



Meeting: **SCRUTINY COMMITTEE**
Date: **THURSDAY, 30 SEPTEMBER 2021**
Time: **5.00 PM**
Venue: **COUNCIL CHAMBER - CIVIC CENTRE, DONCASTER ROAD, SELBY, YO8 9FT**
To: **Councillors S Shaw-Wright (Chair), W Nichols (Vice-Chair), A Lee, N Reader, R Sweeting, K Ellis, J McCartney and J Chilvers**

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.

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 - 4)

To confirm as a correct record the minutes of the meeting of the Scrutiny Committee held on 1 July 2021.

4. Chair's Address to the Scrutiny Committee

5. Corporate Performance Report - Quarter 4 2020/21 (S/21/5) (Pages 5 - 44)

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 Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs. This report covers Quarter 4 2020-21.

6. Corporate Performance Report - Quarter 1 2021-22 (S/21/6) (Pages 45 - 78)

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 Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs. This report covers Quarter 1 2021-22.

7. Financial Results and Budget Exceptions Report Q1 - 2021-22 (S/21/7) (Pages 79 - 104)

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which sets out Financial Results and Budget Exceptions Reports for Quarter 1 2021-22. The Quarter 1 report was considered was considered by the Executive at its meeting on 9 September 2021.

8. Treasury Management - Quarterly Update Q1 - 2021-22 (S/21/8) (Pages 105 - 120)

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for Q1 and presents performance against the Prudential Indicators. The Quarter 1 2021-22 report was considered was considered by the Executive at its meeting on 9 September 2021.

9. Work Programme (Pages 121 - 126)

To consider the Committee's work programme.

Janet Waggott

Janet Waggott, Chief Executive

Dates of next meetings (5.00pm)

Thursday, 28 October 2021

Enquiries relating to this agenda, please contact Victoria Foreman on vforeman@selby.gov.uk or 01757 292046.

Scrutiny Committee
Thursday, 30 September 2021

Attendance at Committee

Public attendance at Council meetings is permitted once more; however, there are restrictions that remain in place due to Covid-19. If you intend to attend a meeting in person, please let Democratic Services know on democraticservices@selby.gov.uk as soon as possible. **Please note however that you are strongly encouraged to watch a stream of the meeting online instead of attending in person.**

Recording at Council Meetings

Recording is allowed at Council, Committee and Sub-Committee meetings which are open to the public, subject to:- (i) the recording being conducted with the full knowledge of the Chairman of the meeting; and (ii) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Democratic Services Officer on the above details prior to the start of the meeting. Any recording must be conducted openly and not in secret.

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Minutes

Scrutiny Committee

Venue:	Council Chamber - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Thursday, 1 July 2021
Time:	5.00 pm
Present:	Councillors S Shaw-Wright (Chair), W Nichols (Vice-Chair), N Reader, R Sweeting, K Ellis and J Chilvers
Officers present:	Peter Williams, Head of Finance, and Dawn Drury, Democratic Services Officer
Others present:	Councillor C Lunn (Lead Executive Member for Finance and Resources)

6 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A Lee and J McCartney.

7 DISCLOSURES OF INTEREST

There were no disclosures of interest.

8 MINUTES

The Committee considered the minutes of the meetings held on 25 March 2021 and 17 June 2021.

RESOLVED:

To approve the minutes of the Scrutiny Committee meetings held on 25 March 2021 and 17 June 2021 for signing by the Chair.

9 CHAIR'S ADDRESS TO THE SCRUTINY COMMITTEE

The Chair had no address for the Committee.

10 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31 MARCH 2021

The Committee received the report from the Head of Finance which asked them to consider the content of the report and make any comments on the Council's financial results and budget exceptions.

Members acknowledged that 2020-21 had been heavily impacted by the pandemic. A revised budget was set in year to help to address some of the shortfalls in budgeted income which were expected as some services and facilities remained closed for extended periods of the financial year. There had been challenges delivering some of the programmes of work in both the General Fund and the Housing Revenue Account (HRA), from the perspectives of both changing priorities of delivery in the year and ability to deliver works on the ground.

The Committee noted that each month a return to Government was completed, which detailed the latest forecasts of the impacts of Covid-19, including additional costs, delayed savings and income losses. The latest return showed losses as a result of Covid-19 of £2,873k in 2020-21, split between the General Fund £2.44m and HRA £433k. To date the Council had received (£1,168k) emergency Covid-19 funding from the Government, of which (£350k) had been allocated to the HRA. Additional (£245k) compensation for losses in sales, fees and charges income for the period April to November had also been received. A further application for the period December to March would be submitted in May for a value of £242k.

Officers explained that after carry forward requests, which were detailed in Appendix E to the report, the Council's year end results for 2020-21 showed a surplus of (£371k) on the General Fund against a budget surplus of (£43k); a variance of (£328k). There were a number of variances (positive and negative) which made up the surplus, including higher income from a number of sources for example, Covid-support grants, investment interest and services partly offset by increased costs on the trade waste, recycling, and leisure services.

The Committee also noted that the Housing Revenue Account showed a surplus of £6,532k against a budget surplus of £5,509k, which was a variance of £1,023k. This had been mainly driven by Covid support grants which were not budgeted, and a number of cost savings. This was partly offset by a shortfall in savings due to the delays in the implementation of the housing system. It was proposed that any surplus 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 could be found in the rest of the report at Appendix A.

Members recognised that planned savings were reduced as part of the revised budget integrated into service budgets. Most of the savings were achieved in 2020-21, but there was a £15k shortfall on two savings areas

in the General Fund; details of savings and their status could be found in Appendix B.

Officers also informed the Committee that capital programme spend was under budget, as a number of projects had experienced delays. £4,657k was spent on the General Fund programme in the year which was (£787k) lower than budget. £716k was proposed as a carry forward, leaving a saving of £70.8k generated from underspends at the end of completed programmes of work. In the HRA, £4,597k was spent against a budget of £6,072k, an underspend of £1,475k. Almost all of this was proposed to be carried forward to 2021-22. A summary analysis of the capital programme could be found in the report with more detail in Appendix C.

Lastly, Members noted that the Programme for Growth spend totalled £1,462k in 2020-21, against the latest approved Q3 estimate of £3,796k. After £2,334k was carried forward to 2021-22, £12,919k of approved budget remained to be spent in this multi-year programme.

Members had a number of queries about the report in relation to the HRA and General Fund deficits and the reasons for these, and in terms of the carry forwards, the reason that there was a two-year delay in the station lift project which was not expected to take place until 2022-23 at the earliest. It was further queried when the work to continue the car park improvement programme would recommence, and lastly, what level of savings were being made from recycling.

The report was noted by the Committee.

RESOLVED:

To note the Council's financial results and budget exceptions for Quarter 4, to 31 March 2021.

11 TREASURY MANAGEMENT - QUARTERLY UPDATE Q4 2020/21

The Committee received the report of the Head of Finance which asked Members to consider the content of the report and comment on the Council's borrowing and investment activity (Treasury Management) for the period 1 April to 31 March 2021 (Q4). The report also presented performance against the Prudential Indicators.

Members noted that with regards to investments, on average the Council's investments held in the North Yorkshire County Council (NYCC) investment pool totalled £74.91m over the year at an average rate of 0.48% and earned interest of £364k (£263k allocated to the General Fund; £101k allocated to the HRA) which was £104k above the total annual budget. This exceeded the Q3 estimated return of £331k by £34k, where it was noted that, whilst in-year performance was better than expected, the bank rate remained low, and a Brexit trade deal was still yet to be agreed.

Officers explained that in addition to investments held in the pool, the Council had £4.65m invested in property funds as at 31 March 2021. The funds achieved 3.69% revenue return and 0.72% capital loss. This resulted in revenue income of £169.9k to the end of Q4 and an 'unrealised' capital loss of £33.9k. These funds were long term investments and changes in capital values were realised when the units in the funds were sold.

The Committee acknowledged that long-term borrowing totalled £52.833m as at 31 March 2021, (£1.6m relating to the General Fund; £51.233m relating to the HRA), with interest payments of £1.992m having been paid in 2020-21, a saving of £2k against budget. The Council undertook no short-term borrowing in year.

Members considered and noted the report.

RESOLVED:

To note the Treasury Management Quarterly update for Quarter 4 2020-21.

12 ANNUAL REPORT 2020-21

The Democratic Services Officer introduced the Committee's Annual Report for 2020-21; Members were asked to approve the report and make any comments or suggestions as to how the format of the Committee's Annual Report could be improved for future years.

Members approved the Annual Report for 2020-21.

RESOLVED:

To approve the Scrutiny Committee Annual Report for 2020-21.

13 WORK PROGRAMME

The Committee considered the work programme for 2021-22 as presented to them by the Chairman.

One Member commented that he remained concerned with housing repairs and felt it should remain on the work programme. The Chairman explained that a special meeting on housing repairs had been held on 17 June 2021, at which time Members had praised the work of officers in their efforts to find solutions to the issues raised.

Members agreed the work programme as presented.

RESOLVED:

To note the work programme for 2021-22

The meeting closed at 5.26 pm.



Report Reference Number: S/21/5

To: Scrutiny Committee
Date: 30 September 2021
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 2020/21

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 Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs. This report covers Quarter 4.

This report was considered by the Executive at its meeting on 8 July 2021.

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 8 July 2021 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 8 July 2021 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 8 July 2021 attached at Appendix A to this report.

4.2 Financial Implications

Please see section 4 of the report considered by the Executive on 8 July 2021 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 8 July 2021 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 8 July 2021 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 8 July 2021 1 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 – 8 July 2021

Appendix B – (Appendix A of Executive Report 8 July 2021) - Council Delivery Plan 2020-23 Monitoring Report

Appendix C – (Appendix B of Executive Report 8 July 2021) – Corporate Performance Report Quarter 4 - 2020-21

Appendix D – (Appendix C of Executive Report 8 July 2021) – KPIs Year End 2020-21

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Report Reference Number: E/21/9

To: Executive
Date: 8 July 2021
Status: Non-Key Decision
Ward(s) Affected: All
Author: Stuart Robinson, Head of Business Development & Improvement
Lead Executive Member: Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 4 – 2020/21 (January to March)/Year End 2020/21

Summary:

The quarterly Corporate Performance Report provides a progress update on delivery of the Council Plan 2020-23 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 Plan 2020-23 as measured by year-end performance against KPIs in 2020/21 compared with year end data for KPIs in 2019/20.

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 Council 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 Council Plan 2020-23 – 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 three parts to this report:

- the Council Delivery Plan 2020-23 Monitoring Report (Appendix A) which sets out the objectives, actions and key milestones under each theme and provides overall commentary and RAG rating for each action (updates as at the end of April 2021);
- the quarterly Corporate Performance Report (Appendix B) which sets out the detail in terms of progress (or otherwise) against the Council's priorities in quarter 4 of 2020/21 (covering the period January to March 2021); and
- the Year End summary report (Appendix C) which covers performance across the whole of 2020/21.

Throughout 2020/21 Covid-19 was a live incident, which led to a number of 'lockdowns' - this inevitably had an impact on the delivery of a number of services and subsequently the performance monitoring and reporting of a certain KPIs e.g. leisure services.

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

2. Reporting Period

2.1 This report covers the period January to March 2021. The Covid-19 pandemic and national lockdown continued throughout this period.

2.2 Summary of progress

Quarter 4 2020/21

To summarise progress in quarter 4:

- 56% of KPIs are showing improvement over the longer term or have maintained 100% performance.
- 69% of KPIs are on target - a further 31% of KPIs are within acceptable tolerances.

2.3 What went well in quarter 4

2.3.1 Response to Covid-19

- **Reopening High Streets Safely (RHSS)** funding focussed on communications and safety measures including; new campaign material with messages such as ‘support your local high street safely’, and reinstalling social distancing signage and lamppost banners. Two RHSS funded business workshops were held to support retail and hospitality businesses during lockdown, these training and networking sessions gave businesses the opportunity to plan ahead for reopening and attract customers back. A total of £33,351.21 has been claimed through this grant.

- **Environmental Health, Enforcement and Licensing** have:
 - Received and where necessary officers have responded to 74 reports/complaints this quarter, which gives a total of 333 for the working year, in addition to requests from businesses and residents for advice.
 - Pro-actively provided advice and support to businesses to help them comply with the new legislation through responding to emails, direct contact, mail shots, social media campaigns and targeted technical guidance.
 - Used intel from complaint feedback to target sector specific businesses and undertaken spot checks and assessed compliance with the relevant COVID-19 regulations and government guidance. The inspection of those food businesses that continue to operate has also provided the opportunity for officers assess COVID-19 compliance and to offer advice.
 - Supported the work of the COVID-19 Outbreak Control Teams (OCTs) by working closely alongside colleagues from Public Health England, Health and Safety Executive and NYCC to manage COVID-19 outbreaks related to workplaces and the local community.
 - Continued to work closely with colleagues at NYCC and the Police to share intelligence and co-ordinate responses and any necessary enforcement action that has been taken.

- **Business Grants**

There has been a significant increase in the amount of work for the team leading on the payment of Covid business grants during the last 14 months with the following payments made to businesses -

 - Local Restrictions Support Grant (Closed addendum) 5 Jan onwards – 559 businesses paid a total of £1,270,440, this grant was for businesses who were mandated to close in the January national lockdown
 - Closed Businesses Lockdown Payment - 559 businesses paid a total of £2,540,000, this grant was for one off payment for businesses who were mandated to close in the January national lockdown
 - Local Restrictions Support Grant (Closed addendum) 16 Feb onwards – 553 businesses paid a total of £1,316,148, this grant was a further payment for businesses mandated to close in the continued national lockdown.

Despite this the performance of the team has been maintained and the general workload has been managed. This has been done by routine reviews being reduced, using a Debt Recovery Officer and our Visiting Officer to work on taxation work and the team doing overtime.

- **NNDR Collection**

The focus has been on supporting businesses through grant payments and other signposting for help to ensure they can continue to trade. The performance target for NNDR has been impacted by the economic impact of COVID-19 and the team have been unable to issue recovery notices for business rates due to the backlogs at the courts. In 2020/21 the Council collected £31.3m NNDR - well below the £39.5m collected in 2019/20 (impacted by the economic impact of Covid-19 and mirroring the country as a whole). The collection rate fell from 99.1% in 2019/20 to 94.2% in 2020/21 - this rate was above the national average (93.0%) - but compared to other councils this places us in the third quartile of performers - 165th out of 318 councils.

2.3.2 Positive Performance – KPIs

- People accessing benefits forms and taxation direct debit forms online in relation to other channels – in Q4 98% of taxation direct debit mandates were received online and 76% of new benefit claim forms were received online, contributing to an overall figure of 81.95%.
- Average days sick per full time employee – has reduced for the seventh consecutive quarter – from 8.9 days/FTE in Q1 19/20 to 3.78 days/FTE in Q4 20/21 (target 5 days).
- Council Tax collected - 98.11% collected (target 97.9%) – this is despite the Covid-19 pandemic. This council tax collection rate places Selby Council just outside the top 10% of performers in the country – 33rd out of 318 councils - and performance is well above the national average (95.7%)
- Increased support provided for SMEs - 80 supported (target 50) - due in part to the demands of Covid-19 pandemic.
- Affordable homes (annual) – 137 provided - 40% of the annual target (342) for the total housing requirement of additional homes in the district.
- The first full year of the new recycling service has been completed and despite the impact of Covid-19 both on collections and on the tonnage of residual waste produced, the overall recycling rate has risen 2.11% from 42.7% to 44.81%. Residual waste tonnages increase by 8.8% (1,902 tonnes) mainly due to home working / home schooling and the closure of the HWRC's in Q1. Dry recycling tonnages increased by an impressive 39% (2,367 tonnes). Initial benchmarking indicates that SDC's recycling

service has performed better in terms of overall recycling rates and tonnages collected than the other North Yorkshire district and borough councils. A full report on the performance of the new service will be going to the Executive later this year when further benchmarking data is available.

2.3.3 Changes to KPI target from Q4

Customer contact - wait time before a customer phone call is answered by an advisor – the target has been increased from 2 mins to 5 mins. This is to reflect the change in business and the fact that calls are taking much longer due to advisors having multiple areas to deal with.

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

- Council house repairs:
 - Emergency and priority repairs – have continued as a priority despite lockdown and there is no backlog of jobs.
 - Routine Repairs – the suspension of non-urgent routine repairs throughout the third national lockdown has resulted in a backlog of such works.

As restrictions are gradually eased in line with the national Government roadmap, we are implementing measures to re-introduce delivery of non-urgent repairs going forward and identifying additional resources to address the backlog of repairs as soon as possible.

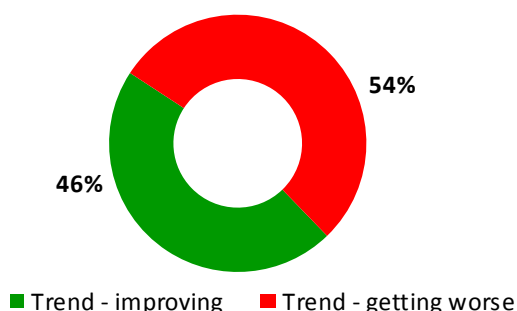
3 Annual Performance Report

3.1 Appendix C sets out the detail in terms of progress (or otherwise) against the Council's priorities during 2020/21.

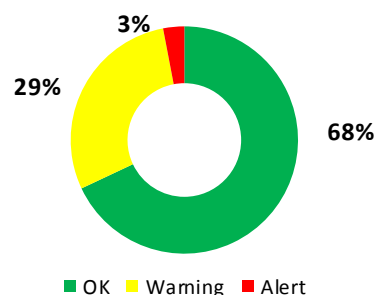
The Annual Report (subject to a separate report to Executive) captures what went well/less well in greater detail. A summary of performance is set out in the charts below:

3.2 A summary of performance in 2020/21 is as follows:

2020/21 Trend Analysis



2020/21 Target Analysis



This table shows how we have performed in 2020/21 in comparison to 2019/20. It only includes those indicators which are directly comparable.

This table shows how we have performed in 20/21 against our annual targets. It does not include data only KPIs and those KPIs we were unable to report on due to the impact of Covid.

3.3 When compared to 2019/20:

Trend analysis

Year	Improved performance	Reduced performance	No change
2020/21	46%	54%	-
2019/20	44%	56%	0

Target analysis

Year	On target	Amber warning	Missed target
2020/21	68%	29%	3%
2019/20	72%	3%	25%

3.4 Impact of Covid-19

The impact of Covid-19 (as shown in Appendix C) has resulted in a backlog of work in a number of service areas, detailed below:

Repairs: (data provided as at 17/5/21)

- During the first lockdown in March 2020 we attended emergency (P1) repairs only; urgent (P2) and routine (P3) repairs were put on hold. Void works continued but under strict 'social distancing' guidelines.

- The restrictions resulted in a significant backlog of P2 and P3 repairs when lockdown ended; circa 300 and 1,100 respectively.
- From July until the second lockdown in November 2020, we were able to reduce the waiting list for P2 and P3 repairs to around 30 and 540 respectively.
- The implementation of further lockdowns have meant we have once again had to put non-urgent P3 repairs on hold. Currently circa 1,383 waiting P3 repairs in the system relating to 924 properties.

Voids- average days to re-let properties:

The 20-week moratorium impacted on performance in Q1 & 2. Leading to targets not being met in this period. In addition, the moratorium on moving homes during lockdown theoretically should have suppressed void numbers. However, there was increase to 143 properties which pro rata is an increase in year of 24% overall.

Covid disproportionately impacts smaller voids due to the more frequent requirement for trade changes e.g. less works for each trade results in more individuals needing to visit, this equates to greater sanitisation of the work environment by those involved, therefore taking longer to complete.

This has led the full year performance figures of Standard voids - 33.26 days (target 26) and major voids - 52.11 days (target 45).

Planning Applications/Enforcement:(data provided as at 27/5/21)

- In Development Management (DM) there is currently a backlog of approximately 272 planning applications. This is around 40% above the carrying capacity of the approved departmental structure.
- Planning Enforcement has a backlog of 153. This is around 37.5% above the carrying capacity of the approved departmental structure.
- During the last twelve months (including the last quarter) we have seen an increase in the number of applications and the service has had a number of vacancies. In addition, covid has impacted on site visits, the ability of statutory consultees to provide comments and decision making. There was also a backlog in DM and Enforcement before Covid. We are working to address including recruitment to vacant posts, looking at process and considering whether additional resources are required.

