

Selby District Council 2020/21 Annual Report

2020/21 was a year like no other. It was a year in which the team at Selby District Council found themselves responding to the unprecedented challenges and demands of the Covid-19 pandemic. It was a year in which we had to radically reconsider and reprioritise the delivery of our services in response to national guidance, legislation, local need and requirements.

Alongside these huge challenges, we have also had to deal with the additional uncertainty of changes likely to follow as a result of local government reorganisation in North Yorkshire. And yet, despite this, we are proud to say that we have still been able to maintain the delivery of our organisational vision to **'make Selby a great place'**, which this report will outline in detail. This includes an overview of the role that we played in both responding to the pandemic and in leading the recovery of the district.

Throughout this period, we supported residents through the provision of vital services without which, life for some would have been incredibly difficult. We supported businesses through the provision of advice, of financial assistance and more recently, with the necessary preparation to re-open or for some, to open for the first time. Perhaps most importantly, we looked after the most vulnerable members of our community. We ensured their safety through contacting them to check-in, offering advice and signposting to support and information wherever this was available. We worked with our communities and our many partners to ensure that help and support were directed to where it was needed. We used our collective skills, talent and knowledge to deliver locally for the people of Selby District.

We are proud of the role that we played in both the response to and the recovery from the pandemic. We are thankful to our staff, to our partners and to the residents of Selby district who came together to maintain public safety and to provide support across communities where it was most needed.

This quote from one of our customers sums up our own feelings well:

"Can I take this opportunity to say a big heart-felt thank you to all of you who have continued to provide the essential services throughout this year that make a civilised society work. At times it must have been especially difficult as well as scary. I hope you have all been able to stay safe and any that were unfortunate to contract this virus have made a full recovery. My wife and I are truly grateful."

Throughout 2020-21, we have also been involved in discussions about the reorganisation of local government in North Yorkshire and York. This will mean changes to the way in which local services are provided across North Yorkshire and York. Whilst these discussions could not have been delayed forever, we would have preferred for them not to take place until the recovery process was successfully underway. However, as this process moves ahead, we have had no choice but to move with it in order to secure the best deal for the future of Selby district.

We have therefore worked hard with other North Yorkshire district councils to create a proposal to get change right. The government is expected to make its decision on a preferred model this summer. Whatever the outcome, we will continue to work to secure the best for the Selby district and its residents.

This annual report summarises the work of the council during the financial year 2020-21. Our vision to make Selby a great place to live, enjoy and grow has continued to underpin our work throughout this period, as we will seek to illustrate throughout the report.

We hope that you will find this information interesting and that it gives you an insight into the efforts that we have made during this unprecedented period and the outcomes that we have delivered in support of our vision and priorities, but also to support local need at a time when it was at its greatest.

SIG/PIC

SIG/PIC

Cllr Mark Crane
Leader of Selby District Council

Janet Waggott
Chief Executive, Selby District Council

Responding to the pandemic and leading Selby's recovery

The past year has been a year like no other. The Country has suffered tragedy and faced challenges on a scale unseen since the Second World War in dealing with the coronavirus pandemic. Selby District was no exception, and this report outlines how we have worked, on your behalf, to work through these challenges and deliver our priorities.

Responding to the pandemic

We played a key role in representing Selby residents' needs through working with many other organisations involved in the emergency response. Coming together through the formal 'Strategic Coordination Group' across North Yorkshire and York, we were able to ensure that our emergency response arrangements were joined-up with those of others to keep residents safe.

There have been five key elements to our pandemic response:

1. maintaining the delivery of council services.
2. sharing latest advice and guidance with residents.
3. supporting our vulnerable communities.
4. keeping residents safe through enforcing adherence to legislation where needed.
5. supporting businesses through the provision of grants, support and advice.

Throughout the year, over 60% of our staff worked from home. This increased to over 80% at key points during lockdowns. This was only possible because of our 2019-20 digital transformation programme, which gave staff the necessary technology and equipment to be able to work from home.

