The final local government finance settlement for 2013/14 set the baseline funding levels for the local retention of business rates model. The difference between each council's individual business rate baseline and their calculated baseline funding level results in either a top up or a tariff that is paid from/to councils from central government. The Council will receive top-up grant of £34.855m for 2022/23.
8. The baseline funding level has not been reset since the scheme came into operation. Central Government has previously announced that there will be a full reset of business rates but the date has been repeatedly delayed. This means that any "growth" within the current business rates system will be transferred into baseline need and effectively lost to a future Spending Review / Fair Funding Review. Although it is difficult to estimate what the impact will be at this stage, the Council had a favourably low baseline in 2013 and could potentially see a large drop in Top-Up grant when the reset takes effect. The MTFS assumes that no reset takes place.
9. Full revaluations are carried out every three years and the last revaluation took place on 1st April 2017. The next revaluation therefore, was scheduled for 2020/21, however this has now been delayed until 2023/24.
10. For information, the breakdown of total rateable value of Business Rates by category, as at the end of December 2021, is shown in the chart below (all figures are millions): -



THE COLLECTION FUND

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

Business Rates

12. The multiplier is based on the Consumer Price Index (CPI) for September but the Government announced in the Spending Review that the multiplier would be frozen for 2022/23. The MTFS includes no increase in the multiplier for 2022/23 and 2% per annum for subsequent years, which is built into the Retained Business Rates and Top Up grant lines.
13. The net Retained Business Rates income is reduced for losses on collection and losses due to appeals of approximately 1.5% and 1.7% respectively.
14. Any changes announced by the Chancellor that affect Retained Business Rates are accompanied by a section 31 grant to compensate Councils for any loss of income – these are shown in the Specific Grants section.
15. The overall increase in Retained Business Rates income of £8.1m is due to: -
- removal of the one-off repayment of the deficit for 2020/21 of £19.7m;
 - offset by a decrease in the baseline of £1.3m for 2022/23. The baseline is assumed to decline in 2022/23 based on the on-going impact of the COVID-19 pandemic;
 - offset by the repayment of the estimated deficit for 2021/22 of £10.2m. This is largely due to the additional retail relief granted during 2021/22 (for which the Government will pay a section 31 grant).

Council Tax

16. A breakdown of the 2022/23 Council Tax income and assumptions are provided below: -

Council Tax (Band D)	£1,511.03
Band D Equivalent Properties	84,602
Council Tax Income	£127.836m
Collection Fund (Council Tax) Surplus	£0.923m
Total Council Tax Income	£128.759m

17. The overall increase in Council Tax income of £11.1m is due to: -
- the move from a repayment of the accumulated deficit up to and including 2020/21 of £2.1m, largely caused by increased levels of Local Council Tax Support (LCTS) and reduced growth in the number of properties to a distribution of an estimated surplus from 2021/22 of £0.9m, largely due to higher growth and high levels of collection (£3.0m net improvement);

- although the short term collection rate, i.e. the amount of debt collected in the year it relates to, is around 95%, the long term collection rate, i.e. the amount of debt collected in the year it relates to and subsequent years, is around 99%. It is assumed that the collection rate will improve as the on-going effects of COVID-19 subside so the assumed collection rate for Council Tax in 2022/23 has been increased from 97.5% to 98.6% which increases Council Tax income by £1.4m;
- it is assumed that the increased levels of LCTS granted in 2021/22 will reduce in 2022/23 which increases Council Tax income by £0.4m;
- the increase in the core level of Council Tax of 1.99% will generate additional Council Tax income of £2.4m; and
- the increase in the Adult Social Care levy of 2.5% will generate an additional Council Tax income of £3.1m;
- it is assumed that the number of properties will grow in 2022/23, albeit at a lower rate than in previous years, which will generate an additional Council Tax income of £0.8m.

COMPENSATION FOR UNDER-INDEXING THE BUSINESS RATES MULTIPLIER

18. For 2022/23, the Government will continue to pay under-indexation grant to ensure that local authorities are compensated for the difference between the change in the small business rates multiplier and the change in the Retail Price Index (RPI). The Core Spending Power figures published at provisional settlement showed under-indexation in line with the Consumer Price Index. This was updated to RPI for the final settlement and results in additional grant of £3.9m for Doncaster in 2022/23.

IMPROVED BETTER CARE FUND

19. Improved Better Care Fund (iBCF) 2015 settlement – the Government provided £1.5 billion additional funding for local authorities to spend on adult social care by 2019/20. Improved Better Care Fund (iBCF) 2017 settlement – the additional iBCF funding was allocated through a separate grant to local government, using a methodology that provides greater funding to those authorities that benefit less from the additional council tax flexibility for social care. This additional funding commenced in 2017/18 and has decreased every year since. In response to the growing concerns of local government about the escalating costs of providing both Adult and Children's social care, the government announced one-off grants for 2018/19 and 2019/20 for Winter Pressures. This was rolled into the iBCF.
20. The final settlement confirms that this funding will continue at £16.310m in 2022/23, an increase of £0.479m from 2021/22.
21. A specific Section 75 pooled budget will be completed once final funding allocations have been confirmed. The iBCF is being spent on the costs of increased demand and inflationary pressures.

NEW HOMES BONUS

22. 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.
23. The 2017/18 Settlement announcement on 15th December 2016 reduced the number of years for which NHB is paid from the existing 6 years to 5 for 2017/18 and 4 for 2018/19 onwards and introduced a national baseline for housing growth of 0.4% that has to be exceeded before any NHB becomes available. Spending Rounds 2019, 2020 and 2021 have all announced that in-year allocations would not attract any legacy payments.
24. The NHB for the Council is £2.478m for 2022/23, which is a £0.023m increase from 2021/22.
25. The net grant loss is significant at £34.525m. The position is reasonably comparable with other Metropolitan Districts who also fare badly from the redistribution of grant funding, due to the relatively high levels of grant funding received and high levels of deprivation. The MHCLG led evaluation of the NHB published in December 2014 concluded that the most negative impacts of the NHB were seen in authorities in the North of England and Yorkshire and the Humber. The NHB is therefore being utilised to assist with the loss in grant. Housing growth is being progressed utilising alternative funding streams. The updated grant figures are set out in the table below: -

Year	Housing Growth	Reimbursement Grant	Total Grant Receipt	Grant Reduction	Net Grant Loss
	£m	£m	£m	£m	£m
2011/12	403	0	403	1,412	1,009
2012/13	928	0	928	3,054	2,126
2013/14	1,314	565	1,879	5,312	3,433
2014/15	2,430	228	2,658	6,729	4,071
2015/16	3,479	224	3,703	8,500	4,798
2016/17	5,051	160	5,211	10,518	5,307
2017/18	4,946	173	5,119	8,868	3,749
2018/19	4,458	0	4,458	6,708	2,250
2019/20	4,468	0	4,468	6,502	2,034
2020/21	4,086	0	4,086	6,424	2,338
2021/22	2,455	0	2,455	4,406	1,951
2022/23	2,478	0	2,478	3,938	1,460
Total	36,496	1,350	37,846	72,371	34,525

ADULT SOCIAL CARE GRANTS

26. The final settlement confirms that the “one-off” grants for 2018/19, 2019/20, 2020/21 and 2021/22 for Social Care Support will continue at the same level of £12.537m in 2022/23. Spending Review 2021 announced a new on-going increase in the Social Care Support as part of a £1.6bn package for social care. The additional grant for 2022/23 for Doncaster is £4.400m.

MARKET SUSTAINABILITY / FAIR COST OF CARE FUND

27. Government announced in December 2021 funding for Adult Social Care market sustainability and fair cost of care. This included an additional £1.0m for 2022/23, potentially rising to £3.7m from 2023/24 to support local authorities move towards paying providers a fair rate of care. It is assumed that this funding will cover increased costs (fee rates) and therefore has a nil impact on the overall MTFS position. As a condition of receiving this grant funding in the 2 following years, local authorities will need to submit to the Department of Health and Social Care (DHSC) a cost of care exercise, a provisional market sustainability plan and spend report detailing how money has been allocated in line with government expectations in order to achieve a more sustainable local market by September 2022.
28. Also included is funding to cover the local authorities' losses due to the cap and means testing elements of the adult social care funding reforms relating to client contributions, from October 2023, which is assumed within the MTFS to balance. There is a risk to the LA that these losses may not be adequately covered by the increased grant funding being made available but until further detail and guidance is published this cannot as yet be quantified.
29. Finally, there is further planned government funding to improve wider social care system of £1.7bn over 3 years however whilst there is no specific detail on how this may be allocated to councils, or providers, it is expected that any additional funding would cover new expenditure.

LOWER TIER SERVICES GRANT

30. The final settlement for 2021/22 confirmed a new on-going grant for 2021/22: a £111m Lower Tier Services Grant comprising two elements: -
 - £86 million distributed using shares of lower tier funding within the 2013-14 Settlement Funding Assessment; and
 - £25 million for a funding floor to ensure no authority has a total Core Spending Power less than in 2020-21.
31. The Council's grant for 2022/23 is £0.474m, an increase of £0.033m.

2022/23 SERVICES GRANT

32. The provisional settlement for 2022/23 provided a new one-off grant for 2022/23: a £822m 2022/23 Services Grant. This provides funding to all tiers of local government in recognition of the vital services delivered at every level of local government that are at the core of every community.
33. The Council's grant for 2022/23 is £5.265m; it is assumed this grant is one-off. 2023/24 is expected to include a fair funding review – previous work undertaken on this suggests that Doncaster may lose funding through this process so it is prudent not to commit this grant for more than 1 year.

PUBLIC HEALTH

34. 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.
35. The ring-fence on Public Health spending will be maintained in 2022/23. For 2022/23, the Council will see a 2.8% increase in the Public Health Grant. This needs to cover any additional burdens and the funding of any NHS pay awards in Council commissioned services needs to be explicitly addressed.

OTHER SPECIFIC GRANTS

36. 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 2021/22 recorded on the ledger as at 31st December, 2021 and the assumptions for 2022/23 - 2024/25: -

Grant	Issued By	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<u>Non Ring-fenced</u>					
New Burdens - BEIS	BEIS	-0.413	0.000	0.000	0.000
Extended Rights to Free Transport	DfE	-0.411	-0.411	-0.411	-0.411
Local Reform & Community Voices	DHSC	-0.206	-0.206	-0.206	-0.206
War Pension Disregard	DHSC	-0.125	-0.125	-0.125	-0.125
COVID-19 Support Grant	DLUHC	-9.791	0.000	0.000	0.000
Homelessness Reduction Grant	DLUHC	-0.431	-0.431	-0.431	-0.431
Local Council Tax Support Grant	DLUHC	-2.791	0.000	0.000	0.000
Supporting Families Grant	DLUHC	-1.107	-1.557	-1.557	-1.557
Housing Benefit Award Accuracy Initiative	DWP	-0.010	-0.010	-0.010	-0.010
New Burdens Grant	DWP	-0.133	-0.133	-0.133	-0.133
Universal Credit	DWP	-0.036	-0.036	-0.036	-0.036
Verify Earnings and Pensions	DWP	-0.324	-0.324	-0.324	-0.324
<u>Ring-fenced</u>					
NPO Grant	Arts C	-0.100	-0.100	-0.100	-0.100
Adult and Community Learning from Skills Funding Agency	BEIS	-0.228	0.000	0.000	0.000
Higher Education Funding Council for England (HEFCE) Payments	BEIS	-0.179	-0.179	-0.179	-0.179
Dedicated Schools Grant (DSG) - Central Element (Includes Early Years)	DfE	-34.001	-38.015	-38.015	-38.015
Holiday Activities and Food Programme 2022	DfE	0.000	-1.364	0.000	0.000
Music Services Grant	DfE	-0.441	-0.441	-0.441	-0.441
Personal Adviser duty Implementation Grant	DfE	-0.074	-0.074	-0.074	-0.074

Grant	Issued By	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Pupil Premium Grant (Children in Care Element)	DfE	-0.961	-0.961	-0.961	-0.961
School Improvement & Brokerage Grant	DfE	-0.151	-0.151	-0.151	-0.151
Staying Put Implementation Grant	DfE	-0.203	-0.203	-0.203	-0.203
Air Quality	DEFRA	-0.072	-0.072	-0.072	-0.072
Waste Infrastructure Grant	DEFRA	-2.385	-2.385	-2.385	-2.385
Better Mental Health Grant	DHSC	-0.317	-0.045	0.000	0.000
Care Act Grant (Social Care in Prisons)	DHSC	-0.343	-0.343	-0.343	-0.343
COVID-19 Community Testing Grant	DHSC	-1.214	0.000	0.000	0.000
COVID-19 Test, Track & Contain Grant	DHSC	-2.502	0.000	0.000	0.000
Inpatient Detox Grant	DHSC	-0.576	-0.300	0.000	0.000
Practical Support Framework	DHSC	-0.928	0.000	0.000	0.000
Shaping Places	DHSC	-0.019	-0.019	-0.019	-0.019
Tier 2 Weight Management Grant	DHSC	-0.330	0.000	0.000	0.000
Universal Drug Treatment Grant	DHSC	-0.365	-0.365	-0.365	-0.365
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	-0.309	-0.208	-0.208	-0.208
Council Tax Support Admin Subsidy	DLUHC	-0.390	-0.419	-0.419	-0.419
COVID-19 Track & Trace Support Payment	DLUHC	-2.068	0.000	0.000	0.000
Domestic Abuse Grant	DLUHC	-0.733	-0.733	-0.733	-0.733
Homelessness Prevention Grant	DLUHC	-0.308	-0.308	-0.308	-0.308
DLUHC - Launchpad / Technical Assistance	DLUHC	-0.020	0.000	0.000	0.000
The Private Finance Initiative (PFI) (Schools - fixed for the 25 years duration of PFI scheme)	DLUHC	-3.478	-3.478	-3.478	-3.478
Rough Sleeper Initiative	DLUHC	-0.830	-0.630	-0.630	-0.630
Discretionary Housing Payments (DHPs)	DWP	-0.702	-0.702	-0.702	-0.702
Housing Benefit Subsidy Admin Grant	DWP	-0.980	-0.993	-0.993	-0.993
Independent Living Fund	DWP	-0.660	-0.660	-0.660	-0.660
DWP Technical Assistance Grant	DWP	-0.028	-0.028	-0.028	-0.028
ERDF & ESIF - Community Wealth Builder	EC	-0.212	-0.090	0.000	0.000
ERDF & ESIF - Launchpad	EC	-0.089	-0.107	-0.107	-0.107
ERDF & ESIF - Opening High Street Safely Fund	EC	-0.240	0.000	0.000	0.000
ERDF & ESIF - Productivity	EC	-0.035	-0.035	-0.035	-0.035
ERDF & ESIF - SCR Advance Grant	EC	-0.640	-0.970	-0.970	-0.970
ERDF & ESIF - Welcome Back Fund	EC	-0.270	0.000	0.000	0.000
Heritage Lottery Fund	HLF	-0.005	0.000	0.000	0.000
Asylum Seekers (Unaccompanied Asylum Seeking Children)	HO	-0.500	-0.500	-0.500	-0.500
Syrian Resettlement Programme Grant	HO	-0.098	-0.098	-0.098	-0.098
Initial Teacher Training (ITT)	NCTL	-0.286	-0.286	-0.286	-0.286
Sport England Grant	SE	-0.818	-0.818	-0.818	-0.818
Student Loans Company	SLC	-0.161	-0.161	-0.161	-0.161
Ambition (Sheffield City Region)	SYMCA	-0.039	-0.039	-0.039	-0.039
COVID-19 Business Grants-SYMCA	SYMCA	-0.450	-0.450	-0.450	-0.450
Youth Justice Board	YJB	-0.665	-0.665	-0.665	-0.665
Other Specific Grants		-76.201	-60.648	-58.849	-58.849