Environmental Health/Enforcement (data as of end of Q4):

Due to additional COVID related work, the Services have focused their work on COVID related environmental health and enforcement work, leading to:

- **Food Hygiene Inspections** – A total of 74 inspections due in the working year are overdue. These inspections are predominantly

setting specific and relate to the likes of care and educational settings where access has not been possible or deemed appropriate. In addition some of the more recent new food premises registrations are requiring an inspection visit.

- **Caravan Sites** – Backlog of inspection visits due to access issues.
- **Inspection of Industrial Permitted Premises** – Limited opportunity to undertake site visits alongside face to face appointments has resulted in more desktop or remote interventions, which whilst these are informative they will need supplementing with additional site visits in some cases.
- **Private Water Supplies** – Routine sampling and the statutory risk assessment of these supplies has not been possible over the last 12 months.

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 Council Plan Implications

This report provides a progress update on delivery of the Council Plan 2020-23.

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 Council 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 Council Plan and its priorities – and due regard has been given.

6. Conclusion

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

7. Background Documents

None

8. Appendices

Appendix A: Council Delivery Plan 2020-23 Monitoring Report Q4 2020/21
Appendix B: Corporate Performance Report Quarter 4 2020/21
Appendix C: Corporate Performance Report KPIs Year End 2020/21




Contact Officer:

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Council Delivery Plan 2020-23 Monitoring Report








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



Theme: A great place to LIVE

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 19</p> <p>Increased Housing Supply</p>	<p>Maintain our Five-Year Housing Land Supply</p>	<p>Martin Grainger</p>	<p>Cllr Musgrave</p>	Deal with pre-application queries and planning applications for new residential development expeditiously	31-Mar-2023			<p>Despite Covid the Planning Development Management Service is continuing to process applications as efficiently as possible. SDC was one of the first authorities in the region to recommence site visits and set up virtual meetings. The pandemic has however created a back log which are now seeking to address.</p> <p>In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing sites for the next twenty years. Consultation on the Preferred Options draft of the plan began at the end of January 2021 and finished on 12 March. Around 1200 comments were received which are now being considered by the team.</p>	
				Explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below).	31-Mar-2023				
				Proactive Work with developers to unlock 'stuck sites'	31-Mar-2023				
				Provide appropriate Planning support to deliver the Councils Housing Development Programme and HRA new-build projects	31-Mar-2023				

APPENDIX B (Appendix A of Executive Report, 8 July 2021)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Increased Housing Supply	Maximise the number of available homes through delivering the Empty Homes programme.	June Rothwell	Cllr Crane	Deliver the Empty Homes Programme	31-Mar-2022			In the early part of 2020/21 there was an increase in the number of Empty Homes due to the global epidemic and the early closure of the Housing Market. Since then, we have seen a lot of movement and by the 1 st January 2021 the number of long-term empty homes had reduced to 411. Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. This programme will continue into 21/22 with an aim to purchase a further 3 properties. These have been identified with negotiations ongoing with the property owners.	
				Agree the most appropriate delivery models for the HDP	31-Dec-2020			A new Affordable Housing Strategy for 2021 onwards has been approved by the Executive. This sets out the delivery priorities for the HDP.	
Increased Housing Supply	Implement a Selby District Council Housing Development Programme	June Rothwell	Cllr Musgrave	Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme.	31-March-2023			HDP Board created and meetings taking place. Due to other Covid related work, phase 2 Planning reports (flood risk) have been delayed. The information needed to complete this work has now been provided. This will now go to the Planning Committee in July. Tenders are now being progressed. On 1 st April the Executive approved a new Affordable	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								Housing Policy and a revised Policy on the use of Section 106 funding to purchase and build affordable housing, this will enable the HDP to be accelerated.	
Page 2 Improve our housing stock	Deliver the housing improvement programme element of the HRA Business Plan 2019-2025.	June Rothwell	Cllr Crane	Deliver the HRA improvement Plan.	31-Mar-2022			Despite Covid the Housing Repairs Service is continuing to refurbish VOID properties and carryout emergency and non-urgent repairs. Performance in these areas is still on target. Following the lifting of lockdown delivery of non-urgent repairs recommenced in July 2020, with the backlog of such repairs cleared by the end of September; allowing commencement on delivery on the backlog of non-urgent repairs in October. The team made excellent progress reducing the number which had amassed from around 1,100 to circa 550 when the non-urgent works were again suspended due to the introduction of the second lockdown. Lessons learned from the initial lockdown, coupled with changes to operating procedures enabled us to continue delivering urgent repairs throughout the subsequent November and current lockdown periods. Non-urgent external repairs recommenced in April. Internal none-urgent repairs will recommence on 17 th May 2021.	
				Deliver the HRA Business Plan 3 Year Capital Investment	31-March-2023		Delivery of the HRA Business Plan Capital Investment Programme		

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 22				Programme (agreed Dec 2019).			▶	<p>was delayed due to covid lockdowns. Programme recommenced in August 2020 following the return to working of our major works contractors' staff teams, all of whom had been furloughed.</p> <p>Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,) coupled with increasing numbers of customers refusing works due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>Orders have been issued for 430 properties which are currently being surveyed. This included the properties we were unable to access in 2020 due to tenants refusing access, the 2021 programme and some properties programmed for 2022.</p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Market Town Regeneration	Develop and implement Town Action Plans and partnerships for Selby, Tadcaster and Sherburn-in-Elmet	Julian Rudd	Cllr Buckle	Complete Town Centre Action Plans for Selby & Sherburn	30-Sep-2020			<p>Revitalising Towns Initiative - A series of meetings were held during April with the main stakeholders and a list of potential projects and initiatives have now been identified. The SDC Officer Team will now structure a draft Programme of work which will also include Welcome Back Fund eligible work. Work on progressing the social media platform to promote businesses within the towns has been developed with Maybe Tech and is currently being presented to relevant stakeholders within the main towns.</p> <p>Selby District Places and Movement Study - The early analysis work for the Places and Movement Study, including traffic modelling, has now been completed for the three towns Selby, Sherburn, and Tadcaster. Approval was given to undertake the consultation exercise, initially for Sherburn and Selby, at the SDC Executive meeting held on 11th of March 2021. A comprehensive briefing for all SDC Members focusing on emerging proposals in the Places and Movement Study took place on 18 March 2021. The briefing included a presentation from WSP, the lead consultants on the Study. The joint consultation with North Yorkshire County Council started on 5th April and ended on 23rd April. The consultation has now ended, and results are currently being</p>	
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-2020				
				Complete Town Centre Action Plan for Tadcaster	31-Mar-2021				
				Implement the Opening Town Centres Safely plan.	31-Mar-2021				
				Complete Places and Movement study of Selby, Sherburn and Tadcaster -	30-Apr-2021				





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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 24				joint with NYCC (plus LEP funds).				<p>assessed. A report will be brought to the August Executive.</p> <p>Selby Station Gateway Transforming Cities Fund (TCF) The Transforming Cities Fund project public consultation was completed on 23rd March 2021. The feedback from the consultation is still being assessed and the outcomes will be published. Outline Business Case (OBC) submitted and further work requested by WYCA to put forward options for use of all the TCF contribution by March 2023, whilst accepting that discussions continue with DfT over the project deadline. Development funding to be released to progress full package of proposals to allow submission of the planning application. Decision on revised business case expected in Sept/October 2021. The March 2023 national deadline for completion remains challenging, particularly for projects that involve land acquisition. Officers remain in dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available.</p>	
				Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including:	31-Mar-2022		▶		
				Deliver the Selby town centre High St Heritage Action Zone programme.	31-Mar-2023		▶		
				Deliver Transforming Cities Fund programme to transform the Selby station area.	31-Mar-2023		▲		

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Theme: A great place to ENJOY									
Community	Develop a resilient community	Angela Crossland	Cllr Buckle	Establish local arrangements that support residents in addressing financial difficulty.	31-Dec-2020	31-03-21	▶	Regular communications to residents including how to access Covid grant assistance funds from Community Support Organisations. CSOs signposting residents with ongoing difficulty to income maximisation teams and Citizens Advice. £112,000 in self isolation grants paid to date. An additional £369,134.00.00 in COVID-19 Hardship Support for working age claimants against the cost of their Council Tax bills Wider recovery work with the Local Resilience Forum on poverty and debt resumed March 2021. New member funding framework agreed to replace CEF funding arrangement. Executive report due 8 July to agree use of a £100k fund to support community funding. Potential to explore a longer term legacy fund initiative. To be presented to Full Council in due course. Selby Voice community engagement started March 2021 to support community conversations on health matters. Initial meetings held with CCG, Two Ridings Community Foundation and Community	▶
				Collaborate with community representatives and funders to establish the community engagement and funding process post covid-19	30-Jun-2021		▶		
				Collaborate with local authority, health, and voluntary sectors to establish a development pathway for a strong and resilient VCS sector to support community emergency response and long-term recovery of communities from Covid-19.	30-Sep-2021		▶		

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								First Yorkshire to develop network plan and lottery bid for development programme.	
Environment – Low Carbon	Implement the recommendations of the Low Carbon Working Group	Dave Caulfield	Cllr Musgrave	Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group (LCWG).	31-Dec-2020			The Policy Review LCWG report and Draft Action Plan are scheduled to go to the Executive on 8 July 2021. Tree canopy targets set as part of the White Rose Forest Partnership plan to identify tree planting areas in the district to 2050. Community led initiative, 'Just Transition' commenced to look at developing community based net zero carbon initiatives	
Environment – Green Space	Work with local partners to maintain and enhance local parks, play areas and open spaces.	Keith Cadman	Cllr Grogan	Deliver capital investment of £100k p.a. to improve quality and accessibility of Council play areas – improving two play areas per year for the years 2020-21; 2021-22; 2022-23.	31-Mar-2023			The contract has been awarded for the Grange Road play area and the initial site visit is planned for early June. Tenders will shortly be going out for Charles Street and we are awaiting the start of a new framework which will allow us to procure contractors for the remaining four play areas over the next 2 years.	

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Theme: A great place to GROW

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Local Plan	Deliver the Local Plan by 2023	Martin Grainger	Cllr Musgrave	Develop Preferred Options and consult stakeholders.	28-Feb-2021			Significant progress has been made on the production of a Local Plan. A range of technical studies have been undertaken and a Preferred Options version of the plan produced for consultation. This followed on from an Issues and Options Consultation early in 2020.	
				Develop Submission Draft and consult stakeholders	28-Feb-2022				
				Draft Local Plan Submitted for Examination by the Planning Inspectorate	30-Jun-2022				
				Create the evidence base – including an Infrastructure Delivery Plan for the Selby district.	31-Mar-2023				
				Local Plan adopted	31-Mar-2023				
Visitor Economy	Continued delivery of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'.	Angela Crossland	Cllr Grogan	Work plan reviewed for the 'Selby District Visitor Economy Strategy 2018-22 – and beyond' with emphasis on sectoral support and development needs in response to C-19:	30-Sep-2020	11/07/20		Heart of Yorkshire branding guidelines launched with local VE businesses attending launch seminars. HoY website holding page developed. 3 further tourism specific business development seminars and network events delivered. 13 walks in the Selby District are currently featured on the Welcome to Yorkshire Walkshire map , with more to add. 8 walks are also planned into the 'Walk of the Day' calendar, across the remainder of the year, including the waymarked trails at Skipwith Common, the Wolsey Walk and the Selby Horseshoe.	
				Deliver short-term outputs – emphasis on local people & stay-cationing	31-Mar-2021	31/12/20			
				Deliver medium term outputs – broadening emphasis to national trade	31-Dec-2021				
				Longer term outputs – developing emphasis to include international travellers	31-Mar-2023				
Visitor Economy	Develop and implement the Selby District Cultural Development	Angela Crossland	Cllr Grogan	Selby District Cultural Development Framework completed (including evidence base & consultation with stakeholders, as agreed with	31-Dec-2020			Cultural Development Framework will go to Executive for sign off July 2021. Funding for key projects from the CDF confirmed by Full Council Sept	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
	Framework.			fundern)				2020 including establishment of an Events Officer Resource now in place.	
				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barlby Road Corridor project; extending festivals/events offer;	30-Apr-2022				
Page 28 Enterprise & Growth	Deliver the Selby District Economic Development Framework 2022...and beyond	Julian Rudd	Cllr Buckle	Deliver a sustainable and targeted programme of support to SME businesses – to support the post-Covid recovery	31-Mar-2023			SDC have been fully involved in the YNY LEP in the development and shaping of the Covid -19 Economic Recovery Plan – Greener, Fairer, Stronger. This Plan reflects both regional and local priorities and action plans for the short and medium term. This Plan is constantly reviewed to reflect emerging economic challenges and central government responses to the Covid impact and now reflects actions supported by the budget announcements. The Council’s support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. ED are currently looking at options to support SDC business Start-ups created during the pandemic and post pandemic period to ensure their viability and sustainability. Throughout the Covid period, officers have worked with strategic site developers, holding a minimum of quarterly Site Development reviews. These will continue as we emerge from lockdown and are coordinated to include Planning Development Management; Department for International Trade	
				Develop and agree with the owners of each key strategic site identified in the EDF Framework (e.g. S2, Eggborough, Kellingley) a programme of short, medium term deliverable actions to bring the site forward in line with EDF	31-Mar-2023				

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								and the LEP Inward Investment team. This approach ensures that the best investment opportunities come forward to match SDC priorities and that there is a 360-degree approach to delivering quality investment and employment opportunities.	







Theme: A great place with a Council delivering GREAT VALUE

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 29 Digital Customers	Deliver Digital Strategy 2020	Stuart Robinson	Cllr Lunn	Complete implementation of Digital Workforce – Office 365; new devices; MyView	31-Dec-2020	31-Mar-2021		Digital Workforce <ul style="list-style-type: none"> MyView attendance module live from 1 April. All main elements of the programme now delivered (O365, new devices, MyView). IT Training portal rolled out to members to support skills Additional work to upgrade member devices, additional training for staff, improve security and extend access to partner organisations is progressing and expected to go live this summer. Digital Customers <ul style="list-style-type: none"> Implementation of Civica Pay online payments portal – delayed due to Civica capacity – on track to complete by Q2 2021/22 (to integrate with Housing System). Implementation of Citizens Access Revenues delayed (along with CA Benefits) due to pressures on Taxation & Benefits Team caused by Covid Grants 	
				Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project	31-Dec-2021				
				Complete full implementation of Civica CX digital platform for housing and asset	31-Jul-2022				

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG	
Page 30				management.				<p>work. CAR scheduled for May; CAB for July.</p> <ul style="list-style-type: none"> • Citizens Online (improving digital skills of residents) project hampered due to capacity of (customer facing) teams to support this. • E-Forms for Licensing Applications May 2021 • Scanstation re-location and development of MYSCAN to complete by end Q2 • E-Billing for Revenues & Benefits Q3 <p>Civica Cx Housing System</p> <ul style="list-style-type: none"> • Upgrade to live system (bug fixes plus improvements in automating lettings) was put into Test on 13th May and will be tested for 6 weeks. • Testing on integration with CivicaPay to be completed concurrently. • Workshops for the Cx Contractor (asset module) planned for July following successful testing of the upgrade to Live. 		
	Digital Customers	Transform customer contact services and achieve channel shift	June Rothwell	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	31-Sep-21			Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.	
	Quality Workforce	Deliver People Plan to support and develop staff through major change	Stuart Robinson	Cllr Lunn	Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills	31-Mar-2022			<ul style="list-style-type: none"> • Staff briefing session delivered 28 Apr attended by 166 employees (66%) • Manager skills training programme completed. Feedback positive. • Leadership and management development programme scheduled to commence end of May. 	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<ul style="list-style-type: none"> Staff engagement programme commenced 24 Mar with LT focus group. Further focus groups with cross section of staff scheduled for May followed by staff survey. Staff survey commenced 14 May focused on return to the workplace. Q1 will see development of programme to support staff core skills, e.g. information governance. 	
Page 31	Effective use of Assets	June Rothwell	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2021			<p>The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated.</p> <p>The disposal part of the Portholme Road site to Aldi has completed.</p>	
	Value for Money	Karen Iveson	Cllr Lunn	Implement the strategic objectives set out in the MTFS – deliver investment programmes and savings	31-Mar-2023			Covid has impacted severely on the Council's finances and capacity over the last year. The overarching MTFS objectives remain but the majority of savings have been pushed back to 23/24. Investment programmes are in place but spending has been delayed as a result of capacity diverted toward the Council's response to the pandemic.	
	Review the budget for 20/21 and set balanced budget for 21/22 in light of Covid.			31-Mar-2021			A revised budget for 20/21 was approved by Council in September 2020 along with a revised MTFS. The budget for 21/22 was approved by Council in February 2021. It includes provision for Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which		

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								have crystallised over 20/21.	
				Update the MTFS in light of Covid impacts and delayed 'Spending Review' (incorporating the Fair Funding Review and any changes to Business Rates and Retention).	31 March 2022		N/A	Not started	N/A



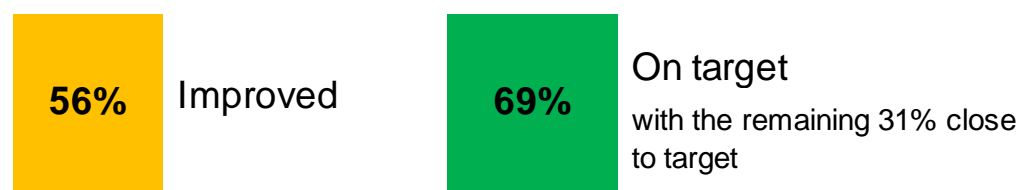
Delivering corporate priorities

Corporate Performance Report

Quarter 4 2020/21

Delivering corporate priorities: KPI Exceptions Q4 2020/21

KPIs Summary























































Indicator/action	Exception	Actions/Comments
Positive performance - KPIs		
Average days sick per FTE (full time employee) Rolling 12 months	Target met and performance improved	This has reduced for the seventh consecutive quarter – from 8.9 days/FTE in Q1 19/20 to 3.78 days/FTE in Q4 20/21 (against a target of 5 days).
% of Council Tax collected	Target met	98.11% of council tax collected, against a target of 97.9%. This is £132k above target despite the Covid-19 pandemic. The collection rate places the council just outside the top 10% of performers in the country - 33 rd out of 318 councils - and performance is well above the national average (95.7%)
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Target met and performance improved	In Q4 98% of Taxation direct debit mandates were received on-line (578 out of 596) and 76% of new benefit claim forms (192 out of 252) contributing to an overall figure of 81.95%. This compares to 64.52% in the previous quarter and 54.38% in Q4 2019/20.
Number of SMEs supported	Target met and performance improved	The exceptionally high numbers during this period (80 SMEs) reflect the unusual requirements and demands supporting SME's during the COVID pandemic.
Average days to process new benefit claims (total)	Target met and performance improved	The average time to process new housing benefit claims for Q4 was 16.42days, against a national target of 22 days.
% of Major applications within statutory or extension of time	Target met and performance improved	6 major applications out of the 7 - this equates to 85.71% against a target of 60%.
Number of affordable homes provided in the district (annual)	Target met and performance improved	137 provided – 40% of the annual target (342) for the total housing requirement of additional homes in the district.

