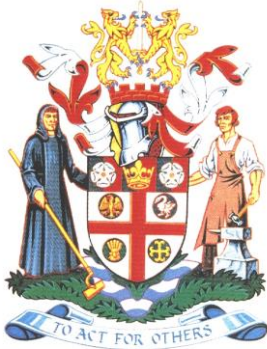


Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday, 27 May 2021**
Time: **4.00 pm**
Venue: **Council Chamber - Civic Centre, Doncaster Road, Selby, YO8 9FT**
To: **Councillors M Crane (Chair), R Musgrave (Vice-Chair), C Lunn, D Buckle and T Grogan**

1. Apologies for Absence

2. Minutes (Pages 1 - 10)

The Executive is asked to approve the minutes of the meetings held on Thursday 11 March 2021 and Thursday 1 April 2021.

3. Disclosures of Interest

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

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

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

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

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

4. Financial Results and Budget Exceptions Report to 31st March 2021 (Pages 11 - 44)

Report E/21/1 outlines the financial results and budget exceptions to 31st March 2021.

5. Treasury Management - Quarterly Update Q4 2020/21 (Pages 45 - 56)

Report E/21/2 reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April 2020 to 31 March 2021 and presents performance against the Prudential Indicators.

6. Executive Appointments on Outside Bodies 2021/22 (Pages 57 - 62)

Report E/21/3 asks the Executive to consider appointments to Outside Bodies for 2021/22 and make any changes as appropriate.

7. Drax Bioenergy with Carbon Capture and Storage Project (BECCS) - Nationally Significant Infrastructure Project (Pages 63 - 72)

Report E/21/4 sets out the legislative background to Nationally Significant Infrastructure Projects (NSIPs) including how these are dealt with and outlines details of a Development Consent Order (DCO) application from Drax Power Limited.

8. Tadcaster Community Sports Trust - Request for Funding Support (Pages 73 - 120)

Report E/21/5 report outlines the ambitions of the Tadcaster Community Sports Trust (TCST) to develop a multi-sport and community hub in Tadcaster and details of the request for funding support for the project.

Janet Waggott

Janet Waggott
Chief Executive

Date of next meeting
Thursday, 8 July 2021 at 4.00 pm

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

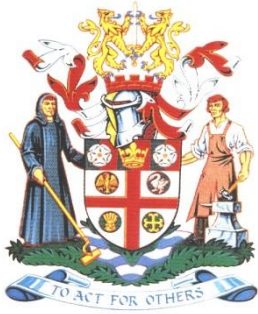
Recording at Council Meetings

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 Manager using the details above prior to the start of the meeting. Any recording must be conducted openly and not in secret.

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Agenda Item 2

Selby District Council



Minutes

Executive

Venue:	Microsoft Teams - Remote
Date:	Thursday, 11 March 2021
Time:	2.00 pm
Present:	Councillors M Crane (Chair), R Musgrave (Vice-Chair), C Lunn, C Pearson and D Buckle
Also Present:	Councillors R Packham
Officers Present:	Janet Waggott (Chief Executive), Dave Caulfield (Director of Economic Regeneration and Place), Suzan Harrington (Interim Director Corporate Services and Commissioning), Karen Iveson (Chief Finance Officer (s151)), Alison Hartley (Solicitor to the Council and Monitoring Officer), Angela Crossland (Head of Community, Partnerships and Customers), Stuart Robinson (Head of Business Development and Improvement), Julian Rudd (Head of Economic Development and Regeneration) and Palbinder Mann (Democratic Services Manager)
Public:	3

NOTE: Only minute numbers 77, 79 and 80 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 24 March 2021. Decisions not called in may be implemented from Thursday 25 March 2021.

Executive
Thursday, 11 March 2021

74 APOLOGIES FOR ABSENCE

There were no apologies for absence.

75 DISCLOSURES OF INTEREST

There were no disclosures of interest.

76 MINUTES

The Executive considered the minutes of the meeting held on Thursday 4 February 2021.

RESOLVED:

To approve the minutes of the meeting held on Thursday 4 February 2021 for signing by the Chair.

77 VERITAU NORTH YORKSHIRE CONTRACT EXTENSION 2021

The Lead Executive Member for Finance and Resources presented the report which asked the Executive for approval to extend the contract with Veritau North Yorkshire for Internal Audit, Counter Fraud, Risk Management and Information Governance services for a further 2 years to 31 March 2024.

The Lead Executive Member for Finance and Resources explained that the proposed extension was for two years and the Audit and Governance Committee had been consulted on the report.

The Executive praised the work done by Veritau. A request was made for more information tenancy fraud and what was being done to tackle this. It was agreed this information was to be provided.

RESOLVED:

To extend the Veritau North Yorkshire contract for Internal Audit, Counter Fraud, Risk Management and Information Governance services for a further 2 years to 31 March 2024.

REASON FOR DECISION:

To secure internal audit and associated services in accordance with the Council's Procurement procedure Rules and current contract.

78 REVIEW OF COMMUNITY ENGAGEMENT AND FUNDING 2021-23

Executive
Thursday, 11 March 2021

The Lead Executive Member for Communities and Economic Development presented the report which outlined a review of community engagement and funding for 2021-23.

The Executive discussed the proposals and stated that the Council should adopt a similar approach to North Yorkshire County Council which was individual ward Members getting a locality budget. It was suggested there should be a minimum spending limit of £300 with the opportunity for Members to pool resources together to fund larger initiatives.

The Executive agreed to give delegated authority to the Director of Economic Regeneration and Place in consultation with the Lead Executive Member for Communities and Economic Development to formulate the detailed proposals of the new arrangements. It was also agreed that discussions would be held regarding the Community Engagement Forum funding from the current financial year.

RESOLVED:

- i) To recommend to Council that the Community Engagement Forum procedures be removed from the Constitution.**
- ii) To agree that the Director of Economic Regeneration and Place in consultation with the Lead Executive Member for Communities and Economic Development formulate the new proposals for Member community funding before consideration of the proposals at Full Council.**

REASON FOR DECISION:

To provide an interim solution to enable Elected Members to engage with our communities in response to, and recovery from the Coronavirus pandemic. To provide Members with time to consider longer-term plans in line with the Local Government Review implementation planning process (anticipated 2021-2023).

79 CORPORATE PERFORMANCE REPORT - QUARTER 3 - 2020-21

The Leader of the Council presented the quarterly Corporate Performance Report which provided 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 key performance indicators (KPIs).

Executive
Thursday, 11 March 2021

The following discussion took place:

- With regard to housing repairs, it was noted that this continued to be difficult due to Covid.
- There had been positive work regarding green spaces and the visitor economy.
- In respect of the Digital Strategy, it was noted that there had been delays to projects associated with digital workforce and digital customers due to the relevant staff having to work on areas such as Covid grants.
- The Executive noted the positive work with empty properties and the turnaround of business grants relating to Covid.

RESOLVED:

To note and approve the report.

REASON FOR DECISION:

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

80 PLACES AND MOVEMENT STUDY

The Lead Executive Member for Communities and Economic Development presented the report which sought the Executive's agreement to undertake a public consultation on the draft proposals within the Places and Movement Study that was being undertaken for Selby, Sherburn and Tadcaster, in partnership with North Yorkshire County Council, and jointly funded by the York and North Yorkshire LEP.

The Executive noted that the study would identify proposals for easy movements through the town centres in the district and were supportive of the proposals.

A query was raised regarding the outline plans for Sherburn and it was agreed a response would be provided on this.

RESOLVED:

- i) To note the progress made on the Places and Movement Study, and the emerging proposals;**
- ii) To agree to seek views regarding the options for**

Executive
Thursday, 11 March 2021

improvements to places and movement through a joint public consultation exercise in April / May 2021 with North Yorkshire County Council (NYCC).

- iii) To agree to consider responses to the public consultation and to finalise the Study at a future Executive meeting in Summer 2021.**

REASON FOR DECISION:

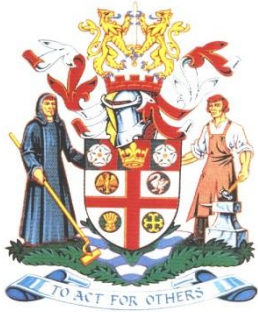
This joint study (with NYCC and with funding from the York and North Yorkshire LEP) will identify a range of proposals to enhance the town centres in Selby District and improve how, vehicles, pedestrians and cyclists move through them. The projects identified by the Study will be an important aspect of the Council's work with NYCC and the LEP to make sure our centres become even more appealing. The identified projects will be the subject of future funding bids and we will seek to deliver these improvements in partnership over the forthcoming years.

Public consultation, planned for April 2021, will ask for views of the public and key stakeholders regarding the draft proposals for interventions to highway infrastructure and public realm, with the key objective to improve our town centres as places to visit, live, work and spend leisure time. Consultation will allow the proposals to be refined to take account of a range of residents, businesses and other key stakeholder views, and to select preferred options, before a final study report is produced in May / June 2021. It will also ensure that future decisions regarding the proposals and related projects by this Council and NYCC can be made with the benefit of community and business input and other key stakeholders.

The meeting closed at 2.44 pm.

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Selby District Council



Minutes

Executive

Venue:	Microsoft Teams - Remote
Date:	Thursday, 1 April 2021
Time:	2.00 pm
Present:	Councillors M Crane (Chair), R Musgrave (Vice-Chair), C Lunn, C Pearson and D Buckle
Also Present:	Councillors R Packham
Officers Present:	Janet Waggott (Chief Executive), Dave Caulfield (Director of Economic Regeneration and Place), Suzan Harrington (Interim Director Corporate Services and Commissioning), Karen Iveson (Chief Finance Officer (s151)), Alison Hartley (Solicitor to the Council and Monitoring Officer), Sharon Cousins (Licensing Manager), June Rothwell (Head of Operational Services), Sarah Thompson (Housing and Environmental Health Service Manager), Jenny Walker (Communications and Marketing Manager) and Palbinder Mann (Democratic Services Manager)
Public:	7

NOTE: Only minute numbers 84 to 86 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 14 April 2021. Decisions not called in may be implemented from Thursday 15 April 2021.

81 APOLOGIES FOR ABSENCE

There were no apologies for absence.

82 MINUTES

It was noted that the minutes of the previous meeting were not attached with the agenda therefore it was agreed to defer consideration of the minutes until the next meeting.

RESOLVED:

To defer consideration of the minutes of the previous meeting held on Thursday 11 March 2021 until the next meeting.

83 DISCLOSURES OF INTEREST

There were no disclosures of interest.

84 PROPOSAL TO TEMPORARILY SUSPEND SECTION 10.1 (VEHICLE AGE LIMITS) OF THE TAXI LICENSING POLICY ("THE POLICY")

The Lead Executive Member for Housing, Health and Culture presented the report which outlined a proposal to temporarily suspend section 10.1 relating to vehicle age limits of the Taxi Licensing Policy.

The Lead Executive Member for Housing, Health and Culture explained that suspending the policy would allow applicants to apply for a licence for the first time for a vehicle which was over the age of five years but still under the age of 12. It was noted that any licenced vehicles under this process would be subject to three checks in the year.

In response to a query concerning the prospect of increased emissions as a result of the policy suspension, it was noted there would be very limited impact with regard to this.

RESOLVED:

To suspend the application of section 10.1 of the Taxi Licensing Policy for a period of one year.

REASON FOR DECISION:

That due to the financial pressures caused by the COVID-19 pandemic the age restriction contained in section 10.1 of the Policy is suspended to support the taxi trade.

85 S106 AFFORDABLE HOUSING COMMUTED SUM ALLOCATION

The Lead Executive Member for Finance and Resources presented the report which outlined a proposal for a revision of the allocation of s106 commuted sums for affordable housing.

The Lead Executive Member for Finance and Resources explained that the report proposed a sum of up to 80% of market value per property towards delivery of the Council's affordable homes programme.

In response to a query concerning why the figure was not 100%, the Lead Executive Member for Finance and Resources explained that the 80% figure was the benchmark for affordable housing rent.

RESOLVED:

To agree that subject to availability of receipts, the maximum receipts of s106 funding applied to financing the Council Affordable Homes programme be revised to up to 80% of market value per unit.

REASON FOR DECISION:

To provide a more flexible funding framework to enable scheme forward planning and delivery within the necessary timescales.

86 AFFORDABLE HOUSING DELIVERY STRATEGY 2021-2025

The Lead Executive Member for Place Shaping presented the report which outlined the draft Affordable Housing Delivery Strategy for consideration.

The Lead Executive Member for Place Shaping explained that the Strategic Housing Market Needs Assessment had calculated that the net need for affordable housing in Selby was 134 units per annum and that the Council had a good record of delivering on affordable homes.

The following changes were proposed to the strategy:

- Removal of the foreword.
- Inclusion of figures for 2019/20 in paragraph 3.11.
- Inclusion of figures in paragraph 3.12 which were not previously included.

- Amendment of wording in relation to acquisitions so that it refers to 'at transfer price' and likely to be 80% of the market price.

RESOLVED:

To approve the draft Affordable Housing Delivery Strategy with the above amendments.

REASON FOR DECISION:

Approving the plan will allow the Council to further progress with the delivery.

The meeting closed at 2.20 pm.



Report Reference Number: E/21/1

To: Executive
Date: 27 May 2021
Status: Key Decision
Ward(s) Affected: All
Author: Peter Williams, Head of Finance
Lead Executive Member: Cllr Cliff Lunn, Lead Executive Member for Finance & Resources
Lead Officer: Karen Iveson, Chief Finance Officer

Title: Financial Results and Budget Exceptions Report to 31st March 2021

Summary:

2020/21 has 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 have been challenges delivering some of the programmes of work in both the General Fund and the housing revenue account, both from the perspective of changing priorities of delivery in the year and ability to deliver works on the ground.

Each month we complete a return to Government detailing the latest forecasts of the impacts of Covid-19 including additional costs, delayed savings and income losses. The latest return shows 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 has received (£1,168k) emergency Covid-19 funding from the Government of which (£350k) has been allocated to the HRA. A further (£245k) as compensation for losses in sales, fees and charges income for the period April – November. A further application for the period December to March will be submitted in May for a value of (£242k).

After carry forward requests, which are detailed in **Appendix E**, the Council's year end results for 2020/21 show a surplus of (£371k) on the General Fund against a budget surplus of (£43k) – a variance of (£328k). There are a number of variances (positive & negative) which make up this 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 and leisure services.

The Housing Revenue Account shows a surplus of (£6,532k) against a budget surplus of (£5,509k) – a variance of (£1,023k), which is mainly driven by Covid support grant which was not budgeted, and a number of cost savings. This is partly offset by a shortfall in savings due to the delays in the implementation of the housing

system. It is 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 can be found in the report below and **Appendix A**.

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 can be found in **Appendix B**.

Capital programme spend was under budget as a number of projects have experienced delays. £4,657k was spent on the General Fund programme in the year which was (£787k) lower than budget. £716k is 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 is proposed to carry forward to 2021/22. A summary analysis of the capital programme can be found in the report below with a more detail in **Appendix C**.

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

Recommendations:

It is recommended that:

1. The General Fund and HRA carry forward proposals of £3,302k as set out in Appendix E and a carry forward of the Programme for Growth funds for £2,334k as set out in Appendix D totalling £5,636k to be carried forward from 2020/21 to 2021/22.
2. The allocations of the Covid Emergency Grant between the General Fund and HRA be confirmed.
3. Subject to recommendation 2., the resulting surplus reported on the General Fund to be transferred to the contingency reserve.
4. Subject to recommendation 2., the resulting additional HRA surplus be transferred to 'HRA Major Repairs Reserve to support the future capital programme.
5. The financing of additional refuse/recycling bins be financed from a corresponding revenue saving on the contract be endorsed.
6. The allocation of £127k from the Operational Contingency in 2021/22 for homelessness provision (per sections 3.2 and 3.3) be approved.

Reasons for recommendation

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

1. Introduction and background

- 1.1 2020/21 has been a year of unprecedented challenge and uncertainty as a result of the Covid-19 pandemic. Additional costs, income losses and delayed savings along with welcomed but changing financial support from the Government has meant major volatility across many of the Council's services. The revised revenue budgets and capital programmes and the Programme for Growth included in this report were approved by Council on 22 September 2020, and then subsequently updated at Q3. This report and associated appendices present the financial performance as at 31 March 2021 against the latest approved budgets.
- 1.2 In the year, the Council has administered over £26.3m in emergency grants for businesses, council tax hardship funds, provided business support and assisted communities to reopen. This increase in workload has put pressure on capacity to deliver the planned expenditure programmes and this is reflected in the outturn figures and carry forward proposals for the capital programmes and Programme for Growth.
- 1.3 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). The latest March return, shows estimated additional costs, delayed savings and income losses of £2,873k across both the General Fund and HRA. To date the Council has received (£1,168k) emergency Covid funding from the Government and (£71k) for compensation for losses in sales, fees and charges for the period April to July. Further claims for fees and charges are expected to total (£416k). The revised estimate draws down £1,440k New Homes Bonus from reserves, reduces the planned transfer to the HRA Major Repairs Reserve by £374k, to help offset these costs and losses pending further potential funding from the Government.

2. Main Report

General Fund Revenue

- 2.1 For the year 2020/21 after proposed carry forwards, the Council's General Fund activities resulted in a surplus of (£371k), against a budgeted surplus of (£43k). Details of the variances against budget are set out at **Appendix A**.

General Fund Account Q4 2020/21	Latest Approved Budget	Outturn	Budget Variance	Q3 Forecast Variance
Net Service Expenditure	9,204	8,638	(566)	240
Contribution to / from reserves	9,097	8,344	(753)	0
Other Accounting Adjustments	(1,009)	(17)	992	0
Council Tax	(5,861)	(5,861)	0	0
Business Rates & Associated Grants	(2,382)	(2,382)	0	0
Collection fund Deficit / (Surplus)Share	(9,093)	(9,093)	0	0
Shortfall / (Surplus)	(43)	(371)	(327)	240

2.1.2 Forecasting income and expenditure has been particularly difficult during the year as a result of the pandemic and resulting changes to restrictions and lockdowns. The key variances to the General Fund budget at Quarter 4 are:

- Improved returns on investment generated an additional £192k with cash investments, property funds both performing better than expected. This was also substantially higher than forecast with additional returns for property funds and loan repayments due from the Trust not captured in the Q3 forecast position.
- Improved income across a number of services compared to budget including planning (£62k) and land charges (£41k). Industrial units and property rental income also showed higher income as a result of fewer voids than anticipated and less impact from Covid-19 (£94k). However, car parking £71k and lifeline £26k income were both down in the year, the former being particularly impacted by the national lockdown in quarter 4.
- When the budget was set, not all of the grants and compensation schemes had been announced. Additional grants totalling (£583k) have been received, of which £350k has been allocated to the HRA, this was not in the revised budget. The sales, fees and charges compensation scheme grants for the period August to March were not included in the Q3 forecast as the returns for these were not completed until February and May 2021.
- Salaries were (£40k) lower than budget with savings from vacant posts in the year ensuring that the overall vacancy factor was achieved. The main variances for the salary forecast from Q3 to the actuals at Q4 are vacant posts which were earmarked but not required for other possible staffing requirements ie LGR and HR Support (£90k) and general vacancies across all services (£129k) which were not filled. Many of these vacancies at Q3 were forecasted as though fully recruited as the funds were expected to be required but this has not been the case.
- Premises costs were (£37k) lower than expected, with savings generated from the closure of the offices. This was partly offset by additional costs for the Summit and additional cleaning expenditure.
- The street scene service was £227k over budget and £161k higher than forecast at Q3. A recurring growth bid for £178k was approved for the 2021/22 budget to accommodate for the increasing costs of the waste service and this reflects the pressures seen in 2020/21, where it has been

exacerbated by higher levels of waste due to more people working from home as a result of covid. In addition to this, there have been increased costs associated with fly tipping of £39k, with a lot of activity in this area in quarter 4.

- Additional monies have been provided to IHL totalling £181k to support the service. In addition, £66k of legal costs have been incurred for ongoing negotiations as reported to the Executive in February this year.
- Unused contingency was forecast at (£142k) at quarter 3 but the option has been taken to carry that forward at the year end.
- There have been a number of smaller savings across services including travel costs (£31k), lower inflation uplift on drainage boards (£21k), IT costs (£43k) and building control (£22k).

2.2 Housing Revenue Account (HRA)

2.2.1 For the year 2019/20 the Council's Housing Revenue Account activities resulted in a higher surplus by (£1,119k). Details of forecast variances against budget are also set out at **Appendix A**.

Housing Revenue Account – Final Outturn	Budget £000's	Outturn £000's	Outturn to Budget Variance £000's	Outturn to Q3 Variance
Net Revenue Budget	6,482	5,478	(1,004)	(544)
Dwelling Rents	(11,991)	(12,010)	(19)	(52)
Shortfall / (Surplus)	(5,509)	(6,532)	(1,023)	(596)

2.2.2 The main variances to budget and Q3 forecast are:

- Grant support for Covid losses allocated for (£350k). This is part of the additional funding received in year and was therefore not included in the revised budget.
- The bad debt provision in the balance sheet is considered to be sufficient to manage the level of arrears, so the additional provision that was factored into the budget is not required, resulting in a favourable variance of (£232k) against both budget and forecast.
- Borrowing which was anticipated for the housing development schemes has not been required in 2020/21 resulting in (£232k) less financing costs, these were also not forecast at Q3.
- The recharge from the General Fund was (£162k) lower than budget and Q3 forecast, primarily due to vacancies in the asset trading team have resulted in salary savings of (£120k) in year.
- Improved investment interest returns exceeded the budget by (£30k) in the year.

- There was a (£75k) saving from unused contingency in year which was also not forecast at Q3.

2.3 Planned savings

2.3.1 The significantly reduced General Fund and HRA savings plans have mostly been met and all savings targets have been built into the base service budgets. There were just two savings in the General Fund which fell short of target in 2020/21. These were:

- Asset rationalisation. Income from third parties in the office space reduced in year due to one tenant opting not to renew the contract for office space.
- Penalty charges for late notification of changes has not been levied during 2020/21 in line with reductions in enforcement during the pandemic.

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

2.4 Capital Programme

2.4.1 The capital programme shows an underspend at the year end of (£2,262k), of which (£716k) is slippage in the General Fund and (£1,473k) in the HRA. There have been a number of challenges with carrying out works during lockdown as well changing priorities resulting in changing timelines of delivery on projects. Details of savings in the programme are below with project level detail in appendix C. Details of the proposed carry forwards can also be found in Appendix E and section 2.6 of the report.

2.4.2 Of the General Fund the variance of (£787k), carry forwards are proposed for £716k. That leaves a saving on the programme of (£70.8k) which comes from a number of completed programmes with a balance remaining as a saving, including on the purchase of the waste vehicles.

2.4.3 Of the HRA variance of (£1,475k), carry forwards are proposed for £1,473k leaving a £2k saving on the programme.

2.5. Programme for Growth (PfG)

2.5.1 The value of the current multi-year programme has increased following Council approval of new projects on the 22nd September. £14,433k is currently allocated to the programme from 2020/21 onwards of which £9,884k is project costs, £4,133k resourcing costs and £415k is available for allocation to projects.

2.5.2 A budget 2020/21 was set by Council in September 2020 at £5,220k, this was revised to £3,796k at Executive in February 2021 as part of the Quarter 3 financial update, actual spend in year was £1,462k.

2.5.3 All projects have experienced delays due to Covid-19 and therefore underspends. All budget underspends are proposed to be carried forward. - Project by project detail can be found in Appendix D.

2.6. Carry Forwards

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

General Fund Revenue - £1,017k

- Specialist fees for the Local Plan of £336k which will be incurred over the duration of delivery.
- Homeless persons project fund £90k which is ring fenced funding
- £151k relating to CEF's which were suspended in 2020/21 as a result of Covid-19 and an ability for communities to meet. The funding is to be carried forward to support a community legacy fund.
- £50k to be carried forward to help finance the station lift project which is expected to take place in 2022/23 at the earliest.
- £121k of operational contingency to be carried forward to support 2021/22 delivery.