Our measures of performance ('key performance indicators' or 'KPIs') for 2020/21 show that we achieved over two thirds (68%) of the targets that were set and that we improved performance on almost half (46%) of measures.

Despite having to close our face-to-face contact centre for the safety of staff and customers, we continued to support residents online and via telephones. We received almost 100,000 calls to customer services in 2020/21 and continued to meet call answering targets. In addition, customer services received over 15,000 electronic contacts. There were fewer complaints (50 stage one complaints in 2020/21 compared with 77 the previous year), a greater proportion of complaints were responded to in target time and there were more compliments (135 in 2020/21 compared to 106 the previous year).

A huge communications effort underpinned our pandemic response – ensuring customers continued to be informed of changes to service delivery and, of course, raising awareness and repeating the government's public health key messages, especially around local and national restrictions, vaccinations and staying safe.

Working with our health and social care partners, we were able to identify and contact the most vulnerable of our residents to offer support. This varied and included the provision of essential groceries and medicines and ensuring that they benefitted from safe social contact. Staff deployed from across the Council made over 2500 calls to our residents who were shielding. Calls that were really appreciated and well received. We found that 66% of

the residents we contacted already had support in place through family, friends, neighbours and local voluntary groups. This allowed us to work with colleagues at North Yorkshire County Council and local community support organisations to concentrate our efforts into supporting those people who were most in need. In addition, throughout the year we contacted all our 800 Lifeline customers at least once a fortnight and the Lifeline team responded to 533 emergency call outs.

Our Environmental Health, Enforcement and Licensing teams helped keep the district safe and providing clarity about the guidance, which changed regularly. The teams dealt with 366 requests for service, carried out 91 Covid-related visits, 20 Polling Station risk assessments, undertook numerous multi-agency joint enforcement nights and where necessary, served two prohibition notices and six Coronavirus Improvement Notices (CINS), two fixed penalty notices, held one licensing review hearing and have one prosecution under consideration.

They also supported the work of the COVID-19 Outbreak Control Teams (OCTs) by working closely with colleagues from Public Health England, Health and Safety Executive and NYCC to manage COVID-19 outbreaks related to workplaces and the local community.

Our Economic Development, Visitor, Culture and Tourism staff helped over 300 businesses with pro-active advice and support. This included providing advice and support to businesses to help them comply with the new legislation. Our Revenues team supported businesses through local grant provision. In 2020-21, we:

- distributed 10 different types of business grants
- gave 1569 businesses financial support
- distributed over £26.5 million in funding

In addition, we undertook measures to support business such as providing free car parking and a rent-free period for our business units. We know our businesses were grateful of the support:

“The small business grant was processed very quickly which helps small businesses like our survive, especially in these unprecedented times.”

Leading Selby's recovery

Our work to support the recovery of the district began in the spring of 2020, even before the first lockdown had ended.

We identified a number of key priorities linked to three key themes: organisational recovery, community recovery and economic recovery.

Organisational recovery

This process began in April 2020, at the early stages of the first lockdown, and included:

- Making our workplaces covid-secure, including the Civic Centre.
- Risk assessing service delivery to inform and support new working arrangements and allow the return of as many of our services as possible.
- Reducing any backlogs resulting from lockdown, such as housing repairs (see below)

Supporting our council tenants with repairs

During the first lockdown in March 2020 the team were only able to attend emergency repairs. All other repairs were put on hold. This was necessary to keep tenants and staff safe. Void works continued but were only possible with strict social distancing guidelines in place.

Ongoing covid restrictions resulted in a significant backlog of urgent and routine repairs when lockdown ended with around 300 and 1,100 respectively repairs outstanding. Between July 2020 and November 2020, we reduced the number of outstanding repairs to around 30 and 540 respectively. Further lockdowns meant putting non-urgent repairs back on hold after that.

All repairs restarted on 17th May 2021 in line with the Government's roadmap, with 3,850 repairs outstanding. Between 17th May and 15th June, the team completed 1,895 repairs, which included 992 repairs reported during the lockdown period, reducing the total open repairs to 2,858.

