



Meeting: **SCRUTINY COMMITTEE**  
Date: **THURSDAY, 13 AUGUST 2020**  
Time: **5.00 PM**  
Venue: **MICROSOFT TEAMS LIVE EVENT - REMOTE**  
To: **Councillors Shaw-Wright (Chair), W Nichols (Vice-Chair),  
R Sweeting, A Lee, J McCartney, N Reader and M Topping**

## Agenda

- 1. Apologies for Absence**
- 2. Disclosures of Interest**

A copy of the Register of Interest for each Selby District Councillor is available for inspection at [www.selby.gov.uk](http://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.

- 3. Minutes (Pages 1 - 10)**

To confirm as a correct record the minutes of the meetings of the Scrutiny Committee held on 4 February and 13 February 2020.

- 4. Chair's Address to the Scrutiny Committee**

**5. Financial Results and Budget Exceptions Reports Quarter 3 (to 31 December 2019) and Quarter 4 (to 31 March 2020) (Pages 11 - 74)**

Members are asked to consider the reports of the Chief Finance Officer which set out Financial Results and Budget Exceptions Reports for Quarters 3 and 4 respectively (Quarter 3 to 31 December 2019 and Quarter 4 to 31 March 2020).

**6. Treasury Management Quarterly Update Quarter 3 and Quarter 4 - 2019-20 (Pages 75 - 100)**

Members are asked to consider the reports of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for the periods 1 April to 31 December 2019 (Quarter 3) and 1 April 2019 to 31 March 2020 (Quarter 4), which present performance against the Prudential Indicators.

**7. Corporate Performance Report - Quarter 4 - 2019/20 (January to March)/Year End 2019/20 (Pages 101 - 126)**

Members are asked to consider the report of the Head of Business Development and Improvement 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 KPIs.

**8. Scrutiny Committee Annual Report 2019-20 (Pages 127 - 162)**

Members are asked to consider the Scrutiny Committee Annual Report 2019-20 and to make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.

**9. Work Programme (Pages 163 - 168)**

To consider the Committee's work programme.

*Janet Waggott*

**Janet Waggott, Chief Executive**

<p><b>Dates of next meeting (5.00pm)</b> Thursday, 24 September 2020</p>
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Enquiries relating to this agenda, please contact Victoria Foreman on vforeman@selby.gov.uk or 01757 292046.

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

Scrutiny Committee  
Thursday, 13 August 2020

## **Recording at Council Meetings**

Selby District Council advocates openness and transparency as part of its democratic process. Anyone wishing to record (film or audio) the public parts of the meeting should inform Democratic Services of their intentions prior to the meeting by emailing [democraticservices@selby.gov.uk](mailto:democraticservices@selby.gov.uk)

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## Minutes

### Scrutiny Committee

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Venue:	Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Tuesday, 4 February 2020
Time:	5.00 pm
Present:	Councillors Shaw-Wright (Chair), W Nichols (Vice-Chair), R Sweeting, A Lee, J McCartney, N Reader, M Topping P Welburn and M Jordan
Officers present:	Michelle Dinsdale, Senior Policy and Performance Officer and Victoria Foreman, Democratic Services Officer
Others present:	Rachel Pippin, Sector Commander, Yorkshire Ambulance Service
Public:	0
Press:	0

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#### **37 APOLOGIES FOR ABSENCE**

There were no apologies for absence.

#### **38 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

#### **39 MINUTES**

The Committee considered the minutes of the meeting held on 21 November 2019.

#### **RESOLVED:**

**To approve the minutes of the Scrutiny Committee meeting held on 21 November 2019 for signing by the Chair.**

#### **40 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE**

The Chair informed the Committee that a number of subjects for Scrutiny Committee's attention had been suggested by the Leader at the most quarterly Executive and Scrutiny Chairs meeting, including looking again at Community Engagement Forums, devolution/One Yorkshire, Local Enterprise Partnerships and the Northern Powerhouse.

Half of full day scrutiny sessions were being considered to look at these issues, with further information available in due course.

#### **41 CORPORATE PERFORMANCE REPORT QUARTER 2 - 2019/20 (JULY TO SEPTEMBER)**

The Committee received the report of the Head of Business Development and Improvement which asked Members to consider and comment on the performance information contained in the report.

Members noted that in Quarter 2 there were a number of things that had gone well, including the number of empty homes brought back into use, the reduction in the average time taken to re-let void properties, the decrease in the customer contact centre wait times, an increase in the membership of the leisure centres and the number of completions in the leisure centre health referral programmes.

However, there had also been some issues with performance in Quarter 2, including rent arrears collection, sundry debt collection, access to benefits and taxation direct debit forms online, a shortfall on savings, response timescales for corporate complaints and employee sickness rates.

Members asked a number of questions relating to enforcement action on empty homes and voids, and requested that a further breakdown of figures and details of such properties be circulated to the Committee by Officers. Members were pleased to note that 27 empty properties had been brought back into use in Quarter 2.

Officers explained in relation to corporate complaints that one late response could impact the measured performance significantly, and that there was now a dedicated resource whose role was to ensure that responses to complaints were dealt with in a timely manner.

The Committee also noted that performance issues relating to emergency repairs had been down to problems with the handheld device used for the monitoring of the requested repair jobs, and that the problems with the collection of rent arrears had been mainly due to delays in the processing of Universal Credit claims. Members were pleased to note that in most cases once the claims were processed the Council was receiving back dated payments.

Members acknowledged that the rates of sick days for employees were

average against national figures, and that a review of absence management policies and procedures would be undertaken with additional resource support from NYCC. The figures set out in the report were made up of a mixture of short and long term absences. Members requested that Officers supply benchmark figures on absence from NYCC and circulate these to the committee.

Lastly, Members were pleased to hear that the improvement in the re-letting of major void properties was down to better working between the Council's trades and lettings teams.

**RESOLVED:**

- i. To note the Corporate Performance Report for Quarter 2 2019-20 (July to September).**
- ii. To ask Officers to provide a further breakdown of figures and details of the re-letting and enforcement action in relation to void properties, and circulate this information to the Committee.**
- iii. To ask Officers to supply benchmark figures on absence from NYCC and circulate these to the Committee.**

## **42 BLUE LIGHT SERVICES**

The Committee welcomed Rachel Pippin, Sector Commander at Yorkshire Ambulance Service (YAS), to the meeting.

Members received a presentation on the role and performance of the YAS, and noted the following points:

- The YAS served a population of over five million people across Yorkshire and the Humber. It provided non-emergency Patient Transport Service (PTS) and a vital 24-hour, seven-days-a-week emergency and healthcare service. The YAS had a Resilience and Special Services Team (including a Hazardous Area Response Team), and also provided clinicians to work on the Yorkshire Air Ambulance.
- The number of calls received by the YAS in 2018-19 went up by 5.5%, which equated to over 2,700 calls a day. The service responded to almost 800,000 incidents, provided over 900k patient transport service journeys, 100k of which were by volunteers. As a result of the increase in demand, staff numbers had risen to over 5500 and 138 new ambulances had been procured.
- There were 248 Community First Responders (CFRs) in North Yorkshire, with 737 public access defibrillators available across the county. In 2020 a new app, GoodSAM, would be rolled out to professionals who could volunteer to attend cardiac arrests. The app

would also mean tracking capability and a more accurate use of CFRs.

- The Committee noted the new performance standards for the YAS and have an overview of the current performance against them in North Yorkshire.
- Members were also informed about a number of ways in which the YAS was managing performance and the quality of care, including working as a health system partner, streaming and forecasting demand, and developing a workforce aligned to the health system and improving patient care and experience.

The Committee asked a number of questions in relation to ambulance handover at hospital, patient transport, hospital discharges and the use of the emergency services to treat intoxicated people. Members requested that further information about the apprenticeship scheme be circulated to them after the meeting.

The Chair thanked Rachel Pippin for attending and for the information provided.

The meeting closed at 5.40 pm.



## Minutes

### Scrutiny Committee

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Venue: Committee Room - Civic Centre, Doncaster Road, Selby, YO8 9FT

Date: Thursday, 13 February 2020

Time: 5.00 pm

Present: Councillors Shaw-Wright (Chair), N Reader, M Topping and P Welburn

Also present was Councillor S Duckett

Officers present: Victoria Foreman, Democratic Services Officer

Others present: Tim Moat, Director of Communications, Ebor Academy Trust, Dave Barber, Executive Headteacher, Ebor Academy Trust, Judith Kirk, Assistant Director for Education and Skills, North Yorkshire County Council, Jane le Sage, Assistant Director for Inclusion, North Yorkshire County Council, Andrew Dixon, Strategic Planning Manager, North Yorkshire County Council, Phil Sayles, Principal, Selby College, Nick Probert, Principal, York College

Public: 0

Press: 0

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#### **43 APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors W Nichols and R Sweeting.

Also in attendance was Councillor M Jordan.

#### **44 DISCLOSURES OF INTEREST**

There were no disclosures of interest.

#### **45 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE**

There was no Chair's address to the Committee.

#### **46 WORK PROGRAMME**

There were no comments on the work programme.

#### **47 EDUCATION IN SELBY DISTRICT**

The Chair welcomed the following representatives to the meeting:

- Tim Moat, Director of Communications, Ebor Academy Trust
- Dave Barber, Executive Headteacher, Ebor Academy Trust
- Judith Kirk, Assistant Director for Education and Skills, North Yorkshire County Council
- Jane le Sage, Assistant Director for Inclusion, North Yorkshire County Council
- Andrew Dixon, Strategic Planning Manager, North Yorkshire County Council
- Phil Sayles, Principal, Selby College
- Nick Probert, Principal, York College

The Chair explained that they had been invited to explore the Council's relationship with local providers, and to find out how they could work together to improve and develop education and skills in the District. The Committee received short presentations from each of the attendees and asked several questions.

##### **Phil Sayles, Principal, Selby College**

- Mr Sayles, who had been Principal at the college for 18 months, gave an overview of the mission and values of the college, the curriculum strategy and strategic goals.
- Members were pleased to note that the college had over 3,000 students and over 250 members of staff, worked with 150 employers, had won a TEF (Teaching Excellence Framework) Silver Award and a number of other accolades.
- The Committee asked a number of questions relating to the college's work with Drax Power. Mr Sayles confirmed that the college did have some apprenticeship positions at Drax but not in engineering at present, and acknowledged the important partnership between the college and Drax Power.
- Members asked if there was anything the Council could do to help the college in its work; Mr Sayles emphasised the importance of a business development and skills strategy for the Selby District, and how this would help the college and other education providers to

offer the right courses. Through the development of such a strategy, events for recruiting talent could be offered and prove to be invaluable.

- Mr Sayles also explained that the college received funding to attract students from areas of deprivation to further education courses, but acknowledged that there was always more that could be done on this. It was suggested that should the previously discussed skills strategy be developed by the Council, this element could be included and potentially benefit from joint working between the local authority and the college.

**Judith Kirk, Assistant Director for Education and Skills, North Yorkshire County Council**

The Committee received an overview from the Assistant Director on a variety of issues, including:

- The attainment, performance and achievement of schools in the North Yorkshire and Selby area, including OFSTED judgements for primary and secondary schools, early years education and development tests and key stage 2 and 4 performance and progress.
- Members were informed that there was a great deal of data available on the performance of schools. The main message was that performance was progressing in the right direction, with a pleasing overall picture in the district, despite there always being room for improvement.
- It was noted that the level of young people not in education, employment or training in Selby District was around 13%, which was in line with the county's average.

**Jane le Sage, Assistant Director for Inclusion, North Yorkshire County Council**

- Members were given an overview of the SEN (Special Educational Needs) arrangements in the district. Around 12% of the school age population in Selby required SEN assistance, which was slightly higher than the rest of North Yorkshire.
- The Committee noted the SEN performance in relation to Key Stages 2 and 4, as well as information on exclusions at both primary and secondary level, and the work undertaken with head teachers to reduce exclusions.
- Persistent absence had not increased across the district, and Members were interested to note that Selby District had the second highest increase in home schooling rates in the county.

- Members were informed about the pupil referral service at The Rubicon Centre in Selby and how it would be changing its focus for it to be accessed before a child was permanently excluded from school; prevention was key.
- The Committee noted that a new enhanced main stream model of school was also being developed, with additional local authority funding to enable the school to enhance its SEN offer. There would be a three year rollout programme across the county with a small number of schools becoming the new model. Schools that would be included in the changes were Selby High and the Holy Family Catholic School in Carlton. Officers confirmed that extra support would be available for these schools that were to be part of the new programme.
- Members acknowledged that each enhanced school would be able to provide for an extra eight children who had SEN plans but were able to learn in a mainstream environment, but still needed extra support. This would give more choice across the district for parents and carers.
- Officers went on to explain that a SEN hub would be established in Selby in April, and would be fully staffed by September 2020. It would include specialist teachers, support practitioners, therapists and psychologists.
- A bid had also been submitted to the Department for Education for funding for a free school in Selby which would provide for children with autism and special needed; a decision was imminent on which educational trust would be running it.
- In response to a question, the Principal of Selby College explained that around seven out of ten students that came to study at the college were there to study at A-Level or BTEC but could also do GCSEs if required. Some students did drop out of their studies, but rates for this were not particularly high or a cause for concern.
- Members thanked Officers for the information and agreed that The Rubicon Centre would be a major plus point for Selby, as it could make a big difference to children's lives, and asked questions relating to comparable performance with national targets and Section 106 contributions for school building as part of the planning process.

**Andrew Dixon, Strategic Planning Manager, North Yorkshire County Council**

- Officers explained that links between education and housing growth and the local authority's duty to make appropriate provision. There had been significant areas of growth in places such as Barlby Bridge, where the school was scheduled for a much-needed expansion.

There would also be a focus on expanding Staynor Hall, Athelstan and Hungate Schools in Sherburn and Kirk Fenton School.

- In terms of assistance that could be useful from Selby District Council, the approach to the development of the Local Plan and plan making in general, especially planned versus unplanned growth, was key. This also included the five-year land supply and use of Section 106 monies. Department for Education guidance had recently been reviewed to introduce the need for local authorities to demonstrate that pupil yield for developments would increase.
- Some schools in the district could benefit from growth in their areas, but there were also schools that were 'landlocked' and couldn't expand further.
- Members asked if CIL (Community Infrastructure Levy) monies could be used instead of Section 106. Officers explained that there was a balance to be struck between area demand and need, as they were not the same thing.
- Some Members felt strongly that Sherburn needed a new primary school as the popular Athelstan School would become oversubscribed; the school run across Sherburn to the school was also causing traffic problems in the area. Officers acknowledged that some areas had experienced more housing growth than others, some of which was higher than expected, and as such the quantum of housing coming forward was affecting the number of school places needed. This was why it was so important for the Council to develop a new Local Plan with deliverable development.

**Tim Moat, Director of Communications, Ebor Academy Trust and Dave Barber, Executive Headteacher, Ebor Academy Trust**

- The attendees from Ebor Academy Trust gave an overview of the size, makeup and values of the trust, as well as its goals and performance.
- It was explained to the Committee that each school within the Trust was able to be independent and different, but still needed to have the Ebor ethos running through what it did. The wellbeing of staff and children was very important, with several different programmes such as 'early excellence' running to encourage this.
- There was a great deal of collaborative working to encourage a self-improving school system; a number of schools had been supported by the Trust to improve their OFSTED rating through a dedicated school improvement team. There was also a focus on professional development and the support of staff.
- Staynor Hall Community Primary Academy was proving to be a very

popular school and was particularly responsive and receptive to parental need. The Trust also supported Cambesforth School. The Committee noted that by academizing, schools were able to access further funds from the Department for Education to improve.

- Members were pleased to note that the key stage results for the Trust were above the national average.
- The attendees from the Trust explained how they would like to see further expansion of their schools in the Selby District and were on a shortlist to be the provider at the new SEN school in Selby; the decision on this would be taken by the Secretary of State. The Trust were keen to keep communicating with the Council on ways they could work together in the district.

### **Nick Probert, Principal, York College**

- The Principal explained that the college had around 6,500 students, 3,800 of which were aged 16 to 18. 1,200 were undertaking apprenticeships, and around 1,100 were adults in education. There were numerous students from the Selby district at the college. Two thirds of students at the college went on to university, the rest on to vocational courses. A broad range of subjects at A-Level were offered at the college, some of which overlapped with what was offered at Selby College.
- Members noted that a coherent view of skills that were needed in the area, developed by the Council, would be very useful to the college and its students. Local Enterprise Partnerships (LEPs) were not currently able to offer such information, so it would be needed from elsewhere, such as local authorities.
- The college was working with a number of partners from across the region on the development of an Institute for Technology, as it specialised in engineering, advanced manufacturing, milling, machining, the digital economy and cyber security.
- Members asked if there was much investment available for research and development at the college and were pleased to hear that £600k of investment would be available in the summer.

The Chair thanked the guests for attending the meeting and suggested that they return to talk to the Committee in a year's time. Members agreed that the connections between the Council and educational establishments in the district were crucial.

The meeting closed at 6.25 pm.



**Report Reference Number:** S/20/1

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**To:** Scrutiny Committee  
**Date:** 13 August 2020  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Executive Member:** Councillor Cliff Lunn, Lead Member for Finance and Resources  
**Lead Officer:** Karen Iveson, Chief Finance Officer

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**Title: Financial Results and Budget Exceptions Reports Quarter 3 (to 31 December 2019) and Quarter 4 (to 31 March 2020)**

**Summary:**

The Scrutiny Committee is asked to consider the reports of the Chief Finance Officer which set out Financial Results and Budget Exceptions Reports for Quarters 3 and 4 respectively (Quarter 3 to 31 December 2019 and Quarter 4 to 31 March 2020).

The Quarter 3 report was considered was considered by the Executive at its meeting on 5 February 2020, the Quarter 4 report at its meeting on 2 July 2020.

Consideration of both reports by the Scrutiny Committee was delayed due to the cancellation of meetings due to Covid-19.

**Recommendation:**

**The Scrutiny Committee is asked to consider the content of the reports and make any comments on the Council's financial results and budget exceptions.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the reports as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial information contained in the reports enables the Council to monitor its financial and budgetary position and to ensure that budget exceptions are brought to the attention of Councillors.

**1. Introduction and background**

- 1.1** Please see the summary and introduction and background sections of the reports considered by the Executive on 5 February and 2 July 2020 attached as appendices to this report.

## **2. The Report**

- 2.1** Please see section 2 of the reports considered by the Executive on 5 February and 2 July 2020 attached as appendices to this report.

## **3. Alternative Options Considered**

None.

## **4. Implications**

### **4.1 Legal Implications**

Please see section 5 of the reports considered by the Executive on 5 February and 2 July 2020 attached as appendices to this report.