General Fund Capital - £820.1k

- £107k carry forward required for the transforming customer services project which has been delayed due to Covid-19.
- £97k carry forward for the work required to the council play areas which has not been possible during the pandemic.
- £103k to support the housing system implementation, phase 2 is set to go live in 2021/22.
- £290k to continue the car park improvement programme, the progress of which has been inhibited by multiple periods of lockdown.

HRA Revenue - £95.9k

- Contractor and trade staff revenue budgets which were not spent as a direct result of the pandemic but will still be required in 2021/22 to address the backlog in housing repairs work as a result Covid-19.

HRA Capital - £1,368.9k

- The Empty Homes Delivery plan will continue to deliver in 21/22 and the budget is required to ensure that the properties identified can be required to achieve the outcomes of the project. £252k to be carried forward.
- It is proposed that £985k of underspends on the energy efficiency, health and safety and property refurbishment programmes is carried over. The works are still required on the housing stock, but there have been challenges with access to properties and availability of trades in 2020/21 to carry out the level of works required.
- Environmental Improvement Plan budget of £108k proposed to carry forward to allow this project to resume after the pandemic.

Programme For Growth - £2,334k

- Commercial Property acquisitions, only 1 acquisition was completed in year for £468k leaving a variance of £532k. It was anticipated that more land acquisitions for the TCF would have completed before year end
- - £415k unallocated contingency was not required in year and will be rolled forward
- - Resources are £488k under budget due to continuing vacancies and £77k of salary costs recovered through the TCF project.
- - Strategic Sites Masterplanning £231k as a result of delays due to Covid, plus a credit for £65k relating to prior year TCF due diligence work that has since been externally funded as part of the project.
- - Low carbon project spend has yet to get underway resulting in an underspend of £200k in year.
- - Town centres project action plans have been approved by the Towns Regeneration Board in January 2021 but no costs were incurred prior to March 2021 resulting in a £150k underspend.

3. 2021/22 Outlook and Issues

- 3.1 As lockdown and Covid restrictions have continued into 2021/22 the impacts on the Council's finances have also continued. Early forecasts for Q1 2021/22 suggest £514k of ongoing budget pressures in the first quarter of the year in the general fund against pre-covid budget levels including additional costs to support leisure services and continuing low investment returns. The HRA indicates potential £61k reduction on the same basis with lower rents and investment returns driving the shortfall. The position will be kept under review and recommendations will be brought forward as required as part of quarterly reporting during 2021/22.
- 3.2 In addition £127k funding in 201/22 relating to Homelessness Service provision but currently held within Operational Contingency requires allocation to the service. This will enable the arrangements currently in place, to continue.
- 3.3 The government have reinforced their commitment to ending rough sleeping and fully enforce the Homelessness Reduction Act by allocating further funding to local authorities. This funding can only be used to deliver services to prevent and tackle homelessness. Beyond 2021/22 the service is subject to future funding from central government.

4. Alternative Options Considered

- 4.1 Covid funding from the Government comprises a non-ringfenced Covid Emergency Grant and Sales, Fees and Charges Compensation.
- 4.2 The Sales, Fees and Charges Compensation is a funding stream which specifically excludes certain income streams (for example local taxation, rents and investment income) and provides grant to cover 75% of losses above a

5% threshold. This is subject to audit. No Sales, Fees and Charges Compensation is payable in respect of the HRA.

4.3 In determining a split of Covid Emergency Grant between the General Fund and the HRA, reasonable losses were identified to the end of December. There has been a slight shift in figures for Q4 but the amounts are relatively minor.

4.4 Current allocations are as follows, which agree with the returns made to the MHCLG to date:

General Fund	Total Loss	Covid Emergency Grant Allocated in Full	Sales Fees and Charges Compensation	Total Covid Funding	Funding Distributed
	£k	£k	£k	£k	%
Additional costs	391.6				
Income loss	1,445.2				
Delays in savings	603.0				
Total	2,439.8	-817.6	-479.8	-1,297.3	78.8

Housing Revenue Account	Total Loss	Covid Emergency Grant Allocated in Full	Sales Fees and Charges Compensation	Total Covid Funding	Funding Distributed
	£k	£k	£k	£k	%
Additional costs	50.4				
Income loss	187.4				
Delays in savings	195.0				
Total	432.7	-350.0	0.0	-350.0	21.2

Total GF and HRA	2,872.6	-1,167.6	-479.8	-1,647.3	100.0
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4.5 The overall split of funding between the GF and HRA is 79% and 21% respectively, which is in line with our general assumptions on the split of costs

between GF and HRA on (75-80% / 25-20%). However, now that actual costs and losses have been quantified for the year, the allocation of the Covid Emergency Grant (but not the Sales Fees and Charges Compensation) could be varied. For example pro-rata to losses (which are 85% and 15%) would result in a revised allocation of £250k for the HRA.

5. Implications

5.1 Legal Implications

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

5.2 Financial Implications

5.2.1 As set out 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. The delays in some areas of works caused by Covid-19 has led to backlogs of work across the Council including in housing repairs and planning. Additional funding has been added to the budget in 2021/22 to address this, but there is a risk to delivery against Council targets.

5.5 Resource Implications

The pandemic has put considerable pressure on the Council to deliver its priorities from the Council Plan, in addition to the new requirements as a result of Covid-19. The latest assessed ongoing resource requirements have been incorporated into the budget for 2021/22, with backlogs of work in the services needing to be addressed

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 Covid-19 pandemic has had a considerable impact on the Council and created major uncertainty in terms of both finances and resources. A revised budget was approved in year to address the substantial financial impacts of Covid-19 and forecasting has been extremely challenging with the impact on Council resources, changes in priority and various rounds of Government funding.
- 6.2 There are surpluses in both the General fund and HRA with recommendation that these be transferred to the contingency reserve and major repairs reserve respectively.
- 6.2 The latest MHCLG return indicates a loss of £2.873m in 2020/21 as a result of the pandemic across the General fund and HRA.
- 6.3 There has been significant slippage in projects and programmes in both the General Fund and Housing Revenue Account as a result of Covid-19 and consequently these will require further funds to be carried forward as detailed in Appendix E.
- 6.4 The Programme for Growth is a multi-year delivery programme. Covid-19 has impacted on delivery across a number of projects and £1,462k was spent against the latest budget of £3,796k as approved at Q3. It is proposed that the unspent balance of the fund will be carried forward into 2021/22 to enable work to continue.

7. Background Documents

None.

8. Appendices

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

Appendix B – General Fund and Housing Revenue Account Savings.

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

Appendix D – Programme for Growth.

Appendix E – Carry Forwards

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GF Management Accounts 2020-21
Results as at 31st March
General Fund

	Previous Year Actuals	Original Budget	Latest Approved Budget	Year to Date		Variances Year to date Actual	Comment
	Actual £k	Budget £k	Budget £k	Actual £k	Budget £k	Actual £k	
Income							
Investment Income	-502	-650	-388	-578	-388	-190	Overall, the Councils investments have performed relatively well over the year and returns have exceeded budget at an average rate of 0.48%. Property investments performed better than assumed with a 3.69% revenue return against a 0.72% capital loss.
Recharges	-12,599	-10,812	-10,857	-10,389	-10,857	468	There has been a net reduction in recharges to the HRA of £160k after taking in to account support service charges below. The main driver for this the Property Services Team not being completed in 20/21 generating salary savings which are rechargeable to the HRA.
Customer & Client Receipts	-8,031	-4,897	-3,989	-4,360	-3,989	-371	During the year following the impact of Covid 19 on households, there has been significant increases in recycling and other waste services which exceeded budget by (£177k) The position on Planning Fee income has improved since figures were submitted for the revised budget exercise (£62k), improved Land Charges Position (£41k), similarly improved positions on Property Management and Industrial Unit Rents (£94k) as business hasn't impacted as first expected, recovery of fit out and rent for the Summit as a vaccination centre (£44k) offset by a stagnant customer base on the lifeline service £26k, and £71k on Car Parks, footfall has not increased coupled with the 2nd lockdown has seen low usage.
Government Grants	-11,652	-13,802	-10,737	-10,772	-10,737	-35	There has been an increase in the allocation of Discretionary Housing Payments (£8k) this will be offset by payments, Housing Benefit resource management grants (£34k) offset by reduced Admin Subsidy £10k, Data & Systems IDEA funding (£3k).
Other Government Grant	-2,001	-2,647	-2,647	-2,734	-2,647	-87	Additional new burdens funding
Other Grants/Contributions Etc	-40		-1,203	-1,436	-1,203	-233	Covid support grants and sales fees and charges. £350k of total grants has been allocated to help support the HRA.
Budget Savings Required		-614	-6		-6	6	Savings still to be delivered (includes £195k HRA saving). Details of all planned savings can be found in Appendix B.
Total Service Income	-34,825	-33,422	-29,827	-30,269	-29,827	-442	
Expenditure							
Employees	8,336	8,012	8,485	8,445	8,485	-40	Anticipated that with the current demands of covid, the vacancy factor was not expected to be met, but salary savings including savings resulting from not implementing the Property Services restructure (being the largest element) have improved this position along with other service vacancies.
Premises	786	794	852	815	852	-37	Majority are savings from the Contact Centre being closed (£19k), Closed Burial Grounds (£29k) and smaller property running costs savings; Property Management (£7k), Civic Centre (£6k), Industrial Units (£7k) and Car Park running costs (£15k). These savings are offset by Summit fit out costs for the Vaccination Centre and NNDR and running costs £49k £397k is in relation to the costs across the Street Scene contract including Trade Waste. Savings have been achieved from the realignment of the contract with the purchase of the vehicle fleet. These savings have been offset and exceeded by vehicle rental costs in the interim while the new fleet arrived and became operational and the significant increase in recycling from the Covid restrictions meaning more people were at home rather than travelling, this requires transporting to and bulking at the MRF facility. As the market is saturated there is a cost to disposal rather than return. There are costs for the settlement of Covid Claims from IHL for Leisure Services £181k and legal costs in relation to the Summit £66k. There are numerous smaller variances including; Bank Charges for card processing £32k, Planning Service costs £37k, Legal Services £29k offset by ICT savings (£43k) and a performance dividend from Building Control (£22k). There are numerous other variances that are not of the same significance that make up the balance.
Supplies And Services	10,600	8,588	9,844	10,149	9,844	305	Various car allowance savings across services as a result of reduced travelling due to Covid-19 restrictions. Small increase in Discretionary Housing Payments offset by increase grant in Government Grants above. See Recharges for explanation. Charges were waived to IHL for 20/21. Inflation increases anticipated when setting the budget were higher than actual levies.
Transport	158	144	149	118	149	-31	
Benefit Payments	11,112	13,910	10,262	10,268	10,262	6	
Support Services	9,455	7,604	7,604	7,296	7,604	-308	
Third Party Payments	-18	-32					
Drainage Board Levy	1,704	1,760	1,760	1,739	1,760	-21	
External Interest Payable	80	75	75	77	75	2	
Contingency		200					Balance carried Forward
Total Service Expenditure	42,212	41,057	39,032	38,907	39,032	-124	
Accounting - Non Service budgets							
Total Accounting & Non Service Budgets	-7,387	-7,636	-9,248	-9,009	-9,248	239	
Net Total			-43	-371	-43	-327	

HRA Management Accounts 2020-21
Results as at 31st March
HRA

	Previous Year Actuals	Latest Approved Budget	Year to Date		Variances	Comment
	Actual £k	Budget £k	Actual £k	Budget £k	Year to date Actual £k	
Income						
Investment Income	-187	-72	-101	-72	-29	Results at year end generated a return of 0.48% which was better than previously assumed when the budget was revised due to the rates on longer term investments. Slight improved expectation for garage rents.
Garage Rents	-102	-97	-102	-97	-5	
Housing Rents	-11,836	-11,991	-12,010	-11,991	-19	Improved position for rents after initial Covid impact, but still below original estimate.
Customer & Client Receipts	-171	-134	-501	-134	-368	£350k reallocation of Covid Grant, which reimburses MTFs adjustments for savings rents and investment interest losses. Recharges to former tenants now taking place offset by lower fees from Council House sales.
Recharges	-13	-18		-18	18	Internal rechargable works on corporate buildings have not been taking place due to Covid-19 restrictions, therefore no charges raised to date. Works have been focussed on void dwellings instead.
Total Service Income	-12,309	-12,311	-12,714	-12,311	-402	
Expenditure						
Employees	33	77	69	77	-8	Small saving on salaries. Savings were anticipated within the premises budget, but the commencement of the new gas servicing contract has led to significant repair costs escalating in the final quarter on now ageing boilers £193k. This is partially offset by savings on fencing (£42k), Asbestos Surveying (£35k) which are met through the capital programme, Solid Fuel Servicing savings (£30k) through Gas system replacements, Hostels (£24k) and Community Centres (£22k) where spend has been impacted by Covid.
Premises	652	779	825	779	46	
Supplies And Services	1,282	1,258	1,189	1,258	-69	There is a (£58k) saving on Adaptation costs, (£29k) on housing system licence costs from the new system implementation, (£17k) on resource accounting and rent swipe card charges. There is £63k of Health & Safety costs (cleaning properties) and a £35k increase in insurance costs based on property valuations
Support Services	2,855	2,903	2,741	2,903	-162	Reduced recharges from the GF mostly due to Assets Team savings on salaries from the service restructure not being implemented.
Transport	109	204	189	204	-15	The majority of this saving is due to working restrictions reducing fuel use for the vehicle fleet.
Debt Management Expenses	6	6	40	6	34	Fair Value set up cost adjustment against the LGS Loan Repayment.
External Interest Payable	2,413	1,920	1,915	1,920	-5	
Contingencies		75		75	-75	Unused Contingency in year
Provision for Bad Debts	260	267	35	267	-232	Rent write offs paid in year to top up provision. Actual rent provision is sufficient to meet current arrears levels.
Total Service Expenditure	7,610	7,489	7,004	7,489	-485	
Accounting & non service budgets						
Total Accounting & Non Service Budgets	4,699	4,823	4,687	4,823	-136	
Net Total			-1,023		-1,023	

Planned Savings

Strategic Category	Lead	General Fund - Potential Saving	Budget Risk	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	Commentary
Growing resources	Suzan Harrington	Asset rationalisation	Medium	31	21	-10	Income from third parties for use of the Civic Centre as well as savings generated from the sale of properties. Office closure means that whilst contracts will still be paid, there is still risk to some of this income and it will be kept under review. This has been built into the budget, but the income from Align has not been received as the contract has not been renewed.
		Total Growing Resources	0	31	21	-10	
Transforming	Suzan Harrington	Introduce CT Penalty Scheme - NEW	Medium	5	0	-5	Council Tax Penalty Scheme was not being enforced due to covid-19 so no charges have been raised, but the scheme is in place and saving built into budgets.
Transforming	Suzan Harrington	Review and introduce increased empty homes premium.	Medium	45	45	0	This scheme is intended to act as a deterrent against long standing empty properties and bring much needed homes back in to use.
		Total Transforming		50	45	-5	
Commissioning	Suzan Harrington	Contract renegotiations	Low	6	6	0	Renewal of the public conveniences contract has generated a £6k per annum saving.
		Total Collaboration & Commissioning	0	6	6	0	
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	69	69	0	Reduction in pension contributions following the 2019 triennial valuation.
		Total Technical/Housekeeping	0	69	69	0	
		Total		156	141	- 14	

Low Risk		75	75	0
Medium Risk		80	66	-14
High Risk		0	0	-14
Total		156	141	-28

Strategic Category	Lead	HRA - Potential Saving	Risk	2020/21 Target £000's	2020/21 Forecast £000's	2020/21 Shortfall £000's	Update/Comments
Technical/housekeeping	Karen Iveson	Reduction in pension contributions	Low	23	23	0	
		Total	-	23	23	-	

Appendix C : 2020/21 Selby District Council Capital Programme - To 31 March 2021

General Fund	Annual Budget	Original Budget Incl C/F	Revised Budget	Outturn Actual	YTD Variance	Carry Forward	Year End Variance	Comments	Approved Programme & Carry Forward Proposal		
									Forecast 21/22	Forecast 22/23	Forecast 23/24
Transforming Customer Services	110,000	110,000	110,000	3,425	-106,575	106,575	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 August 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	106,575		
Website Development	10,000	10,000	0	0	0	0	0	This project is to enhance the platform to allow for future development of the website. Discussions with NYCC will commence in Q1 2021/22 to discuss the scope of the project.	10,000		
Industrial Units - Road Adoption	325,000	325,000	0	0	0	0	0	The current condition of the road does not justify the significant investment required to bring the road up to adoptable standard. It is proposed to delay this project until such time as the condition of the road makes this work appropriate and necessary.			
GIS System	37,131	37,131	37,131	5,750	-31,381	31,380	1	The project has been scoped for this budget. Decision to be made is dependant on the decision for an Appointment System for the new Customer Contact Centre under Covid secure Government guidelines.	31,380		
Benefits & Taxation System upgrade	16,475	16,475	16,475	3,242	-13,233	6,380	6,853	This budget is linked to software upgrades supporting Channel Shift as part of the Digital Strategy	21,380	15,000	15,000
IDOX Planning System	15,000	15,000	19,250	19,250	0	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 2020/21	15,000	15,000	15,000
ICT - Servers	7,590	7,590	7,590	7,410	-180	0	180	Servers are being upgraded to align to Microsoft licencing requirements.	30,000		
ICT - Software	29,694	29,694	29,694	25,000	-4,694	4,694	0	Budget committed to the Digital Workforce Project and the implementation of Microsoft 365 Tools. The project is underway for the implementation of Microsoft 365 tools. The project has been delayed due to Covid-19. At the end of the financial year the project was almost complete with the carry forward being used in Q1 21/22 for implementing external sharing of sharepoint and MS Teams to improve how we collaborate with partners.	4,694		
Adobe Licence Replacement	0	0	0	0	0	0	0	Licences replacement programme due 2021/22.	15,000		
Finance System Replacement	0	0	0	0	0	0	0	Replacement for the finance system has been reforecast into 2022/23.	0	150,000	
Committee Management System	3,000	3,000	3,000	0	-3,000	3,000	0	ModernGov software upgrade delayed to 2021/22 as part of legislative changes	3,000		
Upgrade to Assure from M3	20,000	20,000	20,000	11,500	-8,500	8,500	0	This budget is to migrate from M3 to Assure software, this project commenced in Q3 2020/21 to be completed in Q2 2021/22	8,500		
Cash receipting System	32,500	32,500	32,500	0	-32,500	32,500	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.	32,500		
Northgate Revs & Bens	7,856	7,856	3,606	0	-3,606	3,600	6	Budget required for system upgrades following legislative changes in relation to e-billing in line with the Digital Strategy	3,600		

Appendix C : 2020/21 Selby District Council Capital Programme - To 31 March 2021

General Fund	Annual Budget	Original Budget Incl C/F	Revised Budget	Year to date Actual	Year to date Variance	Carry Forward	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
Asset Management Plan - Leisure & Parks	32,780	32,780	32,780	18,253	-14,527	0	14,527	All landlord maintenance works were completed prior to the end of the year and an accrual was completed as purchase orders had been raised but the invoices had not been received. No further works required therefore the 2020/21 balance will not be carried forward.	47,891	9,005	17,746
Committee Room Microphone system	65,000	65,000	0	0	0	0	0	Specification is written and tenders have been invited for the Committee Room microphone system. However, the project is currently on hold due to Covid-19 and expected to be completed in 2021/22.	65,000		
Portholme Road Collapsed Culvert	0	0	0	-14,060	-14,060		14,060	Final invoices have been received against this project, costs have come in slightly below expected spend.			
Car Park Ticket Machines	36,000	36,000	36,000	13,527	-22,473	22,473	0	Implementation of the revised car park tariffs was delayed whilst technical issues relating to acceptance of card transactions was resolved. Final upgrading and commissioning of the car park machines will now occur in Q1 2021/22.	22,473		
Industrial Units Maintenance	150,000	150,000	20,000	0	-20,000	20,000	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.	25,000	229,400	
Car Park Improvement Programme	530,096	530,096	300,000	9,928	-290,072	290,072	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 Covid19. Work to install the first of two Electrical Vehicle Charging Points (EVCP) has been completed at South Parade car park. Installation of the second charger at Back Micklegate is currently on hold pending confirmation from the Environment Agency of their timetable for removal of additional pumping equipment brought in during the most recent flooding events. The multiple lockdowns experienced during the year as a result of Covid-19 severely impacted staff availability to progress project works such as this. As we gradually move towards pre-Covid norms we will be looking to reinstate project delivery.	520,168		
ICT - Channel Shift 2 Website & Intranet	57,500	57,500	57,500	40,775	-16,725	16,720	5	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	16,720		
ICT - Channel Shift 3 Website & Intranet	18,000	18,000	0	0	0	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.	18,000		
ICT - Disaster Recovery Improvements - Software / Hardware	24,786	24,786	24,786	6,992	-17,794	17,790	4	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.	17,790		
ICT - End User Devices - Software / Hardware	25,341	25,341	25,341	20,078	-5,263	5,260	3	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy.	54,760	49,500	49,500
ICT - Digital Workforce - Telephones - Mobile Working	16,000	16,000	16,000	13,705	-2,295	2,270	25	Budget is for replacement Mobile hardware in relation to the digital workforce strand of the digital strategy.	11,770	9,500	9,500

Appendix C : 2020/21 Selby District Council Capital Programme - To 31 March 2021

General Fund	Annual Budget	Original Budget Incl C/F	Revised Budget	Year to date Actual	Year to date Variance	Carry Forward	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
South Milford Retaining Wall	15,000	15,000	15,000	0	-15,000	15,000	0	We are still awaiting confirmation from the parish priest as to whether approval for the improvement works to the wall will need to go through a Faculty application (similar to Listed Building Approval). It is currently unknown how long the process will take. The budget has been carried forward into 21/22 pending approval for the works to be carried out.	15,000		
Waste Collection Fleet	4,000,000	4,000,000	4,000,000	3,971,320	-28,680	0	28,680	All vehicles have now been received and the final cost is slightly below expected spend.			
Wheelie Bins	104,869	104,869	104,869	104,869	0	0	-0	As part of the rollout of the new recycling service alternative bin size options have been given to our residents who experience difficulties with the original bins provided. The costs of these bins have been funded through revenue as part of the realignment of the overall Streetscene contract. Bins are no longer provided through the contract and the Council is responsible for the purchase of new bins as both replacements and for new housing development which will be rechargeable.			
Council Play Area Maintenance	105,000	105,000	105,000	7,263	-97,737	97,730	7	All safety surface repairs have been completed and we are due to award the contract for the Grange Road project during May 2021 following a procurement exercise. Works to the second play area from Year 1 will be going out to tender shortly. A budget carry forward has been completed.	197,730	100,000	
Replacement of Vehicle Fleet	7,950	7,950	7,950	4,440	-3,510	3,510	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.	3,510		
Purchase of Land	937,500	937,500	0	0	0	0	0	To facilitate affordable housing development and acquisitions and will be subject to business case.	937,500		
New Build Projects (Loans to SDHT)	2,400,000	2,400,000	0	0	0	0	0	Sites have been identified for potential acquisition. However, the Covid lockdown has delayed negotiations. There small sites identified for development and are progressing through Planning, when approved, tenders can be completed to attain absolute costs. Tenders have been delayed due to resources being redirected as a result of Covid, the tenders are not likely to be issued until Q1 2021/22. Discussions are taking place with SDHT as part of the development of the new Affordable Housing Strategy.	2,800,000	9,132,038	
Private Sector - Home Improvement Loans	39,031	39,031	39,031	11,309	-27,722	27,720	2	Take up of RAS Loans has been slow during 2020/21, due in part to the on-going Covid-19 situation but also due to alternative options for heating loans being available this year through the Better Home Yorkshire funding stream. In total 9 RAS loans were completed in the year, compared to 11 completed in 2019/2021. 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. In 2020/21 we received 3 repaid loans totalling £14,152 which meant that around 3 additional households will be able to receive essential assistance. We would expect to receive at least a similar number of repayments in 2021/22.	27,720		
Empty Property Grants	80,000	80,000	80,000	75,114	-4,886	4,886	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 5 Empty Homes Grants during 2020/21, leading to 8 new units of private rented accommodation being made available to the Housing options service. It is anticipated that similar interest in grants will be maintained during 2021/22 which should ensure that our available private rented portfolio continues to grow.	84,886	80,000	
Disabled Facilities Grants (DFG)	680,317	680,317	294,570	298,190	3,620	-3,620	0	The initial lockdown caused the biggest issues with contractors off site for 12 weeks. There has also been some issues with the supply chain as some equipment is specialised and has been delayed due to lockdown and leaving the EU. In total we estimate contractors we off site for 16 weeks. That said, as you can see from the numbers below, overall the performance is good, 50 DFGs were completed spending a total of £298,190 of the available budget £680,317 and the service maintained its 2020/21 performance of 70 days average time to complete from approval.	813,357	402,360	402,360
Total General Fund	9,939,416	9,939,416	5,438,073	4,657,280	-780,793	716,440	64,353		5,960,904	10,191,803	509,106