Community Recovery

In terms of supporting our communities, recovery work focused on:

- working with Primary Care Networks (local GPs) to raise awareness of access to community support.
- administer self-isolation payments.
- 'Citizens Online' – supporting the launch of a national helpline to enable those requiring support to access digital services. Providing local licences to community organisations to deliver the support.
- refocused our community funding into a member fund, to enable councillors to respond directly to what helps bring communities back together.

Economic Recovery

We supported businesses to re-open once lockdown restrictions were lifted in many ways, including:

- creating a one-way system for high streets and shopping areas.
- making paths wider by using barriers for pedestrian safety.
- providing around 300 reopening packs to businesses.
- continuing to support businesses throughout the recovery process.
- holding business workshops to support retail, tourism and hospitality during lockdown.
- arranging online networking opportunities for businesses within the visitor economy sector to encourage support and collaboration.
- accessing over £33,000 to support Covid recovery measures such as Covid safety and reopening signage, promotional adverts and films to support businesses and the re-opening of the high street.

We continue to lead Selby's recovery. Our priorities to do so were incorporated into a revised [Delivery Plan](#) and revised budget in the summer of 2020.



Delivering during a pandemic

To help improve the recycling of household waste throughout the district, we introduced two new wheelie bins to replace the existing smaller boxes. The new bins would allow residents to recycle more. To accommodate the additional workload, we introduced a new collection schedule at the same time.

Whilst we planned these changes well and supported the changes with an original and extensive communications campaign, we could not have expected the country to be gripped by a pandemic and be in full lockdown at the point of launching the new service in April 2020. Despite this, residents embraced the new SORTED household recycling service, and the launch and subsequent implementation were a success, enabling us to:

- deliver new bins to around 40,000 properties.
- increase glass/cans/plastic recycling by 54%.
- increase paper/card recycling by 29%.

The new blue and brown wheelie bins for household recycling were being delivered to almost 40,000 homes across our district just as the Government announced the lockdown. Central Government advice was that waste and recycling was a key service to be maintained so the final deliveries of the bins continued to take place following strict health and safety guidance with the collection crews operating as family groups, the separation of crews and strict social distancing at the depots and waste disposal sites.

As the new collection service began, we saw a major rise in the amounts of all waste types being collected – due to the closure of schools and an increase in home working. In addition, local Household Waste Recycling Centres were closed. This all contributed to a major increase in all types of waste being collected.

However, the largest increase in waste collected was for recycling as residents embraced filling their blue bins with glass, cans and plastic and their brown bins with paper and card. Our collection contractors advised that if we had had to deal with this increase in waste collections the smaller capacity of the old kerbside collection vehicles would have been unable to cope with the increase in waste. This would have meant significant disruption for residents.

The overall recycling rate in our district has risen from 42.7% to 44.8% with dry recycling tonnages increasing by more than a third (39% or 2,367 tonnes). This is a fantastic response to the new service.

The changes to the recycling service were a significant service change affecting almost every home and resident in our district, introduced following feedback that residents were unhappy with the old recycling boxes. When the new service was introduced, we also took the opportunity to replan collection routes taking into account new residential developments and ensuring routes were more efficient and better for the environment. As well as this our ageing collection fleet has been replaced and the new service now offers a robust and reliable collection service for residents.

Ensuring Selby district remained a great place in 2020/21

The pandemic changed the needs of our residents, businesses, and communities significantly in 2020/21. We did our best to maintain core service delivery and to deliver the priorities set out in our Delivery Plan.

Our priorities centre on four themes which are to make the Selby district:

- a great place to live.
- a great place to enjoy.
- a great place to grow.
- supported by a council that delivers great value on behalf of residents.

Helping to make Selby district a great place to LIVE.

This priority is about the provision of quality housing to meet the needs of our residents. We seek to enable more homes to be available and to ensure that the ones we provide are fit for purpose. It is also about working with residents and businesses to ensure our town centres and villages are places people want to live, to visit and to invest in.