### **4.2 Financial Implications**

Please see section 5 of the reports considered by the Executive on 5 February and 2 July 2020 attached as appendices to this report.

### **4.3 Policy and Risk Implications**

Not applicable.

### **4.4 Corporate Plan Implications**

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The financial information contained in the reports enables the Council to monitor its financial and budgetary position and to ensure that budget exceptions are brought to the attention of Councillors.

### **4.5 Resource Implications**

None applicable.

### **4.6 Other Implications**

Not applicable.

### **4.7 Equalities Impact Assessment**

Not applicable.

## **5. Conclusion**



**5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on financial results and budget exceptions are welcomed.

**6. Background Documents**

None.

**7. Appendices**

Appendix A – Executive Report – 5 February 2020 (Quarter 3)

Appendix B – Appendices A to D of the Executive Report 5 February 2020, Quarter 3

Appendix C – Executive Report – 2 July 2020 (Quarter 4)

Appendix D – Appendices A to D of the Executive Report 2 July 2020, Quarter 4

**Contact Officer:**

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**Report Reference Number: E/19/52**

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**To: Executive**  
**Date: 5 February 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**

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**Title: Financial Results and Budget Exceptions Report to 30th December 2019**

**Summary:**

At the end of quarter 3, the General Fund is forecasting a breakeven position. There continues to be a shortfall on planned savings and shortfalls on key income streams but these have been mitigated by in year savings. The HRA is indicating a higher surplus than at Q2 of (£180k). This is due to continuing lower external borrowing requirements partially offset by lower savings expected in the current financial year from the implementation of the new housing system.

General Fund savings are showing a forecast shortfall of £353k and the HRA a shortfall of £195k as a result of delayed projects and some reprioritisation. Details of the planned savings and their status can be found in Appendix B.

The capital programme is currently forecasting an underspend of (£23.6m); (£16.9m) GF and (£6.7m) HRA. In the general fund, £11.6m relates to slippage in the Housing Trust loans budget. Proposals for phase 2 of the HDP programme are currently being developed and will be put forward to the Executive when finalised.

In addition, the recently approved acquisition of the waste collection fleet and wheelie bins have been added to the capital programme but the £4m cost of the vehicles is now not expected to be incurred until the first half of next year and therefore it is recommended that this budget be rolled into 2020/21.

In the HRA a number of programmes have been delayed whilst contracts are being and have been procured resulting in significant slippage. Expectations are that spend on these committed programmes will be completed in 20/21 along with the further works already planned for that year. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth is progressing well with projects delivering over multiple years. It is expected that funds from the business rates pool, towards the costs of Tour De Yorkshire and UCI cycling races, will be received in quarter 4. Progress on projects is shown in Appendix D with an update in the report below.

## Recommendations:

It is recommended that:

- i) The Executive endorse the actions of officers and note the contents of the report;
- ii) Approve the virement for £122k to subcontractors on the HRA from the underspend on premises budgets per 2.2.1.
- iii) The Executive approve re-profiled capital programmes and Programme for Growth as set out at Appendices C and D.

## Reasons for recommendation

To ensure that budget exceptions are brought to the attention of the Executive in order to approve remedial action where necessary.

### 1. Introduction and background

- 1.1 The revenue budget was approved by Council on 21 February 2019, this report and associated appendices present the financial performance as at 31 December 2019 against the budget.

### 2. Main Report

#### General Fund Revenue

- 2.1 Details of forecast variances against budget are set out at Appendix A.

General Fund Account – Q3 2019/20	Budget	Forecast	Variance
	£000's	£000's	£000's
Corporate SVS & Commissioning	6,896	6,778	(118)
Economic Regeneration & Place	4,672	4,596	(76)
Corporate	(2,701)	(2,756)	(55)
Legal & Democratic Services	1,014	953	(61)
Contingency	317	125	(192)
<b>Net Service Expenditure</b>	<b>10,198</b>	<b>9,696</b>	<b>(502)</b>
Contribution to / from reserves	(1,710)	(1,562)	148
Council Tax	(5,595)	(5,595)	0
Business Rates	(2,532)	(2,532)	0

Collection Fund Deficit Share	23	23	0
<b>Shortfall/(Surplus)</b>	<b>384</b>	<b>30</b>	<b>(354)</b>
Savings Target	(384)	(31)	353
<b>Net Revenue Budget</b>	<b>0</b>	<b>(1)</b>	<b>(1)</b>

2.1.2 The main forecasted variances against the General Fund deficit are:

- A £353k shortfall on planned savings as outlined in the planned savings section of this report and in more detail in Appendix B.
- Income from planning and industrial units is in line with the reduced forecast made at Q1, £160k and £25k (net of NYCC partner payments) lower respectively. The shortfall on lifeline has increased a little from Q2 with a £41k shortfall in income predominantly from private customers now anticipated.
- The waste service is forecasting a shortfall overall, which at £75k has increased slightly since Q2. The low rate received per tonne for the forecast for income from recyclable materials remains £102k short of target, as reported at Q2, which is partly offset by savings on rounding and income from new bins.
- Demand for land charge searches has fallen this year and is forecast at £29k lower than budget due a fall in house sales. This is partly offset by lower staffing costs in the team.
- Financing of the works on the Summit has resulted in an increase in Minimum Revenue Provision charges in the year of £32.6k which will continue for the remainder of the current contract.
- New burdens grants of (£49k) which were not confirmed at the time the budget was set have been received in 19/20.
- Drainage board levies were budgeted based on estimates but actual charges are £17k lower.
- Underspent contingency has been taken as a saving in year, contributing £225k to help cover the shortfall in planned savings.
- A number of savings across a range of budgets have been made to help mitigate the shortfall on income and savings including on staffing. The 5% vacancy factor built into the budget is expected to be exceeded.

## 2.2 Housing Revenue Account (HRA)

Housing Revenue Account – Q3 2019/20	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	8,816	8,448	(368)
Dwelling Rents	(11,840)	(11,847)	(7)
<b>Shortfall / (Surplus)</b>	<b>(3,024)</b>	<b>(3,399)</b>	<b>(375)</b>
Savings Target	(195)	0	195
<b>Net Surplus / (Deficit) transferred to Major Repairs Reserve</b>	<b>3,219</b>	<b>3,219</b>	<b>0</b>
<b>Net Revenue Budget</b>	<b>0</b>	<b>(180)</b>	<b>(180)</b>

### 2.2.1 The main forecasted variances against the HRA surplus are:

- External borrowing is expected to be lower due to work programmes being 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) is expected this year.
- There was an original savings target in the HRA this year of (£214k), to date savings on the new housing system and procurement partnership (£19k) have been achieved bringing the revised savings target down to (£195k) which will not be achieved in 19/20 due to software development issues with the provider resulting in delays in the new housing system going live.
- An additional £122k on sub-contractors is forecast as a result of on-going recruitment difficulties. This is critical to improved void property performance and is 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. The Executive are asked to approve this action. Proposals for a new Assets Team structure are being finalised which will encourage more effective in-house delivery and greater staff retention to reduce the necessity of specialist sub-contractors. In addition there are lower than expected running costs for the Community Centres.
- Improved investment interest returns are expected to exceed the budget by £43k in the year.
- Housing Rents are anticipated to be £7k higher than target for the year due to improved empty home performance and lower right to buy sales at the half year, with 13 so far against an annual estimate of 20.

## 2.3 Planned savings

2.3.1 The General Fund savings target for the year is £1.141m. The Council has a strong track record for delivering the savings and efficiencies needed but it is increasingly challenging to identify and deliver savings against a reducing cost base. The savings within 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. Forecasts at quarter 3 for 2019/20 indicate a slight reduction in the shortfall with £786k of savings expected to be made against a target of £1,141k. The key areas to note are as follows:

- Planning savings of (£100k) were set. A review of the service has been undertaken and given the priority for this key service the original target will

not be achieved. £60k p.a. is now forecast but with effect from Q4, therefore a (£15k) saving has been recognised for the current year.

- Asset rationalisation target of (£76.5k) is dependent on the move of the contact centre from Market Cross. Negotiations are ongoing, with the move of the contact centre set to go ahead later in the year. We expect to achieve additional (£20k) of income from office space rental and meeting room bookings 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 will not generate an ongoing income stream this year. There are no additional purchases anticipated in the immediate future which would generate income in this financial year although 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 current year. (£137k) 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) is now not going to be delivered in year as 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 through maximising operational efficiencies which will be captured as part of the formal contract variation to deliver cashable savings in 2020/21 and beyond.
- Details of all planned savings can be found in Appendix B.

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 which has resulted in phase 2 (where most savings are expected to be implemented) slipping into the first half of 2020/21.

## **2.4 Capital Programme**

2.4.1 The capital programme shows a forecast underspend of (£16.9m) in the General Fund, the variance is made up of:

- The budget for New Build Projects (Loans to SDHT) has been reduced to reflect that no further projects are anticipated in this financial year meaning a carry forward of £11.6m to fund future loans. There are currently three schemes submitted for planning which we continue to discuss with SDHT.
- A budget of £4m which has recently been approved for the acquisition of a waste collection fleet. This will be incurred in 20/21.

- A budget of £630k available to spend on Disabled Facilities Grants this year which includes £228k carried forward from previous years. The challenges around spending these grants have been addressed, which has resulted in increased spending and a reduction to the amount that is being carried forward, although it is still anticipated that £153k will be carried forward into 20/21.
- The car park improvement programme will continue to deliver into 20/21 and as such it is expected that an underspend of £530k this year will be carried forward. Audus Street and South Parade Car parks have been completed and work to progress Back Micklegate and Micklegate have been placed on hold in order to maximise funding options through external funding bids to progress work in 2020/21 as part of the wider investment generated through the Heritage Action Zone funding.
- The industrial units road adoption budget of £325k has been carried forward for a number of years subject to a decision on whether to invest in upgrading this to an adoptable standard. Costings have now been received and further advice from NYCC highways sought but it is not anticipated that this will be spent this year.
- A delay in the procurement of Microsoft Licences means that the carry forward of £85k from last year will no longer be required. The licences will commence from this year at a cost of £85k per annum.
- Underspends in year across a number of IT projects including Channel Shift phase 3 Website and Intranet, Disaster Recovery improvements and the implementation of a new cash receipting system. All of these projects will continue into 2020/21.

2.4.2 The capital programme in the HRA is forecasting an underspend of (£6.7m). The variance is made up of:

- The roof replacement programme has been delayed as data continues to be gained from the stock condition survey and external QS resources have been engaged to review and upgrade the performance specification, this coupled with finalising the work required at the Hillside estate in Tadcaster has resulted in the in-year spend expected to be (£1.1m) under budget. Phase one of the wider roofing replacement programme is scheduled to commence in early 2020/21, as part of the programme identified within the HRA Business Plan.
- The programme for Housing Development is expected to roll forward to 2020/21 (£3.3m) while proposals for Phase 2 are finalised.
- The Empty Homes Programme which is expected to deliver over the next two years, so the programme value has been forecast to reflect this, with £750k of the £1.3m budget expected to be spent in this financial year.
- A number of substantial rolling maintenance programmes have been delayed while the specifications have been rolled together to deliver value for money and make contracts more appealing to the market. This includes kitchens, rewires, bathrooms, windows and painting programmes. Contracts are now due to commence during January which will result in slippage of which (£1.6m) which will be carried forward to deliver these programmes next year.



- Sheltered homes adaption budget will underspend by £130k in the year. This is due to the challenges in predicting when suitable properties for adaption will be received.

2.4.3 The proposed capital programme carry forwards are presented in Appendix C.

### **3.0 Programme for Growth (PfG)**

- 3.1 The programme has a multi-year programme budget (£7.7m) to fund a number of projects over the next 2-3 years. The good progress reported to Executive in the 2018/19 budget outturn report (30th May 2019) continues into the third quarter of 2019/20 with £1.3m spent to date and other spend committed for delivery across a range of projects in 2019/20. The multi-year project budget is forecast to be fully spent in the remaining years of the programme.
- 3.2 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. We have made some progress in recruiting into this service despite a very competitive market, with a number of new appointments, but 3 out of 8 posts in the service remain vacant which has created delivery challenges.
- 3.3 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:
- 3.4 Health Living Concepts Fund - The Selby Health Matters (SMH) partners have now finalised a 3 year action plan to support delivery of local initiatives. There is work underway with partners on two projects. The first is developing active travel information and supporting walking and cycling, including work with North Yorkshire County Council on Local Cycling and Walking Infrastructure Plans which are now being finalised. The other is a 3 year healthy schools zone pilot nutrition and activity project to tackle childhood obesity.
- 3.5 Selby 950 – 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. Successful events such as Selby Sings (involving 250 school-children singing in the Abbey), the St Germain parade (involving 450 in its preparation and many more watching in the town) and Pilgrim (the illumination project on Selby Abbey which attracted 9000 people over the 3 days) have generated significant positive regional and local media coverage. The Hidden Histories and Selby Treasures projects will complete what has been a very fully and successful year of events in February 2020.

- 3.6 Marketing Selby's USPs – this award-winning 'place-branding' project has helped to tell a positive story of the district as a place to do business and to live. We undertook a full project review and have an updated delivery plan to take us to the end of March 2020. Key work includes: targeted marketing through media partnerships highlight the positive impacts of growth on jobs and opportunities for existing residents; creation of a new business-specific web microsite; promotional material to support Selby District Business Week in March 2020; building the library of case studies that tell the story of the district's business offer, which can be used to support all types of communication and marketing activity about the area.
- 3.7 Town Masterplanning – 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 first stage of work has been completed in 2019/20 including significant survey and engagement work in Selby Town centre, with the Forward Framework and Action Plan now being finalised. This work supported the successful High Street Heritage Action Zone bid for £430k from Historic England. The Sherburn work commenced in early October 2019, with stakeholder workshops, and has generated high response rates to the business and customer surveys. The Tadcaster work is due to start by the end of Q1 2020.
- 3.8 The proposed phasing of the existing P4G programme is included in Appendix D.

#### **4. Alternative Options Considered**

Not applicable

#### **5. Implications**

See below.

##### **5.1 Legal Implications**

There is a legal requirement to balance the budget. In addition, any actions to tackle the deficit position need to avoid any potential for contractual or legal dispute as well as following appropriate governance.

##### **5.2 Financial Implications**

- 5.2.1 The forecast deficit requires in-year action to address, officers continue to look for opportunities to mitigate the position. Consideration must be given to use uncommitted contingency funds to contribute to eliminating the deficit pending any further savings which may be identified during the final quarter.

##### **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**

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 quarter 3, the General Fund outturn is indicating a breakeven position. Lower planned savings and income are offset by lower spend on contingency and a range of savings across many budgets. The HRA is forecasting a surplus as a result of lower external borrowing requirements.

6.2 The capital programme is showing considerable underspends with a recommendation to approve the rephrasing of the current programme as presented in Appendix C.

6.3 There have been some key deliverables from Programme for Growth in the year, including great events such as Selby 950 and the cycle races helping to raise the Selby profile and work on the station masterplan. A recommendation is put forward to approve the phasing of the programme as presented in Appendix D.

### **7. Background Documents**

Not applicable.

### **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.*

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	Previous Year Actuals	Latest Approved Budget	Year to Date		Annual Total	Variances		Comment
	Actual £k	Budget £k	Actual £k	Budget £k	Forecast £k	Year to date Actual £k	Full Year Forecast £k	
<b>Income</b>								
Investment Income	-454	-639	-398	-491	-702	93	-63	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	-11,148	-7	-7	-11,146		2	Savings generated on pension charges and external audit fees lead to a reduced recharge to the HRA for its share, offset by additional allocation of Bank Charges the costs of which have increased and are reported below.
Customer & Client Receipts	-6,534	-6,517	-4,984	-5,236	-6,189	253	328	There are a number of income shortfalls including Planning Service Income £160k the majority of which is due to large applications not coming forward as anticipated, Recycling income which is currently forecasting a £101k shortfall due to the low rate received per tonne for recyclable materials now not covering the costs of bulking. The Warden Lifetime Service is currently predicting 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 anticipating a £29k shortfall, due to demand, there is an anticipated shortfall in industrial unit rents of £51k due to occupancy levels and lettable condition and Assets Team Trading activities £50k due to capacity issues in the team. Income from the sale of bins for new developments is predicted to exceed budget by (£16k), Licence income should exceed budget by (£19k), including Taxi licences offset by increased test fees, CIL Admin contributions exceed budget by (£12k) and ERDF contributions (£11k) towards an Economic Development Post.
Government Grants	-14,442	-11,792	-9,002	-8,944	-11,860	-58	-68	In conjunction with benefit payments below, lower demand for benefits and the introduction of Universal Credit continues to see a reduction in subsidy received, this is offset by reduced benefit payments below and impacts at over £4.1m. 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.
Other Government Grant	-1,811	-1,955	-1,466	-1,466	-1,955			
Other Grants/Contributions Etc	-112	-35	-35	-35	-48		-13	Council Tax Annexe Discount Grant
Budget Savings Required		-384			-31		353	Refer to App B planned savings for more information
<b>Total Service Income</b>	<b>-26,405</b>	<b>-32,469</b>	<b>-15,892</b>	<b>-16,179</b>	<b>-31,929</b>	<b>287</b>	<b>540</b>	
<b>Expenditure</b>								
Employees	8,147	8,700	6,217	6,441	8,486	-224	-214	A vacancy factor of £353k was set for the 2019/20 budget. The forecast indicates that if the current level of vacancies occurring is maintained, this target will be exceeded by a small margin. Of the salary saving £106k relates to funded posts, particularly P4G due to slippage in recruitment, a corresponding reduction in reserve contributions features in the Accounting & non service budgets line below.
Premises	743	764	575	559	722	16	-41	A number of variances that make up this forecasted 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.
Supplies And Services	8,716	11,197	6,630	6,443	10,936	187	-262	Supplies & Services is made up of a sizable number of variances, the main ones being, (£10k) on the overall waste collection service, particularly from the recycling service but costs offsetting this include the costs for skips for street waste and fly tipping and additional round and disposal costs, this will be closely monitored. Savings are anticipated for Development Management office & specialist costs (£15k), Business Support Office costs (£7k) and partner payment to NYCC for their share of income (£27k) due to the reduced income forecasts mentioned in customer & client receipts, Closed Burial Ground safety works (£18k) due to difficulty getting faculty approval, savings of (£35k) across the CEFs, Scrutiny & Standards Board Savings (£19k), dividend from the Building Control Partnership (£7k), due to reserve balances exceeding the maximum allowed from 2018/19, Democratic Service support costs (£12k) and reduced External Audit Fees and an Audit Commission refund (£15k). These savings are offset by, increased hours from the NY Regional Strategy Officer £8k and Bank Charges £17k.
Transport	166	144	118	108	146	10	2	Number of small variances across the provision of car allowances and associated transportation costs.
Benefit Payments	13,670	11,195	8,014	8,033	11,195	-19		There continues to be a reduction in housing benefit claims caseload as Universal Credit rolls out reducing significantly the level of payments compared to last year.
Support Services		8,069			8,069			
Third Party Payments	-22	-20	-14	-13	-18		1	Impact of actual inflation on the Leisure Services contract against budgeted estimate.
Drainage Board Levy	1,685	1,720	1,704	1,704	1,704		-17	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	82	75	32	32	75			
Contingency		317			125		-192	The contingency budget is made up of £100k Operational and £286k Commissioning (£150k Original Budget + £136k Carried forward). The forecast assumes that it is all fully committed. To date further commitments from this budget total £35k Operational and £90k Commissioning leaving a total uncommitted balance of £221k.
<b>Total Service Expenditure</b>	<b>33,186</b>	<b>42,162</b>	<b>23,276</b>	<b>23,307</b>	<b>41,440</b>	<b>-30</b>	<b>-723</b>	
Accounting - Non Service budgets								
Total Accounting & Non Service Budgets	-6,781	-9,693	-2,427	-2,427	-9,512		181	Reduced funds required from P4G & ICT Reserve to cover salaries due to vacancies, increased MRP charges to cover the Summit refit costs and investment interest over the £350k cap to transfer to the contingency reserve.
<b>Net Total</b>			<b>4,957</b>	<b>4,700</b>	<b>-1</b>	<b>257</b>	<b>-1</b>	

