

Selby District Council



Agenda

Meeting: **Executive**
Date: **Thursday, 8 July 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 - 8)

The Executive is asked to approve the minutes of the meeting held on Thursday 27 May 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. Local Plan Additional Sites Consultation Document (Pages 9 - 66)

Report E/21/6 asks the Executive to approve the Local Plan Additional Sites Document which will be undertaken under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).

5. Proposed Taxi Licensing Consultation on Statutory Taxi and Private Hire Vehicle Standards (Pages 67 - 86)

Report E/21/7 asks the Executive to approve the proposed consultation document on Statutory Taxi and Private Hire Vehicle Standards.

6. Corporate Performance Report - Quarter 4 - 2020/21 (January to March)/Year End 2020/21) (Pages 87 - 122)

E/21/9 provides a progress update on delivery of the Council Plan 2020-23 as measured by a combination of: progress against priority projects/high level actions; and performance against Key Performance Indicators (KPIs).

7. A Cultural Development Framework for Selby District (2021 - 2026) (Pages 123 - 138)

E/21/9 asks the Executive to agree the Cultural Development Framework and the outline costed spend profile.

8. Selby District Community Legacy Fund (Pages 139 - 166)

Report E/21/10 outlines options for establishing a Community Legacy Fund, using budget underspend from the Community Engagement Forum (CEF) 2021-21 funding.

9. Medium Term Financial Strategy (Pages 167 - 222)

Report E/21/11 presents an update to the Medium Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council later this month.

10. Private Session - Exclusion of Press and Public

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

11. Selby Station Gateway: Land Assembly & Transforming Cities

Fund Project Update (Pages 223 - 240)

Report E/21/12 updates Executive and seeks authorisations for actions relating to the delivery of the Selby Station Gateway project and the Transforming Cities Fund (TCF) business case, including land assembly, budget contingency and proposed match-funding alteration.

Janet Waggott

**Janet Waggott
Chief Executive**

Date of next meeting
Thursday, 5 August 2021 at 4.00 pm

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

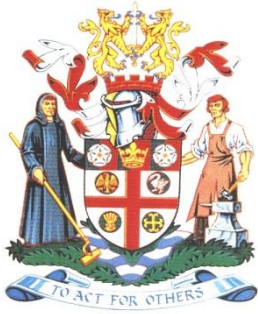
Recording at Council Meetings

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:	Council Chamber - Civic Centre, Doncaster Road, Selby, YO8 9FT
Date:	Thursday, 27 May 2021
Time:	4.00 pm
Present:	Councillors M Crane (Chair), R Musgrave (Vice-Chair), C Lunn, D Buckle and T Grogan
Also Present:	Councillors
Officers Present:	Janet Waggott (Chief Executive), Dave Caulfield (Director of Economic Regeneration and Place), Karen Iveson (Chief Finance Officer (s151)), Alison Hartley (Solicitor to the Council and Monitoring Officer), Angela Crossland (Head of Community, Partnerships and Customers) and Palbinder Mann (Democratic Services Manager)

NOTE: Only minute numbers 90 to 94 are subject to call-in arrangements. The deadline for call-in is 5pm on Wednesday 9 June 2021. Decisions not called in may be implemented from Thursday 10 June 2021.

87 APOLOGIES FOR ABSENCE

There were no apologies for absence.

88 MINUTES

The Executive considered the minutes of the meetings held on Thursday 11 March 2021 and Thursday 1 April 2021.

In respect of minute item 78 - Review of Community Engagement and Funding 2021-23 in the minutes of the meeting on Thursday 11 March, it was agreed to amend the wording of the resolution for this item to remove the reference of the new Member Community Fund being taken back to Council for approval.

RESOLVED:

- i) **To approve the minutes of the meeting held on Thursday 11 March 2021 subject to the wording of the resolution at minute item 78 being deleted and replaced with :**
 - ***To recommend to Council that the Community Engagement Forum procedures be removed from the Constitution.***
 - ***To delegate responsibility for the development of the Member Community Fund to the Director of Economic Regeneration and Place in consultation with the Lead Executive Member for Communities and Economic Development.***
 - ***To ask the Lead Executive Member for Communities and Economic Development to work with members to consider how the underspend from Community Engagement Forums from 2020/21 could be used and to bring back ideas relating to this to a future Executive meeting.***
- ii) **To approve the minutes of the meeting held on Thursday 1 April 2021.**

89 DISCLOSURES OF INTEREST

There were no disclosures of interest.

90 FINANCIAL RESULTS AND BUDGET EXCEPTIONS REPORT TO 31ST MARCH 2021

The Lead Executive Member for Finance and Resources presented the report which outlined the financial results and budget exceptions to 31st March 2021.

The Lead Executive Member for Finance and Resources explained that the latest returns to the Government in respect of the impact of Covid-19, showed losses of £2.8m in 2020/21. It was noted that to date, the Council had received £1.1m Covid-19 funding from the Government.

The Executive was informed of amendments to some of the figures outlined in the report. The carry forward figure following year end was now £451k in the General Fund and just over £1m in the Housing Revenue Account (HRA).

RESOLVED:

- i) To carry forward proposals in the General Fund and HRA 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.**
- ii) To confirm the allocations of the Covid Emergency Grant between the General Fund and HRA.**
- iii) Subject to recommendation 2, to transfer the resulting surplus reported on the General Fund to the contingency reserve.**
- iv) Subject to recommendation 2, to transfer the resulting additional HRA surplus to 'HRA Major Repairs Reserve to support the future capital programme.**
- v) To endorse the financing of additional refuse/recycling bins from a corresponding revenue saving on the contract.**
- vi) To approve the allocation of £127k from the Operational Contingency in 2021/22 for homelessness provision (per sections 3.2 and 3.3).**

REASON FOR DECISION:

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.

91 TREASURY MANAGEMENT - QUARTERLY UPDATE Q4 2020/21

The Lead Executive Member for Finance and Resources presented the report which reviewed the Council's borrowing and investment activity (Treasury Management) for the period 1st April 2020 to 31 March 2021 and presented performance against the Prudential Indicators.

The Lead Executive Member for Finance and Resources explained that on average the Council's investments over the year earned interest of £364k which was £104k over the total annual budget. In relation to investment in property funds, the Executive was informed that these funds achieved a 3.69% revenue return and 0.72% capital loss.

RESOLVED:

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

REASON FOR DECISION:

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

92 EXECUTIVE APPOINTMENTS ON OUTSIDE BODIES 2021/22

The Leader of the Council presented the report which informed the Executive of the current Executive appointments to outside bodies. The report also asked the Executive to consider these appointments for 2021/22 and make any changes as appropriate.

The following amendments were proposed:

- Councillor Crane to replace Councillor Pearson on the York, North Yorkshire and East Riding Strategic Housing Partnership and Board.
- All Councillors be asked if they wish to be appointed as the third representative on Groundwork Yorkshire.
- Councillor Mike Jordan replace Gillian Ivey on the Trans-Pennine Trail Board when her term finishes on 1 October 2021.

- Councillor Steve Shaw-Wright be appointed on the Community Safety Partnership.

RESOLVED:

To agree the Executive appointments to Outside Bodies for 2021/22 as outlined above and at Appendix A.

REASON FOR DECISION:

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

93 DRAX BIOENERGY WITH CARBON CAPTURE AND STORAGE PROJECT (BECCS) - NATIONALLY SIGNIFICANT INFRASTRUCTURE PROJECT

The Lead Executive Member for Place Shaping presented the report which set out the legislative background to Nationally Significant Infrastructure Projects (NSIPs) including how these were dealt with and outlined details of a Development Consent Order (DCO) application from Drax Power Limited.

The Lead Executive Member for Place Shaping explained that the proposal was expected to create a number of jobs for the local area. The Executive were supportive of the proposal.

RESOLVED:

- i) **To note the contents of the report and to agree to support this NSIP application in principle, subject to agreement in relation to specific and localised matters of detail.**
- ii) **To authorise the Director of Economic Regeneration and Place in consultation with the Lead 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.**

REASON FOR DECISION:

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.

94 TADCASTER COMMUNITY SPORTS TRUST - REQUEST FOR FUNDING SUPPORT

The Lead Executive Member for Place Shaping presented the report outlined 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.

It was noted that the appended plan was indicative only, was the result of ideas put together by the Trust and would be shaped by further engagement and consultation by the Trust. The Executive was supportive of the proposals and it was proposed an initial grant of £30k be provided with the rest of funding being a decision for Full Council to determine.

In response to a query relating to the financial figures in the report, the Director of Economic Regeneration and Place clarified that the figure of £192k included an additional sum of £10k for business planning.

Different recommendations to the ones outlined the report were read out by the Leader of the Council and these were proposed and seconded before being voted upon.

RESOLVED:

- i) To approve a grant, subject to appropriate conditions, of £30k to be funded from the Commissioning Contingency Fund; and**
- ii) To delegate authority to the Director of Economic Regeneration and Place in consultation with the Leader of the Council to enter into a grant funding agreement between Selby District Council and Tadcaster Community Sports Trust (TCST) to secure achievement of agreed key deliverables from the £30k payment, by imposition of appropriate conditions; and**
- iii) To recommend to Council (on the understanding that it is wholly a matter for Council to determine) that the remainder of the requested amount of £162k be awarded to TCST; and**
- iv) To recommend to Council that authority be**

then delegated to the Director of Economic Regeneration and Place in consultation with the Leader of the Council to enter into a grant funding agreement between Selby District Council and Tadcaster Community Sports Trust (TCST) to secure achievement of agreed key deliverables from the £162k payment, by imposition of appropriate conditions.

REASON FOR DECISION:

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.

The meeting closed at 4.39 pm.

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Report Reference Number: E/21/6

To: Executive
Date: 8th July 2021
Status: Key Decision
Ward(s) Affected: All Wards
Author: Caroline Skelly, Planning Policy Manager
Lead Executive Member: Cllr Richard Musgrave, Lead Executive Member for Place Shaping
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Local Plan Additional Sites Consultation Document

Summary:

On 17 September 2019 Council gave approval for work to commence on the preparation of a new comprehensive Local Plan for the District. A Local Development Scheme was also brought into effect following Council approval.

In accordance with the Local Development Scheme consultation took place on the Local Plan Preferred Options between January 31st and 12th March 2021. The consultation also provided the last opportunity to suggest new sites for consideration. Over 1231 individual responses were received on the consultation and a further 44 sites were submitted.

Approval is now sought for consultation to take place on the Local Plan Additional Sites Document which will be undertaken under Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). This will ensure that all sites submitted for consideration have been subject to the same level of public scrutiny.

Recommendations:

That Executive

- i. Approve the Local Plan Additional Sites consultation document at Appendix 1 of this report for consultation in accordance with the Town and Country Planning (Local Planning) (England) regulations 2012 (as amended)
- ii. Delegate to Officers the arrangements for the consultation to take place for six weeks between 2nd August and 13th September 2021.
- iii. Delegate to the Director of Economic Regeneration and Place, in consultation with the Lead Councillor for Place Shaping, any minor amendments required

to the documentation for typographical, grammatical and factual or Plain English purposes to the documents prior to publishing for consultation.

Reasons for recommendation

Executive are asked to approve the Local Plan Additional Sites document for public consultation in order to further progress the adoption of the Selby Local Plan.

1. Introduction and background

- 1.1 The Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements in relation to the preparation of Local Plans. Although no longer a formal requirement of the Regulations the consultation on the Council's Preferred Options allowed for proper engagement with local communities and stakeholders on the emerging spatial strategy, potential allocations and policy approach for the Local Plan.
- 1.2 As further sites were submitted through the Local Plan Preferred Options consultation exercise it is considered appropriate to consult on the merits of these sites to ensure that all proposals have been subject to the same level of public scrutiny.
- 1.3 This report provides a summary of the Local Plan Additional Sites Consultation and outlines the proposed consultation arrangements. The report also provides a high level of summary of the responses received to the Preferred Options Local Plan for information.

2. Feedback on Local Plan Preferred Options Consultation

- 2.1 Consultation on the Preferred Options Local Plan took place between 29th January and 12th March 2021. The consultation was adapted to take account Covid-19 restrictions.
- 2.2 Two public meetings were held to provide information about the Local Plan including the proposed preferred sites. These sessions also provided members of the public with a chance to ask questions. The questions and answers have been published on the Council's website and can be viewed [here](#). Approximately 50-60 members of the public attended each session. In addition to the public meetings, five virtual meetings were also undertaken for Parish Councils.
- 2.3 Whilst copies of the consultation document and supporting material were not made available at deposit points due to Covid-19 restrictions, all the information was provided online. Furthermore, hard copies of the documents were provided to any members of the public that requested them. A dedicated Local Plan phonenumber was set up with an Officer available within office hours to answer any queries.
- 2.4 Consultation on the plan was widely advertised through social media and press releases which led to a total of 17,040 views on web pages during the

consultation period. In the first week of the consultation there were 4,578 views which made it the Council's most visited website page by a significant amount. The Local Plan animation was viewed 994 times via twitter, with 7908 impressions (how many times it has been seen).

- 2.5 A total of 1231 individual responses were received in response to the Preferred Options consultation and a high-level summary of comments is outlined below.

New settlements, strategic and large development sites

- 2.6 We received 365 responses to the potential new settlement at Stillingfleet (STIL-D), the vast majority of which were objections. The main issues raised were as follows:

- The development of a large greenfield site (particularly when the other 2 new settlement proposals are located on brownfield land) and the loss of agricultural land
- The already-congested A19 and the impact that this proposal would have on the road network
- The loss of ancient woodland habitats

- 2.7 A total of 96 responses were received to the potential new settlement at Former Burn Airfield (BURN-G), comprising a mix of support and objections. It should be noted that a significant proportion of supports were submitted by those objecting to STIL-D. Comments in support can be summarised as follows:

- The site is previously developed
- Burn is located close to Selby which has existing infrastructure, including bus and rail connections

- 2.8 The objections to the site raised the following issues:

- The site is located within an area of high flood risk
- The airfield provides important local recreational opportunities
- The A19 is narrow and is often closed in the winter due to flooding

- 2.9 A total of 78 responses were received to the potential new settlement at Church Fenton Airbase (CFAB-A) and comprised a mix of comments of support and objection. It should be noted that a significant proportion of supports were received from those objecting to site STIL-D. The comments of support are summarised below:

- The site is brownfield
- There are employment opportunities located close by
- The site is well-located close to the A1 and with rail links to both York and Leeds

- The site is located close to existing shops and services in Sherburn in Elmet

2.10 Objectors to the proposal raised the following concerns:

- The area is at risk of flooding
- The village of Church Fenton doesn't have the necessary infrastructure to support such a proposal and it will create much greater volumes of traffic through the village
- The surrounding country lanes are not suitable to support such a proposal

2.11 A total of 102 responses were received to the proposed village extension to Eggborough (EGGB-Y), the vast majority of which were objections. Concerns were raised regarding the following issues:

- Concerns over doubling the size of Eggborough
- The fact that the site experiences surface flooding
- The site is greenfield and currently in agricultural use
- The wildlife implications of its development
- Infrastructure implications, particularly on existing sewerage and drainage systems
- Traffic implications, including on J34a of the M62

2.12 A total of 22 responses were received to Low Street in Sherburn in Elmet (SHER-H), comprising a mix of supports and objections. There was a general concern over the level of housing development experienced in recent years in Sherburn in Elmet and a lack of corresponding investment in infrastructure. However, some respondents agreed that the site was the most sensible location for further housing and that it was well-placed for employment opportunities and road/rail connections.

2.13 We received 59 responses in relation to Cross Hills Lane, Selby (SELB-BZ), the majority of which were objections. Concerns were raised regarding the development of greenfield land, habitat loss, flooding, the impact on traffic and local roads and the overall viability / deliverability of the site.

2.14 With regard to the preferred policy approach, the greatest proportion of comments were received on the spatial approach; development limits; climate change; housing distribution; and the approach to windfalls.

Question 12: Spatial Approach

2.15 A greater number of respondents disagreed with the spatial strategy than agreed. Comments are summarised as follows:

- The plan provides for more than the legal minimum housing required which is not appropriate and will destroy the countryside

- The housing figure is low and unambitious given the district's location in the Leeds City Region and close to large urban areas
- Historic housing delivery rates indicate that the housing target should be higher
- A higher housing figure is required to encourage economic growth and re-balance commuting patterns
- A 20% buffer to the housing figure should be applied instead of 5%, to ensure that the plan is future-proofed
- Housing should be concentrated near employment centres, i.e. Selby, Barlby and Tadcaster
- New development should be located close to railway stations
- Allocations should be concentrated in Selby, Tadcaster and Sherburn in Elmet
- There needs to be a focus on the development of brownfield sites rather than greenfield sites
- No further development should be directed to Sherburn – the level of infrastructure and services has not kept pace
- The failure of the District's 3 towns to deliver sufficient housing indicates an over-reliance on these settlements, particularly Selby and Tadcaster. A re-think of the spatial strategy is required.
- Further sites should be allocated to encourage the growth of Tier 1 and Tier 2 villages
- Support the suggestion that development will be supported in smaller villages to ensure their long term viability
- A large element of the growth should be met in existing settlements rather than in a new town
- The fundamental aim of the spatial strategy should be to direct development to areas of low flood risk
- The location of the potential new settlements are not suitable – they are remote from existing community infrastructure. These settlements need to meet the Council's own tests – being close to existing centres, jobs and transport links
- A new settlement is not the most sustainable option and development should be directed towards existing settlements
- Concern that new settlements are not large enough to be viable
- Further employment land should be allocated to promote economic growth, particularly in respect of increasing the variety of employment sites in respect of both scale and location
- The preferred spatial strategy for employment land does not optimise the excellent motorway connections that exist within the District
- Employment allocations do not reflect regional growth aspirations

Question 14: Development Limits

2.16 A greater number of respondents supported the preferred approach to development limits than not. Comments are summarised below:

- Several respondents supported the principle of development limits for Tier 1 and Tier 2 villages

- Development limits should not be drawn too tightly around settlements
- The boundary of development limits should be clear and defensible, indicated by roads / physical boundaries rather than private rear gardens
- All settlements should have the development limits removed and a criteria- based approach. There is no sense in allowing small developments adjoining smaller villages, but not in settlements higher up in the settlement hierarchy
- The use of development limits is outdated and not required by the NPPF
- A flexible approach should be taken to development limits in Selby and Tadcaster given the historic under-delivery of housing
- A number of comments objected to the removal of development limits for smaller villages

Question 21: Climate Change

2.17 The preferred approach to climate change was supported in principle by the majority of respondents, subject to the following comments:

- The objective for a carbon neutral economy is not embedded in the vision for the district
- The plan should be trying to minimise car journeys. Contradictions exist – by building new development in rural locations, car journeys are increased
- Several of the policy requirements have viability implications for some sites
- Whilst the provision of vehicle charging points in new developments were generally supported it was suggested that the plan should acknowledge that there are specific costs associated with meeting this requirement
- Whilst Future Homes Standards were supported it was highlighted that there are difficulties and risks associated in the delivery of homes given the immaturity of supply chains in the production and installation of heat pumps
- Home insulation measures appear to be missing – heat loss is a big contributor to climate change in the district
- There should not be an outright presumption against all renewable energy in sensitive landscapes
- The preferred approach should be supplemented by further information on existing and emerging technologies and infrastructure which are likely to come forward during the plan period

Question 43: Housing Distribution

2.18 A range of comments were provided on the preferred distribution of housing allocations which have been summarised below:

- The Council should proceed with a higher housing target to meet the ambitious economic growth proposals
- The plan should allocate more housing sites as a buffer – the 5% buffer is not large enough
- The historic rate of completions indicates that the housing target should be more ambitious
- There is concern from a number of respondents regarding the over-reliance on the new settlement. Significant work is still required to confirm whether any of these sites are viable and the assumed build out rates are overly ambitious
- The spatial distribution of housing should prioritise the development of brownfield land
- Advocate an approach which proposes the delivery of housing across a greater number of smaller sites, which will involve fewer infrastructure constraints
- Disagree with the exclusion of smaller villages from housing allocations
- The distribution of development in Tier 1 and Tier 2 villages seems inconsistent with the aims of the settlement hierarchy – there are too many villages with no allocations or very small allocations
- Housing delivery is largely predicated on the timely delivery of four major sites (SELB-B, SELB-BZ, EGGB-Y, and the new settlement) which account for some 62% of all allocated housing sites in the plan. Each of these sites has known constraints (e.g., existing industrial uses, flood risk, etc.) and/or major infrastructure requirements
- Continuing to rely on the supply of housing in Selby is not an effective spatial distribution approach
- The Preferred Options document seeks to reallocate sites in Tadcaster which have failed to deliver and have notable issues relating to ownership; these issues have been ignored in the specific site assessments of the preferred options
- Tadcaster, as a Local Service Centre and second on the settlement hierarchy should be allocated significant housing numbers to reflect the highly sustainable location and strategic location
- Development in all villages should exclude large scale developments, or multiple smaller ones, which significantly increase their size.

Question 44: Windfall Developments

2.19 The policy received a mix of responses, with those that broadly supported the approach subject to some amends and those that objected to the proposed approach. A summary of comments is provided below:

- Windfall development has been stifled, so the policy is welcomed
- There is no justification given for the arbitrary limit of 5 dwellings
- Small scale development should not be at the expense of rural exception sites
- Tier 1 and Tier 2 villages should have the ability to allow small developments adjacent to development limits – opportunities for small scale development in smaller villages is likely to provide greater

flexibility and opportunities than will be achieved in higher order settlements

- Concern over removing the development limits in smaller villages and allowing a criteria based approach provides a weaker set of subjective criteria
- The inclusion of the words 'within a continuous frontage' are unnecessary
- Further guidance is required to explain what is meant by the main built up area
- There should be more flexibility to consider proposals outside development limits
- Development limits should remain and the provision of development adjacent to existing built form should not be allowed
- Natural England would welcome specific reference to the need to avoid windfall development in proximity to sensitive designated sites

The approach to Tadcaster

2.20 Responses received from Tadcaster Parish Council and Samuel Smith Old Brewery (Tadcaster) Ltd are summarised below.

Tadcaster Town Council

2.21 Overall, Tadcaster Town Council support the plan as a step in the right direction to develop Tadcaster into a sustainable town with increased footfall and thriving businesses. The following specific issues / site-specific policies were commented on:

- There is a concern that there is no proposed economic development in Tadcaster
- The refurbishment of empty properties must be completed before other changes are made to the town
- TADC-H (Central Area car park): not opposed to its development, although replacement car parking essential, 43 houses feels too many, greenspace close to war memorial could be included in the plans as a new public park
- TADC-N (Robin Hoods Yard): welcome development into parking area, how many spaces are anticipated and would welcome legal safeguard to ensure their retention as car parking in perpetuity
- TADC-I (Mill Lane): support particularly the emphasis on creating design in keeping with town's heritage. Traffic implications on Mill Lane
- TADC-AD (Fircroft and former Barnados): support – the refurbishment of the existing buildings is positive. Would like to see Fircroft refurbished as a hotel for Tadcaster
- TADC-L (Wighill Lane): support proposal but consider it might be too high-density
- TADC-AE (Butchers Field): Support but query density and consideration needs to be given to the impact on surrounding housing

- TADC-J (Station Road): Support, but consider that the site would be suitable for employment or for mixed residential / employment
- TADC-M (London Road): Support sports provision, but consider part of the site could be allocated for employment

Samuel Smith Old Brewery (Tadcaster) Ltd

2.22 Overall, SSOB are in general support of the Local Plan and the approach taken to Tadcaster. A summary of comments is provided below:

- Support for the vision for Tadcaster although it should be explicit that the retention of the open character of the riverside setting is critical to the development of the town
- Regarding the town centre objective – it is not agreed that Tadcaster town centre should be diversified. The Retail Study does not advise diversification and notes that the mix of uses is broadly consistent with the national average
- General support for the spatial approach including the heritage led redevelopment of the town. Concerns regarding the new settlement and the development of such a large area greenfield land – it must be demonstrated that this is the most sustainable approach and all other options have been considered
- Broad support of the approach to the Green Belt
- AROE-I (Maltkin Lane): objects to the allocation of this site for residential purposes
- Concern over the proposed approach to windfalls – lots of small incremental growth to villages can be as harmful as one large development
- Support for the preferred approach to the delivery of homes within Tadcaster, and the support and reinforcement of the settlements role as a local centre aimed at providing for the local needs of residents and its limited rural hinterland.

3. Local Plan Additional Sites Consultation Document

- 3.1 The additional sites have been assessed in the same way as those contained within the Local Plan Preferred Options consultation that is against the criteria set out in the Site Selection Methodology. It should be noted that any comments on the Site Selection Methodology itself will be considered and will inform the assessment of sites at the Publication consultation stage.
- 3.2 A consultation document has been drafted which follows a similar format as Part 4 of the Local Plan Preferred Options Consultation Document – Council's Preferred Allocations and this is attached at Appendix 1. A table of the draft preferred additional sites is set out on the following page.

Draft Preferred Additional Sites

Local Plan Reference	Settlement	Site Location	Size (Hectares)	Proposed Use	Dwellings
AROE-N	Appleton Roebuck	Therncroft, Malt Kiln Lane	0.35	Residential	11
OSGB-N	Barlby & Osgodby	Land south of Hull Road	2.34	Education (SEND School)	-
EGGB-AA	Eggborough	Land at Eggborough Power Station	70.81	Employment	-
NDUF-O	North Duffield	Land north of Gothic Farm, Back Lane	3.96	Residential	101
SELB-CR	Selby	Former Ousegate Maltings	0.41	Residential	14
SELB-CT	Selby	Land south of Coupland Mews	0.17	Residential	6
THRP-X	Thorpe Willoughby	Land south of Leeds Road / north of Field Lane	4.36	Residential	111

4. Consultation on Supporting Evidence

3.1 The Preferred Options Local Plan has been informed by a number of key pieces of evidence. This includes a Strategic Flood Risk Assessment, Sustainability Appraisal Report and Habitats Regulations Report, which will be updated to consider the additional sites and will be consulted on alongside the Local Plan Additional Sites Consultation Document.

3.2 In addition, consultation will also take place during the summer on the following evidence:-

- Indoor and Outdoor Sports Facilities Study;
- Development Limits Methodology – a paper setting out options for how development limits will be drawn around settlements;
- Green Space Audit – a comprehensive record of all existing greenspace in Selby District to inform the policy framework for the protection and enhancement of existing greenspace, including recreational and sporting facilities and for the creation of new spaces and facilities.

- Stage 1 Green Belt Review – a report which considers whether any exceptional circumstances exist at the strategic level to justify the release of land from the Green Belt for development purposes.

4. Proposed Consultation Arrangements

- 4.1 The consultation is proposed to take place over a six-week period between 2nd August and 13th September 2021.
- 4.2 Consultation arrangements will include;
- Virtual consultation sessions with Parish Councils and the public,
 - Social media campaign,
 - Specific consultation website page with pop up maps,
 - Press releases.

5. Next Steps

- 5.1 The next step in the programme will be the preparation of a Publication Version of the Local Plan. In accordance with the current Local Development Scheme, consultation on the Publication Local Plan is due to take place in January/February 2022, with submission to the Secretary of State for examination anticipated in June 2022.

6. Alternative Options Considered

- 6.1 The consultation is required to fulfil Regulation 18 of The Town and Country Planning (Local Planning) (England) Regulations 2012 which state that the Local Planning Authority must notify relevant organisation or individuals about the intention to prepare a Plan and to invite comments on what it should contain. Although consultation on the additional sites is not a formal requirement of the Regulations it is still considered good practice to engage with local people on all potential sites prior the formal Publication stage.

7. Implications

7.1 Legal Implications

Consultation on this stage of the Local Plan fulfils the statutory requirements as set out in Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended).

7.2 Financial Implications

The consultation is covered by the Local Plan budget.

7.3 Policy and Risk Implications

Not consulting at this stage in plan will result in failure to comply with the statutory regulations for plan making.

7.4 Corporate Plan Implications

The preparation of a new Local Plan will help the Council to deliver its Corporate Plan objectives to make Selby a great place to do business and to enjoy life. More specifically it will contribute to the objective to have a local plan in place which will deliver more houses in the District, business opportunities, promote health and well-being and protect and enhance the local environment.

7.5 Resource Implications

The consultation is covered by the Local Plan budget.

7.6 Other Implications

None

7.7 Equalities Impact Assessment

An impact screening assessment has been undertaken and this concludes that proposals are in place to ensure that as many people as possible are made aware of and are engaged with the consultation.

8. Conclusion

8.1 Consultation on the Local Plan Additional Sites Document attached at Appendix 1 is a formal stage in the preparation of the plan and will ensure that the Council complies with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012.

9. Background Documents

- Updated Strategic Flood Risk Assessment
- Indoor and Outdoor Sports Facilities Study
- Development Limits Methodology
- Stage 1 Green Belt Review
- Green Space Audit
- Local Plan Additional Sites Sustainability Appraisal and Habitats Regulations Assessment

10. Appendices

Appendix 1 – Local Plan Additional Sites Consultation Document

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SELBY

DISTRICT COUNCIL

Local Plan

Additional Sites
Consultation 2021



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Additional Sites Consultation

1 Foreword

- 1.1** The Council is preparing a new Local Plan which will help to shape the long-term future of Selby District.
- 1.2** The Local Plan will set out the strategic planning framework for our District and is a vital part of achieving our overall corporate objectives. It will identify where new development will take place and set out the policies against which planning applications will be determined. This will give clarity as to how much land should be provided to accommodate new housing and jobs up to 2040, and where this should be located.
- 1.3** Earlier this year the Council consulted on it's Preferred Approach on the policies and development sites to meet the needs of the District's growing population. This was also the final opportunity for landowners and developers to submit land for consideration for development. In response to the Local Plan Preferred Options consultation a further 44 sites were submitted which were either new sites or significant additions to previously considered sites. In order to ensure that all of the sites submitted have been subject to the same level of scrutiny we are now seeking your views on these additional sites.
- 1.4** It is important to note that consultation on these sites does not mean that they will either replace or be added to sites which have already been included as Preferred Sites in the previous consultation document. Over the next few months the views submitted on all sites will be fully considered in the preparation of the final version of the Local Plan, which will be consulted on in early 2022 prior to being submitted to a Planning Inspector for independent examination.



Cllr Richard Musgrave

Deputy Leader and Lead Executive Member for Place Shaping

2 Introduction

Introduction

- 2.1** Selby District Council is preparing a new Local Plan which will help shape the growth of the District over the next 19 years. The preparation of a new Local Plan gives us the opportunity to consider what sort of place Selby should be in 2040. The Local Plan will provide a comprehensive plan which sets out the strategic vision for the District, identifies where new development will happen and sets out the policies against which planning applications will be determined. The plan will not only identify where new homes and jobs growth will happen but will also help to ensure we capture opportunities for new investments to improve local infrastructure, develop successful town centres and create healthy communities in a sustainable manner in order to address climate change and protect our important natural environment. Although we are a small District Council we have big ambitions for good inclusive growth. We want to support new development to help the District to grow whilst ensuring it remains a special place to live.
- 2.2** Once adopted the new Local Plan will replace the adopted Selby District Core Strategy Local Plan (2013) and the Selby District Local Plan (2005).
- 2.3** The Local Plan does not cover minerals and waste planning as this is the responsibility of North Yorkshire County Council. The North Yorkshire County Council, City of York and North York Moors National Park Authority Minerals and Waste Joint Plan will form part of the development plan for Selby District when it is adopted.
- 2.4** In January to March of 2021 the Council undertook a consultation on the Preferred Options, that document set out the preferred spatial approach in terms of where development will be focused and the draft policies which will be used to determine planning applications. Over 1200 individuals and organisations submitted responses to the consultation and these are currently being analysed and will help to shape the Pre-Submission Publication version of the plan.
- 2.5** The Preferred Options consultation was also the last opportunity for landowners to submit land for consideration for development in the Local Plan, 44 additional or amended sites were received during the consultation which were either new sites or significant additions to existing sites. These 44 sites have now been assessed by the Council and we have put forward the sites we consider to be the most suitable amongst these as Preferred Sites. In order to ensure that these sites have been subject to the same level of scrutiny we are now asking your views on whether you think these new and amended sites are suitable for development. Your views will help us to reach final conclusions on the sites which will be allocated in the Publication version of the Local Plan.
- 2.6** Please note we are not seeking comments on those sites which were previously included as part of the Local Plan Preferred Options consultation only the additional or amended sites. Neither are we asking for any more new sites.

Additional Sites Consultation

How to Get Involved in the Consultation

2.7 This consultation starts on 2nd August 2021 and ends at 5pm on 13th of September 2021.

2.8 You can submit your comments on the Additional Sites Local Plan in the following ways:

- Comment using the online [Planning Consultation Portal](#)
- Download the comments form from the [Council's website](#) and email your comments to localplan@selby.gov.uk or post them to Planning Policy, Civic Centre, Doncaster Road, Selby, YO8 9FT.

Format of the Document

2.9 In this document there are a couple of different coloured boxes, the purpose of each of these is set out below:

Preferred Site Allocations

These boxes set out the Preferred Site Allocations to meet identified employment and housing and other requirements. They are followed by supporting text which gives further details on how the preferred site is to be developed as well as an explanation for why the site was chosen as a preferred allocation.

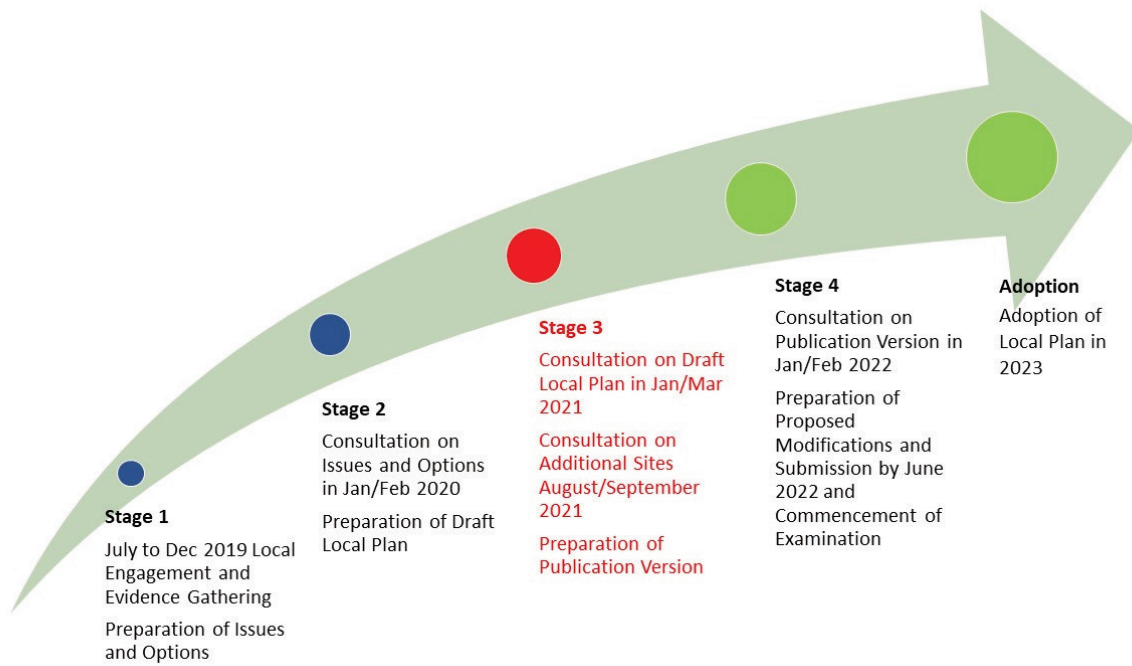
Question Box

These boxes ask the reader questions about the preferred approach taken to the various topics in the Plan such as the Visions and Objectives, spatial growth strategy, Development Management approaches, new settlement proposals and preferred allocations for new development.

Next Steps

2.10 The feedback on the sites from this consultation and the completion of supporting evidence will inform the final version of the Local Plan referred to as the Publication Version which we intend to consult on in early 2022 prior to submitting to the Secretary of State for examination. It is expected that the Local Plan will be adopted in 2023.

Additional Sites Consultation



Plan Preparation Flow Diagram

Additional Sites Consultation

3 Preferred Additional Sites

- 3.1** The Preferred Options consultation document set out the Council's preferred approach on how the District might develop up to the year 2040. The Housing and Economic Needs Assessment (2020) assessed how much employment land and how many dwellings were needed over that time period. The study considered that the District has the potential to deliver around 10,500 full time equivalent jobs over the coming plan period based on the capacity at permitted or sites put forward for allocation, which translates into 110ha of employment land. In order to ensure sufficient dwellings are delivered to meet our requirements and provide further flexibility over the plan period the Local Plan will identify sites to accommodate a minimum of 8,040 new dwellings between 2020 and 2040, which equates to 402 dwellings per annum.
- 3.2** In order to locate this development over the plan period a new spatial strategy and settlement hierarchy was proposed, as seen in the table below. The approach seeks to focus the majority of growth in locations which have a range of facilities, services and access to public transport. The strategic approach therefore recognised the opportunity to regenerate Selby Town Centre through the development of a number of brownfield sites.
- 3.3** A heritage-led regeneration approach is supported as the preferred approach for Tadcaster town centre, recognising its location, which is partially in the York Green Belt. A limited amount of growth is supported in Sherburn in Elmet, which reflects both the level of growth which has taken place here in recent years and the West Yorkshire Green Belt.
- 3.4** Sites for new residential development are proposed in both Tier 1 and Tier 2 villages which are not in the Green Belt or constrained by flood risk. The scale of development proposed is considered to be commensurate with the scale of the existing settlement, form and character of the built form and availability of local facilities in accordance with the preferred settlement hierarchy. The strategy also recognises the shift towards more home-working through the support of more development in the smaller villages to ensure their long term vitality but also recognise the intrinsic character of the countryside.
- 3.5** The option for a new settlement will provide the opportunity for the creation of a new garden village with a range of new housing employment opportunities and local facilities.