We enabled the development of new homes through close working with strategic partners and an efficient and effective planning service.

- Over 500 new homes were provided across the district in 2020/21 (531). This reflects an increase on the number provided in 2019/20 (492) and significantly exceeded the 'standard method' formula for the minimum number of homes expected (319).
- Of these homes, 140 were 'affordable homes', which means housing for sale or rent at lower cost for those whose needs are not met by the market. This was 15 more than the 125 such homes that we provided in 2019/20.

We made the best use of our available housing stock to support those in housing need.



- We enabled 99 properties that were empty for over six months to be reoccupied. This was 60 more than in 2019/20. Long term empty homes in the district reduced from 466 to 406. Of the 20 top priority properties, only seven remained empty.
- We let seven newly acquired affordable rented properties through the Empty Homes Programme. This was one more than in 2019/20. We had aimed for more, but our plans were negatively impacted by Covid-19.
- We provided 74 homeless households with emergency accommodation. In addition, during the first three months of the pandemic we brought in eight rough sleepers to ensure they were safe.
- We completed 89.4% of emergency/urgent repairs to council-owned properties within agreed timescales. This was slightly below performance achieved in 2019/20 (91.6%) as service delivery was heavily affected by the Covid-19 pandemic.









- During 2020/21 we re-let 159 empty council homes. It took us significantly longer to re-let empty council homes in 2020/21 – 33 days for standard voids and 52 days for voids needing major repairs (compared with 21 and 39 days respectively in 2019/20). Despite a 20-week stop on moving homes during the first lockdown, there was a 24% increase (44 additional void properties) in 2020/21.
- Delivery of the improvement programme for increasing the quality of council homes was delayed due to the first Covid-19 lockdown. However, the programme recommenced in August 2020 and, despite challenges such as lack of materials and some residents refusing works due to self-isolation, shielding and simply not wanting people in their homes, the team still improved the quality of council homes by:
 - fitting 79 new kitchens
 - fitting 45 new bathrooms
 - 1,718 square metres of rendering
 - 8,771 square metres of pointing
 - fitting new doors and/or windows to 130 properties
 - fitting 1,164m of fencing plus 14 new gates

We continued to support the development of vibrant town centres and places in Selby, Tadcaster and Sherburn in Elmet.




- The early analysis work for the Selby & District Places and Movement Study, including traffic modelling, has now been completed for the Selby and Sherburn in Elmet with Tadcaster to follow. This project aims to propose improvements to these town centres in line with the views of residents. Carried out jointly with North Yorkshire County Council, the results will be available in summer 2021.
- Public consultation around the Selby Station Gateway Transforming Cities Fund project was completed in March 2021. This project aims to boost walking, cycling and public transport in Selby and includes proposals for development in and around both the railway and bus station. Whilst feedback from the consultation is still being assessed, early indications are of high levels of support. Outcomes will be published once analysis is complete.
- We worked with our partners to ensure our town centres were ready to re-open once lockdown restrictions were lifted, for example creating a one-way system for high streets and shopping areas and making paths wider by using barriers for pedestrian safety and an extensive media campaign to provide re-assurance and encourage local shopping.




Helping to make Selby district a great place to LIVE – KPIs.

Measure of performance	Direction of Travel	2019/20	2020/21	Trend	Target Met?
Number of additional homes provided in the district	Aim to Maximise	492	532		

Number of affordable homes provided in the district	Aim to Maximise	125	140		
Number of new Selby District Council/HRA units delivered	Aim to Maximise	6	7		
% Of emergency/urgent repairs to council-owned properties completed	Aim to Maximise	91.57	89.35		
The number of empty properties (6 months +) brought back into use	Aim to Maximise	39	99		

KEY:

PI Target Status	
	Alert
	Warning
	OK

Trends	
	Improving
	No Change/ Not applicable
	Getting Worse

Helping to make Selby district a great place to ENJOY.