**HRA Management Accounts 2019-20**  
**Results as at 31st December**  
HRA

	Previous Year Actuals	Latest Approved Budget	Year to Date		Annual Total	Variances		Comment
	Actual	Budget	Actual	Budget	Forecast	Year to date Actual	Full Year Forecast	
	£k	£k	£k	£k	£k	£k	£k	
<b>Income</b>								
Investment Income	-163	-135			-178		-43	Additional income achieved in investment interest due to buoyant cash balances and the property investment returns.
Garage Rents	-102	-103			-104		-2	
Housing Rents	-11,891	-11,840	-6,249	-6,413	-11,847	164	-7	Surplus currently anticipated improved performance in turning round void properties is having a positive impact on rent income. Work continues to address long term void properties to get them back in to rental including procuring contractors for specific works. Sales to date have some influence but are broadly in line with assumptions made for the year (13 sales to date against 20 estimated annually).
Customer & Client Receipts	-173	-147	-70	-47	-152	-23	-4	Hostel and Temp Accommodation rent income anticipated to be below budget by (£6k), due to occupancy levels at Ousegate Hostel, partially offset by recharge income.
Recharges	-9	-18	-11	-14	-18	2		
Savings		-195					195	£12k planned savings identified in supplies & services for the NY Procurement Partnership and £7k on maintenance savings from the new housing system. Remainder of savings anticipated in 2019/20.
<b>Total Service Income</b>	<b>-12,338</b>	<b>-12,438</b>	<b>-6,330</b>	<b>-6,473</b>	<b>-12,299</b>	<b>144</b>	<b>139</b>	
<b>Expenditure</b>								
Employees	36	37	25	28	37	-2		
Premises	684	826	427	480	708	-53	-118	There some large savings expected on revenue works for painting (£55k), footpaths (£10k) and asbestos surveying (£35k), the capital programme is covering this off through major programmed work and void turnaround works are incurring painting costs which offset some of the saving. Savings are also anticipated on the running costs of the community centres (£21k).
Supplies And Services	1,031	1,039	763	683	1,138	80	98	Budget shortfall is due to the use of sub-contractors covering vacant posts due to difficulties in recruitment £122k, a saving on materials of (£25k) contributes to offsetting this due to the outsourced work, a virement will be required from Premises budget savings above to cover this which requires approval by the Executive. £66k costs to turn round void property which includes painting costs mentioned above offset partially by savings on responsive adaptation work (£60K) and Resource Accounting savings (£8k) including annual purchase of the HRA Business Plan Model.
Support Services	2,814	2,840			2,840			
Transport	114	113	84	74	113	9		
Debt Management Expenses	6	6			6			
External Interest Payable	2,413	2,713	1,270	1,492	2,413	-222	-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			
Provision for Bad Debts	107	260	2		260	2		
<b>Total Service Expenditure</b>	<b>7,205</b>	<b>7,909</b>	<b>2,571</b>	<b>2,756</b>	<b>7,590</b>	<b>-185</b>	<b>-319</b>	
Total Accounting & Non Service Budgets	5,133	4,529			4,529			
<b>Net Total</b>			<b>-3,759</b>	<b>-3,717</b>	<b>-180</b>	<b>-42</b>	<b>-180</b>	

## Savings Plan

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Forecast £000's	2019/20 Remaining Target £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. Nothing further is anticipated for this in the current year, and it has been proposed to remove targets on this in future planned savings although opportunities will still be sought.
Growing resources	Asset rationalisation	Medium	76.5	20	56.5	Additional income has been generated from a number of sources. The remainder of this saving however is 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	96	4	Loans include Riccall, Ulleskelf, and Ousegate, all of which contribute towards this target. Existing loans will generate £114k in total this year, £96k of which contribute towards this target. The revised and expanded 4 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. Whilst these are not expected to make an ongoing revenue stream in the current financial year, a sale on the property in Selby is currently being negotiated. 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	195	5	An investment was made in October 2018 into 2 property funds with an estimated net return of 4% per annum. At the end of Q3, this investment has made 4% but the invested sum has reduced meaning that overall returns are forecast to be £193k. This will be kept under review as returns for the full year are subject to fund performance.

Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Forecast £000's	2019/20 Remaining Target £000's	Update/Comments
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. Potential to reassess and increase if outlook for interest rates remains high but reducing balances will counteract so this brings some risk. This will be achieved in 19/20. Thereafter this will be kept under review and confirmed as cashflow forecasts are updated and interest rates are known.
<b>Total Growing Resources</b>		<b>0</b>	<b>488.5</b>	<b>361</b>	<b>127.5</b>	
Transforming	Process improvements /on-line transactions	Medium	200	137	63	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 led 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, but some of this will be in the next financial year.
Transforming	Planning service review	Low	100	15	85	A review is currently taking place. The current expectation is that £60k of annual efficiencies can be found in the service and this will be updated once the review is completed. 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. Any savings generated from the review will be introduced late in the year, so at present a quarters saving is forecast.
<b>Total Transforming</b>		<b>0</b>	<b>300</b>	<b>152.032</b>	<b>147.968</b>	
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.



Strategic Category	General Fund - Potential Saving	Original Risk in Budget	2019/20 Target £000's	Forecast £000's	2019/20 Remaining Target £000's	Update/Comments
Commissioning	Contract renewals	Medium	10	2.7	7.3	The renewal of the public conveniences will generate a saving of £16k per annum and will commence in February 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.
<b>Total Collaboration &amp; Commissioning</b>		<b>0</b>	<b>92</b>	<b>14.7</b>	<b>77.3</b>	
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.
<b>Total Technical/Housekeeping</b>		<b>0</b>	<b>260</b>	<b>260</b>	<b>0</b>	
<b>To be delivered not budgeted</b>		<b>-</b>	<b>1,141</b>	<b>788</b>	<b>353</b>	

Strategic Category	HRA - Potential Saving	Risk	2019/20 Target £000's	Forecast to Achieve Q1 £000's	2019/20 Remaining £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.
<b>To be delivered not budgeted</b>		<b>-</b>	<b>214</b>	<b>19</b>	<b>195</b>	

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments	Forecast 20/21	Forecast 21/22	Forecast 22/23
Transforming Customer Services	110,000	73,333	0	-73,333	110,000	0	Final designs from NHS still to be agreed by HoS. The project is expected outturn on budget. Propose to start moving in from May 2020. Some work to commence beforehand.	0		
Selby Park Improvement Work	21,060	14,040	14,114	74	14,114	-6,946	All invoices are now received and paid. No further costs are expected	0		
Industrial Units - Road Adoption	325,000	216,667	0	-216,667	0	-325,000	Further information being sought from NYCC Highways regarding detailed specification requirements and contribution to enable formulation of an estimate of costs. Budget costings received from contractor. This budget has been rolled forward for a number of years and a decision is now required as to whether to invest in upgrading the highway provision to adoptable standard. Until confirmation is received this budget is forecasted to spend in 2020/21	325,000		
GIS System	37,131	24,754	0	-24,754	37,000	-131	The project still to be scoped for the remaining budget. Decision to be made in Q4 dependant on the decision for an Appointment System for the new Customer Contact Centre.	0		
Benefits & Taxation System upgrade	8,675	5,783	3,000	-2,783	7,200	-1,475	This budget is linked to software upgrade supporting Channel Shift Phase 1. An order to purchase Northgate CA-LL Landlord portal £4k has been placed, this will be used alongside the CAB/CAR channel shift modules that have already been purchased. Carry forward to be used for Software upgrades for legislative changes and E-billing implementation delayed from 18/19.	1,475		
IDOX Planning System	13,728	9,152	9,456	304	13,500	-228	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. Also this will support the software recommendations that form part of the Planning Service Review currently ongoing throughout 2019/20. A Commitment of £4k for Uniform, TLC and Public Access upgrades to take place in Q4	0		
ICT - Infrastructure Costs	4,597	3,065	0	-3,065	4,597	0	To be used for improvements to the ICT Infrastructure in respect of projects in the digital strategy. Will be used for changes/updates to the infrastructure prior to the end of Q4	0		
ICT - Annual Software Licence	170,000	113,333	61,279	-52,054	85,000	-85,000	To be used to purchase Microsoft Licenses in 19/20. Procurement was delayed whilst soft market testing was undertaken and agreement found with NYCC. £62k has now been committed to Microsoft Enterprise Licence Agreement July 2019, this is expected to increase up to £85k for year end once all licence requirements have been identified. This will then be a recurring cost for 3 years. No requirement to carry forward the unspent budget.	0		
ICT - Servers	25,000	16,667	17,410	743	24,800	-200	Servers are being upgraded to align to Microsoft licencing requirements before year end. Committed £10k for Northgate M3 server upgrade and £14.8k for IDOX server upgrade as part of the Windows 2008 to Windows 2012 upgrade programme	0		
ICT - Software	85,194	56,796	20,500	-36,296	85,000	-194	Budget committed to the Digital Foundations Project. Our Microsoft partner, Phoenix has now been procured via the KCS framework committing the £85,000 budget to implement our Microsoft software. Phoenix will invoice us for payment at the end of each stage of the software project.	0		

## 2019/20 Selby District Council Capital Programme - To 31 December 2019

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments			
Committee Management System	3,000	2,000	0	-2,000	3,000	0	ModernGov software now live as of April 19, £3k carry forward requested to cover final costs that are still awaited.	0		
Cash receipting System	36,100	24,067	0	-24,067	22,500	-13,600	Income Management Software replacement project. A commitment has been made to procure £22,500 for the software migration from Northgate PARIS to CIVICAPAY. The migration will not take place until Q4. The remaining capital will be carried forward and be used for training and consultancy on the new software.	13,600		
Northgate Revs & Bens	40,075	26,717	13,697	-13,020	29,700	-10,375	Budget required for system upgrades following legislative changes in relation to e-billing. Currently awaiting costs from Northgate for Information@Work v5.20 upgrade and Office Connect Licences (£16k) The balance of the project budget will be carried forward to 2020/21 to complete the project	10,375		
Asset Management Plan - Leisure & Parks	19,002	12,668	0	-12,668	19,002	0	All of the works have now been completed and SDC will receive the recharge invoices by the end of Q4 The project will come in on budget	0		
Committee Room Microphone system	40,000	26,667	0	-26,667	40,000	0	Specification is written and tenders are being invited. Commitment will be made in Q4 to the preferred supplier	0		
Portholme Road Culvert	419,141	279,427	209,246	-70,181	419,141	0	All of the works have now been completed and SDC will receive the recharge invoices by the end of Q4 The project will come in on budget	0		
Police Co-Location Project	41,334	27,556	40,868	13,312	59,000	17,666	The works to complete the Police Co-Location programme are complete (snagging to be concluded). The overspend will be funded from the Business Development Reserve	0		
Industrial Units Maintenance	50,000	33,333	0	-33,333	0	-50,000	An initial report presenting options has been provided to LT for consideration. Further work is now required to develop a formal business case for each option. Given the nature of the options being considered it is considered inappropriate to seek approval to invest the existing capital funds at this time. The outturn forecast has therefore been revised accordingly and a carry forward will be requested.	50,000		
Car Park Improvement Programme	727,987	485,325	197,891	-287,434	197,891	-530,096	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 will be submitted at the appropriate time.	530,096		
ICT - Channel Shift 2 Website & Intranet	57,500	38,333	0	-38,333	22,500	-35,000	Channel shift Phase 2 (Customer portal) project which is due to be delivered in 19/20 as per the business case and project plan. Citizens Access Portal (Revenues) will be LIVE in Q3 with Citizens Access Portal (Benefits) in Q4. A commitment of £22.5k will be made once the software is LIVE. A carry forward will be made of £35k to be used to develop Channel Shift Phase 2 (Options Appraisal on Digital Front Door)	35,000		
ICT - Channel Shift 3 Website & Intranet	18,000	12,000	0	-12,000	0	-18,000	Channel shift Phase 3 (Housing management CX integration) project which is due to be delivered in 19/20 as per the business case and project plan. this will follow the implementation of Channel shift phase 2 (Customer portal project) expected to be during 2020/21. £18k to be carried forward and used as the Digital Front Door Options Appraisal in 2020/21	18,000		

## 2019/20 Selby District Council Capital Programme - To 31 December 2019

General Fund	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments			
ICT - Disaster Recovery Improvements - Software / Hardware	47,688	31,792	22,902	-8,890	30,000	-17,688	Design changes have enabled lower costs for this project. £17.6k to be carried forward for improvements aligned to Microsoft requirements in 2020/21.	17,688		
ICT - End User Devices - Software / Hardware	126,995	84,663	18,211	-66,452	146,748	19,753	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy. Spend forecasted in Q4. Overspend is due to the devices being purchased outright and not on a lease. The overall programme will come in on budget and the phasing will be amended accordingly.	-19,753		
ICT - Digital Workforce - Telephones - Mobile Working	100,000	66,667	8,750	-57,917	99,981	-19	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy. Spend forecast Q4. Devices for digital workforce now being purchased outright rather than on a lease	0		
South Milford Retaining Wall	15,000	10,000	0	-10,000	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.	0		
Waste Collection Fleet	4,000,000	0	0	0	0	-4,000,000	An order has been placed via a framework for the purchase of 21 x RCV's and 1 x mechanical sweeper. The fleet is likely to be delivered around September 2020 and so the spend is will occur in the next financial year. Provisions will be made at year end to carry the budget forward.	4,000,000		
Wheelie Bins	1,350,000	0	0	0	1,350,000	0	A contract will shortly be awarded for the supply of the wheeled bins following a procurement exercise via the YPO framework. Work is also being done to finalise the award of contract for the distribution of the bins via the same framework.	0		
New Build Projects (Loans to SDHT)	12,690,612	3,172,653	1,059,670	-2,112,983	1,059,670	-11,630,942	These are schemes delivered by SDHT through loans from SDC. Tadcaster scheme - Delivered 5 properties. Ulleskelf scheme - Handover has taken place in 18/19 on 12 properties. Riccall scheme - Handover has taken place in 18/19 on 5 properties. Ousegate, Selby scheme - Handover of all 12 properties has taken place in 19/20. Sites have been identified 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. Until the SDHT Business Plan is finalised current assumptions have been used for 30 new units in 2020/21 and 2021/22 with the balance of the funding in 2022/23.	2,400,000	2,400,000	6,830,942
Private Sector - Home Improvement Loans	42,407	28,271	24,271	-4,000	30,000	-12,407	Additional applications relating to defective boilers are expected due to changes in funding available through the Better Homes energy efficiency service. The year to date spend has already surpassed last year's total spend. This is a repayable loan and any repayments received throughout the year are recycled and offsets some of the spend. The balance remaining will be carried forward into 2020/21	12,407		
Disabled Facilities Grants (DFG)	630,445	420,297	164,996	-255,301	477,000	-153,445	This year the total budget available for DFG is £671,705; this is made up of £443,595 2010/20 grant and £228,110 carry forward. The carry forward is a combination of historic underspends from 2016/17 and 17/18 and additional grant that was awarded late in the financial years. Last year the entire grant was spent along with a small proportion of carry forward. The prediction this year is that 19.5% (£44,500) of the carry forward will be spent. If the number of referrals increases from NYCC more of the carry forward will be spent.	153,445		
<b>Total General Fund</b>	<b>21,255,671</b>	<b>5,316,026</b>	<b>1,886,261</b>	<b>-3,429,765</b>	<b>4,402,344</b>	<b>-16,853,327</b>		<b>7,547,333</b>	<b>2,400,000</b>	<b>6,830,942</b>

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments			
Kitchen - Decent Homes	305,076	203,387	17,295	-186,092	209,000	-96,076	SDC performance specification for works now virtually complete. Kitchen programme will be packaged with bathroom, rewires and CO detection programmes to provide more attractive proposition to the market at tender. Currently awaiting information from Efficiency North to enable completion of documentation for tender process. Tender programme slightly delayed due to finalisation of new EN Framework for these type of works. Now anticipate works will commence on site in January 2020 and will continue into 2020/21.	96,076		
Housing & Asset Management System	132,375	88,250	12,522	-75,728	100,000	-32,375	Forms part of the Housing software replacement project that will continue throughout 2019/20 Phase 1 Go Live has been deferred and now awaiting a revised date. Phase 2 should start in Q4. 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	32,375		
Pointing Works	575,461	383,641	468,127	84,486	534,843	-40,618	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.	40,618		
Electrical Rewires	240,000	160,000	91,076	-68,924	165,000	-75,000	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. Tender issued on 27th November 2019 with closing date of 18th December 2019. Contract start now scheduled for 20th January 2020, which will affect programme spend in 19/20. Budget has been re-forecast accordingly and the balance will be carried forward into 2020/21 to complete the works.	75,000		
Bathroom Replacements	134,400	89,600	8,899	-80,701	20,000	-114,400	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. Tender issued on 27th November 2019 with closing date of 18th December 2019. Contract start now scheduled for 20th January 2020, which will affect programme spend in CY. Budget has been re-forecast accordingly and the balance carried forward into 2020/21 to complete the works.	114,400		
Asbestos Surveys	120,000	80,000	41,400	-38,600	60,000	-60,000	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 commencement in delivery of the capital investment programme will impact spend in CY on the survey and removal budget. The budget has therefore been reforecast to reflect the programme slippage and the balance carried forward into 2020/21 to complete the works.	60,000		
External Cyclical Repairs (Painting & Windows)	418,966	279,312	123,714	-155,598	188,714	-230,252	Work to deliver Phase 2 programme of the window and door improvement programme has now been commissioned, with a number of urgent replacements scheduled for completion before Christmas 2019, 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 expected expenditure completed in 19/20, although the balance will be required to be carried forward to 20/21 in order to fulfil our contractual obligations.	230,252		

