

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday, 2 July 2020**
Time: **2.00 pm**
Venue: **Microsoft Teams Live Event - Remote**
(Click [here](#))
To: **Councillors M Crane (Chair), R Musgrave (Vice-Chair),
C Lunn, C Pearson and D Buckle**

1. **Apologies for Absence**

2. **Minutes** (Pages 1 - 4)

The Executive is asked to approve the minutes of the meeting held on Thursday 11 June 2020.

3. **Disclosures of Interest**

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

4. Leisure Contract Annual Review April 2019 - March 2020 (Pages 5 - 32)

Report E/20/1 outlines the tenth formal annual review of the Leisure Contract with Inspiring healthy lifestyles (IHL) and covers the period April 2019 to March 2020.

5. Corporate Performance Report - Quarter 4 - 2019/20 (January to March)/Year End 2019/20 (Pages 33 - 54)

Report E/20/2 outlines the Corporate Performance Report which provides a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions; and performance against Key Performance Indicators (KPIs).

6. Financial Results and Budget Exceptions Report to 31st March 2020 (Pages 55 - 88)

Report E/20/3 outlines the financial results and budget exceptions to 31st March 2020.

7. Treasury Management - Annual Review 2019/20 (Pages 89 - 100)

Report E/20/4 reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April 2019 to 31 March 2020 and presents performance against the Prudential Indicators.

8. Council Delivery Plan 2020-23 (Pages 101 - 114)

Report E/20/5 outlines the Council Delivery Plan 2020-23 for consideration.

Janet Waggott

**Janet Waggott
Chief Executive**

Date of next meeting
Thursday, 6 August 2020 at 4.00 pm

For enquiries relating to this agenda please contact Palbinder Mann, on 01757 292207 or pmann@selby.gov.uk

This meeting will be streamed live online. To watch the meeting when it takes place, click [here](#). At the time of the meeting click on the link under the 'Media' section.

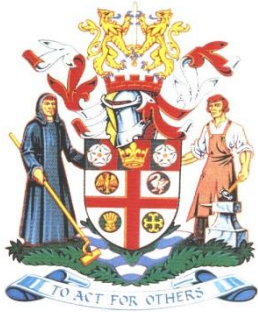
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Agenda Item 2

Selby District Council



Minutes

Executive

Venue:	Microsoft Teams/Microsoft Teams Live Event - Remote
Date:	Thursday, 11 June 2020
Time:	2.00 pm
Present:	Councillors M Crane (Chair), R Musgrave (Vice-Chair), C Lunn, C Pearson and D Buckle
Also Present:	Councillors M Jordan (for minute item 99), A Lee (for minute item 99) and R Packham (for minute item 99)
Officers Present:	Janet Waggott (Chief Executive), Karen Iveson (Chief Finance Officer (s151)), Alison Hartley (Solicitor to the Council and Monitoring Officer), Suzan Harrington (Interim Director Corporate Services and Commissioning), Stuart Robinson (Head of Business Development and Improvement), Sharon Cousins (Licensing Manager) (for minute items 96 and 97), Jade Reynolds (Solicitor) (for minute items 96 and 97), June Rothwell (Head of Operational Services) (for minute item 99), Mike James (Communications and Marketing Manager) and Palbinder Mann (Democratic Services Manager)
Public:	4
Press:	0

NOTE: Only minute numbers 96,97 and 99 are subject to call-in arrangements. The deadline for call-in is 5pm on Tuesday 23 June 2020. Decisions not called in may be implemented from Wednesday 24 June 2020.

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93 APOLOGIES FOR ABSENCE

There were no apologies for absence.

94 MINUTES

The Executive considered the minutes of the meeting held on 5 February 2020. It was noted that under item 88, in the second resolution, the work widen should be replaced with strengthen therefore the resolution should read as follows:

- To strengthen the links between the s151 officer and the wider finance functions.

RESOLVED:

To approve the minutes of the meeting held on 5 February 2020 with the above amendment for signing by the Chair.

95 DISCLOSURES OF INTEREST

There were no declarations of interest.

96 STATEMENT OF LICENSING POLICY 2020

The Lead Executive Member for Housing, Health and Culture presented the report which outlined the Statement of Licensing Policy.

The Lead Executive Member for Housing, Health and Culture explained that the report outlined that the consultation period would be from 29 June 2010 to 10 August 2020 and that the consultation details would be published on the website.

RESOLVED:

- To note the draft Statement of Licensing Policy 2020 as attached at Appendix 1.**
- To approve the proposed policy for consultation.**

REASON FOR DECISION:

To ensure that the Council has an up to date Statement of Licensing Policy.

97 ANIMAL LICENSING POLICY 2020

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The Lead Executive Member for Housing, Health and Culture presented the report which outlined the draft Animal Licensing Policy 2020 to be submitted for consultation and informed the Executive that the consultation period would be from 29 June 2010 to 10 August 2020

In response to a query concerning the tethering of horses, it was noted this did not come under any licensing regulations therefore was not covering under the policy. It was noted that this would come under the jurisdiction of the Royal Society for the Prevention of Cruelty to Animals (RSPCA).

RESOLVED:

- i) To note the draft Animal Licensing Policy 2020 as attached at Appendix 1;**
- ii) To approve the proposed policy for consultation.**

REASON FOR DECISION:

To ensure the Council has an Animal Licensing Policy.

98 PRIVATE SESSION - EXCLUSION OF PRESS AND PUBLIC

It was proposed, and seconded, that the Executive sit in private session for the next item due to the nature of the business to be transacted.

RESOLVED:

That, in accordance with Section 100(A)(4) of the Local Government Act 1972, in view of the nature of business to be transacted the meeting be not open to the press and public during discussion of the following items as there will be disclosure of exempt information as described in paragraph 3 of Schedule 12(A) of the Act.

There was a short adjournment of the meeting while Members transferred from the public meeting to the meeting under private session on their devices.

99 DISPOSAL OF THE FORMER CAR PARK AT PORTHOLME ROAD, SELBY YO8 4QQ

The Lead Executive Member for Finance and Resources presented the report which provided details of the options for the disposal in principle of the former car park at Portholme Road, Selby for best
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consideration.

Members discussed the proposals outlined in the report.

RESOLVED:

- i) To agree that the land at Portholme Road, Selby, indicated on Appendix 1, has been declared surplus to the Council's requirements;**
- ii) To dispose of the freehold land at Portholme Road, Selby, indicated on Appendix 1, Area A at the best consideration reasonably obtainable to gain a capital receipt;**
- iii) To dispose of the freehold land at Portholme Road, Selby, indicated on Appendix 1, Area B at the best consideration reasonably obtainable to gain a capital receipt;**
- iv) To authorise the Head of Operational Services to negotiate the best price for the freehold land at Portholme Road Selby, indicated on Appendix 1, Area A in consultation with the Lead Executive Member for Finance and Resources, the Solicitor to the Council and the Section 151 Officer and to bring back details of the negotiation to a future Executive.**

REASON FOR DECISION:

To enable the Council to make the best use of assets, to obtain a capital receipt and potentially bring previously derelict sites back into use.

The meeting closed at 3.34 pm.

Executive
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Report Reference Number: E/20/1

To: Executive
Date: 2 July 2020
Status: Non key decision
Ward(s) Affected: All
Author: Aimi Brookes, Contract Team Leader
Lead Executive: Cllr Mark Crane, Leader of the Council
Member:
Lead Officer: Keith Cadman, Head of Contracts, Commissioning and Procurement

Title: Leisure Contract Annual Review April 2019 - March 2020

Summary:

This is the tenth formal annual review of the Leisure Contract with Inspiring healthy lifestyles (IHL) and covers the period April 2019 to March 2020. The review covers the work at Selby Leisure Centre, Tadcaster Leisure Centre and Selby Park as well as the outreach work of the Wellbeing Team.

Recommendations:

- i. It is recommended that the Executive note the key findings of the report and in particular the performance of IHL to date
- ii. The report is referred to the Scrutiny Committee for further analysis

Reasons for recommendation

To recognise the work IHL has made in delivering the leisure services offer across the Selby District and in delivering key aspects of the corporate plan.

1. Introduction and background

- 1.1 The year of this review was the fifth full year of operation of Selby Leisure Centre. The outbreak of Covid-19 at the end of this performance year and the closure of all leisure facilities has had an impact on final visits to both the Selby and Tadcaster sites. Whilst visits to the combined sites was on target prior to March, the centre closures meant that we instead finished with a decrease from the previous year. As well as centre based activities the outreach and wellbeing teams continue to make significant impacts

particularly around the GP referral and adult weight management programmes.

2.1 The Report

- 2.1.1 A series of draft reports were produced by IHL and evaluated by SDC Officers and the Executive member. The final review document is attached to this report as Appendix A (Inspiring healthy lifestyles Selby Annual Review 2019/20).
- 2.1.2 Once again the review has been designed to provide a summary of the leisure facilities, activities and community based work as well as information about asset maintenance, health and safety and performance.
- 2.1.3 The performance section is the fifth full year of the new extended performance framework that has largely been designed to support Sport England reporting requirements and associated age grouping requirements. Whilst the age related reporting requirements are required by Sport England for Selby Leisure Centre only, they have been replicated for Tadcaster to provide a balanced picture. Data for 2018/19 has been included along with direction of travel arrows to allow for easy comparison. Due to a number of IHL staff being furloughed as a result of Covid-19 there are currently some gaps in the performance data but it is hoped that this will be available prior to the review going before the Executive in July.
- 2.1.4 When reviewing the performance measures, it is important to understand the analysis by age and user groups is based on membership information provided and school age groups but does not reflect casual users of the facilities.

2.2 Summary of Key Findings

2.2.1 Key findings from the report include:

- 1,781 participants undertaking the successful Learn to Swim programme
- Continued investment in staff with three lifeguards upskilled to become swim teachers, one swim teacher supported to undertake a National Pool Lifeguard Qualification, and two apprenticeships undertaken during the year. One apprentice from 2018/19 was appointed to the role of Senior Leisure Assistant
- Introduction of new Fat Burner, Kettlecise and Barre Fitness classes to ensure we are providing a fresh and relevant fitness programme
- Support for the finish of the opening stage of the Tour de Yorkshire and UCI World Road Championships
- Significant health improvements for residents taking part in a number of targeted campaigns including Move It and Lose It, Strong and Steady and the GP referral scheme
- Support for children and young people with targeted campaigns including the Holiday Hunger and Streetgames Fit and Fed programmes
- Secured nearly £79,000 of external funding to support a variety of wellbeing schemes

- Strengthening of partnership working with a variety of groups including the Safer Selby Hub, North Yorkshire Public Health and local GP's, North Yorkshire Sport, Age UK and Selby Co-Op

3. Alternative Options Considered

N/A

4. Implications

4.1 Legal Implications

There are no legal issues to report.

4.2 Financial Implications

Within the cost model for the extended contract 2019/20 was the second year in which IHL paid the Council a management fee (£20k). Current and future years management fees will be subject to review due to the impact of Covid-19 but are as yet unknown.

4.3 Policy and Risk Implications

There are no policy or risk implications

4.4 Corporate Plan Implications

IHL's strategic objectives directly support the Council's corporate priorities of Making Selby District a great place to do business, to enjoy life and to make a difference. This is highlighted in the review's executive summary.

4.5 Resource Implications

By undertaking an annual review, this allows the Council to have confidence that resources are being best utilised.

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

5. Conclusion

- 5.1 IHL continue to provide high quality services to meet a wide variety of needs and health issues through a combination of facility and class based activity and more targeted specialist health programmes.

Performance is generally good but the impact of Covid-19 at the end of the year means some targets have been missed. It has also been recognised that some outreach work is targeting the same customer groups thereby impacting on some PI delivery.

The performance framework continues to be reviewed on a regular basis to ensure the suite of indicators is fit for purpose. This year for example has seen the introduction of a new PI to measure membership levels. The Wellbeing PI's also continue to be reviewed to reflect current programmes.

6. Background Documents

None

7. Appendices

Appendix A Selby Leisure Services Annual Review 2019-20

Contact Officer:

Aimi Brookes
Contracts Team Leader
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Leisure services annual review

Introduction

- This review covers the period April 2019 to March 2020 inclusive. Inspiring healthy lifestyles (IHL) works in partnership with Selby District Council (SDC) to deliver leisure facilities across the Selby district. Services include leisure centre management at Selby Leisure Centre and Tadcaster Leisure Centre, Selby Park and the development of sport and health interventions and outreach work through the Wellbeing team. 2019/20 marks the fifth full year of the extended 15-year contract.
- The end of year saw the profound impact of the emergence of Covid-19 with activity delivery suspended with effect from the week of 16th March and included the closure of all leisure sites on 20th March.
- As at end of March 2020 within Selby Leisure Centre (including Selby Park) there are 38 employees (18 full-time, 20 part-time). There are 7 employees at Tadcaster Leisure Centre, (4 full-time, 3 part-time). Overall this represents a slight increase from 2018/19.

Executive Summary

- This paper considers the performance and key highlights from 2019/20. The impact of the Covid-19 virus towards the end of the reporting period had a significant impact on final performance as leisure centre visits for the combined sites and for Selby Leisure Centre alone were on course to achieve target prior to March. Because of the forced closure, final performance represented a decrease on the previous year, whilst visits to Tadcaster Leisure Centre, after years of exceeding target and consistently increasing, also fell below target and represented a decrease on 2018/19 performance.
- At the start of the reporting year the suite of indicators relating to Lifestyle membership and to leisure centre usage by demographic grouping were reviewed to reduce duplication, and the revised reporting scorecard is presented below. Leisure centre usage by the different demographic groups generally performed ahead of target.
- Customer satisfaction ratings at the leisure facilities showed a decline from the previous year, albeit generally in line with targets. In response to the

feedback a number of positive measures have been put in place including the appointment of a cleaning champion to oversee and manage the site cleanliness and a regular and rigorous set of cleaning monitoring standards which are clearly communicated to all staff. Quest health checks were carried out during the year with both sites achieving a pass.

- The Wellbeing team continue to exceed targets for achieving and sustaining weight loss within the adult weight management service funded by North Yorkshire County Council (NYCC) Public Health
- The table below illustrates how our performance measures align to both the IHL strategic objectives and the SDC Corporate Plan:-

SDC Corporate Plan	Inspiring healthy lifestyles' Strategic Objectives	Measures
Making Selby District a Great Place to Do Business	We promise to make a difference to education and skills We promise to make a difference to the environment	<ul style="list-style-type: none"> • Provision of apprenticeship opportunities • Number of visitors to leisure centres / sites from outside the district • Attracting external funding into the Selby District • Working with business partners such as Selby Co-operative, Leeds United Foundation and Tadcaster CIC (The Barn) • Offering corporate leisure memberships • Attendance at job fairs, school interview and career awareness days
Making Selby District a	We promise to make a	<ul style="list-style-type: none"> • Number of

Great Place to Enjoy Life	difference to health	<p>participants (leisure centres and outreach)</p> <ul style="list-style-type: none"> • Increased participation rates including from key demographic groups • Number of leisure centre members • Number of participants on targeted health programmes • Support provided in delivery of key events across the District
Making Selby District a Great Place to Make a Difference	<p>We promise to make a difference to education and skills</p> <p>We promise to make a difference to the environment</p>	<ul style="list-style-type: none"> • Customer satisfaction surveys • Partnership working and engagement with local community network groups to consult, share resources and secure external funding for new community projects i.e. Selby Health Matters partnership • Quest assessments at leisure centre sites • Extension of learnings from ISO14001 accreditation • Support of events

		using the Amphitheatre and Marketplace sites
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Facility summaries

Leisure Centres - Selby

- Selby Leisure Centre brings a wide range of leisure and recreation opportunities. In addition to regular exercise and activity classes, offers include virtual fitness sessions, seven personal trainers, and an extensive range of Les Mills classes. The site also makes use of the latest leisure technology including Technogym and Swimtag which supports participants to track their activity levels, monitor their progress and illustrate the benefits of being active. Third party apps have also been developed to link into members wellness programmes.
- As part of the site’s continuously refreshed offer the team have developed and delivered a range of new activities including Fat Burner, Kettlecise and Barre Fitness classes.
- The site delivers the Learn to Swim programme supported by the On Course online management system. 2019/20 saw numbers of individual participants on the programme remain in line with the previous year, at 1,781.
- The site has invested in developing staff to support the Learn to Swim programme. Three lifeguards were upskilled to become swimming teachers and one swim teacher was put through their NPLQ to support the growth of the swimming lesson programme. All teachers attended in-house training to improve stroke development and technique alongside various professional development opportunities throughout the year.
- Leisure centre members took part in a number of themed gym and fitness challenges throughout the year including over 50 participants signing up to the Total Warrior Challenge with a series of fitness programmes in preparation for competing in the Total Warrior Great Northern Mud Run. We also created and participated in other events such as Moves and Tour de France. This approach continues to prove successful in engaging and motivating sustained participation. Three Les Mills launch events were held during the year showcasing the new Les Mills products and classes on offer.
- Two apprentices started their learning programmes at Selby Leisure Centre in autumn 2019. The apprentices will complete their NVQ in Activity Leadership and Level 2 Fitness Instructor alongside other qualifications such as National Pool Lifeguard Qualification, Climbing and First Aid and Mental Health Awareness. One apprentice from 2018/19 was appointed to the Senior Leisure Assistant position at Tadcaster Leisure Centre showing the real benefits of investing in the apprenticeship scheme both to the individual and to IHL.

- Our Wellbeing team deliver a range of specialist health programmes from the site including low impact exercise classes, an Active Outdoors programme (running, walking and cycling), Back to Sport sessions, youth engagement projects and a comprehensive School Coaching offer.
- Alongside the indoor leisure offer at Selby, the site's all-weather pitch is used for bootcamp fitness sessions, walking football, five-a-side football, introductory Triathlon sessions and children's activity camps. The site is also used as the home base for Selby Hockey Club and junior football teams.
- Selby Leisure Centre is a registered Changing Places facility, one of only two in the town, which is suitable and accessible to people with profound and multiple learning and physical disabilities. The site is also accredited as a Breast Feeding Friendly centre.
- Selby Leisure Centre is used as a home venue by local community sports clubs including Selby Tiger Sharks (swimming), Selby Aquanauts, Selby Sub Aqua Club and Selby Hockey Club. Selby Sub Aqua Club deliver training and taster sessions from the centre, providing the most active training site for the sport in the country.
- Our Wellbeing and Leisure Centre staff work collaboratively to host events and provide opportunities to engage with new audiences, sports clubs and members, taking an asset-based approach to community development.
- We reviewed our schools swimming programme in September 2019 and changed from thirty to fifty minute swimming lessons in order to give pupils increased learning time with our qualified teachers. This is in order to support improved swimming attainment standards. The site also hosted two inter-school swimming galas, PE lessons and various school sport festivals. Selby Leisure Centre also hosts visits by school groups based upon five thematic areas: sport and fitness, health, mathematics, science and career opportunities. In addition, the site complements the Healthy Active Schools programme by hosting bespoke activity days aimed at primary school pupils.
- Leisure Centre and Wellbeing teams collaborated to deliver events such as Parkinson's Awareness, Friday Night Film and a Swimming and Multi-Skills Gala. The major event in 2019/20 was the finish of the first stage of the Tour de Yorkshire, hosted in Selby town centre, which all IHL teams were involved in. Both Wellbeing and the Leisure Centre staff have an annual outreach and event plan and utilise staff where possible to support wider audience engagement. A local, regional and national marketing campaigns calendar is now in place to support cross-promotion across the business.

Leisure Centres - Tadcaster

- Leisure centre usage at Tadcaster fell slightly below target during the year and represented a drop from 2018/19, albeit coming on the back of several years of continuous growth. New classes have been introduced including a

half hour HIIT workout on the gym floor. Other activities delivered from the site include gymnastics, badminton, indoor walking football, table tennis, basketball and pickleball.

- The site continues to promote swimming by including access to Tadcaster Community Swimming Pool as an element of its membership package, and over 4,000 swims were recorded by members during 2019/20.
- The centre hosted Friday Night Football sessions delivered with external sports activity providers The Gist. The centre is also running gymnastics and junior badminton clubs and hosts two adult badminton clubs.
- The site hosts regular NHS Blood Donation sessions throughout the year.
- Selby and Tadcaster Leisure Centres host weekly sessions for Selby High School and Tadcaster Grammar School respectively and run junior gym sessions every day of the week, which has resulted in an increase in sales of junior memberships. Both sites also offer Year 12 student placements to schools in the North Yorkshire and East Riding catchment areas.

Selby Park

- Selby Community Cycle Hub launched as part of Wellbeing's Selby Active Outdoors Programme (running, walking and cycling) and took place on the day following the Tour de Yorkshire stage finish in Selby. The event was supported by partners who offered activities including smoothie bikes, balance bikes, free standing bike races and obstacle courses. We also offered family-friendly and women-only guided rides as part of the event.
- The bat boxes in the park have been showcased during the new bat walk events. The events were offered free of charge and were well attended. Participants have given feedback to suggest more bat walks taking place in the area therefore IHL are looking at ways to implement themed walks more frequently through the Selby Active Outdoors programme.
- Picnic Brass Band events were delivered between May and August 2019 and were more popular during the events that were lucky enough to have dry, warm weather.

Football Pitches – Portholme Road / Denison Road

- Throughout the year four local teams playing in the York and District football league used the pitches as home venues.
- The Portholme Road site was used by Selby Town Council for the Annual Family Fun day which was further supported by IHL with the delivery of Selby Vintage Car and Motorbike Rally.

Marketplace and Amphitheatre

- The Marketplace has been used for several events including the Tour de Yorkshire and the annual Three Swans Sportive.

Wellbeing Services

The Wellbeing team comprises of six team members including:

- Wellbeing Manager
- Wellbeing Coordinator
- Education Coordinator
- 2 Specialist Instructors (Activity Referral Scheme / Back to Sport)
- One employee filling 2 part-time posts, a Wellbeing Specialist Instructor (Youth Engagement) and a Wellbeing Coach role.

50% of posts are core funded, one is funded via income generated through the Activity Referral Scheme, another via NYCC Public Health and a temporary role was funded collaboratively by the North Yorkshire Police and Crime Commissioner, North Yorkshire Sport, Schools Coaching Service and Active Camp programme. All staff access inhouse and external training, examples include: Mental Health Champion; Dementia and Autism Friends; Inclusive Activity; Safeguarding; Making Every Contact Count; UK England Athletics Leader in Running Fitness; British Cycling Level 1 Ride Leader; Fire Safety; First Aid; Risk Assessment; Suicide Prevention and Gendered Intelligence. Two staff members are continuing to work towards their Level 3 Certificate in Assessing Vocational Achievements and the Wellbeing Manager is undertaking the L5 NVQ Diploma in Management and Leadership and has completed the ILM Level 5 Management and Leadership course.

Key Commissioned Services for Selby District

Move It and Lose It

Move It and Lose It, a tier 2 adult weight management service, continues to be delivered successfully in the third year of a five year contract with a possibility of further extension. NYCC's Public Health department fund the service to enable eligible clients to access up to 24 weeks free of charge. The service is available for adults aged 18+ with a BMI over 25 who are living, working or registered with a GP in the Selby District. Over the past year, the team have significantly developed the maintenance phase of the service targeted at clients who have successfully completed the first 12 weeks and achieved target weight loss. The maintenance phase offers a condensed physical activity programme for a further 12 weeks free of charge, nutritional support is then provided by our trained specialist staff. The annual target for the number of clients achieving and sustaining weight loss at 6 months is 34, the 2019/20 year end position was more than double this at 92.

Participant A said:

“My fitness level has improved greatly to the point where I’m looking at doing the next level of classes. My confidence has grown greatly, I now interact with all members of the class and help new members. My weight loss has also given me a great confidence boost (I’m nearly 5 stone lighter). I have lots more energy now and enjoy being active. I now help at my local Slimming World class and often sing the praises of Selby Leisure Centre and the Wellbeing team. If I can do this anyone can.”

Strong and Steady

Strong and Steady is a 12 week strength and balance programme available to people aged 65 and older who are at risk of suffering trips and falls. Weekly classes are delivered at Selby, Sherburn and Tadcaster venues by falls prevention trained instructors. The service is commissioned by North Yorkshire Sport until September 2020. Participants are triaged by Selby Age UK and supported with wider needs. The session also includes opportunities for participants to socially interact over refreshments, reducing feelings of social isolation.

A local Community Safety Officer visited each class and said: “The group at Tadcaster was an especially good group to see – four participants were very keen on (and in need of) a visit from North Yorkshire Fire and Rescue Service and two of those people were referred to NYCC for free deaf alarm systems. A 90 something year old lady had no smoke detectors and I also referred her for a Warm and Well visit and left her with information on Living Well & NYCC Occupational Therapy services - definitely worth me popping in!”