Appendix C : 2020/21 Selby District Council Capital Programme - To 31 March 2021

Housing Revenue Account	Annual Budget	Original Budget Incl C/F	Revised Budget	Year to date Actual	Year to date Variance	Carry Forward	Forecast Variance	Comments	Approved Programme & Carry Forward		
									Forecast 21/22	Forecast 22/23	Forecast 23/24
Housing & Asset Management System	132,375	132,375	132,375	28,710	-103,665	103,665	0	The remaining capital of £104k is expected to be paid following the Phase 2 project start-up in Q1 2021/22.	103,665		
St Wilfrid's Court	113,000	113,000	19,267	17,969	-1,298	0	1,298	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. Work to replace the Tunstall system within the property has now been completed as this was deemed an emergency due to increasing false/no alarm reports. Progress in identifying additional improvement works at the scheme are however still on hold due to the continuing situation around Covid 19. Due to the nature of the scheme and to protect the safety of the residents it is felt essential to limit the works being undertaken whilst the Covid situation remains uncertain. In line with the Government's roadmap we aim to complete the scoping works by late June 2021 with tenders issued in July 2021. This will ensure site visits required by prospective tenderers can be completed with minimal risks to residents.	93,733		
Environmental Improvement Plan	108,152	108,152	108,152	0	-108,152	108,152	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 by the coronavirus outbreak.	108,152		
Housing Development Project	3,427,643	3,427,643	50,000	26,361	-23,639	23,630	9	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.	1,701,273	1,700,000	
Seaside Hostel	10,394	10,394	10,394	9,125	-1,269	0	1,269	An upgrade of the CCTV within the building was undertaken with Fire Risk Assessment and communal area refurbishment works progressing in tandem. This budget is required to complete the final elements of the works identified within the Fire Risk Assessment and will be assessed for Covid compliance. Formal certification of the fire safety works has now been received.			
Community Centre Refurbishment	64,377	64,377	0	0	0	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 deal with other priorities and as a result of diverted staff resources as a result of Covid. In light of the above, delivery of the programme remains paused whilst staff resources are focused on delivering other key priorities and adapting to the changing Covid 19 guidance.	64,377		
Empty Homes Programme - Improvements to Property	1,094,740	1,094,740	252,632	595	-252,037	252,030	7	This supports the Empty Homes Programme and is available to purchase Empty properties that will be brought back in to use and let through the HRA and former council properties sold through the Right to Buy. This is part of a 3 year programme to fund the purchase of 20 properties and includes S106 and Homes England Grant funding. We purchased 7 properties in 2019/2020, 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. There was 1 long term empty property and 6 former Right to Buy, buy backs. We are also still progressing with the Compulsory Purchase of a long term empty property. We have identified further properties which we are assessing and if they are considered suitable will progress with valuations and financial viability assessments. A revised programme is being drawn up for further acquisitions following the approval of the revised Affordable Housing Delivery Strategy.	200,000	894,138	
Assets Vehicle Fleet	60,950	60,950	60,950	60,950	0	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.			

Appendix C : 2020/21 Selby District Council Capital Programme - To 31 March 2021

Housing Revenue Account	Annual Budget	Original Budget Incl C/F	Revised Budget	Year to date Actual	Year to date Variance	Carry Forward	Forecast Variance	Comments	Forecast 21/22	Forecast 22/23	Forecast 23/24
Energy Efficient Programme	701,869	701,869	701,869	346,007	-355,862	355,860	2	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.	856,084	510,225	520,430
Health and Safety Improvement Programme	886,724	886,724	886,724	544,817	-341,907	341,910	-3	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.	1,010,562	554,675	565,770
Property Refurbishment Programme	4,618,490	4,618,490	3,500,000	3,220,365	-279,635	279,630	5	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.	5,013,864	3,677,796	3,740,890
Property Investment Programme	1,140,375	1,140,375	350,000	342,281	-7,719	7,720	-1	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.	1,381,030	427,133	435,680
	0	0		0	0	0	0				
Total HRA	12,359,089	12,359,089	6,072,363	4,597,180	-1,475,183	1,472,597	2,586		10,532,740	7,763,967	5,262,770
Total Capital Programme	22,298,505	22,298,505	11,510,436	9,254,460	-2,255,976	2,189,037	66,939		16,493,644	17,955,770	5,771,876

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 @ 31 March 2021		Project Budget Remaining	Update	Phasing of future spend Q4			
			In Year Spend 20/21	Forecast			Forecast 20/21	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.	0	53,281	0	
Visitor Economy (Tourism & Culture)	Angela Crossland	1,222,952	141,191	1,222,952	1,081,761	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. New delivery Framework in place for the next spend period. Recruitment of Events Officer is now complete.	141,191	611,761	340,000	130,000
Celebrating Selby 950	Angela Crossland	7,831	7,831	7,831	0	Final reports have been submitted to funders. All delivery is complete, including an Audience Development Plan which builds on the findings in the Evaluation Report. National Lottery Heritage Fund have approved final activity report and financial evidence. Their final payment of (10%) will be made shortly. NLHF describe the activity as "brilliant". Arts Council England have different financial reporting requirements, which are not yet complete.	7,831	0	0	
Low Carbon resources	Stuart Robinson	135,000	0	135,000	135,000	Low carbon/Environmental Projects Officer to oversee Low Carbon work. The Officer has now been recruited in April 2021 and is progressing with the Carbon reduction Plan.	0	45,000	45,000	45,000
Marketing Selby's USP	Stuart Robinson / Communications	157,753	4,841	157,753	152,912	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 will be re-energised in 2021/22 following the successful recruitment to this post. The additional budget approved in 2020/21 includes the Communications & Marketing Officer role for a further 3 years.	4,841	50,971	50,971	50,970
Retail Experience - STEP	Duncan Ferguson	66,749	2,968	66,749	63,781	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.	2,968	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	0	47,000	46,000	46,000
Towns Masterplanning (Regeneration)	Duncan Ferguson	702,257	75,726	702,257	626,531	Work was 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. Chris Wade's work is programmed now to finish in June 2021. Work will identify where match fund and further commission is needed and establish the further multi-partner governance model needed to deliver the strategies and action plans for each town centre. A contribution from this fund has been used to support the Places and Movement Study, in partnership with NYCC Highways and YNY LEP. Anticipate that plans for local delivery will align with reprioritisation for town centres as part of new Corporate Plan period 2020+ and covid recovery planning. Funding of £50k will be used to support the MHCLG Reopening High Street Safely Fund (RHSSF). Recent indication from MHCLG that a further £80k grant available for 21/22 from MHCLG, under extended RHSSF programme. Re-branded for 21/22 as Welcome Back Fund.	75,726	626,531	0	
Strategic Sites Masterplanning	Duncan ferguson	244,832	(25,853)	244,832	270,685	Funded due diligence work for Selby Station Masterplan area and Selby TCF revenue costs (in partnership with NYCC). Future costs will include consultancy costs for development to Full Business Case stage, surveys, design, legal and valuation fees. A large proportion, if not all, of Selby TCF revenue costs should be reimbursed back to this budget by WYCA. A further £150k budget has been allocated to this programme. Future costs will include consultancy costs for development to Full Business Case stage, surveys, design, legal and valuation fees. A large proportion of this Council's Selby TCF revenue costs should be reimbursed back to this budget by WYCA. The current year credit relates to the reallocation of £65k of prior year costs to the TCF project cost budget code to match where the grant income is allocated	-25,853	245,685	25,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23	Forecast 23/24
Access to Employment	Iain Brown	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.	0	19,282	0	
Growing Enterprise	Iain Brown	270,542	(884)	270,542	271,426	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. The year to date spend is showing a credit due to a cancelled and refunded Business Conference event invoice due to the Covid Pandemic, it is hoped that the event can be rearranged in due course.	-884	166,426	70,000	35,000
Selby TCF Revenue	Duncan ferguson	0	(56,542)	0	56,542	Full year 2020/21 spend (credit) relates to the grant recovery for 2019/20 and 2020/21 recovered from WYCA. The credit is due to the 2019/20 income being received in the current year.	-56,542	56,542		
HAZ	Caroline Skelly	20,000	444	20,000	19,556	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. HAZ Officer started in post August 2020. At the end of financial year £444 had been spent against the Block Party project, a series of minecraft workshops engaging young children to build their own town in minecraft.	444	10,556	5,000	4,000
Empty Homes	June Rothwell Simon Parkinson	3,846	95	3,846	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.	95	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.	0	20,000	14,850	
Stepping Up' Housing Delivery	June Rothwell Phil Hiscott	7,052	2,114	7,052	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.	2,114	4,938	0	
Olympia Park	Iain Brown	14,733	10,000	14,733	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 another P4G budget cost centre in due course.	10,000	4,733	0	
Making our Assets work	Duncan ferguson	100,000	47,449	100,000	52,551	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. A further £100k has been allocated to this budget to continue the ongoing work, this 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.	47,449	32,551	20,000	0

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23	Forecast 23/24
Housing development Feasibility Work	Phil Hiscott	303,546	14,178	303,546	289,368	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.	14,178	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 £30 capital receipt.	0	80,000	0	
Finance Support	Peter Williams	139,000	0	139,000	139,000	Business Case development & Financial monitoring / reporting	0	46,000	46,000	47,000
Commercial property acquisition fund	Duncan ferguson	2,571,570	0	2,571,570	2,571,570	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.	0	1,532,146	1,039,424	
High Street shop fronts	Caroline Skelly	100,000	0	100,000	100,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer started in post August 2020	0	32,000	40,000	28,000
New land 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. HAZ Officer commenced in post August 2020. Experimental road closures in place as part of Reopening High Streets project (ERDF Funded)	0	50,000	100,000	50,000
Selby TCF Capital	Duncan Ferguson	467,854	467,854	467,854	0	The current year costs relate to the purchase of James William House in relation to the TCF project.	467,854			
Low Carbon projects (Phase 1) CAPITAL	Angela Crossland / Dave Caulfield	1,200,000	0	1,200,000	1,200,000	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.	0	400,000	400,000	400,000
Town Regen Selby	Duncan Ferguson	1,000,000	0	1,000,000	1,000,000	A Forward Framework and Action Plan is being prepared for each of the 3 town centres - work led by Chris Wade funded from the current Town Master planning P4G project. Two elements to this new ask: 1) Feasibility pot to work up project ideas 2) Delivery budget - for implementation of projects.	0	350,000	650,000	0
Town Centre Tadcaster	Duncan Ferguson	500,000	0	500,000	500,000	A Forward Framework and Action Plan is being prepared for each of the 3 town centres - work led by Chris Wade funded from the current Town Master planning P4G project. Two elements to this new ask: 1) Feasibility pot to work up project ideas 2) Delivery budget - for implementation of projects.	0	250,000	250,000	0
Town Centre Sherburn	Duncan Ferguson	500,000	0	500,000	500,000	A Forward Framework and Action Plan is being prepared for each of the 3 town centres - work led by Chris Wade funded from the current Town Master planning P4G project. Two elements to this new ask: 1) Feasibility pot to work up project ideas 2) Delivery budget - for implementation of projects.	0	250,000	250,000	0
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	0	87,000	87,000	87,000
Funding for the 15% parish council contribution for the new Bawtry roundabout - £35062	Caroline Skelly	35,062	35,062	35,062	0	Funding for the 15% parish council contribution for the new Bawtry roundabout, this was paid in Q4.	35,062			

Project	Lead Officer	Multi-Year Project Budget	In Year Spend 20/21	Forecast	Project Budget Remaining	Update	Forecast 20/21	Forecast 21/22	Forecast 22/23	Forecast 23/24
Staffing costs		3,459,475	735,568	3,459,475	2,723,907	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. JD note - within the salary costs is a credit for the reallocation of salary contributions towards the TFC project, these costs are shown within the overall TCF revenue budget	735,568	1,151,690	1,173,520	398,697
Contingency		415,138	0	415,138	415,138	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.	0	415,138		
		14,432,605	1,462,042	14,432,605	12,970,563		1,462,042	6,846,131	4,752,765	1,371,667

Appendix E - General Fund Revenue Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
GFR001	SF0603	0101	NYBTG - Training Course Fees	T Fox	Monies are held on behalf of the 8 North Yorkshire authorities for the purpose of the North Yorkshire Benefits Training Group and therefore do not belong to SDC. Money is kept in reserve and carried forward yearly for any extra joint courses or advertising campaigns etc.	15,782	6,532	6,530
GFR002	SJ0243	0001	Taxation, benefits & Debt - Gross pay	T Fox	This is DWP funding paid to Local Authorities to provide them with capacity to process Verify Earnings and Pensions (VEP) alerts and Real Time Information (RTI) referrals. Local Authorities were asked to use the funding to administer as many alerts/referrals as possible within the capacity provided by the funding. We have used the funding to pay for an additional staff member on a temporary contract to carry out this work. The DWP monitor the performance of the local authority to complete these alerts and they are happy with our current performance. We will need this funding carrying forward to continue to pay for this salary spend, with half a post currently agreed on a temporary contract until September 2021. We need the budget to cover any additional staffing resource that may be needed if the alerts increase.	29,148	15,265	15,260
GFR003	SJ0212	3124	ICT consultancy fees	C Smith	Carry Forward for 3rd party consultancy to support changes required to our Network/Infrastructure throughout 2021/22 The work is a Corporate recovery plan based on new working conditions / home working strategy etc. So the c/f would allow us to implement this.	21,940	9,140	9,140
GFR006	SJ0217	3179	External contractors	S Robinson	Carry forward request is to fund the OD programme already agreed by LT and which has commenced. However, the majority of the programme will be delivered in 21/22 and NYCC will invoice us in 21/22.	141,563	35,299	35,300
GFR007	SJ0217	3561	HR Subscriptions	S Robinson	HR personnel system budget was removed as a potential saving in advance of the better together arrangement. However we cant use the NYCC system and we still need one!! We will be able to fund this from HR subscriptions in 21/22 if we can c/f this amount. Need to consider a bid for 22/23	11,810	3,088	3,090
GFR008	SJ0217	0106	HR Short course fees	S Robinson	we have not progressed training as much as we'd liked this year - I don't want staff to lose out as this is their development budget	15,580	9,071	9,070

Appendix E - General Fund Revenue Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
GFR009	SJ0217	0110	HR Qualification course fees	S Robinson	we have not progressed training as much as we'd liked this year - fully expect to remedy that next year - I don't want staff to lose out as this is their development budget	14,000	10,695	10,690
GFR011	SF0303	3596	Homeless persons project fund	S Parkinson	The Homeless Persons Project Fund funds projects and initiatives that support those who are homeless or at risk of homelessness to secure move-on and permanent housing solutions. The budget is supported by MHCLG grant funding which is ringfenced for homelessness services. The carry forward is therefore requested to ensure that the statutory homelessness service continues to delivery in line with the requirements of the Homelessness Reduction Act 2017.	777,803	94,779	90,000
GFR015	SJ0235	0007	Data & Systems - Agency	C Smith	To enable the implementation of Phase 2 on the Housing Management Software throughout 2021/22.	47,265	34,777	34,780
GFR016	SD0502	3179	CEF external contractors	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for community support, the remaining balance will be carried forward as part of the new process when it is agreed.	20,000	10,667	10,670
GFR017	SD0505	3596	CEF Projects fund	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for the Central CEF, the remaining balance will be carried forward as part of the new process when it is agreed. The figure includes the carry forward figure from last year as CEF meetings were not held due to Covid therefore no grants were approved.	20,000	32,892	32,890
GFR018	SG0104	3507	Chairman's Allowance	P Mann	The Chairman's year of office is from May to May and any outstanding balance remaining from their budget will be paid to their charity	5,910	4,469	4,470
GFR019	SD0503	3596	Eastern CEF Projects Fund	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for the Central CEF, the remaining balance will be carried forward as part of the new process when it is agreed. The figure includes the carry forward figure from last year as CEF meetings were not held due to Covid therefore no grants were approved.	20,000	49,803	49,800

Appendix E - General Fund Revenue Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
GFR020	SD0506	3596	Southern CEF projects fund	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for the Central CEF, the remaining balance will be carried forward as part of the new process when it is agreed. The figure includes the carry forward figure from last year as CEF meetings were not held due to Covid therefore no grants were approved.	20,000	34,149	34,150
GFR021	SD0504	3535	Tadcaster & Villages CEF FWAG Grant	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for the Central CEF, the remaining balance will be carried forward as part of the new process when it is agreed. The figure includes the carry forward figure from last year as CEF meetings were not held due to Covid therefore no grants were approved.	20,000	5,800	5,800
GFR022	SD0504	3596	Tadcaster & Villages CEF projects fund	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for the Central CEF, the remaining balance will be carried forward as part of the new process when it is agreed. The figure includes the carry forward figure from last year as CEF meetings were not held due to Covid therefore no grants were approved.	6,366	6,366	6,370
GFR023	SD0507	3596	Western CEF projects fund	P Mann	Work is currently taking place on the review of CEFs and as this was part of the CEF budget for the Central CEF, the remaining balance will be carried forward as part of the new process when it is agreed. The figure includes the carry forward figure from last year as CEF meetings were not held due to Covid therefore no grants were approved.	20,000	10,994	10,990
GFR024	SD0302	3121	Local plan Specialist fee	C Skelly	Full remaining budget of £327,786 is required to support the completion of the Local Plan up to 2023.	583,212	335,580	335,580
GFR025	SD0304	3121	Neighbourhood plans	C Skelly	Budget from MHCLG Grants for supporting Neighbourhood Plans. No further grants available for this purpose and therefore budget needed to support existing and future neighbourhood plan areas.	30,879	30,569	30,569
GFR026	SC0215	3628	Food safety - Misc.	W Palmer	This budget is used to procure food hygiene inspections from a third-party and due to the pandemic and the associated restrictions this has not taken place during 2020-21. The cfwd is requested to cover the backlog of food hygiene inspections that has resulted in addition to those programmed to take place in this working year.	4,000	3,898	3,800

Appendix E - General Fund Revenue Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
GFR027	SJ0219	0001	Gross pay	A Hartley / JD	Following the drawdown approval of the £166k Planning backlog - the following budgets were allocated to Legal. A carry forward is required due to the delay in recruiting to the position. Karen Winnard	16,400	7,910	7,910
GFR028	SD0203	0007	Agency	R Hardingham / JD	Following the additional £60k approval for recruiting additional agency for the backlog work (funded from vacancies) the following carry forwards are required - E Maw / D Holgate Note - of the £60k approval the R King extending hours element has not been carried forward as the costs for Ryan & Paula Craddock to year end were absorbed within the £166k approval	56,000	31,663	31,663
GFR029	SD0203	0007	Agency	R Hardingham / JD	Following the drawdown approval of the £166k Planning backlog - the following budgets are required to be carried forward due to the delays in recruiting the agency staff Neil Langley	166,000	36,776	36,776
GFR030	SA0501	3532	Miscellaneous Grants	A Crossland	The funding is earmarked to match fund the development of a lift at Selby Station in line with the TCF station development. The funding has been held in this budget code until the point where the work commences. Spend is reliant on that project timeline. Project is a major development and is envisaged to complete by April 2023.	50,000	50,000	50,000
GFR031	SC0501	3596	CS Partner Contributions	A Crossland	This budget is made up of OFPCC grant contributions and is protected by the grant agreement in place.	8,967	6,535	6,535
GFR032	SB0208	3124	Countryside Recreation & Management	A Crossland	Other than the TPT contribution, this budget was allocated to carry out inspections and tree works at the St James' site and on Brayton Barff. Due to the Covid-19 pandemic, much of the intended work was paused due to both internal resource and partner availability. Works were also delayed as they can only be delivered outside of nesting season. Now that restrictions are beginning to lift, work is taking place alongside Councillor Crane, Yorkshire Water and a local community group.	12,678	12,029	12,029
GFR034	SL0101	3650	Commissioning Contingency	K Iveson	Balance remaining of commissioning contingency to support Leader in 21/22	12,697	12,697	12,690
GFR035	SL0101	3650	Operational Contingency	K Iveson	Balance remaining of Operational contingency to support services in 21/22	120,820	120,820	120,820

Appendix E - General Fund Revenue Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
Grand Totals						2,268,820	1,022,263	1,017,372

Appendix E - General Fund Capital Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
GFC001	SZ3001	3596	Transforming Customer Services	A Heap	Move the Contact Centre to the Civic Centre	110,000	106,575	106,575
GFC002	SZ3058	1001	Council play areas - maintenance	A Brookes	This capital budget is for phase one of a 3 year play area refurbishment project.20/21 The planned safety surface repairs have been carried out to 6 play areas but due to Covid, we have been unable to complete the major refurbishment of the two play areas as planned.20/21 We are currently out to tender for one of the sites and works here will be completed by the end of May.20/21 Works to the second site will be completed in Q2 but we still plan to commence phase 2 of the project in early 2021/22 to keep the rest of the project on time.	105,000	97,737	97,730
GFC003	SZ3017	3392	Software	J Clewley	Carry forward request is due to being delayed on completing the implementation Microsoft software (Sharepoint) due to covid restrictions This spend will be spent in Q1 21/22 to deliver training to end users The carry forward request supports delivering great value from our ICT investments and enables us to better collaborate with partners whilst keeping our information secure.	29,694	4,694	4,694
GFC004	SZ3050	3397	End user devices	J Clewley	Carry forward request is due to being delayed on purchasing all the new devices required due to covid restrictions - this will be spent in Q1 21/22 to deliver in a timely manner when Cllrs and Officers can visit the office for set up The carry forward request supports the digital workforce programme addressing the needs of SDC councillors to provide them with devices that are fit for purpose, now that the current devices are coming to end of life.20/21It enables us to20/21deliver	25,341	5,263	5,260
GFC005	SZ3051	3314	Digital workforce	J Clewley	Carry forward request is due to being delayed on purchasing all the new devices required due to covid restrictions - this will be spent in Q1 21/22 to deliver in a timely manner when Cllrs and Officers can visit the office for set up The carry forward request supports the digital workforce programme addressing the needs of SDC councillors to provide them with devices that are fit for purpose, now that the current devices are coming to end of life.20/21It enables us to20/21deliver great value from ICT investments.	16,000	2,272	2,270
GFC006	SZ4001	4801	Repair assistance loans	S Parkinson	We received £10,152 in repaid loan funds during 2020/21. These monies are recycled to provide additional support to vulnerable private households with essential and emergency repairs. This figure, plus additional committed funding from this years capital budget, requires carrying forward into 2021/22 to cover new loan applications. The repaid loans will include an element of previously spent Regional Housing Board funding which, if recycled, must be used for Private Sector Housing initiatives.	39,031	27,722	27,720
GFC007	SZ3049	3367	Disaster recovery improvements	C Smith	Implement changes to the infrastructure to enhance our DR arrangements.20/21	24,786	17,794	17,790
GFC008	SZ3047	3375	Channel Shift	C Smith	Carry Forward to be used to implement Citizen Access Revenues & Citizen Access Benefits to help our Customers help themselves and reduce the numbers of contacts at the CCC.	57,500	16,725	16,720
GFC009	SZ5002	3392	Asset management system	C Smith	Carry Forward to be used for the Final payment of the CX Housing System following Phase 2 GO LIVE in 2021/22.	132,375	103,665	103,660
GFC010	SZ3025	3358	ICT Capital projects	C Smith	To be used to implement the CivicaPay software to replace the PARIS software. This includes introducing a payment portal for customers	32,500	32,500	32,500
GFC011	SZ3025	3353	ICT Capital projects	C Smith	Remaining budget to be used to implement the20/21migration from Northgate M3 to Northgate Assure in Q2 2021/22	20,000	8,500	8,500
GFC012	SZ3021	3374	Committee management system	C Smith	To enhance/upgrade our current Committee Management System in20/212021/22	3,000	3,000	3,000
GFC013	SZ3025	3366	ICT Capital projects	C Smith	Carry Forward to be used for upgrades and changes to the Northgate Suite of applications used in the Revs & Bens Business Unit.	3,606	3,606	3,600