Hierarchy	Settlement
Principal Town	Selby Urban Area
Local Service Centre	Sherburn in Elmet and Tadcaster
New Settlement Option	East of Stillingfleet Mine (Heronby) or Church Fenton Airbase or Burn Airfield
Tier 1 Villages	Barlby & Osgodby; Brayton; Byram and Brotherton; Eggborough & Whitley; Hemingbrough; Riccall; South Milford; and Thorpe Willoughby

Additional Sites Consultation

Tier 2 Villages	Appleton Roebuck; Camblesforth; Carlton; Cawood; Church Fenton; Cliffe; Escrick; Fairburn; Hambleton; Hensall; Kellington; Monk Fryston & Hillam; North Duffield; Ulleskelf and Wistow
Smaller Villages	Barkston Ash; Barlow; Beal; Bilbrough; Bolton Percy; Burn; Burton Salmon; Chapel Haddlesey; Church Fenton Airbase; Drax; Hirst Courtney; Kelfield; Kirk Smeaton; Little Smeaton; Saxton; Skipwith; Stillingfleet; Stutton; Thorganby; Towton; West Haddlesey; Womersley; Biggin; Birkin; Colton; Cridling Stubbs; Gateforth; Healaugh; Heck; Kellingley; Little Fenton; Lumby; Newland; Newton Kyme; Ryther cum Ossendyke; and South Duffield

- 3.6** It is important to note that the preferred spatial approach and settlement hierarchy were included in the Local Plan Preferred Options consultation and is set out in the document for context. We are currently reviewing the responses to this consultation and therefore we are only seeking your views on the additional sites as set out below.
- 3.7** All of the Additional Sites have been submitted through the Council's Preferred Consultation, which took place between 29th January and 12th March 2021. They have all been assessed in accordance with the [Site Assessment Methodology](#) (SAM). This is a technical document that has been used to robustly assess all the sites submitted to the Council, it incorporates a wide range of technical information from all aspects of town planning, including everything from access to services to flood risk. The SAM consists of the methodology, the individual site profiles and a spreadsheet of all the site assessments.
- 3.8** This assessment process ensures that the most sustainable and deliverable sites are developed over the plan period sites in the right locations. A total of 44 additional or amended sites were submitted and these have now been assessed against the the SAM, and the 7 sites below have been found to be the most sustainable.
- 3.9** It is important to get the views of landowners, developers and the general public on the approach we have taken towards the assessment of sites. We will take account of the comments we receive during this consultation when we finalise the site assessments for the Publication draft of the Local Plan.

Question 1

Is the assessment of the sites accurate? Please use the site reference when answering.

- 3.10** **The sites set out below are the Council's preferred sites.** To see these preferred sites in more detail please consult the [Proposals Map](#).

Additional Sites Consultation

Local Plan Reference	Settlement	Site Location	Size (Hectares)	Proposed Use
AROE-N	Appleton Roebuck	Therncroft, Malt Kiln Lane	0.35	Residential
OSGB-N	Barlby & Osgodby	Land south of Hull Road	2.34	Education
EGGB-AA	Eggborough	Land at Eggborough Power Station	70.81	Employment
NDUF-O	North Duffield	Land north of Gothic Farm, Back Lane	3.96	Residential
SELB-CR	Selby	Former Ousegate Maltings	0.41	Residential
SELB-CT	Selby	Land south of Coupland Mews	0.17	Residential
THRP-X	Thorpe Willoughby	Land south of Leeds Road / north of Field Lane	4.36	Residential

Table 3.1

3.11 It is important to note that these additional sites have been assessed for potential allocation in the emerging plan on their own merits. The final decisions on the most suitable sites to meet the development needs of the emerging Spatial Strategy will be set out in the Publication version of the Local Plan, which will be subject to further consultation early next year. Preferred sites in this document will not necessarily be added to or replace those identified as preferred sites in the Preferred Options document. All sites assessed in the Preferred Options consultation and this Additional Sites consultation will be subject to further scrutiny for the Publication version of the Local Plan, taking into account the comments received during both consultations and the findings from the additional evidence.

3.12 The Local Plan must be prepared in accordance with a Sustainability Appraisal (SA) and Habitats Regulations Assessment (HRA) that meet the relevant legal requirements. This should demonstrate how the Plan has addressed relevant economic, social and environmental objectives. Significant adverse impacts should be avoided and, where possible, alternative options which reduce or eliminate such impacts should be pursued. The Draft SA and Draft HRA are also subject to consultation and are available to view online at the [Council's Consultation Portal](#). Please use the opportunity below to give us your comments if you have any views on these reports.

Question 2

Please provide any comments here on the [Sustainability Appraisal](#). Please ensure you clearly reference the section, paragraph, table or appendix.

Additional Sites Consultation

Question 3

Please provide any comments here on the [Habitats Regulations Assessment](#). Please ensure you clearly reference the section, paragraph, table or appendix.

Additional Sites Consultation

4 Appleton Roebuck

- 4.1** Appleton Roebuck is defined as a Tier 2 Village in the preferred settlement hierarchy and is located 7 miles to the east of Tadcaster and 9 miles to the south-west of York. It has a population of 907 (2019 ONS) and is well-served by local facilities, including a primary school and village hall/ meeting room. The village lies 3 miles south of the A64 and is served by one bus route running up to 5 times a day, Monday to Saturday.
- 4.2** The village is linear in nature and well-integrated into the surrounding landscape to the west of The Feet, a tributary of the River Wharfe to the south. The historic character of the village is defined by Medieval field crofts and boundaries, ridge and furrow and a Moated Scheduled Monument to the south east. The historic part of the village is designated as a Conservation Area. More recent estate development has extended the village along the roads to the north, south and west.
- 4.3** The major factors affecting the selection of sites for allocation include Flood Zone 3 to the east, the Conservation Area, various Listed buildings, a Scheduled Monument, and Nun Appleton registered park and garden.



Additional Sites Consultation

AROE-N

Land at Therncroft, Malt Kiln Lane, Appleton Roebuck

Total Site Area: 0.35 hectares



This site is a preferred allocation for residential development

Indicative dwelling capacity: approximately dwellings.

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Provide affordable dwellings on site, the percentage of which is to be determined by a viability study, in accordance with the criteria set out in policy HG4 of the Preferred Options Local Plan.
2. Provide vehicular access from Malt Kiln Lane on the southern boundary of the site.
3. Provide a density of development which reflects the form and layout of nearby properties on Malt Kiln Lane.
4. Where possible, retain the majority of the mature tree coverage and established hedgerows on the edges of the site.

Explanation

- 4.4** The site is a preferred allocation for residential use and has the capacity to accommodate approximately 6 new dwellings. Access to the site should be taken from Malt Kiln Lane which is located on the site's southern boundary.

Additional Sites Consultation

- 4.5** The site currently consists of an overgrown field surrounded by mature trees and hedgerows. This vegetation should be retained wherever possible, particularly on the sites western and northern boundaries, to screen the proposed development from the surrounding landscape.
- 4.6** The site should provide a low density development in order to respect the character of nearby developments and also allows the majority of the mature vegetation to be retained on the edges of the site.

Reason for Allocation

- 4.7** Development here would be well screened by the existing vegetation of mature trees and hedgerows on its edges. The low number of dwellings proposed respects the character of nearby developments and means the existing access of Malt Kiln Lane can be used for access without the need for significant upgrading. This site is entirely within flood zone 1 and was found to have no other significant constraints. The NPPF requires that land is identified on small sites (i.e. those under 1ha) to accommodate at least 10% of housing requirements and this site is able to contribute to this requirement.

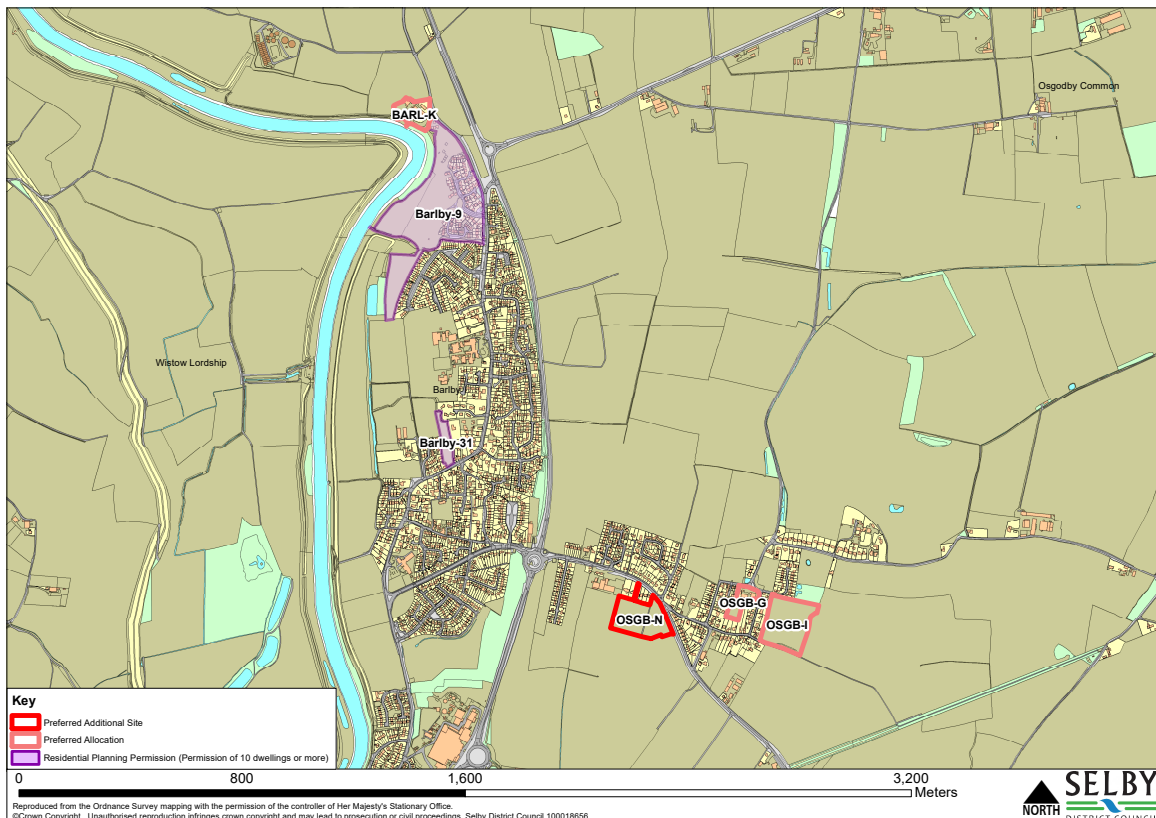
Question 4

Do you agree with the proposed allocation of site AROE-N for residential development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

5 Barlby & Osgodby

- 5.1** The villages of Barlby & Osgodby are located immediately to the north east of Selby and together are defined as a combined Tier 1 Village in the preferred settlement hierarchy. Together they have a combined population of 5,378 (2019 ONS) and are well-served by a range of local facilities, including 2 primary schools, secondary school, healthcare facility, 3 convenience stores and 2 village halls/ meeting rooms. Both villages are well served by public transport: 3 bus routes pass through Barlby and 2 bus routes pass through Osgodby, all running Monday to Saturday. Their proximity to Selby means that further bus routes and a train station are also accessible. The National Cycle Network route 65 and the Trans-Pennine Long Distance Footpath also pass through Barlby.
- 5.2** Barlby village is constrained by the River Ouse to the west and the A19 to the east, whereas Osgodby is a more dispersed village extending north eastwards away from the A63. The buildings in both settlements show a degree of unity in style and colour and tend to be well integrated within the landscape, with harder boundaries along the main access roads of the A19 and A63. These main roads allow for good access north towards York and south towards Selby.
- 5.3** The major factors affecting the selection of sites for allocation in Barlby & Osgodby include: Flood Zone 3 to the south and west; various Listed buildings such as Barlby Hall on the western extent of Barlby Parish and a Grade II Former War Department munitions depot between Barlby and Osgodby; a Site of Importance for Nature Conservation (SINC) which lies to the west of Barlby on the eastern bank of the River Ouse; and the Strategic Countryside Gap located between Barlby and Osgodby.



Additional Sites Consultation

OSGB-N

Land south of Hull Road

Total Site Area: 2.34 hectares



This site is a preferred allocation for education development

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Provide a special needs school and associated infrastructure.
2. Provide access to the site from Hull Road and provide a crossing point in the near vicinity across Hull Road.
3. Provide a screening of hedgerows and trees on the southern boundary of the site.

Explanation

- 5.4** This site is a preferred allocation for a special needs free school. Access to the school should be taken from Hull Road on the northern boundary of the site, a crossing point on this road should also be provided in the near vicinity so that parents and children can safely cross it. A screening of hedgerows and trees should be provided on the southern boundary of the site to soften the developments impact on the surrounding landscape.

Additional Sites Consultation

Reason for Allocation

- 5.5** This site is needed for a special needs school, which is to be provided as a Free School by North Yorkshire County Council. The site occupies a position that is centrally located in the village, has good access from the main road and is in a low risk flood zone 1 area.

Question 5

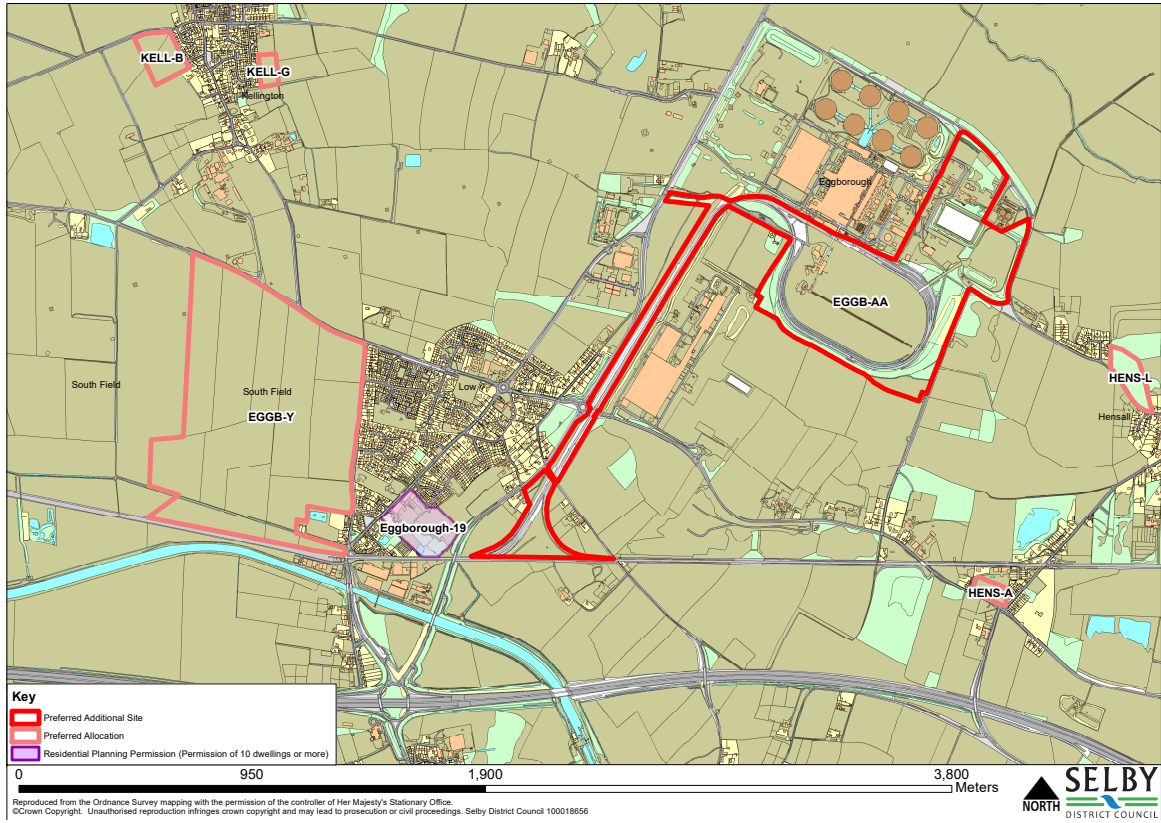
Do you agree with the proposed allocation of site OSGB-N for education development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

6 Eggborough & Whitley

- 6.1** Eggborough & Whitley are two settlements which are combined as a Tier 1 village in the preferred settlement hierarchy. These villages are located approximately 6 miles to the south of Selby on the A19, the two villages share several services but they are physically split by the M62 and the Aire and Calder Navigation Canal. Eggborough & Whitley have a combined population of 3,329 (2019 ONS) and they are well-served by local facilities, sixteen different services are provided, which include a primary school, healthcare facility, two local convenience stores and a village hall/ meeting room.
- 6.2** The villages have good transport links being located on both the A19 and M62. Whitley Bridge railway station is located immediately to the south of the village, but trains that stop are infrequent. Eggborough & Whitley are within the proposed M62 Energy Corridor, which is an area identified for future growth by the Local Enterprise Partnership. Located within close proximity to Eggborough Village are the strategic employment sites of Eggborough Power Station and the former Kellingley Konnect employment park.
- 6.3** Whitley is a long and open linear village located to the south of the M62, whilst Eggborough, which is located to the north of the M62, has a much more compact form of existing development. Modern residential development characterises both villages with the buildings showing unity of style and colour. The landscape in this part of the District is open and not subject to significant changes in elevation. Eggborough Power Station and its associated infrastructure of railways and powerlines dominates the landscape and is situated to the north east of Eggborough.
- 6.4** The major factors affecting the selection of sites for allocation in Eggborough and Whitley include: the Aire and Calder Navigation; the proximity to the former Eggborough power station and associated infrastructure such as railway lines and power lines; the scheduled monument (Whitley Thorpe moated Templar grange) located to the south west of Whitley; the Green Belt to the south of Eggborough and surrounding the settlement of Whitley; and the Strategic Countryside Gap between Kellington and Eggborough.

Additional Sites Consultation

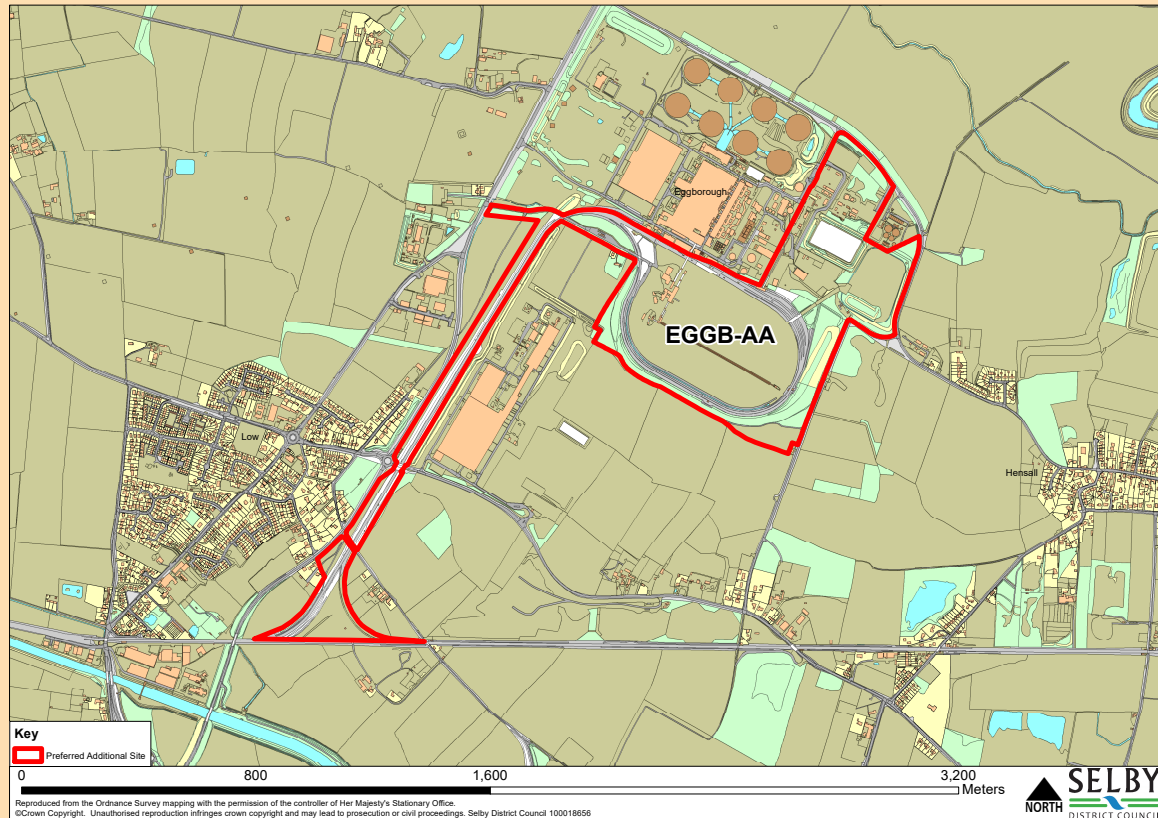


Additional Sites Consultation

EGGB-AA

Land at Eggborough Power Station

Total Site Area: 70.81 hectares



This site is a preferred allocation for employment development

Indicative capacity: 70.81 hectares.

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Propose a re-use for employment which utilises the opportunity arising from the existing rail infrastructure which exists at the site;
2. Address any on-site contamination before development commences;
3. Utilize the existing vehicular accesses from Wand Lane, Hazel Old Lane and Tranmore Lane;
4. Enhance walking and cycling accessibility between the site and the villages of Eggborough and Hensall;
5. Retain all the mature trees and hedgerows on the edges of the site.

Additional Sites Consultation

Explanation

- 6.5** The site is a preferred allocation for employment uses. The site has rail infrastructure relating to its former role as a coal depot that was used to fuel the former power station. This is recognised as being a unique asset to the District and any redevelopment of the site should utilise this existing infrastructure which provides the opportunity to access local and national markets via the rail network.
- 6.6** The existing accesses into the site from Wand Lane, Hazel Old Lane and Tranmore Lane must be utilized and if necessary upgraded to accommodate the traffic associated with a large scale employment site. There must also be enhanced walking and cycling accessibility between the site, the village of Eggborough to the west and the village of Hensall to the east. These could additions to the existing accesses mentioned above or separate routes, with the aim being to encourage non vehicular means of commuting between the employers on site and the workforce.
- 6.7** Due to the site's history as a coal storage depot, ground investigations and remediation (if required) would need to be undertaken prior to the commencement of any development of the site. The existing mature vegetation on the edges of the site must be retained in order to screen the development from the surrounding landscape.

Reason for Allocation

- 6.8** This site represents an opportunity to deliver the redevelopment of a key brownfield site with regionally significant rail freight infrastructure, close to the settlements of Eggborough and Hensall and also significant areas of existing employment land to the west and south of the site and to the north of the site, with the recently approved permission for employment uses. It is considered that there are significant benefits in bringing the site back into employment use that can make use of the existing rail connections and foster the movement of goods by more sustainable means. The redevelopment of the site for rail-related purposes would meet Government objectives to increase the role of rail in the movement of freight to support wider environmental objectives.
- 6.9** The site also benefits from several existing road accesses and an existing screening of mature trees and hedgerows which encircle the site and which will effectively screen it from the surrounding landscape.

Question 6

Do you agree with the proposed allocation of site EGGB-AA for employment development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

7 North Duffield

- 7.1** North Duffield is a Tier 2 village in the preferred settlement hierarchy and is located approximately 5.5 miles north east of Selby. North Duffield has a population of 1,374 (2019 ONS). Its community services include a primary school, a healthcare facility, a convenience store and two village halls/ meeting rooms. The village is well served by public transport, two bus route pass through North Duffield, both run Monday to Friday, with up to 5 journeys per day.
- 7.2** North Duffield is a compact, nucleated village which is situated in flat and low-lying countryside mainly in agricultural use. The village originally developed around the village green and duck pond at a junction on the Selby to Market Weighton road with a road to Skipwith and York. In the eighteenth century new sections of the Selby to Market Weighton road were built to the south to by-pass the tight village bends and lead directly to a new River Derwent bridge crossing a mile to the east. This road, now the A163, forms the southern edge of the village and remains an important crossing point on the River Derwent.
- 7.3** Recent housing development has extended the village with cul-de-sac estates along the northern side of the A163. Various “snickets” or pedestrian routes linking the various parts of the village are a key feature of the village.
- 7.4** The major factors affecting the selection of sites for allocation in North Duffield include: Flood Zone 3 which partially affects to the south west; various International and National Designations including a Special Area of Conservation, a National Nature Reserve, a Special Protection Area, which are focussed around the Lower Derwent Valley to the east and the Skipwith Common to the west.

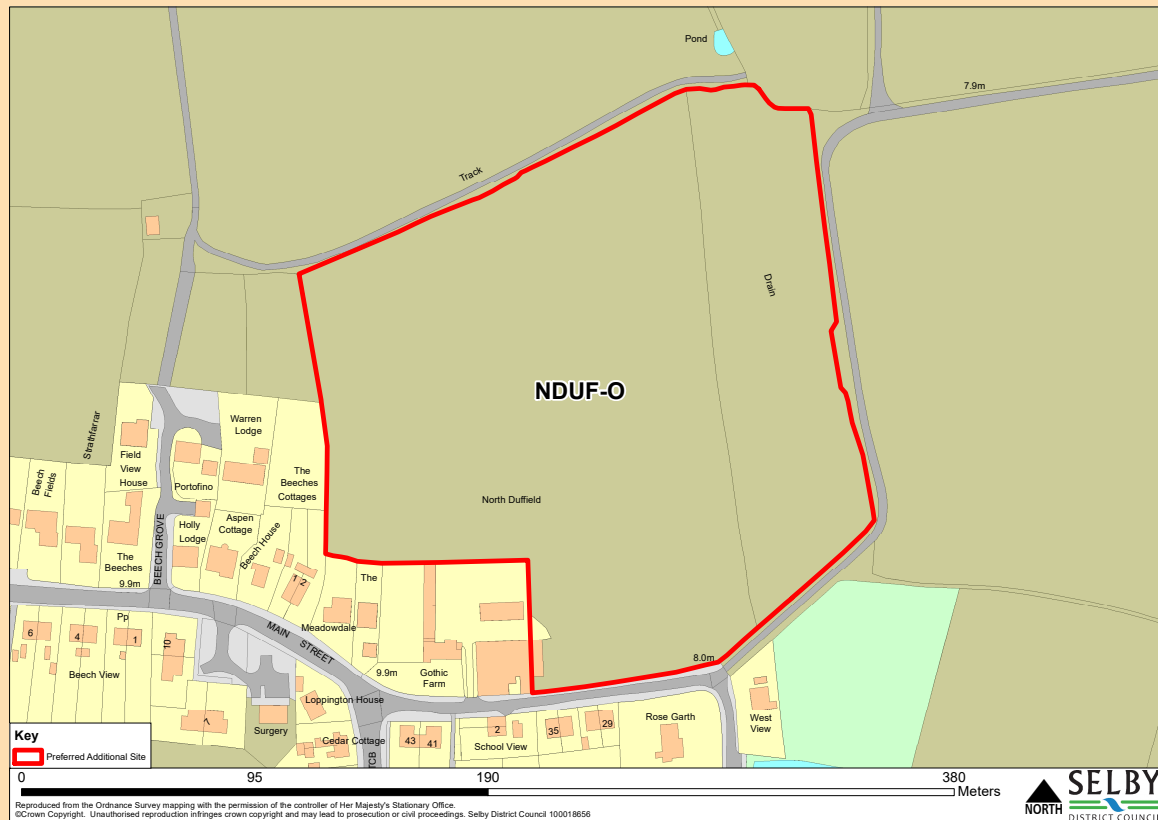


Additional Sites Consultation

NDUF-O

Land north of Gothic Farm, Back Lane

Total Site Area: 3.96 hectares



This site is a preferred allocation for residential development

Indicative dwelling capacity: up to 101 dwellings.

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Provide affordable dwellings on site, the percentage of which is to be determined by a viability study, in accordance with the criteria set out in policy HG4 of the Preferred Options Local Plan.
2. Provide vehicular access from an upgraded Back Lane on the southern boundary of the site.
3. Provide a screening of hedgerows and trees on the northern and eastern boundaries of the site.

Explanation

- 7.5** The site is a preferred allocation for residential use and has the capacity to accommodate up to 101 new dwellings. Access to the site should be taken from Back Lane which is located on the site's southern boundary. Back Lane will need to be widened from the point of access to the site to where it joins Main Street to the west, in order to accommodate the number of dwellings proposed on the site.

Additional Sites Consultation

- 7.6** The site will need a vegetation screen adding on its northern and eastern edges in order to reduce its impact on the surrounding landscape.

Reason for Allocation

- 7.7** This is a site that relates well to the existing built form of the village, including the established building lines in the eastern and northern edges of the village.
- 7.8** The site also has an existing access, it is located closely to the main services in the village, is in a low risk flood zone 1 area and has no other major constraints to development.

Question 7

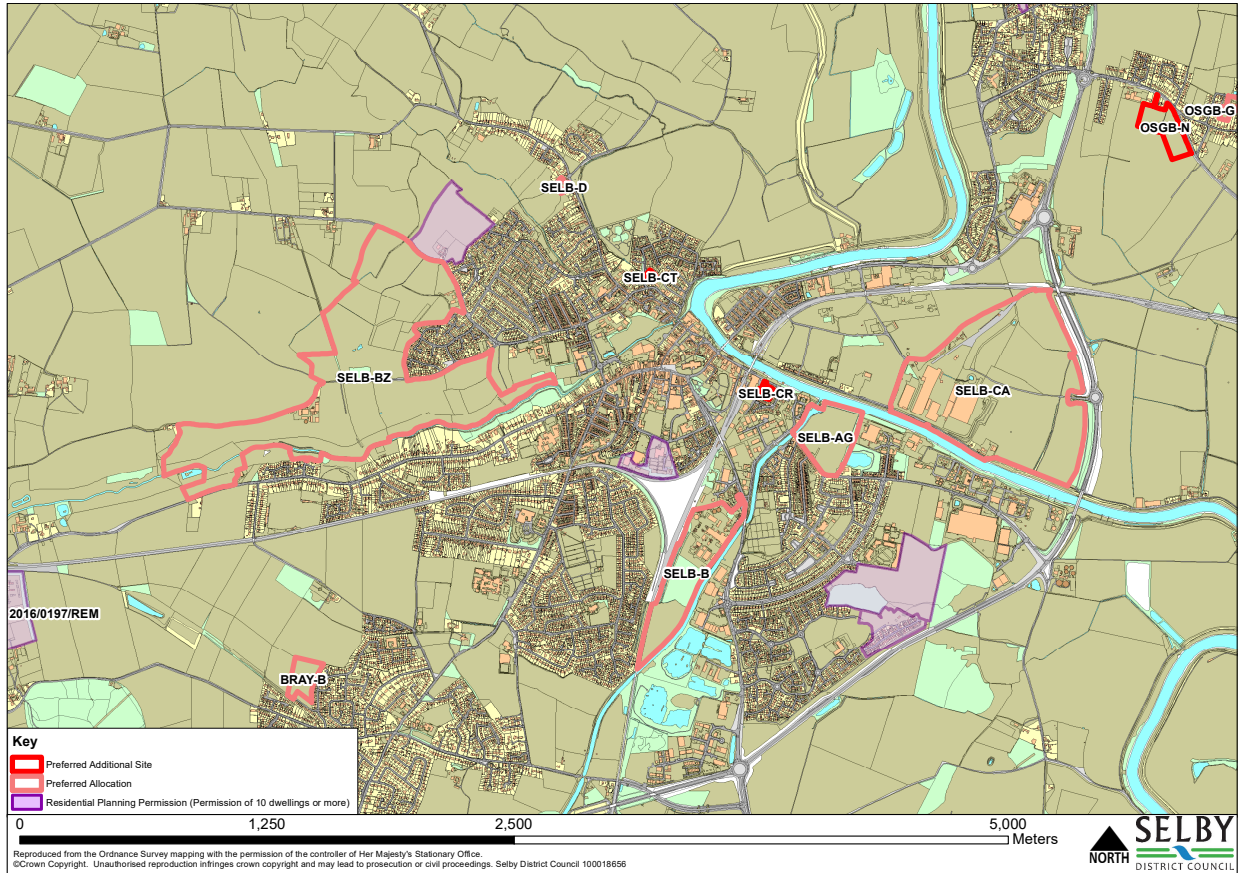
Do you agree with the proposed allocation of site NDUF-O for residential development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

8 Selby

- 8.1** Selby Town is the largest town in the District with a population of 17,299 (2019 ONS) and is the main shopping centre, focus for housing, employment and local facilities. It is therefore placed at the top of the preferred settlement hierarchy and strategically where the largest portion of new development should be focused. The draft Policies Map identifies a 'Selby Urban Area', where this development will take place. This includes the parish of Selby Town, as well as the southern part of the Barlby with Osgodby parish, up to the Greencore Factory on Barlby Road, it also includes a part Brayton parish along Foxhill Lane and Doncaster Road. In the Selby Urban Area, it is required by the Spatial Strategy to identify sufficient deliverable and developable sites to accommodate a minimum of 2,532 new dwellings.
- 8.2** There are several major factors affecting the selection of sites for allocation in Selby, these include the two areas designated as Strategic Countryside Gaps that separate the Selby Urban Area from the village of Brayton to the southwest and the villages of Barlby and Osgodby to the northeast. Development which reduces the open nature of these gaps has been avoided. The Council, wherever possible, has sought to prioritise the development of brownfield land. There are several significant brownfield sites within the Selby urban area and issues regarding availability and viability have been carefully considered in selecting the preferred sites for allocation.
- 8.3** Flooding is a significant issue in the town of Selby, much of the town lies in Flood Zone 2 and 3, so development sites have been chosen with regard to minimising the risk from flooding and land uses within allocated sites have been distributed as to also minimise the level of flood risk. The protection and enhancement of open space, natural and historic assets such as the Selby Abbey has also informed the approach to site selection.

Additional Sites Consultation



Additional Sites Consultation

SELB-CR

Former Ousegate, Maltings

Total Site Area: 0.41 hectares



This site is a preferred allocation for residential development

Indicative dwelling capacity: up to 14 dwellings.

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Provide affordable dwellings on site, the percentage of which is to be determined by a viability study, in accordance with the criteria set out in policy HG4 of the Preferred Options Local Plan.
2. Provide access to the site from Ousegate.
3. Preserve and enhance the character and setting of the Selby Town conservation area, as well as any nearby listed buildings.
4. Convert the Old Maltings building into residential use.

Explanation

- 8.4** The site is a preferred allocation for residential use and has the capacity to accommodate up to 14 new dwellings and possibly more with the conversion of the Maltings building, which provides the opportunity to build a higher density apartment development. Access to the site should be taken from Ousegate, which is located on the site's northern boundary.

Additional Sites Consultation

- 8.5** The site is situated in the Selby Town conservation area, the development of it should preserve and enhance the character of the conservation area, as well as any nearby listed buildings, such as the Railway Goods Shed and The Jolly Sailor Inn.
- 8.6** There is an opportunity to convert the Old Maltings building into residential apartments, doing so would enhance the character of this part of the conservation area.

Reason for Allocation

- 8.7** The development of this site enables the regeneration of a brownfield site which features old warehouse buildings that have fallen into disrepair, in particular there is an opportunity to convert the old Maltings building. The 2020 Selby Town Conservation Area Appraisal stated that it is highly desirable that it is converted rather than demolished, due to its uniqueness in Selby, its historic and spatial relationship with the Grade II listed Railway Station and its substantial contribution to the character and appearance of the Selby Town Conservation Area and Ousegate in particular.
- 8.8** Two large former malthouses are shown on the 1888 Ordnance Survey map of Selby and represent a rare industrial survival although only one of these buildings survives today and it is in a challenging condition. The surviving malthouse was originally listed because of its historic and architectural quality but de-listed in 2004 due to its deterioration. Despite this, the surviving building makes an extremely positive contribution to the Selby Town Conservation Area and the setting of various designated and non-designated heritage assets in the Ousegate Road area, in particular the Grade II listed railway station with which the malthouses had a functional, spatial and historic relationship with.
- 8.9** The site is located in the heart of Selby and has excellent access to services and infrastructure. The NPPF requires that land is identified on small sites (i.e. those under 1ha) to accommodate at least 10% of housing requirements and this site is able to contribute to this requirement.
- 8.10** The site is predominantly situated in flood zones 2 and 3, but the site is previously developed land and there are no other brownfield sites on land located in lower flood risk areas in the Principal Town of Selby, so it passes the sequential test.

Question 8

Do you agree with the proposed allocation of site SELB-CR for residential development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

SELB-CT

Land south of Coupland Mews

Total Site Area: 0.17 hectares



This site is a preferred allocation for residential development

Indicative dwelling capacity: up to 6 dwellings.

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Provide affordable dwellings on site, the percentage of which is to be determined by a viability study, in accordance with the criteria set out in policy HG4 of the Preferred Options Local Plan.
2. Provide access from Coupland Mews.
3. Provide a hard screening of sound attenuation fencing on the south-eastern edge of the site.

Explanation

- 8.11** The site is a preferred allocation for residential use and has the capacity to accommodate up to 6 new dwellings. A higher density could be achieved if the site was developed for flats, providing that such a development would not negatively impact on the amenity of nearby residents. Access should be achieved from Coupland Mews on the northern boundary of the site.

Additional Sites Consultation

- 8.12** A hard screening of sound attenuation fencing should be provided on the south-eastern boundary of the site, in order to preserve the amenity of potential residents from the nearby employment uses on Holmes Lane.

Reason for Allocation

- 8.13** The development of this site enables the regeneration of a brownfield site in the heart of Selby which has excellent access to services and infrastructure.
- 8.14** The NPPF requires that land is identified on small sites (i.e. those under 1ha) to accommodate at least 10% of housing requirements and this site is able to contribute to this requirement.
- 8.15** The site is predominantly situated in flood zone 3, but the site is previously developed land and there are no other previously developed sites on land located in lower flood risk areas in the Principal Town of Selby, so it passes the flood risk sequential test.