## 2019/20 Selby District Council Capital Programme - To 31 December 2019

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments			
Central Heating System Replacements	601,773	401,184	320,055	-81,129	550,000	-51,773	Progress on delivery of our gas central heating upgrade programme is ongoing. We are still expecting to replace 106 full systems in 19/20. We are currently forecasting an underspend in 19/20, although this is deliberate at this stage as we seek to retain funds for unforeseen breakdowns over the winter period. The budget has been re-forecast to reflect this position although we will keep this under review and may seek to increase install levels to absorb the underspend if 'just in time' failures do not materialise. The remaining budget will be carried forward into 2020/21 to complete the works.	51,773		
Roof Replacement	1,111,805	741,205	2,495	-738,710	30,000	-1,081,805	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.	0		
Damp Works	348,110	232,075	204,832	-27,243	348,110	0	Work to deliver damp related improvements continue to be addressed as they are identified.	0		
External Door Replacements	354,263	236,177	217,035	-19,142	280,000	-74,263	Work to deliver Phase 2 programme of the window and door improvement programme has now been commissioned, with a number of urgent replacements scheduled for completion before Christmas 2019, 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 proactively 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 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.	74,263		
Window replacements	333,300	222,200	911	-221,289	709	-332,591	Due to the way the budgets are currently structured there are currently multiple elements funding the same works. The aim is to streamline this in 20/21 to reflect the nature of the delivery programmes. In terms of window replacements in 19/20, the Phase 2 programme has now been commissioned and a number of urgent properties will be completed prior to Christmas 2019, with the bulk of the work commencing in January 2020. The window element of the programme has been forecast currently to be met entirely from SZ5010 1031 which means SZ5017 1031 will significantly underspend in 19/20, albeit the funds will be required in 20/21 to meet our contractual obligations. The outturn position has been re-forecast to reflect this position.	332,591		

## 2019/20 Selby District Council Capital Programme - To 31 December 2019

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments			
Void Property Repairs	145,000	96,668	97,500	832	145,000	0	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.	0		
Fencing Programme	60,830	40,555	54,004	13,449	60,830	0	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.	0		
St Wilfrid's Court	113,000	75,333	0	-75,333	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. Currently awaiting costs for completing an Electrical Installation Condition Report of the Landlord's supply within the property as this has been identified as an urgent requirement of the Fire Risk Assessment. Given the age of the installation it is possible this will highlight significant works which will impact on what else can be achieved within current budget. Costs are expected back imminently and we are still expecting the testing and any remedial works to commence in January 2020.	0		
Laurie Backhouse Court	38,231	25,487	33,723	8,236	33,723	-4,508	Works to replace the lift carriage are now complete. The outturn has been amended to reflect actual spend.	0		
Environmental Improvement Plan	145,710	97,140	23,885	-73,255	145,710	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.	0		
Housing Development Project	3,479,400	2,319,600	0	-2,319,600	152,000	-3,327,400	Programme for the development of up to 10 HRA properties on small sites. Starts on these sites is not anticipated until 2020. Work including, feasibility studies, asbestos surveys and garage clearance are being progressed.	3,327,400		
Ousegate Hostel	55,804	37,203	4,745	-32,458	55,804	0	An upgrade of the CCTV within the building is due to be undertaken between 17-19 December, with Fire Risk Assessment and communal area refurbishment works progressing in tandem	0		
Footpath Repairs	184,062	122,708	0	-122,708	184,062	0	Phase 1 of the programme is now complete, and works identified as part of phase 2 commissioned. Due to the way the programme is funded, no works thus far have been attributed to SZ5030 1031. A total of £162k has been spent thus far albeit the latest invoice does not currently show in the actual costs. We are still expecting to spend the budget in full on this programme.	0		
Estate Enhancements	224,412	149,609	162,009	12,400	224,412	0	Phase 1 of the programme is now complete, and works identified as part of phase 2 commissioned. Due to the way the programme is funded, no works thus far have been attributed to SZ5030 1031. A total of £162k has been spent thus far albeit the latest invoice does not currently show in the actual costs. We are still expecting to spend the budget in full on this programme.	0		
Community Centre Refurbishment	78,000	52,001	0	-52,001	78,000	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 Still expecting to spend the budget in 19/20	0		

## 2019/20 Selby District Council Capital Programme - To 31 December 2019

Housing Revenue Account	Annual Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Forecast Variance	Comments			
Sheltered homes adaption	249,799	166,533	78,648	-87,885	120,000	-129,799	The nature of the voids programme makes it impossible to predict when suitable properties will be received which will benefit from adaptation; hence the outturn forecast has therefore been predicted forward and adjusted based on spend to date with the balance being carried forward to 2020/21.	129,799		
Empty Homes Programme - Improvements to Property	1,300,000	866,668	153,510	-713,158	750,000	-550,000	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 aim to purchase 6 properties in 2019/2020 and are currently progressing with the Compulsory Purchase of a long term empty property and have identified a number of properties suitable for voluntary purchase. In Q2 we completed our first acquisition and purchased a former council property that had been sold through the Right to Buy and in Q3 we have completed on a further 2 acquisitions, 1 of which was 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.	550,000		
Fire Risk Assessments	100,000	66,668	21,565	-45,103	60,000	-40,000	Work to pull together a programme of repairs and replacements identified under the FRA programme is continuing. The works are expected to be packaged and ready for tender via the market in early January 2020. This is however likely to result in works not commencing until mid-February which will impact spend in 19/20. A request to carry forward the balance of funding to ensure this essential works can be undertaken will be submitted at the appropriate time. The forecast outturn has been amended to reflect anticipated spend in 19/20 only with the balance to be carried forward to complete the works in 2020/21.	40,000		
CO Detection Programme	226,600	151,068	1,025	-150,043	6,500	-220,100	SDC performance specification for works now complete. The CO detection programme has been packaged with kitchen, bathroom and rewire programmes to provide more attractive proposition to the market. Delays in finalisation of tender documentation through EN have resulted in programme slippage. Tender issued on 27th November 2019 with closing date of 18th December 2019. Contract start now scheduled for 20th January 2020, which will affect programme spend in CY. 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.	220,100		
Communal Area Refurbishment	230,000	153,335	0	-153,335	25,000	-205,000	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. It is now envisaged that the specification will not be fully developed and ready to go to market until late January which will significantly impact spend in CY. The outturn forecast has therefore been adjusted accordingly with the balance to be carried forward to complete the works in 2020/21.	205,000		
Energy Efficiency Programme	150,000	100,000	40,100	-59,900	150,000	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.	0		
Sewage Pump replacement programme	120,000	80,000	202	-79,798	60,000	-60,000	A specialist drainage engineering consultancy has now been commissioned to review our existing portfolio and to provide options for upgrade, replacement and/or connection to mains sewerage where possible. The programme of inspections is due to be completed by mid-December and initial findings and recommendations available mid January. 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, which will impact spend forecast in CY. The outturn has therefore been adjusted to reflect this position with the balance to be carried forward to complete the works in 2020/21.	60,000		
<b>Total HRA</b>	<b>11,576,377</b>	<b>7,537,607</b>	<b>2,138,975</b>	<b>-5,050,151</b>	<b>4,548,917</b>	<b>-6,725,960</b>		<b>5,639,647</b>	<b>0</b>	<b>0</b>
<b>Total Capital Programme</b>	<b>32,832,048</b>	<b>12,853,633</b>	<b>4,025,236</b>	<b>-8,479,916</b>	<b>8,951,261</b>	<b>-23,579,287</b>		<b>13,186,980</b>	<b>2,400,000</b>	<b>6,830,942</b>



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

Project	Lead Officer	Multi-Year Project Budget	Position @ 30 November 2019			Update	Phasing of future spend Q3		
			In Year Spend 19/20	Forecast	Forecast Variance		Forecast 20/21	Forecast 21/22	Forecast 22/23
Healthy Living Concepts Fund	Angela Crossland	116,791	23,750	116,791	0	The Selby Health Matters group have now finalised a 3 year action plan to support delivery of local initiatives for which this fund will support. 2019/20 P4G allocation is 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 and is due to conclude by the end of 2019. There is work underway with Selby Health Matters and IHL to shape two projects. One on developing active travel information and supporting walking and cycling. Budget outline £10k for this. One on a 3 year healthy schools zone pilot nutrition and activity project to tackle childhood obesity. Budget outline £35k for this. Yorkshire Wildlife Trust are also working up a project outline to develop community activity on Barlow Common and consider the use of the venue for nature tourism/health and well being partnerships (2020-2021).	46791	0	0
Visitor Economy (Tourism & Culture)	Angela Crossland	477,229	84,163	477,229	0	Budget represents a 3 year programme which will be complete by 1/10/22. Year 1 was about creating the foundations. Whilst the initial period has seen very little expenditure, the foundations for delivery have been put in place, including 2 quality officers being recruited into the delivery posts. These helped with the delivery of the two major cycle races. The team have also led on securing funding to support some of the Selby 950 celebrations (see project below) and in delivering the programme. The emphasis of the work to date has been on: <ul style="list-style-type: none"> <li>Developing baseline and evaluation data to build a picture of what events and activities bring to local business and audiences.</li> <li>Establishing strong business and community relationships to continue activity, strengthen visitor products and build legacy partnerships and capacity in the district's visitor, heritage and creative sectors;</li> <li>Establishing baseline data on audiences, visitors and how these demonstrate the strength and response to our district offer.</li> </ul> The 2019/20 financial year has seen a sustained period of delivery to date. It is anticipated that expenditure will include: £32,905 on data capture, monitoring & evaluation (including social and economic impact studies for Selby 950); £6000 on business events and networking; £20,000 on Visitor Economy place branding and marketing; £1500 to service the Tourism Advisory Board; £7500 on our partnership with Visit York to ensure Selby District businesses receive maximum benefit; £3000 to develop Visitor Information Points; £5000 for niche trail maps; a modest investment in an extension of the Explorers Road project to extend its reach to the American market. We have also invested an additional £3000 in increased marketing activity via our partners, Make it York. The Arts Council has confirmed that it will give £6000 for the development of a new cultural plan, which we will match with £8000. This work won't be completed until the next financial year.	230000	105229	
Celebrating Selby 950	Angela Crossland	62,949	7,480	62,949	0	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. Successful events such as Selby Sings (involving 250 school-children singing in the Abbey) and the St Germain parade (involving 450 in its preparation and many more watching in the town) have generated significant regional and local media coverage and a positive local feedback. The Hidden Histories and Selby Treasures projects will complete what has been a very fully and successful year of events in February 2020. There has been some additional spend on the Illumination of Selby Abbey (as the project has been more complex than originally envisaged) but the expenditure is within the planned budget.	12949	0	0
Retail Experience - Tadcaster Linear Park	Angela Crossland	150,273	15,981	150,273	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.	125562	0	0
Growing Enterprise	Iain Brown	62,550	(912)	62,550	0	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.	25275	25275	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
Marketing Selby's USP	Mike James	34,895	16,913	34,895	0	<p>This is the final stage of the 18-month Place Branding project. The project objectives are to support investment and jobs by telling a positive story of the district as a place to do business. We've been delivering this through a series of stories - relating back to our Economic Framework objectives - and working with others, such as the LEPs, to maximise the reach of our material to the relevant audiences. We undertook a full project review and have an updated delivery plan to take us to the end of March 2020.</p> <p>The project continues, along the following themes:</p> <ol style="list-style-type: none"> <li>1. Targeting marketing - a number of media partnerships have been set up to help push key updates about the business and lifestyle 'offer' of the district. These reach targeted business audiences, as well as working with local media to highlight the positive impacts of growth on jobs and opportunities for existing residents.</li> <li>2. Creation of a new business-specific web microsite - this helps to better support business interactions.</li> <li>3. We have assigned some investment in promotional material to support Selby District Business Week in March 2020, this will help us to directly engage with our own business community and demonstrate the benefits of investment in the local area.</li> <li>4. Continuing to build a library of case studies that tell the story of the district's business offer, which can be used to support all types of communication and marketing activity about the area.</li> </ol>	0	0	0
Tour De Yorkshire	Angela Crossland	149,954	149,919	149,919	(35)	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 £100k 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 and final closedown payments in process.	0	0	0
Retail Experience - STEP	Angela Crossland	78,148	1,399	78,148	0	Town centre revitalisation and strategy work is underway. Noticeboard element of street scene work to be completed by end 2019 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+	48148		0
Towns Masterplanning (Regeneration)	Angela Crossland	119,727	8,855	119,727	0	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 (£15-20k commission) 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 late 19/20. 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+	35000	64727	0
Strategic Sites Masterplanning	Iain Brown	153,317	(38,851)	153,317	0	Funded due diligence work for Selby Station Masterplan and the consultancy support to develop the Selby Station TCF proposals (in partnership with NYCC). Future projects will include working up the TCF proposals to the required business cases and, should funding be awarded, developing detailed designs. Discussions are underway with NYCC and the YNYER LEP re jointly funding a Places and Movements Study for Selby to improve traffic movements and create more pedestrian and cycle-friendly spaces in the town centre. Should the TCF bid be successful some expenditure on developing the funding bids can be recouped and returned to this budget.	28317	0	0
Access to Employment	Iain Brown	40,000	0	40,000	0	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.	20000	20000	0
UCI Road World Championships	Angela Crossland	65,000	67,418	71,000	6,000	The Leeds City Region Business Rates Pilot Pool has agreed to fund the £25k 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 and final closedown payments in process.	0	0	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
Empty Homes	June Rothwell Simon Parkinson	88,455	45,189	88,455	0	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. The process is long and quite complex but a successfully CPO will send the message that this is a priority for us. In 19/20 we have brought 3 properties back into use following completion of works supported by the use of grants and loans. We are currently considering further grant and loan applications that would bring another 5 units into use.	0	0	0
Selby District Housing Trust	June Rothwell Phil Hiscott	34,850	0	34,850	0	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.	10000	10000	14850
Stepping Up' Housing Delivery	June Rothwell Phil Hiscott	9,919	4,917	9,919	0	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018.	0	0	0
Olympia Park	Iain Brown	290,985	150,247	290,985	0	Following further detailed information about costs and technical issues at the Olympia Park development site in Selby, Selby District Council, the landowners and developers involved have reluctantly concluded that conditions attached to a government housing infrastructure grant towards site costs cannot now be met. Despite the best endeavours taken by the Council, its advisers and Olympia Park Development (OPD), the project in its current form cannot be delivered within the timescales required to access the grant offered towards infrastructure costs. Everyone involved remains fully committed to effective use of the site in the future to support existing businesses and enable the delivery of appropriate new employment space and homes. The Council and OPD now have the benefit of significant detailed technical information regarding the site and continue to work together to unlock its significant potential for development, particularly given the close proximity to the town centre and railway station. The Council is in discussion with OPD regarding the scope for a significant employment development on the site and, on this basis, has retained a pedestrian and cycle footbridge to the site from the town centre and station in the TCF proposals. Further details will be provided once further discussions have taken place.	140738	0	0
Making our Assets work	Iain Brown	86,593	70,977	86,593	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. This work is ongoing through to Q4	0	0	0
Housing development Feasibility Work	Phil Hiscott	100,194	114,604	100,194	0	Housing development feasibility project to identify viability of sites for development. Phase 2 feasibility costs to be reviewed & transferred to the individual development budgets as the projects progress. Currently overspent due to feasibility costings to date, this will be recovered should the capital schemes for phase 2 go ahead, if phase 2 schemes do not progress the overspend will have to be funded from other P4G budgets.	0	0	0
Asset Strategy	Phil Hiscott	80,000	0	80,000	0	Budget for the production of the Asset Management Strategy	80000	0	0
Commercial property acquisition fund	Iain Brown	3,039,424	0	3,039,424	0	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. The current live project being developed with funding from this budget is the purchase of a site near Selby Station to provide temporary additional car parking. A significant amount of funding from this budget has been put forward as match funding within the Council's TCF proposals for Selby Station.	1000000	1000000	539424
High Street shop fronts	Angela Crossland	100,000	0	100,000	0	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. We are now in Programme Design Stage until December 2019 to identify the programme specifics and how the fund will be spent. This is a 4 year funding programme to commence April 2020, therefore no forecasted spend in 19/20. This initiative is also inter-dependent with Towns Masterplan and Revitalisation projects. A project officer has now been assigned to lead this from within the Communities and Partnerships team. We anticipate that this funding line will amalgamate into the HAZ project allocation with New Lane public realm development and in partnership with car park improvements for the Back/Micklegate area to unlock the additional funding provided by Historic England for delivering the HAZ programme	0	50000	50000

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 19/20	Forecast	Forecast Variance	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23
New lane - Public Realm	Iain Brown / Angela Crossland	200,000	0	200,000	0	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. We are now in Programme Design Stage until December 2019 to identify the programme specifics and how the fund will be spent. This is a 4 year funding programme to commence April 2020, therefore no forecasted spend in 19/20. This initiative is also inter-dependent with Towns Masterplan and Revitalisation projects. A project officer has now been assigned to lead this from within the Communities and Partnerships team. We anticipate that this funding line will amalgamate into a HAZ project allocation with High Street Improvements fund and in partnership with car park improvements for the Back/Micklegate area to unlock the additional funding provided by Historic England for delivering the HAZ programme.	0	0	200000
Staffing costs		2,306,345	588,133	2,306,345	0	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.	841240	310960	65035
Contingency		8,979	0	59,628	50,649	The funding we are receiving from the West & North Yorkshire Business Rates pool for the Tour de Yorkshire (£100k) and UCI (£25k or £60k?) will be put back into P4G contingency to fund essential work on the asset management strategy.			
		<b>7,856,577</b>	<b>1,310,182</b>	<b>7,913,191</b>	<b>56,614</b>				



**Report Reference Number: E/20/3**

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**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

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**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
<b>Net Service Expenditure</b>	<b>8,100</b>	<b>7,686</b>	<b>-414</b>	<b>-502</b>
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
<b>Shortfall/(Surplus)</b>	<b>374</b>	<b>363</b>	<b>-11</b>	<b>-354</b>
Savings Target	-374	0	374	353
<b>Net Revenue Budget</b>	<b>0</b>	<b>363</b>	<b>363</b>	<b>-1</b>

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 1<sup>st</sup> 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**.