37. 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	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
<u>One-off</u>					
New Burdens - BEIS	BEIS		-0.413		
COVID-19 Council Tax Hardship Fund	DLUHC	-2.993			
COVID-19 Emergency Active Travel	DLUHC	-0.186			
COVID-19 Support Grant	DLUHC	-18.637	-9.791		
Flexible Homelessness Support Grant	DLUHC	-0.308			
Local Council Tax Support Grant	DLUHC		-2.791		
Holiday Activities and Food Programme 2022	DfE			-1.364	
Opp Area Social Mob Grant	DfE	-2.000			
Emergency Assistance Food & Essential Supplies	DEFRA	-0.446			
Better Mental Health Grant	DHSC		-0.272	-0.045	
COVID-19 Community Testing Grant	DHSC		-1.214		
COVID-19 Test, Track & Contain Grant	DHSC	-2.495	-2.502		
COVID-19 Track & Trace Grant	DHSC	-2.234			
Inpatient Detox Grant	DHSC		-0.276	-0.300	
Practical Support Framework	DHSC		-0.928		
COVID-19 Rough Sleeper Assistance	DLUHC	-0.018			
COVID-19 Track & Trace Support Payment	DLUHC	-0.304	-2.068		
ERDF & ESIF - Community Wealth Builder	EC		-0.122	-0.090	
ERDF & ESIF - Opening High Street Safely Fund	EC		-0.240		
ERDF & ESIF - Welcome Back Fund	EC		-0.270		
European Community Grants	EC	-0.044			
<u>On-going</u>					
Supporting Families Grant	DLUHC	-1.608			
Adult and Community Learning from Skills Funding Agency	BEIS	-0.441	-0.228		
Tier 2 Weight Management Grant	DHSC		-0.330		
Sustainable Transport Access Fund	DfT	-1.105	-0.101		
DLUHC - Launchpad / Technical Assistance	DLUHC	-0.039	-0.020		
Rough Sleeper Initiative	DLUHC		-0.200		
Discretionary Housing Payments (DHPs)	DWP	-0.202			
Heritage Lottery Fund	HLF	-0.035	-0.005		
Total Exit Strategies		-33.095	-21.771	-1.799	0.000

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

- Dedicated Schools Grant (DSG) funds the schools budget (funding for schools and services that are provided centrally to pupils, early years and high needs budgets). The initial 2022/23 block allocations including Academies are as follows: -

- Schools Block Allocation £229.5m - this is almost entirely delegated to schools, excluding the growth fund, with budget allocations for 2022/23 due to be sent out to schools in February 2022;
- Central School Services Block £1.7m – now provided as a separate allocation to the schools block to cover services provided centrally to pupils/schools;
- High Needs Block Allocation £46.7m;
- Early Years Block Allocation £20.0m.
- 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.
- The Holiday Activities and Food Programme 2022 grant will be spent in line with the government guidance. Free places will be available at holiday clubs in the Easter, summer and Christmas holidays 2022 to children who receive benefits-related free school meals. The holiday club places will be available for the equivalent of at least 4 hours a day, 4 days a week, 6 weeks a year. This covers 4 weeks in the summer, plus a week's worth of provision in each of the Easter and Christmas holidays.

OTHER INCOME

39. 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.
40. 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 2022/23 draft spending plan for the BCF is detailed below, based on 2021/22 funding allocation (with final allocation for 2022/23 still to be confirmed): -

Better Care Fund 2022/23	£'000
Programme Management	104
Hospital based Social Workers	229
Homecare Management	218
HEART / Telecare	770
STEPS / Occupational Therapist service / RAPID	1,965
RAPT	116
(Positive Steps) Social care Assessment Unit / DTOC	2,263
Hospital Discharge Worker	28
SPOC / One Point 1	60
Well North / Doncaster Project	196
Affordable Warmth	85
Healthier Doncaster (Be Well Doncaster)	293

Better Care Fund 2022/23	£'000
Integrated Discharge Team	222
Occupational Therapist - Aligned to STEPS & IDT	186
Occupational Therapist - Supporting enhanced care home MDT's	149
Community Wellbeing Officers	456
Community Care Officers	89
Mental Health Social Work Team	207
Community Adult Learning Disability Team	68
Complex Lives Amber Project	50
Complex Lives	134
Mental Health - Doncaster Mind	200
Enhancement of Dementia support services (Alzheimer's dementia café's)	87
The Admiral service (making space)	81
Home from Hospital (Age UK)	72
Carers Innovation Fund 'Time for You'	200
Total	8,528

41. The following table sets out the Other Income for 2021/22. This is the 2022/23 baseline starting position: -

Other Income	2022/23 £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	-25.608
NHS Contributions – includes income from Continuing Health Care Contributions and Section 256 and Section 75 Agreements with NHS (Better Care Fund & Pooled Budgets)	-16,572
Trading Services Income – includes fleet transport and public buildings maintenance, Street Scene and Highways operations and Commercial services.	-13,471
Contributions from Other Public Bodies – includes contributions from Rotherham MBC in respect of the Coroners Service, contributions from the Home Office for Prison Libraries, from the Police & Crime Commissioner for Community Safety and recoupment from Other Local Authorities where their children are placed in Doncaster Council maintained schools	-2,137
Contributions Towards Expenditure – includes service charges and various cost recovery charges including recovery of Court costs by Local Taxation Services	-3,311
Investment Interest	-1.533
Developer Contributions – S106 & S38 agreements	-0.247
Other Contributions – includes external income from alarm monitoring for housing associations and from energy companies in relation to feed in tariffs for solar panels	-1.688
Other Income	-64,567

HOUSING BENEFIT

42. The 2022/23 estimated cost of £49.7m is based on an assumed 8,000 caseload for local authority tenants and 5,000 in the private sector. The caseloads are similar to 2020/21.

ADULT SOCIAL CARE LADDER

43. The MTFS includes an adjustment to provide sufficient baseline funding for Adult Social Care. This is based on the funding required for the current care ladder activity, taking into account the savings and additional funding provided in previous years. It also provides minimal growth for future years in line with our current strategy, which seeks to keep people in their own homes for longer and build on the potential for prevention and innovation that exists. The adjustment to the baseline was a £1.3m budget reduction in 2021/22, followed by increases of £0.8m in 2022/23 and £0.9m in 2023/24, on the basis of the following assumptions: -
44. Older People Residential – demographic growth has been included for 2023/24 only, based on latest POPPI/PANSI information. The demographic growth in 2021/22 and 2022/23 is being managed in accordance with the current strategy.
45. Working Age Residential – provides for demographics and transitions, including growth due to mental health, based on net growth of 12 per annum for each of the next three years. This is based on the average number of placements made in the last two years.
46. Non-residential – assumes no growth, based on effective assessments taking place, strong front door and greater use of Assistive Technology and improved working practices.

STAFFING

Pay

47. Funding has been set aside in accordance with the latest assumptions on a national pay award of 2% for 2022/23 and 2% for subsequent years. The assumptions also include increments being paid every other year; the next increments are due in April 2023 for all staff except DCST staff who continue to receive increments annually.

Pension

48. The actuarial valuation for the period 2020/21 – 2022/23 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.
49. A summary of the pay inflation provided in the MTFS is detailed below: -

Staffing	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Pay Inflation – based on the assumptions of 2% for 2022/23 and 2% for subsequent years	3.218	2.303	2.303	2.303
Increments	1.616	0.261	1.616	0.261
Employers National Insurance contributions (increase of 1.25%)		0.474		
Total	4.834	3.038	3.919	2.564

PRICE CHANGES

50. 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.
51. 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	
	2022	2021	2021	2020	2021	2020	2021	2020
CPI					3.1%	0.5%		
RPI			7.5%	1.2%	4.9%	1.1%		
RPIX	TBC%	1.6%			5.0%	1.4%	3.9%	1.9%

52. The cost of price inflation for 2021/22 was £2.8m, including £1.3m for Adult Social Care contracts. The various inflation indicators shown in the table above have increased since last year. It is assumed that £4.7m will be needed in 2022/23 for Adult Social Care contracts and a further £5.0m needed for other inflation. A summary of the inflation to be provided in 2022/23 is provided below. No inflation is applied for expenditure areas not mentioned below: -

Category	£m
Adults Contracts (Various%)	4.683
Other Inflation	
Apprenticeship Levy (2%)	0.012
Audit Costs (10%)	0.020
Building Repairs & Maintenance (Various%)	0.056
Coroners (Various%)	0.009
CYPS Placements (Various%)	0.143
Electricity (38%)	0.422
Electricity (Street Lighting) (28.57%)	0.445
Gas (55%)	0.170
Grounds Maintenance (2%)	0.017
Highways Contracts (3.33%)	0.171
ICT Contracts (3.68%)	0.060
Insurance (Various%)	0.078
Landfill Tax (2.97%)	0.011
LIFT contracts (4.9%)	0.037
Markets (3.1%)	-0.002
Members Allowances (2%)	0.021
Other Energy Costs (Various%)	0.002
Pension / Retirement Costs (3.1%)	0.159
Racecourse Joint Venture (5%)	-0.007
Rents (Various%)	0.003
Rotherham Payroll Contract (5%)	0.050

Category	£m
Skip Removal & Disposal Contract (12.35%)	0.009
SLH Management Fee (5.4%)	0.081
Transport (Various%)	0.230
Waste Collection Contracts (Various%)	0.561
Waste Disposal Contracts (8.62%)	0.635
Waste Management Contracts (5%)	0.104
Water (1.7%)	0.003
Childrens Trust Inflation	0.950
MRP Inflation	0.129
Contingency	0.486
Subtotal Other Inflation	5.065
Total Price Inflation	9.748

BUDGET PRESSURES

53. The service pressures are estimated at £19.0m for 2022/23, £0.4m in 2023/24 and £2.7m for 2024/25; these are detailed at Appendix B. All service pressures are robustly challenged to ensure that they are absolutely necessary for on-going delivery of Council services. The MTFS also provides £0.1m for levy increases.

Appendix B

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

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£1.212m	£0.293m	£1.505m
				2022/23	2023/24	2022/23 - 2023/24 Total	
				£'m	£'m	£'m	
2020/21 Pressure	AH&Wb	Adult Social Care	An assumption was included in the 2020/21 budget for demographic changes, updates for 2021/22 have been incorporated into the MTFS assumptions detailed in Appendix A.	0.120		0.120	
2020/21 Pressure updated	CW	Services	When the budget was approved in 2020/21 an assumption was included for future pressures of £2m in 2021/22 and £2m in 2022/23. Following the identification of specific pressures for 2021/22 the assumption for general pressures has been reduced to £0.5m. A further £2m has also been added for 2023/24.	2.000	2.000	4.000	
2020/21 Pressure	CW	Revenue Contribution to Capital Schemes	One-off pressures in 2020/21 and 2021/22: Fund the Adwick SEC, Integrated People Solution Phase 2 and Customer Journey capital schemes in full and the final year of the Integrated People Solution Phase 1 capital scheme through revenue. One-off pressures in 2020/21: Fund the Electric Pool Cars and Charging Infrastructure and Pool Car Relocation capital scheme through revenue. Fund the Council's contribution to the Transforming Cities Fund capital scheme through revenue. The contribution will be match funded with up to £45m of grant from central government. Fund the Future Placements Strategy (CiC) capital scheme through revenue.	-0.327		-0.327	
2021/22 Pressure	AH&Wb	DCLT	Ongoing reductions in income due to restrictions on capacity etc. result in the need to provide additional support to ensure the borough still has leisure facilities and a cultural offer. The support should reduce over time as the recovery progresses. Current figures are best estimates and will continue to be refined in response to the pandemic restrictions in place.	-1.500	-1.500	-3.000	
2021/22 Pressure	AH&Wb	Additional COVID costs faced by care providers	Contingency to help support Doncaster's social care providers and maintain essential service continuity in case Covid impact continues into future years	0.000	-1.300	-1.300	
2021/22 Pressure	CW	Capital programme	Provide funding to meet borrowing costs (repayment and interest) associated with the capital programme 2021/22 - 2023/24.	0.500	0.500	1.000	
2021/22 Pressure	DCST	DfE grant	Department of Education (DfE) funding received by the Trust assumed to reduce over 3 years - £1.2m assumed to be received in 2021/22, £0.7m in 2022/23 & £0 in 2023/24. It has now been confirmed that no grant will be received after 20/21, the shortfall this creates will be dealt with using the £3m increased Social Care grant to be received in 2021/22.	0.500	0.700	1.200	

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2022/23 - 2023/24 Total
				£'m	£'m	£'m
2021/22 Pressure	E&E	Launchpad New Business Start up match funding	Match funding is needed to enable the draw down of £139k of ERDF grant via the Launchpad project. This gap / pressure arises in the newly approved extension of Launchpad providing an additional 15 months new business start-up activity for Doncaster from 1 April 2022 - 30 June 2023. The programme can now also support micro businesses regardless how long they have been trading. The Launchpad programme is, now more than ever, a priority for Doncaster in its recovery journey from the impact of COVID-19 on the local economy. It will ensure there is support for people moving into self-employment / new business start-up, resulting in people being economically active and establishing new businesses that will provide jobs for the future. Without the Launchpad project there would be no dedicated business start-up support in Doncaster. The period beyond the Launchpad project will also be considered with regards to how business start-up support can be funded and delivered for the benefit of the people of Doncaster, should a funding scheme not be available to replace the European programme.	0.107	-0.107	0.000
2021/22 Pressure	E&E	Street Scene	The additional funding will make up for a mixture of external income loss £50k (the Tree Team works for example) and additional PPE equipment and COVID-19 related precautions for staff £50k. The position will continue to be monitored - it is possible that the situation continues beyond 21/22.	-0.100		-0.100
2021/22 Pressure	E&E	Sustainability Unit	The function of the sustainability unit will be driven by the Climate commission report and the Councils Environment and sustainability report which has just been completed and will be out for consultation, these reports will be used to draw up a sustainability action plan which will set the agenda for the unit which may identify further budget requirements which are unknown at this point in time.	-0.088		-0.088