This priority is about close working with local partners to ensure Selby district is clean, attractive, and safe for residents, businesses and visitors, both now and in the future.

We worked closely with our delivery partner to efficiently and effectively collect household waste and improve recycling.

- Our recycling rates increased by over two percentage points from 42.7% in 2019/20 to 44.8% in 2020/21.
- The amount of household waste collected per house increased from 545kg to 578kg per household in 2020/21. This was during a period of national lockdown, school closures, people working from home and the closure of all household waste recycling sites.
- The number of missed waste collections increased from 253 in 2019/20 to 349 in 2020/21. This is out of a total of 2,658,282 collections which equates to only 13 missed per 100,000 collections despite the pandemic, the introduction of a new service (which usually leads to an increase) and the increase in workload. Missed collections improved once the new service bedded in.

In 2020/21 we worked closely with local partners to develop resilient communities.

- Selby Voice community engagement started March 2021 to support community conversations on health matters to help agencies and community support focus on the right issues for residents. Mental health and social isolation are significant.
- Supported Selby Town Primary Care Network (GPs) with a patient insight project to design community led prevention and support services for people with long term conditions. 50 patients are working with agencies to develop ways of supporting people to reduce isolation, sustain employment and positively manage health.
- Wider recovery work with other partner agencies through the North Yorkshire Local Resilience Forum resumed in March 2021. This looked at issues such as dealing with poverty and debt, bereavement, and supporting spontaneous volunteering.
- Supported the Office of the Fire, Police and Crime Commissioner to secure a £500k Safer Streets initiative, providing security measures to homes and businesses in our rural communities, particularly in our western/southern areas to target cross border and rural crime.


We worked with our leisure providers; 'Inspiring Healthy Lifestyles' (IHL) to keep customers safe and healthy.

- Leisure provision was hit hard by the pandemic, and we worked closely with IHL to ensure our leisure centres were able to operate safely once restrictions were lifted.
- Once it became obvious that the Summit would be unable to open efficiently and effectively during the pandemic, we worked closely with local health partners to re-purpose the building and provide a much-needed local vaccination centre for the district.

We continued to work with local partners to keep all residents safe.

- We used complaint feedback to target sector specific businesses and undertaken spot checks and assess compliance with relevant covid-19 regulations and government guidance.
- We used our ongoing food hygiene inspections to also assess covid-19 compliance and offer advice.
- We continued to work closely with colleagues at North Yorkshire County Council and North Yorkshire Police to share intelligence and co-ordinate responses and to take any necessary enforcement action to keep everyone safe and feeling safe.

Helping to make Selby district a great place to *ENJOY* - KPIs.

Measure of performance	Direction of Travel	2019/20	2020/21	Trend	Target Met?
Residual household waste per household (kg)	Aim to Minimise	545	578		
% Household waste recycled	Aim to Maximise	42.70	44.81		
% Of relevant land and highways assessed as within contract standard	Aim to Maximise	97.03	N/A	N/A	N/A
Number of missed waste collections	Aim to Minimise	253	349		

Helping to make the Selby district a great place to GROW.

This priority is about how we provide the leadership, the local planning framework and the support to enable others to invest in the district. It is also about the services we provide to ensure our district has a strong and sustainable economy that delivers benefits for all residents.

We supported new developments across the district.

- In 2020/21 we dealt with 84% of major and 74% of non-major planning applications on time. Both were only slightly lower than performance in 2019/20 (89% and 75% respectively). This was achieved whilst dealing with almost 10% more planning applications and over 150% more permitted development enquiries than the previous year.
- We achieved a strong balance between the speed of decision making in planning and the quality of decisions. We ranked 15 out of 364 council authorities for success in defending the Council's planning decisions at appeal for major and minor applications.
- We gave consent to a wide range of major applications including a major employment scheme at the former Eggborough Power Station and the innovative L&G Modular Homes scheme at Portholme Road.
- We have continued to grow the council tax base by 474 properties in 2020/21. Not only is this a measure of relative economic growth over this period but also, there is an assumption that this is an indicator of momentum, meaning that where that growth happens, it will continue.