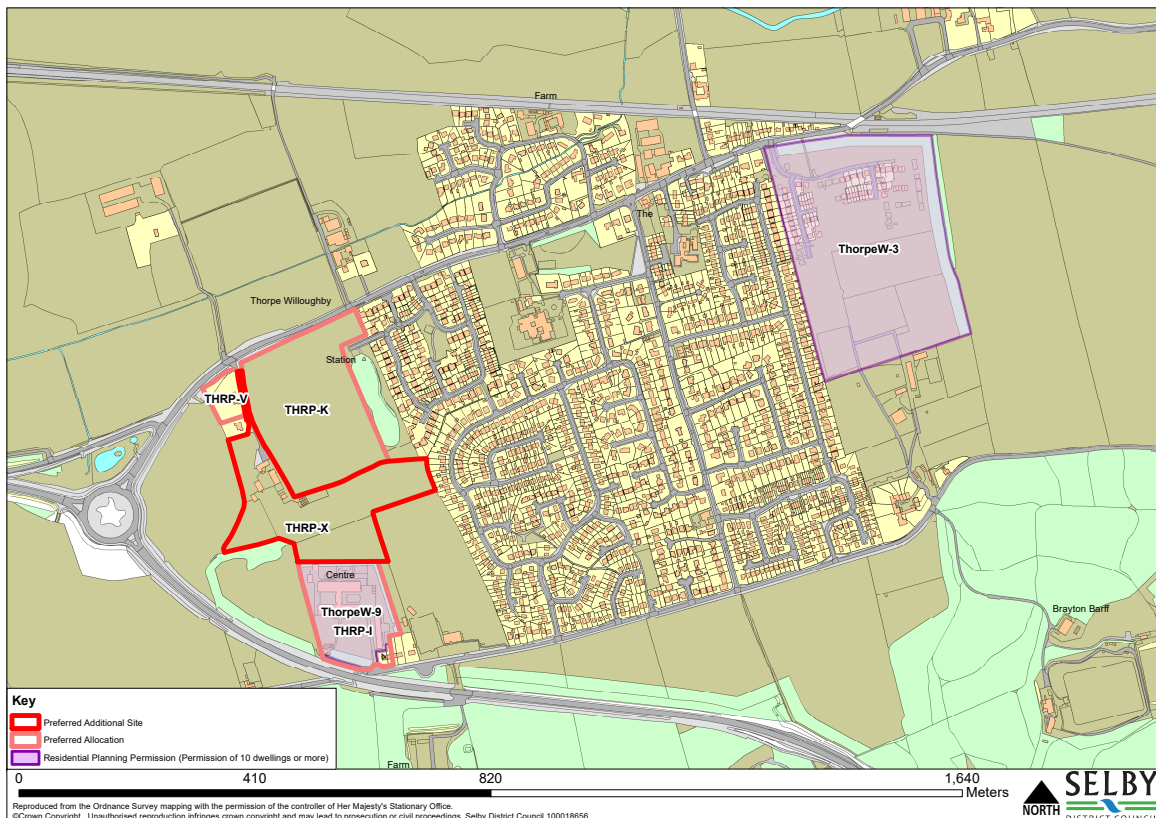
Question 9

Do you agree with the proposed allocation of site SELB-CT for residential development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

9 Thorpe Willoughby

- 9.1** Thorpe Willoughby is a Tier 1 Village located approximately 3 miles to the west of Selby. Thorpe Willoughby has a population of approximately 3,176 (2019 ONS). The village is well-served by local facilities, which include a primary school, healthcare facility, two convenience stores, and a village hall/ meeting room. The village is well served by public transport. Two bus routes to Selby and Leeds pass through Thorpe Willoughby, which run from Monday to Saturday and have up to 17 journeys per day.
- 9.2** The village is situated south of the Selby to Leeds railway and north of the A63 bypass, it is connected to Selby in the east and the A63 bypass to the west by Leeds Road. The village is close proximity to the hills of Hambleton Hough in the southwest and Brayton Barff to the south-east, these are protected landmarks in an otherwise flat landscape. The houses in the village are mostly modern estate developments with a cluster of services including a pub, a park and a few shops comprising a small village centre at the northern end of Fox Lane. Thorpe Willoughby currently has straight and abrupt built edges, especially along Leeds Road and Barff Lane. Buildings in the village are relatively uniform and suburban in character and style. The variations of buildings present reflecting the various late 20th-century estate development styles.
- 9.3** The major factors affecting the selection of sites for allocation in Thorpe Willoughby include an area of flood zone 2 and 3 to the north of the village and Brayton Barff Ancient Woodland and Locally Important Landscape Area to the south east; various Grade II listed buildings, the railway line to the north and the A63 to the south.



Additional Sites Consultation

THRP-X (within Hambleton Parish)

Land south of Leeds Road / north of Field Lane

Total Site Area: 4.36 hectares



This site is a preferred allocation for residential development

Indicative dwelling capacity: up to 111 dwellings.

In addition to satisfying the requirements of relevant planning policies, development proposals on the site will be required to:

1. Provide affordable dwellings on site, the percentage of which is to be determined by a viability study, in accordance with the criteria set out in policy HG4 of the Preferred Options Local Plan.
2. Provide a main access to the south via Field Lane through the adjacent site and provide an emergency access to the north via Leeds Road.
3. Ensure a walking and cycling network is provided, which contains northward and southward links to the other preferred allocations in the area.
4. Provide a vegetation screening on the western edge of the site and retain mature trees and hedgerows within the site wherever possible.

Explanation

- 9.4** This site, which is situated on the edge of the built area of Thorpe Willoughby but is located in Hambleton Parish, is allocated for a residential development of up to 111 dwellings.

Additional Sites Consultation

- 9.5** Main vehicular access can be achieved from the south of the site through the abandoned Pig Breeding Centre, which has an extant planning permission for housing (2018/0134/REMM), the permission would need a minor alteration to its layout in order to provide an access. Emergency access can also be provided from the north of the site to Leeds Road, past the properties of Outwood and Swallowvale. Development on this site must ensure a walking and cycling network is provided, which must provide links to the other preferred allocations in the area, with northward connections to THRP-V, THRP-K and southward connections to THRP-I.
- 9.6** The site will need a vegetation screen adding on its western edge in order to reduce its impact on the surrounding landscape. The site already has mature trees and hedges within it and these should be retained wherever possible.

Reason for Allocation

- 9.7** The development of this site would dovetail with the preferred sites of THRP-V and THRP-K on its northern edge and THRP-I on its southern edge, this would provide a strong new built edge for the village of Thorpe Willoughby on its western approach.
- 9.8** The site has no major constraints and is in a low risk flood zone 1 area. Access can be achieved from the south of the site, albeit with a minor alteration to an extant planning permission.

Question 10

Do you agree with the proposed allocation of site THRP-X for residential development? If not, please give the reason for your answer and explain how you would like to see it changed.

Additional Sites Consultation

10 Rejected Additional Sites

- 10.1** The 37 sites listed below have been rejected at this stage due, for example because of their potential environmental impact, policy constraints (such as their current designation as Green Belt and Strategic Countryside Gaps) or are considered likely to have a harmful impact on the character of the settlement. The reasons why these sites have been rejected at this stage are set out in detail in the [Site Assessment Database](#).
- 10.2** However we recognise that some of these sites may be considered more favourably by local communities for a variety of reasons and therefore we are keen to hear your views on any of these sites and whether you consider that any should be considered for allocation in addition to or instead of the preferred additional sites and your reasons for this.

Question 11

Do you consider any of the sites below to be suitable alternative sites for allocation? If yes please specify the site reference number and your reasons for this.

Proposed Use

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
BIGG-H	Biggin	Oxmoor Lane	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy. Site at risk of flooding - fails sequential test as other sites in lower flood risk areas are available.
BPER-E	Bolton Percy	Land West of Oliver House, Church Lane	Mixed Use (Residential/Open space / Community Use/Greenspace Leisure/ Other)	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
BPER-F	Bolton Percy	Land East of Glebe Farm, Low Farm Road	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy
BSAL-H	Burton Salmon	Poole Lane	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy
BYRM-J	Byram	Land to the South of Sutton Lane	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy
CAMB-E	Camblesforth	1 Grange Farm Cottages, Brigg Lane	Residential	Failed initial sift as the site is under 0.17ha in size (residential). Site at risk of flooding - fails sequential test as other sites in lower flood risk areas are available.
CAMB-F	Camblesforth	Oakwood, Selby Road	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy. Site at risk of flooding - fails sequential test as other sites in

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
				lower flood risk areas are available.
CAWD-K	Cawood	Rear of Wolsey Avenue	Residential	3 quarters of site in flood zone 1. Access cannot be achieved without ransom strip.
CFEN-W	Church Fenton	Land south of Brackenhill Lane	Residential	Site at risk of flooding - fails sequential test as other sites in lower flood risk areas are available - check modelling work
CFEN-X	Church Fenton	Land west of Broad Lane	Residential	Site at risk of flooding - fails sequential test as other sites in lower flood risk areas are available
CFEN-Y	Church Fenton	Ambleside Main Street	Residential	Failed initial sift as the site is under 0.17ha in size (residential). Site at risk of flooding - fails sequential test as other sites in lower flood risk areas are available.
EGGB-S	Eggborough	Land north of Weeland Road	Residential	The development of this site would protrude well beyond the building line north of Eggborough into the open countryside.

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
EGGB-AB	Eggborough	Former ARBRE Power Station, Selby Road	Employment	Exists as an employment site already, therefore this site can be designated as an existing employment area rather than as a new allocation.
FAIR-O	Fairburn	Land east of Rawfield Land	Energy storage and management facility	This is a development in the Greenbelt and its development needs to be justified through exceptional circumstances.
HECK-F	Great Heck	Pollington	Employment	This new-settlement scale site is not supported by the adjacent East Riding Council, which incorporates the majority of this site, including the access point on the M62.
HEMB-AE	Hemingbrough	Land adjoining Hemingbrough Hall, School Road	Residential	Development would be disconnected from the rest of the settlement and have a poor relationship to the existing built development in this part of Hemingbrough, which mostly consist of

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
				frontage development. Constructing the access road would involve the removal of many mature trees.
HENS-S	Hensall	Land adjacent to the south and east of the conifers	Residential	Failed initial sift as the site is under 0.17ha in size (residential)
HENS-T	Hensall	Land northwest of St Paul's Church	Residential	No major constraints. Opposite side of an A road to the rest of the settlement, poor relationship to the main built form of the village. Impact on listed buildings.
HENS-U	Hensall	Land south of Weeland Road	Residential	No major constraints. Opposite side of an A road to the rest of the settlement, poor relationship to the main built form of the village. Impact on listed buildings.
HENS-V	Hensall	Land west of Church Lane	Residential	Site is remote from a settlement receiving planned growth in the Spatial Strategy. Adverse effect on the adjacent school playing field.

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
HILL-K	Hillam	Land off Hillam Lane/Beterras Hill Road	Residential	Site is located in the greenbelt. No exceptional circumstances justified.
MFRY-Q	Monk Fryston	Bumble Barn, Green Lane	Employment/ Residential	Site is remote from a settlement receiving planned growth in the Spatial Strategy. Greenbelt.
MFRY-R	Monk Fryston	Catnaps, Green Lane	Employment/ Residential	Site is remote from a settlement receiving planned growth in the Spatial Strategy. Greenbelt.
MFRY-S	Monk Fryston	Oakwood Cottage, Green Lane	Employment/ Residential	Site is remote from a settlement receiving planned growth in the Spatial Strategy. Greenbelt.
MFRY-T	Monk Fryston	122 Main Street	Residential	Site is situated in an Historic Park and Garden. Development here would break the building line north of the village.
OSGB-L	Osgodby	Land south of Hull Road	Residential	Negative impact on the openness and setting of the Strategic Countryside Gap (SCG).
RICC-K	Riccall	Land South East of York Road	Employment/ Residential	Site is remote from a settlement receiving planned growth in the

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
				Spatial Strategy. Flood risk - sequentially other sites available.
SELB-CS	Selby	Land adjoining 64 Wistow Road	Residential	Greenfield site in floodzone 3 - fails sequential test as other sites in lower flood risk areas are available
SELB-CQ	Selby	Former Selby Shipyard and adjoining land comprising a pond	Residential	The development of this site proposes to keep the employment areas intact and develop the pond in the south of the site. This would compromise the natural asset of the pond.
SELB-CU	Selby	Land East of Staynor Hall	Residential	The development of this site will have a negative impact on a SINC, although its status is being reviewed. Tenuous relationship with existing built form. Noise concerns from adjacent factories.
SHER-BE	Sherburn in Elmet	Land to the south of Church Meadow	Residential	Development of this site would result in the piecemeal development of the safeguarded

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
				land to the west of Sherburn and may compromise the development of the remainder of the safeguarded land in future local plan reviews.
STIL-E	Stillingfleet	Land between The Green and Cawood Road	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy
STIL-F	Stillingfleet	Land at Ivy cottage, The Green	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy
TADC-AL	Tadcaster	Land at Bramham Crossroads	Electric Vehicle Charging Hub	Site is located in the greenbelt. No exceptional circumstances justified.
ULLE-H	Ulleskelf	Land at New Road	Residential	Site at risk of flooding - fails sequential test as other sites in lower flood risk areas are available
WOMR-A	Womersley	South of Bank Wood Road	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy

Additional Sites Consultation

New Local Plan Reference	Settlement	Site Location	Proposed Use	Reason for Rejection
WOMR-D	Womersley	Land at Manor Farm	Residential	Failed initial sift as the site is remote from a settlement receiving planned growth in the Spatial Strategy

Table 10.1



The Additional Sites document is available to view online at:

<https://www.selby.gov.uk/new-local-plan>

For further information call 01757 292034 or email

localplan@selby.gov.uk



Report Reference Number: E/21/7

To: Executive
Date: 8th July 2021
Status: Non-Key Decision
Ward(s) Affected: All
Author: Sharon Cousins, Licensing Manager
Lead Executive Member: Councillor Grogan, Lead Executive Member for Housing, Health and Culture
Lead Officer: Alison Hartley, Solicitor to the Council

Title: Proposed Taxi Licensing Consultation on Statutory Taxi and Private Hire Vehicle Standards

Summary:

The Secretary of State for Transport (DfT) has issued new Statutory Taxi and Private Hire Vehicle Standards to Licensing Authorities, this is aimed at safeguarding children and vulnerable adults.

The Statutory Standards set out a range of robust measures to protect taxi and private hire vehicle passengers, particularly those most vulnerable. Government and licensing authorities must work together to ensure that, above all else, the taxi and private hire services are safe for public use.

In areas where there are existing and comprehensive licensing policies, the DfT has made it clear that it expects these policies to be reviewed in light of the statutory guidance and for licensing authorities to implement the necessary changes.

1. Recommendations:

The Executive to approve the proposed consultation document, at Appendix A to this report for public consultation for a period of 8 weeks. Consultation to take place between the 12th July to the 6th September 2021.

Reasons for recommendation

The view of the DfT is that all licensing authorities should have reviewed their Taxi Licensing Policies against the new standards by the end of 2021, so that any changes to policies can be in place as soon as possible in 2022. The purpose of the new standards is to increase safeguarding of the public and the Council promotes this.

2. Introduction and background

- 2.1** The DfT issued new Statutory Taxi and Private Hire Vehicle Standards to licensing authorities in July 2020 which are aimed at safeguarding children and vulnerable adults. The Statutory Standards set out a range of robust measures to protect taxi and private hire vehicle passengers, particularly those most vulnerable. There is now an expectation that Government and licensing authorities must work together to ensure that, above all else, the taxi and private hire vehicle services the public use are safe. This is the first time that a taxi licencing statutory guidance document has been issued.
- 2.2** The DfT stated that it will monitor licensing authorities' responses to the Statutory Standards. The DfT is aware of the challenges caused by the current coronavirus pandemic and is mindful of this. Although, the DfT asked all licensing authorities to provide an update to the DfT of their consideration of the Standards within six months after the publication of the standards, namely by the end of January 2021. Selby District Council licensing authority achieved this requirement. It is expected that the recommendations are implemented unless there is a compelling local reason for not doing so.
- 2.3** Licensing authorities are under a legal duty, under section 177 of the Policing and Crime Act 2017 ("the Act"), to have regard to the Statutory Standards. It has been declared that in the interests of transparency, all licensing authorities should publish their considerations of the measures contained in the Standards and the policies and to outline delivery plans that stem from these. The update will enable government bodies to engage with those authorities that do not adopt the Standards and to seek from them a rationale for failing to act to protect passengers.
- 2.4** The Statutory Standards are seen nationally as an important first step in reforming the way the taxi and private hire vehicle sector is regulated and this should ensure consistent standards between licensing authorities, which has caused a number of difficulties over the years. The DfT fully expects licensing authorities to implement these measures by 2022 as can be seen in the letter from the DfT, dated April 2021 in Appendix B.
- 2.5** The Licensing Committee was updated on the new standards in 2020 and resolved that a public consultation should be put together to consult on the proposed standards which are not in Selby's Taxi Licensing Policy. The Chairman and Vice-Chairman of the Licensing Committee have recommended that the proposed consultation document be put before the committee today at Appendix A is recommended for approval by the Executive to begin a public consultation.

3. Interim Assessment

- 3.1** The Statutory Taxi and Private Hire Vehicle Standards document sets out a

framework of policies that, under section 177(4) of the Act, licensing authorities must have regard to when exercising their functions. Officers completed an initial assessment of the Statutory Standards in 2020 and provided a summary of the full document to the Licensing Committee

- 3.2** The assessment outlines measures and steps that have already been taken by this licensing authority that are relevant to the proposed Standards. This Council adopted its existing taxi and private hire policy in January 2020; however, it is quite proper to regularly review the policy and ensure it is relevant and up to date. The Policy adopted by the Council already addresses many of the statutory standards.
- 3.3** There are a number of key points as Statutory Standards for all licensing authorities to address. To assist members today, Appendix C lists key headings raised as the Statutory Standards with a commentary added for each. A summary has been included about the present situation for this licensing authority. Those highlighted in grey are to be consulted on and included the proposed consultation.
- 3.4** To summarise the points in Appendix C that require further consideration (highlighted in grey) by this authority are:
- a) Licence holders should be required to notify the issuing authority within 48 hours of an arrest and release, charge or conviction of any sexual offence, any offence involving dishonesty or violence and any motoring offence (under point 5), Selby's current taxi licensing policy states 3 days.
 - b) Driver criminality checks will require DBS checking every six months being far more frequent than currently with an impact on officers and licence holders (under point 13). (Presently, drivers sign up to a DBS update service and a check is carried out annually).
 - c) whether it is necessary and proportionate in this district to mandate CCTV and audio recording in all licensed vehicles; this authority has been awaiting national guidance on this point. The costs for licence holders need to be assessed against the benefits of mandating all vehicles (under point 17).
 - d) Displaying within all vehicles how and where to make a complaint against a licence holder to the licensing authority (under point 8).
 - e) Notifying of the use of passenger carrying vehicles (PCV) by a licensed operator (point 21).
 - f) Requirement for a private hire operator to keep a register of all staff taking bookings (point 16).
 - g) Joint authorisation of enforcement officers in other areas (point 19).

3.5 Following the consultation, comments will be brought back to the Executive with any recommended amendments to the Taxi Licensing Policy for consideration, and approval for further public consultation.

4. Implications

4.1 Legal Implications

Regulatory Legal Implications

There is no statutory requirement to have a taxi licensing policy, however, it is good practice to do so and will provide consistent decision making. The policy sets out the standard that the Council will use to formulate its decisions on application for licences, their renewal and consideration for their continuance. The Council must consider each case on its own merits and may depart from the policy in exceptional cases.

There are a range of powers contained in legislation that allows the Council to specify the standards that must be met to be licensed by the Council and to protect public safety. Furthermore, if these standards are not met the Council is permitted by legislation to refuse, revoke, or suspend a licence.

The Council must have due regard to the public sector equality duty which is contained within the Equality Act 2010. An Equalities Impact Assessment would be carried out.

4.2 Financial Implications

There are no additional costs involved and changes will be brought in within the current budget.

4.3 Policy and Risk Implications

The policy objective is to mitigate as far as practicable the risk to children and vulnerable adults when using taxis and private hire vehicles. The adoption of the robust requirements, administration and enforcement of taxi and private hire vehicle licensing proposed in the standards will mitigate the risk to passengers when using taxis and private hire vehicle.

4.4 Council Plan Implications

N/A

4.5 Resource Implications

N/A

4.6 Other Implications

N/A

5. Equalities Impact Assessment

Equalities impact screening has taken place and no significant negative impacts were identified in the immediate future.

The assessment shows that we have considered how the consultation will reach all groups and will ensure that consultation information is as clear as possible, on our website in plain English/easy to read format.

The policy is always under review to make amendments when required.

6. Conclusion

- 6.1** If the Executive approve the proposed consultation document, in Appendix A and resolves to permit the public consultation, the Council will have achieved its obligation set by the DfT for a public consultation to take place on proposals to be considered by each authority, in accordance with the DfT's Statutory Taxi and Private Hire Vehicle Standards, which in turn may require an amendment to Selby's Taxi Licensing Policy.

7. Background Documents

The Statutory Taxi and Private Hire Vehicle Standards document
Equalities Impact Assessment

8. Appendices

Appendix A – Proposed consultation document
Appendix B – Letter from the DfT
Appendix C – Full Assessment

Contact Officer:

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Department for Transport’s Statutory Taxi & Private Hire Vehicle Standards Consultation.

This consultation seeks feedback on Selby’s Licensing Services proposals to harmonise its policies and procedures with the Department for Transport’s (DfT) Statutory Taxi & Private Hire Vehicle Standards.

The following document summarises some of the proposed changes to Selby Council’s Taxi Licensing Policy as a result of the publishing of the Department of Transport’s [‘Statutory Taxi and Private Hire Vehicle Standards’](#) in July 2020.

We welcome feedback and any supporting evidence, in order that the council may consider any views expressed. It is strongly recommended that before completing this questionnaire you read the document

Please note that the council must have regard to the requirements of this guidance and should only deviate from the recommendations where there are compelling reasons to do so.

Several of the proposed standards are already in place in Selby and are therefore not referenced in the below document however, if you wish to make comment on any of the standards not included, please feel free to comment in the any other comments box at the bottom of the form.

4.5 & 6.1 Enhanced DBS checks for drivers

The DfT recommends that driver licence holders undergo enhanced DBS checks at more frequent intervals of **every six months**. This involves drivers to sign up to the DBS update service (already a policy requirement).

Question – Do you agree with this requirement?

Yes / No (delete as required).

Please enter any comments here:

4.12 Self-reporting

The Department for Transport recommends that licence holders should notify Licensing Services within 48 hours of an arrest and release, charge or conviction for sexual, violent, dishonest or motoring offences. (This reduces the current 3-day limit)

Question – Do you agree with this requirement?

Yes / No (delete as required).

Please enter any comments here:

4.29 & 4.31 Complaints against license holders

All complaints against drivers of both private hire and hackney carriages drivers and private hire operators should be referred to and recorded by the licensing authority. Ways of how to make a complaint to the licensing authority should be displayed in all vehicles not just hackney carriages as present

Question – Do you agree with this requirement?

Yes / No (delete as required).

Please enter any comments here:

7.8 - 7.13 CCTV and audio recordings

The DfT expects that Licensing Authorities consult to identify if there are local circumstances which indicate that the installation of CCTV in vehicles would have either a positive or negative effect on the safety of taxi and private hire vehicle users, including children and vulnerable adults, and taking into account any privacy issues.

Question A -Do you think that the installation of CCTV in licensed vehicles will have a positive or a negative effect on passengers?

Yes / No (delete as required).

Please enter any comments here:

Question B – The Councils policy currently permits CCTV in vehicles if requested by the driver.

Do you think that it should be a mandatory requirement to have CCTV and audio recording in all licensed vehicles?

Yes / No (delete as required).

Please enter any comments here:

8.16 – 8.17 Use of Passenger Carrying vehicles (PCV) licensed drivers

The DfT expects that a Private Hire Operator who is also a Passenger Services Vehicle (PSV) operator must not use a PSV driver and PCV vehicle for a private hire booking without first gaining the agreement of the hirer, as the PSV driver is not subject to the same level of DBS enhanced check as a Private Hire or Hackney Driver.

Question – Do you agree that private hire operator must not use a PSV driver and vehicle for a private hire booking without first providing the necessary information (about the driver and the vehicle) and gaining the agreement of the hirer?

Yes / No (delete as required).

Please enter any comments here:

8.7 Booking and Despatch Staff – private hire operators

Selby already require private hire operators to DBS check any staff who take bookings and are required to evidence this. As well as the DfT expect all private hire operators to maintain a register of all staff that will be taking bookings staff (by phone or in person).

Question – Do you agree with this requirement?

Yes / No (delete as required).

Please enter any comments here:

9.2 Joint authorisation of enforcement officers

The DfT expects where need arises, jointly authorised officers from other licensing authorities so that compliance and enforcement action can be taken against licensees from outside the area.

Do you agree that that authorisation should be given to officers, to ensure regulation of other drivers from other areas and vice versa?

Please enter any comments here:

1.3 Any other comments

The DfT expects all the Statutory Guidance recommendations to be implemented by 2022 unless there is a compelling local reason not to.

Please enter any comments here:

Please tick in what capacity you are responding to this consultation.

<input type="checkbox"/>	Private hire driver (Selby)
<input type="checkbox"/>	Hackney carriage driver (Selby)
<input type="checkbox"/>	Private hire operator (Selby)
<input type="checkbox"/>	Private hire /Hackney carriage driver/ Private hire operator (outside Selby)
<input type="checkbox"/>	Someone who uses Private hire /Hackney carriages in Selby District
<input type="checkbox"/>	Employee of a licensing authority
<input type="checkbox"/>	Employee of another regulator
<input type="checkbox"/>	Representative of a charity or organisation (please specify below)
<input type="checkbox"/>	
<input type="checkbox"/>	Other (Please Specify)
<input type="checkbox"/>	

Personal Details. (optional)

Name	
Address	
Telephone No:	
Email	

CLOSING DATE FOR SUBMISSIONS IS BY 6th September 2021 TO BE SENT TO:

licensing@selby.gov.uk or posted to **Licensing Team, Selby Council, Civic Centre, Doncaster Road, Selby, YO8 9FT**



**Department
for Transport**

Baroness Vere of Norbiton
Minister for Roads, Buses and Places

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Ms Janet Waggott
Selby District Council
By email: jwaggott@selby.gov.uk

27 April 2021

Dear Janet Waggott,

TAXI & PHV LICENSING – STATUTORY TAXI AND PRIVATE HIRE VEHICLE STANDARDS

I would like to thank you and your teams for completing the survey issued by my Department in January to assess the progress in considering and implementing measures set out in the Statutory Taxi and Private Hire Vehicle Standards published in July 2020.

The Government issued the Statutory Standards to licensing authorities to enhance the safeguarding measures the taxi and private hire vehicle licensing regime requires and so protect the most vulnerable in communities. As you will be aware, the regulation of the trade is only as strong as the weakest link and so we must continue to drive up standards where they are deficient, and this must be achieved as a matter of urgency. Authorities have overall made significant progress despite the challenges we have all faced in responding to the COVID-19 pandemic and I congratulate you and your team on completing these actions.

Making the necessary changes to your policies to align them with the Statutory Standards is incredibly important to secure the safety of passengers. I am aware from the survey response that some licensing authorities are already applying the Statutory Standards to new licence applications and I welcome this. We expect authorities to explore all options to ensure the Statutory Standards apply to all licence holders at the earliest opportunity and not just at the point of licence renewal. I cannot stress enough the importance of bringing about these changes to protect the public.

As per the Statutory Standards, licensing authorities should publish cohesive policy documents which bring together all procedures on taxi and private hire vehicle licensing. These will enable all to see the rigour with which your authority has considered the Statutory Standards. The annual taxi and statistical survey will ensure my Department can continue to monitor progress

with implementation. This must be seen as an ongoing process; the Statutory Standards state clearly that policies should be kept under review.

Unfortunately, the responses to the survey indicated that a small minority of authorities have not acted as quickly as yours. As this concerns public safety I have written to those authorities to advise of the expectation that all licensing authorities should have completed their review consideration of the Statutory Standards by 31 December 2021 so that changes to policies can be in place as soon as possible.

My officials are always available to provide assistance if required, if needed please contact Taxis@dft.gov.uk.

Yours,
Charlotte

BARONESS VERE OF NORBITON

APPENDIX C

The Statutory Taxi and Private Hire Vehicle Standards document sets out a framework of policies that, under section 177(4) Policing and Crime Act 2017, licensing authorities “*must have regard*” to when exercising their functions. The following tables set out the present situation for Selby District Council.

Tables showing the full review of the Statutory Taxi & Private Hire Vehicle Standards. The requirements highlighted in grey are in the proposed consultation document Appendix A.

	Heading	Statutory Requirement	Current Position
1	Policies	All licensing authorities should make publicly available a cohesive policy that brings together all their procedures on taxi and private hire vehicle licensing. This should include but not be limited to policies on convictions. A ‘fit and proper’ person test, licence conditions and vehicle standards. When formulating a taxi and private hire vehicle policy, the primary and overriding objective must be to protect the public.	This is met.
2	Duration of licences	Issuing driver licences for more than a year. Risk can be mitigated for drivers by authorities to undertaking regular interim checks. The Local Government (Miscellaneous Provisions) Act 1976 (as amended) sets a standard length at three years for taxi and private hire vehicle drivers and five years for private hire vehicle operators.	This Council grants one (vehicles), three (drivers) and five (operators) year licences in line with the legislation and the current taxi policy.
3	Whistleblowing	It is in the application of licensing authority’s policies (and the training and raising of awareness among those applying them) that protection will be provided. Where there are concerns those policies are not being applied correctly, it is vital that these can be raised, investigated and remedial action taken if required. Licensing authorities should have effective internal procedures in place for staff to raise concerns and for any concerns to be dealt with openly and fairly. Local authorities should ensure they have an effective ‘whistleblowing’ policy and that all staff are aware of it	This Council has an up-to-date policy for staff with regard to Whistleblowing procedures
4	Consultations at local level	Licensing authorities should consult on proposed changes in licensing rules that may have significant impacts on passengers and/or the trade. Such consultation should include not only the taxi and private hire vehicle trades but also groups likely to be the trades’ customers. Examples are groups representing disabled people, Chambers of Commerce, organisations with a wider transport interest	This Council has introduced its current taxi policy by undertaking a full consultation and it maintains effective and timely contact with taxi proprietors, licence holders and

		(e.g. the Campaign for Better Transport and other transport providers), women's groups, local traders, and the local multi-agency safeguarding arrangements. Any changes in licensing requirements should be followed by a review of the licences already issued.	the association that represents Selby.
5	Disclosure & Barring Service (DBS)- notification of changes to the licensing authority	This procedure provides robust safeguarding arrangements while ensuring only relevant information is passed on to employers or regulatory bodies. Licensing authorities should maintain close links with the police to ensure effective and efficient information sharing procedures and protocols are in place and are being used. Licensee self-reporting Licence holders should be required to notify the issuing authority within 48 hours of an arrest and release, charge or conviction of any sexual offence, any offence involving dishonesty or violence and any motoring offence.	This Council has introduced its current convictions and vetting policy. It fully utilises the DBS process along with Right to Work check for new and renewal applications. An adverse DBS finding will result in a review or referral to a Licensing Sub-committee. Notification of change is as soon as possible but always within 3 days in Selby's taxi licensing policy. Officer recommendation: Propose to amend the taxi licensing policy accordingly following consultation.
6	Sharing licensing information with other licensing authorities	Obtaining the fullest information minimises the doubt as to whether an applicant or licensee is 'fit and proper'. An obvious source of relevant information is any previous licensing history. Applicants and licensees should be required to disclose if they hold or have previously held a licence with another authority. An applicant should also be required to disclose if they have had an application for a licence refused, or a licence revoked or suspended by any other licensing authority	This is satisfied.
7	NR3 Database	This should be used by licensing authorities (nationally) to share information on a more consistent basis to mitigate the risk of nondisclosure of relevant information by applicants	The Council is using NR3.
8	Complaints	Complaints about drivers and operators	This is partially

	against licensees	provide a source of intelligence when considering the renewal of a licence or to identify problems during the period of the licence. Patterns of behaviour such as complaints against drivers, even when they do not result in further action in response to an individual complaint, may be indicative of characteristics that raise doubts over the suitability to hold a licence. All licensing authorities should have a robust system for recording complaints, including analysing trends across all licensees as well as complaints against individual licensees. Ways to make a complaint to the authority should be displayed in all licensed vehicles.	satisfied. <u>Officer recommendation:</u> To consult on displaying on all vehicles how to make a complaint to the Council.
9	Oversees convictions	The DBS cannot access criminal records held overseas, only foreign convictions that are held on the Police National Computer may, subject to the disclosure rules, be disclosed. Therefore, a DBS check may not provide a complete picture of an individual's criminal record where there have been periods living or working overseas; the same applies when an applicant has previously spent an extended period (three or more continuous months) outside the UK. It should however be noted that some countries will not provide an 'Certificate of Good Character' unless the individual has been resident for six months or more Licensing authorities should seek or require applicants to provide where possible criminal records information or a 'Certificate of Good Character'	This is satisfied.
10	Decision making Administration of the licensing framework	Licensing authorities should ensure that all individuals that determine whether a licence is issued or refused are adequately resourced to allow them to discharge the function effectively and correctly. Training decision makers. All individuals that determine whether a licence is issued should be required to undertake sufficient training	This is Satisfied.
11	Immediate Revocation	Regardless of which approach is adopted, all licensing authorities should consider arrangements for dealing with serious matters that may require the immediate revocation of a licence.	The Chief Executive has the authority in the constitution to make emergency decisions, in consultation with the Leader of the Council. It has been agreed that this will also be in consultation with

			the Chairman of the Licensing Committee.
12	Fit and proper test	Licensing authorities have a duty to ensure that any person to whom they grant a taxi or private hire vehicle driver's licence is a 'fit and proper' to be a licensee. It may be helpful when considering whether an applicant or licensee is fit and proper to pose oneself the following question: Without any prejudice, and based on the information before you, would you allow a person for whom you care, regardless of their condition, to travel alone in a vehicle driven by this person at any time of day or night? If, on the balance of probabilities, the answer to the question is 'no', the individual should not hold a licence.	This Council requires applicants applying for a licence to satisfy all necessary requirements for reasons of public protection. The 'fit & proper' test requirements are detailed in the Taxi and PH Policy.
13	Driving licensing criminality checks	Licensing authorities are entitled to request an enhanced criminal record certificate with check of the barred lists from the DBS for all driver licence holders or applicants. The DfT's 2019 survey of taxi and private hire vehicle licensing authorities shows that all licensing authorities in England and Wales have a requirement that an enhanced DBS check is undertaken at first application or renewal. All individuals applying for or renewing a taxi or private hire vehicle drivers licence licensing authorities should carry out a check of the children and adult Barred Lists in addition to being subject to an enhanced DBS check (in section x61 of the DBS application 'Other Workforce' should be entered in line 1 and 'Taxi Licensing' should be entered at line 2). All licensed drivers should also be required to evidence continuous registration with the DBS update service to enable the licensing authority to routinely check for new information every six months. Drivers that do not subscribe up to the Update Service should still be subject to a check every six months.	Since the new taxi licensing policy came into force in January 2020 drivers must sign up to the DBS update service and a check is conducted on this annually. Officer recommendation: Propose to amend the taxi licensing policy accordingly following consultation
14	Safeguarding awareness	All licensing authorities should provide safeguarding advice and guidance to the trade and should require taxi and private hire vehicle drivers to undertake safeguarding training. This is often produced in conjunction with the police and other agencies. These programmes have been developed to help drivers and operators: • provide a safe and suitable service to vulnerable passengers of all ages; •	This Council like many requires all driver applicants to undergo safeguarding awareness as an existing policy and application requirement.

		recognise what makes a person vulnerable. and • understand how to respond, including how to report safeguarding concerns and where to get advice.	
15	Language proficiency	A lack of language proficiency could impact on a driver's ability to understand written documents, such as policies and guidance, relating to the protection of children and vulnerable adults and applying this to identify and act on signs of exploitation. Oral proficiency will be of relevance in the identification of potential exploitation through communicating with passengers and their interaction with others. A licensing authority test of driver's proficiency should cover both oral and written English language skills to achieve stated above.	The Council already requires new drivers to attend a knowledge and safeguarding course. To pass the course the prospective driver must be able to read policies & byelaws, listen throughout the course and complete a written test, therefore the Council already comply with this.
16	Vehicle Licensing	It is important that licensing authorities are assured that those granted a vehicle licence also pose no threat to the public and have no links to serious criminal activity. Although vehicle proprietors may not have direct contact with passengers, they are still entrusted to ensure that the vehicles and drivers used to carry passengers are appropriately licensed and so maintain the safety benefits of the licensing regime. Criminality checks for vehicle proprietors Enhanced DBS and barred list checks are not available for vehicle licensing. Licensing authorities should require a basic disclosure from the DBS and that a check is undertaken annually. Criminality checks for private hire vehicle operators Enhanced DBS and barred list checks are not available for private hire vehicle operator licensing. Licensing authorities should request a basic disclosure from the DBS and that a check is undertaken annually Licensing authorities should, as a condition of granting an operator licence, require a register of all staff that will take bookings or dispatch vehicles is kept.	The Councils policy covers most of this requirement. Only the requirement for the private hire operator to keep the register of staff that will take the bookings or despatch vehicles needs to be considered. <u>Officer recommendation:</u> Propose to amend the taxi licensing policy accordingly following consultation
17	In-vehicle visual and audio recording - CCTV	The Department's view is that CCTV can provide additional deterrence to prevent this and investigative value when it does. The use of CCTV can provide a safer environment for the benefit of taxi/private hire vehicle passengers and drivers by: • deterring and	This Council has been awaiting more clear national guidance on CCTV. The Council has not

		<p>preventing the occurrence of crime; • reducing the fear of crime; • assisting the police in investigating incidents of crime; • assisting insurance companies in investigating motor vehicle accidents. All licensing authorities should consult to identify if there are local circumstances which indicate that the installation of CCTV in vehicles would have either a positive or an adverse net effect on the safety of taxi and private hire vehicle users, including children or vulnerable adults, and taking into account potential privacy issues.</p>	<p>made installation of audio and CCTV mandatory; there has been no formal reporting or investigation by police for incidents within licensed vehicles.</p> <p>Costs are met by the vehicle owner and costs are prohibitive at a minimum of £500 per CCTV unit.</p> <p>Mandatory requirement places the data responsibilities on the Council.</p> <p>Officer recommendation: Propose to amend the taxi licensing policy accordingly following consultation</p>
18	Enforcing the Licensing Regime	<p>Implementing an effective framework for licensing authorities to ensure that as full a range of information made available to suitably trained decision makers that are supported by well-resourced officials is essential to a well-functioning taxi and private hire vehicle sector.</p> <p>These steps will help prevent the licensing of those that are not deemed 'fit and proper' but does not ensure that those already licensed continue to display the behaviours and standards expected.</p>	<p>All Licensing officers have undertaken accredited training provided by the Institute of Licensing and staff resourcing is sufficient and kept under annual review by managers.</p>
19	Joint authorisation of enforcement officers	<p>Licensing authorities should, where the need arises, jointly authorise officers from other authorities so that compliance and enforcement action can be taken against licensees from outside their area. An agreement between licensing authorities to jointly authorise officers enables the use of enforcement powers regardless of which authority within the agreement the officer is employed by and which issued the licence.</p>	<p>Officers have approached other authorities about this. Moving forward, once the current pandemic is over or more under control, we hope to move forward with this.</p> <p>The Licensing Chairman and</p>

			<p>Licensing Manger would need to meet with other authorities on a regular basis to decide on agreed processes.</p> <p><u>Officer recommendation:</u> Propose to amend the taxi licensing policy accordingly following consultation</p>
20	Setting expectations	<p>Licensing authorities should ensure that drivers are aware of the policies that they must adhere and are properly informed of what is expected of them and the repercussions for failing to do so. Some licensing authorities operate a points-based system, which allows minor breaches to be recorded and considered in context while referring those with persistent or serious breaches to the licensing committee.</p> <p>This has the benefit of consistency in enforcement and makes better use of the licensing committee's time. Intelligence when considering the renewal of licences and of any additional training that may be required. It is then for the licensing authority to consider if any intelligence indicates a need to suspend or revoke a licence in the interests of public safety.</p>	<p>The Council requires applicants applying for a licence to satisfy all necessary requirements in its application process and policy, for reasons of public protection. Repeated reports or complaints against a driver can already be identified to lead to proportionate action.</p>
21.	PCV	<p>Passenger Carrying Vehicles (PCV) drivers are subject to different checks from taxi and private hire vehicle licensed vehicles licensed drivers, as the work normally undertaken, i.e. driving a bus, does not represent the same risk to passengers. Members of the public are entitled to expect when booking a private hire</p>	<p>PCV's are not covered in the current taxi licensing policy.</p> <p><u>Officer recommendation:</u> Propose to amend the taxi licensing policy accordingly following consultation</p>

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Report Reference Number: E/21/9

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

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

Summary:

The quarterly Corporate Performance Report provides a progress update on delivery of the Council Plan 2020-23 as measured by a combination of: progress against priority projects/high level actions; and performance against KPIs.