Delivering corporate priorities: KPI Exceptions Q4 2020/21

Indicator/action	Exception	Actions/Comments
Performance concerns - KPIs		
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Target not met	Emergency and priority repairs have continued as a priority despite lockdown and there is no backlog of jobs. Slightly below target at 89.35% against 90%. (Data as at 17/5/21). Routine repairs – the suspension of non-urgent routine repairs throughout the third national lockdown has resulted in a backlog of such works.
Average days to re-let voids	Target not met	Standard voids 33.26 days (target 26) and major voids 52.11 days (target 45). Despite a 20 week moratorium on moving homes during lockdown one when void numbers theoretically should have been suppressed, pro rata we have seen an increase in year of 24% overall which equates to approximately 44 additional properties. Covid disproportionately impacts smaller voids due to the more frequent requirement for trade changes e.g. less works for each trade results in more individuals needing to visit, this equates to greater sanitisation of the work environment by those involved, therefore taking longer to complete.
% of Council Housing Rent & Arrears collected	Target not met	Collection is slightly under target by 0.69% (97.41% against a target of 98.10%) - given the challenges the team have faced this year this is a commendable achievement.
% of Non-domestic Rate collected	Target not met	The Council collected £31.3m NNDR in 2020/21 (£1,429k behind target) and well below the £39.5m collected in 2019/20 - impacted by the economic impact of Covid-19 and mirroring the country as a whole. The collection rate fell from 99.1% in 2019/20 to 94.2% in 2020/21 (target 98.55%) – this rate was above the national average (93.0%) – but compared to other councils this places us in the third quartile of performers – 165 th out of 318 councils.
% of Sundry Debt collected	Target not met	97.01% collected against a target of 99.1%. The last year we have seen a lot of additional administration on customers' accounts and changes to services/charges in relation to the pandemic. The team have been working through backlogs of reminders and aged debt, assisting customers to help them manage payment plans and finances.

Delivering corporate priorities: KPI Details Q4 2020/21







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

KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Residual household waste per household (kg)	Aim to Minimise	145	148	141	145	146	N/A			N/A
% Household waste recycled	Aim to Maximise	32.14	49.02	49.88	39.92	38.2	N/A			N/A
Number of SMEs supported	Aim to Maximise	13	106	48	64	80	50			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales* *Data as raised 17/05/21	Aim to Maximise	85.06	N/A	N/A	N/A	89.35	90			
Average days to re-let Standard Void Types* *COVID Impact	Aim to Minimise	23.3	N/A	N/A	N/A	33.26	26			
Average days to re-let Major 'Void Types'	Aim to Minimise	46.2	N/A	N/A	N/A	52.11	45			
Total number of Empty Homes (6 months +) brought back into use through direct action (Year to date)	Aim to Maximise	39	0	59	89	99	20			
% of Council Tax collected	Aim to Maximise	98.33	28.96	56.40	83.89	98.11	97.90			
% of Council Housing Rent & Arrears collected	Aim to Maximise	98.34	92.95	92.55	96.47	97.41	98.10			
% of Non-domestic Rate collected	Aim to Maximise	99.18	25.86	51.52	77.26	94.24	98.55			
% of Sundry Debt collected	Aim to Maximise	99.1	45.79	50.61	66.39	97.01	99.1			
Amount of planned savings achieved (£)	Aim to Maximise	768K	156K	156K	156K	141k	156k			
Average days to process new benefit claims (total)	Aim to Minimise	19.12	26.35	15.63	16.59	16.42	22.00			
Average days to process Change of Circumstances	Aim to Minimise	2.10	3.15	3.13	2.76	1.73	8.40			
% of Major applications within statutory or extension of time	Aim to Maximise	80	75	93.75	60	85.71	60			

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KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	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	82.61	73.77	78.57	74.84	73.46	70			
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	29	86	78	100	91	90			
% of FOI responded to within 20 days	Aim to Maximise	90.96	92.19	85.16	81.88	85.80	86			
The average waittime - in minutes - before a customer is seen by an advisor.	Aim to Minimise	5.00	N/A	N/A	N/A	N/A	10	N/A	N/A	N/A
The average waittime - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.96	1.91	2.36	1.53	2.73	5			
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	54.38	70.15	64.06	64.52	81.95	50			
Corporate health & safety: The number of incidents reported	Aim to Minimise	1	0	1	2	0	3			
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.76	6.9	5.8	5.56	3.78	5			
Amount of Business Rates retained (million £s)	Aim to Maximise	11.2	11.2	11.2	11.2	11.2	7.5			
Council Tax base	Aim to Maximise	31710	314	31927	32035	32183	32108			
% of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	33	100	58.3	100	83.33	90			
Number of missed waste collections	Aim to Minimise	253	N/A	199	254	349	N/A			N/A
Number of visits to combined leisure centres	Aim to Maximise	98.3K	N/A	27.3K	N/A	N/A	TBC	N/A	N/A	N/A
% of active members participating in one or more sessions a week	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	51	N/A	N/A	N/A
% conversions to full membership from participants in health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	30	N/A	N/A	N/A
% participants completing health referral programme	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	54	N/A	N/A	N/A
Memberships at combined leisure centres	Aim to Maximise	N/A	N/A	2,441	N/A	N/A	N/A	N/A	N/A	N/A
Number of additional homes provided in the district (annual)	Aim to Minimise	492	N/A	N/A	N/A	489	342			

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KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Number of affordable homes provided in the district (annual)	Aim to Minimise	125	N/A	N/A	N/A	137	137			
Number of Selby District Council/HRA units delivered (annual)* *COVID Impact – programme extended to 2022 (target 3-year target)	Aim to Minimise	7	N/A	N/A	N/A	7	10			
% of relevant land and highways assessed as within contract standard for litter (annual). Inspections have not taken place due to Covid	Aim to Minimise	97.03	N/A	N/A	N/A	N/A	95	N/A	N/A	N/A

Context indicators

Q4 2020/21

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	89,100	90,600	n/a
% of the district population of working age (16-64)	annual	61.4	61.1	below average
% of the district population aged 65+	annual	19.9	20.1	above average
% working age population in employment	quarterly	75.3	78.2	above average
% working age population claiming Job Seekers Allowance	quarterly	0.7	0.6	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.7	30.4	below average
% working age population with no qualifications (annual measure)	annual	6.9	#	n/a
Total Gross Value Added (£)	annual	1,930m	2,110m	n/a
Business births	annual	480	580	n/a
% business survival rate (2-year)	annual	77.8	74	above average
Median Gross Weekly Pay for Full-Time Workers £ (Residence based)	annual	589.9	588.8	above average
Unemployment Rate - % of 16-64 working age population	quarterly	3.00	2.7	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	69.6	above average
% children defined as overweight or obese (at year 6) (annual measure) (reported in Q4)	annual	31.96	33.59	above average
































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APPENDIX D (Appendix C of Executive Report 8 July 2021)

Delivering corporate priorities: KPIs Year end 2020/21

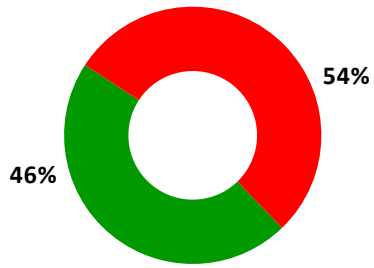
Key:  Data Only  Trend - No Change  Trend - Improving  Trend - Getting Worse
 Alert – target not met  Warning – target not met but within acceptable limit  OK – target met

KPI	Direction of Travel	2019/20	2020/21	Trend	Target Met?	What does this mean?
Residual household waste per household (kg)	Aim to Minimise	545	578			Increase as a result of the Covid lockdowns with school closures, people working from home and the closure of the HWRC's during Q1.
% Household waste recycled	Aim to Maximise	42.70	44.81			We have seen an increase of 2.11% in the overall recycling rate from 2019/20 – a further increase is also expected in the coming year.
Number of SMEs supported	Aim to Maximise	150	298			Increase supported provided for SMEs, due in part to the demands of Covid-19 pandemic.
Number of additional homes provided in the district	Aim to Maximise	492	489			We have exceeded the standard methodology annual figure of 365. The final completions figure will increase following site inspections.
Number of affordable homes provided in the district	Aim to Maximise	125	137			The Core Strategy policy seeks affordable housing up to a target of 40% of total housing requirement i.e., 40% of 342 dwellings per annum depending on viability.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	6	7			Covid Impact – programme extended to 2022 (target 3-year target)
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	91.57	89.35			Impacted by Covid. Data as raised 17/5/21
The number of empty properties (6 months +) brought back into habitable use through direct action (Year to date)	Aim to Maximise	39	99			Long term empty homes in the district reduced from 466 to 406. Of the 20 top priority properties, 13 are no longer empty homes.
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	97.03	N/A	N/A	N/A	Due to Covid and lockdown inspections have not taken place - subject to Government guidance inspections should resume in Q2 of 2021/22
% of Council Tax collected	Aim to Maximise	98.33	98.11			£132k above target, despite the Covid-19 pandemic. Above the national average (95.7%)
% of Council housing rent & arrears	Aim to Maximise	98.34	97.41			This is slightly under target by 0.69% - given all the challenges the team have faced this year this is a commendable achievement.
% of non-domestic rate collected	Aim to Maximise	99.18	94.24			This is £1,429k behind target – but above the national average (93.0%).
% of sundry debt collected	Aim to Maximise	99.1	97.01			Throughout the year the pandemic resulted in additional work. We have supported customers to manage their payment plans and finances.
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	£768k	141k			This is just short of the £156k target.
Average days to process new benefit claims (total)	Aim to Minimise	19.12	18.76			Due to Universal Credit being fully rolled out for working age claimants we now receive very few new Housing Benefit claims.
Average days to process Change of Circumstances	Aim to Minimise	3.52	2.86			Throughout the year we have exceeded the national target of 8.4 days.
% of Major applications within statutory or extension of time	Aim to Maximise	88.89	84.38			27 out of 32 major applications determined within time/extension of time.

APPENDIX D (Appendix C of Executive Report 8 July 2021)

KPI	Direction of Travel	2019/20	2020/21	Trend	Traffic Light	What does this mean?
% of non-major applications within statutory or extension of time limit	Aim to Maximise	75.31	75.00			435 out of 580 minor applications determined within time/extension of time.
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	88	90			50 stage one complaints received - 45 responded to on time and 5 late.
% Freedom of Information (FOI) requests responded to within in 20 days	Aim to Maximise	88.8	85.71			498 out of 581 FOIs were responded to within time – slightly below the 86% target.
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	4.33	N/A	N/A	N/A	Since Q1 face to face contact has remained closed due to Covid, customers have been advised to visit the web/ call or email
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.62	2.14			Throughout the year advisors worked from home – they dealt with a high level of calls- the team performance was excellent
% of people accessing Benefits forms and Taxation direct debits forms on-line in relation to other channels	Aim to Maximise	42.64	70.15			We have seen a rise in people accessing forms on-line – the target was exceeded in each quarter throughout the year.
Corporate health & safety: The number of incidents reported	Aim to Minimise	10	3			An overall reduction, with 0 incidents reported in both Q1 and Q4.
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.6	4.22			This has improved throughout the year – from 6.9 in Q1 to 3.78 in Q4 – this is also an improvement compared to 7.76 in Q4 2019/20
Amount of Business Rates retained (million £s)	Aim to Maximise	11,291,904	11,276,892			This is comprised of 2 elements: the safety net payment and retained renewables income.
Council Tax Base	Aim to Maximise	31,710	32,183			The Council Tax base has increased by 473.9 properties this year overall.
Percentage of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	64	71.43			21 complaints have been escalated to Stage 2, with 15 responded on time and 6 late.
Number of missed waste collections	Aim to Minimise	253	349			Figures are for data only due to roll out of new service in 2020/21.
Number of visits to combined leisure centres	Aim to Maximise	387,852	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
% of active members participating in one or more sessions a week	Aim to Maximise	46.01%	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
% conversions to full membership from participants in health referral programmes	Aim to Maximise	36%	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
% participants completing health referral programme	Aim to Maximise	66%	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
Memberships at combined leisure centres	Aim to Maximise	4,393	N/A	N/A	N/A	Data unavailable – services suspended due to Covid-19 restrictions
Average days to re-let Standard Void Types	Aim to Minimise	20.6	33.26			Despite a 20 week moratorium on moving homes during the first lockdown when void numbers theoretically should have been suppressed, pro rata we have seen an increase in year of 24% overall which equates to approximately 44 additional properties. During 2020/21 159 voids were completed - 58% of which were either major or refurbishment voids.
Average days to re-let Major Void Types	Aim to Minimise	38.5	52.11			

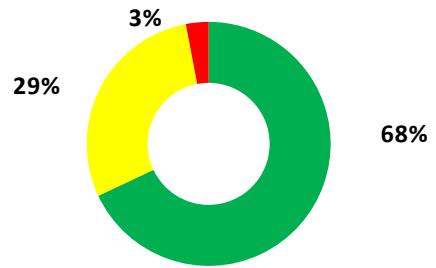
2020/21 Trend Analysis



■ Trend - improving ■ Trend - getting wor

This table shows how we have performed in 2020/21 in comparison to 2019/20. It only includes those indicators which are directly comparable.

2020/21 Target Analysis



■ OK ■ Warning ■ Alert

This table shows how we have performed in 20/21 against our annual targets. It does not include data only KPIs and those KPIs we were unable to report on due to the impact of Covid.

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Report Reference Number: S/21/6

To: Scrutiny Committee
Date: 30 September 2021
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 1 2021-22

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 Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs. This report covers Quarter 1.

This report was considered by the Executive at its meeting on 9 September 2021.

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 9 September 2021 attached to this report at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 9 September 2021 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 9 September 2021 attached at Appendix A to this report.

4.2 Financial Implications

Please see section 4 of the report considered by the Executive on 9 September 2021 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 9 September 2021 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 9 September 2021 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 9 September 2021 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 – 9 September 2021

Appendix B – (Appendix A of Executive Report 9 September 2021) -
Corporate Performance Report Quarter 1 2021-22

Appendix C – (Appendix B of Executive Report 9 September 2021) -
Council Delivery Plan 2020-23 Monitoring Report Quarter 1 2021-22

Contact Officer:

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Report Reference Number: E/21/18

To: The Executive
Date: 9 September 2021
Status: Non-Key Decision
Ward(s) Affected: All
Author: Michelle Dinsdale, Senior Policy and Performance Officer
Lead Executive Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Stuart Robinson, Head of Business Development & Improvement

Title: Corporate Performance Report - Quarter 1 2021/22 (April to June)

Summary:

The quarterly Corporate Performance Report provides a progress update on delivery of the Council Plan 2020-2030 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

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 Council 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 Council Plan 2020-2030 – 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) see Appendix: A Council Delivery Plan 2020-23 Monitoring Report; and
- performance against KPIs (are targets being met; are we getting better) see Appendix B: Corporate Performance Report.

2. Reporting Period

2.1 The specific focus of this report covers the period April to June 2021. The Covid-19 pandemic continued throughout this period.

2.2 Summary of progress

Quarter 1

To summarise progress in quarter 1:

- 70% of KPIs reported are showing improvement over the longer term or have maintained 100% performance.
- 83% of KPIs reported are on target – with 13% of KPIs within acceptable tolerances.

We are currently finalising a covid 19 variation to the leisure contract that includes revised KPI's and as such we are currently not reporting any leisure KPI's due to the variation and the fact that leisure centres have been closed most of last year and part of this year.

2.3 What went well in quarter 1

The Council successfully delivered the co-ordination of the North Yorkshire Police, Fire and Crime Commissioner election with its Chief Executive, Janet Waggott being the Police Area Returning Officer (PARO) for the area. This involved working closely with the seven other authorities in the North Yorkshire area.

2.3.1 Response to Covid-19

- **Environmental Health, Enforcement and Licensing have:**
 - Received and where necessary officers have responded to 27 reports/complaints this quarter, in addition to requests from businesses and residents for advice.

- Pro-actively provided advice and support to businesses to help them comply with the new legislation through responding to emails, direct contact, mail shots, social media campaigns and targeted technical guidance.
- Used intel from complaint feedback to target sector specific businesses and undertaken spot checks and assessed compliance with the relevant COVID-19 regulations and government guidance.
- Supporting the work of the COVID-19 Outbreak Control Teams (OCTs) by working closely alongside colleagues from Public Health England, Health and Safety Executive and NYCC to manage COVID-19 outbreaks related to workplaces and the local community.
- Continued to work closely with colleagues at NYCC and the Police to share intelligence and co-ordinate responses and any necessary enforcement action that has been taken.
- Supported the work of the Safety Advisory Group (SAG) by providing advice and support to the operators of events in the district to ensure they are adhering to the relevant COVID-19 guidance.

The inspection of those food businesses that continue to operate has also provided the opportunity for officers to assess COVID-19 compliance and to offer advice.

- **Business Grants** – applications for the Restart Grant were opened in early April and closed on the 30 June. Grant payments have been made to 535 businesses totalling £4,098,032.

2.3.2 Positive Performance - KPIs

- Average days to re-let void properties – void performance has improved during Q1 as the service continues its recovery towards pre-Covid standards, with all three categories now ahead of target as follows:

Standard voids – the average time taken to bring a standard void back into use has improved from 33.26 days in Q4 2020-21 to 23.53 days in Q1 2021-22 – a reduction on average of 9.73 days or circa 41%.

Major voids – the average time taken to bring a major void back into use has improved from 52.11 days in Q4 2020-21 to 43.75 days in Q1 2021-22 – a reduction on average of 8.36 days or circa 19%.

Refurbishment voids – the average time taken to bring a refurbishment void back in to use has improved from 113.48 days in Q4 2020-21 to 93.97 days in Q1 2021-22 – a reduction on average of 19.51 days or circa 20%.

- Repairs to council owned properties – Performance on repairs continues to see a gradual improvement as the service continues its recovery from the suspensions enforced as a result of Covid-19. At the end of the Q1 there were 2,541 repairs jobs outstanding, a reduction of circa 34% since early May. Of these outstanding repairs, there were 68 Priority 1 (P1) jobs outstanding at the end of Q1; a reduction of 85% on May, with open P1 repairs now accounting for only 2.7% of all outstanding repairs.
- Average days sick per full time employee – 3.96 days, against a target of 5 – this is a slight increase on the previous quarter figure of 3.78 days, but is a significant improvement compared to the 2022/21 Q1 figure of 6.9 days.
- Empty homes (6 months+) brought back into use – a total of 26 empty homes were brought back into use in Q1, exceeding the target of 5.
- Major planning applications – 100% of applications (3 out of 3) were dealt with within statutory or extension of time limit, exceeding the 60% target.
- Non-major planning applications – 82.98% of applications (156 out of 188) were dealt with within statutory or extension of time limit, exceeding the 70% target.
- Percentage of stage 2 corporate complaints fully responded in required time - 100% of complaints were responded to on time, exceeding the 90% target.

2.4 What did not go so well in quarter 1 – and what are we doing about it

- Percentage of Council housing rent and arrears collected – 92.28% against a target of 93.60%. Testing on the new housing system has impacted on the day-to-day workload. The team continue to support tenants affected by the pandemic giving debt & benefit advice and support to assist them manage their rent payments.
- Planned savings – 184k against a target of 379K - All savings are set to be achieved in the general fund. The £195k saving from the new housing system in the HRA will not be achieved in 2021/22 as the 2nd phase of implementation will take place later in the year.

- Percentage of FOIs responded to within 20 days - 85.71% responded to within time, slightly below the 86% target.
- Percentage of stage 1 corporate complaints fully responded to in required time – 89% (8 out of 9), slightly below the 90% target, compared to 91% in the previous quarter and 86% in Q1 2020-21.

3. Alternative Options Considered

N/A

4. Implications

N/A

4.1 Legal Implications

None

4.2 Financial Implications

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

4.3 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.

4.4 Council Plan Implications

This report provides a progress update on delivery of the Council Plan 2020-23.

4.5 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 Council Plan as part of our on-going business and budget planning.

4.6 Other Implications

N/A

4.7 Equalities Impact Assessment

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

5. Conclusion

- 5.1** The performance data demonstrates continued performance improvement and delivery against Council Plan Priorities.