We have made significant progress with our new 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.
- The Preferred Options consultation of the plan began on 29 January 2021 and finished on 12 March 2021. Following high levels of social media engagement and attendance at on-line briefing meetings, around 1,200 representations were received which are now being considered by the team.

We continued to develop our visitor economy.

- Achieved Bronze at the Welcome to Yorkshire White Rose Tourism Awards 2020 for Best Arts and Culture for the 2019 Selby 950 programme supporting Selby Abbey to celebrate and raise its profile.
- Established a Visitor Economy Advisory Board (VEAB) to provide a strong voice for the visitor, tourism and hospitality sectors, and to oversee delivery of the Selby District Visitor Economy Strategy.
- Worked with the VEAB to develop the 'Heart of Yorkshire' branding for Selby district. Once launched later in 2021, it will be at the core of new social media channels, a new visitor/destination website and at the heart of marketing and promotional campaigns designed to promote the district, as a place to enjoy and explore.

- We launched the themed 'Selby District Trails' to encourage residents and visitors to explore the district as their 'home' and experience our must-see landmarks and attractions, focusing on landscape, green open spaces, heritage stories and family adventure.
- We established a Creative Drivers group – a developing network of representatives from the creative business sector to strengthen understanding of local connection, skills and attraction to the area.
- We developed our five-year 'cultural development framework', jointly funded by the Arts Council England and to be launched in summer 2021, to promote and encourage cultural activity and initiatives across Selby district, and focus on developing the district as a place for the creative sector to stay and develop.
- We commenced the Selby Town High Street Heritage Action Zone. A four-year programme of public realm, property refurbishment and cultural and community engagement to raise the profile and quality of the town's historic core.
- Our cultural programme is a nationally recognised exemplar by Historic England and includes an innovative 'Minecraft' digital engagement programme to design the past, current and future of our town, engaging the next generation in our district pride.

We delivered a sustainable and targeted programme of support to small and medium sized businesses across the district.

- We supported almost double the number of small and medium sized businesses (those with less than 250 employees) compared to 2019/20, helping 298 in 2021-21.
- We encouraged business success through the first-ever 'Selby District Business Awards' - holding a virtual event to keep participants safe, we received 54 entries and gave out 16 awards across eight categories.

Helping to make the Selby district a great place to *GROW* – KPIs.

Measure of performance	Direction of Travel	2019/20	2020/21	Trend	Target Met?
Number of SMEs supported	Aim to Maximise	150	298		
% of Major applications within statutory or extension of time	Aim to Maximise	88.89	84.38		
% of non-major applications within statutory or extension of time limit	Aim to Maximise	75.31	75.00		
Amount of Business Rates retained (£s)	Aim to Maximise	11,291,904	11,276,892		
Council Tax Base	Aim to Maximise	31,710	32,183		

Delivering GREAT VALUE on Selby residents' behalf.

Key to delivering on this priority is that Selby District Council is well-managed, supports and develops its staff, maximises the benefits from digital technology, invests resources wisely and uses its assets effectively to ensure the Council is financially sustainable and delivers high quality services to residents through an accountable governance framework.

The improvements to how we use technology to deliver better services helped staff continue working effectively despite the Covid-19.

- We enabled almost 80% of our staff to work at home. Our 'digital workforce' programme provided 250 staff with laptops or tablets and Microsoft Teams which supported the following activity in 2020/21:
 - Over 29,000 'conversations' in Microsoft Teams Sites.
 - Over 600,000 individual messages sent via Teams.
 - Over 50,000 Microsoft Teams calls made (audio and video).
 - Over 19,000 online Microsoft Teams meetings held.
- We enabled the public to continue to witness and engage with local democracy through live streaming all meetings of the full council and 48 committee meetings online. These meetings have allowed 138 council decisions to be made virtually. This was made possible by giving our councillors the ability to work from home and deliver their role through the provision of Microsoft Teams.

