



## **POLICY AND RESOURCES COMMITTEE**

Monday 29 November 2021 at 6.30 pm

Council Chamber, Ryedale House, Malton

**IMPORTANT:** The Council fully recognises and respects the role and importance of democratic meetings and is committed to protecting the health and safety of Elected Members and Officers who participate. Risk assessments are undertaken in advance of each meeting, and are reviewed on an ongoing basis.

Social distancing measures will be in place throughout the meeting, however it is important that you do not attend the meeting if you or anyone in your household are required to self-isolate due to receiving a positive COVID-19 test result, having symptoms of COVID-19, or having been told that you have been in contact with someone who has tested positive for COVID-19.

For the purpose of public transparency and accountability, the meeting will be live streamed online. The livestream can be accessed here:

<https://www.youtube.com/channel/UCZCvPUsJ0LwMJ9ukDsGf0Hw>

For health and safety reasons and in accordance with our risk assessment, members of the public are asked to follow the meeting via this method rather than attending in person. If you are unable to access the meeting this way, please contact us so that we can explore whether any safe alternative option is possible. The media will be able to report on proceedings from the live stream.

### **Agenda**

**1 Emergency Evacuation Procedure**

The Chair to inform Members of the Public of the emergency evacuation procedure.

**2 Apologies for absence**

**3 Declarations of Interest**

Members to indicate whether they will be declaring any interests under the Code of Conduct.

Members making a declaration of interest at a meeting of a Committee or Council are required to disclose the existence and nature of that interest. This requirement is not discharged by merely declaring a personal interest without further explanation.

**4 Minutes of the Meeting held on 11 November 2021**

(Pages 3 - 8)

5 **Minutes from the Livestock Market Working Party meeting held on 9 November 2021** (Pages 9 - 10)

6 **Urgent Business**

To receive notice of any urgent business which the Chair considers should be dealt with at the meeting as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972.

**PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE**

7 **2020/21 Statement of Accounts** (Pages 11 - 14)

8 **Contract Renewals - Public Toilet Cleaning, Vehicle Fleet Tyres and Route Optimisation Software** (Pages 15 - 18)

**PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL**

9 **Ryedale's Financial Strategy 2021-25** (Pages 19 - 56)

10 **Revenue and Capital Budget Monitoring - Q2 2021/22** (Pages 57 - 64)

11 **Council Performance - Quarter 2 2021-2022** (Pages 65 - 86)

12 **Any other business that the Chair decides is urgent.**

## Policy and Resources Committee

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Held at Council Chamber, Ryedale House, Malton  
on Thursday 11 November 2021

### Present

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Councillors Joy Andrews, Arnold, Burr MBE (Vice-Chair), Delaney, Docwra, Duncan, Frank, Graham, Keal (Chair) and Potter (Substitute)

By Invitation of the Chair: Councillor SNR Thackray and P Andrews

Overview & Scrutiny Committee Observers: Councillors Bailey, Middleton and Thackray

### In Attendance

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Rachael Balmer, Simon Copley, Lucy Furneaux, Jill Thompson, Ellen Walker and Howard Wallis

Stacey Bulet, Anton Hodge, Kim Robertshaw, Robert Robinson, Phillip Spurr, Margaret Wallace and Howard Wallis joined the meeting virtually.

### Minutes

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#### 62 Apologies for absence

There were no apologies for absence.

#### 63 Declarations of Interest

Councillors Duncan and Burr declared a personal, non-pecuniary and non-prejudicial interest in item 10 as members of North Yorkshire County Council.

#### 64 Minutes of the meeting held on 23rd September 2021

##### Decision

That the minutes of the Policy and Resources Committee meeting held on 23 September 2021 be approved and signed by the Chair as a correct record.

##### Voting record

Carried by general affirmation

#### 65 Recommendations from the Flood Management Working Party meeting held on 5th October 2021

##### Decision

That the draft letter to Government at Annex A of the minutes of the Flood Management Working Party meeting held on 5 October 2021 be signed and sent.

##### Voting record

5 For

5 Abstentions

66 **Minutes of the Local Plan Working Party meeting held on 14th October 2021**

The minutes of the Local Plan Working Party meeting held on 14 October 2021 were received.