Appendix E - General Fund Capital Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
GFC014	SZ3008	3367	GIS System	C Smith	To be used to purchase an Appointment system or software required for the new Customer Contact Centre in 2021/22.	37,131	31,381	31,380
GFC015	SZ3012	3374	R&B Software	C Smith	To be used to maintain/develop the Revenues & Benefits software throughout 2021/22.20/21Throughout the year legislative changes will need to be implemented that will not be 20/21government funded so therefore timely upgrades will need to be system is processing data accurately. applied to ensure the system is processing data accurately.	16,475	6,382	6,380
GFC016	SZ3041	1002	CarPark ticket machines	P Hiscott	Difficulties with the banks regarding implementation of card transactions has resulted in implementation delays of the upgraded car park ticket machines. The issue has however now been resolved hence the funding for final upgrading and commissioning of the car park machines will be required in 2021/22.	36,000	22,473	22,473
GFC017	SZ3045	1031	Car park improvement fund	P Hiscott	The multiple lockdowns experienced during the year as a result of Covid-19 have severely impacted staff availability to progress project works such as this. As we seek to gradually move towards pre-Covid norms we will be looking to reinstate project delivery. The funding will therefore be required to support this work moving forwards.	300,000	290,072	290,072
GFC018	SZ3055	1031	South Milford Retaining wall	P Hiscott	The multiple lockdowns experienced during the year as a result of Covid-19 have severely impacted staff availability to progress project works such as this. As we seek to gradually move towards pre-Covid norms we will be looking to recommence delivery of such works and will thus requiring the funding to do so.	15,000	15,000	15,000
GFC019	SZ3059	2001	Repair Vehicle Fleet	P Hiscott	Whilst the majority of the new vehicle fleet has now been received, discussion continues with our fleet provider regarding potential wear and tear charges on the outgoing fleet and additional livery and racking costs for the replacement fleet. Subject to the outcome of these discussions this funding would be required to cover these costs.	7,950	3,510	3,510
GFC020	SZ3044	1001	Industrial Units Maintenance	P Hiscott	Works not progressed as anticipated over the year, this balance was left to cover off any essential works required in the final quarter but was not required.	20,000	20,000	20,000
GFC021	SZ4002	4802	Disabled Facilities Grants	D Fussey	Small overspend on service for year, needs to be pulled back from 21/22	294,570	-3,620	-3,620
GFC022	SZ4005	3532	Empty Property Grants	S Parkinson	The full Empty Homes Grant budget has been committed for 2021/22. However, one scheme has failed to complete by year end (10 Barlby Road, Selby) leaving £5k of the grant for this property still to be paid. The carry forward is requested in order to ensure this grant can be fully discharged upon completion of the eligible work.	80,000	4,886	4,886
Grand Totals						1,405,959	820,137	820,100

Appendix E - HRA Revenue Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
HRAR001	SQ0110	3181	Direct Works HSG - Sub-Contractors Responsive	P Hiscott	The multiple lockdowns experienced during the year as a result of Covid-19 resulted in the suspension of non-urgent repairs. As we seek to recover the position following the easing of restrictions this is likely to result in increased sub-contractor spend in 21/22.	242,900	19,610	19,610
HRAR002	SQ0110	3004	Direct Works HSG - Equipment and materials	P Hiscott	The multiple lockdowns experienced during the year as a result of Covid-19 resulted in the suspension of non-urgent repairs. As we seek to recover the position following the easing of restrictions this is likely to result in increased material spend in 21/22.	271,740	15,653	15,650
HRAR003	SQ0110	3031	Direct Works HSG - Clothing and Uniforms	P Hiscott	Covid-19 restrictions resulted in proposals to completely replace the workforce uniform being placed on hold initially and then suspended until such time as sample sizes could be provided by the supplier. Unfortunately this has still not been possible, hence the funding required to replace the uniform will be required in 21/22.	15,000	14,627	14,627
HRAR004	SQ0110	0007	Direct Works HSG - Agency Staff	P Hiscott	ATR Approved for agency staff to catch up on responsive repairs funded from £350k Covid Recovery Fund	350,000	46,000	46,000
Grand Totals						879,640	95,890	95,887

Appendix E - HRA Capital Carry Forwards

Ref	Cost Centre	Detail Code	Description	Lead Officer	Dept.	Purpose of Carry Forward	20/21 Current Budget	Remaining Budget	Carry Forward Request
HRAC001	SZ5022	1031	Environmental Improvement Plan	Phil Hiscott		This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team. Work to progress the scheme has been delayed by the coronavirus outbreak.	108,152	108,152	108,152
HRAC002	SZ5047	1031	Energy Efficiency programme	Phil Hiscott		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.	701,869	355,862	355,860
HRAC003	SZ5048	1031	H&S Improvement programme	Phil Hiscott		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.	886,724	341,907	341,900
HRAC004	SZ5049	1031	Property refurb programme	Phil Hiscott		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.	3,500,000	279,635	279,630
HRAC005	SZ5050	1031	Property investment programme	Phil Hiscott		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.	350,000	7,720	7,720
HRAC006	SZ5023	3199	Housing Development Schemes	Phil Hiscott		Balance of remaining HDP funds not previously carried forward	50,000	23,639	23,630
HRAC007	SZ5034	1034	Empty Homes Programme	Sarah Thompson		Balance of Empty Homes Scheme budget to carry forward to support purchase of property	252,632	252,037	252,030
Grand Totals							5,849,377	1,368,952	1,368,922

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Report Reference Number: E/21/2

To: Executive
Date: 27 May 2021
Status: Non Key Decision
Ward(s) Affected: All
Author: Chris Chapman, Accountant
Lead Executive Member: Councillor Cliff Lunn, Lead Executive Member for Finance and Resources
Lead Officer: Karen Iveson, Chief Finance Officer, S151

Title: Treasury Management – Quarterly Update Q4 2020/21

Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the period 1st April 2020 to 31 March 2021 and presents performance against the Prudential Indicators.

Investments – On average the Council's investments held in the 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 is £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.

In addition to investments held in the pool, the council has £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 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 31 March 2021, (£1.6m relating to the General Fund; £51.233m relating to the HRA), Interest payments of £1.992m were paid in 2020/21, a saving of £2k against budget. The Council undertook no short term borrowing in year.

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

Looking ahead to 2021/22 investment returns are expected to continue to reduce due to the Bank Base Rate being forecasted to remain at 0.1% over the coming year. No changes to the Treasury Management Strategy are proposed.

Recommendations:

- i. Councillors endorse the actions of officers on the Council's treasury activities for Q4 2020/21 and approve the report.**

Reasons for recommendation

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

1. Introduction and background

- 1.1 This is the final monitoring report for treasury management in 2020/21 and covers the period 1 April 2020 to 31 March 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.
- 1.3 The Council's Treasury Strategy, including the Annual Investment Strategy and Prudential Indicators was approved by Council on 05 February 2020.
- 1.4 The two key budgets related to the Council's treasury management activities are the amount of interest earned on investments £260k (£188k General Fund, £72k HRA) and the amount of interest paid on borrowing £1.994m (£75k General Fund, £1.919m 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 2020/21 up to 31 March 2021:
 - the first national lockdown due to the Coronavirus pandemic in late March 2020 caused an economic downturn that exceeded the one caused by the financial crisis of 2008/09;
 - The shorter, second lockdown in November and third lockdown in January 2021, saw businesses and individuals proving more resilient, resulting in less damage to the economy than was caused in the first lockdown;

- the fast programme of vaccination in both the UK and US is expected to lead to a return to something approaching normal life during the second half of 2021, and has been instrumental in speeding economic recovery and the reopening of the economy. It is therefore expected that the UK economy could recover its pre-pandemic level of economic activity during quarter 1 of 2022;
- the final Brexit agreement on 24th December 2020 eliminated a significant downside risk for the UK economy. The initial agreement only covered trade so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis. There was much disruption to trade in January as new administrative procedure were implemented. This appears to have eased, although remains acute in some areas.

Interest Rate Forecasts

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

a) for Bank rate

Period	%
1 April 2020 – 31 March 2021	0.10

b) for PWLB rates

Item	Range during Year	Start of Year	End of Year	Average In Year
	%	%	%	%
Fixed Interest Maturity				
1 year	0.85 - 2.14	2.09	0.99	1.63
5 years	0.92 - 2.19	2.12	1.38	1.70
10 years	1.20 - 2.48	2.3	1.91	2.01
25 years	1.73 – 3.06	2.8	2.39	2.53
50 years	1.52 – 2.91	2.54	2.19	2.34

* Net of certainty rate 0.2% discount

c) for Investment rates

Item	Range during Year	Start of Year	End of Year	Average during Year
	%	%	%	%
7 day LIBID	-0.10 – 0.00	0.00	-0.08	-0.07
1 month	-0.11 – 0.14	0.10	-0.07	-0.05
3 month	-0.10 – 0.56	0.45	-0.04	0.01
6 month	-0.10 – 0.62	0.59	-0.01	0.07
1 year	-0.05 – 0.77	0.71	0.04	0.17

Annual Investment Strategy

- 2.3 The Annual Investment Strategy outlines the Council's investment priorities which are consistent with those recommended by DCLG and CIPFA:
- Security of Capital and
 - Liquidity of its investments
- 2.4 The Investment of cash balances of the Council are managed as part of the investment pool operated by North Yorkshire County Council (NYCC). In order to facilitate this pooling, The Councils Annual Investment strategy and Lending List has been aligned to that of NYCC.
- 2.5 NYCC continues to invest in only highly credit rated institutions using the Link suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year.
- 2.6 The Council's investment activity in the NYCC investment pool up to 31 March 2021 was as follows:
- Balance invested at 31 March 2021 £67.02m
 - Average Daily Balance 2020/21 £74.91m
 - Average Interest Rate Achieved 2020/21 0.48%
 - Total Interest Budgeted 2020/21 £260k
 - Total Interest achieved 2020/21 £364k
- 2.7 Looking ahead to 2021/22 investment returns are expected to continue to decrease due to the Bank Base Rate remaining at 0.10%. No changes to the Treasury Management Strategy are proposed.

Borrowing

- 2.8 It is a statutory duty for the Council to determine and keep under review its “Affordable Borrowing Limits”. The Council’s approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix A. Officers can confirm that the Prudential Indicators were not breached during the year.
- 2.9 The TMSS indicated that there was no requirement to take long term borrowing during 2020/21 to support the budgeted capital programme. However, the borrowing requirement is largely dependent on the Housing Development Programme and whilst it is currently expected that this will be funded by internal borrowing in the short term, this will continue to be reviewed.
- 2.10 The Council approved an Authorised Borrowing Limit of £90m (£89m debt and £1m Leases) and an Operational Borrowing Limit of £85m (£84m debt and £1m Leases) for 2020/21. The accompanying appendix to this report has been updated to reflect these figures, which were approved on the 05 February 2020 within the Council’s Treasury Strategy.
- 2.11 As at 31st March 2021 Long-term borrowing totalled £52.833m at 31 March 2021, (£1.6m relating to the General Fund; £51.233m relating to the HRA). This compares to a figure of £59.3m at 31 March 2020 (£1.6m relating to the General Fund; £57.7m relating to the HRA). The movement in year reflects the repayment of a £6.5m loan from the Public Works Loans Board in May 2020.
- 2.12 The Treasury strategy, in relation to capital financing, is to continue the voluntary set aside of Minimum Revenue Provision (MRP) payments from the HRA in relation to self-financing debt in order to be in a position to repay the debt over 30 years. £1.26m was budgeted for 2020/21 and has been set aside.
- 2.13 As a result, the Council was in an under-borrowed position of £3.6m as at 31 March 2021. This means that capital borrowing (external debt) is currently and temporarily lower than the Council’s underlying need to borrow. This is a decrease of £8.7m compared to the 2019/20 year-end position of being £5.3m overborrowed. This change has been driven by the repayment of the £6.5m external loan in year, reducing the level of external debt, and the planned capital expenditure in year, which the Council has been able to fund via internal revenue streams without a need to externally borrow.
- 2.14 The 2020/21 Treasury Management Strategy forecast an under-borrowed position of £10.7m by the end of 22/23 as loans are made to support the Housing Trust, and HRA Housing Investment Programme. Plans to undertake any additional long term borrowing in the short/medium term will be kept under review as the Extended Housing Delivery Programme progresses and while borrowing rates remain low

Capital Strategy

- 2.15 The Capital Strategy was included as part of the Council's Annual Treasury Management and Investment Strategy 2020/21, approved in February 2020. 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.
- 2.16 Alternative non-treasury investments are considered as part of the Capital Strategy. Given the technical nature of potential alternative investments and strong linkages to the Council's Treasury Management function, appropriate governance and decision making arrangements are needed to ensure robust due diligence in order to make recommendations for implementation. As a result, all investments are subject to consideration and where necessary recommendations of the Executive.
- 2.17 Aside from additional loans to Selby & District Housing Trust to support the Housing Delivery Programme, no further options for alternative investments are currently being pursued although the Council is considering a number of asset acquisitions to facilitate the Transforming Cities project around Selby Station.

Housing Delivery Programme Loans

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

Scheme	Loan Rate %	Principal Outstanding £	Interest 20/21 £
Kirgate, Tadcaster	4.56%	186,438	8,893
St Joseph's St	4.20%	202,346	8,702
Jubilee Close, Riccall	3.55%	547,403	19,174
Ulleskelf	4.87%	1,066,163	51,269
Ousegate	3.65%	866,729	31,684
Total Principal / Average Rate	4.19%	2,869,052	119,722

Commercial Property Investments

2.19 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, has subsequently been sold, completing in July 2020. A small surplus of around £10k was generated after taking account of interim property costs. No formal plans for Tadcaster have been approved as yet.

Property Funds

2.20 The position on Property Funds at 31 March 2021 is as follows:

In Year Performance -

Fund	Bfwd Investment £k	Valuation as at 31-Mar-21 £k	In Year Performance Q4 20/21			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,376.60	2,394.96	18.4	0.27	75.0	3.18
Threadneedle	2,308.11	2,255.82	(52.3)	(2.27)	94.9	4.21
Total	4,684.70	4,650.78	(33.9)	(0.72)	169.9	3.69

Total Fund Performance

Fund	Original Investment £k	Valuation as at 31-Mar-21 £k	Total Performance			
			Capital Gain / (Loss)		Revenue Return	
			£k	%	£k	%
Blackrock	2,502.50	2,394.96	(107.5)	(4.30)	195.1	3.30
Threadneedle	2,439.24	2,255.82	(183.4)	(7.52)	256.1	4.48
Total	4,941.73	4,650.78	(291.0)	(5.89)	451.2	3.88

2.21 Investments held in Property Funds are classified as Non-Specified Investments and are, consequently, long term in nature. Valuations can, therefore, fall and rise over the period they are held. Any gains or losses in the capital value of investments are held in an unusable reserve on the balance sheet and do not impact on the General Fund until units in the funds are sold. These funds are intended to be held for the longer term (5 years initially) in order to mitigate the risk of shorter-term losses.

2.22 Despite continuing uncertainty relating to the economy, the UK property market has been relatively robust. Whilst experiencing some capital value loss, both funds have delivered positive revenue returns and a net positive return overall prior to March 2020.

- 2.23 The impact of Covid-19 resulted in both funds experiencing a sharp decline in capital value in March - June 2020. The capital value of both funds has been slowly recovering however since this date, with the Blackrock fund posting a small capital gain by the end of the year. Overall both funds achieved net gains for the year to 31 March 2021. As the Covid-19 situation progresses both funds' assets will be kept under regular review.
- 2.24 These investments are intended to be longer term in nature and the Council's strong financial position enabled the investment to be funded from reserves. This means future spending plans and cash balances are not reliant on access to the principal sums invested, and therefore may be held until unit values recover from losses. However, the Property Fund sector and performance of both Property Funds will continue to be monitored with support from Treasury Management advisers, Link

3. Alternative Options Considered

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

4. Implications

4.1 Legal Implications

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

4.2 Financial Implications

The financial implications are set out in the report.

4.3 Policy and Risk Implications

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

4.4 Corporate Plan Implications

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

4.5 Resource Implications

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

4.6 Other Implications

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

4.7 Equalities Impact Assessment

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

5. Conclusion

5.1 Overall the Council's investments have performed relatively well over the year and returns have exceeded budget. The Bank Base Rate remains low however, and will mean a continuing reduction in returns for the foreseeable future and uncertainty ahead.

5.2 Property Fund investments in particular are expected to be impacted by the uncertainty within the economy in the short term and there is potential for further reductions in capital values and revenue returns. The investments are intended to be longer term in nature and the Council's strong financial position enabled the investment to be funded from reserves. This means future spending plans and cash balances are not reliant on access to the principal sums invested, and therefore may be held until unit values recover from losses. However, the Property Fund sector and performance of both Property Funds will continue to be monitored with support from Treasury Management advisers, Link.

5.3 The Council's debt position is in line with expectations set out in the Strategy, with no immediate changes on the horizon. However, as the Housing Delivery programme progresses and interest rates begin to rise, opportunities to optimise the Council's debt portfolio will be kept under review.

5.4 The Council operated within approved Strategy Indicators for the year, with no breaches on authorised limits. The Prudential Indicators are reviewed annually as part of the Treasury Strategy to ensure approved boundaries remain appropriate; activities during 2020/21 have not highlighted any concerns.

6. Background Documents

None.

7. Appendices

Appendix A – Prudential Indicators as at 31 March 2021

Contact Officer:

Chris Chapman

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Karen Iveson
Chief Finance Officer
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Prudential Indicators - As at 31 March 2021

Note	Prudential Indicator	2020/21 Indicator	Quarter 4 Actual
1	Capital Financing Requirement £'000	57,700	56,467
	Gross Borrowing £'000	52,833	52,833
	Investments £'000	49,674	74,543
2	Net Borrowing £'000	3,159	-21,710
3	Authorised Limit for External Debt £'000	89,000	52,833
4	Operational Boundry for External Debt £'000	84,000	52,833
5	Limit of fixed interest rates based on net debt %	100%	100%
	Limit of variable interest rates based on net debt %	30%	0%
6	Principal sums invested for over 364 days		
	1 to 2 years £'000	20,000	0
	2 to 3 years £'000	15,000	0
	3 to 4 years £'000	5,000	0
	4 to 5 years £'000	5,000	0
7	Maturity Structure of external debt borrowing limits		
	Under 12 months %	20%	0.00%
	1 to 2 years %	20%	0.00%
	2 to 5 years %	50%	0.00%
	5 to 10 years %	50%	0.00%
	10 to 15 years %	50%	3.00%
	15 years and above %	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 except in the short term exceed the capital financing requirement.

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

4. Operational Boundary for External Debt – this is set at the Council’s most likely operation level. Any breaches of this would be reported to Councillor’s immediately.

5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.

6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.

7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.



Report Reference Number: E/21/3

To: Executive
Date: 27 May 2021
Status: Non Key Decision
Ward(s) Affected: All
Author: Palbinder Mann, Democratic Services Manager
Lead Executive Member: Councillor Mark Crane, Leader of the Council
Lead Officer: Janet Waggott, Chief Executive

Title: Executive Appointments on Outside Bodies 2021/22

Summary:

This report informs the Executive of the current Executive appointments to outside bodies. It asks the Executive to consider these appointments for 2021/22 and make any changes as appropriate.

Recommendations:

To make the Executive appointments to Outside Bodies for the 2021/22 Municipal Year as outlined at Appendix A.

Reasons for recommendation

To ensure the Council is represented on outside bodies as necessary in 2021/22.

1. Introduction and background

1.1 Under the current Executive arrangements, the responsibility for appointing representatives on Outside Bodies is split between the Executive and the Council. This report asks the Executive to consider those appointments within its remit.

2. The Report

2.1 The full list of current Executive appointments to outside bodies can be found at Appendix A.

2.2 The Executive is asked to consider the appointments and outline its nominations for the 2021/22 municipal year.

2.3 The Labour Group has proposed Councillor Steve Shaw Wright as a representative on the Community Safety Partnership.

3. Alternative Options Considered

None – appointments to outside bodies are required to ensure the Council is represented on the relevant bodies for 2021/22.

4. Implications

4.1 Legal Implications

There are no specific legal issues

4.2 Financial Implications

Travel expenses may be incurred for representatives attending meetings.

5. Conclusion

5.1 The Executive is asked to consider and approve the appointments to outside bodies for the 2021/22 municipal year.

6. Background Documents

None

7. Appendices

Appendix A – Executive Appointments to Outside Bodies 2021/22

Contact Officer:

Palbinder Mann
Democratic Services Manager
pmann@selby.gov.uk
01757 292207

**Selby District Council
Executive Appointments on Outside Bodies 2021/22**

OUTSIDE BODY	PLACES	REPRESENTATIVE
Local Government North Yorkshire and York	1	Councillor Mark Crane Deputy – Councillor Richard Musgrave
Local Government Association/Assembly	1	Councillor Mark Crane Deputy – Councillor Cliff Lunn
York, North Yorkshire and East Riding Strategic Housing Partnership and Board	1	Councillor Chris Pearson Substitute: Councillor Richard Musgrave
York, North Yorkshire and East Riding LEP Infrastructure and Assets Board	1	Councillor Mark Crane
Leeds City Region Planning Board aka Place Panel	1	Councillor Richard Musgrave
West Yorkshire Combined Authority Partnership Committee	1	Councillor Mark Crane Deputy – Councillor Richard Musgrave
The First Ainsty Internal Drainage Board	2	Councillor Donald Mackay Councillor Keith Ellis
Danvm Drainage Board	5	Councillor Mark Crane Mrs Gillian Ivey Councillor John Mackman Laura Watkinson-Teo 1 Vacancy
Trans-Pennine Trail Board	1	Mrs Gillian Ivey

OUTSIDE BODY	PLACES	REPRESENTATIVE
PATROL (Parking and Traffic Regulations Outside London)	1	Councillor David Buckle
Ouse and Derwent Internal Drainage Board	15 (First Division – 11) (Third Division – 4)	<u>First Electoral Division – Ouse</u> Councillor Mark Crane Councillor John Cattanach Councillor Keith Ellis Councillor Richard Musgrave <u>Third Electoral Division – Cliffe</u> Jim Deans Councillor Paul Welch Mrs Kay McSherry Councillor Steph Duckett
Selby Area Internal Drainage Board	11	Councillor Chris Pearson (Vice Chair) Councillor John Mackman Councillor John Cattanach Councillor Ian Chilvers Councillor Mark Crane Jim Deans Mary Fagan Councillor Cliff Lunn Mrs Gillian Ivey Councillor David Buckle Councillor Judith Chilvers
North Yorkshire Building Control Partnership	1 and 1 Substitute	Councillor Cliff Lunn Substitute – Councillor Chris Pearson

OUTSIDE BODY	PLACES	REPRESENTATIVE
Groundwork (North Yorkshire)	2	Councillor Paul Welch Councillor Chris Pearson
Community Safety Partnership	1	Vacancy
North Yorkshire Police and Crime Panel	1	Councillor Tim Grogan
North Yorkshire and York Spatial Planning and Transport Board	1	Councillor Richard Musgrave
Selby and District Housing Trust	3	Councillor John Mackman Councillor Stephanie Duckett Mrs Gillian Ivey
York, North Yorkshire and East Riding Local Enterprise Partnership Overview and Scrutiny Group	1	Councillor David Buckle
Humber Strategy Forum	1	Councillor Richard Musgrave Sub – Councillor John Mackman

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Report Reference Number: E/21/4

To: Executive
Date: 27 May 2021
Status: Non-Key Decision
Ward(s) Affected: Camblesforth and Carlton, Brayton, Derwent
Author: Jenny Tyreman, Assistant Principal Planning Officer
Lead Executive Member: Cllr Richard Musgrave, Executive Member for Place Shaping
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Drax Bioenergy with Carbon Capture and Storage Project (BECCS) – Nationally Significant Infrastructure Project

Summary:

This report sets out the legislative background to Nationally Significant Infrastructure Projects (NSIPs) and how these are dealt with. The Executive have considered similar NSIP reports in respect of Eggborough Power Station in March 2017, Drax Power Station in March 2018 and Ferrybridge Power Station in April 2019. Essentially applicants for infrastructure projects need to make an application to the Planning Inspectorate (PINS) for a Development Consent Order (DCO). The final decision is made by the Secretary of State on the recommendation of PINS, but Local Planning Authorities are statutory consultees in the process.