New Budget Pressures 2022/23

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	Total	£17.820m	£0.143m	£2.697m	£20.660m
				2022/23	2023/24	2024/25	2022/23 - 2024/25 Total	
				£'m	£'m	£'m	£'m	£'m
2022/23 Pressure	AH&Wb	Adults Care Ladder Demographic Growth	An assumption was included in the 2020/21 budget for demographic changes across the 3 year period to 22/23 (including £120k for 22/23 already approved). The pressures listed here are the additionality for 22/23 and new pressures relating to demographic growth for the 3 year period	0.108	0.286	0.262		0.656
2022/23 Pressure	AH&Wb	Adults Care Ladder updated current client numbers	Adults Care Ladder – Residential Care 22/23 is based on current client numbers and projections to year end within care ladder monitoring forecast for 21/22 which projects that the starting client number base position on older people residential placements for April 22 will be higher than was anticipated in last year's medium-term financial strategy (MTFS) budget assumptions (incl. 67 additional clients above levels predicted last year). The growth assumption is that working age adults residential care increases only by demographics and transitions/growth, to give net 1 additional client per month on working age adults across all three years of the MTFS, which follows the same assumptions on future growth budgeted for during 21/22 MTFS, with the addition of 24/25 as a new year's pressure. On older peoples residential there is an assumption of 40 new placements per month, based on activity trends both prior to the pandemic and also being seen currently. It also assumes 6% leavers per month based on activity prior to the pandemic, which it is assumed activity levels will return to in the next few months. There is also a target to reduce older people's residential during 22/23 to reflect front door / practice improvements equating to 12 clients (1 per month through 22/23 only) giving part year savings 22/23 then in full 23/24).	2.027	-0.466	0.625		2.186
2022/23 Pressure	AH&Wb	Community Equipment	Financial pressure shown is based on 21/22 monitoring information which shows a £468k overspend which is included here as being an ongoing pressure reflecting recent invoices paid with increased costs due freight, delivery, prices and activity. In 22/23 this is anticipated to be offset by service review expected to yield estimated savings for both the Council and Doncaster Clinical Commissioning Group (CCG) of £340k in 22/23 and £110k in 23/24, with the council share being £140k in 22/23 and £55k in 23/24. The review work will also further consider recharges to Dedicated Schools Grant (for children's education related expenditure) and health contributions as well as required retender of contract.	0.328	-0.055	0.000		0.273
2022/23 Pressure	AH&Wb	Digital Switchover - Home Alarm Service	This pressure relates to Home Alarms Service equipment and installation which may be done over 1-3 years and cost estimates included reflect 1 year installation with £210k reflecting estimated additional cost of SIM card required (may also be additional ongoing equipment costs but this is still being investigated).	0.000	0.079	0.133		0.212
2022/23 Pressure	CW	People at the Heart of Care'	Funding has been identified, which will be held centrally to provide for future financial risks in relation to the impact of the Government's White Paper on Adult Social Care, 'People at the Heart of Care'. Although nationally funding has been announced for future years, at this stage individual allocations have not been notified for 2023/24 onwards and it is not possible to quantify the financial impact with any certainty. In addition, due to the scale of the changes and overall budgets involved, the potential funding gap could be considerable.	1.224				1.224

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
				£'m	£'m	£'m	£'m
2022/23 Pressure	CR	Housing Benefit - Exempt Properties, Homeless Accommodation & Overpayment Debt Income	Supported Accommodation classed as an Exempt Property does not attract full housing benefit (HB) subsidy and so is a cost to the Council £100k; Homeless Accommodation does not attract full HB Subsidy, this is currently a budget pressure in 2021/22 and nil impact is assumed for 22/23; Reducing levels of overpayments, therefore additional income is not being received via HB Subsidy and so is a cost to the Council £352k; Bad debt provision for outstanding overpayment debt may need to be increased as more claimants transition over to Universal Credit (administered directly by Department for Works & Pensions), with debt being harder to recover £100k.	0.552			0.552
2022/23 Pressure	CR	ICT - Cyber prevention	Creation of a dedicated Cyber Security Team, with an investment in specialist cyber incident response expertise, to ensure the Council and Partners' resilience against cyber-attacks is strengthened and will be actively ready to respond. There is an ever increasing risk of cyber breaches which requires new processes to be implemented, output to be more visible and assurances provided on a more regular basis.	0.247			0.247
2022/23 Pressure	CR	Various	Previous pressures that cannot be achieved in the current environment including £80k legal, £38k Personal Assistant review and £45k supplies and services. Additional pressures have also been identified for £55k DIPS team, £100k Inpress unachievable income target and £145k shortfall against corporate Health & Safety income target.	0.463			0.463
2022/23 Pressure	CR	Apprenticeships	Expanding the Council's award winning apprenticeship programme to support further utilisation of apprenticeships across targeted areas within the organisation, in particular where we are experiencing hard to fill roles or where further training and skills development is needed. The additional funding will assist in meeting employment costs to increase the number of placements offered for both new Entry Level (ELA) and Higher and Degree (HDA) level apprenticeships. This additional capacity will enable the Council to meet the needs of its workforce planning requirements (skills gaps), offer a vital first step on a career ladder for new entrants and ensure that apprentice levy spend is maximised and return on investment. Apprenticeships are a vital recruitment channel to help equip individuals with the necessary skills, knowledge and behaviour they need for specific job roles, future employment and progression.	0.750			0.750
2022/23 Pressure	CR	Local Assistance Scheme	Increase to the Local Assistance Scheme budget in 2022/23 using COVID-19 emergency funding. This increase means the total budget will be £750k. The Local Assistance Scheme mainly provides help with daily living expenses (food, utility, clothing vouchers) and furniture/white goods mainly for those resettling from a period of homelessness, etc. General eligibility criteria is that applicants must be over 16, live in Doncaster and be in receipt of a means-tested benefit. They must also have no other form of immediate financial assistance available, for example, family, friends, employer, savings or other available funding.	0.450	-0.450		0.000
2022/23 Pressure	CW	Service Improvement	Creation of an ongoing budget to be allocated to services based on business cases demonstrating that additional investment will produce improved outcomes for local people. The move to a localities based model is likely to generate investment needs.	0.750			0.750
2022/23 Pressure	CW	Costs of Disposal	By statute, the Council can use up to a maximum of 4% of capital receipts generated in year to fund the revenue costs of disposal. There has been an estimated shortfall on capital receipts required to fund the capital programme for a few years so there are insufficient receipts available to transfer to revenue to offset the costs of disposal.	0.170			0.170

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
				£'m	£'m	£'m	£'m
2022/23 Pressure	CW	Locally Agreed Council Tax Reliefs	Section 13A(1)(c) of the Local Government Finance Act 1992, as amended by Section 10 of the Local Government Finance Act 2012, gives the council additional discretionary powers to reduce the amount of Council Tax payable for individuals, or for classes of council taxpayer. This includes the power to reduce the amount payable to nil. The full cost of awarding any Section 13A reductions must be met by the Council from its General Fund. The Council must therefore balance the need of the individual council payers requiring support against the interests of the council tax payers generally. On 25th January 2018, full Council approved a scheme providing 100% exemption from the payment of Council Tax from 1st April 2018 to care leavers who: a. have left the care of Doncaster Council; b. are resident and otherwise liable to pay Council Tax in Doncaster for a property they occupy as their sole or main residence; and c. are under 25 years of age. The number of qualifying care leavers is expected to increase each year therefore increasing the cost each year (the estimated cost in 21/22 is £131k).	0.046	0.059	0.079	0.184
2022/23 Pressure	DCST	Previously agreed savings	Previously agreed savings targets of £2.917m in 2022/23 and £1.092m in 2023/24 approved in the 2021/22 budget setting, which are no longer achievable due to a number of factors, including the impact of the Covid pandemic.	2.917	1.092	0.000	4.009
2022/23 Pressure	DCST	Care Ladder	Pressures (including some Covid pandemic related) on the Care ladder and delays in the delivery of the Future Placements Strategy - Previous MTFS assumed there would be 43 OOA (Out of Authority) placements at 1st April 2021 but actual numbers were 56 therefore carried significant budget pressure into 2021/22. The Care Ladder is forecast to be £5.65m overspent at the end of financial year 2021/22 to the budget roll forward into 2022/23. The significant pressures are: OOA placements £3.47m; at the end of November 2021 there were 57 OOA placements which are forecast to reduce to 43 by end of March 2022. External CiC 16+ placements £1.432m; at end of November there are 16 expensive packages. Fostering £1.132m; at the end of November there are 380 foster placements, split 43.7% IFA (Independent Fostering Agency) and 56.3% In-House Fostering; the original target for March 2022 was 35% IFA and 65% In-House Fostering. The Trust's latest MTFS assumes by end of March 2022 the split is 41% / 59%. As detailed in the 2021/22 monitoring information, Covid has impacted on the financial position, however evidencing the specific impact is complex and it is difficult to qualify the direct costs. Therefore, high level assumptions have been utilised to identify the additional costs of Covid i.e. 50% of the 2020/21 net increase in OOA placements numbers and other assumptions with regard to specific areas of the care ladder.	4.629	0.000	0.000	4.629
2022/23 Pressure	DCST	Corporate	Various pressures on corporate budgets including additional funding required for legal caseloads and court costs, which then reduces in future years (but Public Law Outlines increase) 22/23 £210k, 23/24 - £35k, 24/25 £-75k. Increased ICT costs following the implementation of the Mosaic system £80k, efficiency role £32k and 21/22 approved saving of £85k reduced to £40k due to MASH (Multi Agency Safeguarding Hub) being on Colonnades 1st floor, and need for locality offices and Civic recharges 22/23 £45k. Of which, some of these pressures have also been impacted by Covid.	0.367	-0.035	-0.075	0.257

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
				£'m	£'m	£'m	£'m
2022/23 Pressure	DCST	Operations	Full-year effect of previous decisions providing the ongoing baseline funding, including: Fostering Panel Manager permanent £58k to oversee fostering panels and decisions 2021/22 Service restructure (Child Protection/Children in Care Service Manager + Homes Service Manager + Permanence & Sufficiency Service Manager) £101k - revised structure to respond to current demands Case Progression Manager permanent, additional funding for 23/24 £55k Mockingbird additional costs 22/23 £29k, 23/24 £3k - costs of the model of supporting foster carers Keys To Your Future staffing 22/23 £25k - as the programme develops (with significant savings) admin resource to oversee 14-16 children in new homes Agency rate increase in 2021/22 continuing 22/23 £70k, 23/24 -£20k, 24/25 -£10k Kinship Carer permanent 22/23 £50k to promote SGOs (Special Guardianship Orders) and ensure children are only looked after while assessments are undertaken Homes Manager made full-time 22/23 £25k reflecting Ofsted requirements Additional Return Home Interviewer post (Grade 7) 22/23 £27k to support return home work, ensuring that practice remains high and focused. Additional funding for central support in relation to Unaccompanied Asylum Seeking Children (UASC staffing costs) in 22/23 £102k, to provide for costs not expected to be covered by the government grant. All these posts are linked to improving outcomes for children, young people and families, particularly around permanence. In addition to better social care outcomes they also contribute to financial savings identified in the Care Ladder	0.487	0.038	-0.010	0.515
2022/23 Pressure	DCST	Operations	Providing additional ongoing funding for the DANS (Domestic Abuse Navigators) in 22/23 to support increased and ongoing work around domestic abuse, which has seen an increase during the Covid pandemic.	0.142			0.142
2022/23 Pressure	DCST	DfE Funding Reduction	Previous medium-term financial strategy assumed Department of Education (DfE) funding to be received by the Children's Trust was £0.7m in 2022/23 & £0 in 2023/24. No grant will be received after 20/21, therefore funding gap of £0.7m for 2022/23.	0.700	-0.700		0.000
2022/23 Pressure	E&E	Strategic Asset Management - Car Parking Leases	Restructure of one of the car park leases and termination of the other will lead to loss of rent of £262k. Options around future use of the car parks will be considered as part of the car parking strategy.	0.262			0.262
2022/23 Pressure	E&E	Strategic Asset Management - Unachieved saving and pressure relating to Savoy cinema and units.	The pressure relates to the Savoy cinema and restaurant units, £339k of the pressure is due to the unmet Income target of the anticipated rental from the Savoy Cinema and Restaurant units. £119k is a further pressure arising from service charges, business rates and other holding costs which will be incurred whilst the units are not in lease, this includes £42k service charge for the Savoy Cinema which was not built into the lease agreement.	0.458	-0.081		0.377
2022/23 Pressure	E&E	Strategic Asset Management - Review and Release of assets saving	The pressure is as a result of the unmet saving relating to the review and release of assets savings target, specifically relating to Colonnades £53k. As well as the unmet saving there is a future pressure from the associated service charge, business rates and holding costs £48k.	0.101			0.101
2022/23 Pressure	E&E	Strategic Asset Management - Other rents.	Pressures from unrealised income from rent, service charges, business rates, holding costs and dividends may improve if units secure tenants. The pressure currently assumes that no progress is made in letting the vacant properties in the foreseeable future, if properties were leased the position would improve inline with individual lease negotiations.	0.197			0.197