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

### 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)
<b>Total</b>	<b>10,358</b>	<b>7,840</b>	<b>1,305</b>	<b>(1,213)</b>

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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**APPENDIX D (Scrutiny Report)**  
**Appendix A (Executive Report)**

**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	
<b>Income</b>								
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. 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.
Recharges	-3,052	-11,203	-11,209	-11,203	-6		-6	
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	
Other Government Grant Budget Savings Required	-1,901	-2,058	-2,089	-2,058	-32		-32	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. EU Exit (£35k) Refer to App B planned savings for more information
		-374	-374	-374	374		374	
<b>Total Service Income</b>	<b>-26,383</b>	<b>-33,740</b>	<b>-33,153</b>	<b>-33,740</b>	<b>587</b>		<b>587</b>	
<b>Expenditure</b>								
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.
<b>Total Service Expenditure</b>	<b>33,186</b>	<b>41,749</b>	<b>40,839</b>	<b>41,749</b>	<b>-910</b>	<b>656</b>	<b>-254</b>	
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.
<b>Net Total</b>			<b>91</b>		<b>91</b>	<b>272</b>	<b>363</b>	

## 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	
<b>Income</b>						
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
<b>Total Service Income</b>	<b>-12,338</b>	<b>-12,438</b>	<b>-12,309</b>	<b>-12,438</b>	<b>129</b>	
<b>Expenditure</b>						
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		
<b>Total Service Expenditure</b>	<b>7,205</b>	<b>7,909</b>	<b>7,610</b>	<b>7,909</b>	<b>-299</b>	
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.
<b>Net Total</b>			<b>-315</b>		<b>-315</b>	

## 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.
	<b>Total Growing Resources</b>	<b>0</b>	<b>489</b>	<b>370</b>	<b>119</b>	

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.
	<b>Total Transforming</b>	<b>0</b>	<b>300</b>	<b>124</b>	<b>176</b>	
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.
	<b>Total Collaboration &amp; Commissioning</b>	<b>0</b>	<b>92</b>	<b>12</b>	<b>80</b>	

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.
	<b>Total Technical/Housekeeping</b>	<b>0</b>	<b>260</b>	<b>260</b>	<b>0</b>	
	<b>Total</b>	<b>-</b>	<b>1,141</b>	<b>766</b>	<b>374</b>	

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.
	<b>To be delivered not budgeted</b>	<b>-</b>	<b>214</b>	<b>19</b>	<b>195</b>	

## 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.
<b>Total General Fund</b>	<b>4,473,379</b>	<b>3,688,115</b>	<b>-785,264</b>	<b>693,220</b>	<b>-92,044</b>	



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.
<b>Total HRA</b>	<b>5,884,973</b>	<b>4,152,280</b>	<b>-1,732,693</b>	<b>611,924</b>	<b>-1,120,769</b>	
<b>Total Capital Programme</b>	<b>10,358,352</b>	<b>7,840,395</b>	<b>-2,517,957</b>	<b>1,305,144</b>	<b>-1,212,813</b>	

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 PFG 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.
		<b>7,856,577</b>	<b>2,757,057</b>	<b>1,902,922</b>	<b>(854,135)</b>	<b>5,953,655</b>	

## 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
<b>Grand Totals</b>		<b>1,581,608</b>	<b>649,819</b>	<b>656,499</b>	

General Fund	272,139
Reserves	382,655
Ring-Fenced	1,705
	<b>656,499</b>

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.
<b>Total</b>	<b>693,220</b>	

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.
<b>Total</b>	<b>611,924</b>	

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**Report Reference Number:** S/20/2

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**To:** Scrutiny Committee  
**Date:** 13 August 2020  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Executive Member:** Councillor Cliff Lunn, Lead Member for Finance and Resources  
**Lead Officer:** Karen Iveson, Chief Finance Officer

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**Title: Treasury Management Quarterly Update Quarter 3 and Quarter 4 – 2019-20**

**Summary:**

The Scrutiny Committee is asked to consider the reports of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for the periods 1 April to 31 December 2019 (Quarter 3) and 1 April 2019 to 31 March 2020 (Quarter 4), which present performance against the Prudential Indicators.

The Quarter 3 report was considered was considered by the Executive at its meeting on 5 February 2020, the Quarter 4 report at its meeting on 2 July 2020.

Consideration of both reports by the Scrutiny Committee was delayed due to the cancellation of meetings due to Covid-19.

**Recommendation:**

**The Scrutiny Committee is asked to consider the content of the reports and make any comments on the Council's treasury management.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the reports as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the reports is required in order to comply with the Treasury Management Code of Practice.

**1. Introduction and background**

**1.1** Please see section 1 of the reports considered by the Executive on 5 February 2020 and 2 July 2020 attached at Appendices A and C.

## **2. The Report**

**2.1** Please see section 2 of the reports considered by the Executive on 5 February 2020 and 2 July 2020 attached at Appendices A and C.

## **3. Alternative Options Considered**

None applicable.

## **4. Implications**

### **4.1 Legal Implications**

Please see section 4 of the reports considered by the Executive on 5 February 2020 and 2 July 2020 attached at Appendices A and C.

### **4.2 Financial Implications**

Please also see section 4 of the reports considered by the Executive on 5 February 2020 and 2 July 2020 attached at Appendices A and C.

### **4.3 Policy and Risk Implications**

Not applicable.

### **4.4 Corporate Plan Implications**

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the reports enables the Council to monitor its treasury management arrangements and to ensure that the Treasury Management Code of Practice is complied with.

### **4.5 Resource Implications**

None applicable.

### **4.6 Other Implications**

Not applicable.

### **4.7 Equalities Impact Assessment**

Not applicable.



## **5. Conclusion**

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on treasury management are welcomed.

## **6. Background Documents**

None.

## **7. Appendices**

Appendix A – Executive Report – 5 February 2020

Appendix B – (Appendix A of Executive Report, 5 February 2020) - Prudential Indicators as at 31 December 2019

Appendix C – Executive Report – 2 July 2020

Appendix D – (Appendix A of Executive Report, 2 July 2020) – Prudential Indicators as at 31 March 2020

### **Contact Officer:**

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**Report Reference Number: E/19/54**

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**To: Executive**  
**Date: 5 February 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**

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**Title: Treasury Management – Quarterly Update Q3 2019/20**

**Summary:**

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1<sup>st</sup> April to 31 December 2019 (Q3) and presents performance against the Prudential Indicators.

Investments – On average the Council's investments totalled £63.9m over the first 3 quarters at an average rate of 0.92% and earned interest of ££441k (£304k allocated to the General Fund; £137k allocated to the HRA) which is £114k above the year to date budget. Whilst cash balances are expected to reduce over the year, should interest rates remain static, forecast returns could be in the region of £572k, a budget surplus of £137k. However a no deal Brexit could lead to a cut in the Bank Rate and therefore the position will be kept under review.

In addition to investments held in the NYCC investment pool, the council has £4.83m invested in property funds as at 31 December 2019, with a net rate of return of 2.42% (3.95% revenue return and 1.53% capital loss) and achieved revenue income of £146.2k to the end of Q3 and a capital loss of £75.2k.

Borrowing – Long-term borrowing totalled £59.3m at 31<sup>st</sup> December 2019, (£1.6m relating to the General Fund; £57.7m relating to the HRA), Interest payments of £2.5m are forecast for 2019/20, a saving of £0.3m against budget. The Council had no short term borrowing in place as at 31<sup>st</sup> December 2019.

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

**Recommendations:**

**Councillors endorse the actions of officers on the Council's treasury activities for Q3 2019/20 and approve the report.**

## 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 second monitoring report for treasury management in 2019/20 and covers the period 1 April to 31 December 2019. 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 Q3 2019/20 up to 31 December 2019:
  - GDP rose by 0.4% q/q, but weakened at the start of Q4;
  - The fundamentals that determine consumer spending softened a little, but remained healthy;
  - Inflation remained below the Bank of England’s 2% target;
  - There was a widespread rise in investors’ global interest rate expectations;
  - The Monetary Policy Committee kept Bank Rate on hold at 0.75%, but is still awaiting more certainty over Brexit. ;
  - Andrew Bailey was appointed to take over as Bank of England Governor, (from the March MPC meeting).

## Interest Rate Forecasts

- 2.3 The current interest rate forecasts of Link Asset Services – Treasury Solutions are as follows:

<i>Date</i>	<i>Bank rate</i>	<i>5 year PWLB*</i>	<i>10 year PWLB*</i>	<i>25 year PWLB*</i>	<i>50 year PWLB*</i>
Current rates	0.75%	2.40%	1.50%	2.10%	3.20%
March 2020	0.75%	2.40%	2.70%	3.30%	3.20%
Sept 2020	0.75%	2.50%	2.70%	3.40%	3.30%
March 2021	1.00%	2.60%	2.90%	3.60%	3.50%
Sept 2021	1.00%	2.80%	3.10%	3.70%	3.60%
March 2022	1.25%	2.90%	3.20%	3.90%	3.80%

\* Net of certainty rate 0.2% discount

- 2.4 After the August 2018 increase in Bank Rate to 0.75%, the first above 0.5% since the financial crash, the MPC has put any further action on hold, until there is some degree of certainty around the potential impact of Brexit. There is still a risk that a no deal Brexit could result in a rate cut.

## Annual Investment Strategy

- 2.5 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
- 2.6 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.
- 2.7 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.
- 2.8 The Council's investment activity in the NYCC investment pool up to Q3 2019/20 was as follows:-
- Balance invested at 31 December 2019      £68.9m
  - Average Daily Balance Q3 19/20              £63.9m
  - Average Interest Rate Achieved Q3 19/20      0.92%

2.9 The average return to Q3 2019/20 of 0.92% compares with the average benchmark returns as follows:

- 7 day 0.57%
- 1 month 0.58%
- 3 months 0.67%
- 6 months 0.75%
- 12 months 0.86%

### **Borrowing**

2.10 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.

2.11 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, this will continue to be reviewed.

2.12 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.

2.13 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 is budgeted for 2019/20.

2.14 As a result, the Council was in an over-borrowed position of £5.650m as at 31 December 2019. This means that capital borrowing (external debt) is currently and temporarily in excess of the Council’s underlying need to borrow. The increase of £751k compared to the 2018/19 year-end position is a result of the in-year HRA self-financing set aside and timing of new capital expenditure which will increase as the year progresses. Planned capital expenditure funded by prudential borrowing, will increase the Council’s capital financing requirement.

2.15 The 2019/20 Treasury Management Strategy forecasts 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

- 2.16 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.
- 2.17 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.
- 2.18 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

- 2.19 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.

<b>Scheme</b>	<b>Loan Rate %</b>	<b>Principal Outstanding 31 Dec 19 £</b>	<b>Interest Q3 19/20 £</b>
Kirgate, Tadcaster	4.56%	190,326	6,803
St Joseph's St	4.20%	206,418	6,657
Jubilee Close, Ricall	3.55%	558,126	14,751
Ulleskelf	4.87%	1,074,470	38,868
Ousegate	3.65%	883,424	18,817
<b>Total Principal / Average Rate</b>	<b>4.19%</b>	<b>2,912,763</b>	<b>85,895</b>

## Commercial Property Investments

- 2.20 To date there have been two successful bids on Commercial Properties, one in Selby town and one in Tadcaster, both buildings are ex-Natwest

Bank Properties. The first successful bid was placed for the Tadcaster property, which completed during Q2 18/19. The second in Selby, which completed towards the end of Q3 18/19. Plans to sell on one of the buildings are progressing and options for the other are being formulated.

## Property Funds

2.21 The position on Property Funds at 31 December 2019 is as follows:

### In Year Performance -

Fund	Bfwd Investment £k	Valuation as at 31-Dec-19 £k	In Year Performance Q3 1920			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,491.49	2,460.09	(31.4)	(1.26)	62.7	3.34
Threadneedle	2,416.03	2,372.24	(43.8)	(1.81)	83.5	4.58
<b>Total</b>	<b>4,907.52</b>	<b>4,832.33</b>	<b>(75.2)</b>	<b>(1.53)</b>	<b>146.2</b>	<b>3.95</b>

### Total Fund Performance

Fund	Original Investment £k	Valuation as at 31-Dec-19 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,460.09	(42.4)	(1.69)	97.5	3.37
Threadneedle	2,439.24	2,372.24	(67.0)	(2.75)	131.2	4.67
<b>Total</b>	<b>4,941.73</b>	<b>4,832.33</b>	<b>(109.4)</b>	<b>(2.21)</b>	<b>228.7</b>	<b>4.01</b>

2.22 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.

Despite the uncertainty relating to the economy, the UK property market has been relatively robust. While investments in both property funds have experienced a negative movement in capital value, they continue to provide positive revenue returns, delivering an overall gain to date. However, the UK commercial property market is currently undergoing major structural changes which are expected to place downward pressure on rental and capital values, which could potentially result in further reductions in revenue returns and capital values over the short term.



### **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 The impact of the economy, and the turmoil in the financial markets, continues to have an impact on the Council's investment returns. Forecasts predict steady growth in bank rates over the long term over but this could change with a no deal Brexit. Whilst returns remain relatively modest, buoyant cash balances have resulted in positive performance up to the end of Quarter 3.
- 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. However, the Property Fund sector and performance of both Property Funds will continue to be monitored with support from Treasury Management advisers, Link.
- 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 quarter, 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.

## **6. Background Documents**

None

## **7. Appendices:**

Appendix A – Prudential Indicators as at 31 December 2019

### **Contact Details**

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moates@selby.gov.uk  
Karen Iveson  
Chief Finance Officer  
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## Prudential Indicators - As at 31 December 2019

Note	Prudential Indicator	2019/20 Indicator	Quarter 3 Actual
1	Capital Financing Requirement £'000	68,544	53,682
	Gross Borrowing £'000	59,415	59,333
	Investments £'000	50,056	71,636
2	Net Borrowing £'000	9,359	-12,303
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.

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**Report Reference Number: E/20/4**

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**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**

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**Title: Treasury Management – Annual Review 2019/20**

**Summary:**

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1<sup>st</sup> 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
	%	%	%	%
<b>Fixed Interest Maturity</b>				
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
<b>Total Principal / Average Rate</b>	<b>4.19%</b>	<b>2,912,763</b>	<b>114,527</b>

### 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
<b>Total</b>	<b>4,907.52</b>	<b>4,684.70</b>	<b>(222.8)</b>	<b>(4.54)</b>	<b>168.9</b>	<b>3.46</b>

## 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
<b>Total</b>	<b>4,941.73</b>	<b>4,684.70</b>	<b>(257.0)</b>	<b>(5.20)</b>	<b>281.4</b>	<b>4.09</b>

- 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

### **Contact Details**

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**Prudential Indicators - As at 31 March 2020**

<b>Note</b>	<b>Prudential Indicator</b>	<b>2019/20 Indicator</b>	<b>Quarter 4 Actual</b>
<b>1</b>	Capital Financing Requirement £'000	68,544	54,025
	Gross Borrowing £'000	59,415	59,333
	Investments £'000	50,056	74,262
<b>2</b>	Net Borrowing £'000	9,359	-14,929
<b>3</b>	Authorised Limit for External Debt £'000	84,000	59,333
<b>4</b>	Operational Boundry for External Debt £'000	79,000	59,333
<b>5</b>	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	0%
<b>6</b>	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
<b>7</b>	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:** S/20/3

---

**To:** Scrutiny Committee  
**Date:** 13 August 2020  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Executive Member:** Mark Crane, Leader of the Council  
**Lead Officer:** Stuart Robinson, Head of Business Development and Improvement

---

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

**Summary:**

The Scrutiny Committee is asked to consider the report of the Head of Business Development and Improvement 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 KPIs.

This report covers the periods for both Quarter 3 and Quarter 4; a Quarter 3 report was not produced for consideration by the Executive due to Covid-19.

This report was considered by the Executive at its meeting on 2 July 2020.

**Recommendation:**

**The Scrutiny Committee is asked to consider the content of the report and make any comments on the Council's performance.**

**Reasons for recommendation**

The Committee is asked to consider the information as set out in the report as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. 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** Please see section 1 of the report considered by the Executive on 2 July 2020 attached to this report at Appendix A.

## **2. The Report**

- 2.1** Please see section 2 of the report considered by the Executive on 2 July 2020 attached to this report at Appendix A.

## **3. Alternative Options Considered**

None applicable.

## **4. Implications**

### **4.1 Legal Implications**

Effective Scrutiny arrangements form part of the governance framework of the Council. Please see section 4 of the report considered by the Executive on 2 July 2020 attached at Appendix A to this report.

### **4.2 Financial Implications**

Please see section 4 of the report considered by the Executive on 2 July 2020 attached at Appendix A to this report.

### **4.3 Policy and Risk Implications**

Please see section 4 of the report considered by the Executive on 2 July 2020 attached at Appendix A to this report.

### **4.4 Corporate Plan Implications**

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council. This scrutiny function includes reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas. The information contained in the report enables the Council to monitor its performance.

### **4.5 Resource Implications**

Please see section 4 of the report considered by the Executive on 2 July 2020 attached at Appendix A to this report.

### **4.6 Other Implications**

Not applicable.

### **4.7 Equalities Impact Assessment**

Please see section 4 of the report considered by the Executive on 2 July 2020 attached at Appendix A to this report.

## **5. Conclusion**

- 5.1** The Scrutiny Committee discharges the Council's statutory overview and scrutiny functions and as such has responsibility for reviewing the Council's performance; the Committee's comments and observations on performance are welcomed.

## **6. Background Documents**

None.

## **7. Appendices**

Appendix A – Executive Report – 2 July 2020

Appendix B – (Appendix A of Executive Report 2 July 2020) - Corporate Performance Report Corporate Performance Report Quarter 4 2019/20)

Appendix C – (Appendix B of Executive Report 2 July 2020) - Corporate Performance Report KPIs Year End 2019/20

### **Contact Officer:**

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**Report Reference Number: E/20/2**

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**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**

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**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.

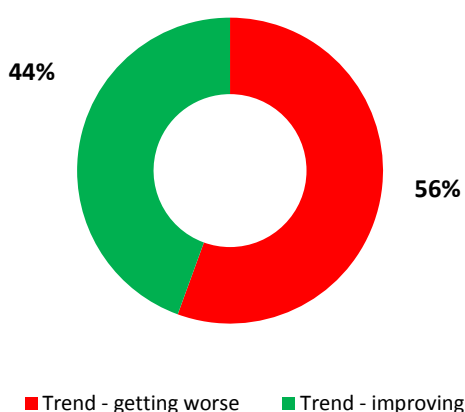
### 3 Annual Performance Report

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

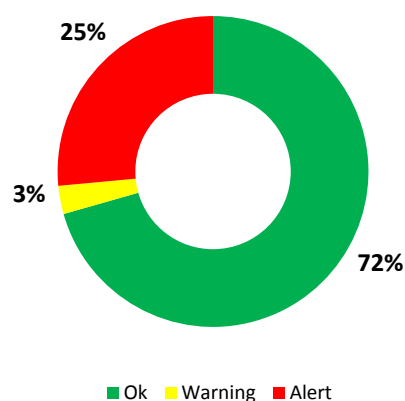
The Annual Report (subject to a separate report to Executive) captures what went well/less well in greater detail. A summary of performance is set out in the charts over page:

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.