An additional chair based exercise session in Sherburn has been funded for the year as part of a universal offer. The group includes users of the Sherburn Visiting Scheme and children from the local nursery to promote intergenerational activity.

Schools Coaching Service

The education staff within the Wellbeing team have delivered 288 after school clubs (4,320 attendances), 303 curriculum sessions (9,090 participants) and 11 weeks of school holiday Active Camp programmes using a range of indoor and outdoor facilities.

The team were involved in the planning and delivery of the Primary School / School Sport Partnership swimming gala and multi skills festival where 80 children attended. Plans are in place to deliver the Change4Life bowling and climbing festival throughout 2020/21.

The Wellbeing team have also provided a key link in supporting and signposting schools to access the leisure facilities through taster days, school festivals and end

of term treat events as well as supporting PE lessons within the centres. Within the past year there have been 408 school swimming lessons (16,320 attendances). The education team provide high quality PE lessons and after school clubs across the district to help tackle childhood obesity and promote social engagement.

Reducing Anti-Social Behaviour and Creating Well Rounded Young People in Selby

An application to the North Yorkshire Police, Fire and Crime Commissioner to fund this new, innovative project was successful. The project ran throughout 2019/20, with aspects of the project scheduled to remain part of the Wellbeing delivery plan for the forthcoming year. The project aims to prevent anti-social behaviour through early intervention via two methods: first to deliver a series of workshops within target groups in primary school years 5 and 6 across the district on topics including rail safety, first aid, resilience, values, self-efficacy and play the right way. Staff were able to engage with wider partners such as the Police to deliver aspects of the interactive workshops and feedback was well received.

Teacher A said:

“I feel the points covered were purposeful, engaging and thought provoking. Year 6 were actively engaged in the lessons and looked forward to the workshop each week.”

The second aspect to the project involved provision of diversionary community activities in areas with a high rate of anti-social behaviour. Originally it was intended to provide activities in Selby and Sherburn, however following the trend of incidents both community sessions were delivered in Selby Town. North Yorkshire Sport provided funding through their Satellite Club programme to support a weekly two hour session at the indoor skate park within Summit Indoor Adventure. The sessions have been extremely successful in engaging with vulnerable young people (targeted at aged 8-12 and 13-19), including some known perpetrators of anti-social behaviour incidents. Feedback has demonstrated a significant impact reduction of incidents during Tuesday evenings when the Satellite Club takes place.

A local PCSO involved in the project said: “I have worked with IHL closely over the past 6 months as part of this project. Working with a partner agency is crucial in the Police and IHL makes this totally enjoyable. We have worked together at meetings, events at Selby Leisure Centre and even done school visits, where it is clear IHL have set up some great relationships with people in the community. Another aspect of our working relationship has been information sharing, IHL has been key in identifying ASB offenders in the area and pointing out those that might need some extra attention. Relevant IHL staff are professional, personable and clearly very dedicated to the role.”

Core Wellbeing Programmes

Activity Referral Scheme

Over the course of 2019/20 the referral scheme was further enhanced with the addition of swimming activities. The Wellbeing team partnered with the local Parkinson's UK Society to implement this activity at the request of service users. Cardiac rehabilitation remains a key aspect of the programme, with provision of classes at Selby, Sherburn and Tadcaster venues. There are plans to expand training in this discipline to further develop programmes in the District. Alongside the traditional referral source (through GPs and health professionals), a self-referral form is now available for low risk clients to streamline the process and avoid unnecessary GP appointments where this route is appropriate. So far this has been positively received by clients and partners and has enabled a more efficient referral process. Other specialist classes are available to referral scheme participants including low impact circuits and supervised gym sessions. In 2019/20, 163 clients reported an increase in physical activity levels following 12 weeks engagement in the programme.

Selby Active Outdoors Programme

The programme includes running, walking and cycling activities provided across the District. Selby Active Outdoors is built on a volunteer led model, providing training and qualifications to volunteers who wish to lead activities in their local community. The programme launched in line with Selby Community Cycle Hub in May 2019 and has so far delivered: bicycle maintenance workshops; guided rides; opportunities to visit the Brownlee Centre cycle circuit free of charge (for Disability Hub and Let's Ride pop-up events) and an inclusive cycling event hosted at The Barn in Tadcaster. This event was held prior to the UCI Road World Championship and Paracycle International events in September. Plans are in place to deliver community cycle coaching courses and provide training to implement community bikeability sessions.

In 2019, the first round of Couch to 5K courses started in Riccall and the group have remained together on completion of the 9 week programme to create a social run group, promoting community cohesion. Additional Couch to 5K courses are to take place across the District.

Wellbeing staff continue to deliver the weekly health walk with the support of the Walking for Health volunteers. Two bat walk events were also delivered as part of the Active Outdoors programme which were extremely popular.

Back to Sport

The programme supports two walking football sessions at Selby and Tadcaster Leisure Centres. One is volunteer led and the other is targeted at people aged 50 and over, supported by IHL staff. Both sessions run weekly and are available to members and non-members at a small cost per person.

Additional Projects

Active Inclusive

Active Inclusive offers individuals with disabilities and their families a range of fun and friendly sessions. Active Inclusive programmes range from specific activities to inclusive family sessions and support for those wanting to become more active. Our Active Inclusive sessions take place in accessible locations, providing participants with a place to learn exciting new skills and in some cases enjoy competitive sports. Examples include cycling (using adapted bikes), indoor climbing, bowling and adventure play, plus access to the monthly specialist swim session. We are hoping to further develop our Active Inclusive offer.

Workplace Health

The Wellbeing Team continue to support local businesses looking to achieve the Workplace Wellbeing Charter bronze, silver or gold award (designed by NYCC Public Health), with one local business currently working towards achieving the award and others being encouraged to engage. Other work includes delivery of taster sessions, participation in workplace events and hosting the annual Corporate Rounders Tournament at Selby Leisure Centre.

Mental Health

Almost all IHL staff have now undertaken either the one day or two day Mental Health First Aid training or the half day Mental Health Awareness session. The aspiration is to ensure all staff are adequately trained and for any new employees to receive the training as appropriate. We are looking to introduce Mental Health Champions into the workplace to further support staff needs.

Healthy Workforce

Internally, IHL have implemented a Healthy Workforce group to improve opportunities for all employees to feel healthy at work. The group incorporates staff feedback and ideas to provide activities supporting mental and physical health whilst at work, examples include lunchtime walks, stress free colouring books and a free back care class. The Mental Health Champions proposal has been progressed via the Healthy Workforce group to ensure staff have someone to talk to in a confidential setting. The group have implemented innovative challenges and competitions such as a monthly themed photography competition with the winning pictures forming a 2021 IHL calendar.

Key Focuses

Holiday Hunger

A targeted Holiday Hunger camp took place throughout the summer of 2019 for 15 children identified as being at high risk of deprivation during school holidays when provision of free school meals is unavailable. Participants were identified by School Liaison Officers and involved staff working at the Selby Pupil Referral Unit. Activities were delivered alongside our Active Camps programme to offer a range of fun activities each day. Additionally, participants were given a healthy breakfast, lunch and snack provided free of charge or at extremely low cost to families, depending on personal circumstances. A successful application was made to the Selby Co-op store to access their daily food donations and staff were overwhelmed with the supplies which supported meals and enabled participants to take extra food home to their families. We were able to support a family who couldn't afford an additional nine meals per day to feed their three children over the half term holidays. The family expressed their gratitude to IHL for the support they received.

StreetGames Fit and Fed

This Friday night programme was delivered throughout school holidays in 2019 to provide fun, free and educational activities to children aged 8-12 living in Selby Town wards. The sessions comprised of coached physical activity and nutritional workshops including free refreshments. One activity involved the children decorating their own ceramic plate and cup to encourage excitement around family mealtimes at home.

Cross-Service Working and Events

Sportive

Selby's seventh annual Three Swans Sportive was yet again a success with over 1,000 riders taking part. The event is organised by Yorkshire Cancer Research in partnership with Selby Cycling Club and many IHL teams are involved in supporting the event each year.

Tour de Yorkshire / UCI Championships

The Tour de Yorkshire Stage 1 finish in Selby and the start of some of the Para Cycle International races in Tadcaster (part of the UCI World Road Championships) were very successful in engaging communities in dressing up towns and villages and supporting community spirit. The Wellbeing Manager was a member of the committee board of both races as well as the Yorkshire 2019 Cycle Legacy Steering Group led by British Cycling, Sport England and UK Sport. A cycling legacy framework has been established to encourage local authorities to continue to promote cycling and active travel following these major events. IHL plan to use the Selby Active Outdoors programme in conjunction with Selby Community Cycle Hub

to increase opportunities for people to learn to ride and develop cycling knowledge and skills.

Coats for Christmas

The Coats for Christmas initiative took place over two weeks in December 2019 and aimed to keep communities warm and well during winter months. We asked for donations of any unwanted coats and displayed them at the leisure facilities for members of the public to collect free of charge. We received over 200 coats and were able to donate large amounts to Selby Sleep Safe, Social Care Charities and the homeless.

Selby Health Matters

The Wellbeing Manager continues to attend with the Selby Health Matters steering group quarterly meetings to measure progress against the agreed three year action plan (2018-21). The first annual newsletter has been produced to highlight key outcomes and developments to date. The partnership has significantly increased representation from private, public and voluntary services across the District, raising awareness of the collaboration and the intended outcomes. From the six determinants of health outlined within the plan, IHL have specifically supported aspects within: leisure and green space, economic development, planning, environmental health and engaging with communities.

Community Outreach Events

Over the course of the year the team have supported the following events :-

Tour de Yorkshire Stage 1 Finish in Selby

Selby Community Cycle Hub Launch

UCI World Road Championships/Para Cycle International Events

Selby Annual Fun Day/Vintage Car Rally

Workplace Health Annual Rounders Tournament

Horton Housing Wellbeing Event

Friday Night Film

Selby Swans/Youth Voice Consultation

Wildcats Guest Appearance

National Diabetes Prevention Programme

Walk and Talk (in aid of Time to Talk Day/Every Mind Matters Public Health campaign)

Public Health England Conference/Networking

Leeds World Series Triathlon

Pulmonary Group Talk at Selby Hospital

Community First Yorkshire Conference/Networking

Selby Age Friendly Event

North Yorkshire Sport Partnership Day
NYCC Safeguarding Conference/Networking
Sport England Inclusive Conference
Friendship Fridays Party in the Park
Pamper Party (ages 12-19)
Inclusive Cycling Pop Up Event
Strong and Steady Taster Sessions (various locations)
Action Towards Inclusion Networking Event
IHL Parks Team - Brass Band "Picnic in the Park" Concerts (May-August 2019)

In addition the team have been represented on the following groups :-

Selby Health Matters Steering Group
Selby Big Local Partnership Board
Tour de Yorkshire and UCI Championships Committee/Working Group
Trans Pennine Trail Eastern Group Meeting
North Yorkshire Sport County Sports Partnership
North Yorkshire Healthy Weight Healthy Lives Steering Group
NY Healthy Weight Healthy Lives Selby Sub-Group
Community First Yorkshire Volunteers Network
Selby Three Swans Sportive Working Group
Vale of York CCG and local GPs Tier 3 events
Parkinson's UK Society - Selby
North Yorkshire Weigh Management Provider Networks
Yorkshire 2019 Cycle Legacy Steering Group
IHL Healthy Workforce

Asset management

The comprehensive planned maintenance programme included the work outlined below :-

Selby Leisure Centre

- Decoration to the gym to support the wider project
- Heating pump replacement
- Boiler repairs
- Water heater repairs
- Decoration to the main staircase, first floor landing and corridors
- New water softener installation
- Recertified TM44 air conditioning
- Repairs to the combined heat and power unit
- Water heater repairs

Tadcaster Leisure Centre

- Male changing rooms damp repairs/decoration

- Air conditioning unit repairs
- Twin heating pumps replacement
- Replacement expansion vessels
- Decoration of the upstairs gym
- Decoration of the changing rooms and corridors
- Outside cladding cleaning and repairs
- Repointing sports hall storeroom

Selby Park

- Full clean and decoration of the outside woodwork, facias, windows and railings
- Repaired damaged toilet window
- An inspection identified asbestos material in the storage shed that was safely removed and made safe.

Health and Safety

Health and Safety Audits

Neither site was scheduled to be audited in 2019-20; the status for Tadcaster Leisure Centre from the previous audit in February 2018 was 7 Amber Category remedial actions, 6 completed and 24 Green Category remedial actions, 23 completed. All actions from this audit were completed and signed off in August 2019. All outstanding actions from the Selby audit were completed in 2018-19.

Both leisure sites are due to be audited in 2020-21.

Accidents and Incidents

2019-20 saw a decrease in Employee Accidents from the previous year with a total 2 at Selby LC. There were no RIDDOR reportable cases across the Selby contract.

There were a total of 14 public accidents across the leisure facilities (12 at Selby LC, 2 at Tadcaster LC), down from 21 the previous year. One reason for the decrease compared with the previous year is the organisation's decision not to record general sporting injuries onto our main accident statistics.

There were a total of 21 general incidents.

Health and Safety Training

The training programme for 2019/20 included:-

4 Managers / Supervisors have completed IOSH Managing Safely, ensuring that a health and safety competent person is always on duty to deal with any safety issues.

9 staff have completed IOSH Working Safely

15 staff have completed Manual Handling Training

4 staff have completed E learning online Ladder Safety Training

14 staff have completed facilities training to include – Legionella, Asbestos, Permit to Work and Reporting Maintenance training

20 staff have completed Fire Safety Awareness

14 staff have completed Risk Assessment Training

8 staff have completed Event Management Training.

The above supplements the on the job / induction training provided by the managers and doesn't include additional First Aid, Pool Plant and Food Hygiene training.

Accident / Incident Reporting System




The new cloud based accident / incident reporting system was introduced in April 2019 and has just completed its first year. This system has proven effective in making the reporting of accidents / incidents more efficient. It has also helped with the administration side of the reporting process.

Enforcing Authority Action

There was no Enforcing Authority Action taken during 2019-20 and there continues to be none since IHL took on the contract.

Performance Summary

- The extended contract has a suite of performance measures designed to measure utilisation (footfall), accessibility (target groups), satisfaction and financial performance. The performance measures also provide the basis of reporting to Sport England and external funders to provide a single view of the truth for all reporting.

Number of PIs	%	%	%
			
28	57% (16)	33% (9)	10% (3)

- For the new reporting year a number of duplicate indicators relating to demographic membership / participation were rationalised, resulting in a reduced suite of KPIs.
- In addition to the performance measures related to the leisure contract, this section also includes the indicators linked to the projects delivered by the Wellbeing team and funded externally (section 5). These indicators are not included in the totals in the table above.

Headline Indicators

The indicators below have been identified as headline indicators based upon their importance to the business and their longer term impact upon SDC's and IHL's priorities for the district's health, wellbeing and lifestyles.

- Overall visits to leisure centres – 387,852 (target – 412,365 – rating – amber). This is a combined total for both centres. This indicator was on course to approach target and reflect an increase on 2018/19 performance prior to the Covid-19 crisis in quarter four. Whilst performance at Tadcaster showed a decrease from the corresponding year, after continual year on year increase for some time, Selby had performed strongly up to quarter three.
- Percentage of active members participating in one or more sessions per week – Selby 51.15% (target – 51% - rating green) and Tadcaster 49.51% (target – 51% - rating amber). 6.12% of active members participated in three or more sessions per week. All three indicators showed an increase on the previous year. Although no direct correlation can be made given the different reporting methods and indicator definitions, the latest Active Lives survey data showed 63.6% of Selby District residents were active for 150 minutes per week or more, an increase compared to the previous year's survey.
- Number of GP referrals – 260 (target – 350 – rating – red). This represented an increase from the previous year but still fell below target.
- Percentage of GP referrals completing 12 week course – 47% (target – 60% - rating – red).
- Percentage of GP conversions to full membership – 34% (target – 30% - rating – green). Whilst numbers accessing the referral programme has fallen below target, the percentage of participants converting to a full leisure centre membership upon completion of the intervention is ahead of target, reflecting a successful approach to sustaining healthy and active lifestyles.
- Percentage overall user satisfaction 77% – (target – 81% - rating – amber). The satisfaction survey indicator is across both sites. This represented a decline from the previous year. Specific comments and observations are fed back to sites and incorporated into service improvement plans. In response to the feedback a number of positive measures have been put in place including the appointment of a cleaning champion to oversee and manage the site cleanliness and a regular and rigorous set of cleaning monitoring standards which are clearly communicated to all staff.

PI Ref	Indicator	Reporting Frequency	2018/19	2019/20	Direction of Travel	Target	Variance / RAG
1. UTILISATION (scale and nature of usage)							
CILE1000	Visits to Leisure Centres	Quarterly / Annual	397,352	387,852		412,365	
CILE1001	Visits to Leisure centres per 1000 population (83,449)	Quarterly / Annual	4761.61	4647.77		4941.52	
CILE1002	Visits to Selby Leisure Centre	Quarterly / Annual	325,703	321,265		340,000	
CILE1003	Visits to Tadcaster Leisure Centre	Quarterly / Annual	71,649	66,587		72,365	
CILE1005	% of active members participating in 3 or more sessions per week	Quarterly / Annual	6.01%	6.12%		6.04%	
CILE1006	% of active members participating in 1 or more sessions per week (TADCASTER)	Quarterly / Annual	48.78%	49.51%		51%	
CILE1007	% of active members participating in 1 or more sessions per week (SELBY)	Quarterly / Annual	47.92%	51.15%		51.0%	
CILE1008	Number of Leisure Centre visits from beyond the District	Quarterly / Annual	33,384	32,601		-	
	Wellness – number of active members	Quarterly / Annual	1,264	2,442		-	
	Wellness - number of members under-active (499 or less moves per training day)	Quarterly / Annual	573	1,268		-	
	Wellness - number of members moderately active (500-749 moves per training day)	Quarterly / Annual	314	512		-	
	Wellness - number of members active (750-999 moves per training day)	Quarterly / Annual	165	308		-	
	Wellness - number of members very active (1000 or more moves per training day)	Quarterly / Annual	212	354		-	

	Number of members on looked after children scheme	Quarterly / Annual	-	8	-	Data Only	
2. ACCESS (use of facilities / service by user group)							
CORP50	Number of GP Referrals	Quarterly / Annual	247	260		350	
CILE2002	Percentage of GP Referrals finishing 12 week course	Quarterly / Annual	63.7%	47%		60%	
CILE2003	% of GP referral conversions to full membership	Annual	83%	34%		30%	
CILE2004a	Number of participants 0-13 Tadcaster	Quarterly / Annual	15	11		-	
CILE2005a	Number of participants 0-13 Selby	Quarterly / Annual	1,692	1,607		-	
CILE2008a	Number of participants 14-25 Tadcaster	Quarterly / Annual	559	551		-	
CILE2009a	Number of participants 14-25 Selby	Quarterly / Annual	1,670	1,856		1,800	
CILE2012a	Number of participants 26 and older Tadcaster	Quarterly / Annual	1,908	1,945		1,930	
CILE2013a	Number of participants 26 and older Selby	Quarterly / Annual	5,444	5,493		5,900	
CILE2028a	Gender ratio (male : female participation) Tadcaster	Quarterly / Annual	40.8 : 59.2	46.4 : 53.6		44 : 56	
CILE2028b	Gender ratio (male :female participation) Selby	Quarterly / Annual	45.4 : 54.6	42.2 : 57.8		44 : 56	
CILE2029a	Number of disabled participants Selby	Quarterly / Annual	71	106		-	
CILE2029b	Number of disabled participants Tadcaster	Quarterly / Annual	24	24	-	-	
CILE2029c	Number of BAME participants Selby	Quarterly / Annual	76	141		-	
CILE2029d	Number of BAME participants Tadcaster	Quarterly / Annual	28	30		-	
CILE2029e	Number of participants from top 20% most deprived communities Selby	Quarterly / Annual	381	396		-	

CILE2029f	Number of participants from top 20% most deprived communities Tadcaster	Quarterly / Annual	2	10		-	
CILE2030	Visits to activities from disabled participants	Quarterly / Annual	1,764	2,706		1,900	
CILE2031	Number of swimming lesson participants	Quarterly / Annual	1,782	1,781		1,361	
CILE2031a	Number of improved swimming ability qualifications achieved	Quarterly / Annual	1,764	2,580		-	
CILE2032	Number of Gym Members	Quarterly / Annual	4,168	4,591		4,123	
3. SATISFACTION (service effectiveness)							
CILE3001	Number of reportable accidents per 1000 visits Tadcaster	Quarterly / Annual	0.03	0.003		Data Only	
CILE3002	Number of reportable accidents per 1000 visits Selby	Quarterly / Annual	0.07	0.04		Data Only	
CILE3003	Number of complaints received per 1000 visits Tadcaster	Quarterly / Annual	0.18	0.2		0.5	
CILE3004	Number of complaints received per 1000 visits Selby	Quarterly / Annual	0.13	0.12		0.5	
CILE3005	% of customer complaints responded to within timescale	Quarterly / Annual	100%	100%	-	95%	
CILE3006	% Overall user satisfaction	Annual	80.2%	77%		81%	
CILE3007	Quest Assessment Score – Tadcaster	Annual	Good	Pass	-	-	
CILE3008	Quest Assessment Score - Selby	Annual	Very Good	Pass	-	-	
CILE3009	APSE performance score - Value for money	Annual	78%	77%		77%	
CILE3010	APSE performance score - facility presentation	Annual	81.6%	76.2%		84%	
CILE3011	APSE performance score - staff & information	Annual	80%	77.8%		77%	
4. FINANCIAL (efficiency & economy VFM)							

CILE4001	Net cost per visit (£) - Tadcaster	Quarterly / Annual	-0.49	-0.81		-	
CILE4002	Net cost per visit (£) - Selby	Quarterly / Annual	-1.01	-1.09		-	
CILE4003	Net cost per resident (£) - Tadcaster	Quarterly / Annual	-0.40	-0.64		-	
CILE4004	Net cost per resident (£) - Selby	Quarterly / Annual	-3.98	-4.31		-	
CILE4005	Net cost per M2 (£) - Tadcaster	Quarterly / Annual	-32.16	-27.48		-	
CILE4006	Net cost per M2 (£) - Selby	Quarterly / Annual	-111.65	-121.13		-	
CILE4007	Income per Visit (£) - Tadcaster	Quarterly / Annual	4.54	4.87		-	
CILE4008	Income per Visit (£) - Selby	Quarterly / Annual	4.25	4.57		-	
5. COMMUNITY WELLBEING							
CILE6001	External funding secured (£)	Quarterly / Annual	£65,536	£78,987.79		-	
CILE6002	Number of FANS athletes	Quarterly / Annual	6	1			
CILE6003	Percentage of FANS athletes delivering at least 3 hours' volunteer support per quarter	Quarterly / Annual	0	0%		50%	
CILE6004	Number of volunteers	Quarterly / Annual	19	7			
CILE6005	Number of volunteer hours delivered	Quarterly / Annual	934	195			
CILE6007	Number of surgeries engaged with on GP referral scheme	Quarterly / Annual	36	16			
CILE6008	Number of cycling opportunities in Selby District	Quarterly / Annual	7	11			

	Number of people trained as ride leaders	Quarterly / Annual	-	5	-		
CILE6009	Number of people trained as walk leaders	Quarterly / Annual	5	0			
CILE6010	Number of health walk opportunities in Selby District	Quarterly / Annual	69	48			
CILE6011	Number of health walk attendances	Quarterly / Annual	819	908			
	Number of Couch to 5k running groups	Quarterly / Annual	-	2	-		
	Number of people trained as run leaders	Quarterly / Annual	-	9	-		
CILE6012	Number of activities delivered / offered from Selby Park	Quarterly / Annual	7	3			
CILE6013	Number of people accessing offers from Selby Park	Quarterly / Annual	129	Not recorded			
CILE6014	Number of new partnerships created to enable sport, physical activity and health	Quarterly / Annual	31	71			
CILE6016a	Percentage of Selby District schools engaged with	Quarterly / Annual	51%	60%			
CILE6016b	Number of non-Selby District schools engaged with	Quarterly / Annual	17	26			
CILE6017	Percentage of schools accessing school coaching service	Quarterly / Annual	21%	18%			
CILE6018	Number of school visits to leisure centres / Park	Quarterly / Annual	432	458			
CILE6019	Number of children supported on school programmes	Quarterly / Annual	12,941	15,695			
CILE6020	Number of learners	Quarterly / Annual	3	5	-	-	
CILE6021	Percentage of GP referral participants completing IPAQ at 12 weeks	Quarterly / Annual	57%	42.1%	-		
CILE6022	Percentage of GP referral participants increasing physical activity at 12 weeks (of those that complete IPAQ)	Quarterly / Annual	88%	73.42%			

CILE6023	Percentage of GP referral participants increasing physical activity levels at 12 months	Quarterly / Annual		-			
GIHL001	Number of individuals completing the weight management (MILI) programme	Quarterly / Annual	1,526	287			
GIHL0003	Number of individuals completing MILI programme and achieving 5% weight loss after 12 weeks	Quarterly / Annual	385	191			
	Individuals completing MILI programme and achieving 5% weight loss after 6months	Quarterly / Annual	782	81			
GIHL0004	Number of new clients accessing the MILI programme	Quarterly / Annual	2,264	571			
	Number of attendances on Wildcats programme	Quarterly / Annual		376			
	Number of sessions delivered on community anti-social behaviour programme	Quarterly / Annual		20			
	Number of attendances on community anti-social behaviour programme	Quarterly / Annual		355			
	Number of attendances on Strong and Steady programme	Quarterly / Annual		949			

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Report Reference Number: E/20/2

To: Executive
Date: 2 July 2020
Status: Non-Key Decision
Ward(s) Affected: All
Author: Stuart Robinson, Head of Business Development & Improvement
Lead Executive Member: Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development Improvement

Title: Corporate Performance Report - Quarter 4 – 2019/20 (January to March)/Year End 2019/20

Summary:

The quarterly Corporate Performance Report provides a progress update on delivery of the Council's Corporate Plan 2015-20 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

This report also includes a year-end summary of progress on delivery of the Council's Corporate Plan 2015-2020 as measured by year-end performance against KPIs in 2019/20 compared with year end data for KPIs in 2018/19.