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
				£'m	£'m	£'m	£'m
2022/23 Pressure	E&E	Strategic Asset Management - Travis Gardens.	Pressure relates to open ended holding costs pressure whilst awaiting the identification of a long-term service provider or reconfiguration of the Travis Garden building. The pressure currently assumes that no progress is made on this issue in the foreseeable future.	0.020			0.020
2022/23 Pressure	E&E	Regulation and Enforcement - Hatfield Colliery	The review of options for site security are continuing. Dialogue and negotiations with the developer are aiming to reduce the impact on DMBC budget aligned with proposals and timelines for the sites development. Further legal advice has been taken and we have discussed the developer's intentions and obligations with them. At this time the costs continue but it is intended to formally notify the developer of our position in relation to security costs once their proposals for future site access have been confirmed.	0.150			0.150
2022/23 Pressure	E&E	Sustainability Unit	Continuing the additional funding for the Sustainability unit.	0.088			0.088
2022/23 Pressure	E&E	Street Scene - Tree Team	Tree team is experiencing significant workload and resourcing pressures from mapping trees on to the tree system, prioritisation of income generating work and impact from implementation of tree policy. Increased capacity required to overcome existing pressures and plan for future workloads including the Council's aims and objectives in respect of sustainability, biodiversity, carbon reduction and air quality in response to the Climate and Biodiversity Emergency. Create five additional full-time permanent posts and to make one existing full-time temporary post into permanent posts and non-pay costs. This is based on current business case from the service which is subject to further review. Section 3 of the Health and Safety at Work Act 1974 places general duties on Doncaster Council to do all that is reasonably practicable to ensure that people are not exposed to risk to their health and safety. This includes the risk of harm from trees growing on its land. Guidance from the Health and Safety Executive (SIM 01/2007/05 Management of the Risk from Falling Trees or Branches) in respect of this duty advises that whilst it is not necessary to individually examine each tree on a regular basis, for trees in frequently visited areas, a system for periodic, proactive checks is appropriate.	0.228	-0.010		0.218
2022/23 Pressure	E&E	Regulation and enforcement - car parking	Pressure due to continued reduction car parking income which includes: Multi-storey car park (MSCP) £187k, On street parking £47k, fines £50k and Chamber Road £89k- Significant drop in customers since Doncaster Council staff working from home.	0.373	-0.105		0.268
2022/23 Pressure	E&E	Waste Collection	Pressure due to the increase in quantity of bins collected (black, blue and green). No inflation has been applied to the quantity of bins since the contract began. Since the contract started in 2018 usage has increased as follows; 240 litre domestic bins increased by 2,336 at £1.84 per lift/fortnight is £52k per year, Recycling bins increased by 2,571 at £1.30 per lift is £40k per year and 1,827 green bins at £1.04 per lift is £23k. There are other various increases to other sized receptacles collected for each type of waste.	0.150	0.035	0.035	0.220
2022/23 Pressure	E&E	Street Scene - Income	Street Scene have a number of income targets that can't be achieved:- Woodland Grant Scheme £30k - Saving target applied several years ago with the hope of being able to make £30k a year from the sale of trees removed. Target deemed far too ambitious and rarely do we make money from the sale of timber. Football pitch hire/event income - reduction in demand £15k. Graffiti Income - shortfall against income target £15k Ad hoc cleanse, grounds and tree works £50k - Less fee generating work being undertaken due to capacity issues as busy completing the statutory work.	0.103			0.103

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
				£'m	£'m	£'m	£'m
2022/23 Pressure	E&E	Property Services - Statutory Planned Maintenance (SPM) - New essential IT software	New Software Licence: Health and Safety Building Management Compliance Software. This covers a streamlined reporting process for Statutory Compliance issue (Asbestos/Legionella/Fire, Gas & Electrical safety etc.). This mirrors the process undertaken in St Leger Homes (SLHD) as part of the Grenfell actions on health & safety matters and brings together data recording into a single dashboard with actions for each building (manager) and each activity area. The software will replace a series of spreadsheets and other software platforms. All information is currently held in isolation from other datasets and held within either SPM or Health & Safety teams.	0.040			0.040
2022/23 Pressure	LOSC	Special Educational Needs (SEN) Transport - Demand pressure	Estimate of 22/23 demand pressure based on full year effect of additional growth identified in quarter 2 of 21/22 monitoring projections. The new September 2021 routes have now been set up and at Q2 the projected outturn increased by £157k from Q1, this is mainly due to growth in college placements, with some increases to an out of authority college but also many pupils returning to college after studying from home for the most of last year. The estimate for 22/23 doesn't anticipate the large in year growth for college placements we have seen this year. 23/24 assumes half the level of growth compared to 22/23 and 24/25 assumes no growth in line with service expectation that the number of children with Education, Health and Care plans go up 10% in 22/23, then only 5% in 23/24 & 0% in 24/25. Also future plans for children with Social, emotional and mental health (SEMH) needs and locality provision may have impact positively on need for transport.	0.400	0.120	0.000	0.520
2022/23 Pressure	LOSC	Special Educational Needs (SEN) Transport - Prior year savings targets	Budget savings were identified for 20/21 onwards and the following elements are no longer deliverable: -£77k in relation to staff savings unachievable due to demand increases and need for internal transport provision requiring drivers, escorts and business support to be maintained. -£152k in relation to Pupil Referral Unit (PRU) children taxi usage being replaced by bus passes however numbers of children with Education Health and Care Plans (EHCP) has increased and ongoing need for Maple Mulberry children. This increase is in line with the increase in demand seen by other LAs and is reflective in the national as well as regional figures. Where children are of primary age, there is a statutory requirement to provide transport arrangement for journey's over 2 mile. Where possible bus passes will be issued thus reducing the pressure on transport allocations financially where possible. This saving has been re-profiled to be achieved in 2 years time, from Sept 23 (therefore £76k of saving target expected to be achieved in 23/24 and remaining £76k in 24/25). -£112k delayed saving, to be achieved across future years, in relation to travel assessment and Independent Travel Training work restarting post COVID.	0.341	-0.153	-0.111	0.077
2022/23 Pressure	LOSC	Children with Disabilities placements	There were 4 new Out of Authority (OOA) placements in 2020/21 & in 2021/22 1 placement has moved from In House Fostering to OOA which has led to a significant budget pressure. As part of the Future Placements Strategy a feasibility study is being carried out as to whether Oaklands can be repurposed to provide internal beds, 2 for permanent placements and 1 for shared care placements, to enable children to be brought back to the borough and/or provide capacity for future years growth. The placements modelling assumes the internal beds are operational by October 2022; factors in when the current cohort of children with disabilities turn 18 (and leave this service area), and assumes annual growth of 2 in OOA, 1 with an Independent Fostering Agency (IFA), and 1 In House Fostering (DCST) in 22/23 and 23/24, and in 24/25 1 growth in OOA and no growth in IFA or In House Fostering (DCST).	0.581	0.089	-0.241	0.429

Proposal	Director	Service / Pressure Proposal	Proposal Narrative (including potential impact on service outcomes and any mitigating actions)	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
				£'m	£'m	£'m	£'m
2022/23 Pressure	LOSC	Short Breaks	The original savings target for Short Breaks was £600k; of which £100k was achieved in 2020/21 from turnover in existing packages (packages reducing, service leavers). The remaining £500k was to be achieved from the commissioning of a new over night provision as part of the Future Placements Strategy. The proposal is for the existing over night provision at Oaklands to be refurbished into a 4 bed unit and still provided by DCST delivering a £250k saving; £250k short of the original target with no other options to achieve this saving. In 2021/22 the Short Breaks budget is also projecting an over spend due to increases in existing packages and growth, as a direct result of the pandemic and the challenges faced by families in managing complex needs; the assumption is £100k is needed for this in 2022/23.	0.350	0.000	0.000	0.350
2022/23 Pressure	LOSC	Buy Doncaster Team	Providing the ongoing base budget for the Buy Doncaster system (traded services to schools)	0.021	0.000	0.000	0.021
2022/23 Pressure	Public Health	Doncaster Culture & Leisure Trust (DCLT)	The COVID pandemic means DCLT continue to operate with reduced levels of income. The 21/22 budget proposals included additional funding to support DCLT through this period. The support needed is less than expected when the 21/22 budget was set so the additional funding in 22/23 can be reduced by £0.4m, whilst still providing the necessary funding required.	-0.400	0.400		0.000
2022/23 Pressure	CW	All services	When the budget was approved in 2021/22 an assumption was included for future pressures of £2m in 2022/23 and £2m in 2023/24. Following the identification of specific pressures for 2022/23 the assumption for general pressures has been reduced to zero. A further £2m has also been added for 2024/25.	-2.000		2.000	0.000

Budget Proposals Approved in 2021/22

Appendix C

Proposal	Director	Service	Saving Proposal	Saving Option	Total	-£5.361m	-£0.926m	-£6.287m
					2022/23	2023/24	2022/23 - 2023/24	Total
					£'m	£'m	£'m	£'m
2020/21 Saving	AH&Wb	Adult Social Care	Social Care Fees and Charges	Fairer and more consistent Social Care Fees & Charges: The Council's approach under the national Fairer Charging framework needs to be updated so it is both clearer and more consistent, while continuing to protect those in greatest need.	-0.520			-0.520
2020/21 Saving	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	-0.051			-0.051
2020/21 Saving	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
2020/21 Saving	CR	Finance	Financial Management Structure	Structure Changes; The savings for Financial Management will be released by creating a flexible workforce that can be deployed to areas of priority whilst continuing to deliver key specialisms and retaining valuable experience. The service delivery has been redefined to ensure that the skills and finance expertise is targeted where required and managers are provided with the necessary skills/information to carry out their duties i.e. providing the projections for low risk budgets	-0.035			-0.035
2020/21 Saving	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	-0.047			-0.047
2020/21 Saving	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	-0.110			-0.110
2020/21 Saving	CR	Customers, Digital & ICT	Review of Mobile Phones and Data Connections	Review of Mobile Phones and Data Connections the aim to reduce this cost by 10% each year through to 2022/23	-0.038			-0.038
2020/21 Saving	CR	HR, Comms and Exec Office	Communications Structure	Structure Changes; Resizing and reprioritising the communications and engagement and support team activities	-0.047			-0.047

Proposal	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2022/23 - 2023/24 Total
					£'m	£'m	£'m
2020/21 Saving	CR	HR, Comms and Exec Office	HR Shared Service	Further savings negotiated from our payroll provider	-0.020		-0.020
2020/21 Saving	CW	Cross-cutting	General Efficiencies	General efficiencies	-0.152		-0.152
2020/21 Saving	E&E	Strategic Asset Management	Savings from Capital Scheme Delivery	Income arising from commercial decisions and previously approved capital schemes	-0.189		-0.189
2020/21 Saving	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
2020/21 Saving	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
2020/21 Saving	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
2020/21 Saving	DCST	Social Care - Placements	Care Ladder	The Care Ladder savings included in the MTFS approved in 2019 totals £1.6m. The main factors affecting this net saving arise from a reduction in Children in Care from 530 to 500 as well as the joint DMBC / DCST Future Placements Strategy. The intended impact of the Strategy includes ensuring as many children and young people are placed within the borough as possible, as well as increasing the Trust's own foster carers and children's homes, producing better outcomes for Doncaster children, young people and families. The budgeted reduction in costs can be affected by a small change in Children in Care numbers and partnership activities.	-0.328		-0.328
2020/21 Saving	DCST	Dedicated Schools Grant (DSG)	DSG	Dedicated Schools Grant (DSG) High Needs Block - savings totalling £532k across financial years 2020/21 - 2022/23 from the Out of Authority (OOA) savings (Ref CT1) will not be general fund savings; these will be savings to the Dedicated Schools E9Grant (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.	0.265		0.265
2020/21 Saving	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.	0.004		0.004
2020/21 Saving	E&E	Environment	Rewild Project	Rewild Project - This project will see grass verges throughout the Borough that are currently close mowed on a regular basis, supported by additional tree and bulb planting to enhance green assets borough wide to support biodiversity and climate change mitigation. These extra planting measures could access external funding to offer a sustainable, high value and robust environmental solutions. By making better use of these assets and natural resources will enable this saving to be achieved. Highway sight lines would not be impacted by this saving option. Consultation to be undertaken.	-0.020		-0.020
2020/21 Saving	LOSC	LOSC	Strategic Travel Assistance Review	Travel Assistance - Doncaster Council is currently undertaking a Travel Assistance Review. The review is focussed upon supporting Doncaster's children and young people to become independent travellers where this is possible. The council will consult with families about their travel assistance needs including: independent travel training, allowances to provide appropriate support and assistance for children and young people to education settings, whilst also ensuring that transport is available for those who most need it. The Travel Assistance Review will take into account the views of families to ensure these are encompassed in the future delivery model.	-0.049		-0.049

Proposal	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2022/23 - 2023/24 Total
					£'m	£'m	£'m
2020/21 Saving	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
2021/22 Saving	CR	Directorate Wide	Staffing	Staffing saving - service provision reviewed and savings generating from removing posts in the structure, along with use of one-off funding to facilitate the savings.	-0.145		-0.145
2021/22 Saving	E&E	Highway Operations/Safer Roads & Highway Network	Additional Income	Additional income from charging staff time to new external infrastructure funding streams covering Highway Operations, Safer Roads and Highway Network.	0.220		0.220
2021/22 Saving	E&E	Regulation and Enforcement	Hatfield Colliery	Review options for site to release security budgets.	-0.100		-0.100
2021/22 Saving	DCST	DCST	Previously approved savings	Previously agreed General Fund savings targets of £0.122m in 2021/22 and £0.063m in 2022/23 as part of 2020/21 budget setting that won't be achieved.	0.328		0.328
2021/22 Saving	DCST	DCST	Previously approved savings	Previously agreed Dedicated Schools Grant (DSG) savings targets of £0.477m in 2021/22 and £0.265m in 2022/23 as part of 2020/21 budget setting that won't be achieved.	-0.265		-0.265
2021/22 Saving	DCST	DCST	Care Ladder	Care ladder / Future Placements Strategy savings including: - increasing the number of In House Foster carers which will reduce the number of Independent Fostering Agency (IFA's) placements which on average cost £28k more per placement delivering £2.0m savings over the 3 years with £0.8m in 2021/22; and - reducing Out of Authority placements releasing £2.7m over the 3 years, which includes £0.9m savings from opening two bed children's homes in Doncaster.	-1.375	-0.956	-2.331
2021/22 Saving	DCST	DCST	Care Ladder	5% Children in Care (CiC) spike due to COVID-19 included in care ladder - it is envisaged that the majority of children referred as a consequence of COVID-19 will be stepped down; this is reflected in the figures by reducing the 5% to 2.5% during 2021/22, and 1.25% for 2022/23 and 2023/24.	-0.363		-0.363
2021/22 Saving	DCST	DCST	Care Ladder	Covid cost pressure included in care ladder - assumed to continue but to reduce year on year as Out of Authority placements reduce.	-0.052	-0.031	-0.083
2021/22 Saving	DCST	DCST	Agency social workers	Increased agency social worker costs in 2021/22 due to 5% Children in Care (CiC) spike due to COVID-19.	-0.126		-0.126
2021/22 Saving	DCST	DCST	Agency social workers	Reduced social worker agency costs via ASYE growth / retention. A separate Social Worker Academy business case has been presented to the Council requesting investment in 2021/22, which will deliver these savings and additional savings in 2022/23 and 2023/24. To be considered against the additional Social Care funding allocated.	-0.150		-0.150
2021/22 Saving	DCST	DCST	Agency social workers	Reduced caseloads in Children in Care (CiC) should impact on a need for fewer agency social workers.	-0.063	-0.063	-0.126
2021/22 Saving	DCST	DCST	Admin savings	Children in Care (CiC) savings should reduce support costs.	-0.042	-0.042	-0.084
2021/22 Saving	DCST	DCST	Gen efficiencies	General efficiencies / VfM: salary sacrifice; pool car, taxis, mobiles, printing; increased income generation.	-0.050		-0.050
2021/22 Saving	DCST	DCST	Corporate	Efficiencies created by teams due to increased confidence in practice, and the changing nature of the information and support needed by teams who have become more self-managing. Need to ensure new IT systems are fully functioning, hence 2022/23.	-0.280		-0.280