67 **Recommendations from Grants Working Party held on 28th October 2021**

**Decision**

That the recommendations of the Grants Working Party meeting held on 28 October 2021 are approved.

**Voting record**

Carried by general affirmation

68 **Urgent Business**

There were no items of urgent business.

**PART 'A' ITEMS - MATTERS TO BE DEALT WITH UNDER DELEGATED POWERS OR MATTERS DETERMINED BY COMMITTEE**

69 **Ryedale Local Plan Review - Distribution of Development - Options Consultation**

Considered – report of the Planning Services Manager

Councillor Burr moved and Councillor Potter seconded the following amendment:

Amend option two wherever set out in the draft consultation paper as follows:

Delete the words “*with development focussed at the market towns and specific villages, including existing “service villages” and selected additional villages*” and replace with “*across the towns and villages of Ryedale*”.

On page 14 of the draft consultation document, before “*When land is identified as allocated to meet future development needs, the Development Limits are reconsidered as part of this process and expanded to accommodate the site/allocation*”, add “*Under present policy*”.

**Resolved**

Upon being put to the vote, the amendment was lost.

**Voting record**

4 For

6 Against

**Recorded vote**

For

Councillors J Andrews, Burr, Frank and Potter

Against

Councillors Arnold, Delaney, Docwra, Duncan, Graham, Keal

### Decision

Members agree the consultation material appended to the report for public consultation and delegate authority to the Programme Director for Place and Resources to agree any further minor changes, including presentational changes.

#### Voting record

9 For

1 Abstention

#### Recorded vote

##### For

Councillors J Andrews, Arnold, Delaney, Docwra, Duncan, Frank, Graham, Keal, Potter

##### Abstain

Councillor Burr

#### 70 Malton and Norton Infrastructure and Connectivity - Update and Proposed Funding Allocations

Considered – report of the Programme Director – Place and Resources

This item was considered in two parts.

Part one:

It is recommended that Members:

- (i) Notes the contents of the update report;
- (ii) in relation to the allocation of funding previously approved by Council:
  - a. approve funding of up to £166,000 towards upgrading signals at Butcher Corner

#### Voting record

Unanimous

Part two:

It is recommended that Members:

- (ii) in relation to the allocation of funding previously approved by Council:
  - b. grant delegated approval to the Programme Director for Place and Resources, in consultation with the s.151 Officer and the Chair of Policy and Resources Committee to authorise allocation and expenditure of the remainder of the funding approved by Council (including any change to the split of Capital and Revenue expenditure).

#### Voting record

9 Against

1 Abstention

**Recorded vote**

For

Councillors J Andrews, Arnold, Burr, Delaney, Docwra, Duncan, Frank, Graham and Potter

Abstain

Councillor Keal

**Decision**

Policy and Resources Committee:

- (i) notes the contents of the update report;
- (ii) in relation to the allocation of funding previously approved by Council, approves £166,000 towards upgrading signals at Butcher Corner.

**PART 'B' ITEMS - MATTERS REFERRED TO COUNCIL**

**71 Localisation of Council Tax Support 2022/2023 Scheme**

Considered – report of the Chief Finance Officer (s.151)

**Recommendation**

Policy and Resources Committee recommends to Council:

- (i) a Local Council Tax Support Scheme for 2022/2023 which is unchanged from 2021/2022; and
- (ii) to authorise the Section 151 Officer in consultation with the Chair of Policy and Resources Committee to undertake the necessary consultation work to design a scheme for 2023/2024.

**Voting record**

Unanimous

**72 Review of Ryedale District Council Air Quality Steering Group to Investigate Options and Opportunities for Member Involvement**

Considered – report of the Environmental Health Services Manager

**Recommendation**

It is recommended to Council that:

- (i) the motion is amended, as detailed in paragraph 2.2 of the report, to read as follows:

*“This Council agrees to appoint a Local District Councillor to attend future meetings of the Air Quality Steering Quality.”*

- (ii) that the amended motion is approved and a Local District Councillor is appointed to attend future meetings of the Air Quality Steering Group.