6. Background Documents

None

7. Appendices

Appendix A: Council Delivery Plan 2020-23 Monitoring Report Quarter 1 2021/22




Appendix B: Corporate Performance Report Quarter 1 2021/22

Contact Officer:

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Council Delivery Plan 2020-23 Monitoring Report

Key:

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



Theme: A great place to LIVE

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 55	Increased Housing Supply	Martin Grainger	Cllr Musgrave	Deal with pre-application queries and planning applications for new residential development expeditiously	31-Mar-2023			Despite Covid the Planning Development Management Service is continuing to process applications as efficiently as possible. SDC was one of the first authorities in the region to recommence site visits and set up virtual meetings. The pandemic has however created a back log which are now seeking to address. In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing sites for the next twenty years. Consultation on the Preferred Options draft of the plan took place between 31 st January and 12 March 2021. Over 1200 comments were received which will help to inform the Publication version of the Local Plan, which will be consulted on in early 2022. A further 44 sites were submitted as part of the Preferred Options consultation and a further consultation on these	
				Explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below).	31-Mar-2023				
				Proactive Work with developers to unlock 'stuck sites'	31-Mar-2023				
				Provide appropriate Planning support to deliver the Councils Housing Development Programme and HRA new-build projects	31-Mar-2023				

APPENDIX A (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								additional sites will take place between 2 nd August and 13 th September 2021. A number of additional evidence base documents will also be consulted on over the summer.	
Increased Housing Supply	Maximise the number of available homes through delivering the Empty Homes programme.	June Rothwell	Cllr Crane	Deliver the Empty Homes Programme	31-Mar-2022		▶	<p>In the early part of 2021/22 there has been a decrease in the number of Empty Homes, this may be due to sale progressing following the global epidemic and the early closure of the Housing Market. Since then, we have seen a lot of movement and by the 1st January 2021 the number of long-term empty homes had reduced to 411. Of these 26 have been brought back into use against a target of 5 for Q1.</p> <p>Extended programme agreed with Homes England. The 7 properties purchased have now been let as affordable housing. This programme will continue into 21/22. Bids have been placed on 3 properties which will be purchased to complete the Homes England programme.</p>	▶
				Agree the most appropriate delivery models for the HDP	31-Dec-2020		▶	A new Affordable Housing Strategy for 2021 onwards has been approved by the Executive. This sets out the delivery priorities for the HDP.	▶
Increased Housing Supply	Implement a Selby District Council Housing Development Programme	June Rothwell	Cllr Musgrave	Create HDP Programme Board, agree priority sites within Phase 2 and the Development Programme.	31-March-2023			<p>HDP Board created and meetings taking place.</p> <p>Due to other Covid related work,</p>	▶

APPENDIX A (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
							▶	<p>phase 2 Planning reports (flood risk) had been delayed. The information needed to complete this work has now been provided. This will now go to the Planning Committee in August. Tenders are now being progressed.</p> <p>On 1st April the Executive approved a new Affordable Housing Policy and a revised Policy on the use of Section 106 funding to purchase and build affordable housing, this will enable the HDP to be accelerated.</p> <p>Negotiations to purchase S106 properties are ongoing.</p>	
Page 57	Improve our housing stock	June Rothwell	Cllr Crane	Deliver the HRA improvement Plan.	31-Mar-2022		▶	<p>Despite Covid the Housing Repairs Service is continuing to refurbish VOID properties and carryout emergency and non-urgent repairs. Performance in these areas is still on target.</p> <p>Non-urgent external repairs recommenced in April 2021. Internal none-urgent repairs recommenced on 17th May 2021. 2 additional trades staff have been recruited to work on the backlog of jobs. Substantial progress has been made to deliver current repairs on target and reduce the Covid backlog.</p>	▶
				Deliver the HRA Business Plan 3 Year Capital Investment Programme (agreed Dec 2019).	31-March-2023		▶	<p>Delivery of the HRA Business Plan Capital Investment Programme was delayed due to covid lockdowns.</p> <p>Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,)</p>	

APPENDIX A (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<p>coupled with increasing numbers of customers refusing works due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>A programme of 550 properties have been issued to the contractor for survey or work. Orders are being issued as the surveys are returned. This included the properties we were unable to access in 2020 due to tenants refusing access, the 2021 programme and some properties programmed for 2022.</p>	

APPENDIX A (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Market Town Regeneration	Develop and implement Town Action Plans and partnerships for Selby, Tadcaster and Sherburn-in-Elmet	Julian Rudd	Cllr Buckle	Complete Town Centre Action Plans for Selby & Sherburn	30-Sep-2020		▶	<p>Revitalising Towns Initiative</p> <p>The SDC Officer team have identified potential schemes and highlighted their relevance to wider Council initiatives and policies. The project framework documents, known as 'Plan on a Page' (POAP) have been completed for each town. The Tadcaster POAP is still in draft format, but both the Selby and Sherburn POAP have been shared with the Town Centre Regeneration Board. The last Town Centre Regeneration Board, held on 28th July 2021 received a presentation from Carolyn Frank. Small Business Federation, which focused on the organisation's members response to COVID over the last year. The Council will continue to work with the FSB and SMEs to benefit the District's centres.</p>	▶
				Develop partnership groups for implementing Selby, Sherburn and Tadcaster Town Centre Action Plans.	31-Dec-2020		▶	<p>The SDC Officer Team are continuing to work up the priority projects based on outcomes from the Chris Wade Revitalising Towns work. This includes likely budget allocation and project delivery programmes. This outline work was completed in July 2021 and further project scoping is underway, taking account of the initial project delivery evaluation. This work is being broadened to include the legacy projects recently identified and a report to agree the approach to delivery of</p>	
				Complete Town Centre Action Plan for Tadcaster	31-Mar-2021		▶		
				Implement the Opening Town Centres Safely plan.	31-Mar-2021		▶		
				Complete Places and Movement study of Selby, Sherburn and Tadcaster -	30-Apr-2021		▶		

APPENDIX A (Appendix A of Executive Report)




OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 60				joint with NYCC (plus LEP funds).				projects will be considered by the Executive in September 2021.	
				Implement key projects from Town Action Plans for Selby, Sherburn and Tadcaster including:	31-Mar-2022		▶	Selby District Places and Movement Study	
				Deliver the Selby town centre High St Heritage Action Zone programme.	31-Mar-2023		▶	The key objective of the Study was to assess opportunities for the improvement of the town centres and create better places to work, visit, live, and spend leisure time. The joint consultation with North Yorkshire County Council completed on 23rd April. The project team have now assessed all consultation responses and propose a way forward, in partnership with NYCC. A report summarising the consultation, and proposed way forward will be submitted to September 2021 Executive meeting. This will also take account of current work being undertaken by the Local Plan Team in Tadcaster.	
				Deliver Transforming Cities Fund programme to transform the Selby station area.	31-Mar-2023		▶	The proposals would taken forward through a future Levelling Up Fund bid and the Council recently allocated £2m as a match for a bid of up to £20m to implement projects coming out of this P&M study. Selby Town Centre High Street Heritage Action Zone The HSHAZ is a national grant programme by Historic England to invest in Selby town centre through community engagement	

APPENDIX A (Appendix A of Executive Report)




OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 61								<p>and building regeneration projects. This includes the creation of new planning guidance which explores the details of Selby's heritage character and features and offer guidance on how to maintain and enhance them. It is under draft internal review and was written by Donald Insalls architects. The project also includes the potential for property improvement grants for town centre business owners helping to fund repairs to historic buildings and reinstating some lost heritage features. The final strand of the project is the development of several community activities throughout the lifetime of the project, celebrating our heritage with all types of Selby residents. This began with school artist workshops in June and an activity plan has been created for the summer and autumn of 2021 alongside other project partners.</p> <p>Selby Station Gateway Transforming Cities Fund (TCF)</p> <p>The Outline Business Case (OBC) was submitted to WYCA at the end of April and WYCA has requested further work to be done to show how the TCF contribution can be fully spent by March 2023, should the DfT not move the current funding deadline. Final approval for the</p>	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 62								<p>OBC is now expected in later 2021, with recommendations on how to proceed to the Full Business Case (FBC) stage. Work is taking place to strengthen and refine the Business Case, involving NYCC and the lead consultants for the project WSP.</p> <p>As previously highlighted, the March 2023 national deadline for completion of TCF projects, set by the DfT before the pandemic, remains very challenging, particularly for projects that involve land acquisition. Officers are in continuous dialogue with WYCA over delivery timescales and Members will be informed as further information becomes available. A recent report to the 8 July Executive has agreed a range to actions to support delivery of the TCF project and to respond to timescale challenges.</p>	

Theme: A great place to ENJOY									
Community	Develop a resilient community	Angela Crossland	Cllr Buckle	Establish local arrangements that support residents in addressing financial difficulty.	31-Dec-2020	31-03-21		Regular communications to residents including how to access Covid grant assistance funds from Community Support Organisations. CSOs	
				Collaborate with community	30-Jun-				

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Page 63				representatives and funders to establish the community engagement and funding process post covid-19	2021			signposting residents with ongoing difficulty to income maximisation teams and Citizens Advice. £132,500 in self isolation grants paid in total - £28,000 of this in Q1. An additional £369,134 in COVID-19 Hardship Support for working age claimants against the cost of their Council Tax bills (support scheme now ended – was for the previous financial year). Wider work continues with NYCC to look at increased support to those ineligible for self-isolation payments. New member funding framework agreed to replace CEF funding arrangement and live from 1 st June 21. Executive report due 8 th July to agree use of a £100k fund to support community funding. Longer term legacy fund initiative to be presented to Full Council 22 nd July.	
				Collaborate with local authority, health, and voluntary sectors to establish a development pathway for a strong and resilient VCS sector to support community emergency response and long-term recovery of communities from Covid-19.	30-Sep-2021				
Environment – Low Carbon	Implement the recommendations of the Low Carbon Working Group (LCWG)	Dave Caulfield	Cllr Musgrave	Develop a Low Carbon Action Plan considering the recommendations of the Low Carbon Working Group.	31-Dec-2020			The Policy Review Committee LCWG continue to meet – the last meeting was held on 6 July and the next meeting is scheduled for 23 August. Low Carbon Officer appointed who is : progressing the APSE scope 3 emissions study; starting tree work, including writing to all Parish Councils and local members; progressing a number of 'business as usual' actions identified in the draft Low Carbon Action Plan; and developing a draft Low Carbon Strategy (due to go to the Executive on 9 September 2021 for approval, subject to sign off	

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								by the Portfolio Lead);	
Environment – Green Space	Work with local partners to maintain and enhance local parks, play areas and open spaces.	Keith Cadman	Cllr Grogan	Deliver capital investment of £100k p.a. to improve quality and accessibility of Council play areas – improving two play areas per year for the years 2020-21; 2021-22; 2022-23.	31-Mar-2023			Works to Grange Road will start w/c 16 th August and the Charles Street tender documents are currently being prepared. We signed up to a new framework in June which will allow us to procure the remaining four sites which will be completed over the next two years.	

Theme: A great place to GROW

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
age 64 Local Plan	Deliver the Local Plan by 2023	Martin Grainger	Cllr Musgrave	Develop Preferred Options and consult stakeholders.	28-Feb-2021			Significant progress has been made on the production of a Local Plan. A range of technical studies have been undertaken and a Preferred Options version of the plan produced for consultation. This followed on from an Issues and Options Consultation early in 2020. Consultation on the Preferred Options draft of the plan took place between 31 st January and 12 March 2021. Over 1200 comments were received which will help to inform the Publication version of the Local Plan, which will be consulted on in early 2022. A further 44 sites were submitted as part of the Preferred Options consultation and a further consultation on these additional sites will take place between 2 nd August and 13 th September 2021. A number of additional evidence base documents will also be consulted on over the summer.	
				Develop Submission Draft and consult stakeholders	28-Feb-2022				
				Draft Local Plan Submitted for Examination by the Planning Inspectorate	30-Jun-2022				
				Create the evidence base – including an Infrastructure Delivery Plan for the Selby district.	31-Mar-2023				
				Local Plan adopted	31-Mar-2023				

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Visitor Economy	Continued delivery of the 'Selby District Visitor Economy Strategy 2018-22 – and beyond'.	Angela Crossland	Cllr Grogan	Work plan reviewed for the 'Selby District Visitor Economy Strategy 2018-22 – and beyond' with emphasis on sectoral support and development needs in response to C-19:	30-Sep-2020	11/07/20		Heart of Yorkshire branding guidelines launched with local VE businesses attending launch seminars. HoY website holding page developed. 3 further tourism specific business development seminars and network events delivered. 13 walks in the Selby District are currently featured on the Welcome to Yorkshire Walkshire map , with more to add. 8 walks are also planned into the 'Walk of the Day' calendar, across the remainder of the year, including the waymarked trails at Skipwith Common, the Wolsey Walk and the Selby Horseshoe.	
				Deliver short-term outputs – emphasis on local people & stay-cationing	31-Mar-2021	31/12/20			
				Deliver medium term outputs – broadening emphasis to national trade	31-Dec-2021				
				Longer term outputs – developing emphasis to include international travellers	31-Mar-2023				
Visitor Economy	Develop and implement the Selby District Cultural Development Framework.	Angela Crossland	Cllr Grogan	Selby District Cultural Development Framework completed (including evidence base & consultation with stakeholders, as agreed with funders)	31-Dec-2020			Cultural Development Framework submitted to Executive for sign off July 2021. Funding for key projects from the CDF confirmed by Full Council Sept 2020 including establishment of an Events Officer Resource now in place.	
				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barlby Road Corridor project; extending festivals/events offer;	30-Apr-2022				
Enterprise & Growth	Deliver the Selby District Economic Development Framework 2022...and beyond	Julian Rudd	Cllr Buckle	Deliver a sustainable and targeted programme of support to SME businesses – to support the post-Covid recovery	31-Mar-2023			SDC have been fully involved in the YNY LEP in the development and shaping of the Covid -19 Economic Recovery Plan – Greener, Fairer, Stronger. This Plan reflects both regional and local priorities and action plans for the short and	
				Develop and agree with the owners of each key strategic	31-Mar-2023				

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				site identified in the EDF Framework (e.g. S2, Eggborough, Kellingley) a programme of short, medium term deliverable actions to bring the site forward in line with EDF				<p>medium term. This Plan is constantly reviewed to reflect emerging economic challenges and central government responses to the Covid impact and now reflects actions supported by the budget announcements.</p> <p>The Council's support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. In summary, the Council has provided:</p> <ul style="list-style-type: none"> • Business support to +300 SME's supplying information, diagnosis and brokerage to grant funding, loan applications and consultancy support via various different programmes through the Leeds and York & North Yorkshire Local Enterprise Partnerships. • Grant funding for innovation, start ups, resource efficiency, creative sectors, capital expenditure, property purchase and digital transformation stands at £1m+ • Consultancy support funding also at £1m+ • Assisted 98 new start businesses ensuring viability and sustainability, directing in terms of legal obligations and supported with business planning. • Introduced the first Selby District Business Week which 	

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<p>successfully saw 238 business engaged with the Local Authority.</p> <ul style="list-style-type: none"> • Put on various workshops to help businesses grow/deal with changing legislation. • Introduced the first Selby Business Conference (though this had to be cancelled due to pandemic) • Introduced first Selby District Business Awards with 8 categories • Established two successful forums/networking groups that have supported the local supply chain and circular economy, keeping the spend within the District. Each group has an average attendance of 32 businesses. Maintained contact throughout pandemic via online meetings though numbers for this were at an average of 16 per group. • Sit on the Skills Support for the Workforce steering group and work closely with Calderdale College and the Skills Support programme. • Establishing an Employability and Skills group with the YNY LEP, ESFA (Education and Skills Funding Agency), DWP and local employers to ensure Selby District has a voice into government as to the challenges around employment and skills (first meeting September 2021) • Work closely with NYBEP 	







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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 68								<p>(North Yorkshire Business & Education Partnership) working with schools forming a relationship between schools and businesses to help young people identify skills and ambitions for future careers.</p> <ul style="list-style-type: none"> • Work with apprenticeship providers and the Apprenticeships Hubs. • Recent guidance has included making our town centre businesses 'Inclusive, Safe, Welcoming', providing access for all people, including those with limited mobility. <p>Throughout the Covid period, officers have worked with strategic site developers, holding a minimum of quarterly Site Development reviews. These will continue as we emerge from lockdown and are coordinated to include Planning Development Management; Department for International Trade and the LEP Inward Investment team. This approach ensures that the best investment opportunities come forward to match SDC priorities and that there is a 360-degree approach to delivering quality investment and employment opportunities. The new Economic Development Manager starts work in August 2021 and will review the team's priorities for the remainder of the lifetime of this Council, working with the Executive.</p>	







Theme: A great place with a Council delivering GREAT VALUE

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Digital Customers	Deliver Digital Strategy 2020	Stuart Robinson	Cllr Lunn	Complete implementation of Digital Workforce – Office 365; new devices; MyView	31-Dec-2020	31-Mar-2021		<p>Digital Workforce</p> <ul style="list-style-type: none"> All main elements of the programme now delivered (O365, new devices, MyView). Access to partner organisations now in place to support improved collaboration. Additional training for staff delivered and improved security – including biometrics – in place. Additional work to upgrade member devices expected later this summer. <p>Digital Customers</p> <ul style="list-style-type: none"> Implementation of Civica Pay online payments portal put back to 5 Oct 2021 to allow exploration of alternative telephone payments. Implementation of Citizens Access Revenues commenced. CA Benefits delayed due to pressures on Taxation & Benefits Team caused by Covid Grants. <p>Civica Cx Housing System</p> <ul style="list-style-type: none"> Upgrade to live system (bug 	
				Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project	31-Dec-2021				
				Complete full implementation of Civica CX digital platform for housing and asset	31-Jul-2022				

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OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
				management.				fixes plus improvements in automating lettings) scheduled for 20 Sept. <ul style="list-style-type: none"> • Test system to be upgraded end Sept to enable progression of phase 2 project. • Workshops for the Cx Contractor (asset module) underway. 	
Digital Customers	Transform customer contact services and achieve channel shift	June Rothwell	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	01-Nov-22			Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.	
Page 70 Quality Workforce	Deliver People Plan to support and develop staff through major change	Stuart Robinson	Cllr Lunn	Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills	31-Mar-2022			<ul style="list-style-type: none"> • June staff briefing session attended by 168 employees (67%) • Manager skills training programme completed. Feedback positive. • Leadership and management development programme commenced and will run to end Nov. • Staff engagement programme commenced. Staff survey commenced 14 May focused on return to the workplace – 61% response rate – followed by focus groups with cross section of staff. • Commenced development of programme to support staff core skills, e.g. information governance. 	
Effective use of Assets	Develop and implement the Asset Strategy 2020-30.	June Rothwell	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2022			The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated. The disposal part of the Portholme Road site to Aldi has completed.	

APPENDIX A (Appendix A of Executive Report)

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								Bids have been received for the old Council depot at Barby Road.	
Page 71 Value for Money	Deliver robust arrangements to ensure financial plans are delivered, costs are minimised and planned savings and new opportunities for income are delivered	Karen Iveson	Cllr Lunn	Implement the strategic objectives set out in the MTFS – deliver investment programmes and savings	31-Mar-2023			Covid has impacted severely on the Council's finances and capacity over the last year. The overarching MTFS objectives remain but the majority of savings have been pushed back to 23/24. Investment programmes are in place but spending has been delayed as a result of capacity diverted toward the Council's response to the pandemic.	
				Review the budget for 20/21 and set balanced budget for 21/22 in light of Covid.	31-Mar-2021			A revised budget for 20/21 was approved by Council in September 2020 along with a revised MTFS. The budget for 21/22 was approved by Council in February 2021. It includes provision for Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which have crystallised over 20/21.	
				Update the MTFS in light of Covid impacts and delayed 'Spending Review' (incorporating the Fair Funding Review and any changes to Business Rates and Retention).	31 March 2022			The MTFS has been updated and has been to Council in July 21 and incorporates covid impacts plus areas of additional investment. The spending review however continues to be delayed, so there is no update on this at present.	