Proposal	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2022/23 - 2023/24 Total
					£'m	£'m	£'m
2021/22 Saving	DCST	DCST	Corporate	Reduced corporate costs based upon reduced workloads as Covid impact reduces in 2022/23.	-0.075		-0.075
2021/22 Saving	DCST	DCST	Corporate	Estate savings at 50% over 2 years achieved via co-locating with partners.	-0.341		-0.341
2021/22 Saving	AH&Wb	Quality and Safeguarding (commissioning)	Day Opportunities	Rebasing the budget for previous decision in relation to the Making Space Day Opportunities Contract.	-0.200		-0.200
2021/22 Saving	AH&Wb	Adult Social Care & Communities	Recovery & Improvement Board	Recovery & Improvement Board proposals consist of a mix of service improvements, resource/time savings and cost avoidance measures. These proposals include supporting people through transitions to build better lives which will look to improve support, wellbeing and thereby reduce the risk of breakdown and consequently help prevent long-term placements. An indicative estimate of £350k has been included as a potential saving target resulting from this work over the next 2 years.	-0.250		-0.250
2021/22 Saving	CW	Cross-cutting	Review of Charges to HRA	St Leger Homes have identified efficiencies through improved use of technology and other initiatives, delivering a saving to the HRA for 2021/22, and further efficiencies expected for future years. A review of recharges has identified additional costs which require recharging to the HRA thereby delivering savings to the general fund. These will be phased over the same period to coincide with the St Leger efficiencies, therefore not placing further burdens on the HRA.	-0.333	-0.334	-0.667
2021/22 Saving	CW	Treasury Management	Low Interest Rates	Savings are possible as a result of low interest rates. These rates enable the Council to replace maturing debt at much lower rates. Around £200k of the saving relates to prepayment of pension contributions where PWLB rates were assumed but borrowing has been taken out at lower rates. Reduced interest on investments (due to lower interest rates) has been offset against the saving.	0.240		0.240
2021/22 Saving	CW	Treasury Management	Early redemption premium	Premiums paid for early redemption of debt no longer required.	-0.052		-0.052
2021/22 Saving	CW	Pensions	Pension - former employees	A reduction in pensions paid to former employees. The number of former employees falls every year. The budget in 2020/21 is £5.3m.	-0.150	-0.150	-0.300
2021/22 Saving	CW	Pensions	Pension Surplus	The latest actuarial valuation of the South Yorkshire Pension Fund, covering the 3 years 2020/21-2022/23, resulted in a surplus for Doncaster. When the 2020/21 Council budget was approved the budget for paying off the pension deficit was removed but a surplus budget was not created because the valuation hadn't been finalised. The next actuarial valuation will cover the 3 years 2023/24-2025/26 so the budget will need to be reset in 2023/24.		0.650	0.650
2021/22 Saving	CW	Council-wide	Increased dividend	Increased dividend from the Yorkshire Purchasing Organisation (YPO) from 2022/23 based on their latest business plan following YPO's purchase of Findel Education. Previously approved in the 2020/21 budget is no longer achievable.	0.150		0.150

New Budget Savings 2022/23

Appendix D

Ref	Director	Service	Saving Proposal	Saving Option	Total	-£6.733m	-£3.364m	-£3.353m	-£13.450m
					2022/23	2023/24	2024/25	2022/23 - 2024/25	Total
					£'m	£'m	£'m	£'m	£'m
AHW1	AHWB	Building Better Lives	In-house Learning Disability short breaks	Investment in the Council's in-house Learning Disability short breaks provision to reduce the number of short stay placements in the independent sector by 24 per year @ £2k per week.	-0.200				-0.200
AHW2	AHWB	Building Better Lives	Reviews	Investment in reviews for people already receiving Adult Social Care support to build on strengths, improving social connections and access to local support and reducing intensity of formal care	-0.463				-0.463
AHW3	AHWB	Help People Feel Safe	Safeguarding	Investment in safeguarding practice to increase efficiency and reduce bureaucracy.		-0.042			-0.042
AHW4	AHWB	Building Better Lives	Two Carers	Use of moving and handling equipment and training to reduce the number of people who need carers to "double-up" and support personal care needs. A greater proportion of people will be safely supported by one carer which will increase dignity and independence. Expected savings equating to ongoing 416 hours per week reduction (on a total current delivery of c15,000 hours). Assumed delivery of 8 hours reduction per week every week across 2022/23, delivers part year £300k in 2022/23, with £120k addressing a prior years saving, and a further £200k in 2023/24,giving a £380k saving in total.	-0.180	-0.200			-0.380
AHW5	AHWB	Building Better Lives	S117 training	Review of process and clarity around chargeable LA disputes through fixed term investment from the Social Care Transformation reserve to resolve with savings based on ongoing costs for known cases.	-0.170				-0.170
AHW6	AHWB	Prioritise Home First	Short Term Enablement Programme (STEPS)	Increase capacity within STEPS to increase the number of people being positively supported to return home rather than to short or long-term residential care/support and reduce longer term homecare needs through more timely assessment and support.	-0.037				-0.037

Ref	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
					£'m	£'m	£'m	£'m
CSW1	DCST	Care Ladder	Care Ladder - OOA, In House Residential & Keys to Your Future	<p>22/23 - Numbers are reduced to 43 by 1st April 2022. 3 x 2 bed homes + 1 x 4 bed home + 1 x 4 16+ home all open by 1st Oct (2 x 2 bed open April 2022 (2 + 2 beds), 1 x 2 bed open June 2022 (2 beds), 1 x 4 bed open August 2022 (4 beds) & 1 4 bed 16+ open October 2022 (4 beds)). Growth of 1 per month. 4 (3 x 2 bed and 1 x 4 bed) homes have already been identified. This will reduce the reliance on OOA (Out of Authority) places and keep children closer to home, families and friends, providing longer-term benefits for the children and young people.</p> <p>22/23 & 23/24: 2 to Keys to Your Future in Dec 2021 & 2 in Jan 2021 towards OOA numbers being 43 on 1st April 2022. A further 2 in Sept 2022, 2 in Jan 2023 & 2 in April 2023. It is anticipated that the total number of young people in Keys to Your Future will be 16, although the budget assumptions are based on 14 to be prudent. There are also 4 already included in the Children in Care (CiC) 16+ placements assumptions. The Keys to your future has already identified (at Jan 2022) 3 properties ready for occupying and a further 3 potential properties subject to due diligence (out of the 8 required) which will allow us to place young people (aged 16/17) in homes that builds their independence skills as well as reducing the reliance (and cost) of either external OOA placements or in-house residential homes.</p> <p>23/24 & 24/25 - Assumption is that growth is maintained at an average of 1 additional placement every 2 months. Continuing the focus on prevention and early intervention to reduce the number of children entering care.</p> <p>It is also important to ensure there is joint working across partners and appropriate contributions agreed at the earliest opportunity where appropriate.</p> <p>Risks: Ability to recruit staff to new homes in a competitive jobs market, and potential delays in opening homes due to national fire door shortage</p> <p>Risk: Impact of Covid pandemic continues to impact on care ladder</p>	-1.966	-0.844	-0.681	-3.491
CSW2	DCST	Care Ladder	Care Ladder - Fostering	<p>IFA (Independent Fostering Agency)/In House Fostering split is 37.5% / 62.5% by March 2023, 32.5% / 67.5% by March 2024, & 27.5% / 72.5% by March 2025. This will be achieved through dedicated activities and continued focus on recruiting more in-house foster carers and retaining our current in-house foster carers. Ensuring foster carers are properly supported by a named Supervising Social Worker who will carry out visits in line with the Fostering Service's policy, which is most valued by foster carers. In addition the fostering action plan includes specific actions that will be developed and implemented to ensure the financial offer and support provided is sufficient and rewards our foster carers appropriately. Work is also being undertaken to ensure placements are appropriate, minimising the in-house fostering of younger children. Marketing initiatives and additional resources are being invested, with a new partner identified to work with the Trust on attracting more foster carers, plus funding for additional dedicated roles. There will also be specific targeting undertaken in the recruitment of in-house foster carers. It is expected that this will have a greater impact from mid 2022/23 and 2023/24 onwards due to process of registering foster carers. Continuing the work between Trust and Council communications teams, maximising on all opportunities.</p> <p>In addition, the strategy includes achieving permanence through SGOs (Special Guardianship Orders) and adoption.</p> <p>22/23 - 1 IFA & 2 In House Fostering to RAA (Regional Adoption Agency), 23/24 - 1 IFA & 3 In House Fostering to RAA, 24/25 1 IFA & 3 In House Fostering to RAA based upon benefits of RAA working, ensuring we maximise on the strategic approach and wider learning, with greater consideration of routes to early permanence.</p> <p>Risk: Impact of Covid pandemic impacts on Foster carers</p>	-0.774	-0.832	-0.681	-2.287

Ref	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
					£'m	£'m	£'m	£'m
CSW3	DCST	Care Ladder	Care Ladder - CiC 16+ placements	Potential 4 to Keys in Feb 2022 reduces current spend of £3m to £2.4m for 22/23, update on Keys to your future detailed above. A new 16+ home opening reduces the average external 16+ placements to 20 in 23/24 & beyond based upon the increased need for 16+ places. The saving also assumes that Cantley SILS (Semi Independent Living Service) continues with the same regulation status. Risk: National legislation changes to regulation of 16+ homes	-0.559	-0.200	-0.200	-0.959
CSW4	DCST	Care Ladder	Care Ladder - UASC/Staying Put/ Allowances (SGO/CAO/AA)	The direct costs incurred in relation to UASC (Unaccompanied Asylum Seeking Children) are assumed to be covered by the specific Home Office grant. However the current numbers are placing considerable additional pressures on the current establishment, therefore in order to continue to meet our statutory requirements additional staffing is required. This will continue to be reviewed in accordance with the additional activities and reduced where appropriate. Risk: UASCs take up places within In-house homes meaning OOA (Out of Authority) numbers do not reduce as predicted Relationships and discussions with Department for Work & Pensions (DWP) have and are taking place to ensure correct funding accessed for Staying Put Housing benefit, resulting in £50k savings per year. SGO (Special Guardianship Order)/CAO (Child Arrangement Order) growth of 30 in 22/23 & 23/24 based upon permanence work and reducing IFA's (Independent Fostering Agency placements), as detailed above. Adoption Allowances full year effect of savings achieved in 22/23 based upon reviews already undertaken and new policy now in place	0.067	0.253	0.130	0.450
CSW5	DCST	Staff	Agency Social Workers (SW)	2021/22 additional 3 Agency Social Workers (£200k) expected to reduce to 2 then 0 22/23 £140k, 23/24 -£140k. Reduced Social Worker agency costs via newly qualified Social Workers (ASYE's: Assessed and Supported Year in Employment) growth / retention. 22/23 -£240k, 23/24 -£102k, 24/25 £-51k. The Trust will continue with the Social Worker Academy and pay supplement (for some Social Worker roles) that has seen a c. 2/3 reduction in Social Workers leaving the Trust and attracted 18 to its academy model during 2021/22. It is anticipated that the number of agency Social Workers will reduce to under 10, from a high of c. 40, making significant financial savings and creating better stability for children and teams. The caseload policy will continue to be used to inform the deployment of Social Workers to teams and when we can safely release agency Social Workers. Risk: Impact of Covid pandemic will continue to impact on workloads will require additional Social Workers	-0.100	-0.242	-0.051	-0.393
CSW6	DCST	Staff	Business Support	Additional admin due to CiC (Children in Care) full year effect next year and then removed as CiC numbers are expected to once again reduce. Prior to the Covid pandemic the CiC numbers reduced from 593 in September to 506 March 2020, numbers have since increased to 580 in September 2021. The Trust is working on both reducing referrals into the Trust, as well initiatives to move children out of care via permanence work and the resultant plan is to reduce CiC numbers to pre-pandemic levels. VFM (Value for money) review to be undertaken on the investment to inform future ways of working.	0.150	-0.150	-0.042	-0.042
CSW7	DCST	Staff	General efficiencies	General efficiencies / Vfm (Value for Money): salary sacrifice; pool car, taxis, mobiles, printing; increased income generation, Section 17 Business Development to support income generation of c. £300k 22/23 £50k relating to innovative solutions that can be provided to other children's services (and others) relating to EPIC, Domestic Abuse training and Virtual Reality offer/training Risk: Market does not take-up new offers (linked or not linked to Covid pandemic)	-0.058	-0.213	-0.188	-0.459