The speed of our benefits processing ensured vulnerable residents received funds on time.

- We processed 11,128 Housing Benefit Change of Circumstances in 2020/21, almost a thousand per month.
- We saw an increase in the number of new council tax support claims and change of circumstances received, compared to previous years, due to the economic impact of Covid-19. We received 3,324 new council tax support claims and 24,618 council tax support change of circumstances in 2020/21.
- The time taken to process benefit claims (18.76 days) and changes in circumstances (2.86 days) were both quicker in 2020/21 than in 2019/20 (19.12 days and 3.52 days respectively).
- Over 70% of people accessed benefits forms and local taxation direct debit forms on-line compared to other channels. This is a significant increase compared to last year (43%).

















We continued to prioritise good customer service.















- Stage one complaints reduced by a third compared with the previous year. 77 were received in 2019/20 and 50 in 2020/21.
- We responded within target to a greater proportion of our stage one complaints in 2020/21 compared with 2019/20 (90% compared to 88%).
- The number of stage two complaints reduced from 22 to 21.
- Compliments increased by over 25% with 135 in 2020/21.

We took a sensitive approach to maximising income collection.

- The beginning of the pandemic was hard for many of our tenants and residents. Workplaces closing meant people were relying on furlough as their only source of income. To help support people during the tough time, we suspended the collection of any debts owing to the council from April until July 2020. This had a negative impact on out income collection rates.
- Despite the pandemic, we collected £61.3m council tax. This was an increase on the £58.9m collected in the previous year.
- Whilst the collection rate (the amount collected as a % of net collectable debit) fell slightly from 98.3% in 2019/20 to 98.1% in 2020/21, our performance puts us just outside the top 10% of performers in the country as 33rd out of 318 councils. This performance is well above the national average (95.7%)
- We collected £31.3m business rates (NNDR) in 2020/21. This is well below the £39.5m collected in 2019/20. This is unsurprising given the pandemic and mirrors the situation in the rest of the country.
- Similarly, our collection rate also fell from 99.1% in 2019/20 to 94.2% in 2020/21. Whilst this was also above the national average (93.0%), this places us 165 out of 318 councils.
- Collection rates on both sundry debt (97% collected in 2020/21) and housing rent and arrears (97.4% in 2020/21) were also lower than in 2019/20 (99.1% and 98.3% respectively).

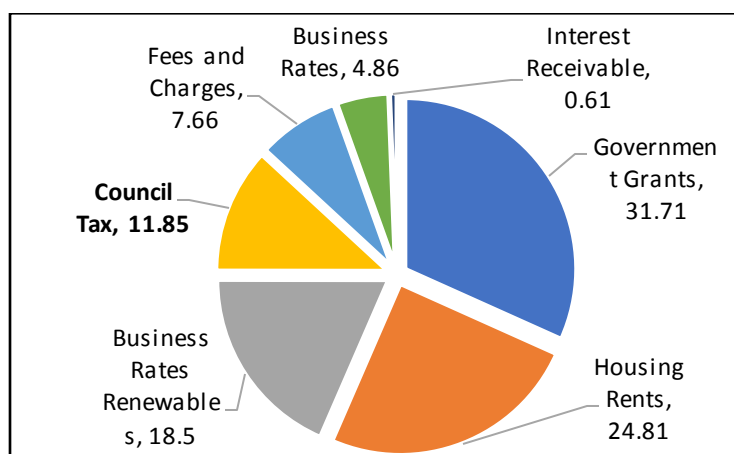
Delivering *GREAT VALUE* on Selby residents' behalf - KPIs

Measure of performance	Direction of Travel	2019/20	2020/21	Trend	Target Met?
% Of Council Tax collected	Aim to Maximise	98.33	98.11		
% Of Council housing rent & arrears	Aim to Maximise	98.34	97.41		
% Of non-domestic rate collected	Aim to Maximise	99.18	94.24		
% Of sundry debt collected	Aim to Maximise	99.1	97.01		
External auditor Value for Money conclusion	N/A	Yes	Yes		
Amount of planned savings achieved (£000s)	Aim to Maximise	£768k	141k		
Average days to process new benefit claims (total)	Aim to Minimise	19.12	18.76		
Average days to process Change of Circumstances	Aim to Minimise	3.52	2.86		