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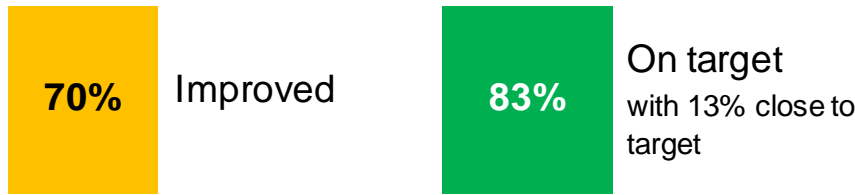


Delivering corporate priorities

Corporate Performance Report

Quarter 1 2021/22

KPIs Summary



Indicator/action	Exception	Actions/Comments
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Positive performance - KPIs

Average days to re-let standard void types	Target exceeded	Void performance has improved during Q1 as the service continues its recovery towards pre-Covid standards. The average time taken to bring a standard void back into use has improved from 33.26 days in Q4 2020-21 to 23.53 days in Q1 2021-22 – a reduction on average of 9.73 days or circa 41%. The current target is 26 days.
Average days to re-let major void types	Target exceeded	The average time taken to bring a major void back into use has improved from 52.11 days in Q4 2020-21 to 43.75 days in Q1 2021-22 – a reduction of average of 8.36 days or circa 19%. The current target is 45 days.
Repairs to council owned properties completed	N/A	Performance on repairs continues to see gradual improvement as the service continues its recovery from the suspensions enforced as a result of Covid-19. At the end of Q1 there were 2,541 repair jobs outstanding, a reduction of circa 34% since early May. Of these outstanding repairs, there were 68 Priority 1 (P1) jobs outstanding at the end of Q1; a reduction of 85% on May, with open P1 repairs now accounting for only 2.7% of all outstanding repairs.
Average days sick per FTE (full time employee) rolling 12 months	Target exceeded	3.96 days against a target of 5 – this is a slight increase on the Q3 figure of 3.78 days, but a significant improvement compared to the 2020-21 Q1 figure of 6.9 days.
Total number of empty homes (6 months +) brought back in use through direct action	Target exceeded	In Q1 a total of 26 empty homes were brought back into use, exceeding the target of 5.
% Stage 2 corporate complaints fully responded to in required time	Target exceeded	100% (2 out of 2) of stage 2 complaints were responded to in time, exceeding the 90% target.
% Non-major applications within statutory or extension of time limit	Target exceeded	82.98% of applications (156 out of 188) were dealt with within time, exceeding the target of 70%.
% Major applications within statutory or extension of time	Target exceeded	100% of applications (3 out of 3) were dealt with within time, exceeding the target of 60%.

Delivering corporate priorities: Exceptions Q1 2021/22

Indicator/action	Exception	Actions/Comments
Performance concerns - KPIs		
% Council housing rent and arrears collected	Target not met	<p>Collection rate of 92.28%, slightly below the target of 93.60%. Staff continue to support tenants affected by the pandemic giving debt & benefit advice and support to assist them manage their rent payments.</p> <p>We are continuing to progress more formal recovery in line with Government guidance and keep our legal paperwork and proceedings updated as new timescales are coming into force under the new COVID housing legislation.</p> <p>Testing on the new housing system has begun again for the upgrade which has impacted on day-to-day workloads.</p> <p>The annual inhouse rents audit has been completed in Quarter 1 and the draft report has been submitted.</p>
Amount of planned savings achieved	Target not met	<p>184k against a target of 379k - All savings are set to be achieved in the general fund. The £195k saving from the new housing system in the HRA will not be achieved in 2021/22 as the 2nd phase of implementation will take place later in the year.</p>
% Stage 1 corporate complaints fully responded to in required time	Target not met	<p>89% responded to in required time (8 out of 9), slightly below the target of 90%, compared to 91% in the previous quarter and 86% in Q1 2020-21.</p>
% FOI responded to within 20 days	Target not met	<p>85.71% responded to within time, slightly below the target of 86%.</p>

APPENDIX C (Appendix B of Executive Report)

Delivering corporate priorities: KPIs Q1 2021/22

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	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Number of SMEs supported	Aim to Maximise	106	48	64	80	67	50			
% Repairs to council-owned properties completed within agreed timescales (emergency/urgent repairs combined)	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	90			N/A
Total number of empty homes (6 months +) brought back in use through direct action	Aim to Maximise	0	59	89	99	26	5			
% Council Tax collected	Aim to Maximise	28.96	56.40	83.89	98.11	29.27	30.00			
% Council housing rent and arrears collected	Aim to Maximise	92.95	92.55	96.47	97.41	92.28	93.60			
% Non-domestic rate collected	Aim to Maximise	25.86	51.52	77.26	94.24	26.38	27.50			
% Sundry debt collected	Aim to Maximise	45.79	50.61	66.39	97.01	46.16	45.79			
Amount of planned savings achieved	Aim to Maximise	156K	156K	156K	141k	184k	379k			
Average days to process new benefit claims (total)	Aim to Minimise	26.35	15.63	16.59	16.42	17.08	22.00			
Average days to process change of circumstances	Aim to Minimise	3.15	3.13	2.76	1.73	4.09	8.40			
% Major applications within statutory or extension of time	Aim to Maximise	75	93.75	60	85.71	100	60			
% Non-major applications within statutory or extension of time limit	Aim to Maximise	73.77	78.57	74.84	73.46	82.98	70			
% Stage 1 corporate complaints fully responded to in required timescales	Aim to Maximise	86	78	100	91	89	90			
% FOI responded to within 20 days	Aim to Maximise	92.19	85.16	81.88	85.80	85.71	86			
The average waittime – in minutes – before a customer is seen by an advisor	Aim to Minimise	N/A	N/A	N/A	N/A	-	-			

APPENDIX C (Appendix B of Executive Report)

KPI	Direction of Travel	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
The average waittime – in minutes – before a customer phone call is answered by an advisor	Aim to Minimise	1.91	2.36	1.53	2.73	2.87	5.00			
% of people accessing benefit forms and taxation direct debit forms online in relation to other channels	Aim to Maximise	70.15	64.06	64.52	81.95	69.32	50.00			
Corporate health and safety: the number of incidents report in the last 12 months (rolling year)	Aim to Minimise	0	1	2	0	0	3			
Average days sick per FTE (full time employee) rolling 12 months	Aim to Minimise	6.9	5.8	5.56	3.78	3.96	5.00			
Amount of business rates retained	Aim to Maximise	11.2	11.2	11.2	11.2	11.2	7.5			
Council tax base	Aim to Maximise	31469	31927	32035	32183	32279	32258			
% Stage 2 corporate complaints fully responded in required time	Aim to Maximise	100	58.3	100	83.33	100	90			
Number of missed waste collections	Aim to Minimise	N/A	199	254	349	170	243			
Residual household waste per household (kg)	Aim to Minimise	148	141	145	146	TBC	N/A			N/A
% Household waste recycled	Aim to Maximise	49.02	49.88	39.92	38.2	TBC	N/A			N/A
% Active members participating in one or more sessions a week	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	-		N/A	
% Conversions to full membership from participants in health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	-		N/A	
% Participants completing health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	-		N/A	
Memberships at combined leisure centres	Aim to Maximise	N/A	2,441	N/A	N/A	N/A	-		N/A	
Average days to re-let standard void types	Aim to Minimise	N/A	N/A	N/A	33.26	23.53	26			
Average days to re-let major void types	Aims to Minimise	N/A	N/A	N/A	52.11	43.75	45			

APPENDIX C (Appendix B of Executive Report)

Context indicators

Q1 2020/21

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	89,100	90,600	n/a
% of the district population of working age (16-64)	annual	61.4	61.1	below average
% of the district population aged 65+	annual	19.9	20.1	above average
% working age population in employment	quarterly	78.2	78.2	above average
% working age population claiming Job Seekers Allowance	quarterly	0.6	0.8	below average
% working age population qualified to Level 4+ (annual measure)	annual	34.7	30.4	below average
% working age population with no qualifications (annual measure)	annual	6.9	#	n/a
Total Gross Value Added (£)	annual	1,930m	2,110m	n/a
Business births	annual	480	580	n/a
% business survival rate (2-year)	annual	77.8	74	above average
Median Gross Weekly Pay for Full-Time Workers £ (Workplace-based)	annual	589.9	588.8	above average
Unemployment Rate - % of 16-64 working age population	quarterly	2.7	2.7	below average
% adults defined as overweight or obese (annual measure)	annual	63.5	69.6	above average
% children defined as overweight or obese (at year 6) (annual measure) (reported in Q4)	annual	31.96	33.59	above average



Report Reference Number: S/21/7

To: Scrutiny Committee
Date: 30 September 2021
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

Title: Financial Results and Budget Exceptions Report Q1 – 2021-22

Summary:

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which sets out Financial Results and Budget Exceptions Reports for Quarter 1.

The Quarter 1 report was considered was considered by the Executive at its meeting on 9 September 2021.

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 report considered by the Executive on 9 September 2021 attached as appendices to this report.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 9 September 2021 attached as appendices to this report.

3. Alternative Options Considered

None.

4. Implications

4.1 Legal Implications

Please see section 4 of the report considered by the Executive on 9 September 2021 attached as appendices to this report.

4.2 Financial Implications

Please see section 4 of the report considered by the Executive on 9 September 2021 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 from 9 September 2021

Appendix B - Appendices A - D of the Executive Report from 9 September 2021

Contact Officer:

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Democratic Services Officer
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Report Reference Number: E/21/19

To: Executive
Date: 9 September 2021
Status: Key Decision
Ward(s) Affected: All
Author: Peter Williams, Head of Finance
Lead Executive Member: Cllr C Lunn, Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 30th June 2021

Summary:

Whilst the majority of financial impacts of Covid-19 were in 2020/21, it continues to have an impact on this financial year. We continue to report monthly to MHCLG the estimated impacts of this on our income streams and cost base, affecting both the General Fund and the HRA.

At the end of Q1, current estimated full year revenue outturn estimates indicate surpluses of (£60k) for the GF and (£155k) for the HRA. The key variances are highlighted in the report with further detail in Appendix A. Recommendations are included in the report to approve virements for £223k from the additional resource contingency to planning to support the team to operate at full capacity and reduce the backlog of applications and £130k to help support additional resources required to address the exceptional pressure from gypsy and traveller applications and enforcement.

A number of savings were put back to 2024/25 as part of the recent Medium Term Financial Strategy paper. General Fund planned savings are currently forecast to deliver at (£184k), details can be found in Appendix B. The £195k saving in the Housing Revenue Account for the housing system however will not be achieved this year as it is predicated on the implementation of phase 2 of the housing system which will not happen until later in the year.

The capital programme is currently underspent by (£1,422k) at the end of quarter 1. Of this, (£363k) is forecast to be underspent at the year end, which is all in the General Fund. The majority relates to disabled facilities. Headlines can be found in the report below with a more detailed analysis in Appendix C.

Programme for Growth projects spend was £412k in quarter 1, £239k of which was staffing costs with the majority of the remainder on visitor economy, transforming

cities fund and towns masterplanning. Project by project progress is shown in Appendix D.

The MHCLG return submitted for June indicates an overall estimated gross impact on Council finances of £2,730k across both the General Fund and HRA when compared to pandemic budget levels.

Recommendations:

Recommendations:

It is recommended that:

- i) The Executive endorse the actions of officers and note the contents of the report;
- ii) The Executive approve re-profiled capital programmes and Programme for Growth as set out at Appendices C and D.
- iii) The Executive approve the virement of £222.658k from the additional resource contingency of £500k to help with the planning backlog and to deal with new major renewable energy applications and Nationally Significant Infrastructure Projects as outlined in section 3 and point 3.7.
- iv) The Executive approve the virement of £130k from the additional resource contingency of £500k to help with exceptional pressures associated with gypsy and traveller applications and enforcement appeals as outlined in section 3 and point 3.8.

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 budgets and capital programmes were approved by Council on 18 February 2021, this report and associated appendices present the financial performance as at 30 June 2021 and a full year forecast against these budgets.
- 1.2 In the first quarter of this financial year, the country has continued under some levels of Covid-19 restrictions. Many staff have continued to work from home and some resources continue to be diverted towards the Council's response.
- 1.3 The Council continues to administer emergency grants for businesses and test and trace payments in 2021/22 and this is expected to continue for some months to come.
- 1.4 The estimated financial impacts for the year as a result of Covid-19 have been recorded in monthly returns to the Ministry for Housing, Communities and

Local Government (MHCLG). This equates to £2.7m of additional pressures on income and costs when compared to pre-pandemic budget levels.

2. Main Report

General Fund Revenue

2.1 Latest forecasts show an expected full year surplus of (£60k).

2.2 The table below shows the summary position at the end of June 2021.

General Fund Account Q1 2021/22	Revised Budget	Latest Approved Budget	Forecast	Forecast Variance
Corporate Services & Commissioning	7,171	7,171	7,197	26
Economic Regeneration & Place	5,822	5,822	5,824	2
Corporate / Finance	(598)	(598)	(912)	(314)
Legal, Democratic, Licensing, Electoral & Land Charges	1,060	1,060	1,095	35
Contingency	1,232	1,232	1,424	192
Net Service Expenditure	14,687	14,687	14,628	(60)
	0			
Contribution to / from reserves	2,798	2,798	2,798	0
Other Accounting Adjustments	147	147	147	0
Council Tax	(5,875)	(5,875)	(5,875)	0
Business Rates & Associated Grants	(2,402)	(2,402)	(2,402)	0
Collection fund Deficit / (Surplus)Share	(9,322)	(9,322)	(9,322)	0
Shortfall / (Surplus)	34	34	(25)	(60)
Budget Savings Left to Deliver	(34)	(34)	(34)	0
Net Revenue Budget	0	0	(60)	(60)

2.3 The main forecasted variances against the General Fund are:

- The return on property funds has improved since the budget was set. It was anticipated the return would be halved to £100k as a consequence of covid-19, but the first quarter figures indicate an outturn of £160k for the year although given economic uncertainty, this should be viewed with caution.
- Additional new burdens grants that were not known about at the time the budget was set total (£192k) are offset by increase in the contingency budget as the money is expected to be spent in year.
- Car parking income is expected to fall £55k short of target, with ongoing restrictions resulting in reduced footfall in the town centre and fewer people commuting to workplaces. Similarly, lifeline income is also expected to fall short of target with little growth in the customer base, a £56k shortfall in income is expected.

- The commercial waste service has seen an increase in contract income which is expected to be (£39k) higher than budget this year this is due to a combination of fee increases, customer retention and gain. At the same time there is anticipated a reduction in disposal costs based on latest costs which is expected to result in a (£21k) saving, so a (£60k) increase in the profitability of the service.
- Salaries are expected to be over budget by £105k due to a low number of vacancies in the services and some vacant posts being filled by ongoing agency appointments.
- Savings of (£31k) on the streetscene recycling gate fees from increased volumes offset by commodity payments which are estimated based on costs to date driven by an increase in the material price for paper and card sales, plus an additional (£17k) of other waste service income, based on quarter 1 figures.
- There is a £47k saving on the drainage board levies due to the difference in inflation on the fees compared to what was assumed in the budget.

Housing Revenue Account (HRA)

2.4 Latest forecasts show a (£155k) surplus which will result in an increase in the transfer to the major repairs reserve from £3,239k to £3,394k.

2.5 The table below shows the summary position at the end of June 2020. Full details of forecast variances against budget are set out at Appendix A.

Housing Revenue Account – Q1 2021/22	Budget £000's	Forecast £000's	Variance £000's
Net Revenue Budget	8,713	8,412	(301)
Dwelling Rents	(12,302)	(12,156)	146
Net (Surplus) / Deficit transferred to Major Repairs Reserve	(3,589)	(3,744)	(155)

2.6 The main forecasted variances against the HRA surplus are:

- (£499k) saving on interest and borrowing charges following reduced requirements this year based on current anticipated progress in the housing development programme.
- The £195k saving which would be generated from the implementation of the housing system will not be achieved in year due to delays in implementation of phase 2 plus continuing requirement of resources as a result of covid-19.
- Lower rent collection based on trends at the end of Q1 which indicate a £146k shortfall over the year.

Planned savings

- 2.7 Many of the savings were pushed back to 2024/25 as part of the latest Medium Term Financial Strategy. Three savings remain in the General Fund totalling £184k and all are currently expected to be achieved.
- 2.8 The HRA has a budgeted savings target for 2021/22 of (£195k) which relates to efficiency savings following implementation of new Housing and Asset Management System. The second phase of the implementation is due to go live later in 2021/22 but delays and continuing covid priorities means that savings are unlikely to be realised in the current financial year and have been forecast out.

Details of all planned savings can be found in Appendix B.

Capital Programme

Capital Programme 2020/21	Actual Year to Date £k	Budget Year to Date £k	Year To Date Variance £k	Full Year Budget £k	Full Year Forecast £k	Full Year Variance £k
GF	50	480	-430	2,781	2,418	-363
HRA	1,100	2,092	-992	11,232	11,232	0
Total	1,150	2,572	-1,422	14,013	13,650	-363

- 2.9 The capital programme shows a forecast underspend of (£363k) which is all in the general fund.
- 2.10 In the General Fund the variance of (£363k) is made up of:
- Disabled facilities grants – there was a substantial carry forward from 2020/21 plus a considerable grant for 2021/22. Covid-19 has had an impact on the ability to carry out works in quarter 1, so it is expected that £353k of the £813k budget will be spent in 2022/23.
 - A small saving on the purchase of the additional vehicle for the waste collection fleet.
- 2.11 The HRA currently has an underspend at the end of the first quarter of £1.0m, but it is expected at this stage that this will catch up by the end of the year.

Programme for Growth (PfG)

Programme For Growth 2021/22	Actual Year to Date £k	Full Year Budget £k	Full Year Forecast £k	Full Year Variance £k
Total	412	8,799	7,934	865

- 2.12 Following approval of additional projects, the total programme for growth for delivery from 2021/22 onwards is £23,824k. £412k of this was spent in the first quarter of which £239k was spent on salaries.
- 2.13 New projects approved in the recent Medium Term Financial Strategy include £2m investment into the community legacy fund, increase in funds for the

transforming cities fund project and budgets to support projects at Sherburn, Tadcaster and Burn.

2.14 Project by project detail can be found in appendix D.

3. Approval of Additional Funding for Planning

3.1 The Planning Service is facing very high number of applications (circa 40% up on last year) but is making progress in tackling the backlog of applications created by this increased demand and the impacts Covid had on the service. Full staffing capacity is needed to maintain this progress.

3.2 There are currently several vacant posts that despite best efforts it has not been possible to fill. These posts are currently occupied by agency staff generating costs over and above the established budgets. In addition, both Development Management and Enforcement are facing considerable backlogs. Workloads would need to be reduced by around 30 – 35% to bring in line with staffing levels. This backlog is a product of the impacts of Covid, vacancies and increased application numbers.

3.3 Over and above the backlog and increased application numbers there are some more recent additional pressures relating to:

- a number of key Nationally Significant Infrastructure Projects (NSIP's) and Development Consent Orders (DCOs) e.g. the Drax Bio Economy Carbon Capture & storage Project and the National Grid related pipeline project;
- the need to progress the Reserved Matters application for Kellingley Colliery by early 2022 to secure a major inward investment into the site;
- the significant increase in Gypsy & Traveller applications and related enforcement and legal work.

3.4 These additional pressures are one-off fixed-term work pressures that the existing structure was not designed to accommodate and will be difficult to resource. It is also worth noting that excluded from this list are several significant major developments that are being dealt with within the existing service capacity e.g. Eggborough Power station redevelopment; Staynor Hall; Sherburn 2; Gascoigne Wood Rail Freight Interchange; Crosshills urban extension.

3.5 There are four key requests:

To continue to deliver the service at the existing structure level and address the planning and enforcement backlogs

- Additional costs generated by employing agency staff and to provide additional resource to help continue tackling the backlog. Since the middle of May the Planning Service has been fully staffed for the first time in 18 months through permanent employees and use of some agency staff. The actual backlog is in the order of 250

cases. Since the beginning of May the planning backlog has been reduced by approximately 5-7 applications per week reducing the backlog by over 60 applications. This is a step in the right direction and a significant achievement given that the number of applications compared to last year is up approximately 40%. The Enforcement backlog has reduced by nearly 50 cases over the same period a real achievement given the number of complex and time-consuming new cases the service is dealing with. Recently there has been some lost capacity with a senior planning officer leaving and agency contracts would end in September leading to a significant loss of capacity which will seriously impede our ability to sustain the progress in reducing the backlog. Therefore the service is asking for the agency contracts to be extended until December and the additional Enforcement post to be funded until March 2022. Progress will be kept under review and be reported at Q2. Previous funding was provided for the Planning Service in September 2020 to tackle the backlog. This funding provided some additional resource in enforcement that has helped tackle this issue, but in Development Management was used to largely support the costs of agency staff that were filling posts on the structure. The funding would cover the following additional costs:

	£
Extension of agency contracts until end of December 2021	128,368
Extension of enforcement post to end of March 2022	33,790
Flexible pot for additional hours across all agency posts	20,000
Total Additional Costs	182,158

- **Kellingley Colliery reserved matter application**
 - To progress the planning application to the timescales needed to unlock this major development opportunity (by January 2022);
 - will require additional resource from agency;
 - the estimated cost of this proposal is between £32k - £39k (based on 3 days for 5 months).
 - To be recharged to Harworth Estates and it is recommended that both income and expenditure budgets be adjusted accordingly.