**Help Selby,  
Tadcaster and  
Sherburn reach  
their potential** (D  
Caulfield)



**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.

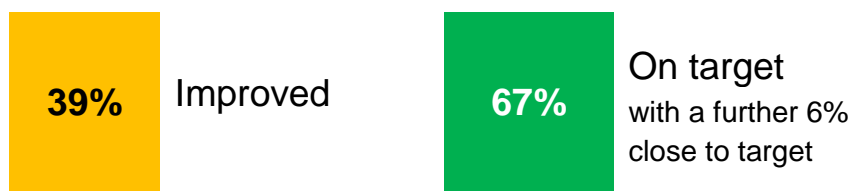
#### What are we concerned about:

- 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
<b>Performance concerns - KPIs</b>		
% 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	<b>82.61</b>	<b>70</b>	↓	↑	✔
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	94	96	73	100	<b>29</b>	<b>90</b>	↓	↓	✘
% of FOI responded to within 20 days	Aim to Maximise	90.56	87.76	89.19	86.84	<b>90.96</b>	<b>86</b>	↑	↑	✔
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	<b>5.00</b>	<b>10</b>	↓	-	✔
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	<b>1.96</b>	<b>2</b>	↓	↓	✔
% 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	<b>54.38</b>	<b>50</b>	↑	↑	✔
Corporate health & safety: The number of incidents reported	Aim to Minimise	4	3	3	3	<b>1</b>	<b>3</b>	↑	↑	✔
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	8.91	8.94	8.49	8.16	<b>7.76</b>	<b>5</b>	↑	↑	✘
Amount of Business Rates retained (million £s)	Aim to Maximise	10.01	11.2	11.2	11.2	<b>11.2</b>	<b>7.5</b>	-	↑	✔
Council Tax base	Aim to Maximise	31094	31212	31479	31565	<b>31710</b>	<b>31650</b>	↑	↑	✔
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	100	100	66.67	100	<b>33</b>	<b>90</b>	↓	↓	✘
Number of missed waste collections	Aim to Minimise	NEW	243	270	247	<b>253</b>	<b>186</b>	↓	-	✘
Number of visits to combined leisure centres	Aim to Maximise	112.3k	110.8k	96.34k	87.3k	<b>93.3k</b>	<b>103.1k</b>	↑	↓	✘
% of active members participating in one or more sessions a week	Aim to Maximise	NEW	44.7	43.3	46.01		<b>51</b>			
% conversions to full membership from participants in health referral programmes	Aim to Maximise	NEW	155	36	36		<b>30</b>			
% participants completing health referral programme	Aim to Maximise	NEW	24	72	66		<b>54</b>			
Memberships at combined leisure centres	Aim to Maximise	NEW	4,263	4,324	4,393		<b>4,143</b>			
Average days to re-let Standard Void Types	Aim to Minimise	NEW	39.6	22	25.3	<b>23.3</b>	<b>26</b>	↑	-	✔
Average days to re-let Major Void Types	Aim to Minimise	NEW	80.2	50.2	37.9	<b>46.2</b>	<b>45</b>	↓	-	⚠

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






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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.

# 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?
% 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.
% 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.



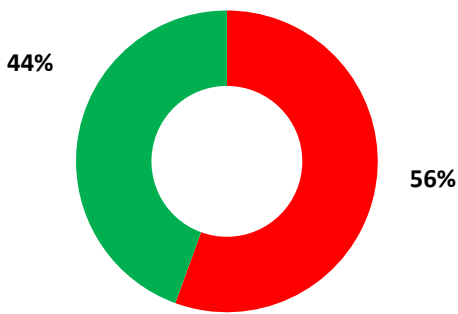
# Delivering corporate priorities: KPIs Year end 2019/20



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?
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.

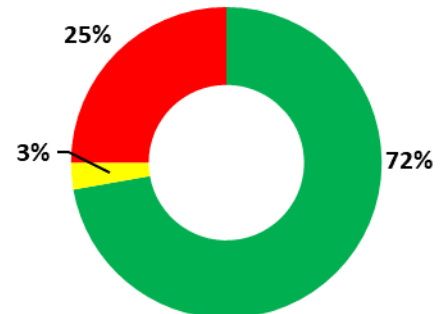
## 2019/20 Trend Analysis






 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:** S/20/4

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**To:** Scrutiny Committee  
**Date:** 13 August 2020  
**Ward(s) Affected:** All  
**Author:** Victoria Foreman, Democratic Services Officer  
**Lead Officer:** Palbinder Mann, Democratic Services Manager

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**Title: Scrutiny Committee Annual Report 2019-20**

**Summary:**

A Draft Annual Report 2019-20 is provided for the Committee's consideration and approval.

**Recommendations:**

- i. **To approve the Scrutiny Committee Annual Report 2019-20.**
- ii. **To make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.**

**Reasons for recommendation**

The Scrutiny Committee is required, under Article 6 of the Constitution, to prepare an Annual Report reviewing its work during the previous municipal year.

**1. Introduction and background**

1.1 Article 6 of the Constitution requires the Scrutiny Committee to prepare an annual report which should review its work during the previous municipal year.

**2. The Report**

2.1 A draft Annual Report 2019-20 is attached at Appendix A. This has been drafted by the 2019-20 Chair of the Committee and the Democratic Services Officer for the Committee's consideration.

2.2 The report includes:

- An introduction from the 2019-20 Chair
- A summary of the membership, role and work of the committee; and

- An appendix comprising a retrospective work programme and summary of decisions for 2019-20.

2.3 The Committee is asked to consider any amendments and approve the report.

### **3. Alternative Options Considered**

None.

### **4. Implications**

#### **4.1 Legal Implications**

Effective Scrutiny arrangements form part of the governance framework of the Council.

#### **4.2 Financial Implications**

Travel expenses may be incurred for Councillors attending meetings.

#### **4.3 Policy and Risk Implications**

Not applicable.

#### **4.4 Corporate Plan Implications**

The Council's Corporate Plan sets out long term plans to make Selby District a great place to do business, enjoy life, make a difference, supported by the Council delivering great value. An effective scrutiny function is essential to fair and transparent decision making, which underpins the work of the Council.

#### **4.5 Resource Implications**

Not applicable.

#### **4.6 Other Implications**

Not applicable.

#### **4.7 Equalities Impact Assessment**

Not applicable.

### **5. Conclusion**

5.1 The Committee is asked to approve the Draft Annual Report 2019-20 to comply with the requirement of Article 6 of the Constitution.

### **6. Background Documents**

None.

## 7. Appendices

Appendix A – Scrutiny Committee Draft Annual Report 2019-20

### **Contact Officer:**

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## **Scrutiny Committee**

## **Annual Report 2019-20**

## Introduction by Councillor Steve Shaw-Wright, Chair of Scrutiny Committee 2019-20



I am pleased to present the Scrutiny Committee's Annual Report 2019-20, which sets out the work undertaken by the Committee over the course of the 2019-20 municipal year.

It had been a busy year for the Committee; Members undertook more training and the Committee's work plan included some very interesting topics.

However, the work of the committee was brought to a halt before the end of the 2019-20 year due to the coronavirus crisis, which saw the last three of meetings of the 2019-20 year cancelled.

The Committee will continue to enhance the work that it does into the next municipal year 2020-21, which will no doubt include issues around the recovery from Covid-19.

The Scrutiny Committee met five times during 2019-20 and considered a range of different topics and issues.

I would like to express my thanks to my fellow members of the Committee for their support and continued hard work. Many people have contributed to the success of Scrutiny, including officers, external partner organisations and my thanks goes out to all of them.

### The Scrutiny Committee

The Scrutiny Committee membership comprised the following members during the 2019-20 municipal year:

7 Members

<b>Conservative</b>	<b>Labour</b>	<b>Independent</b>	<b>Yorkshire Party</b>
A Lee	S Shaw-Wright (Chair)	J McCartney	P Welburn
N Reader	W Nichols (Vice Chair)		
M Topping			
R Sweeting			



<b>Substitutes</b>	<b>Substitutes</b>	<b>Substitutes</b>	<b>Substitutes</b>
J Mackman	P Welch	M McCartney	M Jordan
T Grogan	R Packham		
J Cattnach			

## **The Role of the Scrutiny Committee**

Scrutiny was introduced by the Local Government Act 2000.

Selby District Council operates a Leader and Executive model, where the Executive is responsible for most day-to-day decisions. The role of the Scrutiny Committee is to scrutinise decisions and performance and to hold the Leader and Executive to account.

Scrutiny's main roles are:

- To scrutinise the performance of the Council and that of its partner organisations and other agencies delivering services within the Selby District.
- To exercise the Council's statutory obligations and powers in relation to Scrutiny.
- Exercise the right of call-in of decisions and recommendations made, but not yet implemented.
- To issue reports and make recommendations, where appropriate, and in relation to any matters listed above, for consideration by the Council, Executive or the relevant Committee of the Council.

## **2019-20 Work Programme**

A summary of the Committee's work over the last year is set out below.

### **Conclusion and Looking Forward to 2020-21**

The Scrutiny Committee fulfilled its role through its work programme in 2019-20, as well as working to review and further strengthen scrutiny as a result of the recommendations of the LGA Corporate Peer Challenge undertaken in November 2017 and the initial work done on this in 2018-19.

Further scrutiny training was provided by Frontline Consulting in June 2019 which was well received and found to be useful by those Members that attended.

A working group to look at the Council's Housing Centres was established in 2019-20 and has worked collaboratively and efficiently to produce a final report with recommendations to put to the Executive.

A liaison group between the three scrutiny Chairs and the Executive has continued to meet throughout the year. This group has improved communication between the Scrutiny Committees and the Executive and it is expected that it will continue to meet in 2020-21, albeit remotely for the time being due to coronavirus.

2019-20 was a busy year, despite being cut short by coronavirus, with a number of changes and improvements made to the work of scrutiny. It is hoped that 2020-21 will continue to build on these changes and to make a contribution to the work that is needed to help communities recover and rebuild from coronavirus.

Councillor Steve Shaw-Wright

**Chair of the Scrutiny Committee 2019-20 and 2020-21**

Date of Meeting	Topic	Discussion / Resolution
4 JULY 2019	<b>Scrutiny Committee Work Programme and Executive Meeting Dates 2019-20</b>	<p>The report asked the Committee to agree items for inclusion on the Work Programme 2019-20, note the meeting dates for the Executive in 2019-20 and agree Scrutiny Committee Member attendance at these meetings.</p> <p>A number of issues were suggested for inclusion on the work programme for 2019-20; planning enforcement and the use of the Town and Country Planning Act 1990 Section 215 Regulations, public engagement, housing and CEFs.</p> <p>Members felt that there were a number of issues on the work programme which could be removed and that amendments could continue to be made throughout the year. The Committee agreed that the current agenda was too full.</p> <p>The Chair indicated that he would be setting up mid-cycle briefings for scrutiny, and that invitations to attend the Chair's briefing would be extended to Members from the Conservative, Independent and Yorkshire Party Groups.</p> <p><b>The Committee agreed the Work Programme for 2019-20, subject to the inclusion of additional items on planning enforcement, the use of Section 215 Regulations, public engagement, housing and CEFs. They noted the Executive meeting dates in 2019-20 and agreed the establishment of mid-cycle briefings and that invitations to attend the Chair's briefings would be extended to Members from the Conservative, Independent and Yorkshire Party Groups.</b></p>
	<b>Vale of York CCG and Yorkshire Ambulance Service</b>	<p>The Committee welcomed to the meeting Becky Case, Head of Transformation and Delivery at NHS Vale of York Clinical Commissioning Group (CCG), and Chris Dexter from Yorkshire Ambulance Service NHS Trust (YAS). The Committee were informed of the recent contractual changes for patient transport services in the CCG's area. Mr Dexter explained that as the provider of the service, YAS was the</p>

		<p>first line of contact with patients.</p> <p>Members asked for examples of other providers that had bid for the contract, and it was noted that there had been expressions of interest initially from 19 different organisations, which had eventually been narrowed down to four. Details of the other bidders for the contract were not able to be shared.</p> <p>Committee Members expressed concern regarding some patients having been denied transport services when it was clear that they were in need of such assistance, especially those that lived in more rural communities where public transport was not always a viable option. It was felt that there were a number of other issues outside of medical need and mobility that should be taken into consideration when judging an individual's eligibility for the service, such as dementia.</p> <p>Members noted that should a person be judged as ineligible for transport services, they would be given advice and signposted to other services that could help them. It was explained that the services were conscious of a number of different factors when making a decision about transport eligibility, and that any specific cases that Members were aware of could be referred to them directly to be looked into.</p>
	<p><b>Yorkshire Water – Future of Brayton Barff</b></p>	<p>The Committee welcomed to the meeting Geoff Lomas, Lead Countryside and Woodland Advisor from Yorkshire Water. They received a presentation on Brayton Barff, including ownership, access routes, site uses, visitor satisfaction, visitor profiles and woodland management and challenges (both recent and future) such as Himalayan Balsam, graffiti and anti-social behaviour.</p> <p>Members asked if Yorkshire Water would consider running forest schools at the Barff. It was explained that if the appropriate planning and risk management was undertaken by a group wishing to run such an event, a licence could be issued to do this.</p>

		<p>The Committee noted the essential woodland management work at the Barff, which ensured its survival beyond the immediate future into the decades to come. Mixed species of tree such as cherry, hornbeam and lime were being planted in order to ensure diversity in the stock for the woodland's future resilience.</p> <p>Members felt that better advertising was needed to publicise the need to fell trees in order to assure the public that such works were planned and necessary. Any efforts to control grey squirrel numbers would be difficult to manage due to the fact that there was little public support for it outside of areas where there were competing red squirrel populations.</p> <p>Members queried what could be done to tackle anti-social behaviour on the Barff, such as overnight camping, littering and campfires. It was explained that out of hours it was difficult to monitor and prevent as there were not the staff available to be 'on the ground' at all times. In the first instance it should be reported to the Police. The area managed for Yorkshire Water stretched over many miles, and that partnership working with organisations such as the Friends of Brayton Barff and Yorkshire Wildlife Trust was essential in ensuring sites continued to be managed appropriately.</p> <p>The Committee noted that dog fouling on the Barff was an ongoing issue, and that further preventative work could be undertaken in partnership with the Council; the Director of Corporate Services and Commissioning confirmed that she would provide her contact details in order for further discussions to be had on the matter.</p>
	<p><b>Scrutiny Committee Draft Annual Report 2018-19</b></p>	<p>The Committee were asked to approve the Scrutiny Committee Annual Report 2018-19 and make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.</p> <p>The Committee confirmed that they were happy with the contents of the Annual Report 2018-19 as set out in the agenda.</p>

**Corporate Performance Report Quarter 4 2018-19 (January to March) and Year End 2018-19**

The Committee received the report which asked the Committee to consider the contents and make any comments on the Council's performance.

Members queried what action would be taken in relation to those performance figures that were not at target, and how long Officers thought it would be before they reached target.

In relation to housing voids, Officers explained that there had been a number of issues that had impacted on the Council's performance, such as staff turnover. Additional investment had been approved to support the service, and it was acknowledged by Members that some properties required a great deal of remedial work that could take months. Some KPIs were being amended in order to give a truer picture of performance, but Members were advised that housing void turnaround times may get worse before they got better. Officers also explained the impact of Universal Credit on housing rent arrears, which had caused a lag in rent collection for the Council.

The Committee also queried the potential work of the Council with the Department for Work and Pensions (DWP), who had approached the authority with a view to releasing employment opportunities in Sherburn and Selby to people from areas of high deprivation in the Leeds and Wakefield 5 towns area. Members were concerned that there were residents living in areas of deprivation within the District that should have the opportunity to access these jobs before they were offered to people from Leeds and Wakefield, and that there was the potential for a net loss of houses if they were offered to those who came to work in the District from elsewhere. Officers confirmed that they would supply more information to Members on the matter after the meeting; it was also acknowledged that lack of public transport between employment sites and residential areas was a real barrier to accessing work for a number of residents.