Drax Power Limited is proposing to submit an application for a DCO for the installation of post-combustion carbon capture technology at up to two of the existing 600-Megawatt electrical (MWe) biomass generating units (Unit 1 and 2) at Drax Power Station and this scheme is Nationally Significant Infrastructure Project (NSIP) to be determined by PINS. Two rounds of public consultation are taking place in 2021 – non-statutory consultation took place in Q1 2021; statutory consultation is anticipated to take place in Q3/Q4 2021. It is anticipated that Drax Power Limited will submit their DCO application to PINS during Q1 2022.

Once the DCO application has been submitted to PINS, they will have 28 days to decide whether or not the application meets the standards required to be accepted for examination. Following acceptance, an Examining Authority will be appointed, and all Interested Parties will be invited to attend a Preliminary Meeting, run and

chaired by the Examining Authority. PINS then have up to six months to carry out the examination of the proposals through a series of structured and topic based hearings which officers may need to attend. After the examination a decision will be made by the Secretary of State, within 6 months of the close of the examination. Following this the Council will have the responsibility to discharge any planning conditions and enforce the terms of the DCO.

This report outlines and seeks support in principle for the project. Selby District Council (SDC) is a statutory consultee and authorisation is sought for the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement of Common Ground, the content of the draft DCO, and all further necessary representations by the District Council, together with post decision monitoring of planning conditions and enforcement of the DCO.

Recommendations:

- i. That the contents of this report are noted and that Members agree to support this NSIP application in principle, subject to agreement in relation to specific and localised matters of detail.**
- ii That authorisation is sought from the Executive to authorise the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement of Common Ground, the content of the draft DCO, and all further necessary representations by the District Council, together with post decision monitoring of planning conditions and enforcement of the DCO.**

Reasons for recommendation:

Timescales for commenting on the DCO application once it is submitted are embedded in statute and it is important that appropriate delegation arrangements are in place so that the Council is able to meet the deadlines which are set by PINS.

1. Introduction and Background

- 1.1 On 1 April 2012, under the Localism Act of 2011, PINS became the agency responsible for operating the planning process for NSIPs.
- 1.2 NSIPs are large scale developments such as new harbours, power generating stations (including wind farms), and electricity transmission lines which require a type of consent known as a DCO under procedures governed by the Planning Act 2008 (and amended by the Localism Act 2011). This is not a 'planning application' under the Town and Country Planning Act 1990 and the status of the development plan is different in that the principal guidance for their determination is contained within the suite of Energy National Policy Statements (NSPs). The 2008 Act sets out thresholds above which certain types of infrastructure development are considered to be 'nationally significant' and require the granting of a consent order. NSIPs were

introduced as a fast track method and alternative way of dealing with nationally important infrastructure after the much publicised delays in the consenting of Heathrow's last major expansion proposal for a fifth terminal.

- 1.3 In England, PINS examines applications for DCOs from the energy, transport, waste, waste water and water sectors. For such projects, PINS undertakes an examination of the application and makes a recommendation to the relevant Secretary of State, who makes the final decision on whether to grant or to refuse the DCO. Energy NSPs introduce a presumption in favour of granting DCOs.

2. The Project

- 2.1 Drax Power Limited is proposing to install post combustion carbon capture technology at up to two of the existing 600 MWe biomass power generating units at the Drax Power Station in Selby, North Yorkshire. This will remove up to 95% of the carbon dioxide from the flue gas, resulting in overall negative emissions of greenhouse gases.

- 2.2 Biomass will be sourced from sustainably managed forests to generate electricity. As the forests used to create biomass absorb carbon dioxide while growing, the carbon dioxide released when it is used as fuel is already accounted for, making the whole process carbon neutral. By then capturing and storing any carbon dioxide emitted in safe underground deposits, the process of electricity generation becomes carbon negative, as more carbon has been removed from the atmosphere than has been added.

- 2.3 The proposed scheme includes the following:

- Carbon capture infrastructure at the Drax Power Station;
- Compression and treatment of carbon dioxide at the Drax Power Station to allow connection to a National Grid carbon dioxide transport system;
- Potential Upgraded Drax Jetty and Road Improvements to facilitate the transport of abnormal indivisible loads; and
- Potential Environmental Mitigation Area to the north of the Drax Power Station.

- 2.4 The carbon dioxide captured will be transported via the proposed National Grid Ventures pipeline for compression at Easington and storage under the southern North Sea. Transport and storage infrastructure will be consented through separate applications.

Carbon capture infrastructure at the Drax Power Station

- 2.5 It is intended that core items of the existing infrastructure are re-used by installing and integrating the Carbon Capture technology onto the current power generating units, cooling water systems, and Main Stack.

- 2.6 The Carbon Capture technology is made up of the following:

- A flue gas pre-treatment section, which will look to extract and utilise waste heat from the flue gases, alongside a quench and contaminant removal step (point 1 and 2 on Figure 1);
- An Absorber Column (or absorption tower on Figure 1) for the removal of carbon dioxide from flue gases using an amine solvent. This section will also include a washing section, split into stages to maintain the absorber's water balance, recover chemical vapor and mist, and control chemical emissions to strict levels (point 3 on Figure 1);
- An enhanced regeneration column (or re-boiler on Figure 1) to reverse the carbon dioxide reaction from the amine solvent via the application of process heat, and recover the amine solvent, enabling its reuse (point 4 on Figure 1);
- A filtration and reclamation system that will continuously remove any carry over of contaminants from the flue gas into the amine solvent to maximise usage and minimise degradation;
- Solvent storage and system make-up;
- Compression, dehydration, and oxygen removal of the carbon dioxide to provide the agreed conditions for transport and permanent storage; and
- A new Carbon Capture Wastewater Treatment Plant (WWTP) to treat condensate recovered from the overall Carbon Capture system and enable its re-use.

2.7 Figure 1 below shows a generic form of Carbon Capture. For the Proposed Scheme, the emissions will be routed through the Main Stack.

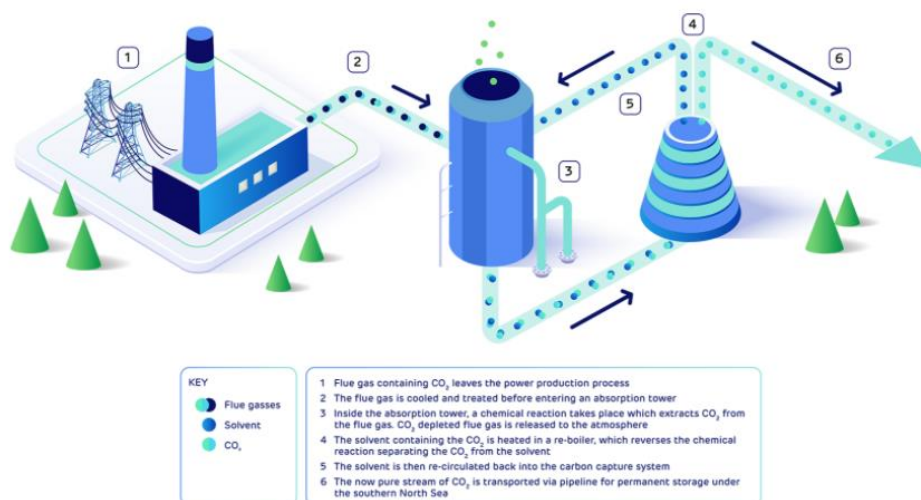


Figure 1: How carbon is captured from an emissions source

2.8 Steam is required for the Carbon Capture process. It is used in the enhanced regeneration column to indirectly heat the carbon dioxide-rich solvent. This reverses the forward reaction of carbon dioxide capture, producing a stream of nearly pure carbon dioxide, at the same time as enabling the recovery and re-use of the amine solvent. Two options are currently being considered for the supply of process steam.

- 2.9 Following the separation of the amine solvent and the carbon dioxide in the enhanced regeneration column, the solvent needs to be cooled before it can be reused. This is achieved via heat integration, whereby the hot regenerator outlet (regenerated amine) exchanges its heat with the cool regenerator inlet (carbon dioxide-rich amine). This heat integration within the process reduces external cooling demands, while also reducing the amount of steam required to heat the regenerator. Two options are currently being considered for the cooling requirements of the Carbon Capture technology.
- 2.10 Additional chemical storage and distribution handling facilities will be required to process the amine solvent required for the Carbon Capture technology. This is expected to include new cylindrical storage tanks and warehousing for materials including amine solvent, caustic soda, anti-foam, sulphuric acid and amine solvent waste. Some hazardous waste storage is likely to be required.

Compression and treatment of carbon dioxide at the Drax Power Station to allow connection to a National Grid carbon dioxide transport system

- 2.11 The proposed scheme will adhere to the National Grid's pipeline specification, which outlines the required carbon dioxide quality, temperature and pressure. The carbon dioxide exiting the Carbon Capture Plant must be compressed and dried, and have contaminants removed before entering the transport system.
- 2.12 Multiple compression and drying options are currently being reviewed to establish their efficiency, technical and safety merits.
- 2.13 It is expected that low pressure compression will be located towards the south of the Drax Power Station. High pressure compression will be located in the former woodways towards the north of the Drax Power Station, alongside dehydration, oxygen removal, chilling, and metering to the battery limit location agreed with National Grid. New pipework would connect compression locations. The majority would use existing pipe racks that are no longer required for flue gas desulphurisation, but some new pipe racks would also be required.
- 2.14 There may be a requirement for unplanned venting of carbon dioxide for safety reasons prior to the gas entering the National Grid transport system. No routine venting of carbon dioxide would take place.
- 2.15 The National Grid transport and storage infrastructure will be subject to separate consents and licences and does not constitute part of this application.

Potential Upgraded Drax Jetty and Road Improvements to facilitate the transport of abnormal indivisible loads

- 2.16 An upgraded facility at the location of the Existing Drax Jetty may be constructed and used to facilitate transportation of abnormal indivisible loads (AILs). If implemented, there may also be the potential to bring in other

construction materials using this route. An upgraded facility would include security lighting, fencing, storage, welfare facilities and laydown areas. Capital dredging in the River Ouse would also be required. If the upgraded Drax Jetty is used for ALLs only, maintenance dredging would not be required.

- 2.17 Modifications to Redhouse Lane, Carr Lane and New Road between the existing Drax Jetty and the Drax Power Station may be required to facilitate road transport for large plant between the two locations. This may include temporary use of agricultural land adjacent to the road.
- 2.18 Drax Power Limited is considering whether these works will form part of the proposed scheme. They may instead seek planning permission for these works under the Town and Country Planning Act 1990 (and consent under other associated Acts, as required in terms of street works). Alternatively, ALLs may be delivered to the Port of Goole and transferred via the Goole Bypass, across the M62 and then the A645 to Drax. In this case, temporary removal of street furniture and overnight road closures would be required.

Potential Environmental Mitigation Area to the north of the Drax Power Station

- 2.19 Land has been identified to the north of the Drax Power Station for possible environmental mitigation. No new infrastructure is proposed on this land outside the Drax Power Station.

Construction Programme

- 2.20 Construction is expected to start in early 2024 with an estimated 39-month construction programme. Unit 2 is expected to be operational in 2027 and Unit 1 in 2028.

3. The Process

- 3.1 The Planning Act 2008 process was introduced to streamline the decision-making process for major infrastructure projects, making it fairer and faster for communities and applicants alike. The six stages in the process are: pre-application; acceptance; pre-examination; examination; recommendation and decision; and post decision.
- 3.2 The Drax Bioenergy with Carbon Capture and Storage Project is presently at the pre-application stage with PINS. The applicants have a statutory duty to carry out consultation on their proposals before submitting an application. Two rounds of public consultation are taking place in 2021 – non-statutory consultation took place in Q1 2021; statutory consultation is anticipated to take place in Q3/Q4 2021.
- 3.3 The applicants submitted a Scoping Report to PINS on 18 January 2021. SDC and NYCC provided comments to PINS on the Scoping Report on 16 February 2021. PINS, on behalf of the Secretary of State, issued a Scoping Opinion on 26 February 2021. This sets out the required extent and content of

the Environmental Statement to be submitted with the application for a DCO. Those areas that may be examined in detail come under the headings:

- Climate Resilience
- Population Health and Socio-Economics
- Transport
- Air Quality
- Noise and Vibration
- Ecology
- Landscape and Visual Impact
- Heritage
- Ground Conditions
- Water Environment
- Minerals and Waste
- Greenhouse Gases
- Major Accidents and Disasters
- Cumulative Effects

3.4 Drax Power Limited have notified PINS under Regulation 8(1)(b) of the EIA Regulations that they propose to provide an Environmental Statement (ES) in respect of the proposed development. Therefore, in accordance with Regulation 6(2)(a) of the EIA Regulations, the proposed development is EIA development.

3.5 It is anticipated that Drax Power Limited will submit their DCO application to PINS during Q1 2022.

3.6 Once the DCO application has been submitted to PINS, they will have 28 days to decide whether or not the application meets the standards required to be accepted for examination. Following acceptance, an Examining Authority will be appointed, and all Interested Parties will be invited to attend a Preliminary Meeting, run and chaired by the Examining Authority. PINS then have up to six months to carry out the examination of the proposals through a series of structured and topic based hearings which officers may need to attend. After the examination a decision will be made by the Secretary of State, within 6 months of the close of the examination. Following this the Council will have the responsibility to discharge any planning conditions and enforce the terms of the DCO.

3.7 The Council is working in association with the County Council as part of Better Together to, where possible make co-ordinated responses. This approach is favourable to the applicant and probably to the Examining Authority. It is how the two councils have worked together on other NSIPs. Together the two Authorities have the necessary technical specialists to respond to the application fully.

3.8 To date council staff have attended the briefings together and have already submitted the local authorities' response to the applicants Scoping Report.

- 3.9 NYCC and SDC have set up monthly meetings to manage the application, which will be attended by key planning officers and technical officers. Senior management will be invited if required.
- 3.10 Submission of the Local Impact Report, Statement of Common Ground, input into the Draft DCO and any written representations will be required in accordance with deadlines set by PINS, and once the examination commences, these deadlines are likely to be tight. Therefore authorisation is sought from the Executive to authorise the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement(s) of Common Ground, the content of the Draft DCO and all further necessary representations by the District Council, together with post decision monitoring of planning conditions and enforcement of the DCO.

4. Implications

4.1 Legal Implications

- 4.1.1 The District Council is an interested party and support for the scheme is subject to agreeing the requirements in the DCO.
- 4.1.2 The District Council will have further involvement following submission of the application and during the examination period, including attendance at issue specific, and DCO public hearings. It is also possible that appropriate planning obligations, in conjunction with the County Council may be required to address any impacts and if considered necessary in planning terms. Both of these may require some input from the Council's legal team.

4.2 Financial Implications

- 4.2.1 The District Council, jointly with the County Council, intend to enter into a Planning Performance Agreement (PPA) with Drax Power Limited. The PPA will establish a project framework and will give greater clarity to all parties as to their roles and responsibilities. The PPA will also establish a fund set aside against which both this Council and the County Council can claim for work carried out by its service areas which is in excess of their normal working practices.

5. Conclusion

- 5.1 Members are asked to note the contents of this report and agree to support this NSIP application in principle, subject to agreement in relation to specific and localised matters of detail.
- 5.2 Members are also asked to authorise the Director of Economic Regeneration and Place in consultation with the Executive Member for Place Shaping to agree the Local Impact Report, Statement of Common Ground, the content of the draft DCO, and all further necessary representations by the District

Council, together with post decision monitoring of planning conditions and enforcement of the DCO.

6. **Background Documents**

The National Infrastructure Planning website of the Planning Inspectorate is at the link:

<https://infrastructure.planninginspectorate.gov.uk/projects/yorkshire-and-the-humber/drax-bioenergy-with-carbon-capture-and-storage-project/?ipcsection=overview>

7. **Appendices**

None.

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Report Reference Number: E/21/5

To: Executive
Date: 27th May 2021
Status: Key Decision
Ward(s) Affected: Tadcaster
Authors: Dave Caulfield, Director of Economic Regeneration and Place
Angela Crossland, Head of Communities, Partnerships & Customers

Lead Executive

Member: Cllr Mark Crane, Leader of the Council
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Tadcaster Community Sports Trust – request for funding support

Summary:

This report outlines the ambitions of the Tadcaster Community Sports Trust (TCST) to develop a multi-sport and community hub in Tadcaster. The report considers the initial outline of the plan for an estimated £4-6million development in the town and how the project fits with wider Council strategic priorities around town centre regeneration in Tadcaster, the developing Local Plan evidence for indoor and outdoor sports provision, and the need to deliver leisure services for all.

The request for financial support from TCST is assessed against the Council Plan priorities, the project's current progress and what is required further to ensure that an ambitious project of this nature is viable and that any Council investment at this stage supports the Trust to progress, as well as secure longer term external funding arrangements that will be required to fulfil the vision. Further detail is also set out in the Corporate Business Case (see Appendix 3).

The initial request to the Council is for funding support to help with design and further development of the project. The report reviews this request as well as the other resources required to support the project, including from external sources such as Community First Yorkshire (CFY) and North Yorkshire Sport. The review also considered detailed advice from sport consultant Carol Lewis, on behalf of CFY, which identifies the further work the Trust will need to do to put itself on very strong

footings for future external funding bids which are critical to the successful delivery of this project.

Recommendations:

- That Executive note the strategic fit between the project and the Council's own priorities (as set out in paragraphs 2.31 – 2.36) and the integral part it can play in the wider regeneration strategy for Tadcaster.
- That Executive note the key outcomes and benefits if the project is realised (as set out in paragraphs 2.38-2.39).
- That Executive note the further work identified in the independent Appraisal Report (see Appendix 1) including the need for further work on business planning and funding strategy to be undertaken to put the TCST in the strongest possible position for the external funding bids critical to the delivery of the project (see paragraphs 2.19 – 2.24).
- That Executive recommend to Council to approve a grant of £192,000 through the unallocated Programme For Growth funding. This would enable TCST to further design and develop the project including completion of business planning as a first stage of that work.
- That payment would be released in stages and be dependent on achieving key milestones and deliverables to be agreed between TCST and SDC. The first stage of funding will be to enable completion of business planning to confirm the project scope, likely costs and potential funding sources for the project. Future stages of payment will be conditional on achieving key milestones and deliverables to be informed by the outcomes of the final business plan. Conditions will be set out in a Funding Agreement that will ensure all elements of viability, community engagement and funding planning as outlined in the TCST Appraisal Report are delivered.

Reasons for recommendation:

Use of Programme For Growth funding which is unallocated to projects is subject to Full Council resolution as per the Full Council recommendations in section 71 (v, vi) of 20th February 2020 to enable all councillors to have a considered input to review existing and newly considered projects under P4G.

The recommendations support Tadcaster Community Sports Trust to deliver services to the local community. This is in support of the Council Plan priorities to make Selby District 'a great place' to live, enjoy and grow and a Council delivering 'great value' including through a mixed-economy model. It also reflects the principles in the Council Plan of being collaborative (we will be outward-focused and work with others to get things done), community focussed (we will empower and involve people in decisions about their area and their services) and well-being led (we will consider the impact on encouraging healthy life choices in our decision-making)

It also aligns well with a key delivery priority in the Council Plan to:

‘Develop a long-term programme of market town regeneration to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, visitors and businesses’.

The recommendations are offered on the basis that the progress of the project is subject to stringent conditions and overview to ensure viability of the project and to ensure effective use of public funding, and leverage of further external funding to support development and delivery.

1. Introduction and background

- 1.1 Tadcaster Community Sports Trust (TCST) have ambitious plans to develop an outdoor multisport hub in Tadcaster which will enhance their current provision and expand the opportunities for residents in Tadcaster and the surrounding area to be able to participate in formal sport, be physically active and improve their health and wellbeing.
- 1.2 The project has been under development for the past 4 years and has reached a point where TCST want to move forward from ambitions and aspirations to tangible delivery.
- 1.3 Executive Members have previously indicated a willingness to support the project and this report considers the ambitions of the Sports Trust alongside the strategic priorities of the Council and local partners in developing a long-term plan for regeneration in Tadcaster.
- 1.4 To date, officers have offered support and advice to ensure that Tadcaster sport and activity needs are understood at a strategic level both for the Council and within wider National Governing Body plan development. The Trust have also secured advice and support from North Yorkshire Sport (NYS) and Community First Yorkshire (CFY). The Leader has also previously provided financial support for TCST’s early feasibility and masterplanning work (approx. £12,000).
- 1.5 The project is estimated to cost £4-6m dependent on the scope. To be delivered it will require external grant aid and support, particularly from key sports or other funding bodies. The TCST have requested financial and other support to help move the project forward to the next stages of planning and design.
- 1.6 In order to properly consider this request, it is important to fully understand the status of the project, its business plan and ensure that the project puts in place the right building blocks to ensure successful external funding bids.
- 1.7 SDC and NYS consider that TCST may need additional support to enable the project to be successfully delivered and have secured advice from CFY who

asked for an initial scoping exercise to be undertaken to identify the nature of any support needs and inform where and how those needs might be met.

1.8 This Support Needs Appraisal was carried out, at no cost to TCST, by Carol Lewis, an experienced sports consultant on behalf of CFY. The Appraisal report is comprehensive and covers a range of information including, the Trust's set up, the strategic drivers for the project, the outline of the project plan and areas of project development still required. This advice is included as Appendix 1 to this report. This report has been discussed with TCST who have agreed that it can be released to the Council to help further its consideration of their request for funding.

1.9 TCST recognise they need additional help and support to bring the project to fruition. We have connected the Trust to CFY and NYS to explore this as well as use of own officer time to facilitate such approaches. Para 7.2 of the Carol Lewis report captures why this early support for TCST is required:

The idiom "If you build it, they will come" unfortunately will not satisfy the requirements for investment from external funding bodies, potential partners, or stakeholders. TCST clearly recognise this and equally accept there is a need for additional support for aspects of the delivery of this project.

1.10 The remainder of this report summarises the TCST project, the TCST ask for support, and the independent advice from Carol Lewis. The Corporate Business Case (see Appendix 3) considers the case for investment in some detail and has informed the recommended approach set out in this report. The report sets out a proposed way forward to enable the Council to offer conditional support for this project whilst ensuring:

- we apply due diligence to any request for funding; and
- the right building blocks are in place for future external funding bids required to deliver the project.

2. Consideration of TCST's request for Funding

2.1 Background to the Tadcaster Community Sports Trust

2.2 Sports facilities were established in 1926 at the Queens Garden site by John Smiths Brewery for their employees. A social club was built in 1948 and following various mergers and acquisitions the Magnets Sports Club no longer receives a subsidy from the brewery and became an open to all members club in 1997. Known as the Tadcaster Magnets Sports and Social Club (TMSSC)

2.3 A long-term lease was agreed in 2016 with landowner Heineken but prior to its signing TMSSC occupied the Queens Gardens site under an informal 12 month rolling arrangement. This meant no certainty over long term

occupancy; capital investment was extremely limited and as direct consequence many of the original facilities (e.g. tennis/netball courts) became dilapidated and unusable. It is custom and practice that external funding bodies would expect to see a 25-year minimum lease in place. The land to the south of their existing site is required to deliver this project and in the ownership of Sam Smith's Old Brewery (SSOB). We understand that the brewery are supportive of this project.