- **Nationally Significant Infrastructure Projects (NSIPs), Development Consent Orders (DCOs) and other renewable energy related applications - to deal with the additional workload required to progress these**
 - Will require an additional 1 FTE resource at Senior Planning Officer level;
 - nearly £300k in fees for just two of these applications has been received recently;
 - the cost of a senior post for 12 months is £40.5 k including on costs.

- 3.6 Financial Procedure Rules do not permit virement of income. Whilst there has been an upturn in planning application fees in recent weeks, the quarter 1 forecast shows that planning income is on target to be on budget for 2021/22 although is still below the original base budget for the service prior to the Covid related reduction approved as part of the revenue budget. However, indications at this early stage of the year do suggest that the budget is likely to be exceeded if potential large applications are submitted as anticipated later in the year. The volatile nature of planning income means that it would not be prudent to commit potential income over budget at this stage in the year – a slow-down in other applications could see income levels fall over the remainder of the year but ultimately should planning fee income exceed budget, the contingency would be repaid. The position will be monitored through future quarterly finance reports.
- 3.7 The approved revenue budget recognised the resource pressures being experienced by key services and provision was made to enable in year support should this be needed. Funding is therefore available within Corporate Contingency to cover these additional costs and, with the exception of the rechargeable costs of up to £39k to Harworth Estates, **a drawdown of £222,658k is requested.**
- 3.8 In addition further support is required to deal with exceptional pressures associated with gypsy and traveller (G&T) applications and enforcement appeals. This will require a dedicated specialist G&T planning resource which would be sourced through a specialist consultancy. The estimated cost of this bespoke work is £50k plus a further £80k estimated legal support costs for the two major public inquiries taking place in early 2022. The two public Inquiries for Hillam and A63/Lumby could last over 10 days requiring external legal support including Counsel. Any separate court actions would incur additional costs above this and an assessment of further costs would be undertaken should this be necessary. **£130k is recommended for drawdown from Contingency to cover the initial estimated costs.**
- 3.9 £500k is included in the approved revenue budget for additional resource pressures which is sufficient to cover the recommend drawdowns at paragraphs 3.7 and 3.8. Should planning income ultimately exceed budget then the drawdown will be repaid in part or full as appropriate.

4. Alternative Options Considered

- 4.1 Not applicable.

5. Implications

5.1 Legal Implications

- 5.1.1 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

There are no financial implications beyond those highlighted in the report.

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 Plan, achieving value for money and ensuring financial sustainability.

5.5 Resource Implications

The pandemic has put considerable pressure on the Council to deliver all of its priorities from the Council plan in addition to the new requirements as a result of covid-19. An additional £500k has been put into the 2021/22 budget to cater for additional staffing requirements to deal with backlogs of work as a result of the pandemic.

5.6 Other Implications

None.

5.7 Equalities Impact Assessment

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

6. Conclusion

6.1 The general fund at the end of quarter 1 is forecasting a (£60k) surplus for the year whilst the housing revenue account is forecasting a (£155k) surplus.

6.2 The council is still suffering considerable losses in 2021/22 against pre-pandemic budgets.

6.3 There continues to be increased pressure on resources and capacity to deliver the Council's priorities with covid-19 and local government reorganisation both likely to require considerable resource throughout the financial year.

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.

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GF Management Accounts 2021-22
Results as at 30th June
 General Fund

	Previous Year Actuals	Original Budget	Latest Approved Budget	Year to Date		Annual Total	Variances		Comment
	Actual	Budget	Budget	Actual	Budget	Forecast	Year to date Actual	Full Year Forecast	
	£k	£k	£k	£k	£k	£k	£k	£k	
Income									
Investment Income	-646	-300	-300	-13	-75	-360	62	-60	Property fund revenue return performance higher than estimated when the budget was set. Return expected to be approximately £160k v a budget of £100k.
Recharges	-11,293	-11,375	-11,443			-11,443			
Customer & Client Receipts	-4,364	-4,828	-5,398	-1,063	-994	-5,363	-69	35	The impact of Covid 19 on services has led to a stagnant customer base on the lifeline service £56k and £55k on Car Parks, footfall has not increased leading to low usage, as restrictions ease this position may improve. Offsetting this is Commercial Waste is forecasting an improved position of (£39k), this is due to maintaining and increasing the customer base through the pandemic. Other waste service income is expected to exceed income by (£17k).
Government Grants	-10,772	-11,502	-11,631	-2,411	-2,367	-11,642	-44	-11	Housing Benefit resource management grant (£18k) received offset by reduced Admin Subsidy £7k
Other Government Grant	-2,686	-1,823	-1,823	-737	-456	-2,015	-282	-192	
Other Grants/Contributions Etc	-30,615	-965	-1,121	-677	-640	-1,158	-37	-37	Additional New Burdens funding received for Local Elections & Domestic Abuse Support
Budget Savings Required		-34	-34			-34			
Total Service Income	-60,376	-30,828	-31,751	-4,901	-4,531	-32,015	-370	-264	
Expenditure									
Employees	8,423	8,456	9,098	2,199	2,408	9,204	-209	105	£68k of Vacancy factor has been identified to date leaving £290k still to be achieved (£358k Target). Forecast indicates a £105k overspend against salaries at this stage. This position is expected to change as as the year goes on as more payroll data is available
Premises	815	815	949	387	398	960	-11	11	£16k shortfall anticipated on NNDR, the majority relates to William Jaques House which forms part of the TCF project, this partly offset by small repair and utility savings at the Contact Centre premises.
Supplies And Services	37,454	8,366	12,545	1,640	1,736	12,491	-96	-54	A net saving is currently forecasted (£31k) for the recycling service on gate fees and commodity payments, this is quite volatile and is influenced by volume of waste and prices of recyclable materials, (£10k) is forecasted in Business Support for office running costs and (£21k) on Trade Waste Disposal based on actual payments to date. There is a forecasted shortfall on B&B provision of £14k for homeless services, this is still impacted by the pandemic.
Transport	114	145	145	26	36	143	-10	-2	Various car allowance savings across services as a result of reduced travelling due to Covid-19 restrictions.
Benefit Payments	10,268	11,610	11,610	2,358	2,347	11,610	11		
Support Services	8,201	8,085	8,085			8,085			
Third Party Payments		-23	881			881			
Drainage Board Levy	1,739	1,814	1,807	880	904	1,760	-24	-47	Inflation increases anticipated when setting the budget were higher than actual levies.
External Interest Payable	77	75	75			75			
Contingency		2,400	1,208			1,400		192	
Total Service Expenditure	67,090	41,745	46,404	7,490	7,829	46,609	-338	205	
Accounting - Non Service budgets									
Total Accounting & Non Service Budgets	-6,714	-10,917	-14,653	1,051	1,051	-14,653			
Net Total				3,640	4,349	-60	-708	-60	

HRA Management Accounts 2021-22
Results as at 30th June
HRA

	Previous Year	Latest	Year to Date		Annual Total	Variances		Comment
	Actuals	Approved	Actual	Budget	Forecast	Year to date	Full Year	
	£k	Budget				Actual	Forecast	
		£k	£k	£k	£k	£k	£k	
Income								
Investment Income	-101	-38			-38			
Garage Rents	-102	-107	-17	-27	-107	10		
Housing Rents	-12,010	-12,302	-2,279	-3,076	-12,156	796	146	Early forecasts suggest a shortfall in rents against budget. This follows the ongoing impact of Covid-19 on households.
Customer & Client Receipts	-501	-150	-31	-28	-154	-3	-4	Small increase in Ousegate Hostel Rent due to occupancy levels and recharges to former tenants.
Recharges		-18		-5	-10	5	8	Internal rechargable works on corporate buildings have not been taking place due to Covid-19 restrictions, therefore no charges raised to date.
Total Service Income	-12,714	-12,616	-2,327	-3,135	-12,466	807	150	
Expenditure								
Employees	69	123	17	31	121	-14	-1	Potential for small savings on Cleaning Staff and Housing Enforcement officer.
Premises	825	730	187	183	731	5		
Supplies And Services	1,189	1,293	260	279	1,293	-19		
Support Services	2,742	2,788			2,983		195	Delays in implementation of the housing system phase 2 combined with resources still being required to deal with the pandemic mean that the saving of £195k will not be achieved this year.
Transport	189	147	53	54	147	-1		
Debt Management Expenses	40	6			6			
External Interest Payable	1,915	2,065			1,870		-195	Only small amount of borrowing anticipated to support the HDP Capital Programme in 21/22, therefore savings anticipated.
Contingencies		75			75			
Provision for Bad Debts	35	271			271			
Total Service Expenditure	7,004	7,497	518	546	7,496	-28	-1	
Accounting & non service budgets								
Total Accounting & Non Service Budgets	5,710	5,119			4,815		-304	Only a small amount of borrowing anticipated for the HDP Capital programme in 2021/22.
Net Total			-1,809	-2,589	-155	779	-155	

Appendix B : Planned Savings

Strategic Category	Lead	General Fund - Potential Saving	Budget Risk	2021/22 Planned Savings Budget £000's	2021/22 Planned Savings Forecast	2021/22 Planned Savings Variance	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	Commentary
Growing resources	Suzan Harrington	Asset rationalisation	Medium	0	0	0	0	100	This saving relates to the lease for the Contact Centre at Market Cross Selby. The saving will be realised when the lease expires and has therefore been reprofiled to 2023/24.
Growing resources	Dave Caulfield	Business Rates Growth	High	0	0	0	100	200	The Council's Economic Development Strategy will proactively foster new inward investment and indigenous business growth. This 'saving' is however high risk due to uncertainties regarding the BRR system reset. This cautious target assumes that the reset brings the Council out of its current safety net position and enables modest year on year growth to be realised. Delays to business rates retention system reset mean that this target is delayed a further year and proposed targets have been reprofiled accordingly.
Total Growing Resources			0	0	0	0	100	300	
Transforming	Suzan Harrington / Stuart Robinson	Process improvements /on-line transactions	High	0	0	0	0	162	The Channel shift project is currently being delivered and savings from this are starting to be recognised. Further programmes to role out digitalisation are delayed due to covid-19, and any potential benefits from this may not be made in the short term due to additional workload pressures as a result of the pandemic across the Council. Saving reprofiled to 2023/24.
Transforming	Suzan Harrington	Introduce CT Penalty Scheme - NEW	Medium	5	5	0	5	5	Council Tax Penalty Scheme was not being enforced due to covid-19 but has now been reintroduced.
Transforming	Dave Caulfield	Planning service review	Low	11	11	0	11	11	The planning service review has concluded with an annual recurring saving of £11k
Total Transforming				16	16	0	16	178	
Commissioning	Suzan Harrington	Contract renegotiations	Low	168	168	0	168	168	Savings from contract negotiations
Total Collaboration & Commissioning			0	168	168	0	168	168	
Total				184	184	-	284	646	

Low Risk		11	11	0	11	11
Medium Risk		173	173	0	173	273
High Risk		0	0	0	100	362
Total		184	184	0	284	646

Strategic Category	Lead	HRA - Potential Saving	Risk	2021/22 Planned Savings Budget £000's	2021/22 Planned Savings Forecast £000's	2021/22 Planned Savings Variance £000's	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	Update/Comments
Transforming	Suzan Harrington	Process improvements /on-line transactions	Medium	195	0	195	195	195	The new housing/asset management system is in the process of being implemented and phase 2 will be implemented in 2021/22 but a combination of resource pressures and the time it will take to implement phase 2 and adapt to the new system make the saving unlikely this year. This will be kept under review following implementation.
Total			-	195	-	195	195	195	

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021

General Fund	Original Budget Incl C/F	Revised Budget	Year to date Revised Budget	Year to date Actual	YTD Variance	Forecast	Carry Forward	Year End Variance	Comments	Approved Programme & Carry Forward Proposal		
										Forecast 22/23	Forecast 23/24	Forecast 24/25
Transforming Customer Services	106,575	106,575	0	0	0	106,575	0	0	Covid-19 and other delays have prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be progressed with work being completed at the end of September 2021 with the contact centre operating from the Civic as soon as possible Covid allowing. The project is expected to be on budget. In addition the Call centre on the first floor of the extension is now operational working within Covid guidelines			
Website Development	10,000	10,000	2,500	0	-2,500	10,000	0	0	This project is to enhance the platform to allow for future development of the website. Discussions with NYCC will commence in Q2 2021/22 to discuss the scope of the project.			
GIS System	31,380	31,380	7,845	0	-7,845	31,380	0	0	This project forms part of the Contact Centre re-opening project. This capital budget will fund the software requirements as required (Appointment System)			
Benefits & Taxation System upgrade	21,380	21,380	5,345	0	-5,345	21,380	0	0	This budget is linked to software upgrades supporting Channel Shift as part of the Digital Strategy	15,000	15,000	15,000
IDOX Planning System	15,000	15,000	3,750	1,000	-2,750	15,000	0	0	To support the IDOX suite of software applications for upgrades and patches as part of the IDOX Roadmap. This ensured that we remained PSN compliant throughout 2021/22	15,000	15,000	15,000
ICT - Servers	30,000	30,000	7,500	0	-7,500	30,000	0	0	Capital to be used to support the Server upgrades in-line with software compatibility.			
ICT - Software	4,694	4,694	1,174	0	-1,174	4,694	0	0	Budget committed to the Digital Workforce Project and the implementation of Microsoft 365 Tools - training has now been completed and invoice is expected July.			
Adobe Licence Replacement	15,000	15,000	3,750	0	-3,750	15,000	0	0	Licences replacement programme due 2021/22.			
Finance System Replacement	0	0	0	0	0	0	0	0	Replacement for the finance system has been reforecast into 2022/23.	150,000		
Committee Management System	3,000	3,000	750	0	-750	3,000	0	0	ModernGov software upgrade expected in 2021/22 as part of legislative changes			
Upgrade to Assure from M3	8,500	8,500	2,125	0	-2,125	8,500	0	0	This budget is to migrate from M3 to Assure software as part of the Digital Transformation programme. The Assure migration is expected to Go Live in Q3 2021/22			
Cash receipting System	32,500	32,500	8,125	0	-8,125	32,500	0	0	Income Management Software replacement project. The budget for this project will be used for the capital purchase of the system, training and consultancy on the new software due to GO LIVE in Q3 2021/22.			
Northgate Revs & Bens	3,600	3,600	900	0	-900	3,600	0	0	Budget required for system upgrades following legislative changes in relation to e-billing in line with the Digital Strategy			

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021

General Fund	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 22/23	Forecast 23/24	Forecast 24/25
Asset Management Plan - Leisure & Parks	47,891	47,891	11,973	0	-11,973	47,891	0	0	IHL are currently gathering quotes for the planned maintenance work for this year and inspections are taking place to identify works that will be required during 2022/23 so these costs can be fed into budget setting later this year.	9,005	17,746	
Committee Room Microphone system	65,000	65,000	16,250	0	-16,250	65,000	0	0	Specification is written and tenders have been invited for the Committee Room microphone system. Consideration is being given to alternative options such as renting equipment following LGR, in all likelihood this equipment will still be required at the Civic Centre irrespective of the LGR outcome.			
Car Park Ticket Machines	22,473	22,473	5,618	1,147	-4,471	22,473	0	0	Implementation of the revised car park tariffs was delayed whilst technical issues relating to acceptance of card transactions was resolved. Implementation of the revised car park tariffs and associated machine upgrades is now completed and operational.			
Industrial Units Maintenance	25,000	25,000	6,250	0	-6,250	25,000	0	0	An initial report detailing the 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. Improvements to the industrial units are subject to the outcome of a report to Executive in respect of the future direction. We are awaiting information regarding demand from colleagues in ED to inform the recommendations of the report. Progress has been delayed in respect of provision of demand information due significant resource pressures resulting from further Covid19 restrictions and additional support requirements for local businesses. The forecast has been revised to £25k 21/22 for unforeseen costs with the balance in 22/23.	229,400		
Industrial Units Investment	0	357,553	0	0	0	357,553	0	0	New Bid approved at Council on 22 July 2021. Major updating of industrial units including energy efficiency, panel erosion and refurbishments.	282,610	300,669	
Car Park Improvement Programme	520,168	520,168	130,042	0	-130,042	520,168	0	0	Work to progress improvement to Back Micklegate and Micklegate car parks was delayed in order to maximise funding options through external funding bids such as the Heritage Action Zone funding; however delays have also been encountered due to discussions with Landowners. Plans to focus delivery on Portholme Crescent whilst these issues are addressed have been scaled back to enable the space to be utilised as a walk-in testing centre for Covid-19. Work to install the first of Electrical Vehicle Charging Points (EVCP) is now complete, with points in South Parade and Back Micklegate car parks operational. As we start to move towards pre-Covid norms we are now starting to revisit delivery of the car park improvement programme and are working closely with colleagues in the Economic Development and Regeneration team to maximise funding available for improvements at Britannia car park, Tadcaster.			
ICT - Channel Shift 2 Website & Intranet	16,720	16,720	4,180	0	-4,180	16,720	0	0	Citizens Access Portal (Revenues) is anticipated to go Live in Q2 2021/22 with Citizens Access Portal (Benefits) in Q3 2021/22. The remaining budget will be used for e-forms development through 2021/22			
ICT - Channel Shift 3 Website & Intranet	18,000	18,000	4,500	0	-4,500	18,000	0	0	Channel shift Phase 3 - Housing management CX Portal project which has been delayed will commence throughout 2021/22 once Channel Shift 2 has been completed and the Civica CX Phase 2 project has commenced. This project is linked to the Income Management System replacement project.			
ICT - Disaster Recovery Improvements - Software / Hardware	17,790	17,790	4,448	0	-4,448	17,790	0	0	This budget is for improvements aligned to Microsoft requirements & Disaster Recovery Improvements in 2021/22. A number of Oracle server upgrades will be required throughout the year to ensure that they remain compatible following software upgrades.			
ICT - End User Devices - Software / Hardware	54,760	54,760	13,690	0	-13,690	54,760	0	0	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy. £43k has been raised as an order waiting for devices to be delivered for Clirs and new starters and central stock this summer. The remaining will be required for high spend items such as monitors especially with any breakages and return to workplace requirements to support a soft hybrid environment - jabras/ cameras etc.	49,500	49,500	49,500