This report also includes a year-end summary of progress on delivery of the Council Plan 2020-23 as measured by year-end performance against KPIs in 2020/21 compared with year end data for KPIs in 2019/20.

Recommendations:

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

Reasons for recommendation

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

1. Introduction and background

- 1.1 High level performance reporting of progress against the Council's priorities – as set out in the Council Plan 2020-23 – is a key element of the performance management arrangements.

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

1.3 There are three parts to this report:

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

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

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

2. Reporting Period

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

2.2 Summary of progress

Quarter 4 2020/21

To summarise progress in quarter 4:

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

2.3 What went well in quarter 4

2.3.1 Response to Covid-19

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

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

- **Business Grants**

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

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

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

- **NNDR Collection**

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

2.3.2 Positive Performance – KPIs

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

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

2.3.3 Changes to KPI target from Q4

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

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

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

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

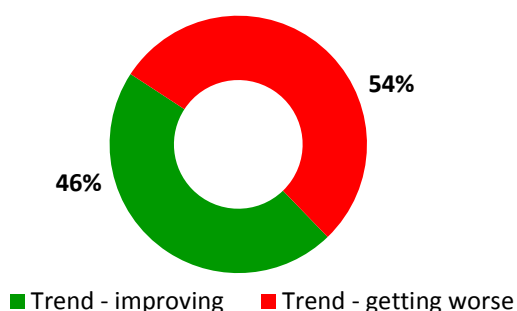
3 Annual Performance Report

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

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

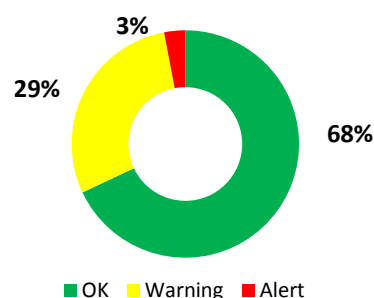
3.2 A summary of performance in 2020/21 is as follows:

2020/21 Trend Analysis



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

2020/21 Target Analysis



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

3.3 When compared to 2019/20:

Trend analysis

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

Target analysis

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

3.4 Impact of Covid-19

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

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

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

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

Voids- average days to re-let properties:

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

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

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

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

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

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

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

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

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

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

4. Alternative Options Considered

N/A

5. Implications

N/A

5.1 Legal Implications

None

5.2 Financial Implications

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

5.3 Policy and Risk Implications

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

5.4 Council Plan Implications

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

5.5 Resource Implications

Performance reporting highlights areas where we are not performing well or are performing too well. Where an under or over allocation of resource is highlighted as a reason for poor performance, we can explore opportunities to

adjust resources to support effective implementation of the Council Plan as part of our on-going business and budget planning.

5.6 Other Implications

N/A

5.7 Equalities Impact Assessment

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

6. Conclusion

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

7. Background Documents

None

8. Appendices

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




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Council Delivery Plan 2020-23 Monitoring Report






Key:



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



Theme: A great place to LIVE

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 97</p> <p>Increased Housing Supply</p>	<p>Maintain our Five-Year Housing Land Supply</p>	<p>Martin Grainger</p>	<p>Cllr Musgrave</p>	Deal with pre-application queries and planning applications for new residential development expeditiously	31-Mar-2023			<p>Despite Covid the Planning Development Management Service is continuing to process applications as efficiently as possible. SDC was one of the first authorities in the region to recommence site visits and set up virtual meetings. The pandemic has however created a back log which are now seeking to address.</p> <p>In addition, significant progress has been made on the production of a Local Plan. This document sets out a portfolio of housing sites for the next twenty years. Consultation on the Preferred Options draft of the plan began at the end of January 2021 and finished on 12 March. Around 1200 comments were received which are now being considered by the team.</p>	
				Explore new sources of supply and a long-term pipeline of housing sites to 2040 through the new Local Plan (see below).	31-Mar-2023				
				Proactive Work with developers to unlock 'stuck sites'	31-Mar-2023				
				Provide appropriate Planning support to deliver the Councils Housing Development Programme and HRA new-build projects	31-Mar-2023				

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

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								Housing Policy and a revised Policy on the use of Section 106 funding to purchase and build affordable housing, this will enable the HDP to be accelerated.	
Page 99 Improve our housing stock	Deliver the housing improvement programme element of the HRA Business Plan 2019-2025.	June Rothwell	Cllr Crane	Deliver the HRA improvement Plan.	31-Mar-2022			<p>Despite Covid the Housing Repairs Service is continuing to refurbish VOID properties and carryout emergency and non-urgent repairs. Performance in these areas is still on target.</p> <p>Following the lifting of lockdown delivery of non-urgent repairs recommenced in July 2020, with the backlog of such repairs cleared by the end of September; allowing commencement on delivery on the backlog of non-urgent repairs in October. The team made excellent progress reducing the number which had amassed from around 1,100 to circa 550 when the non-urgent works were again suspended due to the introduction of the second lockdown.</p> <p>Lessons learned from the initial lockdown, coupled with changes to operating procedures enabled us to continue delivering urgent repairs throughout the subsequent November and current lockdown periods.</p> <p>Non-urgent external repairs recommenced in April. Internal none-urgent repairs will recommence on 17th May 2021.</p>	
				Deliver the HRA Business Plan 3 Year Capital Investment	31-March-2023			Delivery of the HRA Business Plan Capital Investment Programme	

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 100				Programme (agreed Dec 2019).			▶	<p>was delayed due to covid lockdowns. Programme recommenced in August 2020 following the return to working of our major works contractors' staff teams, all of whom had been furloughed.</p> <p>Increased lead times on numerous materials (kitchens, plaster, timber, door slabs etc.,) coupled with increasing numbers of customers refusing works due to self-isolation, shielding and simply not wanting people in their homes continues to severely hamper programme delivery.</p> <p>Orders have been issued for 430 properties which are currently being surveyed. This included the properties we were unable to access in 2020 due to tenants refusing access, the 2021 programme and some properties programmed for 2022.</p>	





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

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

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
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Theme: A great place to ENJOY

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

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

Theme: A great place to GROW





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







OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
	Framework.			fundern)				2020 including establishment of an Events Officer Resource now in place.	
				Implement immediate short-term outputs from the framework; develop key projects in line with covid-19 response and external investment e.g. Barlby Road Corridor project; extending festivals/events offer;	30-Apr-2022				
Page 106	Enterprise & Growth	Julian Rudd	Cllr Buckle	Deliver a sustainable and targeted programme of support to SME businesses – to support the post-Covid recovery	31-Mar-2023			SDC have been fully involved in the YNY LEP in the development and shaping of the Covid -19 Economic Recovery Plan – Greener, Fairer, Stronger. This Plan reflects both regional and local priorities and action plans for the short and medium term. This Plan is constantly reviewed to reflect emerging economic challenges and central government responses to the Covid impact and now reflects actions supported by the budget announcements. The Council’s support for SMEs continues at pace as Covid restrictions change, with a strong current emphasis on reopening the high streets safely. ED are currently looking at options to support SDC business Start-ups created during the pandemic and post pandemic period to ensure their viability and sustainability. Throughout the Covid period, officers have worked with strategic site developers, holding a minimum of quarterly Site Development reviews. These will continue as we emerge from lockdown and are coordinated to include Planning Development Management; Department for International Trade	
				Develop and agree with the owners of each key strategic site identified in the EDF Framework (e.g. S2, Eggborough, Kellingley) a programme of short, medium term deliverable actions to bring the site forward in line with EDF	31-Mar-2023				

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

Theme: A great place with a Council delivering GREAT VALUE

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
Page 107 Digital Customers	Deliver Digital Strategy 2020	Stuart Robinson	Cllr Lunn	Complete implementation of Digital Workforce – Office 365; new devices; MyView	31-Dec-2020	31-Mar-2021		Digital Workforce <ul style="list-style-type: none"> MyView attendance module live from 1 April. All main elements of the programme now delivered (O365, new devices, MyView). IT Training portal rolled out to members to support skills Additional work to upgrade member devices, additional training for staff, improve security and extend access to partner organisations is progressing and expected to go live this summer. Digital Customers <ul style="list-style-type: none"> Implementation of Civica Pay online payments portal – delayed due to Civica capacity – on track to complete by Q2 2021/22 (to integrate with Housing System). Implementation of Citizens Access Revenues delayed (along with CA Benefits) due to pressures on Taxation & Benefits Team caused by Covid Grants 	
				Complete implementation of phases 1 – 3 of Digital Customers – Northgate Citizens Access; CivicaPay; MyScan; Citizens Online project	31-Dec-2021				
				Complete full implementation of Civica CX digital platform for housing and asset	31-Jul-2022				

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG	
Page 108				management.				<p>work. CAR scheduled for May; CAB for July.</p> <ul style="list-style-type: none"> • Citizens Online (improving digital skills of residents) project hampered due to capacity of (customer facing) teams to support this. • E-Forms for Licensing Applications May 2021 • Scanstation re-location and development of MYSCAN to complete by end Q2 • E-Billing for Revenues & Benefits Q3 <p>Civica Cx Housing System</p> <ul style="list-style-type: none"> • Upgrade to live system (bug fixes plus improvements in automating lettings) was put into Test on 13th May and will be tested for 6 weeks. • Testing on integration with CivicaPay to be completed concurrently. • Workshops for the Cx Contractor (asset module) planned for July following successful testing of the upgrade to Live. 		
	Digital Customers	Transform customer contact services and achieve channel shift	June Rothwell	Cllr Buckle	Set up Contact Centre at Civic Centre and provide appointment-based face to face customer services.	31-Sep-21			Project delayed due to Covid pandemic and ongoing restrictions. Work to create private meeting space is ready to go out to tender.	
	Quality Workforce	Deliver People Plan to support and develop staff through major change	Stuart Robinson	Cllr Lunn	Deliver People Plan, including new HR and OD service delivery arrangements; Leadership and Management Development Programme; enhanced approach to staff engagement and wellbeing; development of staff core skills	31-Mar-2022			<ul style="list-style-type: none"> • Staff briefing session delivered 28 Apr attended by 166 employees (66%) • Manager skills training programme completed. Feedback positive. • Leadership and management development programme scheduled to commence end of May. 	

OBJECTIVE	ACTION	OFFICER LEAD	EXECUTIVE LEAD	MILESTONE	DUE DATE	COMPLETED DATE	RAG	OVERALL COMMENTARY	OVERALL RAG
								<ul style="list-style-type: none"> Staff engagement programme commenced 24 Mar with LT focus group. Further focus groups with cross section of staff scheduled for May followed by staff survey. Staff survey commenced 14 May focused on return to the workplace. Q1 will see development of programme to support staff core skills, e.g. information governance. 	
Page 109	Effective use of Assets	June Rothwell	Cllr Lunn	Develop Asset Strategy 2020-30 and high-level Action Plan – focus on our assets	30-Sep-2021			<p>The Property Service staff review has commenced, which will provide capacity to progress this work. A brief for the Strategy has been prepared and is being updated.</p> <p>The disposal part of the Portholme Road site to Aldi has completed.</p>	
	Value for Money	Karen Iveson	Cllr Lunn	Implement the strategic objectives set out in the MTFS – deliver investment programmes and savings	31-Mar-2023			Covid has impacted severely on the Council's finances and capacity over the last year. The overarching MTFS objectives remain but the majority of savings have been pushed back to 23/24. Investment programmes are in place but spending has been delayed as a result of capacity diverted toward the Council's response to the pandemic.	
	Review the budget for 20/21 and set balanced budget for 21/22 in light of Covid.			31-Mar-2021			A revised budget for 20/21 was approved by Council in September 2020 along with a revised MTFS. The budget for 21/22 was approved by Council in February 2021. It includes provision for Covid and LGR contingencies and takes account of the contractual risks highlighted in the MTFS which		

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



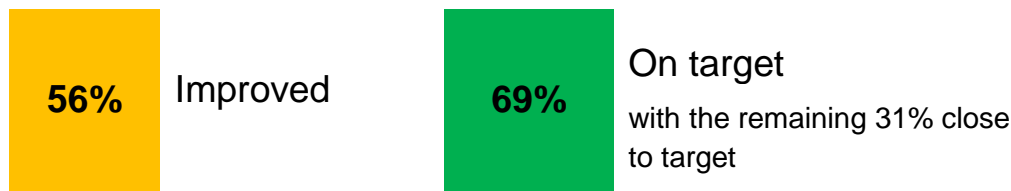
Delivering corporate priorities

Corporate Performance Report

Quarter 4 2020/21

Delivering corporate priorities: KPI Exceptions Q4 2020/21

KPIs Summary


























































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

Delivering corporate priorities: KPI Exceptions Q4 2020/21




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

Delivering corporate priorities: KPI Details Q4 2020/21

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

KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
Residual household waste per household (kg)	Aim to Minimise	145	148	141	145	146	N/A			N/A
% Household waste recycled	Aim to Maximise	32.14	49.02	49.88	39.92	38.2	N/A			N/A
Number of SMEs supported	Aim to Maximise	13	106	48	64	80	50			
% of emergency/urgent repairs to council-owned properties completed within agreed timescales* *Data as raised 17/05/21	Aim to Maximise	85.06	N/A	N/A	N/A	89.35	90			
Average days to re-let Standard Void Types* *COVID Impact	Aim to Minimise	23.3	N/A	N/A	N/A	33.26	26			
Average days to re-let Major 'Void Types'	Aim to Minimise	46.2	N/A	N/A	N/A	52.11	45			
Total number of Empty Homes (6 months +) brought back into use through direct action (Year to date)	Aim to Maximise	39	0	59	89	99	20			
% of Council Tax collected	Aim to Maximise	98.33	28.96	56.40	83.89	98.11	97.90			
% of Council Housing Rent & Arrears collected	Aim to Maximise	98.34	92.95	92.55	96.47	97.41	98.10			
% of Non-domestic Rate collected	Aim to Maximise	99.18	25.86	51.52	77.26	94.24	98.55			
% of Sundry Debt collected	Aim to Maximise	99.1	45.79	50.61	66.39	97.01	99.1			
Amount of planned savings achieved (£)	Aim to Maximise	768K	156K	156K	156K	141k	156k			
Average days to process new benefit claims (total)	Aim to Minimise	19.12	26.35	15.63	16.59	16.42	22.00			
Average days to process Change of Circumstances	Aim to Minimise	2.10	3.15	3.13	2.76	1.73	8.40			
% of Major applications within statutory or extension of time	Aim to Maximise	80	75	93.75	60	85.71	60			
% of non-major applications within statutory or extension of time limit	Aim to Maximise	82.61	73.77	78.57	74.84	73.46	70			

KPI	Direction of Travel	Q4 2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Current Value	Target	Short Term Trend	Long Term Trend	Status
		Value	Value	Value	Value					
% stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	29	86	78	100	91	90			
% of FOI responded to within 20 days	Aim to Maximise	90.96	92.19	85.16	81.88	85.80	86			
The average wait time - in minutes - before a customer is seen by an advisor.	Aim to Minimise	5.00	N/A	N/A	N/A	N/A	10	N/A	N/A	N/A
The average wait time - in minutes - before a customer phone call is answered by an advisor	Aim to Minimise	1.96	1.91	2.36	1.53	2.73	5			
% of people accessing Benefits forms and Taxation direct debit forms online in relation to other channels	Aim to Maximise	54.38	70.15	64.06	64.52	81.95	50			
Corporate health & safety: The number of incidents reported	Aim to Minimise	1	0	1	2	0	3			
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.76	6.9	5.8	5.56	3.78	5			
Amount of Business Rates retained (million £s)	Aim to Maximise	11.2	11.2	11.2	11.2	11.2	7.5			
Council Tax base	Aim to Maximise	31710	314	31927	32035	32183	32108			
% of stage 2 corporate complaints fully responded to in required time	Aim to Maximise	33	100	58.3	100	83.33	90			
Number of missed waste collections	Aim to Minimise	253	N/A	199	254	349	N/A			N/A
Number of visits to combined leisure centres	Aim to Maximise	98.3K	N/A	27.3K	N/A	N/A	TBC	N/A	N/A	N/A
% of active members participating in one or more sessions a week	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	51	N/A	N/A	N/A
% conversions to full membership from participants in health referral programmes	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	30	N/A	N/A	N/A
% participants completing health referral programme	Aim to Maximise	N/A	N/A	N/A	N/A	N/A	54	N/A	N/A	N/A
Memberships at combined leisure centres	Aim to Maximise	N/A	N/A	2,441	N/A	N/A	N/A	N/A	N/A	N/A
Number of additional homes provided in the district (annual)	Aim to Minimise	492	N/A	N/A	N/A	489	342			
Number of affordable homes provided in the district (annual)	Aim to Minimise	125	N/A	N/A	N/A	137	137			

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

Context indicators

Q4 2020/21





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

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

#sample size too small for reliable estimate (ONS)

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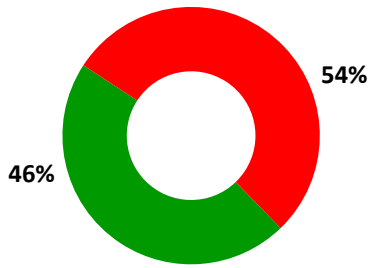
Delivering corporate priorities: KPIs Year end 2020/21

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

KPI	Direction of Travel	2019/20	2020/21	Trend	Target Met?	What does this mean?
Residual household waste per household (kg)	Aim to Minimise	545	578			Increase as a result of the Covid lockdowns with school closures, people working from home and the closure of the HWRC's during Q1.
% Household waste recycled	Aim to Maximise	42.70	44.81			We have seen an increase of 2.11% in the overall recycling rate from 2019/20 – a further increase is also expected in the coming year.
Number of SMEs supported	Aim to Maximise	150	298			Increase supported provided for SMEs, due in part to the demands of Covid-19 pandemic.
Number of additional homes provided in the district	Aim to Maximise	492	489			We have exceeded the standard methodology annual figure of 365. The final completions figure will increase following site inspections.
Number of affordable homes provided in the district	Aim to Maximise	125	137			The Core Strategy policy seeks affordable housing up to a target of 40% of total housing requirement i.e., 40% of 342 dwellings per annum depending on viability.
Number of new Selby District Council/HRA units delivered	Aim to Maximise	6	7			Covid Impact – programme extended to 2022 (target 3-year target)
% of emergency/urgent repairs to council-owned properties completed within agreed timescales	Aim to Maximise	91.57	89.35			Impacted by Covid. Data as raised 17/5/21
The number of empty properties (6 months +) brought back into habitable use through direct action (Year to date)	Aim to Maximise	39	99			Long term empty homes in the district reduced from 466 to 406. Of the 20 top priority properties, 13 are no longer empty homes.
% of relevant land and highways assessed as within contract standard for litter	Aim to Maximise	97.03	N/A	N/A	N/A	Due to Covid and lockdown inspections have not taken place - subject to Government guidance inspections should resume in Q2 of 2021/22
% of Council Tax collected	Aim to Maximise	98.33	98.11			£132k above target, despite the Covid-19 pandemic. Above the national average (95.7%)
% of Council housing rent & arrears	Aim to Maximise	98.34	97.41			This is slightly under target by 0.69% - given all the challenges the team have faced this year this is a commendable achievement.
% of non-domestic rate collected	Aim to Maximise	99.18	94.24			This is £1,429k behind target – but above the national average (93.0%).
% of sundry debt collected	Aim to Maximise	99.1	97.01			Throughout the year the pandemic resulted in additional work. We have supported customers to manage their payment plans and finances.
External auditor Value for Money conclusion	N/A	Yes	Yes			The external auditor concludes that we have in place arrangements to secure value for money
Amount of planned savings achieved (£000s)	Aim to Maximise	£768k	141k			This is just short of the £156k target.
Average days to process new benefit claims (total)	Aim to Minimise	19.12	18.76			Due to Universal Credit being fully rolled out for working age claimants we now receive very few new Housing Benefit claims.
Average days to process Change of Circumstances	Aim to Minimise	3.52	2.86			Throughout the year we have exceeded the national target of 8.4 days.
% of Major applications within statutory or extension of time	Aim to Maximise	88.89	84.38			27 out of 32 major applications determined within time/extension of time.

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

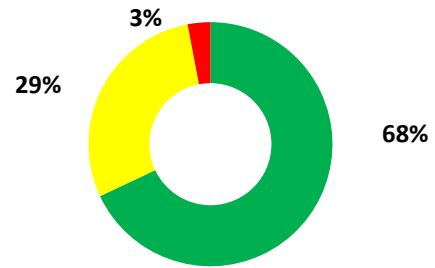
2020/21 Trend Analysis



■ Trend - improving ■ Trend - getting worse

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

2020/21 Target Analysis



■ OK ■ Warning ■ Alert

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

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Report Reference Number: E/21/9

To: Executive
Date: 8th July 2021
Status: Non Key Decision
Ward(s) Affected: All
Author: Yvette Turnbull, Culture, Visitor and Creative Economy Project Manager
Lead Executive Member: Councillor Tim Grogan, Lead Executive Member for Health and Culture
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: A Cultural Development Framework for Selby District (2021 – 2026)

Summary:

At the 22nd September 2020 Council meeting, £780,000 was identified as a Programme for Growth investment fund to develop arts, heritage and culture in the Selby District.

In order to give a clear indication of how the funding will be invested, a Cultural Development Framework (CDF) has been produced to direct cultural spending, ensure maximum impact and maximise inward investment from cultural funders and development agencies. It articulates SDC's ambition for culture within the District, aiming to capture the passion of the cultural sector and inspire communities.

The framework identifies projects which deliver strategic priorities in the Council Plan and contribute specifically to COVID-19 recovery, by supporting our High Streets, making them more vibrant and providing marketable product for the Visitor Economy sector.

Recommendations:

- i. The Executive is asked to agree the Cultural Development Framework and outline costed spend profile.**

1. Introduction and background

In 2018 the Visitor Economy Strategy for Selby District was adopted and, in the autumn of 2018, officers were recruited into two new posts (Culture, Visitor & Creative Economy Manager and Tourism Development Officer) with the primary function of delivering the strategy. The strategy includes several cultural outputs, including the delivery of Selby 950, which brought significant investment from Arts Council England and National Lottery Heritage Fund.

Successful delivery of the 950 programme improved SDC's relationship with cultural funders and development agencies, with increased potential for additional future funding.

Arts Council England (ACE) offered funding to enable Selby District Council to develop a Cultural Development Framework (CDF), with the aim of creating a strategic articulation of priorities for cultural investment, evidencing the need for specific programmes of work. ACE also offered NYCC funding for a cultural strategy, currently in development.

In September 2020 Members agreed to invest £780k from Programme for Growth into arts and culture. This was to secure and strengthen the current staffing resource to deliver on the visitor economy and cultural elements of the Economic Development Framework and the Council Plan 2020-2030 priorities. The CDF creates the outline of how the remaining £600k of the agreed budget will be spent, giving a clear pathway of delivery for the next 3 years. Activity for an additional two year period is also described, which is to allow for consolidation and incremental growth and to enable a compelling case to be made to external funders and stakeholders for multi-year investment, without a stop-start approach to delivery.

The summary Cultural Development Framework is attached as an appendix.

2. The Cultural Development Framework:

2.1 Purpose and need for the Framework

Establishing Selby District as a Great Place to Live and a Great Place to Grow means using what sets it apart and makes it special, to attract visitors, to improve quality of life for our residents and to encourage people to invest. Effective cultural delivery can revitalise our communities, bring new audiences to our high streets and town centres and change perceptions of Place, extending our influence beyond our local communities and connecting our cultural offer to a regional, national and international audience.

The independent evaluation of Selby 950 demonstrated the powerful impact of culture for our communities and Place, showing change which took place over a very short period of delivery. Headline data:

- We welcomed **audiences in excess of 20,000** with an **economic impact of £348,500** (SDC invested £50,000).
- **86%** agreed that Selby 950 **gave everyone the chance to celebrate together**
- **83%** agreed that it **projected a positive image of Selby** as a good place to live
- **82%** agreed that it had a **positive impact on the community**
- **77%** agreed that it made them **proud to live in Selby District**
- **75%** said that they were **more likely to attend another cultural event** as a result of their experience
- **87%** of the audiences across the programme gave a score of **good or very good for both quality and enjoyment**
- The audience was mainly from the District (79%), but **73%** of those who were visitors said it **enhanced their view of Selby as a tourism destination**.

- **More than 60 community groups, local organisations and businesses** came together and **more than 40 volunteers were recruited** specifically for the programme.
- Across the whole programme the **audience satisfaction rating was 8.5 out of 10**, with Selby Sings (children’s song-writing project) and Pilgrim (Abbey illumination) scoring the highest, with 9.3 and 8.9 respectively.

Audience and social media comments included: *“It exceeded expectations and the level of modern art expected in a small town – it felt like something you would expect to see in an important European city”* and *“Selby nailed it again”*. Whilst one of the partners reported: *“Selby 950 has been a fantastic thing for Selby. It has improved our links with the town and community, and we are keen to pursue them further”*.

We were awarded a bronze White Rose Award (Best Arts & Culture) for 950, with Harewood House and Stephen Joseph Theatre being awarded silver and gold respectively. The legacy from Selby 950 also contributed significantly to our successful application (£99,500 for pilot and 3 year programme) to the Historic England (HE) cultural grants scheme, which accompanies HE’s High Street Heritage Action Zone programme.

The Cultural Development Framework provides a roadmap which :

- Provides an investment portfolio to attract further investment, which is aligned to the vision and priorities of stakeholders such as Arts Council England (ACE), National Lottery Heritage Fund (NLHF) and Historic England (HE), to maximise opportunities for a partnership approach to funding and lever additional investment into Place-making and regeneration schemes, with a target of a minimum of £1 into the District for every £1 invested by SDC.
- Harnesses instrumental benefits of culture, especially Covid-recovery (for communities, businesses and places), well-being, Place-making and regeneration, economic impact and as product for the Visitor Economy. It supports the delivery of the towns’ revitalisation plans and the Visitor Economy Strategy.
- Has a Place-based approach, with a strong voice from residents, businesses and communities across the district, which ensures that the delivery and legacy of the development framework is relevant, purposeful and substantial. It identifies activity which responds to the unique assets of the district.
- Will strengthen our cultural sector: increasing capacity, improving skills and building ambition; as well as exploring the potential for improving provision and quality of cultural spaces. It seeks to retain talent and encourage creative sector businesses to relocate/start-up in the district.

The Framework is deliverable, achievable and aligns with our existing ambitions and those of our communities. It works within a strategic context which includes the Local Enterprise Partnerships and the ongoing Local Government Review. It protects delivery in the geography of the current District, so that funders, development agencies and future local government structures understand what is important to our communities and businesses and how these priorities can best be achieved.

2.2 Development of the Framework

Arts development agency Beam was appointed in March 2020 to devise and undertake a programme of consultation and to use their findings to develop a framework with a deliverable and costed Action Plan, setting out a clear focus for how priorities will be achieved.

Beam has undertaken a review of the existing cultural infrastructure including assets; capacity/knowledge/expertise; programmes (activities and events) and existing and potential partnerships; and considered how best to harness and create opportunities to grow the local creative economy, including how SDC, and the cultural sector, might work with businesses. They have also assessed current levels of participation/audience reach, and any trends, as well as the demographics/diversity of audiences and current levels/types of cultural engagement.

Consultation (which was impacted by multiple lockdowns) took place across social media, by telephone and with virtual meetings. Beam sought opinions from the cultural & tourism sectors; the community & voluntary sectors; town & parish councils and interested individuals, particularly regarding:

- how cultural development can make a strong contribution to SDC’s Place-making & Local Distinctiveness agenda.
- what opportunities can be created (and maintained) for everyone to experience and be involved in culture, including how young people will influence, shape and benefit from cultural opportunities.
- How the District’s cultural sector can be grown and how the diversity & skills of the cultural workforce and leaders should be supported and developed; how resilience and sustainability can be built and how excellence in culture will be encouraged for itself and as a driver of innovation.
- How the instrumental value of culture can/should be maximised, including its Economic Impact, its contribution to a vigorous tourism sector, and the contribution culture can make to the health & well-being of our residents.

2.3 Priorities for the Framework

The Framework identifies five priorities:

Priority	<i>Example projects:</i>	Indicative spend across priority - over 3 years.
<p>1: Creating a new cultural infrastructure by supporting the development of artists, creative practitioners, arts & heritage organisations, technology, venues and networks.</p> <p>Creating a new approach to culture in the District.</p>	<ul style="list-style-type: none"> ➤ A programme of mentoring for creative and cultural businesses and freelancers ➤ Skills-building and direct support/hothousing for creative start-ups and young businesses ➤ A new approach to developing digital output/product and increasing digital skills ➤ Investment in spaces and venues, including creative workspace, pop-up/meanwhile use and developing existing venues ➤ Developing opportunities for children and young people to have access to 	<p>£160,000</p>

	creative activity via a Local Cultural Education Partnership	
2: Putting people at the heart of culture by using culture as a way of engaging local people, developing their skills, quality of life, health & wellbeing, connections with others and participation. People will be actively involved in shaping, developing and delivering activities.	<ul style="list-style-type: none"> ➤ Activities using culture and creativity to support the well-being agenda, e.g. developing cultural prescribing ➤ Community activity and events, such as art picnics and holiday clubs for children and extending the use of village halls as hosts of rural touring schemes 	£85,000
3: Transforming Selby District by using culture and creativity to support the regeneration of the district (physically, socially and economically).	<ul style="list-style-type: none"> ➤ Events and activities which animate our High Streets, including through performance and outdoor exhibitions – especially where these use the spaces and improved public realm created through the Towns Revitalisation Plans ➤ Artist residencies which create enhancements to regeneration schemes such as improving the towns gateways, or the TCF project in Selby ➤ Cultural Place-making e.g. larger scale projects and events 	£195,000
4: Celebrating Selby District including the wealth of stories, achievements, people and heritage; using these as a way of strengthening local pride and changing perceptions.	<ul style="list-style-type: none"> ➤ Initiating and supporting makers and artisans fairs, to help creative businesses get product to market ➤ Initiating and supporting ambitious events such as illumination events e.g. Light Up Selby District ➤ An interpretation plan for the District, which will enable us to gather and tell heritage stories in interesting and inspiring ways 	£110,000
5: Supporting delivery by investing in the delivery of change and growth in culture in the district.	<ul style="list-style-type: none"> ➤ Commissioning evaluation to ensure that data and impact is captured and can be shared with funders in a compelling way ➤ Support from industry professionals (e.g. advice from Creative Producer/Curator) and non-project specific capacity 	£50,000
		£600,000

These priorities have been developed to ensure they support the geography and diversity of communities within Selby District, independent of Local Government structure. They contribute to the emerging Cultural Strategy for North Yorkshire and are complementary to neighbouring strategies (e.g. York, Leeds).

The framework is underpinned by a series of technical documents so it is comprehensive, robust and built up to reflect Selby Districts needs, ambitions and priorities.

2.4 Delivery of the Framework

Delivery of projects will be through a number of approaches including commissioning, partnerships with cultural, community and voluntary organisations and direct delivery (e.g. by Events Officer). The delivery of the Cultural Programme for the Selby Town High Street Heritage Action Zone is a good example: its delivery model is via a cultural consortium (consisting of community and cultural organisations), with direct support, financial control and project management from SDC's Communities and Partnerships team.

Where additional funding is required the Framework is a compelling basis for leveraging partnership funding and gaining external investment (with an envisaged target of up to 50% match on a project-by-project basis).

Development of a legacy funding model forms part of the delivery of this framework. The model is likely to include ticketed income, investment from cultural development agencies (such as Arts Council England) and any commitment for culture from a devo deal.

3. Impact and outcomes

The Framework is intended to create “a culture of Culture”, where culture achieves maximum benefits for our communities, our Place and our economy.

It includes an evaluative framework which will be used to measure the impact of each scheme. A substantial amount of baselining has already been completed, although individual projects may require some additional data, collection of which will form part of individual project development. We will also continue to invest in appropriate datasets (e.g. Cambridge data, Audience Insights).

Each project will have measurable outputs and outcomes (using a logic model approach).

The Framework is particularly important at this moment, as it will support the visitor and cultural sectors, which have been significantly impacted by COVID-19. The sustainability of our high streets and many of our visitor economy businesses depends upon a broad cultural offer which brings people to our towns and district, encourages local people to explore their home and make the most of what's on their doorstep, as well as retaining and attracting creative businesses by supporting the sector.

4. Alternative Options Considered

None.

5. Implications

5.1 Legal Implications

Commissions will go through appropriate procurement and legal processes.

5.2 Financial Implications

None. The required investment is in place through P4G agreed September 2020.

6.3 Policy and Risk Implications

None. The Framework contributes to the delivery of the Visitor Economy Strategy and the Economic Development Framework, as well as the Town Revitalisation Plans.

6.4 Corporate Plan Implications

The Framework is in line with Council Plan Delivery priority: Enable a thriving visitor economy underpinned by a sustained focus on enhancing the district's cultural, retail and leisure offer.

The creation and implementation of the CDF is identified within the Council Plan.

6.5 Resource Implications

Resourcing for the framework has been identified above.

6.6 Other Implications

None identified.

6.7 Equalities Impact Assessment

The development of the CDF has involved a diverse range of community and organisation representatives. Each project will have an EIA assessment which will further consider how residents are able to engage and the range of activity that will be developed to mitigate any potential exclusion. Projects are set to be inclusive in design with positive impacts on residents in the protected characteristics categories.

7. Conclusion

Culture has a key role to play in the nation's recovery/transition from the impact of COVID-19. Arts and culture are an essential part of our quality of Place and make an indispensable contribution to our communities' quality of life.

This Framework enables us to deliver a programme of work which is considered, relevant and clearly demonstrates how the Council's investment into arts, heritage and culture will be delivered. It will help us to continue to develop our excellent relationships with funding bodies and partners and grow our track record for high quality delivery, increasing investment into the district.

7. Background Documents

Draft Selby District Cultural Development Framework summary document
Please note that design work has not been completed: the final document will be designed to showcase the vibrancy and potential of cultural activity in the District.

8. Contact Officer:

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APPENDIX (Design work yet to be undertaken):



CREATING A NEW CULTURE OF CULTURE
(Selby District Cultural Development Framework 2021 - 2026)
Summary

1. A TIME TO REFLECT

The Covid 19 pandemic had a major impact on the lives, wellbeing, finances and future of everyone. It caused people to reflect, to work in new ways, to value the small things in life, to challenge inequality and to try to look forward to life in the future. Culture has a key role to play in helping people heal, to re-establish connections, to earn a living, to learn, to enjoy themselves, to amplify under-represented voices and to provide some optimism for the future. Within the district of Selby, culture can play a part in everyone's lives, help change perceptions of the area and be part of the regeneration of the district whether that is economically, creating a sense of place or improving people's lives.



2. THE ROLE THAT CULTURE CAN PLAY

There is an opportunity for the district of Selby to grow its cultural infrastructure - the physical spaces, the organisations, the funding, and the individual skills - from the ground up. People are now keener than ever to connect with their local area, experience a sense of community and take pride in where they live. This could be about staging more events and activities in the District so people don't have to travel outside. It could be about using the arts to celebrate the wealth of stories and heritage the District has to offer, increasing a sense of local pride and community. It could be about bringing people together to share their experiences and express them creatively, for example through writing, painting or photography.

The connections made through culture can bring people together, tackling isolation, loneliness, inequality or issues related to mental health. Equally it can be about physically transforming the area, whether through public art, lighting buildings or artists working in public spaces, changing perceptions of an area through how it looks and increasing visitor spending to grow the visitor economy.



3. WHAT DO WE MEAN BY CULTURE AND WHY IS IT IMPORTANT?

We all experience culture in some way, every day. This could include:

- Visiting museums, libraries, theatres, cinemas or galleries
- Going to carnivals, festivals, performances, concerts, gigs or craft fairs
- Being part of a choir, a book group or local history group
- Learning to paint, write poetry, make films or digital artworks, sewing a quilt
- Listening to music or podcasts
- Reading books

In 2018 the Department for Culture Media and Sport showed that the cultural sector contributed £32.3 billion to the UK economy, with 676,000 jobs in the sector, an increase of 24% since 2011.