2.4 TMSSC operated as a Community Amateur Sports Club. The TMSSC registered as a Charitable Incorporated Organisation (CIO) in 16th March 2020 under the name of the TCST. This was set up to enable them to deliver their plans for a Sports Park and Community Hub to address and improve the fragmented nature of sports provision and social facilities in Tadcaster.

2.5 The Purpose of the Tadcaster Community Sports Trust is:

To promote community participation in healthy recreation and the advancement of amateur sport for the benefit of the inhabitants of Tadcaster and the surrounding area through the provision of playing surfaces and facilities for the playing of amateur sport and community recreation for the benefit of the local community with the object of improving physical and mental wellbeing.

2.6 The TCST have recently set up a Project Delivery Board (PDB) to oversee delivery of the project and have committed significant 'in kind' volunteer resources from the Board to develop the project.

2.7 **The Project**

2.8 The ambition to develop and extend the existing facilities at the TCST Queens Gardens location has moved from the initial ideas and concepts to architects proposed masterplan. A copy of this is attached as Appendix 2 to this report. The masterplan covers the existing site and the land to the south which is in the ownership of Sam Smiths Old Brewery.

2.9 The key components can be summarised as enhanced sports provision, informal open space to support health and wellbeing and a social hub with onsite car parking. Further detail is set out at paragraph 4.6 of the Carol Lewis report (see Appendix 1). Within the master plan elements can split into 'must haves' and 'would like'. Further work on the business plan covering need, demand, consultation on the masterplan with key stakeholders and consideration of potential funding will ultimately enable the scope and detail of what is to be developed to be confirmed.

2.10 Indicative costs are in the region of £6M for the whole development. This reduces to circa £4M if only the following key elements are developed:

- Car parking facilities
- Hub building – with reduced overall floor area to facilitate admin, changing rooms and café.
- Football 3G AGP

- MUGA – slightly increased size to facilitate maximum utilisation.
- Trim Trail incorporating nature, ecology, and fitness elements.
- Turf football pitches and picnic area (cycling, children’s play area etc would be subject to additional funding)

2.11 No external funding has currently been secured for the project.

2.12 Tadcaster Community Sports Trust request for support

2.13 TCST have requested financial and other support from the Council to progress the project. They have provided a phased Project Plan incorporating estimate delivery costs.

2.14 They have requested support in funding their Phase 1 works (£182k) which would cover the design and planning stages of their project. The further support on business planning which they have agreed they need (£10k) means a total funding ask of £192k.

2.15 TCST recognise that a key piece of work is to identify the funding that is needed and can be made available for delivery of future delivery phases. They suggest in the first 16 weeks of the planning and design development phase that:

- TCST seek to identify the level of funding that can realistically be provided by external organisations, national governing bodies etc. This would be covered in the business planning work referred to above.
- The Council enter into ongoing discussions to determine if SDC would be prepared to commit additional funding to support delivery of phases 2 -7 of their project plan.

2.16 TCST Support Needs Appraisal – Community First Yorkshire report

2.17 This recently commissioned report by Carol Lewis (see Appendix 1) provides an in-depth review of the project’s current status capturing the key strengths of the project but also identifying key support needs. It recommends the further work required, some of which can be provided at no cost to TCST by CFY and NYS.

2.18 The key strengths of the project identified in the report are:

- The project has moved from concept through to formal project planning. Project planning and understanding the processes to realise the construction of the complex is a strength of the PDB.
- There is good local connectivity and networking and the key relationship with the Brewery is on a positive footing.

- Working in partnership with the existing Tadcaster Community Swimming Pool Trust will provide economies of scale and brings with it experience, skills and knowledge of operating sports facilities.
- The move towards a CIO with a trading arm in the form of Magnets 2020 Ltd, simplifies the governance and opens up greater opportunities for funding.
- Business planning and detailed project management plans are under development. The completion of these will identify key tasks to be undertaken and there will need to be an assessment of capacity and capability within the PDB to take these on.

2.19 There are areas identified in the report where TCST need support to enable the project delivery to progress. These are:

Short term support:

- Consultation and Engagement.
- Funding strategy.
- Ensuring robust evidence base for Demand and Need.
- Building in Evaluation and Impact Measurement
- Charity Law and Finances. Trustee responsibilities.
- Business Planning – TCST identified as the key priority

Medium term support:

- Developing physical activity, health, and wellbeing initiatives.
- Volunteering.
- Operation and management of the complex.

2.20 Elements of the above can be provided through the CFY North Yorkshire Strategic Grant Agreement at no cost. North Yorkshire Sport can offer advice and guidance and assist in making the necessary links to NGB's and Sport England. Not all support will be able to be provided free of charge, some areas will need a level of expertise which will need to be funded.

2.21 The box at para 6.5 in the report highlights **business planning as a key priority for support identified by the TCST** and also identifies some gaps in TCST's own business planning (which is being progressed) which will need filling to enable strong bids for external funding to be successful.

2.22 Following circulation of the draft version of the report the TCST PDG have reflected on what they consider are the priority support areas and have identified Business Planning. Although the PDB have the requisite skills and experiences to pull the Business Plan together they have recognised that having the sufficient time and capacity to produce a coherent and high-quality document, which will not only keep the project on track but provide the evidence to support funding applications, will be challenging.

2.23 The report concludes at para 7.3 that:

In summary project management and the tangible aspects of delivering this project are well understood and a strength of the TCST. The area where there is need for additional support lies more in the qualitative aspects which will ensure a robust rationale and justification for the project and looking ahead a clear activity development plan which demonstrates that this project will make a difference to the levels of sports participation, physical activity, health, and wellbeing within Tadcaster and the surrounding villages.

2.24 Further discussions have taken place since the report was issued involving TCST, SDC, CFY and NYS. TCST are in agreement on the next steps needed and in particular the need for further support on the following:

- Business planning
- Funding Strategy
- Consultation plan

We cover these in more detail below.

2.25 **Project Costs and Funding**

2.26 The project outline indicates a £4-6million project over a number of years. This is a substantial development and would require a large proportion of external investment.

2.27 The Trust has initially engaged National Governing Bodies such as Sport England and the FA on the outline ambitions and the assessed need for football/outdoor sport provision has initially been identified in the Football Foundation's Local Football Facilities Plan for Selby District and is thoroughly assessed in the imminent Selby District Playing Pitch Strategy being developed for the Local Plan.

2.28 However, the project is not at a stage where applications for funding are ready to be made. To access such external funding there will be a need for a robust business case and extensive further match funding.

2.29 The Trust has not identified what they have made available at this stage to invest in the development. A full business case would need to be completed to identify this. The TCST have however already committed significant 'in kind' resources from their PDG to develop the project plan and their business planning work to date.

2.30 In conclusion, a full business case and comprehensive funding plan is required by the Trust to understand how the project will be fully funded and ultimately maintained and to clearly articulate need/demand, strategic fit and the outcome and benefits the project will deliver. This is outlined in more detail in the SDC Corporate Business Case (Appendix 3).

2.31 Council Plan 2020-2030 - strategic priorities assessment

2.32 The project demonstrates a strong strategic fit with the Council Plan priorities as outlined in the SDC Corporate Business Case (see Appendix 3). These are to make Selby District 'a great place' to live, enjoy and grow and a Council delivering 'great value' including through a mixed-economy model. It also reflects the principles in the Council Plan of being collaborative (we will be outward-focused and work with others to get things done), community focussed (we will empower and involve people in decisions about their area and their services) and wellbeing led (we will consider the impact on encouraging healthy life choices in our decision-making).

2.33 It also aligns well with a key delivery priority in the Council Plan to:

Develop a long-term programme of market town regeneration to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, visitors and businesses.

2.34 The strategic rationale for the project is strong:

- It would consolidate and enhance sporting and community provision in Tadcaster.
- It is identified as a key ambition for the town in the new Local Plan Preferred Options document.
- It can be seen as an integral part of the wider regeneration led masterplan for Tadcaster.
- It aligns well with the Council Plan ambitions to help our towns reach their true potential.

2.35 Part of helping Tadcaster reach its true potential is the provision of high-quality leisure, health and well-being services. TCST have been an active stakeholder in discussions to develop the P4G funded Town Centre Revitalisation Action Plan for Tadcaster. Surveys conducted for this work with local stakeholders including residents and businesses have been completed. There was an overwhelming response to the surveys (1000+) providing a strong sense of what local people want in order to improve their town centres. Appearance and support with retail mix, better active travel infrastructure and **access to leisure** are the emerging strong themes. An Action Plan is now being developed for Tadcaster which will need input from the key stakeholders originally engaged in the process, including the Trust and Tadcaster Pool, to understand the key projects to focus on to make an impact. **The Trust's project would fit well with this.**

2.36 The proposed car park in the project would be located closest to the town centre and is proposed as a shared resource which could, along with other alternative provision, help to replace the loss of the central area car park, and

widen the choice of parking opportunities close to the town centre, which is required to deliver the Town Regeneration Plan.

2.37 The Council is a leisure provider for the town through Tadcaster Leisure Centre, as managed by Inspiring Healthy Lifestyles. One of the assessments yet to take place is the impact of any development of the facility, balanced with the projected needs and demand for such services in the area. Evidently, a full business case for the project must identify this to enable the Council to understand better any impact on service delivery and whether there would be any potential conflict of interest with existing leisure facilities in the town.

2.38 **Key Outcomes and benefits**

2.39 The project if realised would deliver a range of key outcomes and benefits that align with the Council Plan priorities including (these were outlined in the Councils Corporate Business Case - see Appendix 3):

- Improving the quality of sport and community provision in Tadcaster
- Increasing participation in sport in Tadcaster and surrounding areas
- Securing wider investment into Tadcaster and the district from other key partners public and private sector partners e.g. sport governing bodies, Sports England, Football Foundation, NHLF, businesses etc
- Delivering wider health and wellbeing benefits e.g. developing healthy behaviours and resultant improvements in key health areas such as obesity levels
- New community facilities leading to an increase community participation, initiatives and events in the town
- An enhanced car parking area close to the town centre which can contribute to overall town centre public car parking provision.
- Deliver a key element of the wider Tadcaster Regeneration masterplan as set out in the Local Plan Preferred Options consultation document
- Help to improve town centre vibrancy.
- Creating a sustainable Community & Sport Hub for the town reducing the need to travel further to access quality sport facilities, which will benefit all ages including young people who may not have easy access to alternative forms of transport.

3 **Key issues for the Executive**

3.1 It is clear from the further project appraisal work done through Community First Yorkshire that there are **additional things that the TCST will need to do to put the project on a firmer footing** for future potential external funding bids.

3.2 The ask from TCST is to support their phase 1 design and further project development costs, which if to be funded in full would cost £182k. It does not cover the **further work required to develop the business plan**, estimated to be £10k and if this is agreed the total grant would be £192k.

- 3.3 As mentioned at para 2.10 above the project could cost between £4-6m depending on which elements are included. There is also a request from TCST for the **Council to consider further, significant funding contributions to phases 2-7 of their project plan**. The project has not secured any external funding to date. This request for significant further funding should be considered at a later date once the full business planning work is completed to inform the scope of the project and other potential funding sources.
- 3.4 For comparison, Sport England would assume in considering grant applications that 6% of the capital cost would go towards project management/professional fees, planning and site investigations – that would equate to £240k for a £4m scheme and £360k for a £6m scheme so the request from TCST for £182k of funding to support design and further development of their project fits well within these indicative parameters.
- 3.5 As outlined at paras 2.31-2.36 above the **strategic rationale** for the project is strong – it would consolidate and enhance sporting and community provision in Tadcaster; it is identified as a key ambition for the town in the new Local Plan Preferred Options document; it could be seen as an integral part of the wider regeneration led masterplan for Tadcaster; and it aligns well with the Council Plan ambitions to help our towns reach their true potential.
- 3.6 The potential **benefits and outcomes** are significant if the project is delivered and are outlined in paragraphs 2.38 -2.39 above.
- 3.7 The Council will need to fully consider the **potential risks** associated with grant funding and in particular if the project does not proceed to delivery. These are set out in more detail in paragraphs 5.3 of this report and in the Council’s Corporate Business Case (see Appendix 3). The approach recommended in this report seeks to mitigate these risks.
- 3.8 The Council will need to satisfy itself that appropriate **due diligence** has been carried out on the project and that appropriate checks and balances are put in place before allocating any significant funding to the TCST. The engagement to date between TCST and NYS and CFY, which SDC facilitated, has identified, through the in-depth study by sports consultant Carol Lewis, the important next steps in the process. The issues highlighted in the Corporate Business Case (Appendix 3) are part of this process and have informed the recommended approach set out in this report.
- 3.9 If the Executive were minded to support the TCST’s request for the full £182k of funding it is recommended that the funding is made conditional on certain steps being completed first, to be set out in a Funding Agreement. This **stepped and conditional approach** would be as follows:
1. A first phase of grant funding is offered to enable the TCST to complete the necessary business planning work – this would require: some technical survey work to firm up potential scheme costs and do

some necessary revisions to the masterplan; a look at need/demand; a review of potential external funding sources. This work will ultimately shape what elements of the scheme are delivered. The further work from the sport consultant is expected to cost £10k. The other technical survey and design work circa £20k. The scope of this work and cost will be agreed and captured in the Grant Agreement but is expected to cost circa £30k.

2. The remainder of the grant funding would be released in phases dependent on key milestones and deliverable being achieved as set out in the Funding Agreement. These milestones and deliverables would be based on TCST's project plan with milestones and deliverables to be agreed between TCST and SDC.

3.10 This approach will enable some survey and design work to be funded to support further development of the business plan and to firm up likely costings. It will also ensure that:

- the additional business planning is completed to inform a more accurate idea of the key tasks and capacity gaps. Cost: £10k for sport consultant; £20k for the technical survey/design work. Total cost circa £30k. Releasing the remaining funding for the development of detailed designs should be conditional on first finalising the business plan work.
- Development of the community engagement plan to establish need and demand: community inclusion is often a significant element of any other external funding body criteria.
- Development of a funding strategy to give a realistic focus on how funds will be generated to finance the next stages of development, ongoing management and sustainability of the site into the future.

3.11 TCST are eager to move to their next stages of project design and delivery, but welcome the further support from CFY and NYS. Unless they **get the building blocks right now** (through the completion of a strong business case) then they won't be able to submit really strong external funding bids on which the success of the project is reliant.

3.12 **If the Executive were minded to support** the full project cost for design and further development work (£182k) and the required business case development (£10k) then the **total grant allocation from SDC would be £192k**. As stated earlier there may be further requests for funding to deliver phases 2-7 but these costs cannot be firmed up until the detailed business planning and funding strategy work is completed and should be considered at a later date.

4. Alternative Options Considered

4.1 In terms of the options SDC have before it these are:

1. **Reject the request for funding (£182k)** – this would mean TCST may not be able to progress the further business planning work identified by sport consultant Carol Lewis. They would not be able to progress the further project design and planning work required to support external funding bids. Given the wider benefits and outcomes the scheme can deliver for the town and district, and the strong synergies with our own Council Plan, **an out-right rejection of the funding request is not recommended.** An alternative phased approach to funding is set out at Option 3 below.
2. **Accept the full request for funding (£182k)** – this would enable the TCST to progress with its further design work which they see as key for securing external funding bids. However this could put significant project spend funded by SDC at risk as some elements of scheme design work may be abortive. This is because scheme design can't be finalised with any certainty until the further business case work is completed to look at need/demand and potential external funding sources which will ultimately shape what elements of the scheme are delivered. TCST accept that the scheme will have to be flexible in scope dependent on external funding available. **For the above reasons this option is not recommended.**
3. **Accept the full request for funding (£182k) but make the funding conditional on certain steps being completed first as set out in paragraph 3.9 above.** In this option it is also recommended that an additional allocation of £10k is made to support the further business planning work making a total Council contribution of £192k.

4.2 **Option 3** (from the option appraisal set out above) **is the recommended option** - this will ensure the TCST complete the necessary business planning critical to establishing the right scope for the project reflecting need/demand and potential external funding critical to delivery. This would also protect the Council's grant investment by ensuring significant (and potentially abortive) spend on design did not take place until the business planning recommended in Carol Lewis's report is undertaken and a firmer project scope agreed from this.

5. Implications

5.1 Legal Implications

5.1.1 Part 1 of the Localism Act 2011 applies a general power of competence to local authorities in England. Section 1 (1) of the Act provides that "a local authority has power to do anything that individuals generally may do". This

includes the power to make grants where to do would be in the interests of the Council, the District and the inhabitants.

5.1.2 Grant agreements will need to be signed which provide appropriate levels of control and reporting back so that the impact can be monitored.

5.1.3 As identified, robust conditions will be placed on the agreement.

5.2 Financial Implications

5.2.1 In discussions with the Trust the overall project cost is in the region of £4m to £6m. The final scope of the project is yet to be agreed and will depend on a number of factors including need/demand and grant funding likely - all which will be considered further in the next stages of business planning.

5.2.2 The current phase of development work is estimated to be £192,000. This is made up of:

- £10,000 required for sport consultant input to support TCST to complete their business planning (as per the Carol Lewis report recommendations (see Appendix 1).
- £182,000 for design and planning identified by the TCST in their Outline Project Plan. This includes the circa £20k of other technical survey and design work required to inform the next steps of business planning work. The remaining money would not be released until the outcomes of the business planning work are known and the scope of the project is finalised.

5.2.3 No funding has been secured for the development to date - so there would be no match-funding for SDC's investment. It is proposed that the £192k be funded from the unallocated Programme for Growth budget which will need to be referred by Executive to Council as set out in the report recommendations and reasons for those recommendations.

5.2.4 We have identified a phased approach for releasing funding and will set out the conditions that would unlock the next phases of funding in the Funding Agreement. This is covered in para 3.9 above.

5.3 Policy and Risk Implications

5.3.1 We've already considered the key policy considerations in paragraphs 2.31 - 2.37 above.

5.3.2 There are a number of risks we need to consider. The risks related to whether we fund, fund but make it phased and conditional, or reject the request have been set out in the Options appraisal section above.

5.3.3 There are a range of other project risks we need to consider. Potential mitigations are set out after these are listed.

5.3.4 **Delivery Risks**

- Non delivery of the project unless TCST can secure grant funding.
- Other external funding bodies less likely to commit funding unless the Council commits some funding/resource to the project.
- The project is dependent on successful relationships with a range of stakeholders - including SSOB who own land required for the project - they have offered a long lease but this is yet to be secured. Release of funding can be made subject to proof of tenure.
- Delivering on time – the TCST have set a very ambitious delivery timeline given they have yet to open-up detailed discussions with external funding partners on which delivery is dependent. Essential business planning should help to manage the timeline and any cost changes because of delivery timescale changes,
- SDC internal staff capacity to support this project. This is not a SDC project and will be reliant on officers without allocated working capacity. Risk of impact on other SDC project timescales.

5.3.5 **Financial Risks**

- Unintended impact on Council leisure services. Could result in loss of income and impact on SDC contractual services. Full assessment of need and demand in the Tadcaster area and engagement with other leisure providers required to ensure complementary development of the Tadcaster leisure offer.
- £4-6m project that will require significant investment - if funding opportunities do not present, there is a risk of no delivery. The scope is varied and will change the costs associated with development. Risks that costs could overrun.
- Risk that SDC invest significant funding and the project cannot be delivered - financial and reputational losses as a result.
- Risk that unless SDC shows commitment that other external funding bodies will be less likely to invest. TCST will need to consider their level of investment and funding into the project to satisfy funders that financial risks are shared.
- Future sustainability of the project - developing the business plan and funding strategy are crucial to long term management planning.

5.3.6 **Legal Risks**

- Potential for challenge as to why funding is being given to TCST?

5.3.7 We would seek to minimise delivery risks by making any SDC grant funding conditional on certain things happening e.g. completion of business planning,

funding strategy, shaping the scope of the project after completion of the business planning. We would make maintaining effective stakeholder relationships a condition of the grant agreement. TCST to lead and project manage the project to minimise SDC staff input required given other competing priorities.

5.3.8 We would seek to minimise SDC's exposure to financial risk through taking a phased and conditional approach to SDC grant payments as set out under Option 3 in the options appraisal above. We would also ensure through the scoping and business planning that impact on existing SDC/IHL sport and leisure facilities was properly considered and reflected in any revised project scope. Future sustainability of the project would be considered at the business plan stage including detailed financial modelling and open book approach to understanding TCST finances.

5.3.9 We would seek to manage any potential legal risks by involving legal colleagues early on in shaping the approach taken, any grant agreement and conditions if member were minded to approve, and by ensuring that legal and governance issues, as they related to TCST, are picked up in the additional business planning they will be required to do.

5.4 Corporate Plan Implications

5.4.1 This has been covered elsewhere in the report.

5.4.2 The project supports the Council Plan 2020-30 priorities to 'Develop a long-term programme of market town regeneration to support development of vibrant town centres and places in Selby, Tadcaster and Sherburn and the provision of high quality leisure, service and accommodation offers for residents, their families, visitors and businesses.'

5.5 Resource Implications

5.5.1 We will continue to offer advice and support through officer time subject to availability of resources. A significant amount of officer time has been used to support TCST to develop links with funders and CFY to support their ongoing development. It is anticipated that the TCST will require a continued point of contact in the Council which will be offered through the Community and Partnerships service. Grant monitoring will also need to be monitored through the team on an ongoing basis.

5.6 Other Implications

5.6.1 None identified.

6. Equalities Impact Assessment

- 6.1 An equality, diversity and community impact screening has been undertaken and does not identify any significant, negative impact from this project. It identifies that there are positive impacts for communities of protected characteristics such as age and disability, enabling an increased participation from these groups at the facility. The Trust will need to complete their own engagement and consultation plan to ensure an accessible project.

7. Conclusion

- 7.1 The initial request to the Council is for funding support to help with design and further development of the project. The report reviews this request as well as other resources required to support the project, including from external sources such as Community First Yorkshire (CFY) and North Yorkshire Sport.
- 7.2 We have also taken into account detailed advice from sport consultant Carol Lewis, on behalf of CFY, which identifies the further work the Trust will need to do to put itself on a strong footing for future external funding bids which are critical to the successful delivery of this project.
- 7.3 There is a strong strategic fit between the project and the Council's own priorities (as set out in paragraphs 2.31 – 2.36) and it can play an integral part in the wider regeneration strategy for Tadcaster.
- 7.4 There are a range of key outcomes and benefits for Tadcaster and the district if the project is realised (as set out in paragraphs 2.38-2.39).
- 7.5 The SDC Corporate Business Case (see Appendix 3) considers a range of key issues, risks and considerations as part of the initial due diligence process. It recommends that a phased and conditional approach is taken if the Executive are minded to support the request from TCST for £182k of funding to support design and further development work for the project. This is set out in paragraph 3.9 of the report.
- 7.6 The work by sport consultant Carol Lewis (appendix 1) identifies the further support required to complete the TCST's business plan for the project which is estimated to cost circa £10k to complete.
- 7.7 This would equate to a total investment from SDC of £192k towards the design and further development of the project.
- 7.8 Use of Programme For Growth funding which is unallocated to projects is subject to Full Council resolution as per the Full Council recommendations in section 71 (v, vi) of 20th February 2020 to enable all councillors to have a considered input to review existing and newly considered projects under P4G. This means that if Executive were minded to approve then it will need to be referred to Council for approval.

8. Appendices

Appendix 1 (redacted) – Carol Lewis – TCST Appraisal Report

Appendix 2 – TCST Masterplan

Appendix 3 – SDC Corporate Business Case

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Tadcaster Community Sports Trust Support Needs Appraisal

Commissioned by Community First Yorkshire



Prepared by Carol Lewis 16th March 2021



Tadcaster Community Sports Club (TCST) – Support Needs Appraisal

1. Introduction

- 1.1 Community First Yorkshire (CFY) were contacted by Angela Crossland, Head of Communities, Partnerships and Customers at Selby District Council (SDC). This was following ongoing dialogue with TCST, the District Council and Damien Smith, Head of Development at North Yorkshire Sport (NYS).
- 1.2 TCST have ambitious plans to develop an outdoor multisport hub in Tadcaster which will enhance their current provision and expand the opportunities for residents in Tadcaster and the surrounding area to be able to participate in formal sport, be physically active and improve their health and wellbeing.
- 1.3 The project has been under development for over the past 4 years and has reached a point where it is timely to move forward from ambitions and aspirations to tangible delivery. SDC and NYS consider that TCST may need additional support to enable the project to be successfully delivered.
- 1.4 Mark Hopley, Head of Community Support at CFY has asked for an initial scoping exercise to be undertaken to identify the nature of any support needs and inform where and how those needs might be met.