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021

General Fund	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 22/23	Forecast 23/24	Forecast 24/25
ICT - Digital Workforce - Telephones - Mobile Working	11,770	11,770	2,943	0	-2,943	11,770	0	0	Budget is for replacement Mobile hardware in relation to the digital workforce strand of the digital strategy. c.25 trades tablets are being purchased in Q2 and for rollout this year as current tablets are nearing end life.	9,500	9,500	9,500
South Milford Retaining Wall	15,000	15,000	3,750	0	-3,750	15,000	0	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. The budget has been carried forward into 21/22 pending approval for the works to be carried out.			
Waste Collection Fleet	200,000	200,000	0	0	0	190,570	0	-9,430	An order has ben raised for the additional 26 tonne RCV. Delivery is expected around August this year. The balance of this budget will not be required.			
Council Play Area Maintenance	197,730	197,730	0	0	0	197,730	0	0	A contract has been awarded for the works at Grange Road, Tadcaster. Works are planned to commence early August and should be completed within 4 weeks. Consultation on the designs for Charles Street, Selby will be completed before the end of July. We have signed up to a framework agreement for the procurement of the remaining four play areas over the next two years.	100,000		
Replacement of Vehicle Fleet	3,510	3,510	878	0	-878	3,510	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.			
Purchase of Land	937,500	0	0	0	0	0	0	0	This budget has been removed as part of the MTFS approval			
New Build Projects (Loans to SDHT)	2,800,000	0	0	0	0	0	0	0	This budget has been removed as part of the MTFS approval			
Private Sector - Home Improvement Loans	27,720	27,720	6,930	6,833	-97	27,720	0	0	RAS Loans remain an important tool in providing support for emergency repairs in homes owned by vulnerable people. We completed 3 RAS loans in the first quarter of 2021/22, 2 for new heating and hot water systems and 1 for a new bathroom. Historically, RAS loans are repaid to the council upon sale of the property allowing them to be recycled into new loans. This allows more vulnerable households to receive the help they need. We have already received 1 repaid loan in 2021/22. In the whole of 2020/21 we received 3 repaid loans.			
Empty Property Grants	84,886	84,886	21,222	9,000	-12,222	84,886	0	0	Empty Homes Grants remain popular and are an excellent way of sourcing private rented accommodation for vulnerable households at risk of homelessness. We have completed 1 Empty Homes Grants in the first quarter of 2021/22, which provided a three bedroom house to a homeless family. A further 3 grants are currently progressing ensuring that our private rented portfolio for homeless households continues to grow.	80,000		
Disabled Facilities Grants (DFG)	813,357	813,357	203,339	31,776	-171,563	460,000	353,357	-353,357	Covid-19 is still impacting on the supply chain for contractors and increasing costs causing some delay in completing adaptations. Due to the substantial budget £817k (DFG grant £503k- £314 carry forward) an additional Technical Officer has been temporary recruited 2 days a week for up to six months. At this early stage it is difficult to forecast an accurate outturn but the aim is for at least a 75 completions in 21/22 compared with 50 last year. The balance is forecasted to be spent in 2022/23 subject to review throughout this financial year.	755,717	402,360	
Total General Fund	6,160,904	2,780,957	479,775	49,756	-430,019	2,418,170	353,357	-362,787		1,695,732	809,775	89,000

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021

Housing Revenue Account	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Approved Programme & Carry Forward Proposal		
										Forecast 22/23	Forecast 23/24	Forecast 24/25
Housing & Asset Management System	103,660	103,660	0	0	0	103,660	0	0	The remaining capital balance is expected to be paid following the Phase 2 project completion in 2021/22.			
St Wilfrid's Court	93,733	93,733	0	0	0	93,733	0	0	The programme scoping meeting identified requirement for significantly more investment than is available in the current budget. 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. Government changes to the roadmap for easing restrictions has meant works to finalise the scoping works and subsequent issue of tenders has not been able to progress as planned. It is now anticipated tenders will be issued in Q3.			
Environmental Improvement Plan	108,152	108,152	27,038	0	-27,038	108,152	0	0	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 due to Covid-19.			
Housing Development Project	1,701,273	1,701,273	0	0	0	1,701,273	0	0	Programme for the development of HRA properties on phase 2 small sites. Starts on these sites has been delayed due to Covid and is anticipated in 2021/22. Work including, feasibility studies, asbestos surveys and garage clearance has been completed. Planning permission for development of three schemes has now been secured and is anticipated to be issued for tender in Q2 2021/22 with a view to build commencement in Q3 2021/22. The forecast has been adjusted to reflect the build over 2 financial years.	1,700,000		
Housing Acquisition and Development	0	299,000	0	0	0	299,000	0	0	New Bid approved at Council on 22 July 2021. To extend the New Build/Acquisitions programme to maximise spend of s106 affordable housing commuted sums. Spend subject to 'self-financing business case'	5,691,000		
Community Centre Refurbishment	64,377	64,377	0	0	0	64,377	0	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 required. Progress on delivery of the programme remains paused whilst we address other priority works which have been generated as a result of the various service suspensions resulting from Covid-19.			
Empty Homes Programme - Improvements to Property	200,000	600,000	0	971	971	600,000	0	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. We purchased 7 properties in 2019/2020, the work to improve these properties to a lettable position was delayed due to the pandemic but now works are complete and these are now let. 3 further properties are expected to be purchased in 21/22 which will complete the programme.	0	0	0

Appendix C : 2020/21 Selby District Council Capital Programme - To 30 June 2021

Housing Revenue Account	Original Budget Incl C/F	Revised Budget	Year to date Budget	Year to date Actual	Year to date Variance	Forecast	Carry Forward	Forecast Variance	Comments	Forecast 22/23	Forecast 23/24	Forecast 24/25
Energy Efficient Programme	856,084	856,084	214,021	108,055	-105,966	856,084	0	0	The multiple lockdowns experienced during the past year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. Approximately 300 properties have been identified for survey and potential upgrade in 2021/22; which picks up properties which we were unable to complete in 2020/21 due to Covid19, material shortages etc., as well as additional ones due this year. Material availability and cost increases pose a significant risk to delivery of the programme which we will continue to monitor closely.	510,225	520,430	
Health and Safety Improvement Programme	1,010,552	1,010,552	252,638	120,504	-132,134	1,010,552	0	0	The multiple lockdowns experienced during the past year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. A programme of 585 properties requiring electrical tests have been issued to our contractor partner, which is likely to generate significant remedial works for completion. This year's programme picks up properties omitted from last year due to customer access refusal resulting from Covid19, self-isolation, shielding etc., as well as additional properties falling due this year. Material and resource availability, coupled with increasing costs remain significant risks to delivery of the programme which we will continue to monitor closely.	554,675	565,770	
Property Refurbishment Programme	5,013,864	5,013,864	1,253,466	718,952	-534,514	5,013,864	0	0	The multiple lockdowns experienced during the past year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. A programme of 411 properties have been issued to our contractor partner for survey and/or improvement works. The programme includes properties omitted from last year's programme due to Covid19, self-isolation, shielding etc., as well as a significant number of new properties falling due this year. Unfortunately access continues to be a significant concern, with circa 60 properties already omitted from the programme due to refusal of works. Aside from customer refusals, material and resource availability, coupled with rising costs represent significant risks to delivery and we will continue to monitor these closely.	3,677,796	3,740,890	
Property Investment Programme	1,381,030	1,381,030	345,258	152,012	-193,246	1,381,030	0	0	The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted the ability of our major works contractors to complete the programme identified. The situation was further exacerbated by customer refusals due to concerns around virus transmission, shielding, self-isolation etc., and material shortages. A programme of 585 properties has been issued to contractor partner for survey and/or remedial works to install or upgrade carbon monoxide detection. The programme includes properties omitted from last year's programme due to Covid19, self-isolation, shielding etc., as well as additional properties falling due this year. Material and resource availability, coupled with rising costs present significant risk to programme delivery and we will continue to monitor this closely.	427,133	435,680	
Total HRA	10,532,725	11,231,725	2,092,421	1,100,494	-991,927	11,231,725	0	0		12,560,829	5,262,770	0
Total Capital Programme	16,693,629	14,012,682	2,572,195	1,150,250	-1,421,945	13,649,895	353,357	-362,787		14,256,561	6,072,545	89,000

Appendix D : Programme for Growth 2020/21 Financial Year Project Updates
Multi Year schedule for the project lifespan

Project	Lead Officer	Multi-Year Project Budget	Position @ 30 June 2021		Project Budget Remaining	Update	Phasing of future spend Q1		
			In Year Spend 21/22	Forecast			Forecast 21/22	Forecast 22/23	Forecast 23/24
Healthy Living Concepts Fund	Angela Crossland	53,281	0	53,281	53,281	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 to develop project and funding bids as they arise (Barlow Common delayed due to Covid). Remaining £13k will support public health initiatives identified as part of covid recovery plans.	53,281	0	0
Visitor Economy (Tourism & Culture)	Angela Crossland	1,021,761	40,244	1,021,761	981,517	Delivery of the Visitor Economy Strategy and the Cultural Development Framework for the District. This is a multi-year programme which includes the cultural programme for the HSHAZ, visitor place-making and marketing, product development and sector support. Much of the investment is to be used as match funding against investment from external funding partners. Cultural Delivery Framework is in place with detailed delivery plan. Events Officer is in post.	359,670	427,145	234,946
HAZ Selby Stories	Angela Crossland	60,000	(22,375)	60,000	82,375	Project total £150,950 over 3 years. £60,000 from P4G, £89,500 from Historic England grant. Payment schedule from HE: 21/22 £49,225, 22/23 £26850, 23/24 £13, 425. Programme includes wide-ranging cultural activity in Selby town centre, including performance, exhibitions, artist residencies and testing of outside event spaces (e.g. amphitheatre). Year to date credit relates to grant income received in advance.	16,484	24,984	18,533
Low Carbon resources	Stuart Robinson	135,000	8,729	135,000	126,271	This funding is to recruit a Low Carbon Projects Officer. Officer recruited and commenced in April 2021. Officer is progressing the agreement and delivery of activity in the Low Carbon Action Plan.	45,000	45,000	45,000
Marketing Selby's USP	Stuart Robinson / Communications	152,912	0	152,912	152,912	Funding is used to support employment of and additional Communications & Marketing Officer - to support place related marketing - and the development of place branding marketing collateral. The Officer is in place. Whilst development of place branding case studies slowed in the second half of 2020/21 as we prioritised response to the pandemic and recruited a replacement Communications & Marketing Manager, the delivery of this project is now being re-energised following the successful recruitment to this post.	50,971	50,971	50,970
Retail Experience - STEP	Duncan Ferguson	63,781	15,733	63,781	48,048	Town centre revitalisation and strategy work is underway. Work to deliver on priorities in line with the town centre strategy and revitalisation action plans. Work being prioritised on digital development in line with recent LEP support and post Covid19 planning.	63,781	0	
Legal Support	Julian Rudd / Alison Hertley	139,000	0	139,000	139,000	Legal Support for agreements and advice associated with the P4G programme / projects	47,000	46,000	46,000
Towns Masterplanning (Regeneration)	Duncan Ferguson	626,531	62,903	626,531	563,628	Work was originally 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 application. The final part of Chris Wade's work is programmed now to finish in September 2021. Further work continues to assess new commissions to continue relevant masterplanning work and action plans for each town centre. A contribution from this fund has been used to support the Places and Movement Study, in partnership with NYCC Highways and YNY LEP. The next phase of the Places and Movement Study, taking on board recent consultation outcome, will be supported through this fund. It is anticipated that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ and covid recovery planning. Funding of £50k has been previously used to support the MHCLG Reopening High Street Safely Fund (RHSSF) and the re-branded 21/22 Welcome Back Fund.	626,531	0	
Strategic Sites Masterplanning	Duncan ferguson	270,685	1,200	270,685	269,485	Funded due diligence work for strategic sites masterplanning, including Selby Station Gateway. Future costs will include consultancy costs for development of feasibility/ viability assessments, Business Cases, surveys, design, legal and valuation fees.	245,685	25,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 21/22	Forecast	Project Budget Remaining	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Access to Employment	Iain Brown / Julian Rudd	19,282	0	19,282	19,282	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.	19,282	0	
Growing Enterprise	Iain Brown / Julian Rudd	271,426	384	271,426	271,042	Budget to support one of the 10 priorities in Economic Development Framework (EDF) 2 year delivery programme as approved at the January 2019 Executive. New post COVID initiatives will be funded through the coming year (2021/22)- to include a widening of the skills support programme and work specifically with Start-up businesses initiated during and after COVID restrictions are lifted. The additional P4G budget awarded over the next 3 years will be used to support businesses displaced by the TCF land assembly to relocate within the district. A new post COVID Business Delivery Plan is currently being developed with the focus on providing a targeted Business programme through to March 2023, event and activities will be funded from this budget. Approval will be sought through Q2	166,426	70,000	35,000
Selby TCF Revenue	Duncan ferguson	56,542	0	56,542	56,542	This allocated Budget relates to the grant recovery for 2019/20 recovered from WYCA in 2020/21. The budget will be used for potential non recoverable revenue costs relating to TCF.	56,542		
HAZ	Caroline Skelly	19,556	3,023	19,556	16,533	The Project Fund is a match 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. A programme of community engagement activities has been created in Q1 including artist workshops for young people and audio recording sessions to collect the stories of Selby residents as part of the community engagement strand of the project.	11,556	5,000	3,000
Empty Homes	June Rothwell Simon Parkinson	3,751	0	3,751	3,751	This budget supports the work of the private sector housing team and the empty homes officer to bring empty homes back into use. Overall the project is very successful and the Empty Homes Officer has directly helped bring 99 empty homes back into use during 2020/21. The majority of this success is achieved through offering advice and assistance to owners. At times, we need to utilise our enforcement powers to secure empty homes and to eradicate issues that are a statutory nuisance or prejudicial to health to neighbours. This budget specifically contributes to this area of enforcement work.	3,751	0	
Selby District Housing Trust	June Rothwell Phil Hiscott	34,850	0	34,850	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.	20,000	14,850	
Stepping Up! Housing Delivery	June Rothwell Phil Hiscott	4,938	0	4,938	4,938	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. As Government restrictions continue to ease we will be looking to recommence works to deliver the Council's Housing Development Programme. An Affordable Housing Strategy has been agreed by the Executive and is being progressed.	4,938	0	
Olympia Park	Iain Brown / Julian Rudd	4,733	0	4,733	4,733	The outstanding Olympia park fess have now been settled in full and there are no further outstanding costs. The remaining balance within this budget will be transferred to P4G budget Strategic Sites Masterplan SD0422.	4,733	0	
Making our Assets work	Duncan ferguson	52,551	7,389	52,551	45,162	The budget is targeted at funding due diligence work to bring the Council's own land assets to the market and see them developed. These include small garage sites, Portholme Rd, Egerton Lodge, Barlby Rd depot, Bondgate and Burn airfield. This budget will be used to fund the feasibility, surveys and technical work to enable the Council's own land assets to be brought forward for development to deliver housing and other beneficial uses.	32,551	20,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 21/22	Forecast	Project Budget Remaining	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Housing development Feasibility Work	Phil Hiscott	289,368	3,656	289,368	285,712	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. It is expected that Burn will progress to planning in Q1 2021/22. These sites will progress to tender stage in Q2 2021/22. A proportion of the costs have been incurred as abortive fees against sites which will not be progressing.	139,368	100,000	50,000
Asset Strategy	Phil Hiscott	80,000	0	80,000	80,000	Work to review/agree the brief has been completed. It is anticipated tenders for completion of the work will be issued in Q2 2021/22 subject to the outcome of the Local Government Review. Works have been delayed due to Covid-19. The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated, the target date for this is 30 Sept 2021. The disposal part of the Portholme Road site to Aldi has completed providing a £30K capital receipt.	80,000	0	
Finance Support	Peter Williams	139,000	0	139,000	139,000	Business Case development & Financial monitoring / reporting	46,000	46,000	47,000
High Street shop fronts	Caroline Skelly	100,000	1,968	100,000	98,032	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. Discussion with property owners and Historic England has begun regarding the Property Improvement Grants. P4G money allocated for professional fees of the HSHAZ architectural team from Buttress architects	33,000	43,000	24,000
New lane - Public Realm	Caroline Skelly	200,000	0	200,000	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. The project is under development with other SDC and NYCC projects that relate to the New Lane work to align across the District.	50,000	100,000	50,000
Selby TCF Capital	Duncan Ferguson	8,221,570	45,984	8,221,570	8,175,586	This budget will be used to acquire strategic development sites consistent with the Councils regeneration and commercial development opportunities and to match fund acquisitions as part of the TCF bid submission. The current live project and spend to date relates to the purchase of a site near Selby Station to provide new access to platform 2 and 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 including contingency for the purchases of property.	1,075,000	3,146,570	4,000,000
Low Carbon projects (Phase 1) CAPITAL	Angela Crossland / Dave Caulfield	250,000	3,800	250,000	246,200	Phase 1 project delivery fund to support approved projects flowing from the Low Carbon Working Group - projects subject to business case approval by the Executive. Low Carbon Officer recruited and in place beginning 2021-22. The project spend will be determined in accordance with low carbon action plan. Early indications including tree planting initiative and development of community led ideas (Just Transition project). The latter would be towards end of 21/22.	125,000	125,000	0
Town Regen Selby	Duncan Ferguson	1,000,000	0	1,000,000	1,000,000	A Forward Framework and Action Plan has been prepared. This work was led by Chris Wade and funded from the current Town Master planning P4G project. Work now is moving into project delivery stage and the fund will be used to 1):develop detailed projects 2) provide budget for implementation of projects.	50,000	950,000	0
Town Centre Tadcaster	Duncan Ferguson	500,000	0	500,000	500,000	Work led initially by Chris Wade identified early priorities for the town. Work now is moving into project delivery stage and the fund will be used to 1):develop detailed projects 2) provide budget for implementation of projects.	100,000	400,000	0
Town Centre Sherburn	Duncan Ferguson	500,000	0	500,000	500,000	A Forward Framework and Action Plan has been prepared. This work was led by Chris Wade and funded from the current Town Master planning P4G project. Work now is moving into project delivery stage and the fund will be used to 1):develop detailed projects 2) provide budget for implementation of projects.	50,000	450,000	0
Places and Movement Study	Duncan Ferguson	2,000,000	0	2,000,000	2,000,000	10% match from Selby District Council to enable a future Levelling Up Fund bid. Levelling up Fund bids for Priority Two places such as Selby District will need to be "exceptionally high quality" and focus on tangible and visible place transformation including strong focus on arts, culture, and heritage for the 3 main town centres Selby, Sherburn and Tadcaster. By effectively combining the transformative aspirations set out in the District's Cultural Development Framework and Visitor Economy Strategy, Selby High Street Heritage Action Zone Project as well as the emerging Local Plan, we may be able to submit a bid for Levelling Up Funding that achieves the exceptionally high-quality criteria set for Priority Two locations.	0	2,000,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 21/22	Forecast	Project Budget Remaining	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Burn	Julian Rudd	500,000	0	500,000	500,000	Additional works associated with promoting Burn Airfield as a new settlement through the Local Plan. This includes flood modelling and mitigation; highways and transport design and assessments; legal advice on development options/collaboration; ecology and landscape; viability; urban design and planning; ground conditions; utilities and infrastructure; green infrastructure and ecology;	500,000		
Sherburn Projects	Duncan Ferguson	1,150,000	0	1,150,000	1,150,000	Investment in Sherburn including Eversley Park improvements, conversion of flat green bowling pitch, tennis court improvements and a land assembly opportunity for a new car park.	200,000	950,000	0
Tadcaster Projects	Duncan Ferguson	500,000	0	500,000	500,000	New projects in Tadcaster.	0	500,000	0
Community Legacy Fund	Angela Crossland	2,000,000	0	2,000,000	2,000,000	Investment in the Community Legacy Fund with Two Ridings to generate grants to be spent in the Selby District. Subject to appropriate due diligence being carried out.	2,000,000		
New programme resources	Extended Leadership Team	261,000	0	261,000	261,000	Additional staffing resources: Planning Projects Officer, Regenerations Town Centre Co-ordinator. The start date for these appointments is anticipated to be February 2021, the forecast has been adjusted into 2023/24	87,000	87,000	87,000
Staffing costs		2,723,907	239,236	2,723,907	2,484,671	This covers all the P4G funded posts across SDC including the extensions to contracts approved in the budget. 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.	1,151,690	1,173,520	398,697
Contingency		419,072	0	419,072	419,072	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.	419,072		
		23,824,497	411,874	23,824,497	23,412,623		7,934,312	10,800,040	5,090,146



Report Reference Number: S/21/8

To: Scrutiny Committee
Date: 30 September 2021
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

Title: Treasury Management – Quarterly Update Q1 - 2021-22

Summary:

The Scrutiny Committee is asked to consider the report of the Chief Finance Officer which reviews the Council's borrowing and investment activity (Treasury Management) for Q1 and presents performance against the Prudential Indicators.

The Quarter 1 report was considered was considered by the Executive at its meeting on 9 September 2021.

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 report considered by the Executive on 9 September 2021 attached at Appendix A.

2. The Report

2.1 Please see section 2 of the report considered by the Executive on 9 September 2021 attached at Appendix A.

3. Alternative Options Considered

None applicable.

4. Implications

4.1 Legal Implications

Please see section 4 of the report considered by the Executive on 9 September 2021 attached at Appendix A.