% Stage 1 corporate complaints fully responded to in required timescale	Aim to Maximise	88	90		
% Freedom of Information (FOI) requests responded to in 20 days	Aim to Maximise	88.8	85.71		
The average wait time before a customer is seen by an advisor (mins).	Aim to Minimise	4.33	N/A	N/A	N/A
The ave. wait before a customer phone call is answered by an advisor (mins)	Aim to Minimise	1.62	2.14		
% Of people accessing Benefits forms and Taxation direct debits forms on-	Aim to Maximise	42.64	70.15		
Corporate health & safety: The number of incidents reported	Aim to Minimise	10	3		
Average days sick per FTE (full time employee) Rolling 12 months	Aim to Minimise	7.76	3.78		
Percentage of stage 2 corporate complaints fully responded to in	Aim to Maximise	64	71.43		

Using our money to deliver great value.

Where the money comes from for our revenue budgets (%).



The average Council Tax bill in the Selby district (for a Band D property) in 2020/2021 was £183.22. The District Council kept a small proportion of this, equal to just £3.62 per week. It helped pay for a wide range of services, such as waste and recycling collections, recreation and sport, the cost of democracy, environmental health and planning, among others.

What the money spent on in our revenue budgets (£m).

What the money is spent on	%	£m	Description
Housing & Benefits	46%	£22.6m	Service includes Housing Revenue Account, Housing Benefits and General Funding Housing and Homelessness
Net Transfer to Reserves	20%	£9.8m	Includes funding set aside for future investment in our Assets, including Housing Stock and Council Priorities
Recycling, Waste Management & Street Cleaning	9%	£4.5m	Includes Trade and Domestic waste services, street scene.
Planning & Economic Development	6%	£3.2m	Services relating to Planning, Economic Development
Precepts & Levies	4%	£1.8m	Drainage Board Levies
Other	16%	£7.7m	Includes Corporate and Democratic Management, Recreation and Sport, Parking Services, Commercial assets, Environmental Services and Licencing. Community Safety and Tax collection
Total Revenue Spend		£49.6m	

Savings

To date we have achieved over £6m in savings over the last eight years.

Capital and growth

Our capital and growth programmes will be investing £56.7m over the next three years on our assets and our council priorities.

Looking forward, our priorities for the next two years

Our big ambitions for the area between 2020 and 2030 are to make the Selby district:

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

Council Delivery Plan

Our Delivery Plan for 2020-23 was approved in November 2020 and can be found [here](#).

Subsequently, the government has progressed its plans for re-organising local government across North Yorkshire and York. At this stage, it is not clear as to the government's preferred option for area, but it is not expected that the status quo will remain.

This could mean the end of Selby District Council by April 2023.

Therefore, we need to continue to prepare the district for any changes in local government, the focus for the next two years will be on the following:

- Responding effectively to the ongoing Covid pandemic and leading the district recovery – with a particular focus on community and business recovery
- Maximising the provision of affordable housing in the district.
- Improving the quality of our council homes by delivering our Housing business plan.
- Delivering improvements to the Selby station gateway to support a vibrant town centre.
- Improving the centres of Selby town, Tadcaster and Sherburn in Elmet – by implementing the action plans.
- Progressing the Local Plan to ensure we have an effective framework for sustainable development.
- Working closely with our partners to secure the ongoing leisure provision for the district.
- Ensuring we are ready to respond to the government's proposals for changing waste management and securing waste collection services beyond the end of the current contract with Urbaser.

At the same time, we will continue to deliver good quality, value for money core services and ensure our customers are able to access services in the way that suits them best by maximising our online service provision.

Selby District Council

Contact us:

<https://www.selby.gov.uk/contact-us>