It was queried by Members if the KPIs as set out in the performance report were

		<p>audited; Officers confirmed that small samples of the KPIs were audited each year by Veritau. It was suggested that in general, more summarisation in the performance report would be helpful.</p> <p><b>The Committee noted the Council's performance for Quarter 4 2018-19 (January to March) and Year End 2018-19.</b></p>
	<p><b>Financial Results and Budget Exceptions Report to 31 March 2019</b></p>	<p>The Committee received the report which asked the Committee to consider the contents of the report and make any comments on the Council's financial results and budget exceptions.</p> <p>Members queried the number of council houses that had been delivered and the delay to the adoption of a road at some Council owned industrial units. Officers explained that there had been issues around the road adoption which had caused some problems. With regards to the net delivery of council homes, there had been 13 in 2018-19 and 15 in 2017-18; it was acknowledged that this needed to improve and that upcoming work on revision of the Council's Housing Revenue Account (HRA) Business Plan would address the matter further.</p> <p>Officers acknowledged that the Council's Housing Development Programme had been delayed but that different package schemes were being explored in order to get better value for money; Members were pleased to note that the money set aside for affordable housing was in the Council's reserves and could not be used for any other projects. Some Section 106 monies had been used as loans to the Housing Trust to deliver homes.</p> <p>The Committee acknowledged that any surpluses in the HRA went back into it for the capital programme; at present there was £3-4m available for major repairs. Officers confirmed that the disposal of council homes was through the Right to Buy Scheme, which the Council could not control because tenants that were eligible to purchase their homes could do so if they so wished.</p>

		<p>Lastly, Members queried the amount of rent that Align Property Services, who had recently moved in to the Civic Centre offices, were paying; Officers confirmed that the rent was £12k a year.</p> <p><b>The Committee noted the Council's financial results and budget exceptions to 31 March 2019 (Quarter 4</b></p>
	<p><b>Treasury Management Annual Review 2018-19</b></p>	<p>The Committee received the report which asked Members to consider the contents of the report and make any comments on the Council's treasury management.</p> <p>The Committee asked if it would be more prudent to reduce borrowing in the current economic climate; Officers explained that at the moment there would be penalties to repaying the loans, but it was something that was kept under review on a regular basis.</p> <p>Members queried the relatively low property investment return levels which were around 4%, to which Officers responded by explaining that higher returns of around 10% were for investments at the riskier end of the market. The Council had spread its investment more widely to reduce and manage risk and as such the return was slightly lower.</p> <p>Members asked for an update on the two former Natwest bank properties in Selby and Tadcaster that the Council had been purchased; Officers confirmed that the Council was currently in negotiations to sell the Selby property.</p> <p><b>The Committee noted the Council's treasury management update for Quarter 4.</b></p>
	<p><b>Statutory Guidance on Overview and Scrutiny in Local and Combined</b></p>	<p>The Committee received a report which asked Members to consider and note the contents of the new guidance and identify any aspects which would merit further consideration in relation to scrutiny work at Selby.</p>



	<p><b>Authorities: Information Report</b></p>	<p>Members were advised that on 7 May 2019 the Ministry of Housing, Communities &amp; Local Government published the document, 'Statutory Guidance for Local Authorities on Overview and Scrutiny'. The new guidance sought to clarify the role and benefits of scrutiny to local authorities, taking into account the changes to scrutiny since the previous guidance was published in 2006.</p> <p>Officers explained the guidance recognised that local authorities were best placed to decide how scrutiny should work within their own political structures. As such it was focussed towards highlighting best practice, with it left to individual councils to determine its implementation.</p> <p>The Committee noted that Selby District Council had undertaken a review of its scrutiny arrangements in 2018; Scrutiny Committee would need to consider the guidance issued by the Government in the context of scrutiny at Selby, and if there were any specific sections of the new guidance it would like to highlight. Members agreed that any comments on the guidance would be given at the next meeting of the Committee.</p> <p><b>Members noted the contents of the new guidance for further comment at the next meeting of the Committee.</b></p>
	<p><b>Review of Community Centres</b></p>	<p>The Committee received a report which asked them to confirm that they wished to continue with the review, agree the proposed scope and methodology and establish a Task and Finish Group.</p> <p>The Committee acknowledged that there was a great deal of potential in a number of the centres which had the capacity for much more use by the wider community, and which could be marketed better; however, it was noted that there was hesitancy by the managing committees of some of the centres to allow more people to use them.</p> <p>Members also noted that Selby District Council staff were based in some of the</p>

		<p>centres around the District, such as Calcaria House in Tadcaster and Harold Mills House in Sherburn in Elmet. The importance of meaningful discussions and consultation with the management committees of the centres was emphasised by Members.</p> <p>Lastly, it was agreed that membership of the Task and Finish Group should be decided by the Chair and Vice-Chair of the Scrutiny Committee.</p> <p><b>The Committee confirmed the review of Community Centres, agreed the proposed scope and methodology as set out in the report, and agreed to establish a Task and Finish Group, the membership of which would include 4 Councillors, the details of which were to be decided by the Chair and Vice Chair of the Scrutiny Committee.</b></p>
26 SEPTEMBER 2019	<b>Work Programme 2019-20</b>	<p>The Committee were asked to consider and comment on their Work Programme for 2019-20.</p> <p><b>The Committee noted the Work Programme for 2019-20 as circulated.</b></p>
	<b>Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust: Barlow Common Activity Review April 2018 to April 2019, and Hambleton Hough Annual Report 2018-19</b>	<p>The Committee welcomed to the meeting Martin Blakey from the Wildlife Habitat Protection Trust and David Craven from Yorkshire Wildlife Trust, who were present to introduce the annual reports for Barlow Common and Hambleton Hough for 2018-19.</p> <p>Members noted that whilst there were a number of dog walkers that used Barlow Common, there was not an issue with dog fouling at the site. A community clean up initiative was also being planned for the access track to the site.</p> <p>The Committee acknowledged that forest schools at Hambleton Hough had been a success, and that the area would be completely replanted with native species by next year. There were some ongoing issues being caused by the clearing of the</p>

		<p>area, with problems regarding access and working with local residents, who disagreed with some of the plans for the site. It was noted that in the autumn an external contractor would be working on clearing the steeper parts of the site.</p> <p>The Chair and the Committee thanked the representatives from the Wildlife Habitat Protection Trust and Yorkshire Wildlife Trust for attending and providing the updates.</p>
	<p><b>Leisure Contract Annual Review April 2018 – March 2019</b></p>	<p>The Committee received the report which asked Members to consider and comment on the Leisure Contract Annual Review 2018-19.</p> <p>The Committee asked Officers about external funding and whether any work being done to encourage deprived communities to use the leisure facilities, such as summer sport activities, similar to those undertaken in Sherburn. Officers explained that outreach work was done to encourage sporting activity, especially around youth engagement, and confirmed that they would request some information on this for Members from IHL's Outreach Manager. Members also noted that activity camps had been run in Selby during the summer at reduced rates.</p> <p>Members enquired as to why visits to the leisure centre in Tadcaster were up, but down in Selby. Officers explained that as the report was for 2018-19, it reflected the good weather experienced in summer 2018, which meant there was a reduced take-up of indoor activities. Members acknowledged the importance of ensuring there was footfall in the leisure centres throughout the day, and not just at peak times. The Committee were pleased to note that attendance had gone back up again in Quarter 1.</p> <p>Lastly, Members asked if there was a way to measure the number of leisure centre users that were coming in from outside of the District; Officers confirmed that they would ask IHL if this information was available.</p>

		<p>The Committee noted the Leisure Contract Annual Review 2018-2019, asked Officers to provide a report in the future about the sources of external funding and to request information from IHL's Outreach Manager about activities for deprived communities. Officers were also asked to request information from IHL about the number of leisure centre users from outside of the Selby District.</p>
	<p><b>Planning Enforcement and Section 215 Notices</b></p>	<p>The Committee received the report which explained Local Planning Authority's (LPA's) power to issue as well as the scope of Section 215 Notices and discussed the practical implications and effectiveness of doing so. It also provided data on the use of such notices within the Planning Enforcement team and other authorities.</p> <p>Members of the Committee expressed their frustrations in relation to recurring enforcement issues. There was a perceived lack of action on such cases by Members. Officers acknowledged that there were ongoing problems with some cases, but that enforcement action was taken and that the national guidance encouraged resolution in such matters through the submission of planning applications and within the planning process. Members explained the frustrations experienced by both residents and Councillors who were dealing with ongoing issues and asked Officers to consider these points of view when dealing with enforcement matters.</p> <p>Officers also explained that the Planning Enforcement Management Plan had been written in order to give clarity to the process, and that should the view of Members be that it requires amendment, this could be looked at. With regards to planning enforcement, improvements had been made but it was acknowledged that there was still work to do. There had been a high backlog of cases which had taken time to work through and Officers were doing all they could to improve the situation.</p> <p>The Executive Member for Place Shaping explained to the Committee that the number of planning applications submitted to the Council for consideration had</p>

		<p>grown exponentially over the past few years, and as such, these applications generated more complaints and enforcement issues. The Executive Member went on to say that his experience of the planning enforcement team had been positive and that they had been focusing on the most important issues; public interest, confidentiality and clarity were key, with Officers often having a difficult job in keeping different parties informed at the same time.</p> <p>Committee Members acknowledged that the situation had improved, but that public perception was key, and they often wanted issues resolved as quickly as possible, and may not always understand why it is such a complicated process. Officers explained that they did their best to describe the process of resolution and to prioritise action, and were open to comments and changes to the policy if required.</p> <p>Members noted that the planning enforcement and planning teams were encouraged to work collaboratively, and that the correct legal support was also essential to the team's ability to resolve cases. Officers confirmed that current staffing levels were at the levels that the service had budgeted for, including extra contingency support. There were current vacancies in the planning team but these were being recruited to at present.</p> <p>The Committee asked for confirmation from Officers of the number of cases resolved prior to 2018; it was agreed that this figure would be checked and circulated to Members after the meeting.</p> <p>In relation to Section 215 notices, Officers explained that in order to work out the costings for direct action to be taken as a result of Section 215 Notices, a number of matters needed to be considered, including the potential need for tenders, availability of local firms to undertake the process, the scale of the work and cost recovery.</p> <p>Some Members felt that Section 215 Notices should be used more regularly by the</p>
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		<p>Council for enforcement matters, and that the appropriate legal support and budgets should be identified to undertake the work internally; it was also agreed by the Committee that there should be more communications work about planning enforcement, especially successful cases.</p> <p><b>The Committee noted the report, and suggested that Officers consider the membership of the Planning Enforcement Sub-Group in consultation with the Chair of Scrutiny Committee. They asked Officers to supply the Committee with details of the number of planning enforcement cases resolved prior to 2018, after the meeting and to undertake more communications work around planning enforcement.</b></p>
	<p><b>Draft Housing Revenue Account (HRA) Business Plan and Action Plan 2020-2025</b></p>	<p>The Committee received the report which asked Members to consider and comment on the draft version of the HRA Business Plan and its accompanying Action Plan 2020-2025.</p> <p>Members expressed concerns around maintenance of homes to a decent homes standard, and emphasised the importance of recruiting a maintenance workforce that could address the work that needed doing. Officers acknowledged that recruitment of trade workers had been difficult due to the Council being unable to pay the market rate for services, and past issues with the management of performance. A new housing system was currently being implemented which would improve monitoring, and contracts were being reviewed in order to streamline the improvement works that were required. Apprentice schemes were already being used successfully and it was hoped that this would continue to expand in the coming years.</p> <p>Members asked a number of questions about the housing service, including its sustainability, the number of Council homes lost each year to Right to Buy, and the use of sustainable and renewable materials. Officers confirmed that they were looking closely at thermal and energy efficiency, including the phasing out of electric</p>

		<p>and solid fuel systems. Gas systems were still being fitted in Council homes, but Members were assured that improvements to insulation were also being considered.</p> <p>Lastly, Officers explained that whilst off-site construction or modular homes had been looked at, there were still significant issues with this type of construction, and at present it was not cheaper than the traditional building methods.</p> <p><b>The Committee noted the Draft Housing Revenue Account Business Plan and Action Plan 2020-2025.</b></p>
	<p><b>Financial Results and Budget Exceptions Report to 30 June 2019</b></p>	<p>The Committee received the report which asked Members to consider and comment on the content of the report; financial information contained in the report enabled the Council to monitor its financial and budgetary position and to ensure that budget exceptions were brought to the attention of Councillors.</p> <p>The Committee asked Officers to supply some further information about the industrial units for rent as mentioned in the report, specifically where they were and their size, as well as the negotiations on the remaining lease time left on the Market Cross site, where the Contact Centre were currently based but would be vacating shortly.</p> <p><b>The Committee noted the Council's financial results and budget exceptions to 30 June 2019 (Quarter 1) and asked Officers to supply further information to the Committee about the Council's industrial units, specifically where they were and their size, as well as the negotiations on the remaining lease time left on the Market Cross site.</b></p>
	<p><b>Treasury Management Quarterly Update Q1-2019-20</b></p>	<p>The Committee received the report which asked Members to consider and comment on the content of the report; the information contained in the report was required in order to comply with the Treasury Management Code of Practice.</p>

		<p><b>The Committee noted the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 30 June (Quarter 1) and performance against prudential indicators.</b></p>
	<p><b>Corporate Performance Report Quarter 1 – 2019-20 (April to June)</b></p>	<p>The Committee received the report which asked Members to consider the information as set out in the report, as part of their role in reviewing and scrutinising the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas.</p> <p>Officers were asked to supply the Committee with a copy of the minutes from a sub-regional meeting aimed at connecting areas of deprivation (including Flaxley Road and Abbots Road) with employment opportunities, as mentioned in the performance monitoring report.</p> <p><b>Members noted the Council's performance in Quarter 1 (April to June) and asked Officers to supply the Committee with a copy of the minutes from a sub-regional meeting aimed at connecting areas of deprivation (including Flaxley Road and Abbots Road) with employment opportunities.</b></p>
<p><b>21 NOVEMBER 2019</b></p>	<p><b>Life in Times of Change: Health and Hardship in North Yorkshire – The 2019 Director of Public Health Report for North Yorkshire</b></p>	<p>The Chair welcomed Dr Lincoln Sargeant, Director of Public Health for North Yorkshire to the meeting to present the annual report of the Director of Public Health for North Yorkshire. Dr Sargeant gave a presentation to the Committee on the report. A number of matters were raised and discussed.</p> <p>Members heard that much of the work in the annual report had already been identified in the Selby district through the Selby Health Matters group. A newsletter of the work completed across a number of partners had been circulated to scrutiny members with the agenda.</p> <p>The Director of Public Health stated that it was important to understand that people were proud of where they came from, and therefore investment and regeneration</p>



		<p>was needed to enable them to stay in the area.</p> <p>The Committee felt that better co-ordination between agencies was needed, and concern was raised in respect of the lack of bus services in rural locations making it difficult for people without vehicles to access employment in neighbouring towns and villages.</p> <p><b>The Committee noted the report and the recommendations made by the Director of Public Health.</b></p>
	<p><b>Community Engagement Forums</b></p>	<p>The Committee received the report which asked Members to consider the role and function of the Community Engagement Forums (CEF's) in conjunction with key CEF representatives.</p> <p>The Chairs of Central, Eastern and the Southern CEF were present at the meeting along with the two Community Development Officers and the North Yorkshire County Council Highways Customer Communications Officer, who frequently attended CEF meetings, and entered into the dialogue.</p> <p>Discussion took place around the Forum meetings, and in particular how to encourage local residents to attend, it was agreed that the movement of Forums around the respective CEF areas had addressed issues such as rurality, and had improved attendance. The CEF Chairs stated that the subject matter and how it linked to localised issues was key to both numbers of attendees and the quality of discussion.</p> <p>Members raised concerns about the way the allocated funding of £20k per CEF was apportioned across each CEF area; it was felt that some areas within the district had disproportionate factors which affected them such as deprivation or population per head, and therefore should receive a larger proportion of funding. Discussions centred on Central CEF in this respect, but also noted other funding and network</p>

		<p>opportunities that the area could work on, such as Selby Big Local, with potential to work more collaboratively with groups and funders.</p> <p>In terms of CEF areas, members felt that geographically some of the CEF boundaries should be reviewed, and also queried the composition of each Partnership Board which in some cases was felt to be unproportioned representation of the areas, particularly from community members.</p> <p>The Committee were informed that since inception 123 community organisations had received grant funding, with numerous community buildings within the area being saved from closure. The Director of Public Health stated that the core idea of the CEF's was excellent and that in terms of engaging with the communities, he would be happy to assist.</p> <p><b>The Committee noted the report.</b></p>
	<p><b>Police Co-Location and Contact Centre</b></p>	<p>The Committee received the report which asked Members to consider the contents of the report and comment on the impact of the police co-location.</p> <p>The Committee raised their concerns regarding confidentiality, as it was felt that people could overhear conversations which took place in the reception area. The Police representative assured Members that the Police Officers used their common sense when dealing with the public, and confirmed that two offices had been made available to the Police for the use of confidential interviewing.</p> <p>Members stated that it was the location of the reception staff, with the Police and Council receptionists sat side by side at the reception desk where they felt the problem arose, and queried whether a different seating arrangement could be explored for the future.</p> <p><b>The Committee noted the Police Co-Location report.</b></p>

	<p><b>Draft Council Plan 2030</b></p>	<p>The Committee received the report which asked Members to consider and comment on the Draft Council Plan 2030.</p> <p>Members supported the draft Plan as a basis for future delivery, and welcomed the new focus on the environment and hoped the recommendations from the Low Carbon Working Group would provide more specific, strong actions for delivery of the green agenda. Members were also keen that the work around economic growth should prioritise sustainability, which the new Local Plan would help with, and that a focus on wellbeing was addressed.</p> <p>The Committee agreed with the comments from consultees around shops on Gowthorpe and queried what could be done to encourage and support shops to continue trading.</p> <p>Discussion took place regarding pedestrianizing the town, which seemed to have worked in neighbouring towns, along with other possible steps to support town centres such as access and easy parking. Members welcomed more high quality public realm interventions similar to the proposals around the Selby station masterplan.</p> <p>Finally, discussion took place around the argument for and against the possibility of introducing a one way traffic system around Selby town centre to alleviate traffic pressures.</p> <p><b>The Committee noted the report and the comments made by the Committee.</b></p>
	<p><b>Financial Results and Budget Exceptions Report to 30 September 2019</b></p>	<p>The Committee received the report which asked Members to consider and comment on the financial information contained in the report.</p> <p>In response to a query regarding plans for the former NatWest bank building in Tadcaster, the Officer informed Members that there were no income streams</p>

		<p>forecasted at present for the acquisition, and stated that he would contact the responsible officer and circulate an update to the Committee.</p> <p>Discussion took place regarding the vacant industrial units in Sherburn, and the lack of transport for people from Selby to travel out to the industrial estate for work. It was also noted that some of the units were in need of investment for a number of improvements.</p> <p><b>The Committee noted the Council's financial results and budget exceptions to 30 September 2019 (Quarter 2), and asked Officers to supply further information to the Committee about the Council's plans for the former NatWest bank building in Tadcaster.</b></p>
	<p><b>Treasury Management Quarterly Update Q2 – 2019-20</b></p>	<p>The Committee received the report which asked Members to consider and comment on the content of the report; the information contained in the report was required in order to comply with the Treasury Management Code of Practice.</p> <p><b>THE Committee noted the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 30 September (Quarter 2), and performance against prudential indicators.</b></p>
<p><b>4 FEBRUARY 2020</b></p>	<p><b>Work Programme 2019-20</b></p>	<p>A number of subjects for Scrutiny Committee's attention had been suggested by the Leader at the most quarterly Executive and Scrutiny Chairs meeting, including looking again at Community Engagement Forums, devolution/One Yorkshire, Local Enterprise Partnerships and the Northern Powerhouse.</p> <p>Half of full day scrutiny sessions were being considered to look at these issues, with further information available in due course.</p>

	<p><b>Corporate Performance Report Q2</b></p>	<p>The Committee received the report which asked Members to consider and comment on the performance information contained in the report.</p> <p>Members asked a number of questions relating to enforcement action on empty homes and voids, and requested that a further breakdown of figures and details of such properties be circulated to the Committee by Officers. 27 empty properties had been brought back into use in Quarter 2. In relation to corporate complaints, one late response could impact the measured performance significantly; there was now a dedicated resource whose role was to ensure that responses to complaints were dealt with in a timely manner.</p> <p>Performance issues relating to emergency repairs were due problems with the handheld device used for the monitoring of the requested repair jobs. The problems with the collection of rent arrears had been mainly due to delays in the processing of Universal Credit claims; in most cases once the claims were processed the Council was receiving back-dated payments.</p> <p>The rates of sick days for employees were average against national figures; a review of absence management policies and procedures would be undertaken with additional support from NYCC. The figures set out in the report were made up of a mixture of short and long term absences. Members requested that Officers supply benchmark figures on absence from NYCC and circulate these to the committee. The improvement in the re-letting of major void properties was down to better working between the Council's trades and lettings teams.</p> <p><b>The Committee noted the Corporate Performance Report for Quarter 2 2019-20 (July to September), asked Officers to provide a further breakdown of figures and details of the re-letting and enforcement action in relation to void properties, and circulate this information to the Committee, and asked to supply benchmark figures on absence from NYCC and circulate these to the Committee.</b></p>
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**Blue Light Services**

In attendance was Rachel Pippin, Interim Sector Commander, Yorkshire Ambulance Service (YAS). Members received a presentation on the role and performance of the YAS, and noted the following points:

- The YAS served a population of over five million people across Yorkshire and the Humber. It provided non-emergency Patient Transport Service (PTS) and a vital 24-hour, seven-days-a-week emergency and healthcare service. The YAS had a Resilience and Special Services Team (including a Hazardous Area Response Team), and also provided clinicians to work on the Yorkshire Air Ambulance.
- The number of calls received by the YAS in 2018-19 went up by 5.5%, which equated to over 2,700 calls a day. The service responded to almost 800,000 incidents, provided over 900k patient transport service journeys, 100k of which were by volunteers. As a result of the increase in demand, staff numbers had risen to over 5500 and 138 new ambulances had been procured.
- There were 248 Community First Responders (CFRs) in North Yorkshire, with 737 public access defibrillators available across the county. In 2020 a new app, GoodSAM, would be rolled out to professionals who could volunteer to attend cardiac arrests. The app would also mean tracking capability and a more accurate use of CFRs.
- The Committee noted the new performance standards for the YAS and have an overview of the current performance against them in North Yorkshire.
- Members were also informed about a number of ways in which the YAS was managing performance and the quality of care, including working as a health system partner, streaming and forecasting demand, and developing a workforce aligned to the health system and improving patient care and experience.