Ref	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
					£'m	£'m	£'m	£'m
CSW8	DCST	Staff	Area Child protection Teams	<p>As detailed above, the 21/22 £100k saving has been delayed due to CiC (Children in Care) numbers increasing during the Covid pandemic period and isn't expected to deliver until 23/24. Efficiencies created by teams due to increased confidence in practice, and the changing nature of the information and support needed by teams who have become more self-managing. Embed new IT system during 2022/23. 22/23 £100k, 23/24 -£100k, 24/25 -£55k</p> <p>There is additional one-off funding to enable DCST to have manageable caseloads, whereby social work can flourish, practice can be delivered to a high standard, and managers can have the space and oversight needed to ensure social work support and case progression - ACPS (Area Child Protection Service) Team restructure one-off funding 22/23 £250k, 23/24 -£250k and ACPS Team restructure impact on CiC numbers (reduce 4 agency) reducing to pre-pandemic levels of c. 500-520 - 22/23 -£35k, 23/24-£140k, 24/25 -£105k</p> <p>Social Work Assistant reduction 22/23 -£28k, 23/24 -£28k based upon the need to have higher level skills (Social Workers) in supporting children with more complex lives</p> <p>Risk: Impact of Covid pandemic will continue to impact on workloads will require additional Social Workers</p> <p>Fostering efficiencies 23/24 -£50k to ensure that children can be placed quickly and efficiently with foster carers</p>	0.287	-0.568	-0.160	-0.441
LOW1	LOSC	Transport	Transport policy savings	<p>Transport policy changes include:</p> <ul style="list-style-type: none"> -To remove zero fare bus passes to some pupils who have expressed a preference for a school other than their catchment, nearest available or allocated school. -To remove zero fare bus passes to pupils move address within the Doncaster Area during years 10 and 11. -To ask parents/carers of students with SEND to pay a subsidy for Post 16-19 transport if they are provided with taxi/minibus/accessible transport from home to school or college. To be phased in for all new Post 16 students with effect from September 2023.removal of zero fare <p>Assumes Policy implementation by 31st May 2022 with savings to be achieved from September 2022 and September 2023, subject to separte key decision being approved.</p>	-0.009	-0.023	-0.036	-0.068
LOW2	LOSC	Transport	Transport policy savings	A further potential saving may be realised on Post 16 Transport if students/families opt out rather than pay the contribution for taxi/minibus transport, reducing the number of students supported in this way. This could potentially be 20-30% based on information from other authorities that have put this in place, a prudent estimate for this saving is included at 10% of all current post 16 routes.	-0.019	-0.020	-0.019	-0.058
LOW4	LOSC	CAST theatre	CAST subsidy	Reduce the CAST subsidy post pandemic starting with a 1/5th reduction in years 23/24 and 24/25, with further work to determine what is possible starting from 22/23 regards potential match funding with CAST and also in the longer term any requirement around Arts Council funding. Current budget is £365k, assumed £73k cut in 23/24 and £73k in 24/25. The amount may vary subject to discussions on sustainability/market conditions etc.		-0.073	-0.073	-0.146
LOW5	LOSC	Strategic Commissioning & Transformation	Post regrade	Savings anticipated in relation to the regrade of a post, no impact on service delivery.	-0.017			-0.017
LOW8	LOSC	Education Psychology	Vacancy target	Introduce target to reflect hard to appoint posts - 5% of total staff budget (£1m) assumed.	-0.050			-0.050

Ref	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
					£'m	£'m	£'m	£'m
LOW10	LOSC	Business Support	Staffing efficiencies	Planned reduction to capacity requirement for Business Support through mini review of team and cultural change, potentially linking with transformation work and efficiencies with partners and support needs of directorate. Saving shown is 10% of £700k net service budget with current vacancies to be reviewed by service as part of review.		-0.035	-0.035	-0.070
EEX4	EE	Waste & Recycling	Trade Waste	Increase trade waste customer base and introduce incentives to attract new custom and to cover cost of providing the service. The savings profile reflects the net position after taking into consideration the additional costs associated with growing the service. Risk - Economic downturn/covid recovery has impacted on trade customers. The market place is currently quite unstable, work is required to understand what types of businesses are in Doncaster and changes required to how the Council approves fees & charges to ensure our charges can be altered on a sliding scale to compete with the market place.	0.035	-0.040	-0.055	-0.060
EEX5	EE	Waste & Recycling	Waste & Recycling - Reduction in additional cost of Covid	The saving offsets previous pressure identified by the service. The 2021/22 budget setting process allocated additional £1.040m on going budget to the waste and recycling service to fund the continuing burden of the covid pandemic on the service (£0.210m was allocated to support the on-going income expected from the reduction in trade waste customers and £0.830m was allocated to support the increased cost of residential collections and need to operate additional vehicles and crews plus the associated additional cost of waste disposal due to increase in tonnages). Risks - The cost of covid doesn't improve as assumed. The impact of HGV drivers continues. Covid impacts further on the trade waste income.	-0.320	-0.270		-0.590
EEX8	EE	Regulation and Enforcement	Airport inspections	Based on the current 21/22 projections for airport inspections, the income being received from airport food inspections is higher than the budget. The income received has been higher for the last couple of years but hasn't been realigned due to the expectation that changes due to Brexit will impact on airport inspections. On the basis there has been no change announced at present the proposal is to increase the income budget to reflect the average levels of income received in 20/21, the additional cost of delivering these inspections will also need to be budgeted for accordingly. The service are expecting a change in the legislation around food import inspections due to Brexit, therefore the increased surplus is only being put forward for 22/23 and should be reviewed again for the 23/24 budget setting process, if no change has still been implemented the budget should be reviewed again. Risk: As more airports become active again post covid the income could reduce if flight numbers reduce as they divert to other airports within the country. Brexit changes may come into force in 22/23 which affect import inspections.	-0.015	0.015		
EEX10	EE	Facilities Management	Running costs after demolition	Funding to demolish Copley House has been secured from the Levelling Up fund. Once the building is sold/demolished the associated building budgets will not be required. The building is due to be marketed for sale in Q4 21/22 and demolition costs may not be required dependant on the nature of bids received. Suggest longstop of end Q3 22/23 and if no progress on a sale / development then buildings are demolished.			-0.027	-0.027
EEX11	EE	Facilities Management	Running costs after demolition	Funding to demolish the Central Library has been secured from the Levelling Up fund. Once the building is sold/demolished the associated building budgets will not be required. The building is due to be marketed for sale in Q4 21/22 and demolition costs may not be required dependant on the nature of bids received. Suggest longstop of end Q3 22/23 and if no progress on a sale / development then buildings are demolished. May impact on full year savings for 23/24. Note building remains in use by Heritage (Library) services with expected use to continue to end of Q4 21/22.			-0.117	-0.117

Ref	Director	Service	Saving Proposal	Saving Option	2022/23	2023/24	2024/25	2022/23 - 2024/25 Total
					£'m	£'m	£'m	£'m
CWX1	CW	Council-wide	Your ways of Working/ Assets	Progressing 'Your ways of working', utilising the new ways of operating and blended approach to working. This in turn will lead to a rationalisation of our assets, undertaking a structured approach to understand our core assets and those that are peripheral/not required: Phase 1 - Mary Woollett, St Leger Court and St Leger House has identified maximum saving based on running budgets (only) of £588k, this will be further reviewed and specific financial implications confirmed. Phase 2 – Progressing wider across borough wide assets in line with the overall core principles, continuing to support the localities model. Full details to be provided including taking into account the economic impact, where possible.		-0.294	-0.294	-0.588
CWX2	CW	Council-wide	Closer working with Partners	Undertaking focused discussions with partners with a view to integrating common functions into the Council and achieving closer working and efficiencies. Initially focusing on one of our cross cutting priorities of nurturing a child & family-friendly borough, ensuring that there is strategic grip and that our children and young people thrive. (High-level estimate included based on £4m budget for Corporate Resources and support functions, part year 22/23 specific posts potential immediately available).	-0.200	-0.200	-0.400	-0.800
CWX12	CW	Pensions	Pension - former employees	A reduction in pensions paid to former employees. The number of former employees falls every year. This saving is in addition to the savings approved in the 21/22 budget. The budget in 2021/22 is £5.3m.	-0.259		-0.150	-0.409
CWX13	CW	Pensions	Pension pre-payment	Paying pension contributions to South Yorkshire Pensions Authority (SYPA) in advance enables SYPA to make invest the money and make a return. The return is passed back to the Council as a discount which is greater than the interest cost borne by the Council.	-0.300	0.300		
CWX14	CW	Treasury Management	Interest payments	Savings through reduced interest on debt as a result of delaying taking out debt and lower interest rates . How and when the Council borrows money has been reviewed taking into account existing debt, new borrowing for the capital programme, forecast interest rates, and the level of internal borrowing made possible using cash backed reserves and balances. The result is savings can be made in the short-term mainly as a result of being able to delay taking out new debt and replacing existing debt because of the large cash balances currently held. These balances will reduce so the saving can't be sustained into the medium-term. Interest rates are currently low but are assumed to rise slowly over the medium-term.	-0.956	0.605	-0.124	-0.475
CWX15	CW	Cross cutting	Fees & Charges	Increase in income from fees and charges based on a 3% increase with exceptions and new fees discussed elsewhere in the report.	-0.290	-0.100	-0.100	-0.490
CRX1	CR	All	Various efficiencies	General efficiencies to be delivered including returning storage contract in-house, implementing the new lone worker system and electronic system for reporting vehicle defects, contract savings, rationalisation of multi-functional devices and mobile phones.	-0.163	-0.141		-0.304
CRX2	CR	Finance	Post Reductions	Post reductions to be delivered through improved working practices and better use of technology across the service.		-0.050	-0.050	-0.100
CRX3	CR	Legal	Income	Increasing income budgets to reflect current levels of income for registrars, land charges and property in line with current trends - charges set nationally and already over achieving. Also increasing income target for information governance and litigation from schools / St. Leger Homes also in line with current trends.	-0.082			-0.082
CRX4	CR	CD&IT	Revenues & Benefits	Reduction in posts - reliant on implementation of new technology.	-0.085			-0.085

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	49,222	1,512	-963	2,492	52,264	1,362	2,766	13,255	69,647
COMMUNITIES	39,438	1,071	-1,086	4,121	43,543	19,327	1,283	4,963	69,116
DIRECTOR OF ADULT SERVICES	-24,630	-327	0	-4,871	-29,828	0	30,272	54	498
LOCALITIES	213	0	0	1	214	0	0	0	214
ADULTS HEALTH & WELLBEING Total	64,243	2,256	-2,049	1,743	66,193	20,689	34,321	18,272	139,475
CORPORATE RESOURCES									
CORPORATE RESOURCES DIRECTOR	-141	875	-160	2	576	0	0	346	922
CUSTOMERS, DIGITAL & ICT	8,537	1,304	-297	88	9,631	48	52,027	3,698	65,404
FINANCE	751	100	-290	-67	495	10,183	70	14,036	24,784
HR, COMMS & EXEC OFFICE	4,872	183	-127	104	5,032	84	35	827	5,978
LEGAL & DEMOCRATIC SERVICES	4,310	0	-113	51	4,247	818	0	1,688	6,753
POLICY, INSIGHT & CHANGE	3,852	0	-145	27	3,734	0	117	54	3,905
CORPORATE RESOURCES Total	22,181	2,462	-1,133	204	23,715	11,133	52,249	20,649	107,746
COUNCIL WIDE BUDGET	26,654	2,690	-2,260	-17,645	9,439	493	32,530	-19,607	22,855
ECONOMY & ENVIRONMENT									
DIRECTOR ECONOMY & ENVIRONMENT	225	0	0	2	226	0	0	0	226
ECONOMY & DEVELOPMENT	6,415	1,185	-246	634	7,989	4,520	1,681	14,923	29,113
ENVIRONMENT	32,178	904	-333	2,119	34,867	7,882	4,666	20,518	67,933
STRATEGIC HOUSING	1,449	0	-0	180	1,628	620	431	955	3,634
ECONOMY & ENVIRONMENT Total	40,267	2,089	-580	2,935	44,711	13,022	6,778	36,396	100,907
LEARNING OPP, SKILLS & CULTURE									
CENTRALLY MANAGED	203	0	0	2	204	0	7,518	3,191	10,913
CHILDRENS SERVICES TRUST	53,088	9,742	-5,866	2,055	59,019	0	4,376	329	63,724
EARLY INTERVENTION & LOCALITIES	2,581	0	0	75	2,656	342	11,140	307	14,445
EDUC SKILLS CULTURE & HERITAGE	11,153	1,693	-157	275	12,964	303	24,863	4,104	42,234
LEARNING OPP, SKILLS & CULTURE Total	67,025	11,435	-6,023	2,406	74,843	645	47,897	7,931	131,316
PUBLIC HEALTH	3,524	-1,900	-50	-3	1,571	152	21,164	926	23,813
Total Council Budget	223,894	19,032	-12,094	-10,360	220,472	46,134	194,939	64,567	526,112

Funded By: -					
NON DOMESTIC RATES	-26,551	0	0	-8,167	-34,718
REVENUE SUPPORT GRANT	-20,480	0	0	-632	-21,112
TOP UP GRANT	-34,854	0	0	0	-34,854
COUNCIL TAX	-117,679	0	0	-11,080	-128,759
NET BUDGET REQUIREMENT	-199,564	0	0	-19,879	-219,443
USE OF RESERVES	-24,330	0	0	23,301	-1,029
TOTAL FUNDING	-223,894	0	0	3,422	-220,472

Grants to 3rd Sector Organisations

Directorate	Grant Recipient	Service Provided/Update	2020/21 Budget	2021/22 Budget	2022/23 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.	152,150	152,150	152,150	No change proposed for 2022/23.
LOSC	Doncaster Community Arts (DARTS)	Through active participation in a huge range of different art forms, Darts enables people of all ages and abilities from different backgrounds to build their confidence and skills to play a crucial role in the cultural, economic and social regeneration of their communities.	43,500	43,500	43,500	No change proposed for 2022/23. 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	Fit Rovers	Funded allocated from Public Health the Fit Rovers health and wellbeing programme will complement the current healthy weight portfolio and provides a frontline initiative for males and females around weight reduction and behaviour change approaches	60,000	60,000	60,000	No change proposed for 2022/23.
A,H&WB	Voluntary Action Doncaster	Funding allocated to enable increased capacity for the Inclusion & Fairness Forum (I&FF) Leadership team, funding for activity, research, events and insights as well as funding for a Support officer role	25,000	75,000	50,000	
A,H&WB	Voluntary Action Doncaster	Funding allocated to deliver a Co-operative approach to sharing skills, knowledge and volunteer recruitment that provides a level of infrastructure support	66,980	63,000	150,000	
A,H&WB	The Reader	Funded through Well Doncaster to recruit volunteers to sustain six Shared Reading groups in Doncaster	7,000	7,000	18,000	Increased for 2022/23
Total Grants to 3rd Sector			354,630	400,650	473,650	