Recommendations:

- i. The report is noted and approved
- ii. Executive consider any further action they wish to be taken as a result of current performance

Reasons for recommendation

The reporting of performance data enables the Council to demonstrate progress on delivering the Corporate Plan Priorities to make Selby District a great place.

1. Introduction and background

- 1.1 High level performance reporting of progress against the Council's priorities – as set out in the Corporate Plan 2015-20 – is a key element of the performance management arrangements.

- 1.2 Progress on delivering the Council's priorities is demonstrated by a combination of:
- progress against priority projects/high level actions (are we meeting/expecting to meet delivery timescales); and
 - performance against KPIs (are targets being met; are we getting better)

- 1.3 There are two parts to this report:
- the quarterly Corporate Performance Report (see appendix A) which sets out the detail in terms of progress (or otherwise) against the Council's priorities in quarter 4 of 2019/20 (covering the period January to March 2020); and
 - the Year End summary report which covers performance across the whole of 2019/20 (see appendix B).

Greater detail on annual performance will be covered by the Annual Report which will be reported separately to Executive.

2. Quarter 4 2019/20

2.1 Summary of progress

To summarise progress in quarter 4:

- 39% of KPIs are showing improvement over the longer term, or have maintained 100% performance.
- 67% of KPIs are on target - a further 6% of KPIs are within acceptable tolerances.

It should be noted that Q4 data is currently unavailable for a number of the leisure service KPIs due to officers being unable to access the recording system whilst working from home (due to Covid-19).

2.3 What went well in quarter 4

- Emergency response and support to residents and businesses during two significant major incidents:
 - Flooding – particularly in the lower Aire region in February; and
 - Covid-19 – this remains a live incident
- Council Housing Rent & Arrears collected - 98.34% against a target of 98.10%. This is an improvement on the previous quarter (97.22%) and the same quarter last year (97.81%).
- Sundry Debt collected - 99.1% against a target of 95.62%. This is an improvement of the same quarter last year (95.62%).
- The average wait time - in minutes - before a customer phone call is answered by an advisor - Despite a reduction in staffing levels and an increase in calls (in part due to the new recycling service and the flooding)

the target was exceeded – with the average wait for a call to be answered was 1.96 minutes, against a target of 2 minutes.

- People accessing benefits forms and taxation direct debit forms on-line in relation to other channels – 54.38% against a target of 50%. This is an improvement on the previous quarter (34.66%) and the same time last year (50%).
- Average days to re-let standard voids – 23.3 days against a target of 26 days - Notwithstanding the obvious disruption caused by the coronavirus outbreak during the latter part of March, the Property Services and Housing Tenant Services team continued the improvement in delivery seen in preceding quarters.

2.4 **What did not go so well in quarter 4 – and what are we doing about it**

- Average days sick per FTE (full time employee) Rolling 12 months - 7.76 days against a target of 5 days – however this was an improvement over the short (Q3 8.16days) and the long term (Q4 2018/19 8.91 days).
- Number of affordable homes provided in the district (annual) -125 homes against a target of 196. The Core Strategy target is up to 40% affordable housing provision subject to viability, current outcome is 25%.
- Missed waste collections - This KPI covers refuse, green waste and recycling collections and shows the actual number of justified missed collections – 253 in Q4, against a target of 186. Q4 saw serious flooding in parts of the district and prolonged road closures, which had a significant impact on collection rounds.
- Number of SMEs supported - 13 against a target of 50. The cancellation of the Business Week events and Business Conference, due to Covid-19, had a significant impact on the KPI. Over 150 businesses were booked to attend the various seminars and conference.
- Corporate complaints – significantly below target - stage 1 29% in time and stage 2 33% in time. The delays in response times were due to officers been allocated to other duties associated with flooding in the district and Covid-19.
- Number of visits to leisure centres – there were 93,360 visits in Q4, below the target of 103,091. The impact of Covid-19 was a contributing factor to below target performance.
- Amount of planned savings achieved – savings of £768k were achieved in 2019/20 against a target of £1,141k. This shortfall was forecast early in the year, when it was recognised that delays in a number of programmes including digital rollout, contact centre move and planning review would mean that the savings would be recognised later than planned. The figure is slightly less than that reported at Q3 primarily due to delay in the implementation of the planning review to 2020/21.

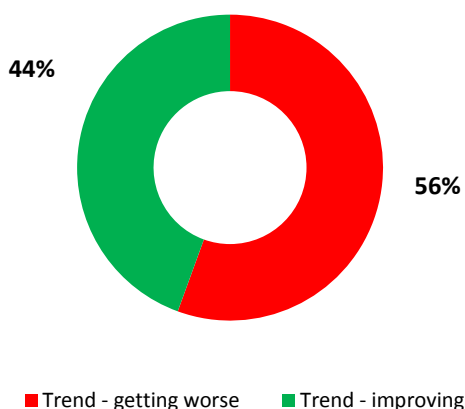
3 Annual Performance Report

3.1 Appendix B sets out the detail in terms of progress (or otherwise) against the Council's priorities during 2019/20.

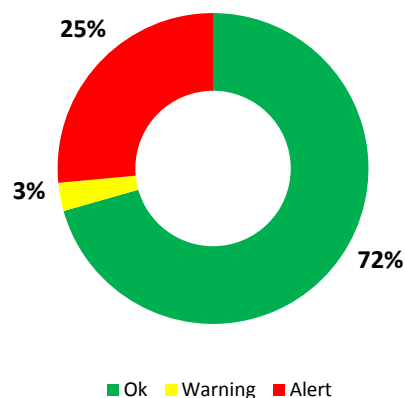
The Annual Report (subject to a separate report to Executive) captures what went well/less well in greater detail. A summary of performance is set out in the charts over page:

3.2 A summary of performance in 2019/20 is as follows:

2019/20 Trend Analysis



2019/20 Target Analysis



This table shows how we have performed in 2019/20 in comparison to 2018/19. It only includes those indicators which are directly comparable.

This table shows how we have performed in 19/20 against our annual targets. This does not include those indicators which are for data only.

3.3 When compared to 2018/19:

Trend analysis

Year	Improved performance	Reduced performance	No change
2019/20	44%	56%	0
2018/19	61%	39%	0

Target analysis

Year	On target	Amber warning	Missed target
2019/20	72%	3%	25%
2018/19	70%	15%	15%

3.4 Some aspects of performance were regular causes for concern in 2019/20. These were, and continue to be:

- Average days sick per FTE (full time employee) rolling 12 months – 7.6 days, against a target of 5 days, compared to 8.9 days in 2018/19.

4. Alternative Options Considered

N/A

5. Implications

N/A

5.1 Legal Implications

None

5.2 Financial Implications

Delivery of Corporate Plan priorities is reflected in the Medium Term Financial Strategy.

5.3 Policy and Risk Implications

Performance is a corporate risk. Failure to adequately perform will result in the corporate priorities not being delivered. Performance reporting is part of a suite of mitigating actions which make up our Performance Management Framework.

5.4 Corporate Plan Implications

This report provides a progress update on delivery of the Council's Corporate Plan.

5.5 Resource Implications

Performance reporting highlights areas where we are not performing well or are performing too well. Where an under or over allocation of resource is highlighted as a reason for poor performance, we can explore opportunities to adjust resources to support effective implementation of the Corporate Plan as part of our on-going business and budget planning.

5.6 Other Implications

N/A

5.7 Equalities Impact Assessment

An Equality, Diversity and Community Impact Assessment screening report has been undertaken on the Corporate Plan and its priorities – and due regard has been given.

6. Conclusion

- 6.1** The performance data demonstrates continued performance improvement and delivery against Corporate Plan Priorities.

7. Background Documents

None

8. Appendices

Appendix A: Corporate Performance Report Quarter 4 2019/20

Appendix B: Corporate Performance Report KPIs Year End 2019/20

Contact Officer:

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Delivering corporate priorities

Corporate Performance Report

Quarter 4 2019/20

Delivering corporate priorities: Summary Q4 2019/20

Key

-  Corporate priority is on track
-  There are some concerns about this corporate priority
-  Significant concerns

Key focus of our work

What's gone well; what are we concerned about

Delivering Priority 1 - A great place to... **do Business**

Secure new investment in the district

(Lead Director: D Caulfield)



What's gone well this quarter:

- Central Government approved the LCR funding bid for Transforming Cities - the SDC £17.5million bid was approved in full;
- Completed work on the York and North Yorkshire LEP Local Industrial Strategy consultation process ensuring SDC's best interests are represented;
- Secured and completed full funding and sponsorship for the Selby District Business Week and Conference;
- Established a new working framework with DiT to focus on future inward investment opportunities in new emerging sectors.

What are we concerned about:

- Cancellation of Business Week due to Coronavirus lockdown;
- Impact of Coronavirus lockdown.

Improve employment opportunities

(D Caulfield)



What's gone well this quarter:

- Continued roll out of training needs analysis work with SMEs, focussed on employee retention and up skilling.

What are we concerned about:

- N/A

Improve access to training and skills for work

(D Caulfield)



What's gone well this quarter:

- Continued roll out of training needs analysis for SME's with greater coordination with YNNY LEP initiatives;
- Increased liaison with Selby College and their new Business Development Director targeting increased engagement with businesses across the District;
- Selby College presentation at the Monthly Elmet Business Forum meeting.

What are we concerned about:

- Impact of Coronavirus lockdown.

What's gone well this quarter:

- Selby 950 programme now broadly complete (on budget) with the Selby Treasures exhibition which received excellent press coverage and more than 2000 people actively interacted. We're now making an online version;
- Imminently awaiting announcement on High Street Heritage Action Zone (HAZ), which has been delayed due to Covid-19;
- "Sherburn in Elmet: the heart of our town" baseline report - part of the wider programme to understand and improve town centres.- completed. Findings show Sherburn has a very high proportion (73%) of independently owned businesses, which could be used as part of a distinctive marketing message. Vacancy data (only 4.5% unoccupied units, compared to 9% nationally) suggests strong demand for retail premises;
- Contract to develop a Cultural Development Framework for Selby District (part-funded by the Arts Council) awarded to Beam (based in Wakefield);
- The end of the quarter saw a significant focus on ensuring that the District's visitor attractions, accommodation providers and food & drink businesses are adequately supported and receiving timely and helpful information regarding Covid-19.



What are we concerned about:

- Concerns that the High Street HAZ programme will be significantly impacted by Covid -19 and that there will be greatly reduced capacity to deliver across all the partner organisations. Negotiation with Historic England around these risks is ongoing;
- The impact of Covid on town centres and high streets and especially on retail, leisure, visitor and cultural businesses is going to be extensive.

Delivering Priority 2 - A great place to... **Enjoy Life**

Improving the supply of housing

(Lead Director: D Caulfield)



What's gone well this quarter:

- Empty Homes – a further 4 buy back properties have been purchased;
- Phase 2 of the housing development programme – 3 sites granted planning permission and 1 due to be determined in Q1.

What are we concerned about:

- N/A

Improving healthy life choices

(D Caulfield)



What's gone well this quarter:

- A revised version of the Selby Phase 2 Local Cycling & Walking Infrastructure Plan has been produced. This details the development of network priority corridors within the Selby District into 'bid-ready' schemes. Four corridors have been identified in Selby with one corridor identified in Sherburn-in-Elmet.

What are we concerned about:

- N/A

Delivering Priority 3 - A great place to... **Make a Difference****Empowering and involving people in decisions about their area and services**

(Lead Director: D Caulfield)

**What's gone well this quarter:**

- Local Plan Issues and Options consultation – 120 responses submitted;
- Budget consultation – higher level of responses than in previous years.

What are we concerned about:

- N/A

Enabling people to get involved, volunteer and contribute to delivering services locally

(D Caulfield)

**What's gone well this quarter:**

- Work to create, develop and support Community Support Organisations to deliver a package of Covid support to our most vulnerable residents has been extensive, rapid and successful. Networks of volunteers are in place across the District and we are also working with the volunteers who came forward in response to the national NHS campaign;
- Tenant Participation Strategy 2020-2023 approved.

What are we concerned about:

- N/A

Facilitating people to access and use alternative service delivery methods

(D Caulfield)

**What's gone well this quarter:**

- Implemented Northgate Citizens Access Landlord module to support landlords of tenants claiming benefits to interact with the service online and significantly reduce postage.

What are we concerned about:

- N/A

Delivering Priority 4 - Delivering **Great Value**

Working with others and co-developing the way in which services are delivered

(Lead Director: J Slatter)



What's gone well this quarter:

- Safeguarding Policy, Procedures & Guidance, Training Strategy and Quality Assurance Framework revised and referral process revised to align with NYCC safeguarding guidance. Phase 1 of safeguarding training rolled out;
- Supporting residents with the recent flooding in the district – working in partnership with others e.g. Environment Agency;
- Roll out of new recycling service.

What are we concerned about:

- N/A

Commissioning those best placed to deliver services on our behalf

(J Slatter)



What's gone well this quarter:

- Agreement reached with North Yorkshire County Council to extend the formal Better Together Agreement;
- Pilot of potential new Better Together HR shared service arrangements.

What are we concerned about:

- N/A

Making sure we communicate well with customers to help us understand what matters, to listen and learn and to enable us to offer the right support

(J Slatter)



What's gone well this quarter:

- Extensive communication campaign with residents and businesses in relation to the challenges provided by Covid-19;
- Extensive communication with residents throughout the February flooding that hit several parts of the district.

What are we concerned about:

- N/A

Helping people access services digitally

(J Slatter)



What's gone well this quarter:

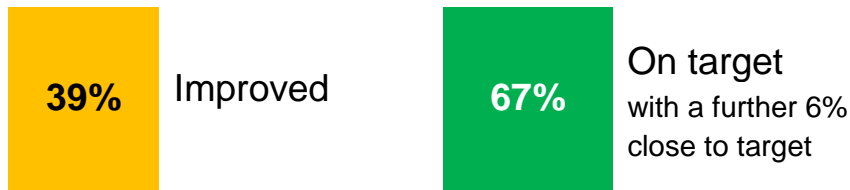
- Successful rollout of Office 365 and new devices to all staff. Enabled staff to effectively work from home during Covid-19 'lockdown';
- Work continues to improve website accessibility in advance of September 2020 deadline for website accessibility compliance.

What are we concerned about:

- Delays to implementation of Civica Cx Housing Management System.

Delivering corporate priorities: Exceptions Q4 2019/20

KPIs Summary



Indicator/action	Exception	Actions/Comments
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Positive performance - KPIs























































The average wait time - in minutes - before a customer phone call is answered by an advisor	Target exceeded	Despite a reduction in staffing levels and an increase in calls (in part due to the new recycling service and the flooding) the target was exceeded.
% of Council Housing Rent & Arrears collected	Target exceeded	98.34% against a target of 98.10. This is an improvement on the previous quarter (97.22%) and the same quarter last year (97.81%).
% of Sundry Debt collected	Target exceeded	99.1% against a target of 95.62%. This is an improvement on the same quarter last year (95.62%).
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Target exceeded	54.38% against a target of 50%. This is an improvement on the previous quarter (34.66%) and the same time last year (50%).
Average days to re-let Standard Void Types	Target exceeded	23.3 days against a target of 26 days. Notwithstanding the obvious disruption caused by the coronavirus outbreak during the latter part of March, the Property Services and Housing Tenant Services team continued the improvement in delivery seen in preceding quarters.

Delivering corporate priorities: Exceptions Q4 2019/20

Indicator/action	Exception	Actions/Comments
Performance concerns - KPIs		
% stage 1 corporate complaints fully responded to in required timescale	Target not met	29% against a target of 90% - 2 out of 7 responded to within required timescale. Delays in responses due to staff been allocated to other duties associated with flooding in the district and Covid-19.
Percentage of stage 2 corporate complaints fully responded to in required time	Target not met	33% against a target of 90% - 1 out of 3 responded to within the required timescale. Delays in responses due to staff been allocated to other duties associated with flooding in the district and Covid-19.
Average days sick per FTE (full time employee) Rolling 12 months	Target not met	7.76 days against a target of 5 days – however this was an improvement over the short term (Q3 8.16 days) and the long term (Q4 2018/19 8.91 days). Initial data for April 2020 shows a further reduction in sickness absence. Work continues on a new Attendance Management Policy. Manager training and a new absence reporting module for MyView scheduled for rollout in Q1 2020/21.
Number of SMEs supported	Target not met	13 against a target of 50 – two reasons for under delivery - limited availability of Senior Business Advisor and the cancellation (due to Coronavirus) of the Business Week events and the Business Conference scheduled for week commencing 16 March. This event is significant and would have more than recovered the shortfall for the year, with over 150 businesses booked to attend the various seminars and the conference during this period.
Number of affordable homes provided in the district (annual)	Target not met	125 against a target of 196. The Core Strategy target is up to 40% affordable housing provision subject to viability, current outcome is 25%.
Number of missed waste collections	Target not met	This KPI covers refuse, green waste and recycling collections and shows the actual number of justified missed collections – 253 in Q4, against a target of 186. Q4 saw serious flooding in parts of the district and prolonged road closures, which had a significant impact on collection rounds.
Number of visits to combined leisure centres	Target not met	There were 93,360 visits in Q4, against a target of 103,091. The impact of Covid-19 was a contributing factor to below target performance.
Amount of planned savings achieved	Target not met	Savings of £768k were achieved in 2019/20 against a target of £1,141k. This shortfall was forecast early in the year, when it was recognised that delays in a number of programmes including digital rollout, contact centre move and planning review would mean that the savings would be recognised later than planned. The figure is slightly less than that reported at Q3 primarily due to delay in the implementation of the planning review to 2020/21

Delivering corporate priorities: KPIs Q4 2019/20

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change/Not applicable		No Change/Not applicable
	OK		Getting Worse		Getting Worse

KPI	Direction of Travel	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Residual household waste per household (kg)	Aim to Minimise	139	131	133	138	145	137			
% Household waste recycled	Aim to Maximise	33.23	49.57	48.72	36.23	32.14	30.12			
Number of additional homes provided in the district (annual)	Aim to Maximise	639	N/A	N/A	N/A	492	365			
Number of affordable homes provided in the district (annual)	Aim to Maximise	182	N/A	N/A	N/A	125	196			
Number of Selby District Council/HRA units delivered	Aim to Maximise	13	N/A	N/A	N/A	7	6			
Number of SMEs supported	Aim to Maximise	107	45	45	47	13	50			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.68	92.99	95.87	99.24	85.06	90.00			
Total number of Empty Homes (6 months +) brought back into use through direct action (Year to date)	Aim to Maximise	24	7	34	36	39	20			
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	97.06	N/A	N/A	N/A	97.03	95			
% of Council Tax collected	Aim to Maximise	98.35	29.65	56.99	84.40	98.33	97.90			
% of Council Housing Rent & Arrears collected	Aim to Maximise	97.81	92.99	94.83	97.22	98.34	98.10			
% of Non-domestic Rate collected	Aim to Maximise	99.62	28.48	54.41	81.27	99.18	98.55			
% of Sundry Debt collected	Aim to Maximise	95.62	44.61	63.86	69.24	99.1	95.62			
External auditor Value for Money conclusion		Not measured for Quarters				Yes	Yes			
Amount of planned savings achieved (£)	Aim to Maximise	828k	829k	777k	786k	768k	1.14m			
Average days to process new benefit claims (total)	Aim to Minimise	17.02	14.33	17.19	24.00	19.12	22.00			
Average days to process Change of Circumstances	Aim to Minimise	2.06	3.04	3.82	4.29	2.10	8.40			
% of Major applications within statutory or extension of time	Aim to Maximise	81.82	100	77.78	100	80	60			

KPI	Direction of Travel	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% of non-major applications within statutory or extension of time limit	Aim to Maximise	69.51	66	68.05	83.75	82.61	70	↓	↑	✔
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	94	96	73	100	29	90	↓	↓	✘
% of FOI responded to within 20 days	Aim to Maximise	90.56	87.76	89.19	86.84	90.96	86	↑	↑	✔
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	5.00	7.00	5.00	4.00	5.00	10	↓	-	✔
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.27	1.92	1.36	1.08	1.96	2	↓	↓	✔
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	50	53.14	32.41	34.66	54.38	50	↑	↑	✔
Corporate health & safety: The number of incidents reported	Aim to Minimise	4	3	3	3	1	3	↑	↑	✔
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	8.91	8.94	8.49	8.16	7.76	5	↑	↑	✘
Amount of Business Rates retained (million £s)	Aim to Maximise	10.01	11.2	11.2	11.2	11.2	7.5	-	↑	✔
Council Tax base	Aim to Maximise	31094	31212	31479	31565	31710	31650	↑	↑	✔
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	100	100	66.67	100	33	90	↓	↓	✘
Number of missed waste collections	Aim to Minimise	NEW	243	270	247	253	186	↓	-	✘
Number of visits to combined leisure centres	Aim to Maximise	112.3k	110.8k	96.34k	87.3k	93.3k	103.1k	↑	↓	✘
% of active members participating in one or more sessions a week	Aim to Maximise	NEW	44.7	43.3	46.01		51			
% conversions to full membership from participants in health referral programmes	Aim to Maximise	NEW	155	36	36		30			
% participants completing health referral programme	Aim to Maximise	NEW	24	72	66		54			
Memberships at combined leisure centres	Aim to Maximise	NEW	4,263	4,324	4,393		4,143			
Average days to re-let Standard Void Types	Aim to Minimise	NEW	39.6	22	25.3	23.3	26	↑	-	✔
Average days to re-let Major Void Types	Aim to Minimise	NEW	80.2	50.2	37.9	46.2	45	↓	-	⚠

Context indicators

Q4 2019/20




These indicators are those which we may be able to influence, but not directly affect.