2. The Brief

- 2.1 The CFY brief for the scoping work was to:
 - Engage with SDC, NYS and TCST to understand the background and context of the project.
 - Understand from TCST the status of the project and the wider organisational/ governance structure to deliver the project and project funding requirements.
 - Understand the long term proposed operational management, to ensure sustainability.
 - Desk top research to identify how the project fits within a strategic context for sport, health, and wellbeing etc.
 - Identify and quantify specific items which CFY may be able help with under the North Yorkshire Strategic Grant Agreement.
 - Identify and quantify specific specialist advice that may be needed for which funding would be needed.

Sensitivities

- 2.2 ***The research for the report has highlighted several sensitive/confidential areas.*** It is important that these are referenced in the report and these need to be respected when sharing content of the report and approval should be sought from the relevant parties prior to the information being shared. Areas of sensitivity/confidentiality are:

- TCST have a Head of Terms for the lease of land from Smith Brewery. This positive relationship needs to be continued to be fostered and nurtured. The project cannot be delivered without the additional land.
- SDC new Local Plan through to 2040 is currently at consultation stage. The proposed plan identifies preferred options for land use providing a strategic blueprint for regeneration in Tadcaster. Proposals within the plan are inter-reliant and to some extent will need support from Smiths Brewery. The TCST multi sports hubs features within the options.
- TCST have a small project board established. There is general awareness within the community and current sports clubs membership about the project. However, the details and the master planning detail is not currently in the public domain. Delicate balancing of several factors will determine this, albeit TCST totally recognise the need for community engagement and consultation.
- There is an indication from SDC elected members to that they may support this project financially. This may provide substantial financial support however, when and for what has not yet been confirmed or determined. Any contribution would need to adhere to due process.

2.3 CFY have commissioned the report and Peter McNamara from TCST has agreed that the report can be circulated to SDC and NYS in order maintain consistency of knowledge and understanding of the project status.

3. TCST Background

3.1 Table 1 below provides an overview of TCST.

Table 1: TCST Key Facts

History	<p>Sports facilities were established in 1926 at the Queens Garden site by John Smiths Brewery for their employees. A social club was built in 1948 and following various mergers and acquisitions the Magnets Sports Club no longer receives a subsidy from the brewery and became an open to all members club in 1997. Known as the Tadcaster Magnets Sports and Social Club (TMSSC)</p> <p>A long-term lease was agreed in 2016 but prior to its signing TMSSC occupied the Queens Gardens site under an informal 12 month rolling arrangement. This meant with no certainty over long term occupancy, capital investment was extremely limited and as direct consequence many of the original facilities (e.g. tennis/netball courts) became dilapidated and unusable. It is custom and practice that external funding bodies would expect to see a 25 year minimum lease in place.</p> <p>A similar situation applied to the sports pavilion which was built to a traditional design around the 1940's and was basically approaching being unfit for purpose. Although the intention was to incorporate redevelopment of the building within the wider plans, a decision was taken to treat the work as a separate initial project and with the aid of a grant from the Football Foundation the building was completely refurbished in 2019 within both the planned programme period and financial budget. TCST can demonstrate a track record in project delivery.</p> <p>TMSSC operated as a Community Amateur Sports Club.</p>
TCST Governance	<p>Charitable Incorporated Organisation CIO Association Model, Charity Number 1188572. Registered 16th March 2020. The Constitution is available on the website https://www.tadcastersportstrust.co.uk/ Charitable objects are:</p> <p><i>To promote community participation in healthy recreation and the advancement of amateur sport for the benefit of the inhabitants of Tadcaster and the surrounding area through the provision of playing surfaces and facilities for the playing of</i></p>

	<p><i>amateur sport and community recreation for the benefit of the local community with the object of improving physical and mental wellbeing.</i></p> <p>As a recently registered charity there is no requirement to submit accounts and annual returns until 10 months after first financial period ends.</p> <p>The original Tadcaster Magnets Sport and Social Club has not been formally dissolved and assets transferred to the new entity. The reason for this being to qualify for government COVID grants and the need to retain bar staff contracts of employment under TMSSC in order to obtain furlough payments for those employees. As it stands after the 3rd March 2020 budget announcement it is likely that the process will be fully completed by the end of June 2021.</p> <p>TCST is the parent company of Magnets 2020 Ltd, Company number 12703170, with TCST owning 100% of the share issue. Magnets 2020 Ltd was registered in June 2020 as a private limited company. The objects state that the profit from trading will transfer to the parent company i.e. TCST.</p>
Policies	<p>TCST produced several policy and procedural documents in 2020, with the following being publicly available on its recently launched website:</p> <p>Code of Conduct – members/visitors using the facilities and sports bar.</p> <ul style="list-style-type: none"> • CCTV • Child Protection • Health and Safety
Membership	<p>Annual membership has categories which provides for those who wish to participate in sport and people who purely wish to join on a social basis. Annual prices are affordable from £30.00 for a full adult member, £12.50 Senior Member, £10.00 Junior member, and options for additional cards for partners.</p> <p>Those participating in sports additionally pay a membership/subscription to the individual sports clubs.</p> <p>This structure is typical of multi sports and social clubs.</p>
What is on offer	<p>The sports facilities consist of: turf football pitch, cricket pitch, bowls green.</p> <p>Social facilities; Sports Bar, Lounges. Available for hire for events, parties, and corporate bookings.</p>
Location	<p>Queens Gardens, Tadcaster, LS24 9HD, located in the western side of the River Wharfe which runs through the centre of Tadcaster. There is a residential area to the south west and the industrial brewery sites to the north east. The site is bounded by the A162 on the eastern boundary and agricultural land to the south.</p> <p>Google Maps</p>
Manor Field	<p>An additional site known as Manor Field approximately 0.5 miles from the Queens Gardens is maintained by the Trust. The site is currently not in use but is a designated as a cricket ground. An 81-year lease remains on this site.</p>

4. TCST Development Project

Project Governance

- 4.1 A Project Delivery Board(PDB) has been established with a mixed skill set. The four members have experience in sport and leisure management (Tadcaster Community Swimming Pool Manager), Finance (Retired Bank Manager), Chartered Survey and Quantity Survey in commercial settings. The PDB has a terms of reference.
- 4.2 The PDB are taking a project management approach and have developed a series of project/action plans. They are currently looking to engage the necessary professionals e.g. architects, landscape architects, civil engineers, to move the existing masterplan

through to design stage, more detailed cost estimates and take forward the requirements to enable a planning application to be submitted.

- 4.3 A business plan is under development to project the costs and budget. The business plan will cover the current operations, development phase, delivery phase and ongoing management of the complex.

Capital Developments

- 4.4 The ambition to develop and extend the existing facilities at the TCST Queens Gardens location has moved from the initial ideas and concepts to architects proposed masterplan. The masterplan covers the existing site and the land to the south which as noted above is in the ownership of the Smiths Brewery.
- 4.5 The key components can be categorised as sports provision, informal open space to support health and wellbeing and social hub with onsite car parking. Within the master plan elements can split into ‘must haves’ and ‘would like’, consultation on the masterplan will enable the detail of what is to be developed to be confirmed.
- 4.6 However, the aim is to enable the overall development rather than a phased approach, although the site will be developed in such a way as to future proof the ability for additional development should a phased approach need to be undertaken. The masterplan includes:

Sports	Open Space (health and wellbeing)	Social
Retain existing adult turf football pitch, plus one new adult turf pitch.	Trim Trail route for walking, cycling including off road pump track sections, outdoor fitness equipment, running including sprint training section. (new)	Retain existing Social Club. However, need to recognise that in the longer-term consideration will need to be given to replacement.
Full size floodlit AGP – 3G surface (new)		Create a hub building central to the complex to house, changing rooms, gym, reception/administration, café, possibly grounds maintenance storage. (new)
No.2 junior/youth pitches. (new)	Turf training/informal games areas. (new)	Outdoor Picnic areas. (new)
MUGA – hard court surface for netball, tennis, training with floodlights. (new)	Mini roadway for cycle training. (new)	Currently, on site there are several buildings which serve the existing provision and the future of these is to be determined.
AGP – sand based for hockey, football. Consider 2-Gen pitch for greater flexibility. (new)	Skatepark (new)	
Retain existing cricket pitch.	Play area. (new)	
Permanent cricket practice nets. (replace)	Nature trail and ecological areas. (new)	
Bowls green retained.		
Gym (replace)		

4.7 Indicative costs are in the region of £6M for the whole development. This reduces to circa £4M if only the following key elements are developed.

- Car parking facilities
- Hub building – with reduced overall floor area to facilitate admin, changing rooms and café.
- Football 3G AGP
- MUGA – slightly increased size to facilitate maximum utilisation.
- Trim Trail incorporating nature, ecology, and fitness elements.
- Turf football pitches and picnic area (cycling, children’s play area etc would be subject to additional funding)

Management and Operation

[REDACTED]

[REDACTED]

4.10 A grounds maintenance contract is currently in place for the existing facilities. An options appraisal will be needed in the future to determine the most effective way to maintain the site given the proposed new facility mix.

4.11 Tadcaster Magnets Sports and Social Club (TMSSC) employ a bar manager, bar staff and administration assistant. Those roles under TUPE will transfer to the Magnets 2020 Ltd trading company on the dissolving of TMSSC.

4.12 Business Planning is being undertaken as noted above. Historic data and information will assist informing the business plan and TCST understand that this will be required to support applications for external funding.

4.13 In essence income generation will come from memberships, food and beverage sales and hire of facilities. Encouraging people who will access the free to use open spaces to contribute to income generation needs to be explored further e.g. by encouraging people to be members, use the café or make donations.

Community Engagement and Consultation

4.14 There has been engagement with some National Governing Bodies (NGB’s) for football, hockey and cycling. The Football Foundation are positive about the project and the evidence base within the Local Football Facilities Plan identifies the 3G AGP, x2 turf pitches and changing accommodation as a priority ([Local Football Facility Plans](#) |

[Football Foundation](#)) It is expected that the awaited new Playing Pitch Strategy (PPS) will mirror and provide additional evidence to support the proposals.

- 4.15 To date the engagement with NGB's has had a focus on funding. There needs to be wider discussions to help determine the different sports minimal technical requirements to ensure they are fit for purpose and therefore, provide more robust evidence to support a planning application. The new PPS will provide additional evidence of need and demand as consultation is a key component of the Sport England PPS Methodology.
- 4.16 The PDB have to date encouraged through the website and Facebook people to respond to the consultation on the new Local Plan. In particular, the sections which reference a proposed multi sports hub and the change of land use from agriculture to proposed leisure use.
- 4.17 The view of the PDB is their preference would be to be able to have face to face to consultation and engagement with residents on the proposed plans. Displaying the plans and being available to talk through the proposals with people is preferred subject to the lifting of Covid restrictions. Potentially supplementing this method with an online survey. A comprehensive engagement and consultation plan has not been developed to date.

Funding

- 4.18 No funding has been secured for the development. There are positive noises from the Football Foundation and SDC. TCST have some reserves which can be allocated to the project, as yet an amount has not been declared.
- 4.19 There has been some consideration given to funding opportunities for example Heritage Lottery under the landscape and nature theme for the open spaces. However, no detailed funding research has been undertaken to identify and appraise potential sources which would lead to a clear strategic funding plan.
- 4.20 Opportunities for plan and gain monies through section 106 agreements may arise in the future. It would not be sensible to place any reliance on this source of funding as it is linked to planning applications and the subsequent delivery by developers.
- 4.21 A bullet point list of the key application requirements in relation to the Heritage Lottery funding has been produced. In general terms the items listed would be similar for most applications, evaluation and impact measurement is an area least understood by TCSC. Linking back to engagement and consultation creating a clear narrative and evidence base for the need and demand for the project would be required. In general terms there is limited funding experience within TCST.

5. Strategic Context

- 5.1 The project can demonstrate support through the new Local Plan proposals as being part of the overall regeneration of Tadcaster.
- 5.2 Supplementary planning documents which provide the evidence base for the new Local Plan are imminent. The PPS, Open Space and Built Facilities Strategies it is anticipated will highlight and prioritise the demand and need for an outdoor multi sports complex in Tadcaster. The Local Football Facility Plan already concurs the need for football pitch and changing development.

- 5.3 The Sport England 10-year strategy, Uniting the Movement, was launched in January 2021. The strategy identifies 'The Five Big Issues' of Recover and Reinvent, Connecting Communities, Positive Experiences for Children and Young People, Connecting Health and Wellbeing, Active Environments. The TCST project has a role to play in addressing these issues and contributing to the overarching Sport England vision *'Imagine a nation of more equal, inclusive and connected communities. A country where people live happier, healthier, and more fulfilled lives'*.
- 5.4 There is opportunity for TCSC to review local Sport England Active Lives data to provide evidence of need. A quick review of the latest headline through to May 2020 adult data indicates that for the Selby District the percentage of people who are classified as Active is below the national average, those who are Fairly Active above the national average and those who are Inactive marginally above the national average. [Active Lives | Sport England](#)
- 5.5 Public Health England www.localhealth.org.uk area profile data indicates that for most domains Tadcaster is either significantly better than the England average or not significantly different than the England average. However, for death due to circulatory disease for all ages and for older people living alone, the area is worse than the England average.
- 5.6 Tadcaster falls within the Vale of York Clinical Commissioning Group (CCG) and at a more local level the Tadcaster and rural Selby Primary Care Network (PCN) which brings together three GP practices serving a population of 28,000. Identified priorities for the PCN are obesity and reducing inequalities, social prescribing service is available. TCST have the opportunity to contribute to the PCN priorities and work in partnership with social prescribing team.
- 5.7 The Joint Strategic Needs Assessment [Joint strategic needs assessment | North Yorkshire Partnerships \(nypartnerships.org.uk\)](#) picks up further the PHE information above and provides more detailed district profiles and the local CCG profile data, with several domains data broken down into small areas i.e. Tadcaster. There is level of detail available drilled down to the Tadcaster and Rural PCN available.
- 5.8 An analysis of the local demographics will help build the case for need and demand and subsequently assist TCSC to demonstrate how the project can contribute to levels of participation and the prevention and reduction of health inequalities.
- 5.9 The TCST project can contribute towards the Selby District Council Plan 2020-2030 which has the vision 'Selby district is a great place' and the strategic priorities of; 'a great place to live, enjoy and grow'. Given SDC will be looking to achieve this through collaborative work with others, being close to communities and supporting wellbeing there is a clear link.
- 5.10 However, the outcomes of the Local Government Review for York and North Yorkshire will result the current SDC plans being superseded from 2023 by the new local authority and potential changes in local political representation.

6. Assessment of Support

Strengths

- 6.1 The project has moved from concept through to formal project planning. Project planning and understanding the processes to realise the construction of the complex is a strength of the PDB.

- 6.2 There is good local connectivity and networking and the key relationship with the Brewery is on a positive footing.

- 6.4 The move towards a CIO with a trading arm in the form of Magnets 2020 Ltd, simplifies the governance and opens up greater opportunities for funding.
- 6.5 Business planning and detailed project management plans are under development. The completion of these will identify key tasks to be undertaken and there will need to be an assessment of capacity and capability within the PDB to take these on. If there is an identified need for more capacity, how will this be achieved? Additional volunteers with the necessary skills and expertise? Recruit dedicated project staff? Contract external suppliers?

Business Planning – Updated from feedback on draft report.

Following circulation of the draft version the PDG have reflected on what they consider are the priority support areas and have identified Business Planning. Although the PDB have the requisite skills and experiences to pull the Business Plan together they have recognised that having the sufficient time and capacity to produce a coherent and high-quality document which will not only keep the project on track but provide the evidence to support funding applications will be challenging.

The draft version of this report also highlighted to the PDG areas of knowledge and expertise which they had not been aware of which need to be included in the Business Plan and will be essential to funding applications e.g. demand and need data, evaluation, and impact assessments.

- 6.6 The support needs identified from this initial scoping exercise are listed below. However, the outcomes from 6.5 are likely to inform further support requirements.

Support Needs

- 6.7 There are areas identified which may need support to enable the project delivery to continue to progress are:

Short term

- Consultation and Engagement.
- Funding.
- Ensuring robust evidence base for Demand and Need.
- Building in Evaluation and Impact Measurement
- Charity Law and Finances. Trustee responsibilities.
- Business Planning – TCST identified priority reference 6.5.

Medium term support

- Developing physical activity, health, and wellbeing initiatives.
- Volunteering.

- Operation and management of the complex.
- 6.8 Elements of the above can be provided through the CFY North Yorkshire Strategic Grant Agreement at no cost. North Yorkshire Sport can offer advice and guidance and assist in making the necessary links to NGB's and Sport England. Not all support will be able to be provided free of charge, some areas will need a level of expertise which will need to be funded.
- 6.9 Appendix 1 outlines in more detail what support may be needed and how it may be provided. Links to additional online resources are included to supplement the direct organisational support.
- 6.10 Although aspects of the project development and delivery phases can be achieved through TCST PDB and additional volunteers, with advice, guidance, and support at no cost from CFY or NYS there are some aspects which will require financial resources. For example, Sport England's latest Facility Costs Guidance as at 2nd Quarter 2020 allocates 6% for fees associated with project management, site investigation and planning. In addition, TCST may need additional support for other aspects of the project development.

7. Concluding Summary and Recommendations

- 7.1 In simple terms this a straightforward capital build project. However, there are several layers to the project which have an interdependency when it comes to project planning and management.
- 7.2 The idiom "If you build it, they will come" unfortunately will not satisfy the requirements for investment from external funding bodies, potential partners, or stakeholders. TCST clearly recognise this and equally accept there is a need for additional support for aspects of the delivery of this project.
- 7.3 In summary project management and the tangible aspects of delivering this project are well understood and a strength of the TCST. The area where there is need for additional support lies more in the qualitative aspects which will ensure a robust rationale and justification for the project and looking ahead a clear activity development plan which demonstrates that this project will make a difference to the levels of sports participation, physical activity, health, and wellbeing within Tadcaster and the surrounding villages.

Business Planning – Updated from feedback on draft report.

In feedback from TCST on the draft report and the identification from the PDB perspective that Business Plan support is a priority the group have a pragmatic approach. They are realistic to understand that should there be any budget/financial support available that this will have limitations. There are elements within Appendix 1 which, they consider can be served through [REDACTED] and that this should be taken into account when/how support might be offered is considered.

- 7.4 As a priority the TCST action plan needs to be finalised which will enable this appraisal to be updated and identify the level of finances required to move the project to the next phase and where these can be potentially found from.

- 7.5 CFY should act as the lead partner in terms of the provision of support where applicable under the North Yorkshire Strategic Grant Agreement and having reflected on the suggestions within this document and enter into dialogue with TCST, NYS and SDC to consider what and how support can be provided.

Appendix 1 : TCST Support Needs

Area of Support	What	Who and How	Indicative amount of support time
Short term within 3 – 6 months			
Consultation and Engagement	<p>Development of a consultation plan to include:</p> <ul style="list-style-type: none"> Who should be consulted and when. What they are being consulted on and why, Methodology to be used. How will the consultation data be recorded. How the outcomes of consultation will be communicated and used to inform decision making. <p>Consultation plan needs to include for example:</p> <ul style="list-style-type: none"> Residents all ages Current membership Local sports clubs Community groups Town Council Local Councillors for relevant wards Primary Care Network NGB's 	<p>CFY can provide guidance to draft a plan and ideas for methodologies via face-to-face Development Officers time. Additional fact sheets available on the https://communitysupportny.org.uk/.</p> <p>CFY would be able to be a critical friend as TCST developed and produced and implemented the plan.</p> <p>The production of the plan if the capacity and capability is not available within TCST would need to be through an external supplier.</p> <p>There may be a need for additional external supplier support for the implementation and analysis/interpretation phases.</p>	<p>CFY - 0.5 days</p> <p>CFY - 2 days</p> <p>External -5 days</p> <p>Resources and time to be determined if required.</p>
Funding	<p>Research potential funding options.</p> <p>Develop a strategic approach to funding applications linked to project timescales and funder timescales and deadlines.</p> <p>Writing funding applications.</p> <p>Management and accounting of external funding and reporting. Understanding restricted funding.</p>	<p>CFY can undertake a funding search and advise on the most appropriate funds.</p> <p>CFY can support TCST in producing a funding action plan which aligns project and funder deadlines/timescales. The outcome of this stage will help determine whether TCST have the capacity to write and submit bids directly or would need to engage external support.</p> <p>CFY can act as a critical friend on funding bids prior to submission.</p>	<p>CFY - 3 days</p> <p>CFY - 2 days</p> <p>CFY - 1 day per application</p>

		<p>CFY can provide advice with regards to managing and accounting for funding.</p> <p>TCST can sign up to receive the monthly funding bulletin from CFY.</p> <p>CFY facilitate networks for the voluntary sector e.g. Treasurer Network and Finance Network. These are free of charge. Networks Community First Yorkshire (communitysupportny.org.uk)</p> <p>CFY offer generic funding training workshops and specific funder workshops e.g. Children in Need. Training & Resources Community First Yorkshire (communitysupportny.org.uk). There is a small charge for training workshops.</p> <p>Free resources i.e. excel spreadsheets and guidance is available from WYCAS Tools - WYCAS</p>	<p>CFY -0.5 days</p> <p>TCST - 0.25 days per network event.</p> <p>TCST - 0.25 days per workshop</p>
Evidence for demand and need	External critical friend (s) who can review the evidence TCST have gathered, identify any gaps, and review how the information is presented to different audiences/stakeholders to make the case for the project.	CFY and NYS would be able to provide support from their individual perspectives of the wider Voluntary, Community and Social enterprise Sector and the Sports, Physical Activity, Health and Wellbeing sector.	CFY & NYS - 2 days
Evaluation and Impact Measurement	<p>Increased knowledge and understanding within TCST on an outcomes approach. How projects measure the difference they will make and the options for how an outcomes framework might look.</p> <p>As an example, outcomes framework would cover:</p> <p>Vision: The long-term impact, the difference the project will make.</p> <p>Mission: How will the change be achieved? (Broad objectives)</p> <p>Outcomes : The difference which will be made along the way as the project is delivered.</p>	<p>CFY can provide information and help demystify the topic which can seem complex and at times over-egging the pudding.</p> <p>It is important to build in evaluation from day one and throughout the project delivery phase and beyond. As the project progresses the evaluation may need to adapt to be able to provide funders with evidence of the impact their funding has made.</p>	CFY -1 day

	<p>Enablers: The key to the project's success, what is needed to make the project happen.</p> <p>Activities: The actions and outputs at different phases of a project.</p> <p>Indicators: How you will know the project has been a success, the evidence which will be collected, the key performance indicators to be measured.</p>	<p>Subject to the above TCST would need to assess if they felt they had the capacity and capability to develop an evaluation framework.</p> <p>Online resources What difference are we making? Understanding and assessing impact. — NCVO Knowhow a series of short videos.</p> <p>Sport England Evaluation Framework - Sport England Evaluation Framework. This is detailed and has a focus on physical activity and participation projects.</p>	<p>TCST – 0.5 days</p>
<p>Charity Law, Finances, Trustee Responsibilities</p>	<p>As a new charity it is important to ensure compliance is understood from the onset.</p> <p>Given that the CIO and Private Ltd Company are relatively new entities and that TMSSC will soon be dissolved with assets transferred, support to ensure correct process and compliance might be worthwhile.</p>	<p>There is extensive guidance available on the Charity Commission website. Charity Commission guidance - GOV.UK (www.gov.uk)</p> <p>CFY have internal expertise in this area and have available retained external specialists in Charity Law and Accounting. Suggest that CFY undertake a review of the governance and advise on areas which may need attention.</p> <p>CFY can provide ongoing advice and guidance as and when questions might arise from TCST.</p> <p>CFY offer training workshops which would on these topics. Trusteeship Community First Yorkshire (communitysupportny.org.uk) there is a small charge for the workshops.</p>	<p>CFY – 1 day</p> <p>CFY – as and when requested from TCST.</p> <p>TCST – 0.25 days per workshop</p>

Medium term 6- 12 months			
<p>Developing physical activity, health, and wellbeing initiatives.</p>	<p>Being able to demonstrate to funders/stakeholders how the project will deliver health and wellbeing in a tangible way is important.</p> <p>TCST should look at have a sport and community development programme during the delivery phase to provide a foundation from which activities will grow.</p> <p>This will begin bringing new people to the club and be a catalyst for the development of new groups established from a bottom-up community driven approach as the complex develops e.g. Environmental Group, Men's Shed, Friends of the Play Park, Parent and Child Activity group etc.</p>	<p>NYS can provide advice and support to produce a development plan of new activity and how this might be achieved. They can offer specialist advice on disability sport and inclusion.</p> <p>What new activities could be offered from the existing facilities? Being mindful not to duplicate or compete with others.</p> <p>For example, a base from which to set up an adult and junior Park Run, a walking group? Is there the potential for a daytime older persons sociable cricket group? Walking football?</p> <p>Are there opportunities through the NYS Get on track programme to work with young people?</p> <p>CFY have expertise in Asset Based Community Development an approach which would help the development of other nonsporting groups.</p>	<p>NYS – 2 days</p> <p>Plus, as, and when for each activity.</p> <p>Potential Partnership approach with Tadcaster Community Swimming Pool</p> <p>CFY – to be determined</p>
<p>Volunteering</p>	<p>Need to develop policies and procedures to ensure that volunteers are recruited, trained, and retained.</p> <p>Ensuring that volunteers are valued.</p>	<p>CFY have expertise in volunteering and can provide specific advice. A series of factsheets are available People Community First Yorkshire (communitysupportny.org.uk)</p> <p>CFY host the VINY website for the recruitment of volunteers. Portal Community First Yorkshire</p> <p>CFY facilitate a Selby District Volunteering Network Networks Community First Yorkshire (communitysupportny.org.uk)</p> <p>NYS have information on volunteering North Yorkshire Sport - Workforce</p>	<p>CFY – as and when requested by TCST.</p> <p>Potential Partnership approach with Tadcaster Community Swimming Pool</p> <p>TCST – 0.25 days per network event.</p> <p>NYS as and when requested by TCST.</p>

<p>Operation and Management of the complex</p>	<p>An independent overview of the proposed arrangements may be worthwhile to provide a check and challenge.</p> <p>[REDACTED]</p>	<p>CFY and NYS have experiences and knowledge to assist with this. However, it may be worthwhile engaging external support with sport and leisure facility management expertise to provide an external perspective.</p>	<p>Resource and time to be determined. Estimate minimum 3 days.</p>
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Corporate Business Case



The business case expands the project brief into a structured evidence based logical argument, why decision makers should approve the case for the project to proceed to the next stage.