		<p>The Committee asked a number of questions in relation to ambulance handover at hospital, patient transport, hospital discharges and the use of the emergency services to treat intoxicated people. Members requested that further information about the apprenticeship scheme be circulated to them after the meeting.</p>
<p><b>13 FEBRUARY 2020</b></p>	<p><b>Education in Selby District</b></p>	<p>The Chair welcomed the following representatives to the meeting:</p> <ul style="list-style-type: none"> <li>• Tim Moat, Director of Communications, Ebor Academy Trust</li> <li>• Dave Barber, Executive Headteacher, Ebor Academy Trust</li> <li>• Judith Kirk, Assistant Director for Education and Skills, North Yorkshire County Council</li> <li>• Jane le Sage, Assistant Director for Inclusion, North Yorkshire County Council</li> <li>• Andrew Dixon, Strategic Planning Manager, North Yorkshire County Council</li> <li>• Phil Sayles, Principal, Selby College</li> <li>• Nick Probert, Principal, York College</li> </ul> <p>The Chair explained that they had been invited to explore the Council's relationship with local providers, and to find out how they could work together to improve and develop education and skills in the District. The Committee received short presentations from each of the attendees and asked several questions.</p> <p><b>Phil Sayles, Principal, Selby College</b></p> <ul style="list-style-type: none"> <li>• Mr Sayles, who had been Principal at the college for 18 months, gave an overview of the mission and values of the college, the curriculum strategy and strategic goals.</li> <li>• Members were pleased to note that the college had over 3,000 students and over 250 members of staff, worked with 150 employers, had won a TEF (Teaching Excellence Framework) Silver Award and a number of other accolades.</li> </ul>

		<ul style="list-style-type: none"> <li>• The Committee asked a number of questions relating to the college's work with Drax Power. Mr Sayles confirmed that the college did have some apprenticeship positions at Drax but not in engineering at present and acknowledged the important partnership between the college and Drax Power.</li> <li>• Members asked if there was anything the Council could do to help the college in its work; Mr Sayles emphasised the importance of a business development and skills strategy for the Selby District, and how this would help the college and other education providers to offer the right courses. Through the development of such a strategy, events for recruiting talent could be offered and prove to be invaluable.</li> <li>• Mr Sayles also explained that the college received funding to attract students from areas of deprivation to further education courses, but acknowledged that there was always more that could be done on this. It was suggested that should the previously discussed skills strategy be developed by the Council, this element could be included and potentially benefit from joint working between the local authority and the college.</li> </ul> <p><b>Judith Kirk, Assistant Director for Education and Skills, North Yorkshire County Council</b></p> <p>The Committee received an overview from the Assistant Director on a variety of issues, including:</p> <ul style="list-style-type: none"> <li>• The attainment, performance and achievement of schools in the North Yorkshire and Selby area, including OFSTED judgements for primary and secondary schools, early years education and development tests and key stage 2 and 4 performance and progress.</li> <li>• Members were informed that there was a great deal of data available on the performance of schools. The main message was that performance was progressing in the right direction, with a pleasing overall picture in the district, despite there always being room for improvement.</li> </ul>
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- It was noted that the level of young people not in education, employment or training in Selby District was around 13%, which was in line with the county's average.

**Jane le Sage, Assistant Director for Inclusion, North Yorkshire County Council**

- Members were given an overview of the SEN (Special Educational Needs) arrangements in the district. Around 12% of the school age population in Selby required SEN assistance, which was slightly higher than the rest of North Yorkshire.
- The Committee noted the SEN performance in relation to Key Stages 2 and 4, as well as information on exclusions at both primary and secondary level, and the work undertaken with head teachers to reduce exclusions.
- Persistent absence had not increased across the district, and Members were interested to note that Selby District had the second highest increase in home schooling rates in the county.;
- Members were informed about the pupil referral service at The Rubicon Centre in Selby and how it would be changing its focus for it to be accessed before a child was permanently excluded from school; prevention was key.
- The Committee noted that a new enhanced main stream model of school was also being developed, with additional local authority funding to enable the school to enhance its SEN offer. There would be a three year rollout programme across the county with a small number of schools becoming the new model. Schools that would be included in the changes were Selby High and the Holy Family Catholic School in Carlton. Officers confirmed that extra support would be available for these schools that were to be part of the new programme.
- Members acknowledged that each enhanced school would be able to provide for an extra eight children who had SEN plans but were able to learn in a mainstream environment, but still needed extra support. This would give more choice across the district for parents and carers.

		<ul style="list-style-type: none"><li>• Officers went on to explain that a SEN hub would be established in Selby in April, and would be fully staffed by September 2020. It would include specialist teachers, support practitioners, therapists and psychologists.</li><li>• A bid had also been submitted to the Department for Education for funding for a free school in Selby which would provide for children with autism and special needed; a decision was imminent on which educational trust would be running it.</li><li>• In response to a question, the Principal of Selby College explained that around seven out of ten students that came to study at the college were there to study at A-Level or BTEC but could also do GCSEs if required. Some students did drop out of their studies, but rates for this were not particularly high or a cause for concern.</li><li>• Members thanked Officers for the information and agreed that The Rubicon Centre would be a major plus point for Selby, as it could make a big difference to children's lives, and asked questions relating to comparable performance with national targets and Section 106 contributions for school building as part of the planning process.</li></ul> <p><b>Andrew Dixon, Strategic Planning Manager, North Yorkshire County Council</b></p> <ul style="list-style-type: none"><li>• Officers explained that links between education and housing growth and the local authority's duty to make appropriate provision. There had been significant areas of growth in places such as Barby Bridge, where the school was scheduled for a much-needed expansion. There would also be a focus on expanding Staynor Hall, Athelstan and Hungate Schools in Sherburn and Kirk Fenton School.</li><li>• In terms of assistance that could be useful from Selby District Council, the approach to the development of the Local Plan and plan making in general, especially planned versus unplanned growth, was key. This also included the five-year land supply and use of Section 106 monies. Department for Education guidance had recently been reviewed to introduce the need for local authorities</li></ul>
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		<p>to demonstrate that pupil yield for developments would increase.</p> <ul style="list-style-type: none"> <li>• Some schools in the district could benefit from growth in their areas, but there were also schools that were ‘landlocked’ and couldn’t expand further.</li> <li>• Members asked if CIL (Community Infrastructure Levy) monies could be used instead of Section 106. Officers explained that there was a balance to be struck between area demand and need, as they were not the same thing.</li> <li>• Some Members felt strongly that Sherburn needed a new primary school as the popular Athelstan School would become oversubscribed; the school run across Sherburn to the school was also causing traffic problems in the area. Officers acknowledged that some areas had experienced more housing growth than others, some of which was higher than expected, and as such the quantum of housing coming forward was affecting the number of school places needed. This was why it was so important for the Council to develop a new Local Plan with deliverable development.</li> </ul> <p><b>Tim Moat, Director of Communications, Ebor Academy Trust and Dave Barber, Executive Headteacher, Ebor Academy Trust</b></p> <ul style="list-style-type: none"> <li>• The attendees from Ebor Academy Trust gave an overview of the size, makeup and values of the trust, as well as its goals and performance.</li> <li>• It was explained to the Committee that each school within the Trust was able to be independent and different, but still needed to have the Ebor ethos running through what it did. The wellbeing of staff and children was very important, with several different programmes such as ‘early excellence’ running to encourage this.</li> <li>• There was a great deal of collaborative working to encourage a self-improving school system; a number of schools had been supported by the Trust to improve their OFSTED rating through a dedicated school improvement team. There was also a focus on professional development and the support of staff.</li> <li>• Staynor Hall Community Primary Academy was proving to be a very popular school and was particularly responsive and receptive to parental need. The</li> </ul>
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		<p>Trust also supported Cambesforth School. The Committee noted that by academizing, schools were able to access further funds from the Department for Education to improve.</p> <ul style="list-style-type: none"> <li>• Members were pleased to note that the key stage results for the Trust were above the national average.</li> <li>• The attendees from the Trust explained how they would like to see further expansion of their schools in the Selby District and were on a shortlist to be the provider at the new SEN school in Selby; the decision on this would be taken by the Secretary of State. The Trust were keen to keep communicating with the Council on ways they could work together in the district.</li> </ul> <p><b>Nick Probert, Principal, York College</b></p> <ul style="list-style-type: none"> <li>• The Principal explained that the college had around 6,500 students, 3,800 of which were aged 16 to 18. 1,200 were undertaking apprenticeships, and around 1,100 were adults in education. There were numerous students from the Selby district at the college. Two thirds of students at the college went on to university, the rest on to vocational courses. A broad range of subjects at A-Level were offered at the college, some of which overlapped with what was offered at Selby College.</li> <li>• Members noted that a coherent view of skills that were needed in the area, developed by the Council, would be very useful to the college and its students. Local Enterprise Partnerships (LEPs) were not currently able to offer such information, so it would be needed from elsewhere, such as local authorities.</li> <li>• The college was working with a number of partners from across the region on the development of an Institute for Technology, as it specialised in engineering, advanced manufacturing, milling, machining, the digital economy and cyber security.</li> <li>• Members asked if there was much investment available for research and development at the college and were pleased to hear that £600k of investment would be available in the summer.</li> </ul>
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		The Chair suggested that they return to talk to the Committee in a year's time. Members agreed that the connections between the Council and educational establishments in the district were crucial.
<b>20 MARCH 2020</b>	Meeting cancelled due to Covid-19.	
<b>24 MARCH 2020</b>	Meeting cancelled due to Covid-19.	
<b>23 APRIL 2020</b>	Meeting cancelled due to Covid-19.	

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**Scrutiny Committee Work Plan for 2020-21**

Please note that any items 'called in' will be considered at the next available meeting. Councillor Call for Action will also be considered at the next available meeting. **PROVISIONAL DATES FOR 2020-21** – 22 October, 17 December, 25 February, 15 April

Date of meeting	Topic	Action required
13 AUGUST 2020	Annual Report 2019-20	To consider and approve the Scrutiny Committee Annual report for 2019-20.
	Work Programme 2020-21	To consider the Scrutiny Committee's Work Programme for 2020-21.
	Corporate Performance Report – Q3 and Q4	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Treasury Management Monitoring Report – Q3 and Q4	To consider the Council's Treasury Management Activity for Q4 and the performance against the prudential indicators.
	Financial Results and Budget Exceptions – Q3 and Q4	To consider the financial results and budget exceptions report for Q4. This report now also includes the Programme for Growth quarterly update.
24 September 2020	Work Programme 2020-21	To consider the Committee's work programme for 2020-21.
	Council Delivery Plan 2020-23 and Monitoring Framework	To consider and comment on the Council's Delivery Plan 2020-2023 and Monitoring Framework, following consideration by Executive.

Housing Centres Working Group Report	To consider the final report and recommendations of the Housing Centre Working Group before referral to the Executive. <b>Moved to September meeting from August to give more time for changes to be made after Working Group on 30 July.</b>
6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <b>If there is no update to give, this item will be removed from the agenda.</b>
North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2018-19	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2018-19 <b>(delayed due to Covid-19 from 2019-20 meeting year).</b>
Corporate Performance Report - Q1	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
Financial Results and Budget Exceptions - Q1	To consider the financial results and budget exceptions report for Q1. This report now also includes the Programme for Growth quarterly update.
Treasury Management - Monitoring Report - Q1	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
Leisure Services Contract Annual Review and Urgent Decisions taken during Covid-19 relating to Leisure Services (Waiving of Management Fee Payments, June 2020)	To discuss the Annual Review of the contract for the Council's leisure services, and to provide the Committee with further information on the urgent decisions taken during Covid-19 relating to leisure services, namely the waiving of management fee payments for 1 April to 30 June 2020.
Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <b>If there is no update to give, this item can be removed from the agenda.</b>



	Information and Update on Local Government Reorganisation	Following the Government's announcement on devolution and reorganisation, Members have asked for some information on this.
	Housing Development Programme (6 Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>
<b>22 October 2020 - Provisional Date</b>	Covid-19 in Selby District	To look at the work of the Council during the COVID-19 pandemic – how things progressed, what work was undertaken and how it affected the work of the Council (across all areas, i.e. housing, street cleansing, working from home, decision making/virtual meetings etc, should these become the new norm?) Written report and Officer attendance to answer queries.
<b>26 November 2020</b>	Police Co-Location and Update on the Contact Centre Move	An update on the impact of the Police co-location after over a year of operation, and on the Contact Centre's move to the Civic Centre.
	Police and Fire Services	<p>Before Covid-19, the plan for this was to invite the newly elected Police, Fire and Crime Commissioner, and representatives from North Yorkshire Police and the Fire Service to update the committee on their work. However, with the PCC elections likely to be delayed, Members need to consider how to deal with this item.</p> <p>(Potential guests to invite - Andrew Blades, Group Manager York and Selby District, NY Fire and Rescue Service Supt. Lindsey Robson (Butterfield), York and Selby Commander, NY Police Service).</p>
	NYCC Director of Public Health Annual Report 2019-20	To consider the annual report of the Director of Public Health from NYCC.

	Financial Results and Budget Exceptions - Q2	To consider the financial results and budget exceptions report for Q2. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report - Q2	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.
	Barlow Common and Hambleton Hough Annual Reports 2019-20 – Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust	To consider the annual reports by the Yorkshire Wildlife Trust and Wildlife Habitat Protection Trust for Barlow Common (YWT) and Hambleton Hough (WHPT).
	Work Programme 2020-21	To consider the Committee's work programme for 2020-21.
	Visitor Economy Strategy and Action Plan – Annual Review (including Tour de Yorkshire) –	To consider the annual review of the Visitor Economy Strategy and Action Plan, including an assessment of the Tour de Yorkshire 2019.
21 January 2021	Economic Development Framework Update	To receive an update on the progress of the Council's Economic Development Framework. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>
	Corporate Performance Report – Q2	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Scrutiny Committee Work Programme 2020-21	To consider and plan the Committee's work plan for 2020-21.

25 February 2021	Education in Selby District - Revisited	<p>Following on from the successful education themed meeting in February 2020, a chance to revisit education in Selby District and what the Council can do to work better with local schools and colleges that young people from Selby District attend.</p> <p>Attendees invited from Selby College, Scunthorpe College, Pontefract College, York College, Ebor Academy Trust, Hope Learning Trust York, NYCC Education Services.</p>
25 March 2021	North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2019-20	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2019-20.
	Scrutiny Committee Work Programme 2020-21 and Planning for 2021-22	To consider and agree the Committee's work plan for 2020-21 and the next municipal year, 2021-22.
	Corporate Performance Report – Q3	To provide a progress update on delivery of the Council's Corporate Plan as measured by a combination of progress against priority projects/high level actions and performance against key performance indicators.
	Housing Development Programme (6 Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>
	Financial Results and Budget Exceptions – Q3	To consider the financial results and budget exceptions report for Q3. This report now also includes the Programme for Growth quarterly update.
	Treasury Management - Monitoring Report – Q3	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <b><i>If there is no update to give, this item will be removed from the agenda.</i></b>

	Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <b><i>If there is no update to give, this item can be removed from the agenda.</i></b>
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**Other issues to be added to the work plan as appropriate in 2020-21/2021-22:**

- Public Engagement
- Police Complaints Handling by the PCC: Report from Police, Fire and Crime Panel – tie in with work of the Police, Crime and Fire Panel (PFCP) on examining this; add to work plan when PFCP look at the matter in 2019-20.
- Loneliness – future theme for the Committee to consider, older and younger people.
- Safety Advisory Group – suggested as a future topic at mid-cycle briefing; what they do, who is involved, how they offer advice to groups and what advice they offer.
- Programme for Growth – suggested by Executive at Quarterly Scrutiny Chairs/Executive meeting in January 2020.
- MP Nigel Adams – was meant to attend in March 2020 but cancelled due to Covid-19. To be rearranged for as soon as possible.
- Community Partnerships – was provisionally due for consideration in April 2020 but cancelled due to Covid-19. Needs to be rescheduled.

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**'Deep Dives'/'Scrutiny in a Day' Reviews**

- Review of Safer Selby Hub and Anti-Social Behaviour – ***suggested in 2018-19***
- Exploring the case for the provision of a temporary travellers site in the District – ***suggested in 2018-19***
- CEFs – ***suggested in 2019-20***
- Devolution, LEPs and Northern Powerhouse – All day/half day at Selby College with guest speakers from NHS, LEPs, Central Government, PCC, HS2, NYCC etc. Delayed due to Covid-19.
- Housing Centres Working Group – ***set up in 2019-20 and work concluding in 2020-21***
- Voluntary Sector - Contracts, SLAs the Council has with the sector, amount awarded to the sector via CEFs and other grants or commissions – ***suggested by the Chair in May 2020***