Indicator	Update frequency	Previous Value	Latest Value	Regional comparison
Resident population of the district	annual	87,900	89,100	n/a
% of the district population of working age (16-64)	annual	61.6	61.4	below average
% of the district population aged 65+	annual	19.9	20.1	above average
% working age population in employment	quarterly	72.9	72	below average
% working age population claiming Job Seekers Allowance	quarterly	0.3	0.8	below average
% working age population qualified to Level 4+ (annual measure)	annual	28.1	34.7	above average
% working age population with no qualifications (annual measure)	annual	7.7	8.3	above average
Total Gross Value Added (£)	annual	1,930m	2,110m	n/a
Business births	annual	480	580	n/a
% business survival rate (2-year)	annual	77.8	74	above average
Median Gross Weekly Pay for Full-Time Workers £ (Workplace- based)	annual	546.9	579	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.4	3.2	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	69.6	above average
% children defined as obese (at year 6) (annual measure) (to be reported in Q4)	annual	32.2	33.8	above average

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Delivering corporate priorities: KPIs Year end 2019/20




Key:  Data Only  Trend - No Change  Trend - Improving  Trend - Getting Worse



 Alert – target not met  Warning – target not met but within acceptable limit  OK – target met

KPI	Direction of Travel	2018/2019	2019/2020	Trend	Traffic Light	What does this mean?
Residual household waste per household (kg)	Aim to Minimise	NEW	136.25	N/A		The waste tonnages exceeded the annual target and were in line with expectation.
% Household waste recycled	Aim to Maximise	NEW	42.70	N/A		A significant increase in the amount of green waste collected had a positive impact on the overall recycling rate
Number of SMEs supported	Aim to Maximise	256	150			Cancellation of the Business Week events and Business Conference in Q4 had a significant impact on this KPI (over 150 booked on the event).
Number of additional homes provided in the district	Aim to Maximise	639	492			We have exceeded the Standard Methodology Figure of 365 dwellings per annum.
Number of affordable homes provided in the district	Aim to Maximise	182	125			The Core Strategy target is up to 40% provision subject to viability, current outcome is 25%.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	13	6			7 council houses purchased as part of Empty Homes Acquisitions, against a target of 6.
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	99.48	91.57			Changes in service delivery necessitated by the coronavirus pandemic had a negative impact on performance in Q4 and ultimately the year end.
The number of empty properties brought back into habitable use (Year to date)	Aim to Maximise	24	39			Annual target of 20 exceeded by Q2.
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	97.06	97.03			During 2019/20 613 out of 630 streets inspected were within contract standard. (N.B. No inspections took place in Q4 – resources were used to focus on the implementation of the new recycling service).
% of Council Tax collected	Aim to Maximise	98.35	98.33			This is £254k above target.
% of Council housing rent & arrears	Aim to Maximise	97.81	98.34			Annual target exceeded by 0.24%.
% of non-domestic rate collected	Aim to Maximise	99.62	99.18			This is £248k above target.
% of sundry debt collected	Aim to Maximise	95.62	99.1			Annual target exceeded by 3.48%.
External auditor Value for Money conclusion	N/A	Yes	Yes			The external auditor concludes that we have in place arrangements to secure value for money.
Amount of planned savings achieved (£000s)	Aim to Maximise	£828k	£768k			Shortfall of £373k (target of £1,141k) due to delays in a number of programmes including digital rollout, contact centre move and planning review.
Average days to process new benefit claims (total)	Aim to Minimise	19.7	19.12			Reduced number of claims received, with an increase in complex cases due to the roll out of Universal Credit for working age claimants.
Average days to process Change of Circumstances	Aim to Minimise	4.20	3.52			As in the previous year, we have exceeded the national target throughout the year.
% of Major applications within statutory or extension of time	Aim to Maximise	83.33	88.89			24 out of 27 major applications determined within time/extension of time.
% of non-major applications within statutory or extension of time limit	Aim to Maximise	77.78	75.31			482 out of 640 minor applications determined within time/extension of time.
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	91	88			68 on time out of 77 - Q4 performance impacted negatively on the annual performance figure.

Delivering corporate priorities: KPIs Year end 2019/20

Key:  Data Only  Trend - No Change  Trend - Improving  Trend - Getting Worse

 Alert – target not met  Warning – target not met but within acceptable limit  OK – target met

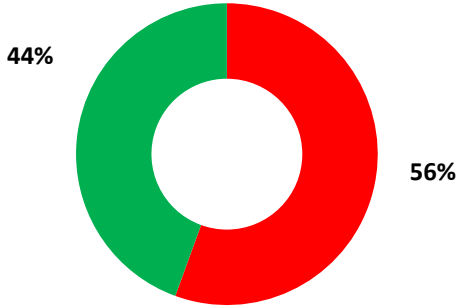
KPI	Direction of Travel	2018/2019	2019/2020	Trend	Traffic Light	What does this mean?
% Freedom of Information requests responded to within in 20 days	Aim to Maximise	89.16	88.8			Target exceeded throughout the year.
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	5	4.33			Performance illustrates the success of scan stations and customers submitting their own data.
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.03	1.62			Despite a reduction in staffing levels and an increase in calls (in part due to the new recycling service and the flooding) the target was exceeded. The team continue to offer a professional and effective service.
% of people accessing Benefits forms and Taxation direct debits forms online in relation to other channels	Aim to Maximise	35.82	42.64			1034 forms (direct debits/new benefit claims/change of circumstances) were received online in 2019/20.
Corporate health & safety: The number of incidents reported	Aim to Minimise	17	10			The figure for 2019/20 compares favourably with the previous year.
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	8.9	7.6			Sickness was especially high in Q1 and Q2 and has been falling since Q3. Latest data is the lowest since Q1 2018/19.
Amount of Business Rates retained (million £s)	Aim to Maximise	10,009,411	11,291,904			Figure is subject to change once the business rate pool's NNDR income has been collated
Council Tax Base	Aim to Maximise	31,094	31,710			An increase of 720 dwellings this year, which after taking into account discounts and exemptions, increased the base by 615.9 properties.
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	100	64			14 on time out of 22 - Q4 performance impacted negatively on the annual performance figure.
Number of missed waste collections	Aim to Minimise	NEW	253	N/A		Performance was slightly below the annual target. Serious flooding and prolonged road closures in Q4 had a significant impact on collection rounds.
Number of visits to combined leisure centres	Aim to Maximise	397,352	387,852			Q4 performance (number of visits down due to Covid-19) had a negative impact on the year end figure.
% of active members participating in one or more sessions a week	Aim to Maximise	NEW	46.01%	N/A		Performance slightly below the 51% target. N.B. Data is for Q1- Q3 only – no access to Q4 data due to temporary change in working arrangements as a result of Covid-19
% conversions to full membership from participants in health referral programmes	Aim to Maximise	NEW	36%	N/A		Target of 30% exceeded. N.B.Data is for Q1- Q3 only - no access to Q4 data due to temporary change in working arrangements as a result of Covid-19.
% participants completing health referral programme	Aim to Maximise	NEW	66%	N/A		Target of 54% exceeded. N.B.Data is for Q1- Q3 only - no access to Q4 data due to temporary change in working arrangements as a result of Covid-19.
Memberships at combined leisure centres	Aim to Maximise	NEW	4,393	N/A		Target of 4,143 exceeded. N.B.Data is for Q1- Q3 only - no access to Q4 data due to temporary change in working arrangements as a result of Covid-19.
Average days to re-let Standard Void Types	Aim to Minimise	NEW	20.6	N/A		Performance exceeded the target in 3 out of 4 quarters during the year thanks to the focused efforts of the Property Services and Housing Services teams.
Average days to re-let Major Void Types	Aim to Minimise	NEW	38.5	N/A		Introducing three distinct categories for void types has provided a more accurate understanding of the level of work required in each property.

Delivering corporate priorities: KPIs Year end 2019/20

Key:  Data Only  Trend - No Change  Trend - Improving  Trend - Getting Worse
 Alert – target not met  Warning – target not met but within acceptable limit  OK – target met

KPI	Direction of Travel	2018/2019	2019/2020	Trend	Traffic Light	What does this mean?
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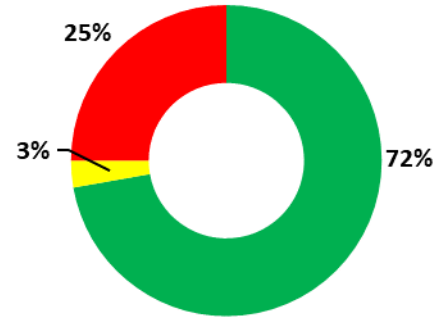
2019/20 Trend Analysis



■ Trend - getting worse ■ Trend - improving

This table shows how we have performed in 2019/20 in comparison to 2018/19. It only includes those indicators which are directly comparable.

2019/20 Target Analysis



■ OK ■ Warning ■ Alert

This table shows how we have performed in 19/20 against our annual targets. This does not include those indicators which are for data only.

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Report Reference Number: E/20/3

To: Executive
Date: 2 July 2020
Status: Key Decision
Ward(s) Affected: All
Author: Peter Williams, Head of Finance
Lead Executive Member: Cllr Cliff Lunn, Lead Executive Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 31st March 2020

Summary:

After carry forward requests, which are detailed in **Appendix E**, the Council's year end results for 2019/20 show a deficit of £363k including proposed carry forwards on the General Fund against budget. There are a number of variances (positive & negative) which make up this deficit, including: a shortfall on planned savings, adverse variances across a number of income streams, partly offset by in year staffing savings, higher investment income and unused contingency.

The Housing Revenue Account shows a surplus of (£315k), which is mainly driven by lower external borrowing requirements, unused contingency, increased investment income and lower costs on premises cost. This is partly offset by a shortfall in savings due to the delays in the implementation of the housing system and increased void costs to assist with faster turnaround times. The surplus will be transferred to the Major Repairs Reserve to help fund future capital expenditure.

More detailed analysis of the General Fund and Housing Revenue Account variances can be found in the report below and **Appendix A**.

Planned savings for the year fell short in both the Housing Revenue Account and General Fund. General Fund savings fell short by £374k due to delays in some initiatives whilst the Housing Revenue Account was £195k short. Details of savings and their status can be found in **Appendix B**.

Capital programme spend was under budget as a number of projects have experienced delays and some are due to deliver over multiple years. After assumed carry forwards, a saving of (£1,213k) has been achieved - (£92k) General Fund and (£1,121k) Housing Revenue Account. The General Fund saving relates ICT costs that are no longer required. In the Housing Revenue Account, the roofing project has been incorporated in the new HRA business plan and therefore this particular budget

is no longer required. A summary analysis of the capital programme can be found in the report below with a more detail in **Appendix C**.

Programme for Growth spend totalled £1,902k in 2019/20. with a further £854k to be carried forward

The impacts of Covid-19 have been limited in 2019/20 but looking ahead to 2020/21 there are a number of risks to income streams and additional costs which will need to be carefully managed as the size and duration of these risks and the potential financial support from central government become clearer. A revised budget is planned for September 2020.

Recommendations:

Recommendations:

1. The General Fund, HRA and Programme for Growth funds set out in Appendix D totalling £2,815k (net) be carried forward from 2019/20 to 2020/21.
2. That Council be asked to approve the drawdown of £363k from the Business Rates Equalisation Reserve to finance the General Fund deficit.
3. The additional £315k HRA surplus be transferred to 'HRA Major Repairs Reserve' to support the future capital programme.

Reasons for recommendation

To allow projects and initiatives not completed in year to be rolled over to the following year, to fund the deficit on the general fund from reserves and to make adequate appropriations to reserves in the HRA to mitigate future spending priorities.

1. Introduction and background

- 1.1 The revenue budgets and capital programmes were approved by Council on 21 February 2019. This report and associated appendices present the financial performance as at 31 March 2020 against the budget.

2. Main Report

General Fund Revenue

- 2.1 For the year 2019/20 the Council's General Fund activities resulted in a deficit of £363k, including proposed carry forwards. Details of the variances against budget are set out at **Appendix A**.

General Fund Account – Year End 2019/20	Budget	Actual	Q4 Variance	Q3 Variance
	£000's	£000's	£000's	£000's
Corporate SVS & Commissioning	6,246	6,135	-111	-118
Economic Regeneration & Place	3,487	3,531	44	-76
Corporate	-2,819	-3,014	-195	-55
Legal & Democratic Services	994	1,034	40	-61
Contingency	192	0	-192	-192
Net Service Expenditure	8,100	7,686	-414	-502
Contribution to / from reserves	378	781	403	148
Council Tax	-5,595	-5,595	0	0
Business Rates	-2,532	-2,532	0	0
Collection Fund Deficit Share	23	23	0	0
Shortfall/(Surplus)	374	363	-11	-354
Savings Target	-374	0	374	353
Net Revenue Budget	0	363	363	-1

2.1.2 The key variances to the General Fund budget at Quarter 4 are:

- A £374k shortfall on planned savings as outlined in the planned savings section of this report and in more detail in Appendix B.
- As highlighted in previous quarters, a number of income streams have fallen short of target - planning income due to lower volumes of major applications - £194k; recycling income as a result of the drop in the price per tonne of paper - £90k; void issues in industrial units - £48k; and the assets team not having capacity to deliver the additional income generating service - £50k.
- Land charges income is also £35k lower than budget due a fall in house sales. This is partly offset by lower staffing costs in the team.
- Investment interest returns were £100k better than expected due to buoyant cash balances.
- Despite a challenging vacancy factor of 5% this year, the staffing savings achieved were (£208k) higher, although these are not recurring and therefore have not contributed to the savings target. Underspent contingency has been taken as a saving in year, contributing (£192k) to help cover the shortfall in planned savings.
- Movement on reserves reflects £272k contribution to the carry forward reserve for revenue funded requests on **Appendix E**, £22k additional investment income over its ceiling to the contingency reserve and £50k drawdown not required for Better Together, the corresponding saving has been highlighted within supplies and services on **Appendix A**.

2.1.3 Quarter 3 reported a breakeven position on the outturn. The main movements are broadly outlined in the three categories below.

2.1.4 Income - £57k lower including:-

- Planning income was lower than expected by £34k.

- Income from property was £29k lower due to lower room booking from fee payers at the Civic Centre and 43 Kirkgate unit being empty.
- Car park income £17k lower than anticipated, with a part of this due to covid-19. - Partly offset by £37k higher investment interest returns.

2.1.5 Expenditure - £291k higher including:-

- Additional HR support costs of £52k to help cover for absences and changes in staff in this department.
- Planning costs were £45k higher than expected. This was primarily as a result of the consultancy and professional fees relating to Gascoigne Wood Rail Freight Interchange Inquiry following its refusal at Planning Committee and the costs of defending the Councils position at the subsequent inquiry, along with the Tadcaster Judicial Review.
- Flooding resulted in £44k of additional costs. Of this only £37k was potentially eligible for the Bellwin scheme, which was insufficient to trigger a claim under the scheme.
- A grant for the Pocket Parks was received in 2018/19 but was not carried forward in to 2019-20. The project however is live and required the initial funding award of £40k.
- Legal costs were £40k higher than expected.
- A £35k underspend in the CEF's was taken as a saving at Q3, but are now proposed to carry forward into 2020/21.

2.1.6 Planned savings - £19k lower.

- Savings anticipated from the planning review did not taken place in Q4 as a result of delays in implementation resulting in a £15k reduction. The work on the planning review continued into the quarter, and the benefits of this are now expected in 2020/21.
- The renewal of the public conveniences contract was expected to result in a small saving from February, but the renewal will now be from the 1st April 2020. This will generate a saving of £16k per annum.

2.2 Housing Revenue Account (HRA)

2.2.1 For the year 2019/20 the Council's Housing Revenue Account activities resulted in a surplus of (£315k). Details of forecast variances against budget are also set out at **Appendix A**.

Housing Revenue Account – Final Outturn	Budget £000's	Actual £000's	Q4 Variance £000's	Q3 Variance £000's
Net Revenue Budget	8,816	8,302	(514)	(368)
Dwelling Rents	(11,840)	(11,836)	4	(7)
Shortfall / (Surplus)	(3,024)	(3,534)	(510)	(375)
Savings Target	(195)	0	195	195
Net Surplus / (Deficit) transferred to Major Repairs Reserve	3,219	3,534	315	0
Net Revenue Budget (Surplus)	0	0	0	(180)

2.2.2 The main variances to budget are:

- External borrowing was lower due to work programmes continuing to be funded from grants and internal borrowing in the short term. It is anticipated that external borrowing will be needed in the future, but a saving of approximately (£300k) has been achieved this year.
- An additional £98k was spent on the high number of void properties, including costs while the property is empty such as council tax, utility and specialist cleaning charges. This is partly offset by savings on materials and underspends on some of the revenue programmes including painting and asbestos surveying which are being managed through programmed capital schemes reducing the need for responsive works.
- Improved investment interest returns exceeded the budget by (£52k) in the year.
- There was a (£75k) saving from unused contingency in year.
- Of the original £214k savings target, (£19k) has been achieved from the new housing system and procurement partnership. The remaining £195k will be achieved after the system goes live in July 2020.

2.2.3 Quarter 3 reported a surplus position of (£180k) on the outturn before transfer to the Major Repairs Reserve. The main movements are outlined below.

- Premises savings identified at Q3 were taken to support subcontractor costs in supplies and services, further savings on fencing and solid fuel servicing give a net movement of £44k.
- £45k movement on supplies and services attributed to costs of bringing void properties back in to use not forecasted at Q3.
- (£75k) Unspent Contingency.
- (£145k) Savings on the capital programme have led to less funding being required to transfer to the Major repairs Reserve.

2.3 Planned savings

2.3.1 The General Fund savings target for the year was £1.141m and savings of £768k have been achieved against this target. Whilst the Council has a strong track record for delivering the savings and efficiencies needed, it is increasingly challenging to identify and deliver savings against a reducing cost base. The savings in the current plan are therefore in large part considered higher risk, with some dependent on a number of external factors. Council recognised the risk within the plan when the Medium Term Financial Strategy was approved in September 2018 and resolved to hold back a level of reserves to mitigate the risk of delayed/non delivery over the medium term.

Appendix B sets out progress against the targets within the plan. The key areas to note are as follows:

- Planning savings of (£100k) were not achieved. A review of the service has been completed but will not be implemented now until Q3 of 2020/21 due to assessing the Covid-19 impact on the service.
- The asset rationalisation target of (£76.5k) was dependent on the move of the contact centre from Market Cross. Negotiations are ongoing, with the move of the contact centre now planned for 2020/21. An additional (£20k) of income from office space rental and meeting room bookings was achieved leaving a shortfall of £56.5k.
- There was a saving in the budget from the acquisition of commercial property of (£50k) in relation to the £3.5m pot for commercial acquisitions which forms part of the P4G programme. This pot was expected to make a return, however, the commercial properties acquired so far have not generated an ongoing income stream. The former Nat West bank in Selby is expected to sell in the near future, which will generate a capital receipt.
- The digital programme continues to progress and was targeted with generating (£200k) of savings in the year. (£126k) of savings have been delivered, but further savings will be in 20/21 as programmes such as flexible working and the housing system progress.
- The environmental saving target of (£40k) has delayed to 20/21. There is potential to exceed the target in future years through maximising operational efficiencies which will be captured as part of the formal contract variation to deliver cashable savings in 2020/21 and beyond.

2.3.2 The original HRA savings target for 2019/20 was £214k; to date £19k has been identified with the remaining target being £195k. The majority of this saving is driven by the new Housing and Asset Management System. There have been delays in the development of the new software modules by the supplier. Go live is now expected in July 2020 and the savings will be implemented once the system is operational.

2.4 Capital Programme

2.4.1 Capital spend against the latest approved programmes was below budget for the year as further schemes have slipped into 2020/21. After proposed carry forwards of £982k an overall saving of (£1,536k) was achieved, mostly in the Housing Revenue Account. Full details can be found in **Appendix C**.

Capital Programme	Budget £000's	Actual £000's	Carry Forward £000's	Variance £000's
General Fund	4,473	3,688	693	(92)
Housing Revenue Account	5,885	4,152	612	(1,121)
Total	10,358	7,840	1,305	(1,213)

2.4.2 The General Fund variance of (£92k) is primarily due to the previously carried forward budget for annual cost of Microsoft licences which is no longer required as this met from existing budgets.

2.4.3 The HRA variance of (£1,121k) includes (£1,059k) for specific roof replacement programme which has previously been delayed. This has now been incorporated into the HRA business plan and has been rebalanced into existing budgets, removing the requirement for this specific budget.

2.4.4 For some programmes (ICT, home improvement loans, asbestos surveys, door replacement and empty homes) work accelerated during Q4, with a total of £377k spend brought forward from 2020/21. Carry forwards had previously been approved at Q3 so further reprofiling of these budgets is now needed.

2.5 Programme for Growth (PfG)

2.5.1 At the start of the year, the Programme for Growth programme had a budget of £7,857k remaining over the life of the existing multi-year programme. The latest budget for 2019/20 is £2,757k. There has been good progress in 2019/20 with project spend of £1,903k. The remaining funding will be carried over to 2020/21 to allow delivery of the agreed programme.

2.5.2 Executive (January 2019) approved the Economic Development Framework, 2 year Action Plan for 2019 and 2020, and additional posts in the Economic Development & Regeneration service to strengthen delivery capacity. Vacant posts have continued to be a problem during this period following a further vacancy occurring taking the number of vacant positions to 4 out of a team of 9. Following a reassessment of the vacant positions a full recruitment campaign has now been launched to fill all the vacant positions. The ongoing vacancies have continued to restrict our ability to bring all intended programmes forward during this period.

2.5.3 Despite this, good progress overall continues to be made across a range of PfG projects. A project by project update can be found in Appendix D,

acknowledging that there has been slippage on some projects. Some key highlights demonstrating progress are outlined below:

- 2.5.4 Health Living Concepts Fund – Work has been completed on the Local Cycling and Walking Infrastructure Plan to support development of walking and cycling networks in the district in line with NYCC Strategic Transport plans. £10k has been allocated to develop active travel sustainable travel packs. £30k has been allocated to development of a project with the Yorkshire Wildlife Trust. A final amount of £13,000 funding identified to support the Healthy Schools Programme. This fund will conclude within the financial year subject to being able to re-engage partners during the current restricted period.
- 2.5.5 Selby 950 – the Selby 950 programme was successfully delivered and spending is almost complete, but delivery of the Selby Treasures element has been extended to include an online museum, which is still in development. Hidden Histories visuals will be used to support re-animating the town centre as part of covid recovery plans. It is anticipated that the final completion and signing off by funders will be in July 2020. Funders will then make their final payments to the project. The evaluation of the project is being finalised for publication at present but initial findings are very positive. The project is due to close within the second quarter of 2020/21.
- 2.5.6 Olympia Park - Following detailed information about costs and technical issues at the Olympia Park development site in Selby, Selby District Council, the landowners and developers involved reluctantly concluded in late 2019 that conditions attached to a government housing infrastructure grant towards site costs could not be met. In reaching that point, there was extensive work undertaken to support delivery of the site and costs associated with that have been drawn from this budget. The Council and OPD now have the benefit of significant detailed technical information regarding the site and OPD continue to explore how to unlock its significant potential for development, particularly given the close proximity to the town centre and railway station. OPD are considering how they can enhance and extend the existing employment park on the site, and on this basis, the Council has retained a pedestrian and cycle footbridge to the site from the town centre and station in the TCF proposals to enhance sustainable access and connectivity. The costs incurred throughout this process have now been covering off during Q4.
- 2.5.7 Strategic Sites Master Planning – there has been increased expenditure through this period for early Transforming Cities work relating to preliminary site acquisition work and associated professional fees it is anticipated this expenditure will be reimbursed as part of the TCF programme delivery.
- 2.5.8 Town Master Planning – the work is being led by People and Places (Chris Wade) to support town centre revitalisation by developing long term strategies and action plans. The Selby town and Sherburn high street baseline work has

now been completed and presented back to local high street representatives. The Selby action plan is being finalised for stakeholder review in line with covid recovery plans. Sherburn's action plan is due for completion July 2020. This work supported the successful High Street Heritage Action Zone bid with this programme commencing April 2020. The Tadcaster work will commence in Q2 2020/21 in line with town centre covid recovery plans.

2.5.9 A project by project progress report for 2019/20 can be found in Appendix D.

2.6. Carry Forwards

2.6.1 There are a number of carry forwards which are itemised in **Appendix E**. The key items of note are:

General Fund Revenue - £656k

- Specialist fees for the Local Plan of £326k which will be incurred over the duration of delivery.
- Support costs for the new Housing System project of £47k which will continue into 2020/21.
- £190k relating to grants received but expenditure not yet incurred.
- £50k to be carried forward to help finance the station lift project which is expected to take place in 2022/23 at the earliest.
- £60k underspend in year on the CEF's.

General Fund Capital - £693k

- A further £301k to carry forward on the loans to SDHT budget – with schemes still being progressed but no further completions in 2019/20.
- £124k of disabled facilities grants proposed to carry forward. 67 grants were delivered with a value of £352k, an increase on 2018/19. 10 further grants are currently approved but progress has been halted due to coronavirus which therefore require a carry forward to 2020/21.
- £110k carry forward required for the transforming customer services project. This money will be used for the reception alternations which have been postponed as a result of covid-19 but are expected to go ahead in 20/21.
- £148k carry forward for a number of IT initiatives which will be completed in 2020/21.

HRA Capital - £612k

- The Empty Homes Delivery plan has completed the purchase of 7 properties. The proposed carry forward at Q3 was higher than is now required due to additional completions in Q4, so a reduction in the original proposed carry forward of (£0.15m) can be made.
- A number of housing maintenance programmes required a carry forward of £270k to ensure this work is delivered. New contracts are being put in place which are larger and multi-year contracts, in order to make them more appealing to larger suppliers. Therefore the profile of works is now expected to take place into future financial years. This carry forward is

required to ensure delivery of these contracts that will improve the housing stock.