Version:	Author:	Date:
Project Name	Tadcaster Community Sport Hub A project led by the Tadcaster Community Sports Trust (TCST)	
Project Reference (if applicable)		
Senior Responsible Owner (SRO)	Dave Caulfield*	
Project Manager	Angela Crossland* *SDC lead officers but project led by the Tadcaster Community Sports Trust (TCST)	
Document Author (if different from PM)	Angela Crossland	
Date Approved	19 th May 2021	
Approved By	Dave Caulfield	

Introduction and Background

Explain the current issues and reasons why the project is needed and therefore the purpose and aim of the proposed change.

The Council have been approached by the Tadcaster Community Sports Trust (TCST) to consider providing funding towards the next stages of development of their Community Sport Hub for Tadcaster (see letter to Leader of 7th February 2021 - Appendix 1). This Corporate Business Case (CBC) sets out further detail to assist the Executive/Council to consider whether grant funding should be provided and if so what conditions should be attached to any Grant Agreement.

TCST have identified phase 1 design and development costs (£182k). This doesn't cover the additional funding required for further business case development (estimated to be £10k).

The TCST have been clear that there may be further requests for funding to deliver phases 2-7 but these costs cannot be firmed up until the detailed business planning and funding strategy work is completed.

The aim of the project is to provide an accessible, multi-sports site in Tadcaster to enhance opportunities for sport and recreation and the health and well-being of residents.

Scope

Using the outline scope within the Project Brief as the basis, define the parameters of the project and in so doing identify the project boundaries and therefore things or issues the project does not cover.

This CBC focusses on whether there is a case for investment in the TCST project. In order to do that it gives an overview of the project, what it is trying to achieve, the likely costs, risks and outcomes. It also considers how well the project fits with the Council's strategic priorities and how well it fits with the strategic priorities of other key organisations and stakeholders in the district.

The Council is NOT project managing this project – it is the TCST's project and it is their responsibility to assess wider project viability, need for project management, secure funding and ultimately ensure delivery.

This CBC contributes to the initial level of due diligence required to consider whether their request for funding is worthy of support and starts to identify potential conditions that should be attached to that funding.

Objectives or reasons for the project

Why is this project needed and therefore what objectives is it required to deliver? Does it fit with and support the council's strategic priorities.

The Purpose of the Tadcaster Community Sports Trust is:

To promote community participation in healthy recreation and the advancement of amateur sport for the benefit of the inhabitants of Tadcaster and the surrounding area through the provision of playing surfaces and facilities for the playing of amateur sport and community recreation for the benefit of the local community with the object of improving physical and mental wellbeing.

They see the Tadcaster Community Sport Hub as a key means of achieving this purpose.

The masterplan of the project is included at Appendix 2. The scope of the project is summarised in paras 4.6 and 4.7 of the Carol Lewis report attached at Appendix 1.

The strategic rationale for the project is strong. It would consolidate and enhance sporting and community provision in Tadcaster. It is identified as a key ambition for the town in the new Local Plan Preferred Options document. It can be seen as an integral part of the wider regeneration led masterplan for Tadcaster. It aligns well with the Council Plan ambitions to help our towns reach their true potential.

There have been numerous conversations with Football Foundation and Sport England as well as other National Governing Bodies to understand sports provision and needs in the district. The emerging evidence is that more quality football and outdoor pitch provision is required – Tadcaster suffers regular flooding issues on the majority of playing pitches.

It is timely to consider this project due to the development of the Local Plan, potential growth of Tadcaster and in considering the infrastructure needs of the town in the future if it is to achieve

its true potential. With this perspective, we go on to consider how the TCST proposal may support wider Council and town regeneration objectives.

The Council secured through Community First Yorkshire, at no cost to TCST, a Support Needs Appraisal from community sports consultant Carol Lewis (See Appendix 1). This provides an in-depth review of the current status of the project. Section 5 of that report looks at the strategic context, identifies a number of synergies but also identifies the requirement to do a further assessment of need and demand, engage with the local community to strengthen the evidence base and to develop a funding strategy.

Benefits and outcomes

Describe the key outcomes and anticipated benefits the project will deliver. Benefits can be tangible and measurable or they may be intangible. Where a benefit is tangible, identify the critical success factor as a measure of delivery success.

The project if realised would deliver a range of key outcomes and benefits including:

- Improving the quality of sport and community provision in Tadcaster
- Increasing participation in sport in Tadcaster and surrounding areas
- Securing wider investment into Tadcaster and the district from other key partners public and private sector partners e.g. sport governing bodies, Sports England, Football Foundation, NHLF, businesses etc
- Delivering wider health and wellbeing benefits e.g. developing healthy behaviours and resultant improvements in key health areas such as obesity levels
- New community facilities leading to an increase community participation, initiatives and events in the town
- An enhanced car parking area close to the town centre which can contribute to overall town centre public car parking provision.
- Deliver a key element of the wider Tadcaster Regeneration masterplan as set out in the Local Plan Preferred Options consultation document
- Help to improve town centre vibrancy.
- Creating a sustainable Community & Sport Hub for the town reducing the need to travel further to access quality sport facilities, which will benefit all ages including young people who may not have easy access to alternative forms of transport.

The project is dependent on external grant funding. Funding awards from bodies such as Sport England or NHLF will also require a clear articulation of benefits and outcomes and evaluation and monitoring to ensure these are delivered.

TCST are seeking funding from SDC to enable the Phase 1 Design and Planning works to be progressed – they see this as a major advantage in demonstrating a clear delivery intent to potential external funders – particularly when positioned as a “post covid project” that could deliver government health and well-being priorities.

Options appraisal

Describe in detail each option available and analyse the merits of each option including costs, timescales, delivery of desired outcomes and how it will address any known issues. The analysis will define the preferred option but it may not deliver all the desired outcomes and or benefits so a pragmatic approach is needed to identify the option of “best fit”. (something has to be done and it may not be an ideal solution but it is the best available).

In terms of the options SDC have before it these are:

1. **Reject the request for funding (£182k)** – this would mean TCST may not be able to progress the further business planning work identified by sport consultant Carol Lewis. They would not be able to progress the further project design work on the masterplan required to support external funding bids. Given the wider benefits and outcomes the scheme can deliver for the town and district, and the strong synergies with our own Council Plan, **an out-right rejection of the funding request is not recommended.** An alternative phased approach to funding is set out at Option 3 below.
2. **Accept the full request for funding (£182k)** – this would enable the TCST to progress with its further design work which they see as key for securing external funding bids. However this could put significant project spend funded by SDC at risk as some elements of scheme design work may be abortive. This is because scheme design can't be finalised with any certainty until the further business case work is completed to look at need/demand and potential external funding sources which will ultimately shape what elements of the scheme are delivered. TCST accept that the scheme will have to be flexible in scope dependent on external funding available. **For the above reasons this option is not recommended.**
3. **Accept the full request for funding (£182k) but make the funding conditional on certain steps being completed first, to be set out in a Funding Agreement.** We would also offer £10k to fund the additional business planning needed making a total offer of £192k. The stepped and conditional approach would be as follows:
 1. Grant funding offered to enable the TCST to complete the necessary business planning work – this would require: some technical survey work to firm up potential scheme costs and do some necessary revisions to the masterplan; a look at need/demand; a review of potential external funding sources. This work will ultimately shape what elements of the scheme are delivered. The further work from the business consultant is expected to cost £10k. The other technical survey and design work circa £20k. The scope of this work and cost will be agreed and captured in the Grant Agreement but is expected to cost circa £30k.
 2. The remainder of the grant funding would be released in phases dependent on key milestones and deliverable being achieved as set out in the Funding Agreement. These milestones and deliverables would be based on TCST's project plan with milestones and deliverables to be agreed between TCST and SDC.

This approach will enable the further survey and design work to support further development of the business plan and to firm up likely costings to be completed.

Once the draft business plan has been completed, consulted on and then finalised then external funding bids to be progressed. This phased release of the grant funding means we can ensure that the further design work required will be shaped by the outcomes of the business planning which will establish a realistic scope for the project including core project, optional extras and potential for phasing of delivery. The scope of this further design work will need to be agreed by SDC and we would make this a condition of the grant.

Recommendation

Describes the preferred option and a summary of the reasons why it is being recommended.

Option 3 (from the option appraisal set out above) **is our recommended option** - this will ensure the TCST complete the necessary business planning critical to establishing the right scope for the project reflecting need/demand and potential external funding critical to delivery. This would also protect the Council's grant investment by ensuring significant (and potentially abortive) spend on design did not take place until the business planning recommended in Carol Lewis's report is undertaken and a firmer project scope agreed from this.

Outline Project Plan

This should define the overall timescale for project completion, delivery phases and timescales for each together with milestone dates for each phase. Each phase should be broken down into the main activities / actions plus identify key decision dates within each phase. This will help define key milestone dates for developing the detailed delivery plan in the PID and setting these up in Covalent.

The TCST and Carol Lewis in her report have made the point that the project could be between £4-6m depending on which elements are included. Which are included will depend upon a further analysis of need/demand and availability of external funding on which this project is dependent. The scope of the project will influence timescales for delivery.

The Tadcaster Community Sport Hub project is at an early stage in project planning but TCST have developed an outline Project Plan for the full £6m project but have also identified core and optional elements. This includes a number of phases as follows:

- Phase 0 – Project and governance (Q1 2021 to Q1 2022)
- Phase 1 – Design and Planning Approval (Q2 2021 to Q2 2022)
- Phase 2 - Site establishment
- Phase 3a – Perimeter, Grass pitches, site Access Routes
- Phase 3b – A162 Pedestrian access routes
- Phase 4a – Hub building
- Phase 4b – Car Park access
- Phase 5a – Artificial pitches
- Phase 5b – Sprint track
- Phase 5c – Cycling and skateboards
- Phase 5d – Childrens Play Areas
- Phase 6 - Completion of Works (Q3 – 2023)
- Phase 7 – Provision of Hub building and additional grounds maintenance equipment (Q3 – 2023)

The TCST have highlighted two actions of significant importance:

1. **Production of the Business Plan** – which will include: demand and future sustainability of the sports park; delivery plans and cost estimates; management of the facilities following delivery and financial projections of all TCST expenditure and income arising from the Sports Park and Community Hub.
2. **Identification of project funding streams** with the business plan being integral to support discussions with National Governing bodies.

It is worth noting that this reflects closely the advice from Carol Lewis, sports consultant, in her Support Need Appraisal (see Appendix 1) who identified Business planning, Funding Strategy and a stakeholder Consultation plan as key next elements of the project.

The TCST see Phase 1 Design and Planning Approval (where they are seeking £182k support from SDC) as a critical stage in the process. The advice from Carol Lewis, which we would concur, places strong emphasis on finalising the business planning first so that a realistic scope for the project can be established that reflects need/demand, and potential funding options.

TCST's own Phase 0 – from Q1 2021 to Q1 2022 – includes Business Financial and Project Planning and establishing funding availability, both in Q1-Q2 of 2021. We see this as a critical first stage in the process as outlined in our Options Appraisal above. In our view this needs completing before significant spend takes place on design and planning, as ultimately this could be abortive if the project scope changes significantly as a result of the business planning and funding strategy work. We are recommending support is given to TCST to help complete this critical business planning phase of the project.

Resources and Finance

This will be based on the delivery of the preferred option and the outline project plan to produce a fully costed project resource plan. From the research conducted in developing the business case to date you may have done some market testing to ascertain costs of a procured solution or researched other similar projects and associated costs. Phasing of expenditure or links to project phases should also be included.

It is worth re-emphasising that this will be a TCST scheme and they will be project managing and delivering it. The Council's role has been purely advisory, and as a potential source of funding. The Council has enabled support for the TCST, with further advice secured from Community First Yorkshire, North Yorkshire Sport and consultant Carol Lewis. Assessing their funding request has been resource intensive for a number of officers to date which is challenging given the other major project priorities in the Council Plan we need to deliver. Further support to undertake due diligence and shape the conditions of grant will be required and therefore access to legal and financial advice will be required.

However our approach reflects the principles in the Council Plan of being collaborative (we will be outward-focused and work with others to get things done) and reflects the strong alignment with Council priorities and the potential of the project to deliver significant outcomes and benefits for Tadcaster and the district. It should also be noted that the TCST through their PDG have contributed significant 'in kind' resources and time to developing their project.

The TCST and Carol Lewis have identified that the project could be between £4-6m depending on which elements are included.

The estimated costs and phasing of work (for the full £6m scheme) is in the TCST's Outline Project Plan.

The estimated capital costs of the scheme could change as a result of:

- firming up the scope through further business planning
- value engineering in design
- the outcomes of the procurement process for the construction works.

The TCST identifies £182k of costs relating to Design and Planning which it is seeking funding for from SDC. From discussions with TCST we believe circa £20k is needed up front to do some technical surveys and amend the masterplan so that firmer scheme costs can be established to inform the business planning work.

We've also identified a cost of £10k to secure external expert sport consultancy support to help TCST to complete the necessary business planning work.

This would equate to a £192k grant from SDC if SDC were minded to support the project.

If Executive/Council were minded to provide grant funding to this project we have identified an option of it being phased with £182k being allocated but released in stages when key milestones and deliverables agreed between TCST and SDC are achieved - with the majority of funding not released until the business planning is completed first (see option appraisal above).

TCST have also requested that SDC and TCST enter into discussions to see if SDC is prepared to fund any of the other works set out in phases 2 to 7 of the project plan. Our view is that a firmer idea of likely costs and funding sources can only be established once the further business planning work is completed. This will shape the final scope of the project. The Council should await the findings of this work before considering anything additional to the total £192k grant funding covered in this CBC.

There could be potential for the Council to consider committing further funding if elements of the project would deliver wider benefits. For example a number of the elements of the scheme would have clear health and well-being and community benefits. The car park element, if a shared resource for the town centre, may be something we could consider helping to fund, including considering whether it would be a project the Programme for Growth would wish to contribute towards.

Risks / Issues

Summarise the main risks of the project including the risk of not doing the project and if appropriate at this stage reference to a risk register . In addition reference the issues identified within the background section that this project will resolve.

There are a number of risks we need to consider. The risks related to whether we fund, fund but make it phased and conditional, or reject the request have been set out in the Options appraisal section above.

There are a range of other project risks we need to consider. Potential mitigations are set out after these are listed.

Delivery Risks

- Non delivery of the project unless TCST can secure grant funding.
- Other external funding bodies less likely to commit funding unless the Council commits some funding/resource to the project?
- The project is dependent on successful relationships with a range of stakeholders - including SSOB who own some of the land and we understand have offered a long lease
- Delivering on time – the TCST have set a very ambitious delivery timeline given they have yet to open-up detailed discussions with external funding partners on which delivery is dependent.
- SDC internal staff capacity to support this project

Financial Risks

- £4-6m project that will require significant investment - if funding opportunities do not present, there is a risk of no delivery.
- Risk that SDC invest significant funding and the project cannot be delivered - financial and reputational losses as a result of this.

- Risk that unless SDC does show commitment that other external funding bodies will be less likely to invest
- Impact on SDC/IHL sport and leisure facilities if competing offer?
- Future sustainability of the project and operational management

Reputational Risks

- The expectation on scope and scale of the project is not met.
- Ensure early deliverables are agreed and committed to, to ensure that the vision and project is realised - failure to do so will realise reputational issues and risk disengagement from the community, decision makers and key developer stakeholders.

Legal Risks

- Potential for challenge as to why funding is being given to TCST.

We would seek to minimise delivery risks by making any phased release of SDC grant funding conditional on certain things happening first e.g. secured tenure of the land, completion of business planning, funding strategy, shaping the scope of the project after completion of the business planning. We would make positive engagement and agreement with key stakeholders and landowners a condition of any funding. TCST to lead and project manage the project to minimise SDC staff input required given other competing priorities.

We would seek to minimise SDC's exposure to financial risk through taking a phased and conditional approach to SDC grant payments as set out under Option 3 in the options appraisal above. We would also ensure through the scoping and business planning that impact on existing SDC/IHL sport and leisure facilities was properly considered and reflected in any revised project scope. Future sustainability of the project would be considered at the business plan stage including detailed financial modelling and open book approach to understanding TCST finances and the contributions they would be making to the project.

Manage reputational risk by fully briefing the Executive on the options and risks as set out in this CBC. Mitigation going forward would be through requiring TCST to undertake regular and positive engagement with key politicians, including local ward members, as well as other key stakeholders including landowners, funding bodies, local businesses and community groups. We could include this as a condition of any grant agreement.

In terms of any potential legal risks we have sought to manage this by involving legal colleagues early on in shaping the approach taken, any grant agreement and conditions, if members were minded to approve. We would ensure that any legal and governance issues, as they related to TCST, are picked up in the additional business planning they will be required to do. In terms of informing any decision, full consideration of all the issues, risks, strategic fit of the project, and potential outcomes and benefits are covered in this CBC. This will inform a report to Executive and Council, setting out the justification for funding being given.

Links and Dependencies

Describe how this project links to the Council's strategic priorities and any other projects or programmes the Council is involved in. This project may also be dependent on the delivery of other projects, approvals or resource availability that should be described in this section

As noted earlier the **strategic rationale for the project is strong** and it links as follows:

- **Local Plan** – the TCST project is identified as a key ambition for the town in the new Local Plan Preferred Options document.

- **Council Plan 2020-30** –The TCST project can contribute towards the vision of ‘Selby district is a great place’ and the strategic priorities of; ‘a great place to live, enjoy and grow’. SDC will be looking to achieve this through collaborative work with others, being close to communities and supporting wellbeing - there is therefore a clear link. It also aligns well with the Council Plan ambitions to help our towns reach their true potential.
- **Town Centre Regeneration** – enhancing sport and leisure provision in the town was a key headline from the public consultation work done by Chris Wade and is likely to be a key project in the Action Plan for Tadcaster
- **Tadcaster Regeneration masterplan** – it can be seen as an integral part of the wider regeneration led masterplan for Tadcaster – SSOB see it this way with both this and the TCST project seen as inter-dependent.
- **Car Park Strategy** – the proposed car park in the project would be located in the part of the site closest to the town centre and is proposed as a shared resource which could, along with other replacement town centre car parking, help to replace the loss of the central area car park, which is required to deliver the Town Regeneration Plan.
- **Selby Health Matters** – potential health and well-being benefits
- Tadcaster falls within the **Vale of York Clinical Commissioning Group (CCG)** and the **Tadcaster and Rural Selby Primary Care Network (PCN)** whose identified priorities are obesity and reducing inequalities - TCST have the opportunity to contribute to the PCN priorities and work in partnership with social prescribing team.
- The **Playing Pitch, Open Space and Built Facilities Strategies** are anticipated to highlight and prioritise the demand and need for an outdoor multi sports complex in Tadcaster.
- The **Local Football Facility Plan** already concurs the need for football pitch and changing facilities development.
- The **Sport England 10-year strategy** was launched in January 2021 and identifies ‘The Five Big Issues’ of Recover and Reinvent, Connecting Communities, Positive Experiences for Children and Young People, Connecting Health and Wellbeing, Active Environments – the TCST project has a role to play in addressing these issues.

Key Stakeholders

Summarise the outcomes of your initial stakeholder analysis and identify the key stakeholders together with the relative power, influence and interest of each individual or group. This will aid the development of the communication plan in the PID.

Delivery of the project is likely to involve significant input and communication with the following stakeholders (list not exclusive):

- Key landowners
- Sports Governing Bodies
- Potential funding partners
- Tadcaster Community Sports Trust members
- Local ward councillors
- Tadcaster Town Council
- North Yorkshire County Council
- Local schools
- Local businesses
- SDC internal teams as appropriate – legal, financial, Community & Partnerships, Planning, Property & Assets, Procurement etc

We would expect the TCST to lead on this work – it is their project – and therefore their responsibility to project manage and deliver.

The Council's role would be to give ongoing advice and ensuring key messages and communications were in place. This could a condition of any funding agreement.

Checkbox

Have you met with the following corporate functions and identified any issues, links, dependencies or constraints.

Functions	Officer	Date	Comments
<i>Finance</i>	Karen Iveson	19 May 2021	Financial risks identified and release of funds subject to TCST meeting milestones contained in a proposed funding agreement. This funding remains at risk as the project is subject to a viable business plan.
<i>Legal</i>	Glenn Sharpe	19 May 2021	The key legal issues are covered in this CBC. The reports to Executive and Council will draw on this CBC to set out a clear recommendation on whether funding should be given. Legal will also ensure any Funding Agreement captures any conditions placed on funding.
<i>ICT</i>			No implications
<i>Procurement</i>			No implications
<i>HR</i>			No implications
<i>Communications</i>	Jenny Walker	19 May 2021	An agreed communications strategy would be a condition of the Funding Agreement
<i>Customer Services</i>			No implications
<i>Impact Assessments Considered:</i> <ul style="list-style-type: none"> • <i>Equality</i> • <i>Data Protection</i> 	Angela Crossland	19 May 2021	Initial Equality Impact Assessment has identified no issues.
<i>Other</i>			None

Appendices:

1. Support Needs Appraisal – Carol Lewis



Appendix 1
TadcasterCST- CFY Su

2. Tadcaster Community sports Hub masterplan



Appendix 2 TCST
proposed masterplan.

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