Fees & Charges Summary of Exceptions 2022/23

Service	Detailed Charge	Proposed Charge from 1st April 2022	% Change	Explanation for the exception to the 3% overall increase
Bereavement (Memorials)	Standard black granite wedge or memorial granite stone	£520.00	16.59%	To reflect the increased cost of materials
	Small square black granite plaque (SPGR section)	£344.00	11.69%	To reflect the increased cost of materials
	Granite leaf on willow tree - 5 years	£130.00	4.00%	Increased to cover the costs of delivery
	Book of Remembrance - inscription per line	£41.00	5.13%	Increased to cover the costs of delivery
	Granite plaques on scatter monument or barbican 10 years	£350.00	-20.81%	
	Granite plaques on scatter monument or barbican renewal 10 years	£200.00	-48.85%	Reduction proposed to ensure continue to recover costs, at a level that
	Granite plaque on wishing well 10 years	£250.00	-1.96%	generates income.
	Granite plaque on wishing well renewal 10 years	£200.00	-1.96%	
	Rose tree - 5 years	£320.00	8.47%	
	Rose shrub or miniature shrub - 5 years	£165.00	6.45%	Increased to cover the costs of delivery
	Metal vases for cemetery/crematorium plots	£20.00	81.82%	Increased to cover the costs of delivery
Building Control	Any extension of a dwelling with an internal floor area of which does not exceed 10m². that extension			
	Amount of Plan Charge	£218.00	9.00%	As a result of benchmarking with private sector building control who carry out work within the Doncaster Borough and who typically charge 50% more than the Council in these categories of building work. Whilst the public still have a choice on their service provider our fee increase will allow us to maintain a high quality comparative service at a very competitive rate.
	Amount of Inspection Charge	£170.00	8.97%	
	Building Notice or reservation Charge including VAT	£388.00	8.99%	
	Amount of Regularisation Charge (No VAT)	£388.00	8.99%	
	Any extension of a dwelling with an internal floor area between 10m² and 40m²			
	Amount of Plan Charge	£218.00	9.00%	
	Amount of Inspection Charge	£337.00	9.06%	
	Building Notice or reservation Charge including VAT	£555.00	9.04%	
	Amount of Regularisation Charge (No VAT)	£555.00	9.04%	
	Any extension of a dwelling with an internal floor area between 40m² and 60m².			
	Amount of Plan Charge	£218.00	9.00%	
	Amount of Inspection Charge	£448.00	9.00%	
	Building Notice or reservation Charge including VAT	£666.00	9.00%	
	Amount of Regularisation Charge (No VAT)	£666.00	9.00%	
	Any extension of a dwelling with an internal floor area between 60m² and 100m².			
	Amount of Plan Charge	£218.00	9.00%	
	Amount of Inspection Charge	£525.00	8.92%	
	Building Notice or reservation Charge including VAT	£743.00	8.94%	
	Amount of Regularisation Charge (No VAT)	£743.00	8.94%	

Service	Detailed Charge	Proposed Charge from 1st April 2022	% Change	Explanation for the exception to the 3% overall increase
	Any alteration of a dwelling creating one or more rooms in roof space, including means of access.			
	Amount of Plan Charge	£218.00	9.00%	
	Amount of Inspection Charge	£359.00	9.12%	
	Building Notice or reservation Charge including VAT	£577.00	9.07%	
	Amount of Regularisation Charge (No VAT)	£577.00	9.07%	
	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work does not exceed £2,000.			
	Amount of Plan Charge	£189.00	9.25%	
	Building Notice or reservation Charge including VAT	£189.00	9.25%	
	Amount of Regularisation Charge (No VAT)	£189.00	9.25%	
	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £2,000 but does not exceed £5,000.			
	Amount of Plan Charge	£278.00	9.02%	
	Building Notice or reservation Charge including VAT	£278.00	9.02%	
	Amount of Regularisation Charge (No VAT)	£278.00	9.02%	
	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £5,000 but does not exceed £25,000.			
	Amount of Plan Charge	£218.00	9.00%	
	Amount of Inspection Charge	£182.00	8.98%	
	Building Notice or reservation Charge including VAT	£400.00	8.99%	
	Amount of Regularisation Charge (No VAT)	£400.00	8.99%	
	Any other domestic alterations, installation of fitting or work not covered in the above categories where the estimated cost of the work exceeds £25,000 but does not exceed £50,000.			
	Amount of Plan Charge	£218.00	9.00%	
	Amount of Inspection Charge	£382.00	9.14%	
	Building Notice or reservation Charge including VAT	£600.00	9.09%	
	Amount of Regularisation Charge (No VAT)	£600.00	9.09%	
	PLANNING & BUILDING CONTROL FEES (TABLE A)			
	Planning & Building Control Fees for Small Domestic Buildings - Table A			
	Plan Charge for one dwelling	£218.00	9.00%	
	Inspection Charge	£504.00	9.09%	
	Amount of Regularisation Charge (No VAT)	£722.00	9.06%	

Service	Detailed Charge	Proposed Charge from 1st April 2022	% Change	Explanation for the exception to the 3% overall increase
Facilities				
Management	Holmesarr Centre - External room hire per hour	£13.00	0.00%	No change, an increase in price expected to have a negative impact on the number of hires
Adult Day Centres -				
Transport	Adult Day Centre - Transport per journey	£6.00	20%	Increase in Day Care Transport per journey by £1 as per the 25th February 2020 Cabinet report
Libraries	Overdue Book Charges			
	Adult Reader fine (per book per day)	£0.25	25.00%	
	Talking and Audio Books			
	Talking Books (3 weeks loan)	£1.00	11.11%	
	Daily Fine Rate	£0.35	16.67%	
	Books/Recording Requests			
	Charge per card	£0.25	25.00%	
	Replacement Library Computer Tickets			
	Child's second and subsequent replacements	£0.65	8.33%	
	Photocopies			
	A4 Black and White	£0.15	50.00%	
	A3 Black and White	£0.25	25.00%	
	Bulk Copies - 25% discount for over 100			Previously charges have not been increased due to impact of roundings. These charges are the result of applying the 3% and standardising the charges to the nearest 5p.
	A4 Copies from Microfilm	£0.55	10.00%	
	A3 Copies from Microfilm	£0.80	6.67%	
	Fax (Copies per sheet)	£0.00		
	Within UK - first sheet	£1.55	3.00%	
	subsequent sheets	£0.55	10.00%	
	Services for blind and partially sighted people			
	A4 page (hard copy to be scanned and edited) - (Large Print)	£1.10	10.00%	
	Work requiring considerable editing:			
	per hour	£27.00	3.05%	
	plus either Braille Sheet	£0.55	10.00%	
	or Large Print Sheet	£0.30	20.00%	
	Customer Greeting Cards - (Braille)	£0.55	10.00%	
	Local Charity Rate -	£0.55	10.00%	

Appendix G

Fees and Charges Summary of new Fees and Charges commencing in 22/23

Service	Detailed Charge	Proposed Charge from 1st April 2022	Description
Heritage	Car Parking - Cusworth Hall - Annual Pass	£52.00	Annual pass available to Staff and Visitors for access to the car park.
Bereavement	Adult Grave - Exclusive rights for 50yrs - Including headstone permit fee	£1,566.00	<p>This is an additional product line that encompasses 2 existing products (a grave and a headstone permit). It comes about after a number of masons have suggested including the headstone fee in the grave price and writing to the Mayor with this. As a compromise after proposing this previously and having it rejected, we are now proposing it as an option at the time of purchase while also leaving the items listed separately for those that want it that way</p> <p>To reflect the time and effort in producing a statutory declaration which is something recently introduced to align is with best practice and reduce the risk of subsequent disputes</p> <p>All new products following the upgrade and implementation of a full multimedia and web casting service at Rose Hill. This is an improvement for the customer and in line with what most modern crematoria now offer. The prices proposed are based on the RRP of the supplier</p>
	Adult Grave - Exclusive rights for 75yrs - Including headstone permit fee	£1,801.00	
	Grave transfer including drafting a statutory declaration	£95.00	
	Single photo to show on tribute screens during service	FOC	
	Single photo (if supplied late - by 3pm the working day before service)	£18.00	
	Additional single photos to the above (price each photo)	£21.00	
	Slide show - up to 25 photos with simple fade transition	£18.00	
	Professional tribute - as above, set to music and professionally edited in a video style	£70.00	
	Family made video - checking and preparing, then showing during service	£18.00	
	Live webcast in high quality , accessed via Obitus website	£30.00	
	Live webcast as above but with access to saved copy for 28 days	£45.00	
	Keepsake copy of webcast - DVD, Blu Ray or USB	£50.00	
	Additional copies of the above recording (price each copy)	£25.00	
	Downloadable copy of visual tribute	£25.00	
	Additional copies of the above Tribute (price each copy)	£25.00	

Service	Detailed Charge	Proposed Charge from 1st April 2022	Description
Planning	Planning Built & Environment - Environment Information Regulation Fee (per hour) - Planning Services Planning Development Management - Minerals Fee for Monitoring Mining and Landfill sites - FEES	£42.50 cost per visit active site £397, cost per visit inactive site £132 - STATUTOR Y	Hourly charge applied when Environmental Information regulation requests are made. Under the Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012, mineral planning authorities can charge for a maximum of 8 site visits for monitoring site operations within any 12 month period where the site is operational, or one visit in other circumstances. Additional site visits may be undertaken but they cannot be charged (for example a site with more issues or complexity may need additional visits).
Health & Safety (Courses)	Online Fire Safety Awareness Online Fire Safety Awareness Off site Online Fire Warden Online Fire Warden Off site	£37.00 £200.00 £37.00 £200.00	Certain courses are now offered on line as well as in the classroom to ensure service can still operate during pandemic.

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

Detailed Charge	Proposed charge 01/04/22
LICENSING - Landlord Licences:	
Selective Licencing Hexthorpe - 01/7/2020 to 30/6/2025 Fixed Term	
DMBC Scheme - All licences granted to 30/6/2025 - 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) 01/7/20-30/06/21	600.00
Year 2 (4 Year Licence) 01/7/21-30/06/22	520.00
Year 3 (3year licence) 01/7/22-30/06/23	440.00
Year 4 (2 year licence) 01/7/23-30/06/24	360.00
Year 5 (1year licence) 01/7/24-30/06/25	280.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Where licence holders can demonstrate that they are a member of a relevant and recognised approved body (e.g. Landlord Association), a £50 discount will be applied to the fee.	
Selective Licencing Edlington - 07/02/18 to 06/02/23 - Fixed term (maximum 5 years)	
DMBC scheme - all licences granted to 06/02/23 - new applicants will need to pay from the historic date when their property became subject to licence, until the end of the licensing period.	
Year 1 (5 year licence) 07/02/18 - 06/02/19	515.00
Year 2 (4 year licence) 07/02/19 - 06/02/20	415.00
Year 3 (3 year licence) 07/02/20 - 06/02/21	330.00
Year 4 (2 year licence) 07/02/21 - 06/02/22	245.00
Year 5 (1 year licence) 07/02/22 - 06/02/23	160.00
Homesafe Scheme	75.00
Extra costs incurred, e.g. when additional Correspondence is necessitated due to incomplete applications, will be recovered as an administration charge (per letter)	50.00
Houses in Multiple Occupation	
Landlord Licence Basic fees (5 person HMO)	840.00
Fee for each additional bedroom	57.50
<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>	777.50
<i>Additional fee for Each Bedroom in the house</i>	57.50
<i>Extra costs incurred when additional Correspondence is necessitated due to incomplete applications will be recovered as an administration charge (per letter)</i>	37.00
Property inspection report - immigration & visa	154.50
LICENSING - Other Licences	
Miscellaneous:	
Acupuncturist/Tattooist/Ear Piercing	231.00
Transfer or to Add Person	62.00
Civil Marriage Licence	1,425.00
Approval of Religious premises as a place at which two people may register as civil partners of each other.	970.00
Alfresco Dining License	100.00
Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 New Regs which came into force 1st October 2018	
Selling Animals as Pets (1-3 year licence depending on star rating)	529.50
Providing or Arranging for the Provision of Boarding for Cats or Dogs (1-3 year licence depending on star rating)	466.50
Hiring Out Horses (1-5 Horses) (1-3 year licence depending on star rating)	554.00
Hiring Out Horses (6+ Horses) (1-3 year licence depending on star rating)	756.00
Breeding Dogs (1-3 year licence depending on star rating)	512.00
Keeping or Training Animals for Exhibition	471.00
Arrangement of Licence for Home Boarder Franchise Owners per hour (minimum of 2 hours)	46.50
Minor Amendment of Licence per hour (minimum of 1 hour)	46.50

Detailed Charge	Proposed charge 01/04/22
Major Amendment of Licence per hour (minimum of 2 hours)	46.50
Request for Re-Rating per hour (minimum of 2 hours)	46.50
Dangerous Wild Animals (plus Vet Fee if needed)	168.00
Zoo Licence (plus Statutory VET inspection fees as applicable)	1,680.00
Greyhound Stadium Licence	220.50
Sex Establishment Licence Application	2,980.00
Sex Establishment Licence Renewal	2,980.00
Sex Establishment Licence Variation or Transfer	2,200.00
Scrap Metal Dealer - Site	367.00
Scrap Metal Dealer - Collector	236.00
Scrap Metal Dealer - Change of name of Licensee	27.00
Scrap Metal Dealer - Change from Site to Collector	27.00
Scrap Metal Dealer - Change from Collector to Site	231.00
Scrap Metal Dealer - Change of Site Manager	231.00
Scrap Metal Dealer - Additional Site(s) to Licence	90.00
Copy of Licence Fee (Unspecified)	26.00
Gambling:	
Bingo Premises	
Non-conversion fee where a provisional statement has already been granted	787.00
New Premises Fee	1,416.00
Annual Fee	828.00
Variation Fee	1,313.00
Transfer Fee	828.00
Re-Instatement Fee	828.00
Provisional Statement Fee	1,416.00
Change of circumstances	32.00
Copy of Licence Fee	25.00
Adult Gaming Premises	
Non-conversion fee where a provisional statement has already been granted	828.00
New Premises Fee	1,416.00
Annual Fee	797.00
Variation Fee	828.00
Transfer Fee	828.00
Re-Instatement Fee	828.00
Provisional Statement Fee	1,416.00
Change of circumstances	32.00
Copy of Licence Fee	25.00
Betting Premises (Track)	
Non-conversion fee where a provisional statement has already been granted	828.00
New Premises Fee	2,204.00
Annual Fee	870.00
Variation Fee	870.00
Transfer Fee	828.00
Re-Instatement Fee	828.00
Provisional Statement Fee	2,204.00
Change of circumstances	32.00
Copy of Licence Fee	25.00
Family Entertainment Premises	
Non-conversion fee where a provisional statement has already been granted	828.00