**Voting record**

6 For  
4 Against

73 **Yorkshire Wolds Designation Project**

Considered – report of the Planning Services Manager

**Recommendation**

It is recommended that Councillor Middleton's motion be supported, subject to the following amendments:

To delete the wording in the second sentence after "Ryedale District Council" and replace with:

*"Therefore resolves*

- (i) Ryedale District Council support in principle, the designation of a new AONB covering the Yorkshire Wolds.*
- (ii) Ryedale District Council note the purpose and key stages of the 'Yorkshire Wolds Designation Project'.*
- (iii) Local affected ward members represent Ryedale District Council at consultation meetings and briefings which will be held specifically for local politicians."*

**Voting record**

Unanimous

74 **Report on a Motion Referred from Council - Ryedale Local Plan Review**

Considered – report of the Service Manager – Planning and Development

**Recommendation**

It is recommended that the motion is not supported and that the Local Plan review continues to be undertaken in-house with consultancy support for the production of technical evidence, as and when required.

**Voting record**

9 For  
1 Abstention

75 **Exempt information**

**Resolved**

To exclude the press and public from the meeting during consideration of the following item 16 (Development Opportunities and Three Year Housing Development Programme – Acquisition for Affordable Housing, Helmsley) as provided by paragraph 3 of Schedule 12A of Section 100A of the Local Government Act 1972, as it contains

information relating to the financial or business affairs of any particular person (including the authority holding that information).

The public interest test has been considered and, in all the circumstances of the case, the public interest in maintaining the exemption is considered to outweigh the public interest in disclosing the information.

**76 Development Opportunities and Three Year Housing Development Programme - Acquisition for Affordable Housing, Helmsley**

Considered – report of the Programme Director – Place and Resources

<p style="text-align: center;"><b>Decision</b></p>
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<p>That the recommendations in the report are approved.</p>
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**Voting record**

Unanimous

**77 Any other business that the Chair decides is urgent.**

There being no further business, the meeting closed at 9:25pm.

## Livestock Market Working Party

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Held at Council Chamber - Ryedale House, Malton, North Yorkshire YO17 7HH  
on Tuesday 9 November 2021

### Present

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Councillors Arnold, Bailey, Burr MBE, Cleary, Cussons MBE, and Docwra.

### In Attendance

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Alan Bardet, Cllr Frank, Owen Griffiths, Philip Spurr, Cllr Thackray, and Howard Wallis. .

### Minutes

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#### 23 **Minutes of Meeting held on 21 September 2021**

Members accepted the minutes from the previous meeting.

#### 24 **Apologies for Absence**

Apologies were received by Councillor Middleton.

#### 25 **Progress on Site Negotiations/ Legal Agreements**

Since the last meeting further negotiations have taken place with the Fitzwilliam Trust Corporation (FTC) over the the Livestock Market site.

Significant progress has been made, however further detail needs to be established through further project development work before the final site transfer can be completed.

A range of options to enable this were presented that differed on levels of formality and conditionality. Officers to continue to progress towards formal agreement.

Members discussed and asked questions on the following:

- How long each part of the process would take.
- The level of stakeholder engagement in each option.
- The level of infrastructure necessary to secure the site transfer and operation of a livestock market, i.e. what would count as a livestock market. Is there a particular specification that the FTC required or is it for RDC to provide one?
- The level of urgency caused by the potential time constraints of Local Government Reorganisation (LGR).
- The level of engagement with the present organisers of the market and the auctioneers.
  - Although there had been meetings with stakeholders, the specifics of the operation of the market would follow once the initial site agreement was in place.
- Different options for securing the freehold of the site to facilitate the livestock market.

- The possibility of extending the development in the future.
- The capital value of the site needing to underwrite the Council's investment in the project.
- The need for plans to be made available to potential operators.
- Members' willingness to progress other parts of the project planning while negotiations on securing the site are ongoing.
- Shared servicing costs for the site.
- The need for a draft Head of Terms.

## 26 **Update on Estimated Costs**

Since the last meeting, further cost estimates (or budget allowances)- have now been included for roads, utilities and drainage.

Two cost plans were presented to the Members. One covered the scheme presented by Align at the previous Working Party meeting. The other projected what could be delivered within the budget that was originally created when the working party was made.

Members discussed and asked questions on the following:

- How can a project close to the Align feasibility study be achieved? Would further funding be required?
- The need to stay within budget. This may include a revised plan with outdoor pens.
- The date of any embargo on spending due to LGR.