- The housing delivery project was behind budget in Q4, and therefore £100k needs to be carried forward to enable the completion of this work.
- A carry forward of £100k to complete the delivery of the Housing Management System which is planned to go live in July 2020.
- A carry forward of £110k is required for St Wilfrid's Court which needs significant remedial works and replacement of the Tunstall system. This has been delayed due to covid-19.

Programme For Growth - £854k

- The projects in this programme are to be delivered over multiple years and therefore this is proposed to carry forward into 2020/21 to continue the approved projects. It is proposed that £399k of project funding be carried forward along with £455k to cover staffing costs and contingency.
- The main driver behind the carry forward of the projects budget is the £500k which was retained in the commercial property acquisition pot in case funds were needed in relation to the station project. No purchases were completed in Q4, so this is proposed for carry forward.
- An additional £200k has been proposed to carry forward for staffing plus £250k contingency which has been boosted by the funding from the business rates pool for the cycle races that took place earlier in the year.

3. Covid-19

- 3.1 The pandemic has had considerable effect on the Council although the impacts in 2019/20 have been limited, a number of additional costs and reductions in income have been experienced to date in 2020/21.
- 3.2 The financial impact has been assessed at this early stage as potentially posing a full year risk of up to £3.5m to Council finances in 2020/21. The Government has provided additional support totalling £944k to help Councils address the impacts of the pandemic, but without further support, reserves will have to be used to bridge any gap.
- 3.3 Some of the key areas of income impacted are council tax, and some of the fee earning services such as car parks, leisure, industrial units and planning. In addition, investment interest returns will be heavily impacted by the reduction in the Bank of England base rate to 0.1%.
- 3.4 There are also some additional costs required to help the Council address the impacts of the virus on its residents and staff.

4. Alternative Options Considered

Not applicable

5. Implications

5.1 Legal Implications

There is a legal requirement to balance the budget.

5.2 Financial Implications

5.2.1 The deficit position for 2019/20 will need to be funded from reserves. The Business Rates Equalisation Reserve contains the resources to support the revenue budget and it proposed that the deficit is drawdown from this reserve. This will reduce the amount of reserves set aside to support future years and this will be reflected in the refresh of the Medium Term Financial Strategy. Looking forward, delivery of planned savings will be required to ensure the Council can deliver services within the in-year funding available.

5.2.2 Covid-19 will present new financial issues and risks for the Council in 2020/21 and potentially beyond. This includes additional costs, loss of income and threat to future income streams from both lockdown and the longer economic impacts. These risks will need to be carefully managed as the size and duration of these impacts and the potential financial support from central government become clearer. A revised budget will be prepared alongside the MTFS in August / September to reflect the changing economic picture, the financial impacts and the changing priorities of the Council.

5.3 Policy and Risk Implications

There are no specific policy or risk implications beyond those highlighted in the report.

5.4 Corporate Plan Implications

5.4.1 The financial position and performance against budget is fundamental to delivery of the Council's Corporate Plan, achieving value for money and ensuring financial stability.

5.5 Resource Implications

Not applicable

5.6 Other Implications

Not applicable.

5.7 Equalities Impact Assessment

Not applicable.

6. Conclusion

- 6.1 At the end of 2019/20, after carry forward requests, the outturn shows a deficit on the General Fund of £363k whilst the Housing Revenue Account is reporting a surplus of (£315k). The General Fund deficit is proposed to be funded from the Business Rates Equalisation Reserve whilst the surplus on the HRA will be transferred to the major repairs reserve to support future spending priorities.
- 6.2 Whilst reserves are available to support in the shorter term, delivery of planned savings is crucial to longer term financial sustainability.
- 6.3 There has been some slippage in projects and programmes in both the General Fund and Housing Revenue Account and consequently these will require further funds to be carried forward.
- 6.4 The Programme for Growth is planned to deliver over three years and good progress has been made across a range of projects as well as some slippage. The unspent balance of the fund will be carried forward into 2020/21 to enable work to continue.
- 6.5 The impacts of Covid-19 have been limited in 2019/20 but looking ahead to 2020/21 there are a number of risks to income streams and additional costs which will need to be carefully managed as the size and duration of these risks and the potential financial support from central government become clearer.

7. Background Documents

None.

8. Appendices

Appendix A – General Fund and Housing Revenue Account Revenue budget exceptions.

Appendix B – General Fund and Housing Revenue Account Savings.

Appendix C – General Fund and Housing Revenue Account Capital Programme.

Appendix D – Programme for Growth.

Appendix E – Carry Forwards

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GF Management Accounts 2019-20
Results as at 31st March
 General Fund

	Previous Year Actuals	Latest Approved Budget	Full Year		Variances	Carry Forward	Variance after	Comment
	Actual £k	Budget £k	Actual £k	Budget £k	Full Year Actual £k	Proposed £k	Carry Forward £k	
Income								
Investment Income	-454	-649	-749	-649	-100		-100	Additional income achieved in investment interest due to buoyant cash balances and favourable investment returns. Includes income streams generated from loans to the housing trust and property fund investments.
Recharges	-3,052	-11,203	-11,209	-11,203	-6		-6	Savings on Print Costs, External Audit Fees and Rechargeable Pension Costs partially offset by increased bank charges over the year has resulted in lower charges to the HRA.
Customer & Client Receipts	-6,534	-7,693	-7,312	-7,693	382		382	There are a number of income shortfalls including Planning Service Income £194k the majority of which is due to large applications not coming forward as anticipated, Recycling income £90k shortfall due to the low rate received per tonne for recyclable materials now not covering the costs of bulking. The Warden Lifeline Service has a £41k shortfall in income, numbers of customers grow slowly but a marketing plan is being implemented to promote the service offer. Land charges income is £35k short, due to demand, there is a shortfall in industrial unit rents of £48k due to occupancy levels and lettable condition and Assets Team Trading activities £50k due to capacity issues in the team. Smaller shortfalls include Property Management Rents £15k, Car Park income from closure in March £18k, Legal Service fees £14k, Civic Centre space / room rental £14k and Commercial Waste £10k. There are some increases in income to partially offset including Licence Fees (£29k), Sale of Wheelie Bins (£26k), Plan Policy (£22k), Elections (£11k) and Council Tax / NNDR Summons income (£16k). Efforts to streamline the Building Control Service and improved performance dividends have been received for 2018/19 (actual) & 2019/20 (estimated) totalling (£32k).
Government Grants	-14,442	-11,763	-11,794	-11,763	-31		-31	DWP new burdens grants total (£30k) including Universal Credit Admin changes and (£19k) DWP grant contributions towards the impact of legislative changes to our benefit systems have been received. In conjunction with benefit payments below, lower demand for benefits and the introduction of Universal Credit continues to see a reduction in subsidy received £18k, this is offset by reduced benefit payments below. Grant received for Discretionary Housing payments was lower than expected £16k, this is reflected by reduced payments.
Other Government Grant Budget Savings Required	-1,901	-2,058	-2,089	-2,058	-32		-32	EU Exit (£35k)
		-374		-374	374		374	Refer to App B planned savings for more information
Total Service Income	-26,383	-33,740	-33,153	-33,740	587		587	
Expenditure								
Employees	8,147	8,587	8,336	8,587	-252	109	-143	A vacancy factor of £353k was set for the 2019/20 budget. The outturn indicates that this target was achieved due to levels of vacancies across the council. Also included are savings on training fees (£42k) but this is offset by support in supplies and services from NYCC. There is also (£16k) saving on pension recharges from other councils.
Premises	742	798	786	798	-12	5	-7	A number of variances that make up this saving, the largest being (£18k) for closed burial grounds repair work. Repairs required have been identified, but there are difficulties getting faculty permission for the work. There are also savings on Parks & Open Spaces repairs (£6k), (£8k) CCTV Repairs, NNDR on the empty banks (£9k), offset by maintenance & running costs for Car Parks £8k and the Industrial Units £13k.
Supplies And Services	8,716	11,071	10,618	11,071	-452	542	90	Supplies & Services is made up of a significant number of variances. There are several budget shortfalls including £26k for supply costs incurred during the recent floods in the district, Pocket Parks grants £40k, the income to fund this was received in 2018/19 and taken in to the year end surplus, £26k on Planning Services particularly on specialist advice, HR £44k and Legal Services £45k, the majority of which is for support from NYCC under Better Together arrangements, there are some salary savings to partially offset this. Bank Charges are £19k overspent due to volume of card transactions for payments. To offset this, the (£50k) for Better Together arrangements was unspent but this is offset by reserve contributions below. Numerous other savings include include CCTV (£10k), Planning Policy (£19k), Democratic Core, Scrutiny & Standards Committee (£25k), (£21k) ICT Service costs and Business Support (£14k).
Transport	167	146	158	146	13		13	Number of small variances across the provision of car allowances and associated transportation costs.
Benefit Payments	13,670	11,116	11,112	11,116	-4		-4	There continues to be a reduction in housing benefit claims caseload as Universal Credit rolls out. There is a reduction in grant income to reflect this saving after taking in to account adjustments for overpayments and write offs.
Support Services		8,063	8,063	8,063				
Third Party Payments	-22	-20	-18	-20	1		1	Impact of actual inflation on the Leisure Services contract against budgeted estimate.
Drainage Board Levy	1,685	1,720	1,704	1,720	-17		-17	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	82	75	80	75	4		4	Lease Interest Charges
Contingency		192		192	-192		-192	The contingency budget is made up of £100k Operational and £266k Commissioning (£150k Original Budget + £136k Carried forward). At year end (£192k) remains uncommitted to help offset income losses.
Total Service Expenditure	33,186	41,749	40,839	41,749	-910	656	-254	
Total Accounting & Non Service Budgets	-6,803	-8,008	-7,594	-8,008	414	-384	30	Investment interest over the £350k cap has been transferred to the contingency reserve £64k. Better together funding has not been required so has not been drawn down £50k. Further capital accounting adjustments have been made.
Net Total			91		91	272	363	

HRA Management Accounts 2019-20 Results as at 31st March

HRA

	Previous Year Actuals	Latest Approved Budget	Year to Date		Variances	Comment
	Actual £k	Budget £k	Actual £k	Budget £k	Year to date Actual £k	
Income						
Investment Income	-163	-135	-187	-135	-52	Additional income achieved in investment interest due to buoyant cash balances and the property investment returns.
Garage Rents	-102	-103	-102	-103	1	
Housing Rents	-11,891	-11,840	-11,836	-11,840	4	
Customer & Client Receipts	-182	-165	-185	-165	-19	Recharges to tenants & former tenants generated an additional (£17k), Legal costs recovered (£7k) are offset by additional costs, and community centres raised an additional (£9k) mostly through room hire charges. Hostel and Temp Accommodation rent income is below budget by £3k, due to occupancy levels at Ousegate Hostel, partially offset by recharge income, and administration fees for the sale of council houses £4k due to lower than expected sales.
Savings		-195		-195	195	£12k planned savings identified in supplies & services for the NY Procurement Partnership and £7k on maintenance savings from the new housing system have been achieved. The majority of the remaining saving relates to benefits of the new Housing System, project delays mean that this is now expected to go live in July 2020
Total Service Income	-12,338	-12,438	-12,309	-12,438	129	
Expenditure						
Employees	36	37	33	37	-4	Small saving on Cleaning Staff Salaries and Tenant Participation Training costs.
Premises	684	726	652	726	-74	There are some large savings on revenue works for fencing (£47k), the capital programme is covering this off through major programmed work. There are savings on solid fuel servicing (£25k) as more properties move to gas heating. Savings achieved on the running costs of the community centres (£9k) and Hostels (£14k).
Supplies And Services	1,031	1,139	1,282	1,139	143	The overspend on void properties is due to the condition and amount of work required to turn properties around which includes the costs of utility charges, council tax and specialist cleaning costs. There are savings overall across subcontractors (£15K), this is adaptation work offsetting responsive contractor work.
Support Services	2,814	2,840	2,855	2,840	14	CEC broadly in line with budget after apportioning the costs of support service functions.
Transport	114	113	109	113	-4	This saving is a combination of fuel and insurance charges offset by lease and vehicle hire costs.
Debt Management Expenses	6	6	6	6		
External Interest Payable	2,413	2,713	2,413	2,713	-300	Until schemes are finalised for the housing development programme, no new borrowing will be taken. Interest rates rises may prompt action to increase borrowing to mitigate future interest costs.
Contingencies		75		75	-75	Contingency drawdowns not utilised during the year.
Provision for Bad Debts	107	260	260	260		
Total Service Expenditure	7,205	7,909	7,610	7,909	-299	
Total Accounting & Non Service Budgets	5,133	4,529	4,384	4,529	-145	Savings on the capital programme have resulted in a net carry forward saving.
Net Total			-315		-315	

Savings Plan

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Actual £000's	2019/20 Shortfall £000's	Update/Comments
Growing resources	Income generation	High	12	0	12	No income streams have been increased beyond inflation nor new income streams introduced. It has been proposed to remove targets on this in future planned savings although opportunities will still be sought.
Growing resources	Asset rationalisation	Medium	77	20	57	Additional income has been generated from a number of sources. The remainder of this saving however was dependent upon the move from Market Cross. The move of the contact centre is anticipated to happen in the near future, but the negotiations on the lease at Market Cross are still ongoing. Alternatives such as sub-letting and alternate uses are being considered should the negotiations be unsuccessful.
Growing resources	New SDHT Loans	High	100	100	0	Loans include Riccall, Ulleskelf, and Ousegate, all of which contribute towards this target. The revised and expanded Housing Development Programme agreed by Executive in January 2018 identifies a significant role for the SDHT in delivery which will provide further loan opportunities for SDC, although the timing of these new opportunities will only become clearer as the programme progresses.
Growing resources	Commercial property acquisition	High	50	0	50	The current programme for growth has £3.5m earmarked for commercial property acquisition which will generate a direct return on investment. To date this has been used to acquire two vacant former banks. These are not expected to make an ongoing revenue stream in the current financial year. There have been no further acquisitions at this stage, this will be updated as and when new acquisitions occur.
Growing resources	Property Fund Investment		200	200	0	An investment was made in October 2018 into 2 property funds with an estimated net return of 4% per annum. This saving was achieved in 2019/20.
Growing resources	Increase cap on investment income - NEW		50	50	0	£300k cap included in MTFS with an increase in this cap to £350k proposed in planned savings. This was achieved in 19/20. Thereafter this will be kept under review and confirmed as cashflow forecasts are updated and interest rates are known but recent reductions in the Bank of England base rate put this at increasing risk.
	Total Growing Resources	0	489	370	119	

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Actual £000's	2019/20 Shortfall £000's	Update/Comments
Transforming	Process improvements /on-line transactions	Medium	200	124	76	The Channel shift project is currently being delivered and savings from this are starting to be recognised. There have been savings made through natural turnover where the benefits of digitalisation have lead to increased efficiency plus additional savings generated from reduction in paper and postage as a result of increased usage of IT. Further benefits from this are expected to be achieved as the projects continue to roll out next financial year.
Transforming	Planning service review	Low	100	0	100	A review of the service has taken place and is in the process of being implemented but the benefits of this will not occur until 2020/21. The review is being undertaken with a view to maximising efficiency whilst ensuring no detriment to service delivery, and the final confirmed position achieved will reflect this aim.
	Total Transforming	0	300	124	176	
Commissioning	Environmental contract	Medium	40	0	40	The environmental saving target of (£40k) will not be delivered in year. However it will be tied in with the investment in a standard rear loading collection fleet and area based working and a range of opportunities to increase the efficiency of contract delivery which are being explored currently. There is potential to exceed the target in future years. This provides the opportunity to maximise operational efficiencies which will be captured as part of the formal contract variation to deliver cashable savings in 2020/21 and beyond.
Commissioning	Procurement partnership	Low	12	12	0	Selby has exited from the North Yorkshire Procurement Partnership in April 2019, which will achieve £12k saving
Collaboration	Work carried out for third parties	High	30	0	30	This work with another District Council has now ceased. There is currently no third party support being provided to others.
Commissioning	Contract renewals	Medium	10	0	10	The renewal of the public conveniences will generate a saving of £16k per annum and will commence in April 2020. The renewal of the photocopier contract will taken place in early 2020 now. The CCTV contract has been extended for a further year while changes to how this is delivered are considered.
	Total Collaboration & Commissioning	0	92	12	80	

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Actual £000's	2019/20 Shortfall £000's	Update/Comments
Technical/housekeeping	Remove contributions to pension reserve - NEW	Low	100	100	0	This mitigates above inflationary rises in future pension contributions - risk to be managed within base budget from 2019/20.
Technical/housekeeping	Reduce contingencies - NEW	Low	160	160	0	£260k is included in the revenue budget to cover unforeseen items - £110k for operational items and £150k for additional commissions from the Executive. This option would reduce the operational contingency to £100k (the minimum advisable for operational purposes) and draw down funding from the Contingency reserve for additional Executive Commissions as part of the annual budget process. The Contingency reserve would be topped up through windfalls/in-year surpluses.
	Total Technical/Housekeeping	0	260	260	0	
	Total	-	1,141	766	374	

Strategic Category	HRA - Potential Saving	Risk	2019/20 Target £000's	Actual £000's	2019/20 Remaining Target £000's	Update/Comments
Transforming	Process improvements /on-line transactions	Medium	194	7	187	The new housing/asset management system is in the process of being implemented. There have been delays in the development of the new software modules by the supplier which has resulted in phase 2 (where most savings are expected to be implemented) slipping into early 2020/21. The savings that will be recognised this year related to the saving on maintenance costs.
Commissioning	Commissioning & collaboration	High	8	0	8	Opportunities will continue to be considered for savings on contracts, but there is no current view on where this saving may be generated from.
Commissioning	NYCC Procurement Partnership	Low	12	12	0	Selby has exited from the North Yorkshire Procurement Partnership in April 2019, which will achieve £12k saving.
	To be delivered not budgeted	-	214	19	195	

Appendix C : 2019/20 Selby District Council Capital Programme - To 31 March 2020

General Fund	Revised Budget	Actual	Variance	Carry Forward	Year End Variance	Comments
Transforming Customer Services	110,000	0	-110,000	110,000	0	Covid-19 has prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be completed early summer with work able to start August / September with the contact centre operating from the Civic as soon as possible following completion. The project is expected to be on budget.
Selby Park Improvement Work	19,420	16,934	-2,486	0	-2,486	All invoices are now received and paid. No further costs are expected
GIS System	37,131	0	-37,131	37,131	0	The project still to be scoped for the remaining budget. Decision to be made in dependant on the decision for an Appointment System for the new Customer Contact Centre. Carry Forward required for the Scancoin kiosk that will not be received until 2020/21
Benefits & Taxation System upgrade	4,200	4,500	300	0	300	This budget is linked to software upgrade supporting Channel Shift Phase 1. Any further upgrades required will be funded by Government grants.
IDOX Planning System	10,593	9,715	-878	0	-878	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This will ensure that we remain PSN compliant throughout 2019/20. £4k for Uniform, TLC and Public Access upgrades took place in Q4.
ICT - Annual Software Licence	88,528	0	-88,528	0	-88,528	Procurement was delayed on the roll out resulting in the year 1 Microsoft Licence not being required. No requirement to carry forward the unspent budget.
ICT - Servers	25,000	17,410	-7,590	7,590	0	Servers are being upgraded to align to Microsoft licencing requirements. £10k for Northgate M3 server upgrade and £14.8k for IDOX server upgrade. 50% of idox upgrade has been paid but the remaining £7.5k will be paid in Q1 of 2020/21 when the work is completed.
ICT - Software	85,194	55,500	-29,694	29,694	0	Budget committed to the Digital Foundations Project. Our Microsoft partner, Phoenix has now been procured via the KCS framework committing the £85k budget to implement our Microsoft software. Phoenix will invoice us for payment at the end of each stage of the software project. The project has been delayed due to Covid-19.
Committee Management System	3,000	0	-3,000	3,000	0	ModernGov software now live as of April 19, £3k carry forward requested to cover final costs to upgrade the software, that are still awaited.
Cash receipting System	22,500	23,600	1,100	-1,100	0	Income Management Software replacement project. £22,500 procured for the software migration from Northgate PARIS to CIVICAPAY. The remaining capital will be carried forward and be used for training and consultancy on the new software.
Northgate Revs & Bens	25,101	27,620	2,519	-2,519	0	Budget required for system upgrades following legislative changes in relation to e-billing. The balance of the project budget will be carried forward to 2020/21 to complete the software changes / upgrades.
Asset Management Plan - Leisure & Parks	20,642	20,642	0	0	0	All of the works have now been completed. The project has come in on budget.

General Fund	Revised Budget	Actual	Variance	Carry Forward	Year End Variance	Comments
Committee Room Microphone system	40,000	0	-40,000	40,000	0	Specification is written and tenders are being invited with a view to the work being committed during 2020/21.
Portholme Road Culvert	419,141	419,141	0	0	0	The works were completed in 19/20.
Police Co-Location Project	41,334	40,868	-466	0	-466	Project Complete.
Car Park Improvement Programme	197,891	197,891	0	0	0	Work to progress improvement to Back Micklegate and Micklegate car parks has been placed on hold in order to maximise funding options through external funding bids such as the Heritage Action Zone funding. This decision will impact the outturn position on the budget in 19/20, albeit the funds will be required in 20/21 as match funding for the wider investment programme being considered. The outturn forecast has been revised accordingly and a carry forward request has been submitted as outlined in order to ensure funding is available to allow works to dovetail with improvements identified via the Heritage Action Zone work.
ICT - Channel Shift 2 Website & Intranet	22,500	0	-22,500	22,500	0	Channel shift Phase 2 (Customer portal) project which was due to be delivered in 19/20 as per the business case and project plan. Citizens Access Portal (Revenues) will be LIVE in Q3 2020/21 with Citizens Access Portal (Benefits) in Q4 2020/21. A commitment of £22.5k will be made once the software is LIVE. Carry forward of to be used for Scanstation/CAB/CAR and CA_LL and e-forms development through 2020/21
ICT - Disaster Recovery Improvements - Software / Hardware	30,000	22,902	-7,098	7,098	0	Design changes have enabled lower costs for this project. Carry forward for improvements aligned to Microsoft requirements & DR Improvements including new server in 2020/21.
ICT - End User Devices - Software / Hardware	164,809	162,215	-2,594	2,594	0	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy. Overspend is due to the devices being purchased outright and not on a lease. The overall programme will come in on budget by virements from other associated projects and utilising some of the 20/21 capital budget.
ICT - Digital Workforce - Telephones - Mobile Working	100,000	100,014	14	0	14	Budget is for replacement hardware in relation to the digital workforce strand of the digital strategy. Devices for digital workforce now being purchased outright rather than on a lease No further commitments expected.
South Milford Retaining Wall	15,000		-15,000	15,000	0	We are still awaiting confirmation from the parish priest as to whether approval for the improvement works to the wall will need to go through a Faculty application (similar to Listed Building Approval). It is currently unknown how long the process will take. Given the relatively small amount of funding involved, no alteration to the outturn forecast has been made at this time. As we are still awaiting confirmation of approval of the Faculty application, a carry forward request for the funding has been submitted.
Wheelie Bins	1,424,725	1,424,725	-0	0	-0	A contract was awarded for the supply and distribution of the wheeled bins for the new recycling service following a procurement exercise via the YPO framework.
New Build Projects (Loans to SDHT)	1,059,670	758,574	-301,096	301,096	0	Ousegate, Selby scheme - Handover of all 12 properties has taken place in 19/20. Sites have been identified for potential acquisition. There are also small sites identified for development and are with the Planning Team, when approved, tenders can be completed to attain absolute costs. Discussions will then take place with SDHT to decide if they wish to progress them.