Detailed Charge	Proposed charge 01/04/22
New Premises Fee	1,416.00
Annual Fee	577.00
Variation Fee	828.00
Transfer Fee	828.00
Re-Instatement Fee	828.00
Provisional Statement Fee	1,416.00
Change of circumstances	32.00
Copy of Licence Fee	25.00
Betting Premises (other)	
Non-conversion fee where a provisional statement has already been granted	797.00
New Premises Fee	2,045.00
Annual Fee	472.00
Variation Fee	986.00
Transfer Fee	828.00
Re-Instatement Fee	828.00
Provisional Statement Fee	2,045.00
Change of circumstances	32.00
Copy of Licence Fee	25.00
Temporary Use Notice	100.00
Liquor Licences	
Personal Licence	37.00
Premises Licence	Variable
LICENSING - Private Hire/Hackney:	
Vehicle Licensing Hackney (Inc plates & first test)	257.50
Vehicle Licensing Private Hire (Inc plates & first test)	257.50
Vehicle Test at North Bridge	65.00
Retest of Vehicle	29.50
Admin charge on lifting Suspensions	27.50
Private Hire Operators Licence	494.50
Private Hire Operators Licence each additional vehicle over 2 (for licenses issued prior to April 2017)	25.00
Application for Drivers Licence (+ DBS + Knowledge test)	152.50
Joint Application (+ DBS + Knowledge test)	152.50
Renewal of drivers licence	115.50
Knowledge Test	65.00
Replacement Badge / Licence	27.50
Sealing of meter	50.00
Advertising on Taxis Full Livery	32.50
Transfer of ownership	49.00
Surrender of Vehicle Licence / Suspension admin fee	27.50
Front plate bracket	6.50
Rear plate bracket	13.00
Replacement Front plate	19.00
Replacement Rear plate	29.50

Appendix H**Reserves (Estimated Balance at 31st March 2022)**

	£m
Restriction (conditions attached to use)	
School Balances	4.135
Health & Social Care Transformation Fund	3.505
Public Health	2.703
COVID-19 Contain Outbreak Management Fund	1.553
Section 38 Income	0.811
Diamond/Solar Centre	0.674
S106 Open Spaces Revenue unapplied contribution	0.568
COVID-19 Test & Trace Grant	0.518
Various Section 278	0.400
Leisure Park Ph2 Plot 6 Service charge	0.300
Pathway to Traineeships (SFA)	0.215
Others (less than £50k)	0.205
Town Fund Capacity	0.192
Port Transition Funding	0.191
Rapid Rehousing Pathway (RRP)	0.170
Sustainable Drainage Approval Body (SAB)	0.143
Bridges Commuted Sums	0.126
Revenues & Benefits - Discretionary Hardship	0.114
Lincoln Gardens Six Streets	0.078
S106 Highways Revenue unapplied contribution	0.056
Restriction Total	16.658

	£m
Specific Allocations	
COVID-19 Response	13.369
Service Transformation Fund	11.681
Business Rates Volatility	10.684
Environment & Sustainability/Net Zero Carbon	5.000
Insurance Fund	4.094
Leisure Refurbishment	3.806
Specialist Safeguarding	3.000
Revenue Contribution to the Capital Programme (pre-work/development costs)	2.894
Transformational projects in Social Care	2.588
Severance costs	1.999
Civic Office Major Items Replacement	1.655
New NNDR Incentive Scheme	1.294
Stronger Families Programme	1.287
Social Mobility Opportunity Area	1.109
Severe Weather & Road Safety	1.000
Mental Health Trailblazer	0.912
Demolition Old Library	0.900
Well Doncaster match funding	0.483
Future Place Strategy-CWD	0.450
Fleet Electric Vehicles/Infrastruture	0.410
Safeguarding Adults Board	0.377
St James Baths	0.199
Enterprise Resource Planning (ERP) - Phase 2	0.152
S106 Interest balances	0.149
Flexible Homelessness Grant	0.143
Planning 20% Additional Income Balance	0.128
Public Spaces Community Order	0.125
BREXIT Preparations Fund	0.123
Stratgic Asset Management	0.100
Libraries and Culture	0.092
Examination In Public (Local Development Framework Sites and Policies)	0.068
Syrian Resettlement Grant	0.064
One Public Estate Programme	0.060
Others (less than £50k)	0.056
Special Educational Needs & Disability Information, Advice & Support (SENDIAS)	0.051
Planning Enforcement Fund	0.050
General Total	70.553

Risk Assessment of Uncommitted General Fund Reserve

Risk	Risks & Quantification	Maximum Potential Call on Reserves 21/22 & 22/23 £m
Known provisions and contingent liabilities as at January 2022	An Insurance Fund provision of £5.4m has been made as per the methodology agreed. A provision of £8.8m for NNDR appeals has been made in 21/22 based on known risks.	Provision identified, unable to quantify potential risk.
Overspend on Service Expenditure	An amount is included for the potential risk of overspends in future years (excluding the risk on deliverability of budget proposals covered below).	Up to 4.0
Major Emergency	The Government has confirmed that the Bellwin Scheme will continue thereby limiting certain costs to be borne by the Council.	Up to 1.0
Robustness of 2022/23 budget proposals	It is prudent to include a risk regarding the deliverability of the 2022/23 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 2022/23 and urgent action taken if targets are not being achieved. However, due to the size of the budget reductions and increasing difficulty of achieving the savings £4.0m is included (equivalent to 60% of the 2022/23 budget proposals). One-off funding has been identified (Service Transformation Fund), which is available to fund slippage on the deliverability of savings and reduces this risk.	Up to 4.0
Redundancy Costs	The staffing reductions assumed in the budget proposals will result in additional early retirements and/or compulsory redundancies. A process to reduce staffing through VER/VR's is taking place from December 2021 until March, 2022. A separate earmarked reserve exists for this.	0.0
Capital Programme 2022/23 – 2025/26	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 2022/23 to be managed as part of capital monitoring process.

Risk	Risks & Quantification	Maximum Potential Call on Reserves 21/22 & 22/23 £m
Treasury Management	<p>The Council relies on short-term (circa £60m) and under borrowing (circa £107m) 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 £167m of short-term and under-borrowing with long term borrowing, this could cost £2.9m per year at current rates over 5 years and could rise to £3m 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		15.0
Uncommitted Reserves Available based on best estimates		15.9



Doncaster
Council

Councillor Jane Kidd
Wheatley Hill and Intake Ward

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

Date: 11th February 2022

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

Dear Ros

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

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

OSMC Members have throughout the year continually monitored the Budget at its quarterly budget and performance meetings and commenced consideration of your Budget proposals 2022/23 to 2024/25 by discussing it on 27th January 2022. The Committee, then, at its meeting on 10th February 2022, 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 Delivering Together bearing in mind the constraints detailed at i. above?
- iii. To what extent do the Mayor's proposals demonstrate that the results of any consultation, research or other evidence have been taken into account?

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

The Committee's response to your budget proposals is attached to this letter and I have provided a commentary against each of these lines of enquiry. If you wish for me to attend the Cabinet meeting on 16th February 2022, to present or clarify any comments contained within the letter, please let me know. I would also be grateful if you could take account of Overview and Scrutiny Management Committee's response when you present your final proposals to Full Council on the 28th February 2022.

Finally, on behalf of the Committee, I would like to thank the Directors and Assistant Director for Finance (section 151 Officer) for attending our budget review meetings, answering questions and providing clarification on issues raised by the Overview and Scrutiny Management Committee.

Yours sincerely

A handwritten signature in purple ink that reads "Jane Kidd".

Councillor Jane Kidd
Chair of the Overview and Scrutiny Management Committee

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

APPENDIX A

OVERVIEW AND SCRUTINY RESPONSE TO BUDGET PROPOSALS

The Committee acknowledged that the Council is continuing to operate in a challenging financial environment, with continued uncertainty around the impact of COVID-19 on costs and income. The Council continues to manage additional service pressures including the impact of increased demand but continues to demonstrate it has the flexibility and resources to meet unexpected challenges.

It was recognised that the Council was operating within a volatile environment and that it was difficult to plan for the future (beyond 2022/23) with only a one-year settlement and uncertainties particularly around funding, costs and income.

The Committee acknowledged that there would continue to be future pressures and a wider impact across the Council, as a result of the pandemic, with no further funding being specifically allocated to date, to address those.

The work being undertaken to propose a balanced budget in line with the emerging Corporate Plan and new priorities as set out in the Delivering Doncaster Together, Central Government policy and a challenging programme of service transformation and savings targets, was acknowledged.

It was recognised by the Committee that the pandemic has changed the way services are delivered and that all Directorates had continuously reviewed their services to respond accordingly, whilst meeting service demands during the pandemic and planning. This includes ensuring that essential services, particularly for the most vulnerable, have the necessary funding such as Children's Social Care and Domestic Abuse Services.

The issue of rising inflation and significant increases in gas and electricity costs were acknowledged as key pressures moving forward.

Recommendation:

The Committee supported the budget proposals and provided the following comments against the key lines of enquiry detailed below:

1. To what extent are the Mayor's proposals in line with central government policy, pressures and directives?

The Committee:

- i. Recognised the savings required and agreed the proposals were an appropriate response to Central Government policy, pressures and directives.
- ii. Acknowledged that all service areas had been addressed and continued to be reprioritised as a result of increased demands. It was noted that the remaining COVID Outbreak Management Fund and the public health reserve would be committed to ensure that there was sufficient capacity to continue to respond to COVID and to continue enhancements to alcohol dependency services and domestic abuse.
- iii. Noted the Directors' and Service Managers' solid understanding of the aspirations, resources and work required by the organisation to meet all priorities.

- iv. Acknowledged the importance of developing and investing in locality work to help deliver priorities identified within Delivering Doncaster Together (DDT).
- v. Noted the existing and emerging pressures and challenges were identified and addressed in detail by all Directors evidencing that the budget was appropriate to deliver services moving forward.

Some of the key areas reviewed were:

- That the funding within Adult Care was sufficient to address demand at this time although it was acknowledged that there were issues around residential homes and market provision. The Committee also recognised that the full impact of the 'People at the Heart of Care' White Paper and changes brought about through the Integrated Care System were still unknown.
- Providing for the increased needs of children receiving social care support taking into account existing pressures and additional demands. These had escalated during the pandemic with proposed savings not being achieved due to the delayed Future Placement Strategy.
- Investment in Tree Team and capital equipment for the Street Scene team, as well as capital investments in highways. The Committee heard about the challenges of delivering the longer term expectations as set out in the Environment and Sustainability Strategy 2020 – 2030 and addressing some of the key impacts of climate change, in particular to become carbon neutral by 2040, our initial focus being on the properties within the Housing Revenue Account and thermal efficiency;
- Ambitious plans including town deals, city regions transport scheme for rail link to the airport and Waterside. The Committee was pleased to hear that Doncaster was continuing to attract investment and grow.
- The use of earmarked reserves that will help support transformation of services and future COVID prevention measures.
- That the proposed HRA Rent increase of 4.1% will support investment in the capital programme as well as funding day-to-day services.
- That support was being provided to individuals and families particularly those facing food and fuel poverty through available schemes and measures. It was recognised that this was part of a wider issue and that through the Corporate Plan and Doncaster Delivering Together, locality working and wider services there were ambitions to increase employment opportunities and skills and life chances.

2. To what extent will the Mayor's proposal ensure that the Council is able to contribute to the outcomes detailed within Delivering Doncaster Together (DDT) bearing in mind the constraints detailed at i. above?

Whilst acknowledging fiscal constraints and the continuing impact of Covid-19 on expenditure and income, the Committee supported the view that overall, the budget proposals sought to deliver the wider Borough ambitions of Doncaster Delivering Doncaster (DDT) together and those included in the emerging Corporate Plan.

The Committee recognised the importance of partnership working and the need to work more effectively as part of a multi-disciplinary targeted approach and through early intervention.

Members acknowledged the challenges of the investment and innovation required to meet our priorities and ambitions as set out in Doncaster Delivering Together. It was recognised that it was key to work collaboratively with partners and incrementally achieve those priorities and ambitions whilst all travelling in the same direction.

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

The Committee's confidence in the budget was supported by evidence of continued monitoring and dialogue with Service Directors and Managers, which sought to assess the existing and emerging pressures within services. Pressures and required resources had been identified to support and continue the delivery of services across the borough in key areas, for example, Children's Social Care.

Members noted the importance of ongoing engagement exercises through the Doncaster Talks brand. This had helped profile and identify service issues at a locality level, providing an insight into public expectations and service issues. Ultimately, this had supported the priorities and ambitions as set out in the Delivering Doncaster Together.

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 budget reports. The Committee accepted the risks but highlighted:

- i The Local Authority's reliance on income from Council Tax, retained business rates and fees and charges was acknowledged. It was noted that the budgeted income was based on most recent information available to provide the best estimate. That the estimate for Council tax includes assumptions for growth and that the collection rate had been increased back from 97.5% to 98.6%.
- ii. That income streams had been significantly impacted during the pandemic including car parking and rental income from properties, and further impacts resulting from the reduced footfall on the town centre economy. It recognised that increasing these income streams would continue to be a challenge moving forward.
- iii. The Committee noted the risk assessment undertaken on the general reserves and believed the current base position was sufficient in being able to provide for unforeseen events. The Committee recognised the importance of long-term resource and that strategic measures were imperative. Throughout the Committee's consideration, it was confirmed that actions were being undertaken; to address key risks including:
 - Work progressing the delayed Future Placement Strategy

- The work towards supporting greater early intervention and prevention work for Adults in communities, increasing the capability of our in-house services and having a significant focus on supporting the external care providers.
- Challenges faced within Adult Social Care workforce due to fatigue resulting from the pandemic and also the risk of not being able to recruit and retain a stable and experienced workforce in light of wider market pressures.
- The importance of the locality agenda in tackling increasing pressures within communities such as domestic abuse, deteriorating mental health and loss of confidence and independence for older people and adults with disabilities.

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



Doncaster Council

Councillor Jane Kidd
Chair of Overview & Scrutiny
Management Committee
Floor 2
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Tel: 01302 862225

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Date: 17th February 2022

Dear Jane

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

Thank you for your letter dated 11th February 2022, and for confirming OSMC's support for my budget proposals. Your attendance at Cabinet and the detailed commentary provided against each line of enquiry is appreciated.

I agree with the comments made in respect of the proposals, and your acknowledgement that the Council is continuing to operate in a challenging financial environment, with continued uncertainty around the impact of COVID-19 on costs and income. Also, recognising the Council continues to manage additional service pressures, including the impact of increased demand, but continues to demonstrate it has the flexibility and resources to meet unexpected challenges.

I would also like to highlight your acknowledgement on the work being undertaken to propose a balanced budget in line with the emerging Corporate Plan and new priorities, as set out in the Delivering Doncaster Together, Central Government policy, and a challenging programme of service transformation and savings targets. In addition, confirmation from OSMC that existing and emerging pressures and challenges were identified and addressed in detail by all Directors, evidencing that the budget was appropriate to deliver services moving forward.

I confirm that the OSMC report and this response will be attached as an appendix to the budget report, which is being presented to Full Council on 28th February 2022.

I would also like to acknowledge the work to continue to support the Council's performance monitoring processes throughout the year, by reviewing budget and performance on a quarterly basis.

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

Yours sincerely

Ros Jones
Mayor of Doncaster