The Members were in agreement to stick with the budget set forth originally.

## 27 **Next Steps**

The previous agenda items provided the officers with the feedback as to where their priorities should be before the next meeting and informing the next steps.

## 28 **Engagement with Interested Parties**

It was highlighted that there the stakeholders of the FTC and the Farmers Livestock Market Co. had previously offered to attend the working party. The members were in agreement that, although it might be of some benefit to consult and hear directly from the stakeholders, it was not necessary at present. Officers will progress stakeholder discussions as appropriate.

## 29 **Any other Business**

There being no further business the meeting ended at 8:05pm.



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<b>PART A:</b>	<b>MATTERS DEALT WITH UNDER DELEGATED POWERS</b>
<b>REPORT TO:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>
<b>DATE:</b>	<b>29 NOVEMBER 2021</b>
<b>REPORT OF THE:</b>	<b>CHIEF FINANCE OFFICER (s151) ANTON HODGE</b>
<b>TITLE OF REPORT:</b>	<b>2020/21 STATEMENT OF ACCOUNTS</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

1.1 The purpose of this report is to request that the final approval for the Statement of Accounts 2020/21 is delegated to the s151 Officer in consultation with the Chair of Policy and Resources Committee and all Group Leaders.

### **2.0 RECOMMENDATION**

2.1 It is recommended that members

- Note that all of the Statement of Accounts documents will be considered by Overview and Scrutiny (Audit) Committee on 16<sup>th</sup> December,
- delegate the following tasks to the s151 Officer in consultation with the Chair of the Policy and Resources Committee and all Group Leaders (assuming there are no material changes after Audit Committee):
  - o approval of the 2020/21 Statement of Accounts
  - o authorising the signing of the annual letter of representation
  - o noting the External Auditors' ISA Document

### **3.0 REASON FOR RECOMMENDATION**

3.1 The Accounts and Audit Regulations require the Statement of Accounts to be approved by members by the 31 July.

3.2 Due to External Audit capacity issues already highlighted to the Overview and Scrutiny (Audit) Committee, the Statement of Accounts will not be ready for sign-off until the middle of December. This recommendation is intended to ensure that there is no further delay to the final sign-off once the Accounts have been through the Council's Overview and Scrutiny (Audit) Committee.

#### **4.0 SIGNIFICANT RISKS**

4.1 There are no significant risks in considering this report.

#### **5.0 POLICY CONTEXT AND CONSULTATION**

5.1 The Statement of Accounts will be produced in accordance with the Accounts and Audit (England) Regulations 2015, including in amendments and, more specifically, the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2020/21.

### **REPORT**

#### **6.0 REPORT DETAILS**

6.1 The External Auditors (Grant Thornton) noted in their report to the O&S Committee in July that due to the challenging nature of specialist public sector external audit staff and the volume of local authority audits which continued after last year's target date of completion of 20 November 2020, plus the departure of key staff, they were aiming to complete the audits after the indicative deadline set by government of 30 September.

6.2 Grant Thornton have now confirmed they expect to be able to complete the audit in time for a specially-arranged Audit Committee on 16<sup>th</sup> December.

6.3 The Council's constitution notes that

“In respect of external audit and other external inspections, the Audit Committee may make recommendations in respect of operational matters, and may make recommendations to the Councils Policy and Resources Committee on policy matters. In particular, the Audit Committee will:- (i) receive the external auditor's review of the Council's Statement of Accounts, Annual Audit Letter, Audit Plans, and any other reports and relevant matters deemed necessary by the external auditor.”

6.4 The process followed by Ryedale District Council has been to bring the Statement of Accounts – and any associated documents, including the Annual Governance Statement – to the Policy and Resources Committee for final approval, after it has already been through Audit Committee.

6.5 After 16<sup>th</sup> December, the next meeting of this committee is scheduled for 3 February. To enable the accounts to be signed off without any further delay, having been through Audit Committee, there are two options, as advised by the Monitoring Officer:

- arrange a special P&R Committee (ideally in the week beginning 21 December) to approve the accounts
- delegate the authority to sign off the accounts to the s151 Officer in consultation with the Chair of the Committee and all Group Leaders (assuming there are no material changes after Audit Committee)

6.6 The proposal is to go with the second of these options.

#### **7.0 IMPLICATIONS**

7.1 The following implications have been identified:

- a) Financial  
None in respect of this recommendation
- b) Legal  
Legal advice has been sought and this has confirmed that the proposed recommendation is lawful.
- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental and Climate Change, Crime & Disorder)  
None arise from the contents of this report.