General Fund	Revised Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Private Sector - Home Improvement Loans	30,000	33,376	3,376	-3,376	0	We have completed 10 repair loans in 2019/20 all of which provided emergency repairs to vulnerable households. The works carried out included 7 new hot water and heating systems and 3 remedies to severe dampness and disrepair. Repair loans are repaid to the council upon sale of the property and then recycled into new loans. This allows more vulnerable households to receive the help they need. In 2019/20 we received 4 repaid loans totalling £12,117 which meant that around 3 additional households were able to receive essential assistance.
Disabled Facilities Grants (DFG)	477,000	352,488	-124,512	124,512	0	This year the Council provided 67 residents with Disabled Adaptations through £352,448 of DFG. This was an increase in performance. Completions were up 15% and we are signing off 9 days faster. Also, approvals were up by 10 to 67, a 17.5% improvement. Selby has been awarded a further DFG allocation of £443,595 for 2020/21. Work this year has been affected by the Covid-19 emergency which resulted in the overall spend being down. The Team currently have 10 DFG Adaptations approved to a value of £81,000, 3 were halted mid-way because of the coronavirus. the work will restart as soon as permitted.
Total General Fund	4,473,379	3,688,115	-785,264	693,220	-92,044	

Housing Revenue Account	Revised Budget	Actual	Variance	Carry Forward	Year End Variance	Comments
Kitchen - Decent Homes	209,000	42,154	-166,846	166,846	0	SDC performance specification for works now complete. Rewire programme has been packaged with kitchen, bathroom and CO detection programmes to provide more attractive proposition to the market. Delays in finalisation of tender documentation through EN have resulted in programme slippage. Tender was issued on 27th November 2019 with closing date of 18th December 2019. Budget has been re-forecast accordingly. Although the contract was formally awarded as outlined, lead in times on commencement meant works were just about to start on site when the impact of coronavirus was beginning to become evident. The decision to place a hold on the programme was therefore taken in order to ensure no customer was left with partially completed works if the situation deteriorated as ultimately happened.
Housing & Asset Management System	100,000	0	-100,000	100,000	0	Forms part of the Housing software replacement project that will continue in to 20/21. Phase 1 Go Live has been deferred and now awaiting a revised date. Phase 2 should start in Q4 2019/20. The next payment milestone is on Phase 1 Go Live which is likely to be Q1 2020 and will be for £30k. The remainder will be split across user testing for Phase 2 and Go Live phase 2, all should be completed by December 2020. Capital will need to be carried forward due to the current delays
Pointing Works	534,843	527,335	-7,508	7,508	0	Work to complete Phase 3 of the pointing programme is continuing and scheduled to complete late January 2020 weather permitting. As in previous year's a proportion of the budget has been held back as it relates to works required as part of the proposed programme to upgrade the roofs at Hillside leaseholder scheme. A request to roll forward the balance of the budget will be submitted at the appropriate time. Phase 3 of the pointing programme has recently commenced on site. Works to the value of circa £295,000 have been commissioned with the remaining budget held back as in previous years for pointing works associated with the leaseholder roofing scheme at Hillside, Tadcaster. As work to progress the Tadcaster roofing scheme was unlikely to progress in CY, additional funds were released to undertake pointing works. Completion of these works was delayed due to the exceptionally wet weather experienced in February and then put on hold as a result of the coronavirus pandemic. A carry forward for the balance of funding has been submitted.
Electrical Rewires	165,000	138,251	-26,749	26,749	0	SDC performance specification for works now complete. Bathroom programme has been packaged with kitchen, rewires and CO detection programmes to provide more attractive proposition to the market. Delays in finalisation of tender documentation through EN have resulted in programme slippage. Budget has been re-forecast accordingly and the balance will be carried forward into 2020/21 to complete the works. Although the contract was formally awarded as outlined, lead in times on commencement meant works were just about to start on site when the impact of coronavirus was beginning to become evident. The decision to place a hold on the programme was therefore taken in order to ensure no customer was left with partially completed works if the situation deteriorated as ultimately happened.

Housing Revenue Account	Revised Budget	Actual	Variance	Carry Forward	Year End Variance	Comments
Bathroom Replacements	20,000	17,402	-2,598	2,598	0	SDC performance specification for works now complete. Bathroom programme has been packaged with kitchen, rewires and CO detection programmes to provide more attractive proposition to the market. Delays in finalisation of tender documentation through EN have resulted in programme slippage. Budget has been re-forecast accordingly and the balance carried forward into 2020/21 to complete the works. Although the contract was formally awarded as outlined, lead in times on commencement meant works were just about to start on site when the impact of coronavirus was beginning to become evident. The decision to place a hold on the programme was therefore taken in order to ensure no customer was left with partially completed works if the situation deteriorated as ultimately happened.
Asbestos Surveys	81,500	141,441	59,941	-59,941	0	We continue to commission asbestos surveys for all properties identified as part of this years capital investment programme, as well as all void properties. Delays in the commencement of the capital investment programme affected spend within this budget as outlined previously; however suspension of all non-emergency works as a result of the coronavirus pandemic is also likely to severely impact delivery of the 20/21 programme.
External Cyclical Repairs (Painting & Windows)	188,714	268,114	79,400	-79,400	0	Work to deliver Phase 2 programme of the window and door improvement programme has now been commissioned, and the bulk of the programme commencing in January 2020. As the programme of works will address all properties previously identified on what was known as the 'mop up list' the team are now pro-actively seeking properties for inclusion in this and future programmes in line with our aspirations to move towards a cyclical programme of elemental replacement. The budget has been re-forecast to reflect expenditure completed in 19/20, and the remaining budget carried forward to 20/21 in order to fulfil our contractual obligations. As highlighted in previous comments, a carry forward has been submitted to ensure funding is available to fulfil our contractual obligations. Suspension of all non-emergency works as a result of the coronavirus pandemic is however also likely to severely impact delivery of the 20/21 programme.
Central Heating System Replacements	550,000	467,352	-82,648	82,648	0	Progress on delivery of our gas central heating upgrade programme is ongoing and the remaining budget will be carried forward into 2020/21 to complete the works. Funding was allocated towards system replacement in late February on the basis that 'just in time' failures were not as high as expected. Unfortunately however, whilst in the process of identifying properties for works, the impacts of coronavirus were beginning to become evident and a decision not to proceed was therefore taken in order to ensure no customer was left with partially completed works if the situation deteriorated as ultimately happened.

Housing Revenue Account	Revised Budget	Year to date Actual	Year to date Variance	Carry Forward	Year End Variance	Comments
Roof Replacement	1,062,000	2,495	-1,059,505	0	-1,059,505	Following the approval of the HRA Business Plan and associated Capital programme, the scheme has been rebalanced and there is no longer a requirement for this accumulated budget going forward. Data gained from the stock condition surveys continues to build a programme of roof replacement works and we have now engaged our external QS resources to review and upgrade our detailed performance specification in this area. The continue process of identifying and finalising the works required at Hillside, coupled with development of the investment programme will result in limited funds being committed from this budget in CY. The outturn has been re-forecast to reflect this position.
Damp Works	376,415	376,415	0	0	0	Work to deliver damp related improvements continue to be addressed as they are identified.
External Door Replacements	280,000	354,263	74,263	-74,263	0	In line with the cyclical repairs budget. The budget has been re-forecast to reflect expected expenditure completed in 19/20, the balance will be required to be carried forward to 20/21 in order to fulfil our contractual obligations. Suspension of all non-emergency works as a result of the coronavirus pandemic is however also likely to severely impact delivery of the 20/21 programme.
Window replacements	709	1,418	709	-709	0	Per door replacements, Due to the way the budgets are currently structured there are currently multiple elements funding the same works. The budget for 20/21 streamlines this to reflect the nature of the delivery programmes. A carry forward has been submitted to ensure funding is available to fulfil our contractual obligations. Suspension of all non-emergency works as a result of the coronavirus pandemic is however also likely to severely impact delivery of the 20/21 programme.
Void Property Repairs	145,000	90,071	-54,929	0	-54,929	Although difficult to predict when void properties requiring major elemental replacement will come in, there are already a number of such properties within the team's void programme currently. We are continuing to work through the backlog of void properties which require major elemental replacement and are making good headway in getting the numbers down and properties back in to use. Although the nature of the programme is such that accurate prediction of the outturn position is difficult, the number of properties we are receiving which require major refurbishment shows no sign of abating. The impact of Covid 19 has resulted in suspension of responsive repairs allowing a focus on bringing voids back in to use.
Fencing Programme	60,830	58,340	-2,490	0	-2,490	We are continuing to pro-actively address legacy fencing issues, replacing dilapidated concrete post and wire fencing with timber fencing; whilst also picking up new requirements as they are reported to us by our customers.

Housing Revenue Account	Revised Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
St Wilfrid's Court	113,000	0	-113,000	113,000	0	The programme scoping meeting identified requirement for significantly more investment than is available in the current budget, necessitating a separate bid for 2020/21. The current budget will therefore be utilised to address some of the higher priority issues identified during visit, as well as any essential health and safety related works. Works to replace the Tunstall system within the property have been commissioned but progress has been delayed by the coronavirus outbreak. Once these works are complete the balance of funding is to be utilised to upgrade other essential services throughout the property. A carry forward request has been submitted.
Laurie Backhouse Court	38,231	34,468	-3,763	0	-3,763	Works to replace the lift carriage are now complete. The outturn has been amended to reflect actual spend.
Environmental Improvement Plan	145,710	37,558	-108,152	108,152	0	Work to deliver environmental improvements at Prospect Place, Wistow are now almost complete. We continue to await further information of the project identified by colleagues in the Contracts team to enable accurate forecasting of the balance of spend. This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team. Work to progress the scheme has been delayed by the coronavirus outbreak. A carry forward request has been submitted.
Housing Development Project	100,243	0	-100,243	100,243	0	Programme for the development of up to 10 HRA properties on small sites, Starts on these sites is not anticipated until 2020/21. Work including, feasibility studies, asbestos surveys and garage clearance are being progressed. Planning permission for development of three schemes has now been secured and work is underway to progress these through to tender. It is anticipated that the coronavirus pandemic will result in delays in progressing these projects to site however.
Ousegate Hostel	55,804	45,410	-10,394	10,394	0	An upgrade of the CCTV within the building was undertaken with Fire Risk Assessment and communal area refurbishment works progressing in tandem. A carry forward has been requested for the balance of funding which is required to complete the final elements of the works identified within the Fire Risk Assessment.
Footpath Repairs	184,062	183,980	-82	0	-82	Phases of this programme have been completed.
Estate Enhancements	224,412	224,412	0	0	0	Phases of this programme have been completed.
Community Centre Refurbishment	78,000	13,623	-64,377	64,377	0	The Fire Risk Assessment works identified at Grove House have now been completed except for the installation of the new entrance doors and door entry system which are on order. Work to identify further requirements outlined for other community centres under the FRA process is currently underway Progress on delivery of this programme has been delayed, firstly due to resource availability during February whilst dealing with flooding within the district and secondly by the coronavirus outbreak. A request to carry forward the funds has been submitted.

Housing Revenue Account	Revised Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Sheltered homes adaption	120,000	120,246	246	-246	0	The nature of the voids programme makes it impossible to predict when suitable properties will be received which will benefit from adaptation. Following a review of spend in 18/19 and 19/20 a decision was made not to seek to carry forward additional budget to 20/21.
Empty Homes Programme - Improvements to Property	750,000	905,260	155,260	-155,260	0	This supports the Empty Homes Programme and is available to purchase Empty properties that will be brought back in to use and let through the HRA and former council properties sold through the Right to Buy. This is part of a 3 year programme to fund the purchase of 20 properties and includes S106 and Homes England Grant funding. We purchased 7 properties in 2019/2020, 1 a long term empty property and 6 former Right to Buy, buy backs. We are also still progressing with the Compulsory Purchase of a long term empty property. These properties have been added to the HRA and will be let at an affordable rent. The balance will be carried forward into 2020/21 to complete the programme.
Fire Risk Assessments	60,000	21,565	-38,435	38,435	0	A programme of repairs and replacements identified under the FRA programme continues and resulted in works not commencing until mid-February which will impacted on spend in 19/20. A request to carry forward the balance of funding to ensure this essential works can be undertaken has been submitted.
Co Detection Programme	6,500	2,307	-4,193	4,193	0	The CO detection programme has been packaged with kitchen, bathroom and rewire programmes to provide more attractive proposition to the market. We are however continuing to install CO detection as a requirement is identified via our in-house team on an ad-hoc basis in the meantime. The outturn forecast has been updated to reflect the current position with the balance to be carried forward to complete the works in 2020/21. Although the contract was formally awarded as outlined, lead in times on commencement meant works were just about to start on site when the impact of coronavirus was beginning to become evident. The decision to place a hold on the programme was therefore taken in order to ensure no customer was left with partially completed works if the situation deteriorated as ultimately happened.
Communal Area Refurbishment	25,000	0	-25,000	25,000	0	The delays and additional works encountered in bringing forward the kitchen, bathroom, rewire and CO detection programmes has impacted our QS/ME consultants ability to devote sufficient time to development of the communal area refurbishment programme. Consequently, it is now anticipated that this programme will not commence as originally planned. The outturn forecast has therefore been adjusted accordingly with the balance to be carried forward to complete the works in 2020/21.
Energy Efficiency Programme	150,000	72,972	-77,028	77,028	0	Work to upgrade the first seven properties included in the energy efficiency programme is continuing. Due to the higher than anticipated costs per heat pump, we are currently holding back on approval for the 3 remaining pilot properties to ensure sufficient funding is available. The outturn has not therefore currently been amended. Work to identify 3 suitable properties for installation of air source heat pumps as part of the pilot is currently ongoing. A carry forward request has been submitted to enable this work to be completed in 20/21.

Housing Revenue Account	Revised Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments
Sewage Pump replacement programme	60,000	5,428	-54,572	54,572	0	A specialist drainage engineering consultancy has been commissioned to review our existing portfolio and to provide options for upgrade, replacement and/or connection to mains sewerage where possible. Priority actions will then be determined to ensure SDC maintains compliance with forthcoming revised legislation. As with other programmes however, the delays encountered on the kitchen etc. programme have had a knock-on effect on our QS's ability to dedicate time to the programme has impacted on spend in 2019/20. The outturn has therefore been adjusted to reflect this position with the balance to be carried forward to complete the works in 2020/21. Work with the consultants to identify required improvement is taking longer than anticipated due to the requirements for additional survey information and discussions with Yorkshire Water. The forecast outturn has been adjusted to reflect this position. Discussions with Yorkshire Water regarding possible connection to mains sewers are ongoing. A carry forward has been submitted so the programme of works can be completed in 20/21.
Total HRA	5,884,973	4,152,280	-1,732,693	611,924	-1,120,769	
Total Capital Programme	10,358,352	7,840,395	-2,517,957	1,305,144	-1,212,813	

Programme for Growth 2019/20 Financial Year Project Updates
Multi Year schedule for the project lifespan

Project	Lead Officer	Multi-Year Project Budget	Position @ 31 March 2020			Project Budget Remaining	Update
			In Year Revised Budget 19/20	In Year Spend 19/20	Year End Net Carry Forward Value		
Healthy Living Concepts Fund	Angela Crossland	116,791	70,000	63,500	(6,500)	53,291	The Selby Health Matters 3 year action plan supports delivery of local initiatives for which this fund supports. 2019/20 P4G allocation was the final year contribution to this fund. Current projects underway are the Local Cycling and Walking Infrastructure Plan which has a committed amount from the fund of £47.5k. The work commenced in Dec 2018 with a phase one network outline completed Dec 2019 and concludes with concept designs to allow NYCC/SDC to go for further funding opportunities from May 2020. An amount of £13,000 funding identified to support the Healthy Schools Programme healthy food and park and stride initiatives (delivery in 2020-21 - covid recovery dependent). Of the remaining £53,281 in this fund - £10k allocated to develop active travel sustainable travel packs in line with the visitor economy niche trails work, £30k allocated to development of project with Yorkshire Wildlife Trust for Barlow Common. Remaining £13k will support health initiatives identified as part of covid recovery plans (TBC)
Visitor Economy (Tourism & Culture)	Angela Crossland	477,229	142,000	124,317	(17,683)	352,912	Delivery of the Visitor Economy Strategy is a 3 year programme, which will complete in October 2022. The initial delivery focussed on recruitment, delivery of two international cycling races and a cultural programme to celebrate 950 years since the founding of Selby Abbey, establishing baselines for data/measurement and developing sectoral relationships. Projects in development in 2019/20, which will be completed in 2020/21 include: Visitor Economy Place-branding and marketing plan A suite of niche trails (heritage, outdoor/nature, family fun etc.) which will exist as postcard and an online interactive map A Cultural Development Framework (part-funded by Arts Council England) A programme of support & development for the Food & Drink/hospitality sector Creation of a VE business toolkit to support VE businesses to develop their product and their audiences
Celebrate Selby 950	Angela Crossland	62,949	50,000	32,638	(17,362)	30,311	The budget represents SDC's contribution to the major programme of events to celebrate Selby 950 being led by SDC in partnership with other key stakeholders in the town and is also partially funded by external funders. Match funding was awarded by ACE (£70k), HLF (£45k) and Drax Group plc (£20k) which has enabled an exciting and engaging programme of work to be delivered in 2019/20. The programme attracted audiences of more than 19,000 people and an additional 800 actively participated. Findings from the monitoring and evaluation report show that the programme had an estimated economic impact of c. £348,500 with a Net Promoter Score (a way of measuring quality/audience satisfaction) of 51 ("Excellent"). The programme came in on budget and final claims to funders (Arts Council England & National Lottery Heritage Fund) will be submitted May/June, on completion of the Selby Treasures Online Museum.
Retail Experience - Tadcaster Linear Park	Angela Crossland	95,981	(29,581)	95,981	125,562	0	On receipt of project update report and feasibility of project, Members and Tadcaster Town Council have agreed to close this project due to risks to delivery from cost increases and the impacts of longer term flood defence work now being progressed by the Environment Agency. £80k to be returned to Tadcaster Town Council. Outstanding P4G funds returned to reprofile against new projects.
Marketing Selby's USP	Mike James	34,895	34,895	27,142	(7,753)	7,753	The final elements of this phase of the campaign have now been completed, apart from one remaining case study which was put on hold due to the flooding and Coronavirus emergencies. The 2019/20 phase of the place branding work has delivered the following: human interest marketing materials linked to the Council's strategic development sites (used by ourselves and partners in local, regional and national marketing), on-going positive regional coverage about opportunities in the district through media partnerships, new media partnerships focusing on the benefits of growth to existing residents and businesses, national coverage for the district in partnership with LEPs and the LGA, and the development of a new business portal website, linked through the Council's main website. As per other proposed P4G projects for 2020/21, no decision has been made on future funding, so this comms work will be scaled back to deliver only those actions that have no cost.
Tour De Yorkshire	Angela Crossland	0	0	0	0	0	SDC contribution to hosting the finish of the first stage of Tour de Yorkshire (TdY) in May 2019 in Selby Town. This has given the town a massive publicity boost in the year of the Abbey's 950 celebrations. The Leeds City Region Business Rates Pilot Pool has agreed to fund the start fee for the Selby event in line with the funding provided for other starts and finishes across the LCR. This will go back into the P4G programme as contingency to fund other important P4G related work e.g. asset strategy. Project now complete.

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 19/20	In Year Spend 19/20	Year End Net Carry Forward Value	Project Budget Remaining	Update
Retail Experience - STEP	Angela Crossland	78,148	30,000	1,399	(28,601)	76,749	Town centre revitalisation and strategy work is underway. Noticeboard element of street scene work completed in line with car park refurbishment. Open House event for local businesses delivered on October 2019. Work to deliver on priorities in line with the town centre strategy and revitalisation action plan. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ Town centre baseline reports completed for Selby and Sherburn. Selby action plan in draft. Work being prioritised on digital development in line with recent LEP support and post Covid19 planning.
Towns Masterplanning (Regeneration)	Angela Crossland	119,727	20,000	17,470	(2,530)	102,257	Work has been commissioned in 2019/20 from the People and Places consultancy (Chris Wade) to develop town centre revitalisation plans and prepare for Future High Streets Fund applications throughout 2019. The first stage of work has been completed in 2019/20 including significant survey and engagement work in Selby Town centre. Further work on this across the three towns will continue into Summer/Sept 2019. Sherburn work commenced early October 2019 and Tadcaster due 2020 subject to covid recovery planning. Work will identify where match fund and further commission is needed and establish the further multi-partner governance model needed to deliver the strategies and action plans for each town centre. Identified work around a places and movement study with Highways is required and would be supported from this funding allocation. Circa £30k. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ and covid recovery planning.
Strategic Sites Masterplanning	Iain Brown	153,317	125,000	48,484	(76,516)	104,833	Funded due diligence work for Selby Station Masterplan area and Selby TCF revenue costs (in partnership with NYCC). Future costs will include consultancy costs for development to Full Business Case stage, surveys, design, legal and valuation fees. A large proportion, if not all, of Selby TCF revenue costs should be reimbursed back to this budget by WYCA.
Access to Employment	Iain Brown	40,000	0	105	105	39,895	Projects within this budget will be targeted at supporting social mobility to give unemployed people in areas of higher deprivation in Selby District access to current and future employment opportunities e.g. connecting people to employment opportunities at Sherburn, the former Kellingley Colliery, Church Fenton etc. Future initiatives being reviewed against this budget include the opportunity to support future LCWIP projects linking residential communities with employment hubs and opportunities related to electric bike programmes.
Growing Enterprise	Iain Brown	62,550	12,000	2,029	(9,971)	60,521	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. It helps to match-fund small business support with the Leeds City Region LEP and unlock assistance for small businesses through the Ad:Venture and Digital Enterprise. New initiatives that will be funded through the coming year will include a widening of the skills support programme and work with any businesses that could be affected by the TCF programme around Selby Station.
UCI Road World Championships	Angela Crossland	20,852	20,852	20,852	0	0	The Leeds City Region Business Rates Pilot Pool has agreed to fund the start fee for the Tadcaster event in line with the funding provided for other starts and finishes across the LCR. This will go back into the P4G programme as contingency to fund other important P4G related work e.g. asset strategy. Project now complete.
Empty Homes	June Rothwell Simon Parkinson	88,455	88,455	84,609	(3,846)	3,846	Overall the project is progressing well and the Empty Homes Officer has directly helped bring empty homes back into use in line with the targets set by offering advice and assistance to owners. Homes England Grant funding has been secured to support the options of voluntary and compulsory purchase. A total of £390,000 has been secured, subject to individual business cases for the properties, to purchase and repair the empty homes, bringing them to a habitable standard. This indicative funding is to bring back in to use 10 empty properties up to 2020, providing up to £39,000 per property. We can also use the funding to purchase 'right to buy' buy backs and this is something we will consider on a case by case basis. We are currently pursuing our first Compulsory Purchase Order - although this has been delayed due to the current Coronavirus crisis. If successful it is hoped that this will send a strong message that tackling empty homes are a priority for us. In 19/20 we brought 5 properties back into use through the Empty Homes Grants/Loans service. These provided homes to vulnerable households who were at risk of homelessness.

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 19/20	In Year Spend 19/20	Year End Net Carry Forward Value	Project Budget Remaining	Update
Selby District Housing Trust	June Rothwell Phil Hiscott	34,850	0	0	0	34,850	This fund is to support SDHTs role in the more ambitious HDP approved by Executive in January 2018. A new officer has now been appointed to support the SDHT. The Trust have taken occupation of an additional 17 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions and a further 12 Section 106 acquisitions in Q1 2019/20. SDHT continue to work with SDC colleagues on the affordability and viability of new properties coming forward via the Housing Development Programme. Discussions with external providers regarding possible S106 acquisitions are also ongoing.
Stepping Up' Housing Delivery	June Rothwell Phil Hiscott	9,919	9,919	2,867	(7,052)	7,052	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018. Seeking opportunities to maximise the social and economic benefits of the Council's asset portfolio.
Olympia Park	Iain Brown	300,985	160,247	296,252	136,005	4,733	Following detailed information about costs and technical issues at the Olympia Park development site in Selby, Selby District Council, the landowners and developers involved reluctantly concluded in late 2019 that conditions attached to a government housing infrastructure grant towards site costs could not be met. In reaching that point, there was extensive work undertaken to support delivery of the site and costs associated with that have been drawn from this budget. The Council and OPD now have the benefit of significant detailed technical information regarding the site and OPD continue to explore how to unlock its significant potential for development, particularly given the close proximity to the town centre and railway station. OPD are considering how they can enhance and extend the existing employment park on the site d, and on this basis, the Council has retained a pedestrian and cycle footbridge to the site from the town centre and station in the TCF proposals to enhance sustainable access and connectivity. The costs incurred throughout this process have now been covering off during Q4.
Making our Assets work	Iain Brown	97,206	97,206	97,206	0	0	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market. These include small garage sites, Portholme Rd, Egerton Lodge, Barlby Rd depot and Bondgate.
Housing Development Feasibility Work	Phil Hiscott	100,194	100,194	96,648	(3,546)	3,546	Housing development feasibility project to identify viability of sites for development. Phase 2 feasibility costs have been transferred to the individual development budgets for three identified sites; Camblesforth, Hambleton and Sherburn in Elmet. Burn is still in planning awaiting a decision and West Haddlesey has not yet been submitted. Outstanding work is still required at Burn, and will commit the carried forward budget. A large proportion of the costs have been incurred as abort fee against sites which will not be progressing.
Asset Strategy	Phil Hiscott	80,000	0	0	0	80,000	Budget for the production of the Asset Management Strategy This funding is required to support development of the Council's new Asset Management Strategy. Work to agree the brief is currently ongoing although this has been delayed by coronavirus. A carry forward request has been submitted to ensure this work can be completed in 20/21.
Commercial property acquisition fund	Iain Brown	3,039,424	500,000	0	(500,000)	3,039,424	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities, in some instances this may be used to match fund acquisitions as part of the TCF bid submission. A significant amount of funding from this budget has been put forward as match funding within the Council's TCF proposals for Selby Station.
High Street shop fronts	Angela Crossland	100,000	0	0	0	100,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile.
New lane - Public Realm	Angela Crossland	200,000	0	0	0	200,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile.
Staffing costs		2,306,345	1,089,110	891,423	(197,687)	1,414,922	This covers all the P4G funded posts across SDC. These posts support delivery of this P4G programme. It also covers the additional core staffing costs in a number of teams required to deliver the Council's corporate growth ambitions including the Economic Development and Regeneration team (to deliver the Economic Development Framework 2 year action plan) and key posts in Communities and Partnerships, Planning and Marketing and Communications.