4.2 Financial Implications

Please also see section 4 of the report considered by the Executive on 9 September 2021 attached at Appendix A.

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 from 9 September 2021

Appendix B – Appendix A of Executive Report from 9 September 2021

Contact Officer:

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Report Reference Number: E/21/20

To: Executive
Date: 9 September 2021
Status: Non-Key Decision
Ward(s) Affected: All
Author: Christopher Chapman, Accountant
Lead Executive Member: Councillor Lunn, Lead Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer, S151

Title: Treasury Management – Quarterly Update Q1 2021/22

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April to 30th June 2021 (Q1) and presents performance against the Prudential Indicators, which have been updated following approval of a revised Medium-Term Financial Strategy and Capital Programmes.

Investments – On average the Council's investments held in the NYCC Investment pool totalled £74.7m over the quarter at an average rate of 0.18% and earned interest of £34.0k (£24.5k allocated to the General Fund; £9.5k allocated to the HRA) which is £5k above the year to date budget. Interest rates remain at unprecedentedly low levels and as older investments with higher rates are maturing they are being replaced by new investments at the currently depressed rates. In this regard forecast returns could be in the region of £116k, a budget deficit of £2k.

A prudent forecast has been made in this respect, assuming decreasing invested cash balances as funds are utilised for the annual capital programme. The interest forecast will be kept under review as the year progresses. The Bank Rate of 0.10% is expected to remain in place for at least the next two years, until September 2023.

In addition to investments held in the pool, the Council has £4.77m invested in property funds as at 30 June 2021. The funds achieved 3.81% revenue return and 2.50% capital gain.

This resulted in revenue income of £44.7k to the end of Q1 and an ‘unrealised’ capital gain of £116.3k. 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 £52.833m at 30th June 2021, (£1.6m relating to the General Fund; £51.233m relating to the HRA). Interest payments of £1.912m are forecast for 2021/22, a saving of £0.015m against budget. The Council had no short-term borrowing in place as at 31 June 2021.

Prudential Indicators – the revised capital programme (per approved MTFS) has been incorporated into forecasts for expenditure and financing and updated prudential indicators are set out at Appendix A. The Council’s affordable limits for borrowing were not breached during this period.

Recommendation:

- i. That Executive note the actions of officers on the Council’s treasury activities for Q1 2021/22 and approve the revised Prudential Indicators set out at Appendix A to 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 first monitoring report for treasury management in 2021/22 and covers the period 1 April to 30 June 2021. 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. The Council’s Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 18 February 2021.
- 1.4 The two key budgets related to the Council’s treasury management activities are the amount of interest earned on investments £118k (£80k General Fund, £38k HRA) and the amount of interest paid on borrowing £1.927m (£75.2k General Fund, £1.852m 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 Q1 2021/22 up to 30 June 2021:

- Bank Rate remained unchanged at 0.1%, with this rate now expected to continue for some time;
- the Bank of England announced it is to undertake a review of its current policy to raise interest rates first before unwinding quantitative easing;
- the annual inflation rate in the United Kingdom rose to 2.1% in May from 1.5% in April: this is the first time that the measure has been above the Bank of England's 2% target since July 2019; and
- COVID-19 vaccines have boosted confidence that life in the UK could largely return to normal during the second half of 2021, with forward looking business surveys anticipating a strong economic recovery.

Interest Rate Forecasts

2.2 The current interest rate forecasts (last update 10th May) 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	0.10%	1.21%	1.65%	2.05%	1.85%
June 2021	0.10%	1.20%	1.70%	2.20%	2.00%
Sept 2021	0.10%	1.20%	1.70%	2.20%	2.00%
Dec 2021	0.10%	1.30%	1.70%	2.30%	2.10%
March 2022	0.10%	1.30%	1.80%	2.40%	2.20%
June 2022	0.10%	1.30%	1.80%	2.40%	2.20%
Sept 2022	0.10%	1.40%	1.90%	2.40%	2.20%
Dec 2022	0.10%	1.40%	1.90%	2.50%	2.30%
March 2023	0.10%	1.40%	1.90%	2.50%	2.30%
June 2023	0.10%	1.40%	2.00%	2.50%	2.30%
Sept 2023	0.25%	1.50%	2.00%	2.50%	2.30%
Dec 2023	0.25%	1.50%	2.00%	2.50%	2.30%
Mar 2024	0.25%	1.50%	2.00%	2.60%	2.40%

* Net of certainty rate 0.2% discount

2.3 After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, the Monetary Policy Committee has left the rate

unchanged at its subsequent meetings. As shown in the forecast table above, an increase in Bank Rate from 0.10% to 0.25% is now forecasted for September 2023 as an indication that the Bank of England will be moving towards some form of monetary tightening around this time

Annual Investment Strategy

2.4 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

2.5 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 Council's Annual Investment strategy and Lending List has been aligned to that of NYCC.

2.6 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.

2.7 The Council's investment activity in the NYCC investment pool up to Q1 2021/22 was as follows:-

- | | |
|---|--------|
| • Balance invested at 30 June 2021 | £72.9m |
| • Average Daily Balance Q1 21/22 | £74.7m |
| • Average Interest Rate Achieved Q1 21/22 | 0.18% |
| • Total Interest Budgeted for 2021/22 | £118k |
| • Total Forecast income for 2021/22 | £116k |

2.8 The average return to Q1 2021/22 of 0.18% compares with the average benchmark returns as follows:

- | | |
|-------------|--------|
| • 7 day | -0.08% |
| • 1 month | -0.07% |
| • 3 months | -0.04% |
| • 6 months | -0.02% |
| • 12 months | 0.04% |

Borrowing

2.9 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.

- 2.10 The TMSS indicated that there was no requirement to take external borrowing during 2021/22 to support the budgeted capital programme. However, the borrowing requirement is largely dependent on the Housing Development Programme and whilst it is expected that this will be funded by internal borrowing, this will continue to be reviewed to optimise the timing of external debt.
- 2.11 The Council approved an Authorised Borrowing Limit of £78m (£77m debt and £1m Leases) and an Operational Borrowing Limit of £73m (£72m debt and £1m Leases) for 2021/22.
- 2.12 The current 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 2021/22.
- 2.13 The combination of the long-term loan repayment in 2020/21, and the Council's voluntary MRP strategy, has meant the Council was in an under-borrowed position of £3.5m as at 30 June 2021. This means that capital borrowing (external debt) is currently lower than Council's underlying need to borrow. This is an increase of £0.1m from the under-borrowed position of £3.6m reported at year-end 20-21.
- 2.14 The Council's external borrowing requirements continue to be reviewed on an on-going basis to ensure the borrowing strategy reflects the latest capital programme needs and forecast borrowing rates.
- 2.15 The 2021/22 Treasury Management Strategy has forecast an under-borrowed position of £5.27m by the end of 21/22 as further loans were anticipated to be made to support the Selby District Housing Trust and further expenditure was anticipated to fund the Purchase of Land under the General Fund Capital Programme. As approved within the latest Medium Term Financial Strategy, these schemes will no longer take place and no new borrowing is now planned. As a result of these changes, the council is expected to instead be in an under-borrowed position of approximately £1.5m by the end of the 21/22 financial year. This position will be kept under review as part of the subsequent quarterly Treasury Management Reports.
- 2.16 Plans to undertake any additional long term borrowing in the short/medium term will be kept under review while borrowing rates remain low, as the HRA Extended Housing Delivery Programme will continue to progress.

Capital Strategy

- 2.17 The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2021/22, approved in

February 2021. 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.

- 2.18 A revised capital programme was approved by Council in July 2021 as part of a refreshed Medium-Term Financial Strategy. The revised capital expenditure programmes and associated financing are:

Capital Programmes	2021/22 £000	2022/23 £000	2023/24 £000
General Fund - General	3,428	2,176	1,442
General Fund – P4G	5,697	7,147	4,078
HRA	11,232	12,560	5,263
Total	20,357	21,883	10,783
Financing:			
Capital Receipts	3,099	1,971	1,180
Grants and Contributions	1,747	1,205	1,005
Borrowing	0	0	0
Reserves	13,428	12,794	8,598
S106 Commuted Sums	2,083	5,913	0
Total	20,357	21,883	10,783

- 2.19 The revised capital programmes reflect removal of Housing Trust Loans and land acquisitions and the associated borrowing.
- 2.20 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.

Housing Delivery Programme Loans

- 2.21 The Housing Delivery Programme has delivered a number of successful schemes so far, in partnership with Selby & District Housing Trust. Whilst no further schemes are planned, existing loans to fund provision of affordable homes in the District continue. The forecast income for the year in addition to standard treasury returns is £118k, which is approximately £113k over the forecasted standard interest that would be achieved on cash investments.

Scheme	Loan Rate %	Principal Outstanding 30 June 2021 £	Interest Q1 21/22 £	Interest Full Year £
Kirgate, Tadcaster	4.56%	182,373	2,223	8,708
St Joseph's St	4.20%	198,103	2,175	8,520
Jubilee Close, Ricall	3.55%	536,299	4,494	18,826
Ulleskelf	4.87%	1,049,193	12,817	50,562
Ousegate	3.65%	849,425	7,921	31,146
Average Rate / Total Principal and Interest	4.19%	2,815,394	29,440	117,762

Commercial Property Investments

- 2.22 To date there have been two Commercial Property acquisitions, one in Selby town and one in Tadcaster, both buildings are ex-Natwest Bank Properties. The first acquisition was a Tadcaster property, which completed during Q2 18/19. The second in Selby, which completed towards the end of Q3 18/19 and was subsequently sold in July 2020 generating small surplus of around £10k. Plans for the future of the Tadcaster property are currently being considered.

Property Funds

- 2.23 The position on Property Funds at 30 June 2021 is as follows:

In Year Performance

Fund	Bfwd Investment £k	Valuation as at 30-Jun-21 £k	In Year Performance Q1 21/22			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,394.96	2,442.35	47.4	1.98	19.6	3.26
Threadneedle	2,225.82	2,324.77	69.0	3.06	25.1	4.39
Total	4,650.78	4,767.13	116.3	2.50	44.7	3.81

Total Fund Performance

Fund	Original Investment £k	Valuation as at 30-Jun-21 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,442.35	(107.5)	(4.30)	214.8	3.29
Threadneedle	2,439.24	2,324.77	(183.4)	(7.52)	281.2	4.46

Total	4,941.73	4,767.13	(291.0)	(5.89)	495.9	3.86
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2.24

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.

2.25

Following a fall in Fund Capital Values in the initial months of 2020 as a result of Covid-19, the remainder of the 2020/21 financial year saw the value of both funds slowly recovering towards pre-Covid levels. This trend has continued into Q1 of 2021/22, with both funds demonstrating a combined capital gain of £116.3k in this initial period. Both funds have also continued to generate a positive revenue return, amounting to £41.9k in Q1 of 2021/22.

3.0 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.

4.0 Implications

4.1 Legal Implications

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

4.2 Financial Implications

4.2.1 The financial implications are set out in the report.

5.0 Other Treasury Management Developments

5.1 CIPFA published their response to the Treasury Management Code and Prudential Code consultations on 24 June 2021. Following a review of the initial consultation, CIPFA have confirmed the changes that will be taken forward into revised versions including proposals for strengthening the Prudential and Treasury Management Codes with a focus on proportionality, clarification around the definition of commercial activity and officer/member training. CIPFA intends to publish the revised Codes in December 2021. All changes will then need to be reflected in the 2022/23 Treasury Management Strategy.

5.2 In addition to the changes being introduced by CIPFA, on 28 July 2021 the Ministry of Housing, Communities & Local Government (MHCLG) published a policy paper – Local Authority Capital Finance Framework: Planned Improvements. The paper sets out the government’s plans for

strengthening the current capital financing system while protecting the principles of local decision making. The paper sets out plans for improving the Government's role as steward of the local government financial system through data collection and risk prevention. The Government are currently reviewing the Prudential Framework and will be engaging with stakeholders on individual proposals as they are developed and through consultation where appropriate.

6. Conclusion

- 6.1 The ongoing impact of the pandemic, and the speed and nature of the economic recovery seen, will continue to have an impact on the Council's investment returns. Forecasts continue to predict slow recovery, with no change in Bank of England Base Rate until later 2023 at the earliest.
- 6.2 The Council's debt position is in line with expectations with no further in year loans to the Selby District Housing Trust, and no expenditure to purchase new land as part of the capital programme, anticipated, as approved under the latest Medium Term Financial Strategy. Opportunities to optimise the Council's debt portfolio will continue to remain under review.
- 6.3 The Prudential Indicators have been updated to reflect the revised capital programme approved as part of the refreshed MTFS. The Council operated within approved Strategy Indicators for the quarter, with no breaches on authorised limits.

7. Background Documents

None

Contact Details

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Appendices:

Appendix A – Prudential Indicators as at 30 June 2021

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Prudential Indicators - As at 30 June 2021

APPENDIX A

Note	Prudential Indicator	2021/22 Indicator - TM Strategy	2021/22 Updated Indicator - MTFS	Quarter 1 Actual
1	Capital Financing Requirement £'000	58,105	53,682	56,361
	Gross Borrowing £'000	52,833	52,833	52,833
	Investments £'000	53,216	53,216	80,534
2	Net Borrowing £'000	-383	-383	-27,701
3	Authorised Limit for External Debt £'000	78,000	78,000	52,833
4	Operational Boundry for External Debt £'000	73,000	73,000	52,833
5	Limit of fixed interest rates based on net debt %	100%	100%	100%
	Limit of variable interest rates based on net debt %	30%	30%	0%
6	Principal sums invested for over 364 days			
	1 to 2 years £'000	20,000	20,000	0
	2 to 3 years £'000	15,000	15,000	0
	3 to 4 years £'000	5,000	5,000	0
7	4 to 5 years £'000	5,000	5,000	0
	Maturity Structure of external debt borrowing limits			
	Under 12 months %	20%	20%	0.00%
	1 to 2 years %	20%	20%	0.00%
	2 to 5 years %	50%	50%	0.00%
	5 to 10 years %	50%	50%	0.00%
10 to 15 years %	50%	50%	3.00%	
	15 years and above %	90%	90%	97.00%

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 exceed in the short term 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.

Scrutiny Committee Work Plan for 2021-22

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 2021-22** – 28 October 2021, 16 December 2021, 17 February 2022 and 14 April 2022.

Date of meeting	Topic	Action required
17 June 2021	Housing Repairs	To take another look at the performance of housing repairs in the District.
1 July 2021	Annual Report 2020-21	To consider and approve the Scrutiny Committee Annual report for 2020-21.
	Work Programme 2021-22	To consider the Scrutiny Committee's Work Programme for 2021-22.
	Treasury Management Monitoring Report – Q4	To consider the Council's Treasury Management Activity for Q4 and the performance against the prudential indicators.
	Financial Results and Budget Exceptions – Q4	To consider the financial results and budget exceptions report for Q4. This report now also includes the Programme for Growth quarterly update.
30 September 2021	Work Programme 2021-22	To consider the Committee's work programme for 2021-22.
	Corporate Performance Report Q4 2020-21	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.

	Update on the Contact Centre Move (if moved by this point)	An update on the Contact Centre's move to the Civic Centre. No update – removed from agenda.
	Corporate Performance Report Q1 2021-22	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.
	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. No update – removed from agenda.
	Financial Results and Budget Exceptions - Q1 2021-22	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 2021-22	To consider the Council's Treasury Management Activity for Q1 and the performance against the prudential indicators.
	Housing Development Programme (6-Monthly)	To receive an update on the Housing Development Programme, including changes to North Yorkshire Home Choice. No update, item will be removed from the agenda.
28 October 2021	Director of Public Health (Including Annual Reports 2019-20 and 2020-21)	To invite the new Director of Public Health for North Yorkshire to the meeting and ask them to present the annual reports for 2019-20 and 2020-21. Attendance of D for PH confirmed June 2021.
	Work Programme 2021-22	To consider the Committee's work programme for 2021-22.
	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. Officers requested this be delayed from the 2020-21 year for a couple of months into the 2021-22 municipal year. Moved again at

		<i>request of Officers from September 2021 to October 2021.</i>
25 November 2021	Financial Results and Budget Exceptions - Q2 2021-22	To consider the financial results and budget exceptions report for Q2. This report now also includes the Programme for Growth quarterly update.
	Police, Fire and Crime Commissioner and Police and Fire Services PFCC is provisionally available but would like further information regarding specific topics the Committee would like him to cover.	To invite the new PFCC to a meeting of the Committee to hear about his plans for his term in office. Before Covid-19, the plan 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. (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). Tie in with work of the Police, Crime and Fire Panel (PFCP) on examining complaints handling. Topics suggested by Members so far: <ul style="list-style-type: none"> - Cheap car/mobile home battery chargers that can go wrong and have caused a serious fire in Hensall. - Plans for fighting crime - Plans for increase in police numbers
	Programme for Growth (P4G)	To receive an update and information on the latest position of the Programme for Growth (P4G). <i>If there is no update to give, to be removed from the agenda.</i>
	Treasury Management - Monitoring Report - Q2 2021-22	To consider the Council's Treasury Management Activity for Q2 and the performance against the prudential indicators.

	Barlow Common and Hambleton Hough Annual Reports 2020-21 – 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 2021-22	To consider the Committee's work programme for 2020-21.
	Economic Development Framework Update	To receive an update on the progress of the Council's Economic Development Framework. <i>If there is no update to give, this item will be removed from the agenda.</i>
20 January 2022	6-monthly Emergency Planning Incidents Update	To receive an update on incidents to which the Council's Emergency Response Team have dealt with. <i>If there is no update to give, this item will be removed from the agenda.</i>
	Update on the Contact Centre Move	An update on the Contact Centre's move to the Civic Centre.
	Corporate Performance Report – Q2 2021-22	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 2021-22	To consider and plan the Committee's work plan for 2021-22.
	Education in Selby District - Revisited	<p>Following on from the successful education themed meeting in February 2020 and 2021, 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>

24 March 2022	North Yorkshire Safeguarding Adults and Children Boards Annual Reports 2020-21	To consider the annual reports of the North Yorkshire Safeguarding Adults and Children Boards for 2020-21.
	Scrutiny Committee Work Programme 2021-22 and Planning for 2022-23	To consider and agree the Committee's work plan for 2021-22 and the next municipal year, 2022-23.
	Corporate Performance Report – Q3 2021-22	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. <i>If there is no update to give, this item will be removed from the agenda.</i>
	Financial Results and Budget Exceptions – Q3 2021-22	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 2021-22	To consider the Council's Treasury Management Activity for Q3 and the performance against the prudential indicators.

Other issues to be added to the work plan as appropriate in 2021-22:

- Covid-19 in Selby District – date TBC – single issue meeting? 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. Examine the CEF Covid-19 community support funding offered by the Council between July and September 2020 to provide a 'community float', to enable local voluntary groups to access financial assistance to support their activities that help communities to connect again. Lastly, also compare Selby's performance/approach to the pandemic to the spending, work and performance of other Councils in response to Covid.
- Public Engagement
- 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.
- Community Partnerships – was provisionally due for consideration in April 2020 but cancelled due to Covid-19. For Members to consider when they would like this to come to Committee and what specific aspects they want to consider.
- Industrial Units for rent owned by the Council – Require upgrading and improvements, currently void/empty and not generating income. Added to work programme following 13 August 2020 meeting. Also referred to Scrutiny Committee as a matter for consideration from Audit and Governance Committee who, when they met in January 2021, suggested that they wished to do a 'deep dive' into industrial units within the district. Could do as a hybrid meeting of all three committees (Audit and Governance, Policy Review and Scrutiny Committee). Three Chairs to meet and discuss further and then meet with Officers to move forward.
- Dentistry and Dental Provision in Selby District – Suggested by Councillor Pearson, Feb 2021.
- Local Government Review – North Yorkshire County Council – look at once a decision had been taken.
- Nigel Adams MP – awaiting availability from aides (2021). Committee to indicate which meeting they would like him invited to.
- Housing Revenue Account – Suggested by the Leader in May 2021. Awaiting Executive dates – once date set, can add on to a specific Scrutiny Committee meeting.

'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 traveller site in the District – **suggested in 2018-19**
- 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.