4. WHY AND HOW THE FRAMEWORK WAS DEVELOPED

Selby District Council believes that:

- Culture is part of the glue that brings communities together
- Culture can revitalise places and the communities within them, changing perceptions of the area both for those living there and those outside
- The district's cultural, creative and visitor sectors should be a driving force for the local economy

Selby District Council commissioned Beam, an arts organisation based in Yorkshire, to develop this framework. Beam spoke directly to individuals and organisations throughout the district to understand their needs and priorities. The team then carried out wider public consultation to find out more about what the communities of the district of Selby feel about culture and what they'd like to see in the future.



5. THE CHALLENGES

Whilst a relatively affluent and buoyant area, there are clear social and economic issues relating to an ageing population, declining high streets, the impact of Covid-19, changes in local government, significant pockets of deprivation, access to digital technology, audiences going elsewhere for cultural activity, social isolation, community cohesion, health & wellbeing and a lack of funding secured through the National Lottery. The district has a lack of cultural facilities, such as museums, theatres, galleries or large arts organisations. Where there are such organisations (or individuals) there is not a significant track record in the district of applying, receiving or being able to secure funding from Arts Council England (ACE) or the National Lottery Heritage Fund (NLHF).

6. THE OPPORTUNITIES

The district may not have a cultural infrastructure as well developed as other areas, but it has achieved great things, including Selby Town Hall, Riley-Smith Hall, Sherburn Craft and Food Festival and Selby 950. Linked to this the Cultural Drivers group, representing art forms, organisations and individuals from across the district, was established to provide an overview, a critical friend role and a coordinated voice to help further develop culture in the district. The District Council must prioritise working in partnership, supporting and developing others to play a role.

7. STRATEGIC CONTEXT

This cultural framework cannot operate in isolation so it has been developed in the context of Selby District Council, Arts Council England, National Lottery Heritage Fund and Historic England priorities. There are potentially significant changes to the structure of local government in York and North Yorkshire from 2023. This has implications for whether Selby District exists as a separate entity in the future or forms part of a wider local authority and what form this takes. Culture can play a role to help ensure that the district of Selby has a role in any new structure that reflects its identity, heritage, opportunities, achievements and communities, with three significant, distinctive market towns.



8. A VISION FOR CULTURE IN THE DISTRICT OF SELBY

“To create a new culture of Culture - to ensure cultural activity is an integral part of life in the district”.

- There will be opportunities for all whether as audiences, practitioners or active participants
- The district of Selby will be recognised as innovators in the use of culture as part of transforming the area socially, economically and physically

- The cultural infrastructure established will be sustainable, resilient and will be guided by the communities of the district, celebrating the authenticity and spirit of the area



9. FIVE PRIORITIES FOR CULTURE

PRIORITY 1: CREATING A NEW CULTURAL INFRASTRUCTURE

- Support the development of artists, arts organisations, venues and networks across the district
- Provide facilities for activities to take place in
- Build the confidence and capacity of the cultural sector
- Create a new approach to culture in the District

PRIORITY 2: PEOPLE AT THE HEART OF CULTURE

- Use culture as a way of engaging local people
- Develop the skills, quality of life and health & wellbeing of local people
- Connect people with others and increase participation
- Actively involve people in shaping, developing and delivering activities

PRIORITY 3: TRANSFORMING SELBY DISTRICT

- Use culture and creativity to support the regeneration of the district (physically, culturally and digitally)
- Ensure culture is an integral part of the transformation of the district with the role of culture and creativity recognised and demonstrated

PRIORITY 4: CELEBRATE SELBY DISTRICT

- Celebrate the district of Selby, its wealth of stories, achievements, people and heritage
- Use culture to strengthen local pride, change perceptions of the area and build for the future

PRIORITY 5: SUPPORTING DELIVERY

- Invest in supporting the delivery of change and growth in culture in the district

10. PHASES OF A NEW CULTURE OF CULTURE

There is an opportunity to create a new approach to culture in the District of Selby, one that is innovative, sustainable, resilient, innovative and perhaps most importantly places the

communities of the district and their voices at the heart of culture. There are three clear phases to achieving this:

1. Demonstrate the case for culture
2. Create the environment for culture to become established
3. Create the environment for culture to grow and flourish

11. HOW WILL IT BE FUNDED?

Selby District Council has committed £600,000 to cultural activity over the first three years of this framework (2021 – 2024) - a significant investment in the current climate. The Council's commitment to investing this funding is key to being able to unlock investment from other sources, with the aim to create a sustainable cultural infrastructure in the future that does not rely on single sources of funding.



12. HOW IT WILL BE DELIVERED

There is no 'one size fits all' for delivering culture, therefore the most appropriate approach for each element within the framework will be considered and developed. This will be based on cost effectiveness, efficiency, those best placed to deliver and perhaps most important of all what will deliver the best results with the most impact. The Council will take a strategic overview to progress and monitor the delivery of the priorities of the framework. In some cases this will involve direct delivery by officers and teams within the Council as they are best placed to take this role.

13. HOW WILL CULTURE HAVE TRANSFORMED THE DISTRICT IN 5 YEARS?

How will we know if this cultural framework has been successful?

- **THERE WILL BE A NEW CULTURAL INFRASTRUCTURE** - There will be more artists, creative practitioners, arts & heritage organisations, venues and networks. There will be increased confidence amongst those in the sector, both to operate as businesses and to speak up for culture. The sector will be more self-sufficient and the district will be recognised for the success of a cultural sector that is creative, resilient, sustainable and capable of achievements beyond what people might expect of the district.
- **PEOPLE WILL BE AT THE HEART OF CULTURE** - Culture will be an everyday part of people's lives and culture will have played its part in improving the lives of people - economically, socially, mentally and physically - and contributed to the recovery from the impact of Covid 19. The people of the district will speak up for culture and be their own cultural champions. People will see culture as a way of expressing themselves and increasing their pride in the area they are from. Cultural activity will grow from the wishes and needs of local people, reflecting the local area rather than being 'parachuted' in from elsewhere.

- **SELBY DISTRICT WILL BE TRANSFORMED THROUGH CULTURE** - The villages and towns of the district will be bustling with people attending events and performances or visiting the cultural attractions. The public realm, the footpaths, the arrival points and regeneration sites will have public art and creative elements integrated into them, creating attractive and welcoming environments. The district will be recognised as a pioneer in culture as part of creating a new future for an area.
- **CELEBRATE SELBY DISTRICT** - Local people will be even more proud of the area they live in with greater awareness of the district's stories, achievements, people and heritage. This pride will be shared with others across the region and beyond and the district will be recognised for the distinctive and unique area that it is.
- **SUPPORTING DELIVERY** - Cultural activity will be integrated into the work of the Council and partners across the district - it will be mainstream rather than an add on. This will mean, whilst there needs to be some oversight to maintain progress with the framework, there will be a sustainable and more self sufficient approach to culture.

The result of this will not end after five years, it is the opportunity to have an impact 10 years, 15 years or generations ahead that makes it so exciting. If in five years and beyond it can be shown that there has been an impact on hundreds and possibly thousands of people, then that will be a significant achievement and something the district can be proud of, making a difference to the future of the district as a whole.

Image credits to be added.

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Report Reference Number: E/21/10

To: Executive
Date: 8th July 2021
Status: Key Decision
Ward(s) Affected: All
Author: Angela Crossland, Head of Community, Partnerships and Customers
Lead Executive Member: Cllr David Buckle, Lead Member, Communities and Economic Development
Lead Officer: Dave Caulfield, Director of Economic Regeneration and Place

Title: Selby District Community Legacy Fund

Summary:

This report outlines options for establishing a Community Legacy Fund, using budget underspend from the Community Engagement Forum (CEF) 2021-21 funding.

With a North Yorkshire and York Local Government Reorganisation (LGR) outcome awaited, the report also seeks to consider how the Council may be able to secure a legacy fund which supports Selby District residents and communities into the long term.

Recommendations:

The Executive is asked to:

- i) Approve donation, subject to appropriate conditions, of the CEF 2020/21 underspend of £100,000 to Two Ridings Community Foundation to establish a Selby District Community Fund.
- ii) Recommend to the Council the establishment of a Community Endowment Fund to be invested and managed by Two Ridings Community Foundation, subject to final due diligence, in line with Option 3 at Section 4.4 below. The recommendation is for investment of £2million subject to available unallocated funds committed to the Programme for Growth.
- iii) Recommend to the Council that authority be then delegated to the Director of Economic Regeneration and Place in consultation with the Lead Member for Communities and Economic Development, the S151 Officer and Solicitor to the Council to enter into an agreement between Selby District Council and Two Ridings Community Foundation to secure achievement of agreed parameters to the investment and subsequent grant making process.

Reasons for recommendation

To provide a grant funding solution which offers greater investment into the Selby District community and secures a sustainable, place-based funding option for the future.

To do so in line with the Council Plan 2020-2030, 'to make Selby District a Great Place to Enjoy' with a key objective to 'Develop a Resilient Community'. A milestone achievement for this is to 'Collaborate with community representatives and funders to establish the community engagement and funding process post covid-19'.

Application of Programme For Growth funding 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.

1. Introduction and background

- 1.1 On 13th April 2021, Full Council agreed to remove the Community Engagement Forum procedures from the Council Constitution. An alternative approach to engagement and funding has now been agreed through a member funding approach, each actively responding to their local areas and supporting their residents and communities.
Due to the Coronavirus pandemic, there remained an underspend in the allocated funding for the CEFs in 2020-21 of £100,000. It was recommended that the Lead Member for Communities and Economic Development develop outline proposals for the use of the funding.
- 1.2 A working group of officers and representative Group Members discussed options and received a presentation alongside the Executive, from Two Ridings Community Foundation. The purpose of the presentation was to highlight options for community funding management and investment. Options included direct, finite use of the £100,000, as well as potential to attract finite match funding, and to look at an endowment investment approach which can offer both long-term match funding and interest growth. The discussions considered whether this provided opportunity to offer a solution to securing community investment into the district for the long-term future.
- 1.3 Through the CEF model the Council was investing up to £100k pa into community led projects. This has now been superseded by the member funding framework which will continue to support local causes up to £93kpa (£3,000 per ward member). This will be the Council's main community engagement approach until 2023 depending on the implementation of new

funding arrangements through any new Local Authority. It is envisaged that any new council will reduce in Councillor numbers. The approach enables councillors to respond flexibly to small community initiatives in their wards and surrounding areas. It would not effectively support community projects looking for higher levels of funding support or offer levels of sustainable funding (i.e. multi-year).

- 1.4 It is also important to identify that the Selby District does not always benefit well from other funding streams meaning it is important to continue supporting local community activity into the future.
- 1.5 Examples include a 2019 report¹ identifying National Lottery community funding per head in the Yorkshire and Humber. Analysis shows that in the three financial years 2015-16, 16-17 and 17- 18, £310m (i.e. over £100m a year) was awarded in grants to Yorkshire and Humber VCS organisations through 9,887 awards from 53 funders. Selby is the lowest funded of all the North Yorkshire districts at £2.53 per head in comparison to Craven at £8.57 per head; with Ryedale being the area with the highest proportion of funding per population. Separate work continues to build relationships with regional funders to understand how to increase such investment in the district.
- 1.6 It does however also demonstrate the need to ensure that there is locally accessible funding to communities which is protected to the area and gives opportunity for the Voluntary, Community and Social Enterprise (VCSE) sector to continue to strengthen the local community offer.

2. The Community Legacy Fund – delivery options

- 2.1 The objective of a community legacy fund in the Selby District would be to:
 - Secure a self-sustaining approach to funding for the district’s communities regardless of local authority or boundary changes into the long term.
 - Provide access to local funding where we know how to spend it to best effect.
 - Provide multi-year funding to VCSE which creates stability in the sector and strengthens their ability to deliver community services.
 - Offer opportunities to stimulate local giving through other donors, businesses, and organisations.
 - Provide equitable opportunity for funding across our diverse area according to data, local intelligence and working in partnership.
- 2.2 A range of community funding options has been explored against the above objectives. In-house grant management is considered as part of an options appraisal as identified in Section 4. Examples of external community investment/grant giving models include direct grant giving service level

¹ Rocket Science UK Ltd (2019) ‘The National Lottery Community Fund Yorkshire and Humber funding ecology research’: Rocket Science UK Ltd, Morpeth.

agreements, Crowdfunding platforms, community investment funds and community endowment funds. In reviewing the grant management and crowd funding platforms, the approaches would require an ongoing revenue stream from the local authority. Examples include Groundwork UK [Apply for a grant | Groundwork](#) and [Spacehive - Crowdfunding For Local Projects](#). A Community Investment Fund would support the social enterprise sector with business-to-business investment opportunities which is a different model of support and does not support the identified objectives; for example, [Community Investment](#).

- 2.3 The Community Endowment Fund involves donating an amount of funding which is invested to generate interest. Grant funding is taken from the interest generated and distributed to community groups according to locally agreed conditions. The endowment can continue to generate interest for grants in perpetuity or can be 'spent down' to match fund other donor contributions or increase the annual allocation of grant fund used. This approach is delivered by UK Community Foundations (UKCF). UKCFs are a recognised partner of the Charity Commission in managing dormant funds and administer significant funds from HM Government (inc. flood relief, coronavirus response). The local example is [Two Ridings Community Foundation | Giving across North & East Yorkshire \(tworidingscf.org.uk\)](#). Section 3 offers some further detail as to how TRCF manage the approach.
- 2.4 To meet the objectives identified above it is considered that a self-sustaining community endowment fund approach in conjunction with Two Ridings Community Foundation as the local UKCF body would be the preferred option.

3. Two Ridings Community Foundation:

- 3.1 Established in 2000, Community Foundations are a UK wide accredited network of charitable organisations that inspire local giving from a range of private and public funds. The North Yorkshire and East Riding areas are covered by Two Ridings Community Foundation (TRCF). Donors to the organisation can include businesses, individuals, public sector and other charitable funders. Such examples include Betty's & Taylor's Group, Drax Power Ltd flood recovery funding, HM Government Coronavirus community grants, Harrogate Borough Council Local Fund and North Yorkshire County Council endowment fund. See Appendix A for a brief outline of the Foundation and how it supports community funding and development.
- 3.2 The foundation works in a number of ways which includes:
- Direct management of funding (this can have clear criteria for spend including geographical, thematic criteria)
 - Attracting match funding

- Investing in endowment funds – securing returns on an infinite basis (in perpetuity) or ‘spent down’ over time.
- Supporting local partnerships to strengthen VCSE involvement and increase funder capital (applicant capability).

3.3 For interest, in the Selby District:

- In 2020/21 TRCF distributed £91,634 in 20 awards to Selby District community organisations and groups.
- Since 2002 145 awards totalling £413,187 have been distributed in the district.

3.4 TRCF can support the development of any funding criteria through a ‘Vital Signs’ report, developed specifically for the district to identify where funding could make a positive difference and can also identify key themes for giving (i.e., supporting young people, tackling social isolation, supporting rural neighbourhoods). Examples can be found here: [Two Ridings Community Foundation | Vital Signs Reports - Two Ridings Community Foundation \(tworidingscf.org.uk\)](https://www.tworidingscf.org.uk/vital-signs-reports)

3.5 TRCF also establish a grant panel who deliberate on fund applications; such panels aim to be locally representative and can include Members.

3.6 Managing Endowment Funds:

- Endowment funds are invested by Two Ridings from which they make grants etc on the return from the investments.
- Endowed funds can be held in perpetuity or can be ‘spent down’ over several years.
- TRCF operate a Total Return system and work to a 5% target annual return for grant making and contribution to Two Ridings costs.
- TRCF currently have £6m in long term, endowed assets. The investment managers for the Foundation are Brown Shipley and CCLA (Churches, Charities and Local Authority) to manage the funds on their behalf.
- An investment committee oversees this management, including representatives with significant investment management experience.
- Roughly, in only 20 years the fund will have distributed as much in grants as the original donation but will continue to generate income in perpetuity.
- Typically, it can take a year or two to generate a return for grant making.

4. Options Appraisal

4.1 An options appraisal has been undertaken on the various ways in which funding can be invested. The 3 main options considered by the working group are outlined below.

4.2 **Model 1: In-house management of a finite fund of £100k.**

The approach would require establishment of a grant policy, funding criteria and a decision-making process to ensure equity of opportunity. The fund would likely be time limited and close as the money is spent unless further funding is contributed to support ongoing grant activity.

Benefits:

- Spends the funding in the district within the current financial year.
- Provides an opportunity to increase contribution at any time but could be subject to any LGR impact.

Limitations/Risks:

- Once spent, it is spent.
- Requires new grant policy, funding criteria, decision making and grant management arrangements to be developed.
- Requires officer resource (\geq £10k).
- Smaller grant approach does not offer support to larger VCSE projects or multi-year stability and could impact resilience in the long term.
- May be at risk if not spent as SDC dissolves due to LGR.

4.3 **Model 2: TRCF manage a donated, finite fund of £100k.**

Funding criteria would be established using the 'Vital Signs' report. Local grant panels are already established to review applications and can be strengthened through further local recruitment. Two Ridings have grant management expertise that would support monitoring and evaluation. There would be a £10k cost contribution required which is usually taken from the donation but could be covered by service budgets on a short-term basis. The fund would be time limited and close as the money is spent unless further funding is contributed.

Benefits:

- Spends the funding in the district within the current financial year/agreed timescales.
- No clawback when SDC dissolves due to LGR.
- Structures in place to manage against 'Vital Signs' criteria, local grant panel used.
- Provides early access to funding in comparison to investment funds.
- Where endowment option agreed, the grant fund is already established and provides an initial pump prime to allow quick access to funding, allowing the slower growing endowment fund to develop. The fund can then be 'topped up'.

Limitations/Risks:

- Once spent, it is spent unless further donation or ‘top up’ from further local authority funding, donor or endowment.
- Any donor involvement may effectively reduce SDC’s overall control on the discretion of the fund but ‘match’ does not have to be an option.

4.4 **Model 3: Endowment Funding in perpetuity**

- 4.4.1 Create a capital funding pot which is held either in perpetuity or ‘spent down’ as identified in section 3.6. The fund is donated with a target Total Return on investment of 5%. Investment aims to grow capital to keep pace with inflation and to provide a revenue stream to finance community grants. There is no limit to the funding which could be placed in this investment and funds cannot be withdrawn. This is a long-term approach to grant funding investment and would take longer to grow.
- 4.4.2 Illustrative examples of the investment return are modelled at Appendix B. The modelling considers investment returns over 1,3,5 and 10 years at amounts from £100,000 to £5M and estimated interest rates of 1,3 and 5%.
- 4.4.3 A summary of various returns with cost and grant making illustrations is set out at Appendix B.
- 4.4.4 Criterion and grant panel decision making processes would be as Model 2 with the Selby District Community Fund being the fund which receives the interest growth for grant making. The initial CEF funding would enable a ‘pump prime’ to support short-term giving to the community whilst the fund has time to develop and is then effectively ‘topped up’ as the endowment creates a return.
- 4.4.5 The initial investment would be donated based on the fund being available to the community in perpetuity. SDC or any replacement authority would not be able to request return of the funds and funding would remain in the Selby District. However, the local authority as original donors (or the new authority) will be able to continue to shape the use of the funds into the future. This requires a level of trust that TRCF will deliver for our communities into the future but also protects the district boundaries against any local authority changes. TRCF would have an ongoing relationship with the new authority to guide local need.
- 4.4.6 There is an opportunity as any interest grows to use the return in two ways: firstly, to create the community fund as identified above; secondly to use a proportion of the interest as a ‘match fund’. This would be used as funding to attract other donors and effectively match their donation as new funding streams. Tax paying donors are then able to also supplement their donation with Gift Aid adding a further £25% to community funding (for example, see Appendix A ‘Using funds as leverage’). Management and direction of such funding may be subject to the donor’s discretion (if the donation was

sizeable) however there would still be a minimum requirement to fund within the parameters of Selby District as a minimum.

4.4.7 To 'spend down' however, the original investment would decline over time as the number of grants given and match funders supported increases.

4.4.8 Benefits:

- The fund aims to be self-sustainable to generate community funding for Selby District (or relevant boundaries) in perpetuity.
- A 'spend down' approach, although finite, could equally stimulate an increase in wider donor match + Gift Aid to increase yield.
- Structures in place to manage against 'Vital Signs' criteria, local grant panel used.
- Projected 5% target return on investment.
- Long term approach enables risks of lower returns to be managed as growth levels fluctuate over time.
- Fund has no upper limit and can be added to.
- Provides opportunity for larger funding bids enabling multi-year agreements which support VCSE sector sustainability (a key issue for the sector).

Secondary option to create a donor match fund from the interest which:

- Stimulates match funding to draw in additional donors, use of Gift Aid and increased yield over time.
- Donors can create endowments or revenue funds from the match.
- Match fund approach is not a condition and can be used or not, at any time. Decision whether to use as match fund would be through negotiation with the local authority as donor.

4.4.9 Once donated, there is no clawback of the funding.

4.4.10 Limitations/Risks:

- Requires much larger investment to show earlier impact as this is a long-term growth option.
- TRCF invest at 'medium' risk. Some years could show loss in income, or slower return. Returns and grant making are managed over the longer term to smooth impacts of losses should any occur (all investments can fall as well as rise).

Secondary option limitations:

- The 'donors match' funding effectively goes into a donor's 'pot' and likely means SDC cede control of the direction of that spend (where donor proportion exceeds SDC). This would be mitigated through continued grant panel approach for all party interests. Still remains in Selby District as a core condition.

- Any option to 'spend down' the endowment would spend the entirety of the initial investment over a length of time.

5. Proposal

5.1 The following proposals have been agreed with the working group as the most effective way of supporting Selby District communities through a legacy fund approach:

- i) The working group consider Model 2 as effective management of the CEF underspend – to create a Selby District Community Fund.
- ii) The working group consider Model 3 as an effective investment for the community on an 'in perpetuity' basis. The intention then would be for the Selby District Community Fund to be replenished using the endowment fund interest.
- iii) The initial £100k CEF underspend would be used as an initial funding stream to offer short term community funding whilst the investment return establishes.
- iv) The working group consider that an initial investment of approximately £2 Million be contributed to an endowment fund.

5.2 Benefits of the approach include:

- Increased return on initial capital investment - target interest rate growth of 5%pa.
- Increased amount of community funding per head into Selby District.
- Increase in range of donors – funding contributions potentially matched between 10-100%
- Community groups gain access to further advice and support to strengthen funder capital (application capabilities) – increased application success rate.
- Investment into community services and activities for communities of higher need.

6. Implications

6.1 Legal Implications

6.1.1 In this instance Executive would need to recommend to Council to consider allocation of the funding of any new project in consultation with members as per Council resolution in section 71 (v, vi) of 20th February 2020 Full Council meeting, to enable all councillors to have a considered input to review existing and newly considered projects under P4G.

6.1.2 The officer and member working group were formulated through a request to Group Leaders to identify lead members to support review of the community legacy approach and develop ideas as Council representatives.

6.1.3 A formal agreement will be required to consider any donation to TRCF and therefore decisions at this stage are made in principle whilst due diligence of Two Ridings Community Foundation is undertaken, and the parameters of any giving are considered.

6.2 Financial Implications

6.2.1 An underspend of £100,000 from the approved CEF budget has been carried forward into the current financial year and would form the basis of the initial Community Legacy Fund. Securing the funding into a committed funding pot with Two Ridings Community Foundation would secure all the funding until it spends, regardless of financial year.

6.2.2 TRCF operate a Total Return system and work to a 5% annual return for grant making and contribution to Two Ridings costs.

6.2.3 In order to achieve a meaningful grant making fund, an endowment fund approach would require a significant investment. By way of illustration, to achieve an indicative revenue return of £50k p.a. an investment of £1m would be required with a return of CPI+4% (say 5%). The revenue return would enable the fund to keep pace with inflation, contribute towards grant making, and cover TRCF costs.

6.2.4 It should be noted that indicative returns cannot be guaranteed and returns below the illustrated 5% would reduce the amount available for grant making, and with any investment there is a risk of capital loss. Appendix B presents indicative modelling over 1,3,5 and 10 years at amounts from £100,000 to £5M and estimated interest rates of 1,3 and 5%. to demonstrate how the fund works and the associated risks of lower returns. Section 6.3 considers how risks in investment are managed and mitigated to provide reasonable assurance.

6.2.5 Robust due diligence will be required to ensure that TRCF have the necessary governance, policies, and practices to safeguard public funds and that an appropriate investment strategy is in place – the Council would need to be satisfied with the approach to investment. Section 6.3 identifies how the Community Foundation is regulated and accredited.

6.2.6 Any investment through option 3 is outside of the current budget framework and would require reallocation of funds from other sources. Subject to approval of the Medium Term Financial Strategy (MTFS) elsewhere on this agenda, there could be funds available within the Programme for Growth and this proposal should be considered in line with that review.

6.3 Policy and Risk Implications

6.3.1 The funding options have been developed to mitigate the risk of loss of community funding from the Selby District both from a short-term perspective and into the medium-long term future. The Local Government Reorganisation brings with it uncertainties as to how community funding and investment will

be managed in the future and how the current District footprint may or may not benefit. Options outlined for recommendations to Council attempt to offer a level of mitigation to this and secure investment within our district footprint for the significant future.

6.3.2 Stood alone, use of the £100k revenue funding as a one-off donation would be a finite funding opportunity and therefore there is limited risk in the funds not being spent. The agreement would secure the funding for spend in the district until the full amount is spent.

6.3.4 In terms of developing an endowment fund approach I have expanded on the following risks as identified in Section 4:

Do Nothing: No financial risk to the Council. Loss of potential funding for VCSE resulting in lower resilience and risk loss of groups/sector delivery. Some mitigation due to member funding 2021-2023 although this is a smaller level of funding than proposed.

No identified budget: Funds may need to be repurposed from other budgets to support the initiative which may have an adverse impact on other council priorities. Reviewing the proposal in line with a review of the MTFs should support the Council in its deliberation.

Local Government Reorganisation: Should the LGR process include a 'freeze' on the council's financial assets the initiative may not be supported.

Two Ridings Community Foundation dissolves: TRCF has robust governance arrangements in place which include direction of assets to other charitable organisations should the Foundation have cause to dissolve. The parameters of the fund would remain in place.

To ensure the robustness of the Foundation's approach, TRCF undertakes an externally audited Quality Accreditation every three years to ensure processes are robust. The accreditation includes quality review of the whole organisation with 14 core standards that fall into 5 areas:

- Strategy, governance & risk
- Financial and Information management
- Philanthropy Services and donor management
- Grant making and Community Participation
- Organisational and Network Development

Investment does not make estimated returns: This could impact on the level of grant giving available and in worst case scenario, could incur capital losses. As the methodology of the endowment investment is to manage funding over a considerable length of time, a level of loss is tolerated during periods of slow growth. Projections for capital and interest growth are taken over a significant period (20-30 years). TRCF use the ARC Charity indices, a peer group comparison system which enables portfolio performance to be reviewed with other similar charity portfolios [ARC Charity Indices \(ACI\): Asset Risk Consultants](#). The 5% draw down that TRCF trustees have approved is a deliberately cautious approach, showing steady growth across the last 15 years. Appendix A 'long term growth' includes a brief diagram to illustrate a

fund's development over time. Two Ridings also invest funding over two investment fund managers to mitigate against risks and provide further security.

Cost contributions exceed investment return: See points above.

Donating public funds for control and investment by another body: No investment can be guaranteed, and all investments carry an element of risk. Due diligence will seek assurances over TRCF governance, policies and practices - both broadly and specifically on their arrangements for investments and how they manage the risk of fraud. As described above, TRCF undertake an externally audited Quality Accreditation every 3 years to support this diligence. TRCF will have an ongoing relationship with the local authority. Although the funding cannot be 'clawed back' by the authority, the parameters of spend would be subject to ongoing discussion to respond to local trends and need over time.

6.4 **Corporate Plan Implications**

Council Plan 2020-2030 priorities include 'to make Selby District a Great Place to Enjoy' with a key objective to 'Develop a Resilient Community'. A milestone achievement for this is to Collaborate with community representatives and funders to establish the community engagement and funding process post covid-19.

The proposal enables Members to drive a community centred approach to delivering services in line with the Council Plan 2020-2023.

6.5 **Resource Implications**

Contribution costs for a finite fund agreement would be 10%. For an endowment approach, a banded contribution ranging 1.25% to 1.75% of the total investment and growth. Cost contribution covers activity such as investment administration, grant administration and monitoring. For the revenue fund, there is the option to cover the contribution cost separately ensuring the full £100,000 would be used for community funding. A one- off set up fee is required between £500-£2,500 (depending on size of donation and would cover all described activity).

Relationship management with TRCF would be through the Community, Partnerships and Customers team and transfer to the new local authority. It is anticipated that the local grant panel supporting decisions on grant funding to the Selby District would constitute local volunteers and could include Members.

6.6 **Other Implications**

None identified.

6.7 Equalities Impact Assessment

An Equalities Impact Assessment has been completed. The assessment recognises that TRCF fund across a range of different types of organisations and benefit many residents, including those with protected characteristics. To ensure that their funding benefits communities and addresses areas of inequality, the Foundation produces a 'Vital Signs' report which is used to identify areas of strength and need in a given area. This is used as a prospectus with potential donors to enable them to understand the local area, where greatest need is, and where they could make the biggest impact through giving.

It is considered that investment with Two Ridings Community Foundation would have a positive impact on all communities of interest, identify and place.

7. Conclusion

- 7.1 The report outlines options to support community funding, both through use of the CEF underspend, and to ensure a lasting legacy for the Selby District community. The Council Plan 2020-2030 has a vision for the Selby District to be a great place to live, enjoy and grow and for communities to be a strong and resilient part of that work. The proposal offers a solution through a long-term investment model to support that vision.

Appendices:

Appendix A: Two Ridings Community Foundation presentation

Appendix B: Two Ridings Community Foundation endowment examples

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Two Ridings Community Foundation

- Established in 2000, an independent local charity that inspires local giving across North & East Yorkshire
- Quality Accredited members of UKCF with proven expertise in grant making
- We have helped 40 + donors set up funds to invest in their community
- Donors include businesses, individuals, public sector and other charitable funders
- Raised nearly £3m and distributed £2.2m+ in Coronavirus grants in 2020/2021



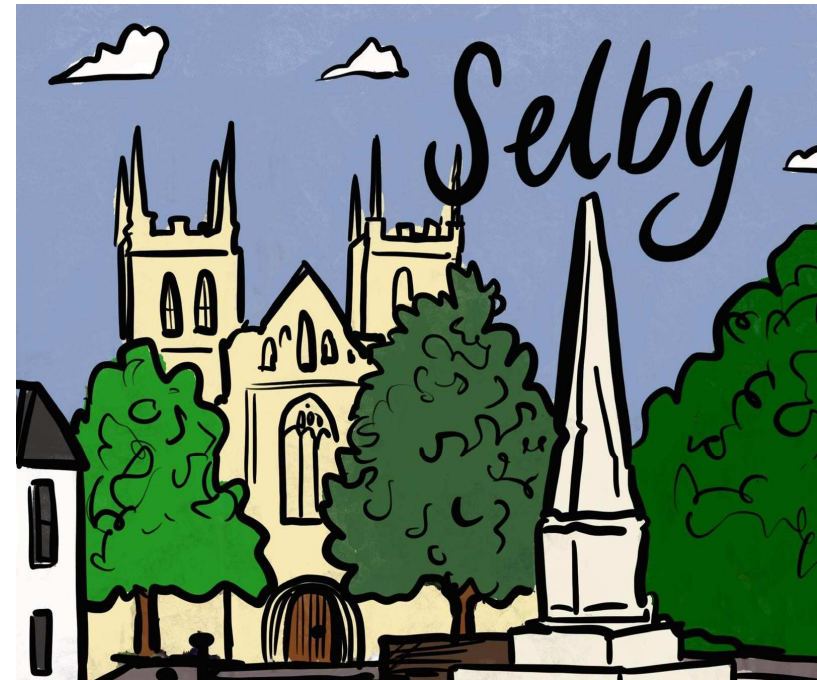
Our vision: a connected, thriving North & East Yorkshire for all

- We build trusted long term relationships
- We use our deep insights into the groups we fund to advocate for funds and support with others – e.g. Lottery
- We care deeply about place and ‘one size doesn’t fit all’
- We aim to add value in how we work - supporting charities with applications and addressing critical needs – e.g. leadership support
- We particularly support local charitable orgs – under £500,000 turnover



Our approach to working in Selby District

- Add value and connections with the broader VCSE & complement work of others
- Bring experience of successful place based approach in Harrogate District but understand each place is unique
- Invest time to listen and participate – e.g. Selby Health Matters
- Get to know local charitable organisations and building relationships and trust
- In it for the long term – working in Selby is part of our long term plans



Activity in Selby

- In 2020/21 distributed £91,634 in 20 awards (See Appendix for list)
- Since 2002 145 awards totalling £413,187
- Participants in Selby Health Matters
- Helped facilitate Selby Voice engagement with VCSE
- Involved in Selby Town Population Health Management Project
- Steering group member of Just Transition work
- Developing innovative idea for Community Renewal Fund



A fund for Selby district in 2021?

- Two Ridings bring independent and high quality grant making processes:
 - Rigorous due diligence with supportive assessment
 - Great reach – beyond the usual suspects
 - Able to signpost or divert applicants to other funds
- Addressing local need using Vital Signs data and local intelligence
- Local decision making – panel recruited by Two Ridings with local representatives, make up to be agreed with SDC
- Creating a pipeline of opportunity for other funders and more capacity and confidence for groups to apply for bigger awards
- We manage all the processes – fully transparent – report on 360 Giving, annual report for Selby district, fully audited

With the added option of building a long term, dedicated fund for Selby district

- Use Harrogate borough council & THE LOCAL FUND for the Harrogate District as base for working from:
 - Transferred a local charitable trust to Two Ridings
 - Donated £200k to kickstart an endowment match fund
 - Use £25k for revenue match scheme
 - With aim of having a long term sustainable fund for the district
- Why match funding?
 - Incentivises donors to give
 - We know it works – NYCC £100k match pot in 2019 produced 4 new donors, 3 of whom have subsequently added to fund.
 - Creates culture of giving locally and potentially accelerates others to give
 - Mix of Endowment and Revenue match very attractive as endowment is slow growth – with both options a donor can see impact sooner & allows donors of all size to participate

Selby District Endowment Match Option

- Selby District Council kick start the Selby district Local Fund by establishing an endowed fund with Two Ridings Community Foundation
- The fund is permanent and irrevocable, held by Two Ridings for the benefit of Selby district residents and communities regardless of any future changes
- Two Ridings use all or some of the fund as an Endowment Match Pot
- This creates a Selby District Local Fund that is potentially double the initial donation from Selby District Council
- Donors (if Tax Payers) can also add Gift Aid to major donations, adding 25% to their fund.
- Donors can be anonymous or can create a named fund.
- All potential donors would be run past SDC in case of concerns re reputation etc.
- Funds used to address needs in the Selby district

Endowment Funds

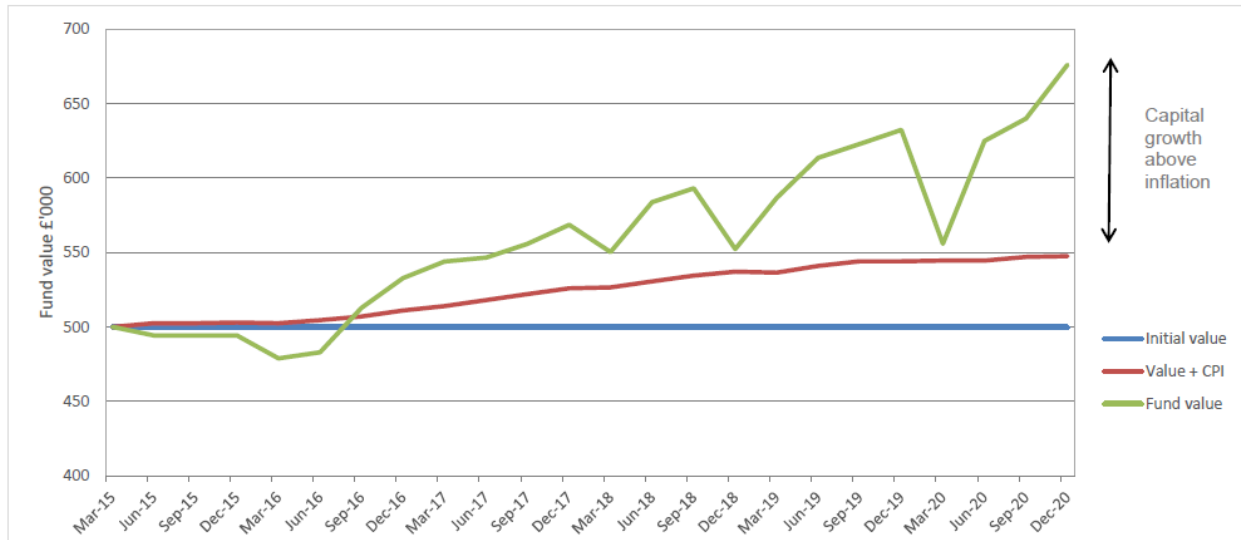
- Endowment funds are invested by Two Ridings and we make grants etc on the return from the investments.
- Endowed funds can be held in perpetuity or can be 'spent down' over a number of years.
- We operate a Total Return system and work to a 5% annual return for grant making and contribution to Two Ridings costs
- We currently have £6m in long term, endowed assets. We use Brown Shipley and CCLA (Churches, Charities and Local Authority) to manage the funds on our behalf.
- We have an investment committee that oversees this management and the chair is Andrew Wilson, Quilter Cheviot Executive Director and a Two Ridings trustee. Other trustees also have investment experience
- Roughly, in only 20 years the fund will have distributed as much in grants as the original donation but will still continue to generate income in perpetuity.
- Typically it can take a year or two to generate a return for grant making

Using funds as leverage

- Donor gifts £100,000 to Two Ridings
- Donor adds Gift Aid of 25% of donation - £25,000
- **Donation total £125,000**
- (Some donors also gift the tax benefit but this is not assumed here)
- Two Ridings uses funds from SDC as match: £100,000
- **Creates fund of £225,000** from a £100,000 donation = leverage of 2.2
- £225,000 fund would provide £11,250 pa Total Return
- Two Ridings fee is 1.75% for first £100k and 1.5% for amounts between £100k and £1m. Makes fee for £225,000 = £3,625
- Gives £7,625 for grant making
- Assuming all else remains equal, donor will have distributed more than original £100,000 in 14th year of operation

Long term growth

ENDOWMENT FUND - EXAMPLE



How endowment funds work:

The capital sum is kept in perpetuity.