Project	Lead Officer	Multi-Year Project Budget	In Year Revised Budget 19/20	In Year Spend 19/20	Year End Net Carry Forward Value	Project Budget Remaining	Update
Contingency		236,760	236,760	0	(236,760)	236,760	The funding we are receiving from the West & North Yorkshire Business Rates pool for the Tour de Yorkshire and UCI £200k has been put back into P4G contingency to fund essential work on the asset management strategy. Also the balance remaining on Tadcaster Linear Park has been transferred back to P4G contingency.
		7,856,577	2,757,057	1,902,922	(854,135)	5,953,655	

General Fund - Revenue Carry Forwards

Description	Purpose of Carry Forward	19/20 Current Budget	Remaining Budget	Carry Forward Request	Funding
GROSS PAY	DWP funding paid to Local Authorities to provide them with capacity to process Verify Earnings and Pensions (VEP) alerts and Real Time Information (RTI) referrals. Carrying forward to continue to pay for this salary spend, with half a post currently agreed on a temporary contract until September 2020. We need the budget to cover any additional staffing resource that may be needed if the alerts increase.	33,804	20,404	20,400	GF
NYBTG - Training Course Fees	Training Group and therefore do not belong to SDC, required to be carried forward to support ongoing training requirements.	15,782	5,282	5,282	GF
Homeless Persons - B&B	Utilise underspend as B&B costs are likely to be high in 2020/21 due to government expectations in relation to providing accommodation to rough sleepers and homeless presenters during the Covid-19 emergency.	21,400	3,940	3,940	GF
Homeless Persons - Salaries	A carry forward is required into 2020/21 to ensure the ring fenced grant funding is spread over a three year period as intended. It will be used to maintain current staffing levels for the next year (due to the staggering of contracts), which is essential to ensure effective delivery of the statutory homelessness service.	384,402	78,027	50,000	GF
Projects fund	C/f is for Projects line (3596) only, which is used to deliver two pilots - the Local Nature Partnership and provision of admin support for the community safety hub. Fund will include payment on LNP & Hub admin and also Covid related community groups.	8,253	4,382	4,382	GF
Consultancy	SC0208/3124 (consultancy) £9678 carry forward - Natural Land Asset Management site assessments, ecology of the site and work to understand ongoing financial implications	13,000	9,678	9,678	Reserve
Civic Centre Repairs and Maintenance budget	Funding to cover costs of replacement of the front doors to the main entrance. Works have been commissioned with the relevant contractor although no formal order has yet been placed as a final site visit to agree detailed specifications is required. The meeting was previously arranged but cancelled, firstly due to officer availability during the flooding events and then due to coronavirus.	8,000	6,885	5,000	GF
To carry forward salary costs in relation to MHCLG grant to cover Planning Enforcement Officer post	To carry forward salary costs in relation to MHCLG grant to cover Planning Enforcement Officer post, £50k grant was received & has covered Dec 19 - March 20 salary costs @ £11039.	38,961	38,961	38,961	GF
Budget from MHCLG Grants for supporting Neighbourhood Plans	Budget from MHCLG Grants for supporting Neighbourhood Plans. No further grants available for this	30,879	30,879	30,879	GF
Budget is required to support the preparation of Selby District Local Plan up to 2023.	Budget is required to support the preparation of Selby District Local Plan up to 2023.	431,057	325,712	325,712	Reserve
Community Safe Project Fund - ring fenced grant	Community Safety is in receipt of an annual grant (restricted funds) from the OFPCC. This grant can only be used for the approved purpose, which are those projects agreed by OFPCC, NYCSP & Selby LDT.	0	1,705	1,705	Ring-fenced
Democratic services	Unspent Central CEF Budget	20,000	20,898	20,898	GF
Democratic services	Unspent Eastern CEF Budget	20,000	13,240	13,240	GF
Democratic services	Unspent Southern CEF Budget	20,000	4,591	4,591	GF
Democratic services	Unspent Tadcaster CEF Budget	20,000	6,366	6,366	GF
Democratic services	Unspent Western CEF Budget	20,000	14,558	14,558	GF
Misc Grants	£50,000 is identified as committed funding for the Selby rail station lift project which is to align with the Transforming Cities Fund developments. This is required as we carry forward into the next financial year.	53,785	9,295	50,000	GF
Democratic services	This is for the Chairman's budget the Chairman's year lasts until May. This figure is less than £1,000 however needs to be carried forward as the Chairman's year is May to May.	5,910	559	559	GF
Data & Systems	To enable the implementation of the Housing Management Software throughout 2020/21	91,265	47,265	47,265	Reserve
Data & Systems	C/F will be spent use din Q1 for upgrades to key software that was budgeted to be carried out in Q4 2019/20, balance of the budget taken as savings at Q3.	345,110	7,192	3,083	GF
Grand Totals		1,581,608	649,819	656,499	

General Fund	272,139
Reserves	382,655
Ring-Fenced	1,705
	656,499

General Fund Capital Carry Forwards	Carry Forward	Comment
Transforming Customer Services	110,000	Move the Contact Centre to the Civic Centre
GIS System	37,131	To be used to purchase an Appointment system for the new Customer Contact Centre in Q1 of 2020/21
ICT - Servers	7,590	To be used complete the IDOX server upgrade from Windows 2008 to Windows2012 to ensure network compliance
ICT - Software	29,694	Committed to Phoenix Software Impementation rollout in 2020/21. Awaiting final part of the project (migration of P and S drives into Office 365)
Committee Management System	3,000	To enhance/upgrade our current Committee Management System in Q1 of 2020/2021
Cash receipting System	-1,100	Slight in year overspend against Q3 expectations.
Northgate Revs & Bens	-2,519	Slight in year overspend against Q3 expectations.
Committee Room Microphone system	40,000	To be used to purchase Microphones/audio for the Committee Room. This project is at the tendering stage and will be completed in Q1 2020/21. Project to be dleivered in Q2 of 2020/21.
New Build Projects (Loans to SDHT)	301,096	Loans to SDHT to be provided in the future as schemes are approved.
Private Sector - Home Improvement Loans	-3,376	Slight in year overspend against Q3 expectations.
Disabled Facilities Grants (DFG)	124,512	Slippage in year as NYCC OT services slowed referrals - significant value of grants approved for work to commence when clear to do so.
Total	693,220	

Housing Revenue Account Capital Carry Forwards	Carry Forward	Comment
Kitchen - Decent Homes	166,846	The funding is contractually committed to improve housing stock to a decent standard.
St Wilfrid's Court	113,000	Works to replace the Tunstall system within the property have been commissioned but progress has been delayed. Once these works are complete the balance of funding is to be utilised to upgrade other essential services throughout the property.
Environmental Improvement Plan	108,152	This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team.
Housing Development Project	100,243	The funding is required to support delivery of Phase 2 of the Housing Development Programme.
Housing & Asset Management System	100,000	Carry Forward to be used for the Final payment of the CX Housing System following Phase 1 GO LIVE in Q2 2020/21.
Central Heating System Replacements	82,648	The funding is contractually committed.
Energy Efficiency Programme	77,028	This funding is being used to support the Council's aspiration to move customers from solid fuel burning appliances to more sustainable and economically viable alternatives.
Community Centre Refurbishment	64,377	This funding is earmarked to support works within the community centres which was identified in the recently completed Fire Risk Assessments. Progress on engaging contractors to undertake the works is ongoing.
Sewage Pump replacement programme	54,572	Work to produce specifications for the pumps to be replaced are ongoing. Discussion with Yorkshire Water regarding connection of some properties where mains drainage now exists is also underway which would enable some sites to be decommissioned and removed.
Fire Risk Assessments	38,435	This funding is earmarked to support works within our communal areas which was identified in the recently completed Fire Risk Assessments. Progress on engaging contractors to undertake the works is ongoing.
Electrical Rewires	26,749	The funding is contractually committed.
Communal Area Refurbishment	25,000	This funding is earmarked to support further upgrades to our communal areas, linked to the improvement works being completed via the Fire Risk Assessment programme. The progress of developing detailed specifications for these works is ongoing.
Ousegate Hostel	10,394	This funding is contractually committed for finally elements of works identified by the Fire Risk Assessment.
Pointing Works	7,508	The funding is contractually committed.
Co Detection Programme	4,193	The funding is contractually committed and is linked to the Kitchen / Bathroom / Rewire programme.
Bathroom Replacements	2,598	The funding is contractually committed.
Sheltered homes adaption	-246	Slight in year overspend against Q3 expectations.
Window replacements	-709	Slight in year overspend against Q3 expectations.
Asbestos Surveys	-59,941	More completed in year than expected at Q3.
External Door Replacements	-74,263	More completed in year than expected at Q3.
External Cyclical Repairs (Painting & Windows)	-79,400	More completed in year than expected at Q3.
Empty Homes Programme - Improvements to Property	-155,260	More completed in year than expected at Q3.
Total	611,924	

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Report Reference Number: E/20/4

To: Executive
Date: 2 July 2020
Status: Non Key Decision
Ward(s) Affected: All
Author: Michelle Oates, Senior Accountant
Lead Executive Member: Councillor Cliff Lunn, Lead Executive Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer, S151

Title: Treasury Management – Annual Review 2019/20

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April 2019 to 31 March 2020 and presents performance against the Prudential Indicators.

Investments – On average the Council's investments held in the NYCC investment pool totalled £66.04m over the year at an average rate of 0.91% and earned interest of £601k (£415k allocated to the General Fund; £186k allocated to the HRA) which is £166k above the total annual budget. This exceeded estimates at Q3, which remained prudent in the event that Brexit would result in a sharp decline in rates. For the General Fund £65k interest earned above a £350k threshold is to be transferred to the Contingency Reserve.

In addition to investments held in the pool, the council has £4.69m invested in property funds as at 31 March 2020. The funds achieved 3.46% revenue return and 4.54% capital loss. This resulted in revenue income of £168.9k to the end of Q4 and an 'unrealised' capital loss of £222.8k. These funds are long term investments and changes in capital values are realised when the units in the funds are sold.

Borrowing – Long-term borrowing totalled £59.3m at 31 March 2020, (£1.6m relating to the General Fund; £57.7m relating to the HRA), Interest payments of £2.5m were paid 2019/20, a saving of £0.3m against budget. The Council undertook no short term borrowing in year.

Prudential Indicators – the Council's affordable limits for borrowing were not breached during this period.

Looking ahead to 2020/21 investment returns are expected to be significantly lower as a result of the cut in Bank Base Rate to 0.1%, in response to the economic challenges arising from the Covid-19 global pandemic. No changes to the Treasury

Management Strategy are proposed but revised forecasts will inform a revised budget for 2020/21 and the next refresh of the Medium-Term Financial Strategy.

Recommendations:

- I. Councillors endorse the actions of officers on the Council's treasury activities for Q4 2019/20 and approve the report.**
- II. Note general fund investment income received over the £350k threshold to be transferred to contingency reserve, equating to £65k for the year.**

Reasons for recommendation

To comply with the Treasury Management Code of Practice, the Executive is required to receive and review regular treasury management monitoring reports.

1. Introduction and background

- 1.1 This is the final monitoring report for treasury management in 2019/20 and covers the period 1 April 2019 to 31 March 2020. During this period the Council complied with its legislative and regulatory requirements.
- 1.2 Treasury management in Local Government is governed by the CIPFA "Code of Practice on Treasury Management in the Public Services" and in this context is the management of the Council's cash flows, its banking and its capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.
- 1.3 The Council's Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 21 February 2019.
- 1.4 The two key budgets related to the Council's treasury management activities are the amount of interest earned on investments £435k (£300k General Fund, £135k HRA) and the amount of interest paid on borrowing £2.788m (£75k General Fund, £2.713m HRA).

2. The Report

Market Conditions and Interest Rates

- 2.1 The Council's treasury advisors Link Asset Services – Treasury Solutions summarised the key points associated with economic activity in 2019/20 up to 31 March 2020:
 - the focus in the House of Commons was to agree a way forward for the UK over Brexit;
 - the general election in December enabled the UK to leave the EU on 31 January 2020;

- the uncertainties around Brexit, resulted in the MPC maintaining Bank Rate at 0.75% until March 2020 when two emergency cuts in Bank Rate from 0.75% to 0.25% and then to 0.10% were made as a result of the coronavirus outbreak. These cuts were accompanied by an increase in quantitative easing (QE), essentially the purchases of gilts (mainly) by the Bank of England of £200bn, and
- the Government introduced various schemes to subsidise both employed and self-employed jobs for three months while the country is locked down due to the coronavirus outbreak. It also put in place other measures to help businesses access loans from their banks, (with the Government providing guarantees to the banks against losses)

Interest Rate Forecasts

2.3 The movement in relevant UK market interest rates for the year was as follows:

a) for Bank rate

Period	%
1 April 2019 – 10 March 2020	0.75
11 March 2020 – 18 March 2020	0.25
19 March 2020 – 31 March 2020	0.10

b) for PWLB rates

Item	Range during Year	Start of Year	End of Year	Average In Year
	%	%	%	%
Fixed Interest Maturity				
1 year	1.17 - 2.47	1.46	1.90	1.70
5 years	0.99 - 2.48	1.55	1.96	1.98
10 years	1.15 - 2.79	1.88	2.17	2.23
25 years	1.73 - 3.25	2.41	2.65	2.76
50 years	1.57 - 3.05	2.24	2.38	3.60

* Net of certainty rate 0.2% discount

c) for Investment rates

Deposit rates continued into the start of 2019/20 at previously depressed levels and the fell sharply following the cut to base rate in March 2020, in response to the Covid-19 global pandemic.

Item	Range during Year	Start of Year	End of Year	Average during Year
	%	%	%	%
7 day LIBID	0.00 – 0.58	0.56	0.00	0.53
1 month	0.11 – 0.61	0.60	0.12	0.56
3 month	0.26 – 0.72	0.72	0.47	0.63
6 month	0.31 – 0.83	0.83	0.60	0.70
1 year	0.39 – 0.98	0.94	0.74	0.80

Annual Investment Strategy

The Annual Investment Strategy outlines the Council's investment priorities which are consistent with those recommended by DCLG and CIPFA:

- Security of Capital and
- Liquidity of its investments

2.4 The Investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, The Councils Annual Investment strategy and Lending List has been aligned to that of NYCC.

2.5 NYCC continues to invest in only highly credit rated institutions using the Link suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year.

2.6 The Council's investment activity in the NYCC investment pool up to 31 March 2020 was as follows:-

- Balance invested at 31 March 2020 £66.66m
- Average Daily Balance Q4 19/20 £66.04m
- Average Interest Rate Achieved Q4 19/20 0.91%

2.7 Looking ahead to 2020/21 investment returns are expected to be significantly lower as a result of the cut in Bank Base Rate to 0.1%, in response to the economic challenges arising from the Covid-19 global pandemic. No changes to the Treasury Management Strategy are proposed but revised forecasts will inform a revised budget for 2020/21 and the next refresh of the Medium-Term Financial Strategy.

Borrowing

2.8 It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix A. Officers can confirm that the Prudential Indicators were not breached during the year.

- 2.9 The TMSS indicated that there was no requirement to take long term borrowing during 2019/20 to support the budgeted capital programme. However, the borrowing requirement is largely dependent on the Housing Development Programme and whilst it is currently expected that this will be funded by internal borrowing in the short term, this will continue to be reviewed.
- 2.10 The Council approved an Authorised Borrowing Limit of £90m (£89m debt and £1m Leases) and an Operational Borrowing Limit of £85m (£84m debt and £1m Leases) for 2019/20.
- 2.11 The strategy, in relation to capital financing, is to continue the voluntary set aside of Minimum Revenue Provision (MRP) payments from the HRA in relation to self-financing debt in order to be in a position to repay the debt over 30 years. £1.26m was budgeted for 2019/20 and has been set aside.
- 2.12 As a result, the Council was in an over-borrowed position of £5.3m as at 31 March 2020. This means that capital borrowing (external debt) is currently and temporarily in excess of the Council's underlying need to borrow. The increase of £563k compared to the 2018/19 year-end position is a result of the in-year HRA self-financing set aside offset by Capital expenditure. Planned capital expenditure funded by prudential borrowing, will increase the Council's capital financing requirement.
- 2.13 The 2019/20 Treasury Management Strategy forecast an under-borrowed position of £12.4m by the end of 21/22 as loans are made to support the Housing Trust, and HRA Housing Investment Programme. Plans to undertake any additional long term borrowing in the short/medium term will be kept under review as the Extended Housing Delivery Programme progresses and while borrowing rates remain low.

Capital Strategy

- 2.14 The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2019/20, approved in February 2019. The Capital Strategy sets out how capital expenditure, capital financing and treasury management contribute to the provision of Corporate and service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. It sets out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 2.15 Alternative non-treasury investments are considered as part of the Capital Strategy. Given the technical nature of potential alternative investments and strong linkages to the Council's Treasury Management function, appropriate governance and decision making arrangements are needed to ensure robust due diligence in order to make recommendations for implementation. As a result, all investments are subject to consideration and where necessary recommendations of the Executive.

- 2.16 In addition to loans to Selby & District Housing Trust to support the Housing Delivery Programme, options for alternative investments currently being pursued are Commercial Property investments, which are subject to individual business case approval, and Property Funds.

Housing Delivery Programme Loans

- 2.17 The Housing Delivery Programme has delivered a number of successful schemes so far, in partnership with Selby & District Housing Trust. One of the principles underpinning the programme is financial support will be provided to the Trust by way of grant and loans to fund provision of affordable homes in the District whilst achieving a revenue return for the Council's General Fund. The table below summarises the loans provided to date.

Scheme	Loan Rate %	Principal Outstanding £	Interest 19/20 £
Kirgate, Tadcaster	4.56%	190,326	9,071
St Joseph's St	4.20%	206,418	8,875
Jubilee Close, Ricall	3.55%	558,126	19,669
Ulleskelf	4.87%	1,074,470	51,824
Ousegate	3.65%	883,424	25,089
Total Principal / Average Rate	4.19%	2,912,763	114,527

Commercial Property Investments

- 2.18 To date there have been acquisitions of Commercial Properties, one in Selby town and one in Tadcaster, both buildings are ex-Natwest Bank Properties. Proposals for onward sale and development are in progress.

Property Funds

- 2.19 The position on Property Funds at 31 March 2020 is as follows:

In Year Performance -

Fund	Bfwd Investment £k	Valuation as at 31-Mar-20 £k	In Year Performance Q4 19/20			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,491.49	2,376.60	(114.9)	(4.61)	85.4	3.45
Threadneedle	2,416.03	2,308.11	(107.9)	(4.47)	83.5	3.48
Total	4,907.52	4,684.70	(222.8)	(4.54)	168.9	3.46

Total Fund Performance

Fund	Original Investment £k	Valuation as at 31-Mar-20 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,376.60	(125.9)	(5.03)	120.1	3.44
Threadneedle	2,439.24	2,308.11	(131.1)	(5.38)	161.2	4.76
Total	4,941.73	4,684.70	(257.0)	(5.20)	281.4	4.09

- 2.20 Investments held in Property Funds are classified as Non-Specified Investments and are, consequently, long term in nature. Valuations can, therefore, fall and rise over the period they are held. Any gains or losses in the capital value of investments are held in an unusable reserve on the balance sheet and do not impact on the General Fund until units in the funds are sold. These funds are intended to be held for the longer term (5 years initially) in order to mitigate the risk of shorter-term losses.
- 2.21 Despite the uncertainty relating to the economy, the UK property market has been relatively robust. Whilst experiencing some capital value loss, both funds have delivered positive revenue returns and a net positive return overall prior to March 2020.
- 2.22 Since March 2020 the impact of Covid-19 is causing volatility across all investment markets globally, as such major property valuation firms and their professional body (RICS) concluded unprecedented circumstances on which to base valuation judgement and were thus required to include a 'Material Valuation Uncertainty' clause to their valuations as at 31 March 2020. Both funds experienced a sharp decline in capital value in March 2020, resulting in a net overall loss across both funds. Property Fund investments in particular are expected to be impacted by the uncertainty within the economy in the short term and there is potential for further reductions in capital values and revenue returns. The Statements have been issued to state the funds assets will be kept under regular review.
- 2.23 These investments are intended to be longer term in nature and the Council's strong financial position enabled the investment to be funded from reserves. This means future spending plans and cash balances are not reliant on access to the principal sums invested, and therefore may be held until unit values recover from losses. However, the Property Fund sector and performance of both Property Funds will continue to be monitored with support from Treasury Management advisers, Link.

3. Alternative Options Considered

- 3.1 The Council has access to a range of investments through the pooled arrangements in place through North Yorkshire County Council.

4. Implications

4.1 Legal Implications

4.1.1 There are no legal implications as a result of this report.

4.2 Financial Implications

4.2.1 The financial implications are set out in the report.

4.3 Policy and Risk Implications

4.3.1 Management of the Council's treasury activities are in accordance with approved policies. Treasury management in Local Government is governed by the CIPFA "Code of Practice on Treasury Management in the Public Services" which aims to ensure the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.

4.4 Corporate Plan Implications

4.4.1 There are no direct Corporate Plan implications as a result of this report.

4.5 Resource Implications

4.5.2 The resources necessary to manage the Council's Treasury activities are contained within the collaboration agreement with NYCC.

4.6 Other Implications

4.6.1 There are no other implications as a direct result of this report.

4.7 Equalities Impact Assessment

4.7.1 There are no equalities impacts as a direct result of this report

5. Conclusion

5.1 Overall the Council's investments have performed relatively well over the year and returns have exceeded budget. However the cut in Bank Base Rate in March 2020 in response to the Covid-19 pandemic will mean a significant reduction in returns for the foreseeable future and uncertainty ahead.

5.2 Property Fund investments in particular are expected to be impacted by the uncertainty within the economy in the short term and there is potential for further reductions in capital values and revenue returns. The investments are intended to be longer term in nature and the Council's strong financial

position enabled the investment to be funded from reserves. This means future spending plans and cash balances are not reliant on access to the principal sums invested, and therefore may be held until unit values recover from losses.

- 5.3 The Council's debt position is in line with expectations set out in the Strategy, with no immediate changes on the horizon. However, as the Housing Delivery programme progresses and interest rates begin to rise, opportunities to optimise the Council's debt portfolio will be kept under review.
- 5.4 The Council operated within approved Strategy Indicators for the year, with no breaches on authorised limits. The Prudential Indicators are reviewed annually as part of the Treasury Strategy to ensure approved boundaries remain appropriate; activities to date during 2019/20 have not highlighted any concerns.
- 5.5 The impact of the economy, and the turmoil in the financial markets, continues to have an impact on the Council's investment returns. Unprecedented events since the outbreak of Covid-19 leads to further uncertainty around future returns. No changes to the Treasury Management Strategy are proposed at this stage, but revised forecasts will inform a revised budget for 2020/21 and the next refresh of the Medium-Term Financial Strategy.

6. Background Documents

None

7. Appendices:

Appendix A – Prudential Indicators as at 31 March 2020

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Prudential Indicators - As at 31 March 2020

Note	Prudential Indicator	2019/20 Indicator	Quarter 4 Actual
1	Capital Financing Requirement £'000	68,544	54,025
	Gross Borrowing £'000	59,415	59,333
	Investments £'000	50,056	74,262
2	Net Borrowing £'000	9,359	-14,929
3	Authorised Limit for External Debt £'000	84,000	59,333
4	Operational Boundry for External Debt £'000	79,000	59,333
5	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	0%
6	Principal sums invested for over 364 days		
	1 to 2 years £'000	20,000	0
	2 to 3 years £'000	15,000	0
	3 to 4 years £'000	5,000	0
	4 to 5 years £'000	5,000	0
7	Maturity Structure of external debt borrowing limits		
	Under 12 months %	20%	10.96%
	1 to 2 years %	20%	0.00%
	2 to 5 years %	50%	0.00%
	5 to 10 years %	50%	0.00%
	10 to 15 years %	50%	2.70%
	15 years and above %	90%	86.35%

1. Capital Financing Requirement – this is a measure of the Council's underlying need to borrow long term to fund its capital projects.