**Anton Hodge**  
**Chief Finance Officer (s151)**

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**Background Papers:**  
None.

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<b>PART A:</b>	<b>MATTERS DEALT WITH UNDER DELEGATED POWERS</b>
<b>REPORT TO:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>
<b>DATE:</b>	<b>29 NOVEMBER 2021</b>
<b>REPORT OF THE:</b>	<b>PROGRAMME DIRECTOR PEOPLE AND RESOURCES MARGARET WALLACE</b>
<b>TITLE OF REPORT:</b>	<b>CONTRACT RENEWALS PUBLIC TOILET CLEANING, VEHICLE FLEET TYRES AND ROUTE OPTIMISATION SOFTWARE</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek approval of the expenditure for three contracts financed from existing budgets, for public toilet cleaning, vehicle fleet tyres and route optimisation software.
- 1.2 As required under Financial Regulation 13.9, authorisation is required from committee as the value of each contract over its term exceeds £50,000.

### **2.0 RECOMMENDATION**

2.1 It is recommended that:

- (i) Approval of the annual spend of £74,260 from existing budgets for a 2 year period from 1 April 2022, with the option to extend for a further 12 months, is granted for public toilet cleaning services (under Financial Regulation 13.9).
- (ii) Approval of the annual spend of £37,110 from existing budgets for a 2 year period from 1 April 2022, is granted for the supply of tyres for the vehicle fleet (under Financial Regulation 13.9).
- (iii) Approval of funding for route optimisation software at a total cost of £64,786 over 2 years is granted to be funded by existing budgets (under Financial Regulation 13.9).
- (iv) Delegated authority is given to Chair of Policy and Resources Committee and Section 151 Officer if the contract extension costs exceed the current budgeted annual spend for each service as there is scope within the budget to increase this slightly if needed

### **3.0 REASON FOR RECOMMENDATIONS**

- 3.1 As required under Financial Regulation 13.9, authorisation is required from committee where the value of each contract over its term exceeds £50,000.

- 3.2 A new procurement is required for public toilet cleaning due to compliance with contract threshold criteria.
- 3.3 Contract extensions to the existing contracts for the supply of tyres and route optimisation software are however considered the most appropriate way forward justified by the way of unforeseen circumstances due to local government reform and the development of enhanced and collaborative services for the new council.
- 3.4 Exemptions are being sought under contract procedure rule 15.8 for the supply of tyres and route optimisation software from the standard procurement requirements which has been agreed in principle by the S151 Officer and Head of Corporate Governance on the basis that the benefits of a two year renewal with the current suppliers outweighs the risks and costs associated with changing suppliers at this juncture.
- 3.5 The recommendations to approve the funding for existing contracts for public toilet cleaning, vehicle fleet tyres and the route optimisation software licence are all within existing approved budgets.

#### **4.0 SIGNIFICANT RISKS**

- 4.1 Ensuring financial regulations are complied with reduces the risk of any challenge to the procurement process.
- 4.2 There is a low risk associated with extending existing contracts which is mitigated by the work now underway due to local government reform and the development of enhanced and collaborative services for the new council.
- 4.3 Timely procurement of suitable suppliers and specialist software supports risk management and the continued successful management and delivery of services.

#### **5.0 POLICY CONTEXT AND CONSULTATION**

- 5.1 The recommendations support the Council's priority as an innovative and enterprising Council securing value for money:
- Maintaining strong finances into the future by delivering customer-focussed and cost-effective core services
  - Driving service improvements and monitoring the effectiveness of our contracts and commissioned services

#### **6.0 REPORT DETAILS**

##### **PUBLIC TOILETS CLEANING**

- 6.1 The Council owns 11 public toilets and currently contracts out the twice daily cleaning of 9 of these facilities and the contract is due to end on 30 November 2021.
- 6.2 An extension has been negotiated with the existing contractor to continue at the current contract price for the period 1 December 2021 to 31 March 2022 with procurement and legal support provided. Due to staff leaving it was not possible to progress with the re-procurement for a new contract to start at the end of the initial term as the contract specification required a comprehensive review due to covid-19 and operational considerations.