The income plus some of the capital growth is used to make grants each year.

Within a relatively short time the fund will have distributed more than the initial gift

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Initial Value of Fund March 2015	£500,000
Theoretical Value of Fund increasing with CPI inflation December 2020	£547,643
Value of Fund at 31 December 2020 *	£676,295
Capital growth above inflation	£128,652
Estimated income	£101,000

IMPORTANT INFORMATION

* Example based on funds invested in Two Ridings CF investment portfolio and invested in accordance with the Foundation's Investment policy since March 2015. Current investment managers are CCLA and Brown Shipley.

** This example is for information only and does not constitute professional investment advice. The value of investments may fall as well as rise and past performance is not a guarantee of future results.

Note Two Ridings covers its administration costs for all activity via a small percentage from the income pa.

Governance

- Due diligence carried out on donors by TRCF with SDC involvement
- Donors cannot take out funds once donated to Two Ridings
- Funds remain with Two Ridings and for Selby District whatever happens re LGR
- Local grants decision making panel
- Fund priorities to always be based on needs in Selby district area
- Full transparency on funds and grants made via Two Ridings – audited accounts will show fund balances and we publish all grants made.

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Appendix B: TRCF Community Endowment model examples June 2021



Endowment Scenarios

Endowment funds are managed as investments in perpetuity. We therefore take a long term approach and some volatility in returns is to be expected. The draw down percentage is kept under review on a rolling multi year basis but is intended to provide a consistent and sustainable stream of funding for grant making and to smooth any fluctuations in investment returns. These scenarios therefore assume that our existing draw down policy would continue in the event of changing investment returns but this would be subject to recommendations from our Investment committee and consultation with the donor panel.

5% + CPI investment return and 5% total return draw down

Initial donation (£)	Year1			Year2			Year3			Year5			Year10		
	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f
100,000	0	1,750	104,250	3,399	1,814	105,293	3,435	1,829	106,345	3,509	1,861	108,483	3,701	1,943	114,017
250,000	0	4,000	261,000	8,885	4,165	263,610	8,976	4,204	266,246	9,162	4,284	271,598	9,642	4,489	285,452
500,000	0	7,750	522,250	18,029	8,084	527,473	18,212	8,162	532,747	18,583	8,321	543,455	19,543	8,733	571,177
1,000,000	0	15,250	1,044,750	36,428	15,809	1,055,198	36,820	15,940	1,065,749	37,615	16,205	1,087,171	39,674	16,891	1,142,628
2,000,000	0	27,750	2,092,250	75,709	28,903	2,113,173	76,494	29,165	2,134,304	78,087	29,696	2,177,204	82,210	31,070	2,288,263
5,000,000	0	65,250	5,234,750	193,553	68,184	5,287,098	195,516	68,839	5,339,968	199,501	70,167	5,447,302	209,818	73,606	5,725,169

3% + CPI investment return and 5% total return draw down

Initial donation (£)	Year1			Year2			Year3			Year5			Year10		
	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f
100,000	0	1,750	102,250	3,329	1,784	101,228	3,293	1,768	100,215	3,224	1,736	98,221	3,066	1,651	93,407
250,000	0	4,000	256,000	8,710	4,090	253,440	8,620	4,052	250,906	8,444	3,976	245,913	8,018	3,793	233,860
500,000	0	7,750	512,250	17,679	7,934	507,128	17,499	7,857	502,056	17,146	7,706	492,065	16,294	7,340	467,949
1,000,000	0	15,250	1,024,750	35,678	15,559	1,014,503	35,294	15,431	1,004,357	34,551	15,165	984,371	32,845	14,434	936,127
2,000,000	0	27,750	2,052,250	74,209	28,403	2,031,728	73,440	28,147	2,011,410	71,924	27,641	1,971,383	68,264	26,421	1,874,766
5,000,000	0	65,250	5,134,750	189,803	66,934	5,083,428	187,878	66,293	5,032,568	184,084	65,028	4,932,420	174,927	61,976	4,690,683

1% + CPI investment return and 5% total return draw down

Initial donation (£)	Year1			Year2			Year3			Year5			Year10		
	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f	Available for grants	Contribution to costs	Value of endowment fund c/f
100,000	0	1,750	100,250	3,259	1,754	97,243	3,160	1,702	94,325	2,974	1,601	88,751	2,554	1,375	76,213
250,000	0	4,000	251,000	8,535	4,015	243,470	8,271	3,902	236,166	7,768	3,686	222,208	6,635	3,201	190,818
500,000	0	7,750	502,250	17,329	7,784	487,183	16,801	7,558	472,567	15,794	7,126	444,638	13,527	6,155	381,826
1,000,000	0	15,250	1,004,750	34,928	15,309	974,608	33,861	14,869	945,369	31,845	14,005	889,498	27,311	12,062	763,842
2,000,000	0	27,750	2,012,250	72,709	27,903	1,951,883	70,446	27,149	1,893,326	66,120	25,707	1,781,430	56,391	22,464	1,529,775
5,000,000	0	65,250	5,034,750	186,053	65,684	4,883,708	180,389	63,796	4,737,196	169,566	60,189	4,457,228	145,223	52,074	3,827,573

2. Contribution to TRCF costs are on a banded scale:

First £100,000	1.75%
£100,000 - £,1000,000	1.50%
£1,000,001 +	1.25%

**** This example is for information only and does not constitute professional investment advice. The value of investments may fall as well as rise and past performance is not a guarantee of future results. ****

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Report Reference Number: E/21/11

To:	Executive
Date:	8 July 2021
Status:	Key Decision
Ward(s) Affected:	All
Author:	Karen Iveson, Chief Finance Officer
Lead Executive	Councillor Cliff Lunn – Lead Executive
Member:	Member for Finance & Resources
Lead Officer:	Karen Iveson, Chief Finance Officer

Title: Medium-Term Financial Strategy

Summary:

This report presents an update to the Medium Term Financial Strategy (MTFS) covering both the General Fund and Housing Revenue Account (HRA) prior to consideration by Council later this month. It considers the budget pressures and issues facing the Council over the next 3 years and beyond in light of the on-going financial impacts of Covid-19 and local government re-organisation in North Yorkshire.

2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system were delayed, and once again 2021/22 was a one-year settlement. Against this backdrop of uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased. The strategy identifies a range of emerging issues, including the government's waste strategy.

The MTFS also sets out the Council's reserves strategy which seeks to set aside sums to cover known commitments and financial risk as well as earmarking resources to support delivery of the "Council Plan".

Based on the assumptions within the mid-case MTFS, the savings requirement is estimated to rise to £2.8m within the next 3 years although this is very much dependent upon future local government finance settlements. The worst case shows the gap rising to nearly £4m over the next 3 years.

Given on-going Covid and local government re-organisation (LGR), capacity is focussed on direct delivery of services and projects and it is proposed that savings are deferred a further year to 2024/25 with reserves being used to bridge the gap in the meantime – it is proposed that £11.9m is held in the Business Rates Equalisation Reserve for this purpose with £8m available for alternative use.

A modest level of savings is assumed over the next 3 years but in the longer-term income generation will be key, with charging for green waste and alternative use for the Summit to be brought forward for consideration in due course. Local Government re-organisation also presents the opportunity for further service transformation and efficiency.

As part of this refresh the General Fund and HRA capital programmes have been reviewed to ensure they are deliverable and some reprioritisations are proposed, including withdrawal of the General Fund housing development programme and extension of the HRA to ensure maximisation of s106 spend.

The Programme for Growth has also been reviewed with the allocation of funds to carbon reduction work reduced to cover those elements that can be delivered within the next 2 years with £950k available for alternative use. In addition, a further £8m is proposed for release from the Business Rates Equalisation Reserve to the Programme for Growth from 2021/22. A number of proposals for these funds are put forward for consideration, including an additional allocation to the Selby Station Gateway Project (subject of a separate report).

Despite the uncertainty, the MTFS reaffirms the Council's commitment to the people of Selby District to support our district to be a great place to live, to enjoy life and to grow, delivered by a Council whose focus is to continue to achieve the best value for money for our residents. This MTFS aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments are delivered and enabling a smooth transition to any new authority.

Recommendations:

That subject to consultation with Policy Review Committee it be recommended that Council

(a) Receives this Executive recommendation as notice signed by five Councillors pursuant to Council Procedure Rule 18 to enable consideration of the matters at (b) notwithstanding that it would rescind a decision made by Council within the past six months; and

(b) that Council

- i) approves the Medium-Term Financial Strategy;**
- ii) approves the revisions to the General Fund and HRA capital programmes;**
- iii) approves the release of £8m from the Business Rates Equalisation Reserve for the Programme for Growth;**

- iv) **approves the supported capital and Programme for Growth bids within the funds available;**
- v) **delegates approval of Business Cases to the Chief Executive in consultation with the lead portfolio holder for housing to expedite delivery of the housing delivery programme.**

Reasons for recommendation

To reflect the latest financial issues and to set the framework for the 2022/23 budget and Medium-Term Financial Plan to 2024/25.

1. Introduction and background

- 1.1 This report presents an update to the MTFS taking into account changes to the key assumptions within the strategy. The draft MTFS including associated appendices is attached at **Appendix 1**.
- 1.2 The strategy covers both the General Fund and HRA to provide a holistic view of the Council's finances. It considers the budget pressures and issues facing the Council over the next 3 years and beyond in light of the financial impacts of Covid-19 and local government re-organisation in North Yorkshire.
- 1.3 Comments on the revised Budget and MTFS will be invited from Policy Review Committee members prior to consideration by full Council. As a result of Covid-19 the usual 6 week budget consultation with Policy Review Committee has been curtailed.
- 1.4 This MTFS provides the framework for the forthcoming budget round and the medium-term outlook to inform funding and investment decisions. A refreshed full HRA Business Plan was approved in 2019/20 and this update provides an overview of the current issues facing the HRA service within the context of the approved Plan.
- 1.5 2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system (including New Homes Bonus) have been delayed, on the back of Brexit and Covid-19. 2021/22 was a one-year settlement with the Fair Funding Review and reform of the Business Rates Retention system being pushed out to 2022/23 (or later). Against this backdrop of uncertainty, the drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased.
- 1.6 This financial strategy aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments to the people of Selby District are delivered and enabling a smooth transition to any new authority.

2. The Report

- 2.1 This report presents an update to the General Fund Medium Term Financial Strategy (MTFS) approved by Council in September 2020 along with an overview of the Housing Revenue Account. It considers the budget pressures and issues facing the Council over the next 3 years and beyond in light of the financial impacts of Covid-19 and local government re-organisation in North Yorkshire.
- 2.2 This MTFS provides the framework for the forthcoming budget round and the medium-term outlook to inform funding and investment decisions. A refreshed full HRA Business Plan was approved in 2019/20 and this update provides an overview of the current issues facing the HRA service within the context of the approved Plan.
- 2.3 2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system have been delayed, on the back of Brexit and Covid-19. 2021/22 was a one-year settlement with the Fair Funding Review and 75% Business Rates Retention implementation was pushed out to 2022/23 (or later). Plans for changes to New Homes Bonus are also under consideration but the impacts are not yet known – the strategy assumes these receipts are phased out over the next 12 months. Against this backdrop of uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased.
- 2.4 For the HRA the MTFS aligns with the refreshed HRA Business Plan and models an on-going CPI +1% increase in housing rents following 4 years of 1% reductions ending in 2019/20.
- 2.5 The MTFS mid-case scenario assumes a Council Tax rise of 1.99% for 2022/23.
- 2.6 The Council's approach to the management of its reserves is also re-confirmed in the MTFS – earmarking resources to cover commitments, manage risk and support growth, with £1.5m retained as a minimum general working balance for both the General Fund and HRA.
- 2.7 A number of emerging risks/cost pressures have been identified, including for example: cost pressures in leisure services, central government's waste strategy, and planning income – the risks/cost pressures could total £900k p.a. recurring.
- 2.8 Given the deferral of savings and other potential risks £11.9m is proposed to be held back in the Business Rates Equalisation Reserve (BRER) to provide sufficient funds to balance the revenue budget in the shorter term. This would leave £8m available for alternative use. The BRER provides funding to support the revenue budget pending savings delivery. It must be stressed however that using reserves to support the revenue budget in this way is not

sustainable and failure to ultimately deliver the savings target would undermine the Council's long term financial resilience and therefore work to deliver and identify further savings to bridge any gap must continue.

- 2.9 Based on the mid-case assumptions updated within the MTFs, the estimated General Fund savings requirement is £2.8m by 2024/25 (worst-case circa £4m taking into account the emerging risks/cost pressures). A modest level of savings is assumed over the next 3 years but in the longer-term income generation will be important to bridging the underlying gap between income and expenditure. Charging for green waste and generating income from potential alternative use of the Summit could, together, achieve around £1m p.a. - two options that will need to be brought forward for consideration in due course. Local Government re-organisation also presents the opportunity for further service transformation and efficiency.
- 2.10 The HRA is experiencing its own challenges as a result of Covid-19 and previous rent reductions. Some savings are planned in order to maximise in-year HRA surpluses whilst setting aside sufficient sums to repay the self-financing debt. Revenue surpluses are transferred to the Major Repairs Reserve to fund enhancements to the Council's housing stock and a long term programme to deliver a decent homes 'plus' standard.
- 2.11 Demand for stock improvement work is currently in excess of the resources available through the Major Repairs Reserve and therefore funds earmarked for debt repayment will need to be diverted to the capital programme. The necessary balance between investment in the stock and repayment of debt is highlighted in the 30 year business plan. The longer term sustainability of the HRA is reliant upon the replacement of homes sold through right-to-buy and the rental income they deliver.
- 2.12 The Council's Capital Programmes contain the 'business as usual' capital projects planned – for the General Fund these include Disabled Facilities Grants (DFGs), ICT replacements, major works to the Council's assets and loans/grants to Selby and District Housing Trust to support affordable housing delivery; and for the HRA the various enhancement works to the Council's housing stock as well as new build schemes. For on-going programmes indicative sums have been included for year 3 of the plan but these will be subject to the usual budget process in the autumn.
- 2.13 The impact of Covid-19 has contributed to considerable delays in the programmes in 2020/21 with a number of projects slipping into 2021/22 and further rephasing required.
- 2.14 As part of this refresh the General Fund and HRA capital programmes and the programme for growth have been reviewed to ensure they are deliverable and some reprioritisations are proposed. A reassessment of the Homes England supported Empty Homes Programme indicates expected spend of £600k against the current £1.094m approved budget. This will enable funds to be diverted to the new build/acquisitions programme.

- 2.15 Given the expected announcement on LGR and limited capacity, it is proposed that affordable homes delivery is focussed entirely on the HRA which means removing the planned capital expenditure on Selby and District Housing Trust Loans. The impact of this change on the sustainability of the Trust will be discussed and options will be taken forward with the Trust Board, with a report back to Council in due course.
- 2.16 Prioritising HRA delivery and spending of s106 commuted sums will require extending the HRA programme from £3.4m currently planned over the next 2 years, to circa £9.4m in accordance with the bid set out at **Appendix 2. In order to expedite delivery of the housing delivery programme, it is proposed that business cases will be signed off by the Chief Executive in consultation with the lead portfolio holder for housing.**
- 2.17 In addition the MTFs includes a capital bid for major improvement works to the Council's industrial units – with potential spending of £941k phased over 3 years.
- 2.18 A review of existing Programme for Growth commitments suggests that it is unlikely that the funds earmarked for low carbon projects will be completed within the next 2 – 3 years and therefore it is proposed that this budget be focussed on those elements that are deliverable in the shorter term and reduced to £250k, releasing £950k for alternative use.
- 2.19 In addition, a further £8m is proposed for release from the Business rates Equalisation Reserve to the Programme for Growth from 2021/22. A number of proposals for these funds are put forward for consideration, including an additional allocation to the Selby Station Gateway Project (subject of a separate report). A summary of the proposals is set out at **Appendix 2.**, they are:

Proposed project	£000
Selby Station Gateway Project – plaza, additional land assembly and CPO costs (subject of a separate report)	5,650
Community Legacy Fund (subject of a separate report);	1,000 – 2,000
Burn - to bring the site forward for development;	500
Sherburn projects - to deliver a number of legacy projects	650
Places and movements study - to provide match funding to support a 'Levelling Up Fund' bid for future infrastructure projects.	2,000

- 2.20 The proposals total a max of £10.8m - £1.85m more than the funding available and therefore a steer on allocations and subsequent recommendations to Council is sought. **As with all Programme for Growth projects, spend will be subject to detailed business cases approved by the Executive.**

3. Alternative Options Considered

- 3.1 The MTFS models mid, best and worst case scenarios, which are set out at Appendix A to the MTFS.

4. Implications

4.1 Legal Implications

Selby District Council Procedure Rule 18 states that “ A motion or amendment to rescind a decision made at a meeting of the Council within the past six months cannot be moved unless the notice of motion is signed by at least five councillors.”

As what is being proposed has the effect of rescinding a decision made within the last six months either this rule must be complied with, or Council could vote to suspend Rule 18 for the duration of the meeting. The proposed recommendation in this report suggests the former, and references the Executive as being the five signatories to the notice of motion.

4.2 Financial Implications

- 4.2.1 The financial issues are highlighted within the body of the report.

- 4.2.2 The estimated deficit rises to £2.8m by 2023/24 (up to £4m including indicative emerging risks/costs). Work is progressing towards the target but this has been delayed by Covid-19 and further by the prospect of Local Government re-organisation. The MTFS confirms the capacity within the Business Rates Equalisation Reserve to mitigate the savings shortfalls over the next 3 years but focussed effort will be needed to bring this back on track.

4.3 Policy and Risk Implications

- 4.3.1 The MTFS is based upon the Council’s current policy framework and where there are opportunities to vary this framework these are identified within the report – for example the level of Council Tax and the use of reserves.
- 4.3.2 The MTFS identifies and where possible quantifies (in outline) the risks to the Council’s financial position and presents appropriate mitigations – for example the risk inherent within the Local Government Finance Settlement and risks to the savings plan are mitigated through the Business Rates Equalisation Reserve.

4.4 Corporate Plan Implications

- 4.4.1 The MTFS underpins delivery of the Council Plan.

4.5 Resource Implications

- 4.5.1 The MTFFS assesses the financial resources available to the Council over a medium to long term planning horizon. Based on the assumptions within the strategy, resources are available to deliver the stated priorities.

4.6 Other Implications

- 4.6.1 As set out in the report.

4.7 Equalities Impact Assessment

There are no equality impacts as a direct result of this report – individual savings and investment ideas will be subject to assessment as they are brought forward for consideration/implementation.

5. Conclusion

- 5.1 The key assumptions which underpin the Financial Strategy have been updated based on the latest intelligence available however there remains much uncertainty around public sector finance as the impacts of Covid continue into 2021/22.
- 5.2 There is risk within funding regime for local government and the Business Rates Retention scheme as we approach the system reset although this will now be delayed until at least 2022/23. There is also uncertainty over New Homes Bonus, the economic situation, income generation and delivery of savings. The Council's longer-term financial position is heavily reliant upon overall resources keeping pace with inflation and costs being contained within base budget.
- 5.3 Based on the assumptions in this strategy, the mid-case savings requirement is anticipated to rise to £2.8m by 2023/24 (although further emerging risks could increase this). Whilst savings have been deferred to 2024/25, outline plans total £1.6m but further work to establish deliverability will be required in due course). The worst case models a shortfall of circa £4m by 2023/24 including the risks identified.
- 5.4 In the long-term, the additional income from Council Tax and Business Rates, as a result of our investment in economic growth, will help to bridge the funding gap but inevitably this will take time to come to fruition and therefore in the meantime we must continue to strive to be as efficient as possible and deliver the additional savings targets that have been proposed. We will need to keep these targets under review as the future for Local Government in North Yorkshire and funding becomes clearer.
- 5.5 Over the next 10 years there is limited capacity within the HRA Business Plan to support additional capital expenditure so we will need to balance investment in our current stock with acquisition of new homes and repayment

of debt. For the purpose of this strategy it is assumed that new acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved. The proposed revisions to the HRA capital programme seek to maximise delivery of new affordable homes using available s106 affordable housing commuted sums and capital receipts from “right to buy” sale of council homes.

- 5.6 Whilst Local Government re-organisation is expected, this MTFS assumes the Council is a going concern and as such, meeting the on-going savings challenge will continue to feature in the Council’s strategic and operational plans. Our collaboration with partners, progressing our digital strategy and reducing demand for services, the commercialisation of our business, income generation and efficiency savings remain important to this work. However, over the next 2 years capacity will be focussed on delivering the Council’s investment priorities and preparations for re-organisation.
- 5.7 The MTFS proposes some reprioritisation of capital and Programme for Growth spending plans and proposes release of £8m from reserves for the Programme for Growth. A number of projects which support delivery of the Council Plan are put forward for consideration.
- 5.8 Despite the challenges we face, the Council is in a strong financial position, helped by the business rates windfalls from renewable energy. This MTFS provides a clear framework to support delivery of our Council Plan objectives - using our strong financial position to carefully balance investment and savings.

6. Background Documents

Approved MTFS Update September 2020

Approved Budget February 2021

7. Appendices

Appendix 1 – Medium Term Financial Strategy Update July 2021

Appendix 2 – Capital and Programme for Growth Bids

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Selby District Council

Medium Term Financial Strategy Update July 2021

1. Introduction and Background

- 1.1 This paper presents an update to the General Fund Medium Term Financial Strategy (MTFS) approved by Council in September 2020 along with an overview of the Housing Revenue Account. It considers the budget pressures and issues facing the Council over the next 3 years and beyond in light of the financial impacts of Covid-19 and local government re-organisation in North Yorkshire.
- 1.2 This MTFS provides the framework for the forthcoming budget round and the medium-term outlook to inform funding and investment decisions. A refreshed full HRA Business Plan was approved in 2019/20 and this update provides an overview of the current issues facing the HRA service within the context of the approved Plan.
- 1.3 2020/21 was a year of major uncertainty as the effects of the Covid-19 pandemic unfolded and the Government's plans for potential re-organisation in North Yorkshire were announced. The Government's proposals for a reviewed Local Government funding system have been delayed, on the back of Brexit and Covid-19. 2021/22 was a one-year settlement with the Fair Funding Review and 75% Business Rates Retention implementation was pushed out to 2022/23 (or later). Against this backdrop of uncertainty, the key drivers for the financial strategy remain unchanged although the level of risk has undoubtedly increased.
- 1.4 In 2019 we refreshed our Corporate Plan and with it restated the Council's priorities through to 2029/30. The Council has a clear and ambitious agenda – aiming **to make Selby a great place to live, enjoy and grow with a Council that delivers great value**. This financial strategy aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments to the people of Selby District are delivered and enabling a smooth transition to any new authority.
- 1.5 To support this paper and due to the significant volatility, three scenarios ('best', 'mid' and 'worst' case) for the General Fund and for the HRA have been modelled over the 10 years from 2021/22 to 2030/31 and are attached at **Appendix A**. The mid-case scenarios are the proposed as the frameworks for the forthcoming budget.
- 1.6 Despite the challenges we face, the Council is in a strong financial position, helped by the significant business rates windfalls from

renewable energy facilities. However, given the uncertainty for public sector finances, we remain ready to cope with a worst-case scenario whilst staying focussed on our Council Plan objectives - using our strong financial position to carefully balance investment, and future financial capacity.

2 Update on financial assumptions

Economic Assumptions

Interest Rates

- 2.1 The bank base rate was cut to 0.1% on 19 March 2020 in response to the economic fallout from Covid-19. In the latest forecasts received from Link (the Council's treasury management advisors), the bank rate is projected to remain at 0.1% through to 2023 although a rise may be necessary before then if inflation continues to increase.
- 2.2 The approved strategy includes provision for a £350k cap on the amount of investment interest earned on cash balances used to support the General Fund revenue budget and an equivalent cap of £135k for the HRA. In addition, the General Fund includes budgets for investment income from Property Funds of £200k and loans to Selby & District Housing Trust (SDHT) of £100k (both as a result of initiatives contained within the approved savings plan). Whilst SDHT loan rates are fixed, as a result of the latest interest rate cut, the level of Council balances, and unstable financial markets, it is anticipated that returns on cash balances and property funds will be below these levels for the foreseeable future. This forecast will add to the financial pressure in both the General Fund and HRA:

	2020/21*	2021/22	2022/23	2023/24	2024/25
Assumed average balance	£75m	£64m	£61m	£49m	£40m
Average rate %	0.48%	0.25%	0.25%	0.25%	0.5%
GF Interest £000's	263	110	133	123	200
HRA Interest £000's	101	38	34	30	31
Total Interest from cash balances £000's	364	148	167	153	231
Add:					
Property Funds £'000's	170	170	170	170	170
SDHT Loans £'000's	120	120	120	120	120
Total Investment Returns	654	438	457	443	521

*2020/21 Quarter 4 Treasury Management Report

- 2.3 Given the on-going economic uncertainty, as a result of Covid-19, there is a risk of further reductions and forecasts will be kept under review. In the event that rates rise, any surplus receipts above the cap will be

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transferred to the Contingency Reserve. Rates will be kept under review and forecasts updated as necessary.

Inflation

- 2.4 CPI inflation rose by 1.5%% (in the 12 months to April 2021). The Monetary Policy Committee sets policies to meet the 2% CPI target and expect rates to rise over the next 2 years although the effects of Covid and Brexit mean on-going uncertainty. The MTFs assumptions on inflation therefore range from 1.5% to 3.5%, although a provision for inflation will only be provided on contractual budgets and staff pay, which builds in a level of risk mitigation.

General Fund Assumptions

Settlement Funding

- 2.5 This element of funding has seen the most significant changes following the localisation of Business Rates and Council Tax Support.
- 2.6 The 2017/18 Local Government Finance Settlement provided figures for Settlement funding through to 2019/20. Settlement Funding includes Revenue Support Grant (RSG), Business Rates Baseline Funding (BRBF) and in addition Rural Services Delivery Grant (RSDG) and Transitional Grant (TG) were included in the settlement.
- 2.7 In its final year the Government confirmed the settlement and following consultation, removed proposals on negative RSG. It was assumed that this would be rolled into the new settlement from 2020/21 so any benefit would be for one year only but delays to the Fair Funding review and the review of the Business Rates retention system meant that it was rolled on a year. Subsequent announcements following Covid-19 led to a further roll-over to 2021/22.
- 2.8 For the purposes of the mid-case scenario and in the absence of any indication from the Government about the likely level of future settlements, a 2% annual uplift is assumed.

Local Government Finance Settlement	20/21 £000's*	21/22 £000's*	22/23 £000's	23/24 £000's	24/25 £000's
RSG	0	0	0	0	0
BRBF	2,459	2,459	2,508	2,558	2,609
SFA	2,459	2,459	2,508	2,558	2,609
RSDG	108	142	0	0	0
Multiplier Cap Compensation	0	128	0	0	0
Total	2,567	2,729	2,508	2,558	2,609

2022/23 (+2% inflation thereafter). From 22/23 figures are subject to Fair Funding Review and Business Rates Reset

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- 2.9 The settlement shows there has been a real term core funding reduction of approximately £1.9m from 2015/16 to 2019/20 with RSG being completely phased out over the period.
- 2.10 The Government has now shelved plans for Local Government to retain 100% of business rates and piloted a 75% retention system in 2019/20 – Selby was part of the North and West Yorkshire 75% pool pilot. In 2020/21, with the uncertainty over the future for Local Government funding, Government reverted to the 50% scheme and Selby withdrew from the pool. In the absence of any indication about the future of Business Rates this position is assumed going forward.

Business Rates Retention

- 2.11 The current approach to Business Rates Retention income is to set aside gains above our baseline funding (per settlement) into the Business Rates Equalisation reserve to off-set potential future losses. A rolling balance of 3 years cover down to the safety net **plus** funds to back fill planned savings are maintained in this reserve. Balances above this level are available for investment.
- 2.12 The Council is currently at the ‘safety net’ for the purposes of rates retention but in receipt of a large windfall from renewable energy (£9.172m p.a. in 2021/22). At this stage it is assumed that this funding will cease when the system is reset, which is currently expected from 2022/23.
- 2.13 Our forecast for 2022/23 is based on our NNDR1 return taking account of the 2017 revaluation, any revaluations and the latest intelligence on appeals, business growth and closures known at that time. From 2022/23 and the assumed system reset, the baseline plus a small; amount of growth is assumed:

Business Rates Income	Actual 2020/21 £000's	Forecast 2021/22 £000's	Estimate 2022/23 £000's	Estimate 2023/24 £000's	Estimate 2024/25 £000's
Safety-Net	2,274	2,274			
Transfer from BRER	185	185			
= Baseline	2,459	2,459	2,508	2,558	2,609
Assumed growth	0	0	100	200	300
Multiplier Cap Compensation	99	128	0	0	0
Renewable Energy/Surplus	9,019	9,172	0	0	0

*In 2019/20 Selby was part of a 75% pool pilot with a safety threshold of 95%

- 2.14 These forecasts do not include any provision for new significant appeals or closures beyond those already known at NNDR1 stage and therefore they should be treated with extreme caution, particularly in light of the potential impacts of Covid-19. As Selby is already below the

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safety net, any further losses are borne by the Government. Following the system reset, a small amount of growth is assumed which aligns to the savings plan. Any subsequent additional growth will be factored into our plans once a clear trend can be established and decisions on future allocations will need to be taken in light of the overall funding available and risk at that time.

New Homes Bonus

- 2.15 New Homes Bonus (NHB) is an incentive scheme which rewards housing growth. The scheme is funded partly by the Government and also by top-slicing the Local Government funding settlement. Selby achieved £2.4m p.a. when the scheme reached maturity for 2016/17 (year 6 of the scheme).
- 2.16 The Government's evaluation of NHB and consultation early in 2016 resulted in it being scaled back to a 4 year scheme with a 0.4% growth threshold. We await the outcome of the consultation in 2021 but have assumed that this scheme will be replaced in its entirety alongside the reformed system of Local Government funding from 2022/23. New Homes Bonus forecasts are therefore:

New Homes Bonus	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Year 6					
Year 7	405				
Year 8	415	415	0	0	0
Year 9	767	767	767	0	0
Year 10*	947	489	0	0	0
Total	2,534	1,671	767	0	0

Given the pressures on the revenue income as a result of Covid-19, these resources will be used to support the revenue budget for the remaining years of the scheme.

Special and Specific Grants

- 2.17 The Council is in receipt of a number of additional grants for 2021/22 which may continue into the future:

Grants	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Rural Services Delivery Grant*	108	142	0	0	0
Lower Tier Services Grant	0	577	0	0	0
Other Grants	113	152	24	24	0
Covid - emergency funding (allocated to GF)	1,068	388	0	0	0
Total Grants	1,289	221	24	24	0

- 2.18 Future funding is dependent upon the outcome of the new Business Rates Retention system – at which point it is assumed that these grants will be rolled into Business Rates funding.
- 2.19 Covid-19 funding of £1.168m was received in 2020/21 with £818k allocated to the GF and £350k to the HRA. A further £487k is expected in sales, fees and charges compensation. The full year impacts of Covid-19 were £2.873m for 2020/21. The resulting gap was funded from the Council's own resources.
- 2.20 Non-service grants are not ring-fenced and are applied to finance the General Fund revenue budget. In addition, there are various service specific grants which are included within the Net Revenue budget – (see paragraph 2.31). It is assumed that there is corresponding expenditure for these elements, although reductions in such grants add further pressure to our savings requirements (as we have seen with Council Tax and Housing Benefit Administration Grants).

Council Tax

- 2.21 A Council Tax Base of 32,064.65 has been set for 2021/22. Every 0.5% variance in level would add/subtract approximately 160 Band D equivalents to our Tax Base which equates to around £29k p.a. at the current Band D charge (£183.22).
- 2.22 Covid-19 has had an impact in 2020/21 with an increase in residents requiring Council Tax Support and delays to development in the district. The mid-case scenario assumes 0.5% growth for 2022/23, with growth returning to 1% from 2023/24 onwards.

	2020/21	2021/22	2022/23	2023/24	2024/25
Revised Tax Base growth		0.24%	0.5%	1.0%	1.0%
New Mid-case Tax Base	31,989	32,065	32,225	32,547	32,873

- 2.23 It is stressed that the impacts of Covid-19 on employment and businesses continues, and there is inherent risk that the tax base could fall if Council Tax Support continues to rise.
- 2.24 In addition, collection rates have been impacted 2020/21. This combined with the reduced tax base resulted in an overall collection fund shortfall of £207k in 2020/21, which will be charged as a Collection Fund deficit across three years from 2021/22 at £69k per annum. Higher payment failure is only assumed in 2020/21.
- 2.25 It is assumed that the current principles will continue to allow district councils to increase their Band D charge by up to £5 or 2% (whichever

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is the higher) without triggering a referendum. A £5 increase would equate to 2.7% for 2022/23.

- 2.26 A 1.99% rise (in line with inflation assumptions) has been modelled for 2022/23 onwards:

	2020/21	2021/22	2022/23	2023/24	2024/25
Tax Base	31,989	32,065	32,225	32,547	32,873
Band D Charge £	183.22	183.22	186.87	190.59	194.38
Increase %	2.81	0	1.99	1.99	1.99
Council Tax Income £000's	5,861	5,875	6,022	6,203	6,390
Collection Fund Surplus/(Deficit)	74	*8k	(69k)	(69k)	0

**21/22 includes distribution of £77k 19/20 surplus and (£69k) share of 20/21 deficit*

- 2.27 Subject to the referendum principles, should the Council wish to consider an alternative policy on Council Tax:

- a £5 increase in 2022/23 would increase income by a further £44k

The best case scenario incorporates the £5 increase and the worst case a freeze.

Service Income

- 2.28 The Council approved an Income Strategy in 2016 which established full cost recovery as the default for all discretionary charges unless a specific decision to subsidise has been taken.
- 2.29 Covid-19 has had a significant impact on a number of income streams in 2020/21. The mid-case scenario assumes that prices are increased in line with inflation and, with the exception of planning income (which could continue to be depressed into 2022/23) and loss of income from the Summit contract which was terminated in 2020/21, pre-Covid demand returns with effect from 1 April 2022. Early indications suggest that there are on-going Covid losses in 2021/22 – these will be kept under review and should the Sales, Fees and Charges Compensation scheme continue, claims will be made and/or contingencies are available to help bridge shortfalls.

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2.30 The table below shows the main service-related income streams:

Service Income	2020/21 Actual £000's	2021/22 Approved Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's
General Fund					
Waste Collection & Recycling	1,432	1,425	1,451	1,477	1,507
Planning	659	1,057	1,201	1,202	1,202
Car Park Income*	94	355	355	355	355
Selby Leisure Centre / Summit	0	23	26	62	18
Commercial Property Rental	293	361	368	376	383
Lifeline Private Clients	224	286	292	298	304
Court Fees / Summons Costs	87	155	158	161	164
Land Charges Search Fees	146	124	126	129	131
Miscellaneous Fees & Charges	178	121	121	122	124
Licences	126	137	138	140	143
Total Service Income	3,239	4,044	4,236	4,322	4,331

**Subject to review*

Service-Related Grants

2.31 Service-related grants fund a variety Government backed activities and associated costs within services. It is assumed that such grants are matched by equivalent costs, and that should the grants reduce or cease, the Council's corresponding costs would also reduce or cease. Latest forecasts are:

Service Related Grants	2020/21 Actual £000's	2021/22 Estimate £000's	2022/23 Estimate £000's	2023/24 Estimate £000's	2024/25 Estimate £000's
Private Sector / Disabled Facilities Home Improvement Works	503	444	444	444	444
Housing Benefits Admin & Counter Fraud Grant	149	159	159	159	159
Homeless Persons	162	176	0	0	0
Discretionary Housing Payments Grant	126	118	118	118	118
Other Small Grants	45	0	0	0	0
New burdens : business grants	130	167	0	0	0
Total	1,115	1,064	721	721	721

Service Expenditure

- 2.32 Contingency Budgets are provided to enable in-year funding should unforeseen issues arise. Base budgets include:
- General Fund Operational Contingency - £100k
 - General Fund Commissioning Contingency - £100k
- 2.33 Given the on-going risk associated with Covid-19, associated service backlogs, and local government reorganisation, contingencies were temporarily increased on the back of one-off central government funding. In 2021/22 budgets are:
- General Fund Operational Contingency- £2.3m
 - General Fund Commissioning Contingency - £100k
- 2.34 £326k of Operational Contingency is committed to repay outstanding debt following termination of the Summit contract. A further circa £900k of the Operational Contingency will be required for the estimated Covid Subsidy agreed with IHL for 2021/22. This subsidy is subject to actual losses and is being monitored closely, with a review planned for September 2021.
- 2.35 Latest forecasts indicate an increase in recurring expenditure of £377k as a result of agreed changes to the Council's waste and leisure contracts against the £500k provision included in the base budget from 2021/22. The remaining £123k may be required for future Covid related subsidies on the leisure contract.
- 2.36 In addition on-going service risks continue to emerge:
- Future leisure related costs
 - central government's waste strategy
 - planning income
 - planning appeal costs
 - Selby and District Housing Trust loan interest
 - Other service cost and income pressures in licensing, land charges and democratic services

Further detail on these risks is set out at paragraph 3.9 below. It is not possible to quantify the above risks with any certainty but a further £900k has been included in the worst-case scenario from 2022/23.

Housing Revenue Account Assumptions

- 2.37 The core assumptions which impact the HRA include: inflation and interest rates; rent levels; void properties; bad debts; right to buy sales; and new build/acquisitions. The economic assumptions applied to the General Fund will also be applied to the HRA. In 2021/22 we are experiencing price rises in responsive repair works as a result of

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market pressures. A £75k contingency is available within the HRA and costs will be monitored closely during the year.

Dwelling Rents

- 2.38 2019/20 was the final year of the Government's 4 year plan to reduce Social Housing rents by 1% year on year. This squeeze on rental income has reduced the amount available to invest in improving our housing stock and new build housing. From 2020/21 the Government's new rent policy came into force with a CPI + 1% (max) rise for the period through to 2024/25 (although there could be further Government policy change in this period so rental assumptions should be treated with caution). The assumption on void properties remains at 2% and doubtful debts remain unchanged with 1% in respect of general debt and 3% in respect of universal credit, applied.