2. Net Borrowing (Gross Borrowing less Investments) – this must not except in the short term exceed the capital financing requirement.

3. Authorised Limit for External Debt – this is the maximum amount of borrowing the Council believes it would need to undertake its functions during the year. It is set above the Operational Limit to accommodate unusual or exceptional cashflow movements.

4. Operational Boundary for External Debt – this is set at the Council’s most likely operation level. Any breaches of this would be reported to Councillor’s immediately.
5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.
6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.
7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.



Report Reference Number: E/20/5

To: Executive
Date: 2 July 2020
Status: Key Decision
Ward(s) Affected: All
Author: Stuart Robinson, Head of Business Development & Improvement
Lead Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Janet Waggott, Chief Executive

Title: Council Delivery Plan 2020-23

Summary:

The Council Plan was agreed by Council in December 2019. The Plan sets the strategic framework for the next ten years, retaining the vision 'to make Selby district **a great place**' and setting out four priority themes: 'to make the Selby district a great place to **live**; **enjoy**; and **grow** – supported by a Council that delivers **great value**.

At that time, it was agreed to produce a more detailed, three-year Delivery Plan by March 2020. The Delivery Plan provides the detail to support Council services and for stakeholders to understand and share priorities for the next three years – it also provides a framework against which to check and communicate progress. However, shortly prior to publication, the Covid-19 pandemic hit and publication of the delivery plan was put on hold.

Planning for our recovery from the Covid-19 pandemic has been underway since late April. We have aligned our plan to the wider recovery work across the county, and have undertaken an impact assessment and developed our planning broadly across three areas

- supporting the local **community** to recover;
- supporting the local **economy** to recover; and
- recovering as an **organisation**.

Our plans for recovery have been incorporated into the Delivery Plan which has been updated and is presented for approval.

Recommendations:

That Executive approves the Council Delivery Plan 2020-23 for implementation and notes the emphasis on Housing, accessing Town Centres improvements and the Environment. Executive are asked to recognise the effect COVID has had on some services and that there are backlogs and agrees to prioritise tackling the backlog of work as a priority. Executive are asked to note the transitional work which has

progressed at pace and has enabled us to continue to provide the majority of services and hold virtual meetings to support residents and businesses.

Reasons for recommendation

The Council Plan sets out our ambitions for the district for the next ten years. To ensure we meet those ambitions, and emerge strongly from the impact of the Covid-19 pandemic, it is important to set out the priority projects and initiatives that will provide the roadmap for delivery and the milestones that will ensure we know when we are being successful. It also highlights the implications to some services areas and the effect of the lockdown has had on the wider economy which has resulted in some contract delays and backlogs of work particularly in housing repairs and enforcement.

1. Introduction and background

1.1 The Council Plan, agreed in December 2019, sets out our ambitions for the next ten years. It sets out our vision of the Selby district as “a great place”; our priorities; and how we plan to deliver those priorities.

1.2 Our strategic priorities highlight four key ambitions for Selby district in 2030; they are that Selby district is: -

- a great place **to live**;
- a great place **to enjoy**;
- a great place **to grow**; and that
- Selby District Council delivers **great value**.

The Plan can be found on the Council website: [Council Plan 2020-30](#)

1.3 It was agreed, by Council, that delivery of the Council Plan will be underpinned by detailed three year Delivery Plans. These set out the specific actions that the Council will deliver in that period to reach the stated ambitions by the end of the decade. These Delivery Plans are the basis for performance monitoring and reporting. The first Delivery Plan covers the period 2020 – 2023.

1.4 Planning for our recovery from the Covid-19 pandemic has been underway since late April. Aligning ourselves to the wider recovery work across the county, we have undertaken an impact assessment and developed the plan along three lines:

- supporting the local **community** to recover;
- supporting the local **economy** to recover; and
- recovering as an **organisation**.

1.5 Our plans for recovery have been incorporated into the overarching Delivery Plan which has now been updated and is presented for approval.

2. Main Report

The Council Delivery Plan

- 2.1 The proposed Delivery Plan 2020-23 is set out in Appendix A. The Delivery Plan sets out the priority projects and initiatives that provide the roadmap for delivery and the milestones that will ensure we know when we are being successful.
- 2.2 The Delivery Plan is aligned to the Council Plan 2020-30 and takes as its starting point the headline delivery priorities set out in the overarching Council Plan.
- 2.3 Key to success is to ensure the activity within the Delivery Plan is SMART:

S—Specific M—Measurable A—Agreed R—Realistic T—Time-bound

Central to this, particularly in light of the recovery from Covid-19, is that the activity – and the timescales – are *Realistic*. A number of risks to delivery are set out in paragraph 2.7 below.

The Covid-19 Recovery

- 2.4 Covid-19 has had a huge impact on our residents, our communities, our businesses, and the Council as an organisation. Our impact assessment identified a range of challenges, some of which include:
- A number of residents with changed financial circumstances and debt;
 - Many residents with health challenges forced to isolate and finding it difficult to access food and medicines;
 - Some residents who are digitally excluded finding it difficult to access services online;
 - Businesses unable to trade at the same levels as pre-lockdown – some unable to trade at all;
 - Concerns about eligibility for and gaps in government support, particularly for some smaller businesses;
 - Significant impact upon cultural, creative, leisure and tourism sectors;
 - Increased shift to online retail compounding changes to town centres that were already struggling;
 - A move away from public transport towards greener modes;
 - A shift to home working – for 80% of Council staff;
 - Social distancing challenges to the workplace – whether the workplace is a building, vehicles – such as refuse lorries – or residents homes;
 - Significant reductions in Council income; and
 - Challenges around delivering Council meetings.
- 2.5 Whilst much of the content of the Delivery Plan will support recovery, whether it is enable more housebuilding, regenerating town centres, enabling strategic sites for new business, supporting skills development, adopting a digital first approach to service delivery, or developing staff to operate effectively whilst working remotely the Council has also identified a number of specific priority areas for recovery and added these to the Plan:

2.5.1 Supporting our communities:

- Following the Covid 19 pandemic response, the priority 'Enhance community safety' has been expanded to include 'wellbeing' and a new deliverable added: 'Develop the Council's approach to community engagement' through establishing a Better Together approach to community response, engagement and development, reviewing the CEF model in light of Covid response and identifying resources required to deliver to vulnerable residents and targeted communities.
- Again, on the priority of 'Enhance community safety and wellbeing', a new deliverable has been added around supporting the wider delivery of an effective Covid-19 Test & Trace service and a new Delivery Plan action to 'Implement a local authority Test and Trace Service for the Selby district'.

2.5.2 Supporting our businesses:

- Our high streets and town centres have been significantly impacted by Covid-19 lock-down and helping them to recover will be critical. Delivery of the 'Opening Town Centres Safely plan' will support the re-opening our town centres and high streets safely with appropriate social distancing measures.
- The Covid-19 pandemic has had a significant impact on business in the district. It will be important to support local business to recover – thereby securing local jobs. As such we will review our Procurement arrangements to prioritise buying from local businesses and maximise the social value to the district.

2.5.3 Delivering organisational recovery:

- The Covid-19 pandemic has had a significant impact upon the Council's finances – reducing income due to ceasing some services and pausing income collection and recovery and increasing costs. The Council's ability to deliver on these priorities in the medium term requires a review and understanding of the financial impact. The Delivery Plan has been updated to reflect this.
- It is important to uphold local democracy in the new Covid world. Social distancing requirements will provide challenges in holding physical Council meetings. The Delivery Plan includes a priority around implementing digital democracy to ensure all council meetings are able to be participated in online.

Delivering differently

- 2.6 It is important to learn from the challenges and opportunities of delivering services during lockdown. Under the Council priority 'Ensure service delivery maximises value for residents' a new deliverable has been added requiring

each Head of Service to utilise the learning – whether from ceasing service delivery or delivering services differently – and consider how services should be delivered in the future.

Covid 19 lockdown meant closure of face to face service delivery and greater reliance on online services. Under the priority ‘Adopt a digital first approach’, the Council Delivery Plan has been updated with the two key actions: one focused on ensuring residents have the skills to access online services whilst ensuring the digital infrastructure will support this.

Experience of providing Customer Services during lockdown – including closure of face to face provision – demonstrated that prioritising telephone and online contact is possible without significant detriment to customers. Moving customer services to the Civic Centre will be an early priority post-Covid lockdown.

Risks to delivery

- 2.7 The Council has responded well to the pandemic, in terms of supporting communities, supporting businesses, continuing to delivery priority services and responding to new requirements from central government. However, in drafting the attached Delivery Plan – and particularly in terms of the need for milestones to be *realistic* (see 2.3 above) – we must take account of the following:
- **Finance** - like all local authorities, Selby District Council has taken a significant financial hit during the pandemic due to reduced income and increased costs of delivery. Our recent return to government forecast an overall impact forecast for 2020/21 across the General Fund and HRA of approximately £3.5m – although there is still lots of uncertainty and these figures are likely to change as we move through the year.
 - **Capacity** – whilst we have prioritised service delivery, there are some services that we have not been able to deliver as normal, such as housing repairs; others where we have had to deprioritise some aspects of the service due to new demands, such as Taxation & Benefits focusing on processing changes to NNDR and new grants to businesses and vulnerable residents; whilst in other areas we have taken decisions to cease services such as debt collection to take pressure off residents in challenging times. All of these services will need to catch up on backlogs, in housing repairs it is over 500 repairs for example. This will have an impact upon available resources.
 - **Delays** – to existing projects and programmes. In some areas, such as the capital improvement programme for our council homes, the programme has been delayed for several months due to unavailability of contractors to do the work. These delays will have a knock-on impact on future delivery.
 - **Covid-19** – the pandemic is not yet over. Whilst the country is taking small steps towards recovery, we are mindful that many residents are still shielding, many businesses are still not back to work, the economic

impact, softened by government policies, is still yet to be fully felt and there is still the risk of a second wave of the virus that could set us back.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

None.

4.2 Financial Implications

4.2.1 Covid-19 will present new financial issues and risks for the Council in 2020/21 and potentially beyond. This includes additional costs, loss of income and threat to future income streams from both lockdown and the longer economic impacts. These risks will need to be carefully managed as the size and duration of these impacts and the potential financial support from central government become clearer. A revised budget will be prepared alongside the MTFS in August / September to reflect the changing economic picture, the financial impacts and the changing priorities of the Council.

4.2.2 Many of the projects and initiatives included in the Delivery Plan are additional to day to day delivery and are reliant on Programme for Growth funding. Decisions on allocating Programme for Growth funding were deferred at the February Budget Council. Beyond approving salary costs and investment in our town centre action plans, allocation of funding to specific projects is pending wider member engagement and the amount of funding available will be subject to a review of the Medium-Term Financial Strategy and Budget.

4.3 Policy and Risk Implications

There are no specific policy or risk implications beyond those highlighted in the report.

4.4 Corporate Plan Implications

4.4.1 The Council Delivery Plan 2020-23 is the key mechanism for delivering the ambitions set out in the council Plan 2020-30.

4.5 Equalities Impact Assessment

4.5.1 To ensure compliance with the Council's Public Sector Equality Duty, an Equality, Diversity & Community Impact Assessment (EDCI) screening document has been completed. The EDCI screening document has been reviewed and updated throughout the development of the Council Plan 2020-30. There are no negative impact scores identifying as high impact/priority and therefore a full Impact Assessment has not been completed. In addition, each headline priority action will be subject to EDCI screening as detailed delivery proposals emerge.

5. Conclusion

- 5.1 Selby District Council is ambitious and, with the Council Plan 2020-30, has set out a bold agenda for the district. Delivering on that agenda will support the district, and the Council, to recover from the impact of the Covid-19 pandemic in the short to medium term and in the long term ensure the district is, and continues to be a great place.
- 5.2 In order to deliver on the bold agenda in the long term, it is important to set out the roadmap for the next three years – including the key priorities and initiatives that are required to help secure those long term goals. The Council Delivery Plan 2020-23 is that roadmap. However, it will be important that the implementation of the Plan is not only resourced but monitored and managed to ensure the milestones are reached and delivery secured.

6. Background Documents

Council Plan 2020-30

7. Appendices

Appendix A – Council Delivery Plan 2020-23

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Council Delivery Plan 2020-23 UPDATED following Covid 19 pandemic response

Theme	Priority	Deliverable	Officer Lead	Portfolio	Activity Milestone	Milestone date
A GREAT PLACE TO LIVE						
Live	Increased housing supply	Maintain our Five Year Housing Land Supply.	M Grainger	Cllr Musgrave	Work with developers to unlock 'stuck sites' and explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below).	ongoing
Live	Increased housing supply	Maximise the number of available homes in the Selby district through delivering the Empty Homes Strategy.	J Rothwell	Cllr Pearson	Review the Empty Homes programme for 2020/21 and complete the existing programme of acquisitions (10 properties)	Mar-21
					Develop a new Empty Homes Strategy to build on the progress made	tbc
					Deliver up to £80k Empty Homes Grant per year for the next three years – 2020-21; 2021-22; 2022-23.	Mar -23
Live	Increased housing supply	Implement a Selby District Council Housing Development Programme	J Rothwell	Cllr Musgrave	Agree priority sites within Phase 2 and 3 of the Development Programme and plan the start on site	Dec-20
					Agree the most appropriate delivery models for the HDP	Dec-20
Live	Improve our housing stock	Deliver the housing improvement programme element of the Housing Revenue Account Business Plan 2019-2025.	J Rothwell	Cllr Pearson	Deliver the post-Covid lockdown backlog of urgent and routine repairs and ensure void turnaround targets are met.	Mar-21
					Re-start the delivery of the HRA Business Plan 3 Year Capital Investment Programme as agreed in Dec 2019 delayed by COVID.	Sept-22
Live	Market town regeneration	Develop and implement Town Action Plans and partnerships for Selby, Tadcaster and Sherburn-in-Elmet	A Crossland/ J Rudd	Cllr Buckle	Complete Town Centre Action Plan and develop partnership group for Selby, Sherburn and Tadcaster town centre revitalisation in line with Covid 19 recovery response.	Aug-20 – Dec 20
					Implement the Opening Town Centres Safely plan	Sept-20
					Complete Places and Movement study of Selby, Sherburn and Tadcaster - joint with NYCC (plus LEP funds)	Mar-21
					Deliver Transforming Cities Fund programme to transform the Selby station area.	Mar-23
					Deliver the Selby town centre High St Heritage Action Zone programme.	Mar-24

A GREAT PLACE TO ENJOY

Enjoy	Improved environmental standards	Implement new household waste and recycling collections service	K Cadman	Cllr Pearson	Complete bespoke collections and recovery of existing recycling boxes	Jun-20
					Take final delivery of new fleet of waste collection vehicles	Oct/ Nov- 20
Enjoy	Improved environmental standards	Review the environmental services contracts to secure improved environmental standards prior to the new contract start date of April 2024	K Cadman	Cllr Pearson	Review impact of the new waste and recycling collection service and design soft market testing timetable	Dec-20
					Complete soft market testing for new environmental Services contracts	Mar-21
					Work with cross party Councillor Working Group to develop the specification for the new service	May-21
Enjoy	Improved environmental standards	Strengthen the Council's approach to enforcement to ensure a joined up and robust approach to addressing environmental issues, ASB, planning breaches etc	J Rothwell/ M Grainger	Cllr Pearson/ Cllr Musgrave	Prioritise the reduction of the backlog of cases, support training and appropriate use of powers.	Oct-20
					Review delivery arrangements for enforcement	Dec-20
Enjoy	Enhance community safety and wellbeing	Strengthen the Safer Selby Community Safety Hub	A Crossland	Cllr Buckle	Deliver multi agency action plan including recruit additional capacity; develop intelligence-led approach to delivery; improve monitoring/reporting arrangements	Mar-21
Enjoy	Enhance community safety and wellbeing	Develop a resilient community	A Crossland	Cllr Buckle	Support residents with their entitlement to benefits and receive support to make claims	Dec-20
					Support the development of a strong and resilient VCS sector to underpin community networks to respond to emergency situations	Mar-21
					Establish a Better Together approach to community response, engagement, and development; review CEF model in light of Covid response and identify resource required to deliver to vulnerable residents and targeted communities.	Jun-21
Enjoy	Respond to impact of climate change	Implement the recommendations of the Low Carbon Working Group	D Caulfield	Cllr Musgrave	Baseline current Selby DC activities and associated carbon emissions	Sept-20
					Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group.	Dec-20
Enjoy	Respond to impact of climate change	Work with the LEPs and neighbouring councils to explore the economic potential of a M62 Low Carbon Energy Corridor linking key energy assets across the Y&H region	J Rudd	Cllr Musgrave	Work with Drax, NYCC, the LEPs and ERYC to develop carbon capture project and complimentary economic projects in the Drax/Goole area – including the M62 Corridor	Mar-21

Enjoy	Respond to impact of climate change	Implement the Selby New Street Air Quality Action Plan and learn lessons for improving air quality across the district.	J Rothwell	Cllr Pearson	Complete the implementation of the Selby New Street Air Quality Action Plan – review learning and incorporate into planning policy preparations for the local plan	ongoing
Enjoy	Protect and promote Green Infrastructure	Implement Phases 1 & 2 of the Selby District Local Cycling and Walking Infrastructure Plan to improve cycling and walking connections to our three towns	A Crossland	Cllr Musgrave	Implement Phases 1 & 2 of the Selby District Local Cycling and Walking Infrastructure Plan subject to successful funding bids	ongoing
Enjoy	Protect and promote Green Infrastructure	Work with local partners to maintain and enhance local parks, play areas and open spaces.	K Cadman	Cllr Pearson	Deliver capital investment of £100k p.a. to improve quality and accessibility of Council play areas – improving two play areas per year for the years 2020-21; 2021-22; 2022-23.	Mar-23
Enjoy	Protect and promote Green Infrastructure	Respond to the requirements of the emerging Environment Bill to deliver improvements to biodiversity and nature conversation	M Grainger	Cllr Musgrave	Map existing biodiversity to provide a baseline position.	tbc
					Develop an implementation strategy for off site mitigation.	tbc
A GREAT PLACE TO GROW						
Grow	Deliver new Local Plan	Deliver the Local Plan by 2023	M Grainger	Cllr Musgrave	Create the evidence base – including an Infrastructure Delivery Plan for the Selby district.	ongoing
					Develop Preferred Options and consult stakeholders.	Feb-21
					Develop Submission Draft and consult stakeholders	Feb-22
					Draft Local Plan Submitted for Examination by the Planning Inspectorate	Jun-22
					Local Plan adopted	May-23
Grow	Enable a growing visitor economy	Continued delivery of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'.	A Crossland	Cllr Pearson	Deliver Phase 3 of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond' including: evaluation of Selby 950; outline development of Barlby Road Corridor; deliver trail maps and 10 visitor information points; deliver support to the district Food & Drink offer; deliver visitor economy marketing plan.	Oct-22
Grow	Enable a growing visitor economy	Develop and implement the Selby District Cultural Development Framework.	A Crossland	Cllr Pearson	Develop and implement the Selby District Cultural Development Framework and Action Plan.	Mar-23
					Identify key projects and attract investment funding in line with responding to the challenges of covid-19	Mar-23
Grow	Support enterprise and business growth	Deliver the Selby District Economic Development Framework 2022...and beyond	J Rudd	Cllr Buckle	Develop new website (Selby District Means Growth') to promote business growth opportunities and enterprise in Selby District	Dec-20

					Develop and agree with each key strategic site owner a programme of joint actions to bring the site forward in line with EDF objectives	Jan-21
					Review the approach to enterprise space in the district - including working with site owners to bring forward smaller enterprise units by the private sector	Dec-20
					Review current approach to Key Account Management and agree a sustainable and targeted programme of contact with key businesses, the LEPs, NYCC and DiT	Jan-21
					Deliver a programme of performance-related business support to SMEs including annual Selby District Business Week and Business Awards in 2020-21; 2021-22; and 2022-23	Mar-23
Grow	Support local workforce to reach their potential	Work with local and strategic partners to develop and implement a Selby District Skills Strategy to support the local workforce to reach their potential.	J Rudd	Cllr Buckle	Produce a skills needs analysis of Selby District, benchmark current offer and future skills needs across priority growth sectors, and develop appropriate training interventions working with partners such as Selby College.	Mar-21
					Finalise Selby District Skills Strategy and associated Action Plan [further actions dependent on Action Plan content]	Sept-21
A COUNCIL DELIVERING GREAT VALUE						
Value	Adopt a digital first approach	Deliver Digital Strategy 2020 and develop a new Strategy up to 2025	S Robinson	Cllr Lunn	Complete implementation of Digital Workforce - Office 365; new devices; MyView	Oct-20
					Complete full implementation of Civica CX digital platform for housing and asset management.	Sept-21
					Complete implementation of phases 1 - 3 of Digital Customers - Northgate Citizens Access; CivicaPay; Digital Customer Platform;	Apr-21
					Develop new Digital Strategy for 2021-25	Mar-21
Value	Adopt a digital first approach	Support residents to get online	S Robinson/D Caulfield	Cllr Buckle	Deliver Citizens Online project with partner councils across North Yorkshire to ensure the switch to online doesn't exclude people	Mar-21
					Continue to work with LEP and NYCC to secure improvements to digital infrastructure across the Selby district	tbc
Value	Adopt a digital first approach	Implement digital democracy	A Hartley	Cllr Crane	Enable virtual decision making by making all Council committees accessible online – by both participants and observers	Oct-20
Value	Adopt a digital first approach	Develop the Selby District Council Customer Strategy 2020-30 and implement	S Robinson/J Rothwell	Cllr Buckle	Move customer services advisors to the Civic Centre and prioritise phone and online over face to face contact	Sept-20
					Develop a new Customer Strategy to align with the new Council Plan, revised Digital Strategy and People Plan	Mar-21

					Develop and deliver a customer services training programme based on new approach	Jun-21
Value	Support and develop workforce	Deliver People Plan 2020-25	S Robinson/ J Rothwell	Cllr Lunn	Manage the return to the workplace, including Selby Civic Centre	Aug-20
					Deliver People Plan 2020-25, including: new HR and OD service delivery arrangements; Leadership and Management Development Programme; new approach to staff engagement; new approach to staff appraisal and development; and review of pay and grading.	Mar-22
Value	Strategic approach to assets	Develop and implement the Asset Strategy 2020-30.	J Rothwell	Cllr Buckle/ Cllr Lunn	Review the Car Park Strategy taking into account lessons from lockdown, e.g. cashless and supporting the local economy	Dec-20
					Develop Asset Strategy 2020-30 and high-level Action Plan	Mar-21
Value	Strategic approach to assets	Deliver the 'Programme for Growth' to ensure a balanced programme of projects that deliver enhanced benefits for the residents and businesses of the district whilst supporting the future sustainability of Selby District Council.	K Iveson	Cllr Crane	Develop Programme for Growth in response to discussions at Budget Council	Jul-20
					Create Member-led P4G Programme Board to ensure it: - delivers benefits for residents and businesses; & - maximises and demonstrates return on investment	Feb-21
Value	Ensure service delivery maximises value for residents	Update our Procurement Policy to prioritise buying from local businesses and maximise the social value to the district.	K Cadman	Cllr Lunn	Review and update Procurement Policy to prioritise buying from local businesses and maximise the social value to the district.	Mar-21
Value	Ensure service delivery maximises value for residents	Explore further opportunities to build on existing Better Together arrangements with North Yorkshire councils	tbc	Cllr Crane	Renew Better Together Collaboration Agreement with North Yorkshire County Council	Jul-20
Value	Ensure service delivery maximises value for residents	Deliver robust arrangements to ensure costs are minimised and planned savings and new opportunities for income are delivered	K Iveson	Cllr Lunn	Undertake VFM review of services in response to the challenges and opportunities arising from the Covid-19 pandemic response – particularly in terms of delivering services differently -.and develop recommendations for further efficiencies including a potential new programme of service reviews	Dec-20
					Implement robust programme management arrangements to ensure savings and other programme/project benefits are delivered.	Sept-20
					Update MTFS and review budget for 2020/21	Oct-20

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