- 6.3 Approval for funding the annual spend from existing budgets for a 2 year period, with the option to extend for a further 12 months, is requested for a new contract for public toilet cleaning to cover the period 1 April 2022 to 31 March 2025.

#### **VEHICLE FLEET TYRES**

- 6.4 The current contract for the supply of tyres for the Council's vehicle fleet expires on 31 March 2022 and approval for funding a two year extension but extended on an annual basis (also subject to no significant increase in costs) is requested to cover the period 1 April 2022 to 31 March 2024.

#### **ROUTE OPTIMISATION SOFTWARE LICENCE**

- 6.5 The current licence for route optimisation software comes to an end 21 December 2021. This software is critical to the delivery of waste and recycling services.
- 6.6 A benchmarking exercise has been undertaken with the leading alternative providers in the route optimisation software market using the Crown Commercial Services G-Cloud Framework pricing. This indicates the Council would need to invest at least an additional £70k and six months of officer time to procure and implement a new solution.
- 6.7 The benefits of approving funding for a two year renewal with the current supplier outweighs the significant risks and costs associated with changing supplier as the authority prepares for local government review. The two year renewal reduces the risk of the supplier increasing their costs next year by fixing price.
- 6.8 In addition, the current supplier is already utilised across a number of North Yorkshire local authorities and future aligning of waste systems will be a fundamental task for the new authority.
- 6.9 Under contract procedure rule 15.8 an exemption from the standard procurement requirements for the supply of tyres and the route optimisation software contracts has been agreed in principle by the S151 Officer and Head of Corporate Governance for the reasons provided.
- 6.10 In accordance with the Council's financial regulations, financial standing orders and contract procedure rules approval is required from committee as the value of each contract over its term exceeds £50,000. No additional funding is required as the costs for each contract are provided for in existing budgets.

#### **7.0 IMPLICATIONS**

- 7.1 The following implications have been identified:

a) Financial

No additional funding is required as there is budget provision for each of these contracts:

The 2021/22 annual budget for the public toilet cleaning contract is £74,260 which includes for twice daily cleaning to minimise the risks of transmission of Covid-19.

The 2021/22 annual budget for supply of tyres for the vehicle fleet is £37,110

If the costs of the new or extended contracts are in excess of the approved budgets delegated authority to the Chair of Policy and Resources and S151 Officer is requested as there is scope within the budget to cover increased costs.

The cost of a 2 year renewal of the route optimisation software licence would be £64,786 which is provided for in existing revenue and capital budgets.

b) Legal

There are no legal issues with the decision requested and the procurement processes proposed. Procurement and legal will provide necessary support where required.

c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental and Climate Change, Crime & Disorder)

There are no other implications arising directly from this decision request. Health and safety, staffing and equalities implications are considered as part of the procurement process.

## 8.0 NEXT STEPS

- 8.1 Action will be taken to proceed with a compliant procurement process for a new toilet cleaning contract and contract extensions for the supply of tyres and route optimisation software.

**Margaret Wallace**  
**Programme Director People and Resources**

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**Background Papers:**



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<b>PART B:</b>	<b>RECOMMENDATIONS TO COUNCIL</b>
<b>REPORT TO:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>
<b>DATE:</b>	<b>29 NOVEMBER 2021</b>
<b>REPORT OF THE:</b>	<b>CHIEF FINANCE OFFICER (s151) ANTON HODGE</b>
<b>TITLE OF REPORT:</b>	<b>RYEDALE'S FINANCIAL STRATEGY 2021-25</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

- 1.1 This report contains updates to the contents of the Financial Strategy and the proposed consultation with members of the public on next year's budget. The Strategy is shown as a medium term plan, although the Council is not expected to continue after April 2023. This approach provides the new unitary authority in North Yorkshire with an understanding of the pressures and opportunities facing Ryedale, and investments planned by members.
- 1.2 This is the latest paper in a series of engagement with members and includes the financial implications of all proposals discussed as part of the recent Council Plan prioritisation discussions. It does not form a proposed budget at this stage. Members are asked to signal which of the priorities and costs should be taken forward into the final budget proposed and this exercise, as well as the impact of the funding settlement (expected in December) determine the budget for 2022/23.