Council House Sales and New Builds/Acquisitions

- 2.39 In 2020/21 9 sales have been completed and in the first quarter of 2021/22, 3 sales have been completed under right to buy – slightly below normal levels. For 2021/22 20 sales are assumed. Such sales are sensitive to economic change and therefore these will be kept under close review.
- 2.40 New builds and acquisitions are currently forecast in line with the Council's approved Housing Development Programme. The HRA Business Plan includes the aspiration for 1 for 1 replacement of homes sold through right-to-buy. However, as our plans are being brought forward some flex will be required as we deal with the continuing impacts of Covid-19 and consequently these assumptions are subject to change. Any such change will be subject to business cases which will consider the impact on the long-term financial outlook for the HRA and seek to strengthen and improve the long-term sustainability/viability of the HRA. Taking assumed rent levels and property numbers, rent forecasts are:

Rent Forecasts	2020/21	2021/22	2022/23	2023/24	2024/25
Number of dwellings (mid-year average)	3,021	3,017	3,017	3,017	3,017
Average Rent - Rent Restructuring £	84.98	86.37	88.09	90.29	93.00
Net Rent Income £000's	12,010	12,302	12,548	12,862	13,247

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Other Income

- 2.41 In accordance with our fees and charges policy it is assumed that garage rents will increase by CPI inflation each year:

Service Income	2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
HRA Garage Rents	102	107	109	111	114

Debt Charges Assumptions

- 2.42 Management of the Council's debt is governed by the Treasury Management Strategy and Prudential Indicators which aim to ensure the Council's capital expenditure plans are prudent, affordable and sustainable, with decisions on borrowing taken in light of spending plans and available funding, cash flow needs and interest rates (current and future forecasts).
- 2.43 Borrowing enables the Council to spread the cost of capital expenditure over time. Generally speaking, it gives rise to two charges against the revenue budget: Minimum Revenue Provision (MRP) and interest payable on debt.
- 2.44 MRP is an amount set aside to repay debt in accordance with the approved policy within the Treasury Management Strategy. As part of the overall savings plan, the Council has maximised General Fund MRP set aside, by applying some of the business rates windfalls received. This voluntary set-aside has delivered a corresponding annual revenue saving.
- 2.45 A small amount of MRP charge remained within the General Fund relating to the cost of the 'fit-out' of the Summit which was covered by the trading concession fee received from 'Inspiring Healthy Lifestyles' – this arrangement aimed to ensure that the facility remained sustainable by maintaining financial capacity to replace the interior at the end of the 10-year contract, should this be required. As highlighted in paragraph 2.34 £326k of contingency has been applied to repay the outstanding debt on the facility and the resulting saving in MRP has been reflected in the budget.
- 2.46 The majority of debt charges fall on the HRA as a result of taking on circa £60m of central government debt when the previous HRA subsidy system was abolished in April 2012. This voluntary set aside is currently £1.58m p.a. (rising to £2.68m in 2022/23) and interest payable is £2.07m p.a.. As balances on the Major Repairs Reserve run down over the medium term, release of sums set aside to repay debt will be required. The amount of borrowing allowable within the HRA is no longer subject to a 'debt cap' and therefore borrowing is available to

support future capital investment subject to this being prudent and affordable. Further detailed modelling will be undertaken as part of the next Business Plan refresh planned later this year.

- 2.47 The current environment of low returns on cash investments means that it is more favourable to borrow internally (i.e. use available cash earmarked for future spend) than take out new external borrowing. However, this will be kept under review as part of monitoring the Council's Treasury activities and corresponding interest charges will be factored into the budget to ensure sufficient capacity to accommodate any necessary borrowing.

Reserves and Balances Assumptions

General Balances

- 2.48 In accordance with the current strategy it is assumed that General balances are **not** used to support the revenue budget.
- 2.49 General Balances remain funding of last resort. The approved minimum working balance is £1.5m for both the General Fund and HRA and resources will be managed to maintain this level over the medium to long term.

Earmarked Reserves

- 2.50 The following has been extracted from the current approved MTFS and updated with the latest available intelligence – it sets out the rationale for each reserve and the proposed contribution where applicable.

Earmarked General Fund Reserves

A review of major earmarked reserves has been undertaken and the following proposed:

- PFI – Based on current forecasts and following an additional lump sum contribution in 2016/17. The on-going adequacy of this reserve is kept under review in light of interest rates and inflation. Any necessary increases in contributions will form part of the revenue budget and will be funded as a commitment before further service growth is considered.
- ICT Replacement – annual contributions of up to £250k p.a. General Fund and £50k p.a. HRA contributions are planned to sustain this important reserve, which provides the financial capacity to upgrade and replace our ICT infrastructure, hardware and systems in accordance with our approved ICT Strategy. The use of ICT to support the Council's customer 'self-service' and channel shift agenda means that the financial capacity to invest in modern technologies is crucial to support future services and deliver

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savings. A review of the Council's ICT strategy was undertaken in 2017/18 and a one-off injection of £500k was included in the approved revenue budget in 2018/19. Fixed contributions allow the smoothing of these irregular costs to avoid peaks and troughs in funding requirements. Spending is planned over a 10 year period allowing for known upgrades and systems/replacements. From 2020/21 to 2022/23 the level of contributions are being increased up to £300k p.a. to sustain this reserve.

- Asset Management - £200k p.a. (£178k plus £22k for the Summit Indoor Adventure), is transferred into this reserve to cover our commitments to maintaining our built assets. Major surfacing works to the Council's car parks are in progress with £900k spent/committed from this reserve for these works. Accordingly, a one-off top-up of this reserve was approved in 2018/19. At this stage it is proposed that annual contributions be maintained at £200k p.a. subject to annual review of future spending needs as part of the budget process.
- Special Projects Reserve – Excess business rates income beyond that required for the Business Rates Equalisation Reserve (BRER) is used to top up this reserve which is currently applied to fund the Council's 'Programme for Growth'. **However, it must be stressed that the use of any such resources to fund growth is wholly dependent upon achieving the revenue savings targets set.** Based on the current budget for 2021/22 there are no available resources in this reserve although a review of the BRER is being undertaken as part of this MTFS refresh.
- s106 and Community Infrastructure Levy Reserves – these reserves are restricted to the uses specified through the planning process. They include affordable housing commuted sums, general s106 receipts and Community Infrastructure Levies (CIL). Affordable housing commuted sums are ring-fenced to support new affordable housing delivery with restrictions on use and requirements to spend within a given timescale. The reserve receives any in-year s106 affordable housing commuted sums which are then applied to our affordable homes programme aiming to deliver more homes 'off-site' than could have been delivered through 'on-site' provision. At 31 March 2021 £7.996m is available in this reserve, with up to £5.158m committed through the current approved capital programme. Other s106 sums and CIL are held pending allocation to infrastructure and related uses - £135k and £2.337m respectively.
- Discretionary Rate Relief – this reserve was established with £300k from the 2012/13 General Fund revenue surplus. Future contributions could come from excess Business Rates income subject to availability and prioritising against the revenue budget and 'Programme for Growth'. A budget of £100k p.a. has been

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created and will be funded by this reserve – this will enable applications for relief to be considered and awarded promptly. The balance will be kept under review and topped up from in-year savings if required.

- Business Development/Collaboration – the need for on-going savings and efficiencies to achieve the Council’s objectives remains a key priority. This reserve provides up-front investment for service improvements and efficiency initiatives, to support the Council’s savings plan (in particular commercialisation and income generation) as well as any potential transitional costs. The reserve will be topped up from in-year surpluses, if any, subject to other reserve priorities.
- Pension Equalisation – this reserve receives contributions which provide capacity within the General Fund revenue budget for a rise in employer pension contributions following each triennial valuation. However, the Council has reduced its historic pension fund deficit with a one-off lump sum payment of £9.4m in 2016/17. Following the triennial valuation in 2019 contributions to this reserve have been reviewed with phased increases up to £185k by 2022/23. Future requirements will be reviewed again in light of the next triennial valuation due in 2022.
- Business Rates Equalisation – this reserve was created in 2012/13 in anticipation of localised Business Rates and the funding risk inherent within the scheme. The current strategy assumes that any excess Business Rates above our baseline are transferred into this reserve to mitigate any funding shortfalls prior to the safety net being reached.

For the purposes of rates retention and whilst receiving the large cash windfalls from renewable energy, the Council is at the safety net and is expected to be in this position until the system is reset. Given the anticipated changes to the rates retention scheme, the current MTFs provides that 3 years’ worth of safety net ‘top-up’ be held as a minimum balance **plus** a further sum to back-fill savings targets and support the revenue budget. This is the reserve that is being used to support the revenue budget as a result of discretionary decisions regarding Covid-19 and this will be the reserve that is called upon if Government funding is not sufficient to cover all of the Covid-19 impacts.

After budgeted contributions and drawdowns in 2021/22, by March 2022 £19.9m will be held in this reserve. Latest mid-case projections show drawdown requirements of £6.4m over the next 3 years. This, along with balances of £1.6m to cover planned savings plus a further £2.7m to cover emerging risks, would leave £9.2m available for reprioritisation. Given the potential for further costs associated with future uses of the Summit it would be prudent to

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retain a reasonable balance on this reserve and therefore **it is proposed that £8m is released for allocation to the Programme for Growth.**

- Local Plan Reserve – delivery of a district wide local plan requires a significant and sustained resource input over a relatively long period of time, which can put pressure on in-year budgets when peaks in work occur. £355k was earmarked in 2015/16, with a further £145k from the revenue budget in 2016/17 and then £50k p.a. set aside thereafter. With growing demands in this area an additional £250k transfer from the Contingency Reserve was approved in 2018/19. The reserve has been reviewed in light of the decision to take forward a new local plan. The on-going adequacy of this reserve will be kept under review and should further one-off injections be required, funds will be appropriated from Contingency Reserve.
- Contingency – this reserve provides resources to cover unforeseen issues beyond those that can be accommodated by in year contingency budgets – for example significant planning appeal costs. The reserve also funds the Commissioning Contingency budget. The reserve is topped-up using year-end surpluses if available and required.

Housing Revenue Account Reserves

- Major Repairs Reserve – this reserve provides the resources to manage the condition of the Council's housing stock over the long term. It receives depreciation charges along with any in-year surpluses generated through the HRA. The planned investment in housing stock means that there are insufficient funds in the MRR to cover the costs – by 2022/23 the reserve will be fully depleted and resources previously set aside to repay HRA debt will need to be released to cover the costs of the housing improvement programme. This challenge is recognised in the 30 year Business Plan. In addition rising prices in construction and related services following Covid restrictions and Brexit mean that these pressures will increase over the coming months and future spending plans will need to be reviewed.

Capital Reserves

- Useable Capital Receipts – generated through the sale of Council assets (General Fund and HRA). The Council's Asset Management Strategy sets out our approach to assets, including review of assets for disposal. These receipts can only be used to fund capital expenditure and are allocated in light of our capital investment plans.

- Retained housing receipts – receipts generated from right to buy sales over and above the Government's assumptions following extension of right to buy discounts can, subject to terms and conditions, be retained for re-investment in new homes.

2.51 A forecast of reserve balances is set out at **Appendix B**.

3 Revenue Budget Outlook 2022/23 to 2024/25

Covid-19

- 3.1 Covid-19 had a major impact on the Council's finances in 2020/21, with additional costs and delays to savings plans, as a result of the lockdown measures and restrictions that were introduced throughout the year. The Q4 outturn report highlighted that as lockdown and Covid restrictions have continued into 2021/22 the impacts on the Council's finances have also continued.
- 3.2 Early forecasts for 2021/22 indicate on-going impacts and delays to planned savings as restrictions continue. £609k of ongoing budget pressures are estimated in the first quarter of the year in the general fund against pre-covid budget levels including additional costs to support leisure services, reduced planning income and continuing low investment returns. There are resources held in contingency to help manage these losses and should opportunities for further Government support arise then forecasts will be updated. The HRA indicates potential £98k 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
- 3.4 Beyond 2021/22 apart from investment interest and planning income, no residual revenue budget impacts are currently assumed although the leisure service may take longer to recover and some delays to capital programmes and slippage in programme for growth projects are likely to carry into 2022/23.

Revenue Costs

- 3.5 Covid-19 aside, it is assumed that on average costs will increase in line with inflation, with demand led recurring cost pressures contained within the net revenue budget. The strategy assumes that such cost pressures are managed within the overall base budget and therefore any proposed cost increases must be covered by equivalent savings elsewhere, over the medium-term.
- 3.6 The single largest cost to the Council is its employees. In 2021/22 the Council's payroll budget is approximately £8.4m. £7.2m of this is base budget salary (£7.1m in the General Fund and £0.08m in the HRA),

whilst £1.3m is funded from grants or reserves (including circa £1.2m to support the Programme for Growth). The salary budget includes a 5% vacancy factor. Provision for a 2% pay award has been factored into our current medium-term financial plan but there is a risk of above inflationary increases which will ultimately increase the need for revenue savings. The latest pay offer for 2021/22 is 1.5%, has been rejected by the Unions. Every 0.5% above the 2% provision will cost an additional £36k on the base budget.

- 3.7 Generally, there is downward pressure on staffing budgets meaning underspends and associated capacity issues. However, Covid has led to some service backlogs and as a small authority we often find it difficult to compete particularly in professional services such as planning, which means some level of agency staff is expected. Resources to deal with service backlogs is contained within the budget for 2021/22.
- 3.8 The Council's ambitious growth agenda (an agenda which is fundamental to the long-term sustainability of our vital public services) meant a need to increase our internal capacity. In the shorter term this continues to require support from the Council's reserves and the Council has approved fixed term funding through the Programme for Growth. These salary costs will need to be managed out of the budget when projects are completed, and this funding comes to an end. Resources are held in the Business Development/Collaboration and Contingency Reserves to cover potential exit costs.

Income

- 3.9 As highlighted in paragraph 3.1, Covid-19 has had a major impact on the Council's finances in 2020/21, with significant income losses as a result of the lockdowns and restriction measures that were introduced. In 2021/22 pre-Covid income levels are expected to return in most services although planning and investment income is expected to take longer to recover.
- 3.10 Opportunities for income generation remain a priority although recovery from the impacts of Covid-19 and the prospect of Local Government re-organisation will limit our shorter-term capacity.
- 3.11 Whilst the Government's review of Local Government Funding and the Business Rates Retention system are delayed it is impossible to predict with confidence, the level of resources we can expect beyond 2021/22. For the purposes of the mid-case scenario an inflationary increase in funding is assumed.
- 3.12 Housing rents are subject to the Government's control. From 2020/21, it is assumed that the maximum CPI + 1% will be applied in line with government policy for a 5 year period but as highlighted in paragraph 2.36 above this could be subject to change.

Emerging Risks and Issues

- 3.13 There are a number of emerging priorities and risks that are currently being monitored and strategic choices which may require funding:
- Local Government reorganisation and devolution – the Council’s Programme for Growth and capital programme commitments will provide a legacy but a refocus and reprioritisation may be required;
 - Leisure – Increase in cost of management overheads of our leisure service provider passed on to the Council. In addition, following agreement on the termination of the Summit contract a longer-term alternative use for the facility will need to be found, which given expected future financial challenges, does not further increase the base budget going forward. In the shorter term the facility is being used as a Covid-19 vaccination centre with some minor elements retained by our leisure provider;
 - Waste Strategy – the Government has consulted on a number of changes (types of recycling, consistency of collection and free garden waste collection nationally) which could have far reaching implication for the waste and recycling service. Changes could begin as early as 2023 but the financial impacts and any potential additional Government funding are not yet clear;
 - Planning income – underlying shift towards increased smaller applications with lower fees;
 - Planning appeal costs;
 - The future relationship with Selby and District Housing Trust and impact on loan interest;
 - Other service cost and income pressures in licensing, land charges and democratic services;
 - Brexit – as legislation and policies are reviewed following the UK’s withdrawal from the European Union there could be impacts on the public sector and wider economy;
 - Re-procurement of street scene contract – work on procurement this major contract will require additional capacity and external support.
- 3.14 One-off issues can be funded through reserves but those which have recurring cost impacts will add pressure to the base budget.
- 3.15 The worst-case scenario builds in notional additional recurring costs of £900k from 2022/23.

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Net Budget Forecast (Mid-Case)

3.16 The forecasted resources and revenue budgets to 2024/25, are:

General Fund	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Council Tax-	-5,861	-5,875	-6,022	-6,203	-6,390
CTax Collection Fund Surpluses/ Deficit (-/+)	-74	-8	69	69	0
Business Rates Collection Fund Surpluses	-9,019	-9,172	-100	-200	-300
Business Rates	-2,274	-2,274	-2,508	-2,558	-2,609
BR Multiplier Cap Compensation	0	-128			
Rural Services Delivery Grant	-108	-142			
New Homes Bonus	-2,534	-1,671	-767		
Other Non-Service Grants	-1,181	-1,117	-24	-24	
Total Resources	-21,051	-20,387	-9,352	-8,916	-9,299
Net Budget before trfs to/from Reserves	15,077	19,076	16,263	12,734	11,629
Net transfer to/from Reserves	105	3,353	-4,969	-1,343	53
Revised Forecast Surplus/Deficit (-/+)	-43	2,042	1,942	2,475	2,383
Note: Planned Savings included within services	155	123	323	323	323

Housing Revenue Account	Revised Budget 2020/21 £000's	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Dwellings Rents	-12,157	-12,302	-12,548	-12,862	-13,247
Garage Rents	-106	-107	-109	-111	-114
Total Resources	-12,263	-12,409	-12,657	-12,973	-13,361
Net Service Costs	6,931	7,245	7,365	7,498	7,665
MRP	1,492	1,575	2,682	2,769	2,858
Covid cost pressures	279				
Covid income pressures	219				
Forecast Surplus/Deficit (-/+ transferred to MRR to fund the capital programme)	-3,342	-3,589	-2,610	-2,706	-2,838
Note: Planned Savings included within services	195	195	195	195	195

3.17 For 2021/22 and 2022/23 the General Fund shows a budget deficit of circa £2m with modest savings of £323k assumed but not yet delivered. By 2023/24 the deficit reaches £2.5m. Ultimately the deficit is dependent upon the Local Government Finance Settlement and any further emerging risks. The 'worst-case' scenario shows that by 2023/24 the recurring deficit on the revenue budget could be around

£4m, and without savings, available reserves would be fully depleted within the next 3 years.

- 3.18 The HRA shows a forecast surplus on its revenue activities but pressures arising from stock conditions and the previous 4 years rent reductions means that financing the required improvements will be challenging in the short to medium term as resources currently held in the Major Repairs Reserve will not be sufficient and therefore cash flows will have to be carefully managed. By 2022/23 the Major Repairs Reserve will be fully depleted, and funds voluntarily set aside to repay debt will have to be released to fund on-going works to the housing stock.
- 3.19 The on-going risk to the Council's funding (General Fund and HRA) means that we will need to strike a balance between supporting the revenue budget in lieu of deferred savings and investment. We will continue to strive for more efficient and effective services and maximise income where possible and appropriate, and minimise the impact on front line service outcomes and in the case of the HRA the amount available for investment in our housing stock.

4. Savings

- 4.1 The previous MTFs and the Budget report approved in February 2021 highlight the major uncertainty arising as a result of Covid-19 and the potential for Local Government re-organisation. Against this backdrop, financial risk is increasing and savings continue to feature strongly in the Council's strategic and operational plans. Delivering on-going efficiencies is a key part of the Council's 'Great Value' priority – being as efficient as possible and living within our means, whilst using the financial capacity created to generate long-term gains to improve outcomes for citizens.
- 4.2 This MTFs identifies recurring savings of £2m - £2.8m p.a. will be needed by 2024/25, but this remains very much dependent upon the longer-term funding regime for local government and emerging budget risk.
- 4.3 The Council's approach to savings will continue to cover three key strands:
- **Transforming** our business through the use of technology and flexible working to meet citizen and customer needs;
 - **Growing** our resources through investment in economic and housing growth to drive growth in Council Tax and Business Rates and through charging for services and trading externally – potential future income from the Summit and garden waste is included in the outline plan;
 - **Commissioning** from and with partners to achieve shared

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efficiencies and reduce the demand for public sector services.

- 4.4 However as recognised in the approved Budget, organisational capacity is undoubtedly stretched as we continue to respond to the pandemic and growing backlogs in some service areas mean that capacity to deliver the savings required, is severely diminished. This coupled with the need to accelerate delivery of our approved investment programmes means that savings have been profiled beyond the next Comprehensive Spending Review when the future local government finance settlement is known. This does not mean that savings will not be captured as and when opportunities arise but the phasing of new savings is now pushed out to 2024/25, with reserves being used to bridge the gap in the short term.
- 4.5 The tables below summarise the current plans and show the estimated funding gap based on the mid-case of this refreshed MTFS:

GF Savings Summary	2021/22 £000's	2022/23 £000's	2023/24 £000's	2024/25 £000's
Low risk/completed	0	0	0	0
Medium risk/in progress	23	23	123	123
High risk/not started	0	100	200	1,484
New target – to be delivered through LGR	0	0	0	1,193
Cumulative Savings	23	123	323	2,800
Annual Savings	23	100	200	2,477

HRA Savings Summary	2021/22 £000's	2022/23 £000's	2023/24 £000's	2023/24 £000's
Low risk/completed	0	0	0	0
Medium risk/in progress	195	195	195	195
High risk/not started	0	0	0	0
New target – to be identified	0	0	0	0
Cumulative Savings	195	195	195	195
Annual Savings	195	0	0	0

- 4.6 The plan will continue to be monitored closely and further savings will be captured as opportunities arise, and of course should any of the emerging risks crystallise (see paragraph 3.13) then the target will be updated. An outline savings plan is presented at **Appendix C**.

5 Capital Programmes

- 5.1 The Council's Capital Programmes contain the 'business as usual' capital projects planned – for the General Fund these include Disabled Facilities Grants (DFGs), ICT replacements, major works to the

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Council's assets and loans/grants to Selby and District Housing Trust to support affordable housing delivery; and for the HRA the various enhancement works to the Council's housing stock as well as new build schemes. Expenditure is funded by earmarked reserves set aside for these specific purposes, or through capital receipts from Council House and other asset sales.

- 5.2 The impact of Covid-19 has contributed to considerable delays in the programmes in 2020/21 with a number of projects slipping into 2021/22 and further rephasing required.
- 5.3 As part of the MTFS refresh a review of the programmes has been undertaken and some reprioritisation is proposed. A reassessment of the Homes England supported Empty Homes Programme indicates expected spend of £600k against the current £1.094m approved budget. This will enable funds to be diverted to the new build/acquisitions programme.
- 5.4 In addition, given the expected announcement on LGR and limited capacity, it is proposed that affordable homes delivery is focussed entirely on the HRA which means removing the planned capital expenditure on Selby and District Housing Trust Loans. The majority of this spend was to be financed through borrowing with a modest amount of s106 funding earmarked.
- 5.5 It is proposed that s106 funds be transferred to the HRA programme. The on-going sustainability of the Trust will be discussed and options will be taken forward with the Trust Board, with a report back to Council in due course. These changes have been incorporated into the revised programme at **Appendix D**.
- 5.6 In order to maximise spend against the s106 affordable housing commuted sums it is proposed that the current new build budget is extended by £5.990m - from £3.401m to £9.391m and financed £7.513m s106 and £1.878m capital receipts. A bid for this extended programme is submitted alongside this MTFS.
- 5.7 For the purpose of this strategy it is assumed that new affordable homes acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved.
- 5.8 In addition to housing projects, major works are required to the Council's industrial units - £941k is estimated and it is proposed that funds be earmarked for this work pending a more detailed assessment.

6 Programme for Growth

- 6.1 The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to '**make Selby a great place**' by investing in jobs; housing; infrastructure/economic development; and the tourism economy.
- 6.2 The resources available to fund the programme are reviewed annually in light of announcements on Local Government funding and the Council's financial outlook. However, the Council's strategic approach to its future financial sustainability is reliant upon investment to stimulate housing and business growth which in turn will generate local funds through Council Tax and Business Rates to mitigate losses in central Government funding and provide the capacity for further reinvestment. **The worst-case scenario shows a further £8m available for allocation to the programme in 2021/22 and it is recommended that this is released for spending from 2021/22.**
- 6.3 The table below shows the value of spend to date on the programme and assuming the additional £8m allocation, the value still to be delivered:

Programme for Growth	Spent to 2020/21 £000's	Spend from 2021/22 £000's	New Funds released £000's	Total £000's
Total Allocated to projects	3,365	9,994	8,000	21,359
Internal capacity	3,136	2,724		5,860
Assumed remaining project delivery fund (subject to available resources)		253		253
Funding from Special Projects Reserve	6,501	12,971	8,000	27,472

- 6.4 There may also be opportunity to extend the programme for growth further through bids for funding from external partners (such as the LEP and HCA).
- 6.5 A review of existing commitments suggests that it is unlikely that the funds earmarked for low carbon projects will be completed within the next 2 – 3 years and therefore it is proposed that this budget be focussed on those elements that are deliverable in the shorter term and reduced to £250k, releasing £950k for alternative use. The current programme is set out at **Appendix E with the latest phasing of spend.**
- 6.6 In light of the additional resources available for release to the programme, plus reprioritisation of £950k above, a number of new projects are put forward for consideration alongside this MTFs with projects being subject to business case approval by the Executive. In summary these are:

- Selby Station Gateway Project – an additional £5.65m for the plaza, additional land assembly and CPO costs (subject of a separate report);
- Community Legacy Fund £1m - £2m (subject of a separate report);
- Burn - £500k to bring the site forward for development;
- Sherburn projects- an additional £650k to deliver a number of legacy projects;
- Places and movements study £2m to provide match funding to support a 'Levelling Up Fund' bid for future infrastructure projects.

6.7 Estimated sums include project and related professional/staffing capacity to take projects forward through delivery. **These projects total a maximum of £10.8m - £1.85m in excess of the £8.95m available for new projects. The Executive are asked to provide a steer on the projects/sums to recommend to full Council.**

7 Conclusions

- 7.1 The key assumptions which underpin the Financial Strategy have been updated based on the latest intelligence available however there remains much uncertainty around public sector finance as the impacts of Covid continue into 2021/22. There is risk within funding regime for local government and the Business Rates Retention scheme as we approach the system reset although this will now be delayed until at least 2022/23. At this stage a cautious stance has been taken and whilst further delays could lead to further renewable energy receipts these can only be allocated when they are confirmed.
- 7.3 There is also uncertainty over New Homes Bonus, the economic situation, income generation and delivery of savings. The Council's longer-term financial position is heavily reliant upon overall resources keeping pace with inflation and costs being contained within base budget.
- 7.4 Based on the assumptions in this strategy, the mid-case savings requirement is anticipated to rise to £2.8m by 2023/24 (although further emerging risks could increase this). Whilst savings have been deferred to 2024/25, outline plans total £1.6m but further work to establish deliverability will be required in due course.). The worst case models a shortfall of £3.9m by 2023/24 including the risks identified.
- 7.5 In the long-term, the additional income from Council Tax and Business Rates, as a result of our investment in economic growth, will help to bridge the funding gap but inevitably this will take time to come to fruition and therefore in the meantime we must continue to strive to be as efficient as possible and deliver the additional savings targets that have been proposed. We will need to keep these targets under review as the future for Local Government in North Yorkshire and funding becomes clearer.

- 7.6 Over the next 10 years there is limited capacity within the HRA Business Plan to support additional capital expenditure so we will need to balance investment in our current stock with acquisition of new homes and repayment of debt. For the purpose of this strategy it is assumed that new acquisitions (purchased or built) will be subject to business cases and at least self-financing through the rental income achieved. The proposed revisions to the HRA capital programme seek to maximise delivery of new affordable homes using available s106 affordable housing commuted sums and capital receipts from “right to buy” sale of council homes.
- 7.7 Whilst Local Government re-organisation is expected, this MTFS assumes the Council is a going concern and as such, meeting the on-going savings challenge will continue to feature in the Council’s strategic and operational plans. Our collaboration with partners, progressing our digital strategy and reducing demand for services, the commercialisation of our business, income generation and efficiency savings remain important to this work. However, over the next 2 years capacity will be focussed on delivering the Council’s investment priorities and preparations for re-organisation.
- 7.8 Achieving financial self-sufficiency remains the long-term goal and will mean that a careful balance between savings and investment will need to be struck. We will continue to strive for more efficient and effective services which in turn will provide the financial capacity for investment in delivering local economic growth – replacing central Government funding with sustainable cash returns in the form of income from services, Council Tax and Business Rates.
- 7.9 Despite the challenges we face, the Council is in a strong financial position, helped by the business rates windfalls from renewable energy. This MTFS provides a clear framework to support delivery of our Council Plan objectives - using our strong financial position to carefully balance investment and savings. This MTFS aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives – ensuring our commitments are delivered and enabling a smooth transition to any new authority.
- 7.10 Finally this MTFS reaffirms the Council’s commitment to the people of Selby District to support our district to be a great place to live, to enjoy life and to grow, delivered by a Council whose focus is to continue to achieve the best value for money for our residents.

Appendices to MTFS

Appendix A – 10 year financial models General Fund and HRA

Appendix B - Reserves

Appendix C - Savings

Appendix D – Revised capital programmes (excluding new bids)

Appendix E – Revised Programme for Growth (excluding new bids)

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Best Case

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
KEY ASSUMPTIONS											
Growth/Inflation		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates	0.10%	0.10%	0.20%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	Assumed a cautious 0.25% recovery after 23/24
Tax Base Increase	0.24%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£0	£5	£5	£5	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	Assumes £5 increases for coming 3 years
COUNCIL TAX											
Tax Base (Number of Band D Equivalents)	32,065	32,305	32,628	32,954	33,284	33,617	33,953	34,293	34,635	34,982	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	188.22	193.22	198.22	202.17	206.19	210.29	214.48	218.75	223.10	
Council Tax Income (£000's)	5,875	6,081	6,305	6,532	6,729	6,932	7,140	7,355	7,576	7,805	
Precept (£000's)	5,875	6,081	6,305	6,532	6,729	6,932	7,140	7,355	7,576	7,805	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income											
Council Tax	- 5,875	- 6,081	- 6,305	- 6,532	- 6,729	- 6,932	- 7,140	- 7,355	- 7,576	- 7,805	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 8	69	69								Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (- 9,172	- 200	- 300	- 300	- 300	- 300	- 300	- 300	- 300	- 300	Assumes renewable energy receipts cease after BR baseline reset
Gov't Funding/Grants											
Settlement Funding - Business Rates Safety Net	- 2,274	- 2,508	- 2,558	- 2,609	- 2,662	- 2,715	- 2,769	- 2,824	- 2,881	- 2,939	Safety net 21/22. Baseline from reset in 22/23
Settlement Funding - BR Multiplier Cap Compen:	- 128										
Settlement Funding - Rural Services Delivery Gr:	- 142										
New Homes Bonus	- 1,671	- 767	-								Assumes 1 year roll over
Covid Emergency and New Burdens Funding	- 388										Assumes phasing out per 20/21 settlement
Lower Tier Services Grant	- 577										
Other Specific Grants	- 152	- 24	- 24								
TOTAL EXTERNAL RESOURCES	- 20,387	- 9,511	- 9,118	- 9,442	- 9,691	- 9,946	- 10,209	- 10,480	- 10,757	- 11,043	

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
REVENUE BUDGET	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Approved Operational Budget - Net (Per Council	12,749	12,520	11,467	11,541	11,772	12,007	12,412	12,492	12,742	12,997	District election costs in 2023/24 and 2027/28 From 26/27 £350k Cap + £170k PF + £120k
Investment Interest (Received and Paid)	- 325	- 348	- 338	- 415	- 465	- 565	- 565	- 565	- 565	- 565	SDHT Loans - £75k interest paid
Capital Adjustments	- 1,364	- 275	- 97	- 97	- 97	- 97	- 97	- 97	- 97	- 97	23/24 adjusted for cap bids from cap receipts
Capital Programme funded from reserves and re	2,452	657	107	378	382	386	390	395	399	404	Notional average costs from 2024/25
P4G Revenue projects	2,868	850	894								
P4G Capital projects	2,864	2,729	478								
Contingencies	2,400	222	222	222	222	222	222	222	222	222	
Net Budget Before Contributions to/(from) Re	21,644	16,355	12,734	11,629	11,814	11,954	12,363	12,447	12,702	12,961	2021/22 - 2023/24 agrees to Budget approved Feb 2021
Contributions to Reserves:											
Asset Management	200	200	200	200	200	200	200	200	200	200	
ICT	213	250	250	250	250	250	250	250	250	250	
District Election	38	38	38	38	38	38	38	38	38	38	
Pension Equalisation	97	185	185	185	185	185	185	185	185	185	
Special Projects/P4G	9,172										
Local Plan	50	50	50	50	50	50	50	50	50	50	
Contingency reserve											
Contributions from Reserves:											
Asset Management	- 753	- 238	- 18	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Notional average costs from 2024/25
Business Development/Spend to Save	- 68	- 68									
ICT	- 583	- 324	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	Notional average costs from 2024/25
PFI	- 169	- 179	- 189	- 192	- 194	- 200	- 207	- 215	- 225	- 237	
District Election			- 153				- 165				District election
Contingency	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	Operational Contingency Funding
Local Plan	- 428	- 122	- 60								
Programme for Growth	- 6,884	- 4,753	- 1,372								
Affordable Housing Commuted Sums											
Business Rates Equalisation/Internal safety net top-up											22/23 £266k drawdown from BRER included in MTFP but removed here and included in bottom line deficit funded from BRER
Net Contributions to/from reserves (+/-)	785	- 5,061	- 1,343	53	47	37	- 139	13	- 1	- 18	
Forecast Net Revenue Budget	22,429	11,294	11,391	11,682	11,861	11,990	12,224	12,461	12,700	12,943	
Difference between resources and forecast budget to be funded by BRER (a + b)	2,042	1,783	2,273	2,240	2,170	2,044	2,014	1,981	1,943	1,900	

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Mid Case

Appendix A

GENERAL FUND

	Medium Term Financial Plan			Long Term Forecast							
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	

KEY ASSUMPTIONS

Growth/Inflation		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates	0.10%	0.10%	0.10%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	Assumed a cautious 0.25% recovery after 23/24
Tax Base Increase	0.24%	0.50%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£0	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	

COUNCIL TAX

Tax Base (Number of Band D Equivalents)	32.065	32.225	32.547	32.873	33.201	33.533	33.869	34.207	34.550	34.895	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	186.87	190.59	194.38	198.25	202.19	206.22	210.32	214.51	218.78	
Council Tax Income (£000's)	5,875	6,022	6,203	6,390	6,582	6,780	6,984	7,195	7,411	7,634	
Precept (£000's)	5,875	6,022	6,203	6,390	6,582	6,780	6,984	7,195	7,411	7,634	

REVENUE FINANCING

	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income											
Council Tax	- 5,875	- 6,022	- 6,203	- 6,390	- 6,582	- 6,780	- 6,984	- 7,195	- 7,411	- 7,634	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 8	69	69								Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (-)	- 9,172	- 100	- 200	- 300	- 300	- 300	- 300	- 300	- 300	- 300	Assumes renewable energy receipts cease after BR baseline reset
Gov't Funding/Grants											
Settlement Funding - Business Rates Safety Net	- 2,274	- 2,508	- 2,558	- 2,609	- 2,662	- 2,715	- 2,769	- 2,824	- 2,881	- 2,939	Safety net 21/22. Baseline from reset in 22/23
Settlement Funding - BR Multiplier Cap Compens	- 128										
Settlement Funding - Rural Services Delivery Gra	- 142										
New Homes Bonus	- 1,671	- 767	-								Assumes 1 year roll over
Covid Emergency and New Burdens Funding	- 388										Assumes phasing out per 20/21 settlement
Lower Tier Services Grant	- 577										
Other Specific Grants	- 152	- 24	- 24								
TOTAL EXTERNAL RESOURCES	- 20,387	- 9,352	- 8,916	- 9,299	- 9,544	- 9,795	- 10,053	- 10,319	- 10,592	- 10,873	

Period 2024

GENERAL FUND

	Medium Term Financial Plan			Long Term Forecast							Appendix A
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Comments
REVENUE BUDGET	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Approved Operational Budget - Net (Per Council)	12,749	12,520	11,467	11,541	11,772	12,007	12,412	12,492	12,742	12,997	District election costs in 2023/24 and 2027/28 From 26/27 £350k Cap + £170k PF + £120k
Investment Interest (Received and Paid)	- 325	- 348	- 338	- 415	- 465	- 565	- 565	- 565	- 565	- 565	SDHT Loans - £75k interest paid
Capital Adjustments	- 1,364	- 275	- 97	- 97	- 97	- 97	- 97	- 97	- 97	- 97	23/24 adjusted for cap bids from cap receipts
Capital Programme funded from reserves and rec	2,452	657	107	378	382	386	390	395	399	404	Notional average costs from 2024/25
P4G Revenue projects	2,868	850	894								
P4G Capital projects	2,864	2,729	478								
Contingencies	2,400	222	222	222	222	222	222	222	222	222	
Net Budget Before Contributions to/(from) Re	21,644	16,355	12,734	11,629	11,814	11,954	12,363	12,447	12,702	12,961	2021/22 - 2023/24 agrees to Budget approved Feb 2021
Contributions to Reserves:											
Asset Management	200	200	200	200	200	200	200	200	200	200	
ICT	213	250	250	250	250	250	250	250	250	250	
District Election	38	38	38	38	38	38	38	38	38	38	
Pension Equalisation	97	185	185	185	185	185	185	185	185	185	
Special Projects/P4G	9,172										
Local Plan	50	50	50	50	50	50	50	50	50	50	
Contingency reserve											
Contributions from Reserves:											
Asset Management	- 753	- 238	- 18	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Notional average costs from 2024/25
Business Development/Spend to Save	- 68	- 68									
ICT	- 583	- 324	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	Notional average costs from 2024/25
PF	- 169	- 179	- 189	- 192	- 194	- 200	- 207	- 215	- 225	- 237	
District Election			- 153				- 165				District election
Contingency	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	Operational Contingency Funding
Local Plan	- 428	- 122	- 60								
Programme for Growth	- 6,884	- 4,753	- 1,372								
Affordable Housing Commuted Sums											
Business Rates Equalisation/Internal safety net top-up											22/23 £266k drawdown from BRER included in MTFP but removed here and included in bottom line deficit funded from BRER
Net Contributions to/from reserves (+/-)	785	- 5,061	- 1,343	53	47	37	- 139	13	- 1	- 18	
Forecast Net Revenue Budget	22,429	11,294	11,391	11,682	11,861	11,990	12,224	12,461	12,700	12,943	
Difference between resources and forecast budget to be funded by BRER (a + b)	2,042	1,942	2,475	2,383	2,317	2,195	2,170	2,141	2,108	2,070	

SELBY DISTRICT COUNCIL - 10 YEAR FINANCIAL PLAN Worst Case

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
KEY ASSUMPTIONS											
Growth/Inflation		3.50%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Interest Rates	0.10%	0.10%	0.10%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	Assumed a cautious 0.25% recovery after 23/24
Tax Base Increase	0.24%	0.50%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	
Government Settlement Funding change		0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	
Council Tax Increase	£0	0.00%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	1.99%	Assumes a freeze in 22/23
COUNCIL TAX											
Tax Base (Number of Band D Equivalents)	32,065	32,225	32,467	32,791	33,119	33,450	33,785	34,123	34,464	34,809	Tax base reduction 21/22 as a result of Covid-19
Council Tax @ Band D (£)	183.22	183.22	186.87	190.59	194.38	198.25	202.19	206.22	210.32	214.51	
Council Tax Income (£000's)	5,875	5,904	6,067	6,250	6,438	6,632	6,831	7,037	7,249	7,467	
Precept (£000's)	5,875	5,904	6,067	6,250	6,438	6,632	6,831	7,037	7,249	7,467	
REVENUE FINANCING	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Local Income											
Council Tax	- 5,875	- 5,904	- 6,067	- 6,250	- 6,438	- 6,632	- 6,831	- 7,037	- 7,249	- 7,467	
Council Tax Collection Fund Surplus/Deficit (+/-)	- 8	69	69								Deficit in 22/23 re Covid-19 losses in 20/21
Business Rates Collection Fund Surplus/Deficit (- 9,172	-	-	-	-	-	-	-	-	-	Assumes renewable energy receipts cease after - BR baseline reset and no growth thereafter
Gov't Funding/Grants											
Settlement Funding - Business Rates Safety Net	- 2,274	- 2,459	- 2,508	- 2,558	- 2,610	- 2,662	- 2,715	- 2,769	- 2,825	- 2,881	Safety net 21/22. Baseline from reset in 22/23
Settlement Funding - BR Multiplier Cap Compen:	- 128										
Settlement Funding - Rural Services Delivery Gr:	- 142										
New Homes Bonus	- 1,671	- 767	-								Assumes 1 year roll over Assumes phasing out per 20/21 settlement
Covid Emergency and New Burdens Funding	- 388										
Lower Tier Services Grant	- 577										
Other Specific Grants	- 152	- 24	- 24								
TOTAL EXTERNAL RESOURCES	- 20,387	- 9,085	- 8,530	- 8,808	- 9,047	- 9,293	- 9,546	- 9,806	- 10,073	- 10,348	

GENERAL FUND	Medium Term Financial Plan			Long Term Forecast							Comments
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
REVENUE BUDGET	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Approved Operational Budget - Net (Per Council	12,749	12,708	11,754	11,833	12,070	12,311	12,722	12,809	13,065	13,326	District election costs in 2023/24 and 2027/28 From 26/27 £350k Cap + £170k PF + £120k
Investment Interest (Received and Paid)	- 325	- 348	- 338	- 415	- 465	- 565	- 565	- 565	- 565	- 565	SDHT Loans - £75k interest paid
Capital Adjustments	- 1,364	- 275	- 97	- 97	- 97	- 97	- 97	- 97	- 97	- 97	23/24 adjusted for cap bids from cap receipts
Capital Programme funded from reserves and re	2,452	657	107	378	382	386	390	395	399	404	Notional average costs from 2024/25
P4G Revenue projects	2,868	850	894								
P4G Capital projects	2,864	2,729	478								
Contingencies	2,400	222	222	222	222	222	222	222	222	222	
Emerging budget risk		900	927	946	964	984	1,003	1,023	1,044	1,065	
Net Budget Before Contributions to/(from) Re	21,644	17,443	13,948	12,867	13,077	13,242	13,677	13,787	14,068	14,355	2021/22 - 2023/24 agrees to Budget approved Feb 2021
Contributions to Reserves:											
Asset Management	200	200	200	200	200	200	200	200	200	200	
ICT	213	250	250	250	250	250	250	250	250	250	
District Election	38	38	38	38	38	38	38	38	38	38	
Pension Equalisation	97	185	185	185	185	185	185	185	185	185	
Special Projects/P4G	9,172										
Local Plan	50	50	50	50	50	50	50	50	50	50	
Contingency reserve											
Contributions from Reserves:											
Asset Management	- 753	- 238	- 18	- 204	- 208	- 212	- 216	- 221	- 225	- 230	Notional average costs from 2024/25
Business Development/Spend to Save	- 68	- 68									
ICT	- 583	- 324	- 174	- 174	- 174	- 174	- 174	- 174	- 174	- 174	Notional average costs from 2024/25
PF1	- 169	- 179	- 189	- 192	- 194	- 200	- 207	- 215	- 225	- 237	
District Election			- 153				- 165				District election
Contingency	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	- 100	Operational Contingency Funding
Local Plan	- 428	- 122	- 60								
Programme for Growth	- 6,884	- 4,753	- 1,372								
Affordable Housing Commuted Sums											
Business Rates Equalisation/Internal safety net top-up											22/23 £266k drawdown from BRER included in MTFP but removed here and included in bottom line deficit funded from BRER
Net Contributions to/from reserves (+/-)	785	- 5,061	- 1,343	53	47	37	- 139	13	- 1	- 18	
Forecast Net Revenue Budget	22,429	12,382	12,605	12,920	13,124	13,278	13,537	13,801	14,067	14,337	
Difference between resources and forecast budget to be funded by BRER (a + b)	2,042	3,296	4,074	4,112	4,076	3,985	3,991	3,995	3,994	3,990	

Appendix A2 - SELBY DISTRICT COUNCIL - HRA 30 YEAR FINANCIAL PLAN MID-CASE (Based on 30 Year MRP - Original Budget)

Mid Case Scenario	Medium Term Financial Plan									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
KEY ASSUMPTIONS										
Inflation	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Estimated Sales	-20	-20	-20	-20	-20	-20	-20	-20	-20	-20
Estimated New Build / Purchases	20	20	20	20	20	20	20	20	20	20
Rent Increase CPI + 1%	1.50%	2.00%	2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of Dwellings (Mid Year Average)	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017	3,017
Average Rent - Rent Restructuring	86.37	88.09	90.29	93.00	95.79	98.66	101.62	104.67	107.81	111.05
Rent Weeks	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00	48.00
Rent Income (£)	-12,553,099	-12,804,161	-13,124,265	-13,467,700	-13,871,731	-14,287,883	-14,716,519	-15,158,015	-15,612,755	-16,081,138
Void loss	-251,062	-256,083	-262,485	-269,354	-277,435	-285,758	-294,330	-303,160	-312,255	-321,623
Provision for Bad & Doubtful Debts	-270,645	-276,058	-282,959	-290,364	-299,075	-308,047	-317,288	-326,807	-336,611	-346,709
Net Rent Income	-12,031,392	-12,272,020	-12,578,820	-12,956,185	-13,344,870	-13,745,217	-14,157,573	-14,582,300	-15,019,769	-15,470,362
% Increase in Rent	1.60	2.00	2.50	3.00	3.00	3.00	3.00	3.00	3.00	3.00
REVENUE FINANCING										
Dwellings Rents	-12,302,040	-12,548,077	-12,861,779	-13,246,549	-13,643,945	-14,053,263	-14,474,861	-14,909,107	-15,356,380	-15,817,072
Garage Rents	-107,150	-109,297	-111,483	-113,712	-115,986	-118,306	-120,672	-123,086	-125,547	-128,058
Total Resources (£)	-12,409,190	-12,657,374	-12,973,262	-13,360,261	-13,759,931	-14,171,569	-14,595,534	-15,032,193	-15,481,928	-15,945,130
REVENUE BUDGET										
Operational Services	1,913,720	2,001,677	2,018,013	2,058,373	2,099,540	2,141,531	2,184,362	2,228,049	2,272,610	2,318,062
Commissioning Contracts & Procurement	114,410	117,540	119,891	122,289	124,734	127,229	129,774	132,369	135,017	137,717
Contingency	75,000	76,500	78,030	79,591	81,182	82,806	84,462	86,151	87,874	89,632
Provision for Bad & Doubtful Debts	270,650	276,058	282,959	290,364	299,075	308,047	317,288	326,807	336,611	346,709
CEC Recharge from General Fund	2,787,610	2,748,090	2,790,490	2,846,300	2,903,226	2,961,290	3,020,516	3,080,926	3,142,545	3,205,396
Savings Target										
Debt Management Costs	6,000	6,120	6,242	6,367	6,495	6,624	6,757	6,892	7,030	7,171
Investment Interest - Notional Sum	-38,000	-34,000	-30,000	-30,600	-31,289	-32,071	-32,872	-33,694	-34,537	-35,400
Repayment of HRA Reform Loan (Interest)	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905	1,841,905
Contribution to Computer Development Reserve	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Net Service Costs	7,021,295	7,083,889	7,157,530	7,264,588	7,374,868	7,487,362	7,602,191	7,719,406	7,839,055	7,961,192
Net Service Surplus / Deficit before contribution to MRR & CAA	-5,387,895	-5,573,485	-5,815,732	-6,095,673	-6,385,063	-6,684,207	-6,993,342	-7,312,787	-7,642,873	-7,983,939
Voluntary MRP for Self-Financing Debt	1,260,000	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650	2,281,650
Assumed Voluntary MRP for HDP	315,310	400,567	487,528	576,229	666,703	758,987	853,117	949,129	1,047,062	1,146,953
Assumed HDP Interest	223,477	281,281	340,240	400,379	461,721	524,290	588,110	653,206	719,605	787,331
Net Resources Transferred to Major repairs Reserve	-3,589,108	-2,609,988	-2,706,314	-2,837,415	-2,974,989	-3,119,280	-3,270,465	-3,428,802	-3,594,556	-3,768,004
Major Repairs Reserve										
Opening Balance	-8,927,228	-3,988,534	-1,428,680	1,127,777	3,680,834	7,171,647	9,905,812	12,613,512	15,442,976	18,550,411
Transfers / Carry Forwards										
Revenue Contributions	-3,589,108	-2,609,988	-2,706,314	-2,837,415	-2,974,989	-3,119,280	-3,270,465	-3,428,802	-3,594,556	-3,768,004
Assumed Capital Programme	8,527,802	5,169,841	5,262,771	5,390,472	6,465,801	5,853,446	5,978,165	6,258,266	6,701,991	9,034,975
Closing Balance	-3,988,534	-1,428,680	1,127,777	3,680,834	7,171,647	9,905,812	12,613,512	15,442,976	18,550,411	23,817,382
CFR/Cashflow										
Opening Balance	-4,339,960	-5,915,270	-8,597,487	-11,366,665	-14,224,543	-17,172,897	-20,213,534	-23,348,301	-26,579,080	-29,907,792
Less unfinanced capital expenditure (internal borrowing)										
Add Voluntary MRP	-1,575,310	-2,682,217	-2,769,178	-2,857,879	-2,948,353	-3,040,637	-3,134,767	-3,230,779	-3,328,712	-3,428,603

Appendix B : Reserve Balances 2021 - 2025

Description	Estimated Balance 31 March 21	Use	Transfers	Contribs	Estimated Balance 31 March 22	Use	Contribs	Estimated Balance 31 March 23	Use	Contribs	Estimated Balance 31 March 24	Use	Contribs	Estimated Balance 31 March 25	Comments
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Revenue Reserves															
General Fund															
Reserves to fund future commitments:															
PFI Scheme	3,241,261	-169,421			3,071,840	-178,960		2,892,880	-188,706		2,704,174	-192,158		2,512,016	Reserve expected to be fully spent by 2035/36.
ICT	338,710	-582,539		263,000	19,171	-324,000	300,000	-4,829	-174,000	300,000	121,171	-174,000	300,000	247,171	Aligns with Digital Strategy
Asset Management	1,214,518	-752,646		200,000	661,872	-238,405	200,000	623,467	-17,746	200,000	805,721	-204,000	200,000	801,721	Subject to refreshed Asset Management Strategy
GF Carried Fwd Budgets	634,983	-634,983			0			0			0			0	
Covid-19 Grants	1,881,616	-1,881,616			0			0			0			0	Income received for Covid Business Grant Schemes not yet spent
Election	97,486			38,000	135,486		38,000	173,486	-153,000	38,000	58,486		38,000	96,486	
Total Reserves to fund future commitments	7,408,574	-4,021,205	0	501,000	3,888,369	-741,365	538,000	3,685,004	-533,452	538,000	3,689,552	-570,158	538,000	3,657,393	
Reserves to fund growth and improvement:															
Special Projects/Unallocated	8,506,860	0	-8,506,860		0	0		0			0			0	In 2021/22 £8.007m transferred to BRER to support the revenue budget/savings plan, £500k to contingency.
Programme for Growth	12,974,497	-5,042,919	8,000,000		15,931,578	-6,009,911		9,921,667	-971,667		8,950,000			8,950,000	Balance subject to release of £8m BRER
Discretionary Rate Relief Fund	240,003				240,003			240,003			240,003			240,003	
NYCC Collaboration	50,000				50,000			50,000			50,000			50,000	
Spend To Save (Business Development)	369,980	-67,600			302,380	-68,160		234,220			234,220			234,220	Held to support upfront investment or transitional costs to deliver savings/efficiencies/income generation - spend subject to business case approval
Total Reserves to fund growth and improvement	22,141,341	-5,110,519	-506,860	0	16,523,962	-6,078,071	0	10,445,891	-971,667	0	9,474,224	0	0	9,474,224	
Reserves to mitigate financial risk:															
Pension Equalisation Reserve	0			96,810	96,810		185,060	281,870		185,060	466,930		185,060	651,990	Phased provision following 2019 valuation
Business Rates Equalisation	4,768,672	-2,042,000	6,860	9,172,000	11,905,532	-1,942,000		9,963,532	-2,475,000		7,488,532	-2,383,000		5,105,532	Funds held to support revenue budget - drawdown is subject to savings delivery
Local Fund	466,451	-427,950		50,000	88,501	-122,000	50,000	16,501	-60,000	50,000	6,501		50,000	56,501	Funding for new local plan
Contingency	729,491	-100,000	500,000		1,129,491	-100,000		1,029,491	-100,000		929,491	-100,000		829,491	
General Fund	1,503,222				1,503,222			1,503,222			1,503,222			1,503,222	Minimum working balance £1.5m
Total Reserves to mitigate financial risk	7,467,836	-2,569,950	506,860	9,318,810	14,723,556	-2,164,000	235,060	12,794,616	-2,635,000	235,060	10,394,676	-2,483,000	235,060	8,146,736	
Total GF Revenue reserves	37,017,752	-11,701,674	-	9,819,810	35,135,888	-8,983,436	773,060	26,925,512	-4,140,119	773,060	23,558,453	-3,053,158	773,060	21,278,354	
HRA															
HRA Unallocated Balance	1,500,000				1,500,000			1,500,000			1,500,000			1,500,000	Minimum working balance £1.5m.
C/fwd Budgets (HRA)	95,887	-95,887			-			-			-			-	
Major Repairs Reserve - Capital Programme	8,927,228	-8,527,802		3,589,110	3,988,536	-5,169,841	2,609,990	1,428,685	-5,262,770	3,834,085	0	-5,390,472	5,390,472	0	Anticipated in Bus Plan to go overdrawn at 23/24 funded through release of cash set aside for debt repayment.
Total HRA Reserves	10,523,115	-8,623,689	-	3,589,110	5,488,536	-5,169,841	2,609,990	2,928,685	-5,262,770	3,834,085	1,500,000	-5,390,472	5,390,472	1,500,000	
Total Revenue Reserves	47,540,867	-20,325,363	-	13,408,920	40,624,424	-14,153,277	3,383,050	29,854,197	-9,402,889	4,607,145	25,058,453	-8,443,630	6,163,532	22,778,353	
Capital Reserves															
Total Useable Capital Receipts	6,278,013	-604,690		500,000	6,173,323	-520,000	500,000	6,153,323	-	500,000	6,653,323	-	500,000	7,153,323	
Capital Receipts (HRA Reserved)	45,901	-45,901			0			0			0			0	
Total GF Capital Receipts	6,323,914	-650,591		500,000	6,173,323	-520,000	500,000	6,153,323	-	500,000	6,653,323	-	500,000	7,153,323	
Restricted Reserves															
S106 Affordable Housing Commuted Sums	7,996,390	-1,843,818			6,152,572	-1,360,000		4,792,572			4,792,572			4,792,572	Funds ring-fenced and spend subject to progress on housing developments
Other s106 contributions	135,019				135,019			135,019			135,019			135,019	
Community Infrastructure Levy	2,337,206				2,337,206			2,337,206			2,337,206			2,337,206	
Total Restricted Reserves	10,468,615	-1,843,818	0	0	8,624,797	-1,360,000	0	7,264,797	0	0	7,264,797	0	0	7,264,797	

Appendix C : Planned Savings

Strategic Category	Lead	General Fund - Potential Saving	2021/22 Planned Savings £000's	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	2024/25 Planned Savings £000's	Commentary	Current Risk
Growing resources	Suzan Harrington	Asset rationalisation	0	0	100	100	This saving relates to the lease for the Contact Centre at Market Cross Selby. The saving will be realised when the lease expires in November 2022 and has therefore been reprofiled to 2023/24.	Medium
Growing resources	Dave Caulfield	Business Rates Growth	0	100	200	300	The Council's Economic Development Strategy will proactively foster new inward investment and indigenous business growth. This 'saving' is however high risk due to uncertainties regarding the BRR system reset. This cautious target assumes that the reset brings the Council out of its current safety net position and enables modest year on year growth to be realised. Delays to business rates retention system reset mean that this target is delayed a further year and proposed targets have been reprofiled accordingly.	High
Growing resources	Suzan Harrington	Summit alternative use	0	0	0	282	Assumes alternative use that brings in equivalent net funding. Profiled to 2024/25 due to current market conditions	High
Growing resources	Suzan Harrington	Green waste collection	0	0	0	740	Consider charging for garden waste collections - Government's waste strategy may ultimately over-rule this but this saving assumes implementation of full cost recovery of relevant/allowable costs	High
Total Growing Resources			0	100	300	1422		
Transforming	Suzan Harrington / Alison Hartley	Process improvements /on-line transactions	0	0	0	162	The Channel shift project is currently being delivered and savings from this are starting to be recognised. Further programmes to roll out digitalisation are delayed due to covid-19, and any potential benefits from this may not be made in the short term due to additional workload pressures as a result of the pandemic across the Council. Saving reprofiled a further year to 2024/25.	High
Transforming	Suzan Harrington	Introduce CT Penalty Scheme - NEW	5	5	5	5	Council Tax Penalty Scheme was not being enforced due to covid-19 but has now been reintroduced from 21/22.	Medium
Total Transforming			5	5	5	167		
Commissioning	Suzan Harrington	Contract renegotiations	18	18	18	18	Various procurement related savings	Medium
Total Collaboration & Commissioning			18	18	18	18		
Total			23	123	323	1,607	Potential for balance to be delivered through LGR	

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Target (MTFS 'Mid Case') £000	23	123	323	2,800
Low Risk £000	0	0	0	0
Medium Risk £000	23	23	123	123
High Risk £000	0	100	200	1484
Balance to be delivered through LGR £000	-	-	-	1,193
Total	23	123	323	2,800

Strategic Category	Lead	HRA - Potential Saving	2021/22 Planned Savings £000's	2022/23 Planned Savings £000's	2023/24 Planned Savings £000's	2023/24 Planned Savings £000's	Update/Comments	Current Risk
Transforming	Suzan Harrington	Process improvements /on-line transactions	195	195	195	195	The new housing/asset management system is in the process of being implemented and went live in 2020/21.	High
Total			195	195	195	195		

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

General Fund	Q4 Reported Phasing			Amendments Proposed in the MTFS			MTFS Proposed Programme			Comments
	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	
Transforming Customer Services	106,575						106,575	0	0	Covid-19 and other delays have prevented the start of work on the reception alterations delaying the contact centre move. It is hoped that procurement of the contractor will be progressed with work being completed at the end of 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
Website Development	10,000						10,000	0	0	This project is to enhance the platform to allow for future development of the website. Discussions with NYCC will commence in Q1 2021/22 to discuss the scope of the project.
Industrial Units - Road Adoption							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	31,380						31,380	0	0	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.
Benefits & Taxation System upgrade	21,380	15,000	15,000				21,380	15,000	15,000	This budget is linked to software upgrades supporting Channel Shift as part of the Digital Strategy
IDOX Planning System	15,000	15,000	15,000				15,000	15,000	15,000	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
ICT - Annual Software Licence							0	0	0	Annual Microsoft Licence - Budget moved to revenue
ICT - Servers	30,000						30,000	0	0	Servers are being upgraded to align to Microsoft licencing requirements.
ICT - Software	4,694						4,694	0	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.
Adobe Licence Replacement	15,000						15,000	0	0	Licences replacement programme due 2021/22.
Finance System Replacement	0	150,000					0	150,000	0	Replacement for the finance system has been reforecast into 2022/23.
Committee Management System	3,000						3,000	0	0	ModernGov software upgrade delayed to 2021/22 as part of legislative changes
Upgrade to Assure from M3	8,500						8,500	0	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
Cash receipting System	32,500						32,500	0	0	Income Management Software replacement project. The budget for this project will be used for the capital purchase of the system, training and consultancy on the new software due to GO LIVE in Q3 2021/22.
Northgate Revs & Bens	3,600						3,600	0	0	Budget required for system upgrades following legislative changes in relation to e-billing in line with the Digital Strategy

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

General Fund	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
Asset Management Plan - Leisure & Parks	47,891	9,005	17,746				47,891	9,005	17,746	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.
Committee Room Microphone system	65,000						65,000	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.
Portholme Road Collapsed Culvert							0	0	0	Final invoices have been received against this project, costs have come in slightly below expected spend.
Car Park Ticket Machines	22,473						22,473	0	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.
Industrial Units Maintenance	25,000	229,400					25,000	229,400	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.
Car Park Improvement Programme	520,168						520,168	0	0	Work to progress improvement to Back Micklegate and Micklegate car parks was delayed in order to maximise funding options through external funding bids such as the Heritage Action Zone funding; however delays have also been encountered due to discussions with Landowners. Plans to focus delivery on Portholme Crescent whilst these issues are addressed have been scaled back to enable the space to be utilised as a walk-in testing centre for 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.
ICT - Channel Shift 2 Website & Intranet	16,720						16,720	0	0	Citizens Access Portal (Revenues) is anticipated to go Live in Q2 2021/22 with Citizens Access Portal (Benefits) in Q3 2021/22. The remaining budget will be used for e-forms development through 2021/22
ICT - Channel Shift 3 Website & Intranet	18,000						18,000	0	0	Channel shift Phase 3 - Housing management CX Portal project which has been delayed will commence throughout 2021/22 once Channel Shift 2 has been completed and the Civica CX Phase 2 project has commenced. This project is linked to the Income Management System replacement project.
ICT - Disaster Recovery Improvements - Software / Hardware	17,790						17,790	0	0	This budget is for improvements aligned to Microsoft requirements & Disaster Recovery Improvements in 2021/22. A number of Oracle server upgrades will be required throughout the year to ensure that they remain compatible following software upgrades.
ICT - End User Devices - Software / Hardware	54,760	49,500	49,500				54,760	49,500	49,500	Budget is required for replacement hardware in relation to the digital workforce strand of the digital strategy.
ICT - Digital Workforce - Telephones - Mobile Working	11,770	9,500	9,500				11,770	9,500	9,500	Budget is for replacement Mobile hardware in relation to the digital workforce strand of the digital strategy.

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

General Fund	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
South Milford Retaining Wall	15,000						15,000	0	0	We are still awaiting confirmation from the parish priest as to whether approval for the improvement works to the wall will need to go through a Faculty application (similar to Listed Building Approval). It is currently unknown how long the process will take. The budget has been carried forward into 21/22 pending approval for the works to be carried out.
Waste Collection Fleet							0	0	0	All vehicles have now been received and the final cost is slightly below expected spend.
Wheelie Bins							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	197,730	100,000					197,730	100,000	0	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.
Replacement of Vehicle Fleet	3,510						3,510	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.
Purchase of Land	937,500			-937,500			0	0	0	No longer required so removed from the budget in future years as focus now on house acquisitions rather than building of properties and focus on the HRA rather than the Trust.
New Build Projects (Loans to SDHT)	2,800,000	9,132,038		-2,800,000	-9,132,038		0	0	0	Future programme not removed as all future properties will be built or acquired for the HRA as per proposal as part of the MTFS in July 2021. 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.
Private Sector - Home Improvement Loans	27,720						27,720	0	0	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.
Empty Property Grants	84,886	80,000					84,886	80,000	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.
Disabled Facilities Grants (DFG)	813,357	402,360	402,360				813,357	402,360	402,360	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.
Total General Fund	5,960,904	10,191,803	509,106	-3,737,500	-9,132,038	0	2,223,404	1,059,765	509,106	

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

Housing Revenue Account	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
Housing & Asset Management System	103,665						103,665	0	0	The remaining capital of £104k is expected to be paid following the Phase 2 project start-up in Q1 2021/22.
St Wilfrid's Court	93,733						93,733	0	0	The programme scoping meeting identified requirement for significantly more investment than is available in the current budget. The current budget will therefore be utilised to address some of the higher priority issues identified during visit, as well as any essential health and safety related works. 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.
Environmental Improvement Plan	108,152						108,152	0	0	This funding is earmarked to support a scheme being led by colleagues in the Contracts and Procurement Team. Work to progress the scheme has been delayed by the coronavirus outbreak.
Housing Development Project	1,701,273	1,700,000					1,701,273	1,700,000	0	Programme for the development of HRA properties on phase 2 small sites, Starts on these sites has been delayed due to Covid and is anticipated in 2021/22. Work including, feasibility studies, asbestos surveys and garage clearance has been completed. Planning permission for development of three schemes has now been secured and is anticipated to be issued for tender in Q2 2021/22 with a view to build commencement in Q3 2021/22. The forecast has been adjusted to reflect the build over 2 financial years.
Housegate Hostel							0	0	0	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	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.
Empty Homes Programme - Improvements to Property	200,000	894,138		400,000	-894,138		600,000	0	0	This supports the Empty Homes Programme and is available to purchase Empty properties that will be brought back in to use and let through the HRA and former council properties sold through the Right to Buy. This is part of a 3 year programme to fund the purchase of 20 properties and includes S106 and Homes England Grant funding. 7 properties have been purchase to date and the programme has been revised to 10 properties to align with Homes England fundin, which will reduced the overall estimated programme cost to £1.5m, with £600k to spend in 21/22 on the remaining 3 properties.
Assets Vehicle Fleet							0	0	0	The Council's replacement commercial vehicle fleet has now arrived and is fully operational.

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

Housing Revenue Account	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Comments
Energy Efficient Programme	856,084	510,225	520,430				856,084	510,225	520,430	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.
Health and Safety Improvement Programme	1,010,562	554,675	565,770				1,010,562	554,675	565,770	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.
Property Refurbishment Programme	5,013,864	3,677,796	3,740,890				5,013,864	3,677,796	3,740,890	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.
Property Investment Programme	1,381,030	427,133	435,680				1,381,030	427,133	435,680	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.
Total HRA	10,532,740	7,763,967	5,262,770	400,000	-894,138	0	10,932,740	6,869,829	5,262,770	
Total Capital Programme	16,493,644	17,955,770	5,771,876	-3,737,500	-10,026,176	0	13,156,144	7,929,594	5,771,876	

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General Fund	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24	Forecast 21/22	Forecast 22/23	Forecast 23/24
Capital Receipts	1,247,836	180,000	0	-937,500	0	0	310,336	180,000	0
Grants & Contributions	813,357	402,360	402,360	0	0	0	813,357	402,360	402,360
External Borrowing	1,990,000	8,447,935	0	-1,990,000	-8,447,935	0	0	0	0
Asset Management Reserves	740,617	238,405	17,746	0	0	0	740,617	238,405	17,746
IT Reserve	359,094	239,000	89,000	0	0	0	359,094	239,000	89,000
S.106 Commuted Sums	810,000	684,103		-810,000	-684,103		0	0	
Borrowing									
TOTAL	5,960,904	10,191,803	509,106	-3,737,500	-9,132,038	0	2,223,404	1,059,765	509,106
HRA									
Capital Receipts	0	0	0	340,255	340,000	0	340,255	340,000	0
Grants & Contributions							0	0	0
External Borrowing	340,255	340,000	0	-340,255	-340,000	0	-0	0	0
Major Repairs Reserves	8,527,802	5,169,829	5,262,770	0	0	0	8,527,802	5,169,829	5,262,770
IT Reserve	103,665	0	0	0	0	0	103,665	0	0
HCA Grant Funding	60,000	268,241	0	57,200	-268,241	0	117,200	0	0
S.106 Commuted Sums - affordable housing subsidy	1,501,018	1,985,897	0	342,800	-625,897	0	1,843,818	0	0
TOTAL	10,532,740	7,763,967	5,262,770	400,000	-894,138	0	10,932,740	5,509,829	5,262,770

Appendix E : Programme for Growth 2021/22 Financial Year Project Updates

Project	Multi-Year Project Budget	Position @ 31 March 2021		Forecast future spend	Update	Phasing of future spend Q4		
		In Year Spend 20/21				Forecast 21/22	Forecast 22/23	Forecast 23/24
Healthy Living Concepts Fund	53,281	0		53,281	Of the remaining £53,281 in this fund - £10k allocated to develop active travel sustainable travel packs in line with the visitor economy niche trails work, £30k allocated to development of project with Yorkshire Wildlife Trust for Barlow Common to develop project and funding bids as they arise (Barlow Common delayed due to Covid). Remaining £13k will support public health initiatives identified as part of covid recovery plans.	53,281	0	
Visitor Economy (Tourism & Culture)	1,222,952	141,191		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.	611,761	340,000	130,000
Celebrating Selby 950	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.	0	0	
Low Carbon resources	135,000	0		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.	45,000	45,000	45,000
Marketing Selby's USP	157,753	4,841		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.	50,971	50,971	50,970
Retail Experience - STEP	66,749	2,968		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.	63,781	0	
Legal Support	139,000	0		139,000	Legal Support for agreements and advice associated with the P4G programme / projects	47,000	46,000	46,000
Towns Masterplanning (Regeneration)	702,257	75,726		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.	626,531	0	

Project	Multi-Year Project Budget	In Year Spend 20/21	Forecast future spend	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Strategic Sites Masterplanning	244,832	(25,853)	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	245,685	25,000	0
Access to Employment	19,282	0	19,282	Projects within this budget will be targeted at supporting social mobility to give unemployed people in areas of higher deprivation in Selby District access to current and future employment opportunities e.g. connecting people to employment opportunities at Sherburn, the former Kellingley Colliery, Church Fenton etc. Future initiatives being reviewed against this budget include the opportunity to support future LCWIP projects linking residential communities with employment hubs and opportunities related to electric bike programmes.	19,282	0	
Growing Enterprise	270,542	(884)	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.	166,426	70,000	35,000
Selby TCF Revenue	0	(56,542)	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		
HeHigh Streets Heritage Action Zone (HAZ)	20,000	444	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.	10,556	5,000	4,000
Empty Homes	3,846	95	3,751	This budget supports the work of the private sector housing team and the empty homes officer to bring empty homes back into use. Overall the project is very successful and the Empty Homes Officer has directly helped bring 99 empty homes back into use during 2020/21. the majority of this success is achieved through offering advice and assistance to owners. At times, we need to utilise our enforcement powers to secure empty homes and to eradicate issues that are a statutory nuisance or prejudicial to health to neighbours. This budget specifically contributes to this area of enforcement work.	3,751	0	
Selby District Housing Trust	34,850	0	34,850	This fund is to support SDHTs role in the more ambitious HDP approved by Executive in January 2018. A new officer has now been appointed to support the SDHT. The Trust have taken occupation of an additional 17 new affordable homes in 2018/19 delivered through new build and Section 106 acquisitions and a further 12 Section 106 acquisitions in Q1 2019/20. SDHT continue to work with SDC colleagues on the affordability and viability of new properties coming forward via the Housing Development Programme. Discussions with external providers regarding possible S106 acquisitions are also ongoing.	20,000	14,850	

Project	Multi-Year Project Budget	In Year Spend 20/21	Forecast future spend	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Stepping Up' Housing Delivery	7,052	2,114	4,938	The Project will support the implementation of the Housing Development Programme approved by the Executive in January 2018. Seeking opportunities to maximise the social and economic benefits of the Council's asset portfolio. As Government restrictions continue to ease we will be looking to recommence works to deliver the Council's Housing Development Programme. An Affordable Housing Strategy has been agreed by the Executive and is being progressed.	4,938	0	
Olympia Park	14,733	10,000	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.	4,733	0	
Making our Assets work	100,000	47,449	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.	32,551	20,000	0
Housing Development Feasibility Work	303,546	14,178	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.	139,368	100,000	50,000
Asset Strategy	80,000	0	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.	80,000	0	
Finance Support	139,000	0	139,000	Business Case development & Financial monitoring / reporting	46,000	46,000	47,000
High Street shop fronts	100,000	0	100,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer started in post August 2020	32,000	40,000	28,000
New lane - Public Realm	200,000	0	200,000	The Project Fund is a match fund contribution to the successful High Streets Heritage Action Zone (HAZ) bid. Programme delivery commenced 1st April and this fund is part of a 4 year programme profile. HAZ Officer commenced in post August 2020. Experimental road closures in place as part of Reopening High Streets project (ERDF Funded)	50,000	100,000	50,000
Selby TCF Capital	3,039,424	467,854	2,571,570	2020/21 costs relate to the purchase of James William House in relation to the TCF project. 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	2,571,570	0

Project	Multi-Year Project Budget	In Year Spend 20/21	Forecast future spend	Update	Forecast 21/22	Forecast 22/23	Forecast 23/24
Low Carbon projects (Phase 1) CAPITAL	1,200,000	0	250,000	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). Project value reduced to £250k to focus on deliverable elements. £950k released for alternative use	125,000	125,000	0
Town Regen Selby	1,000,000	0	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.	350,000	650,000	0
Town Centre Tadcaster	500,000	0	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.	250,000	250,000	0
Town Centre Sherburn	500,000	0	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.	250,000	250,000	0
New programme resources	261,000	0	261,000	Additional staffing resources: Planning Projects Officer, Regenerations Town Centre Co-ordinator. The start date for these appointments is anticipated to be February 2021, the forecast has been adjusted into 2023/24	87,000	87,000	87,000
Funding for the 15% parish council contribution for the new Bawtry roundabout - £35062	35,062	35,062	0	Funding for the 15% parish council contribution for the new Bawtry roundabout, this was paid in Q4.			
Staffing costs	3,459,475	735,568	2,723,907	This covers P4G funded posts across SDC including the extensions to contracts approved in the budget. These posts support delivery of this P4G programme. It also covers the additional core staffing costs in a number of teams required to deliver the Council's corporate growth ambitions including the Economic Development and Regeneration team (to deliver the Economic Development Framework 2 year action plan) and key posts in Communities and Partnerships, Planning and Marketing and Communications.	1,151,690	1,173,520	398,697
Contingency	419,072	0	419,072	£162k proposed for allocation to Tadcaster Community Sports project (subject to report to full Council) - would leave contingency of £253k	419,072		
	14,436,539	1,462,042	12,024,497		5,042,919	6,009,911	971,667

GENERAL FUND NEW GROWTH BIDS 2021/22 - 23/24

Description	Capital				Comments	Term
	21/22	22/23	23/24	Total		
	£k	£k	£k	£k		
Industrial Units Investment	358	283	300	941	Major updating of industrial units including energy efficiency, panel erosion and refurbishments.	One-off
Total Value of new GF Bids	358	283	300	941		

Funding	20/21	21/22	22/23	Total
Settlement Grant Funding				
Reserves				
Revenue				
Borrowing				
Capital receipts	358	283	300	941
DFG grant funding				
S106 Funding				
HCA Funding				
Total				

HRA NEW GROWTH BIDS 2021/22 - 23/24

Description	Capital				Comments	Term
	21/22	22/23	23/24	Total		
	£k	£k	£k	£k		
Acquisition and Development - Housing	299	5,691	0	5,990	To extend the New Build/Acquisitions programme to maximise spend of s106 affordable housing commuted sums. Spend subject to 'self-financing business case'	One off
Total Value of new GF Bids	299	5,691	0	5,990		

Funding	20/21	21/22	22/23	Total
Capital receipts	60	1,138		
Major Repairs Reserve				
Revenue				
Borrowing				
S106 Funding	239	4,553		
HCA Funding				
Total	299	5,691	0	0

GENERAL FUND NEW P4G BIDS 2021/22 - 23/24

Description	Capital			Total	Comments	Term
	21/22	22/23	23/24			
	£k	£k	£k			
TCF project - additional funds	1,075	575	4,000	5,650	Selby station gateway land assembly and station plaza construction costs.	One-off
Burn	500			500	Promotion of development site in line with Local Plan including associated studies etc.	One-off
Places Movement Study		2,000		2,000	10% match funding to support a Levelling Up Fund bid to deliver on actions highlighted in the Places and Movement Strategy and previous work done on town centre and visitor economy projects. Spend would be subject to a successful funding bid.	One-off
Sherburn P4G Legacy	65	585	0	650	Sherburn legacy projects - Eversley park improvements, conversion of flat green bowling pitch, tennis courts refurbishment and car park opportunity.	One-off
Community Legacy Fund	2,000				Subject to separate report - proposal to invest £1m - £2m to deliver a community grant fund	One-off
Total Value of new GF Bids	3,640	3,160	4,000	10,800		

Funding	20/21	21/22	22/23	Total
Reserves				8,950
Total	0	0	0	8,950

Funding available

Agenda Item 11

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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