### **2.0 RECOMMENDATIONS**

- 2.1 The Council is asked to note the content of Annex 1 of this report which forms the basis of the Council's Financial Strategy and particularly that the sum of all potential proposals outlined in sections 6 (revenue) and 8 (capital), combined with meeting Government's expectations on all councils contributing to the cost of local government reorganisation in North Yorkshire, is greater than resources available.
- 2.2 Members are also asked
- i. to approve the consultation with the public as set out in Annex 2 of this report and that the consultation runs from Thursday 2nd December 2021 until Monday 10th January 2022
  - ii. to signal to the s151 officer which of the priorities in sections 6 and 8 of this report are taken forward for final consideration in the budget proposals which will come back to the committee in February 2022, before final approval at

full Council.

- iii. Note the cost of LGR to Ryedale District Council and that a finance protocol has been drawn up which encourages the sharing of budget information with all councils in North Yorkshire.

### **3.0 REASON FOR RECOMMENDATIONS**

- 3.1 To ensure proper process is in place to develop the Financial Strategy.

### **4.0 SIGNIFICANT RISKS**

- 4.1 When presented to Council, the Financial Strategy and budget proposals for 2022-23 will contain a full risk and impact assessment highlighting all relevant mitigating controls.

### **5.0 POLICY CONTEXT AND CONSULTATION**

- 5.1 The Financial Strategy is a key strategy document that affects all service delivery. It links to the Corporate Plan and all other strategic plans as well as providing the means for attaining the Council's objectives and priorities.
- 5.2 The Policy and Resources Committee is the committee designated to make recommendations to the Council relating to the budget and levels of Council Tax. Consequently, recommendations from this Committee will inform the Council and subsequently the Council Tax resolution.

### **6.0 REPORT DETAILS**

#### **Introduction**

- 6.1 Annex 1 sets out the content of RDC's Financial Strategy 2021-25, as agreed by Council in February 2021 and then updated again to include more recent and relevant information where available. The Strategy is effectively a live document which at certain points is agreed to ensure that budgets can be set. At this stage, sections 6 and 8 include full details of all items – and their costs – discussed as part of the recent Council Plan priorities work.
- 6.2 On 21 July 2021, the Government announced that the county, district and borough councils in North Yorkshire will be replaced by a new unitary council. It is expected that the new council will begin to operate on 1 April 2023. This therefore means that the 2022/23 budget for Ryedale District Council will be its last.
- 6.3 This clearly has implications for the period covered by the existing Financial Strategy and removes the need for a budget beyond the next financial year. However the council is obligated to hand over its affairs to the new organisation in the best state it can and this means continuing to tackle known budgetary issues.
- 6.4 The financial implications of the LGR are not yet fully understood but there will continue updates to members as the next few months' progress. Locally agreed protocols on spending for all councils are being put in place to ensure that the new council is aware of financial issues that will impact on it; this has been progressed as a way of satisfying Government that appropriate arrangements are in place. Government may still issue a directive on this matter, but it is hoped that this will be informed by the local protocol. Key points contained within the protocol are expected to include openly sharing any new plans that would result in significant financial commitments into the 2022/23 revenue and capital budgets.

- 6.5 The LGR decision and other agreements do not affect the requirement on Ryedale District Council to set a legal budget for 2022/23 that addresses the Council's aims and objectives. Based on the estimates set out in the NYCC Business Case, on which the new council will be formed, implementation and transformation costs could be up to £38m. NYCC has set aside £34m from its reserves towards this but all districts will be expected to contribute to the remaining gap and therefore £500k has been set aside in the budget figures below. This amount is needed as Government has indicated that all councils must contribute to the cost and implementation of local government reorganisation in North Yorkshire
- 6.6 Ryedale's Council Plan covers 2020 to 2024. As Ryedale District Council will cease to exist prior to the end of this period, work has been undertaken with elected members to identify which projects and activities are to be resourced and completed during the last financial year of Ryedale's existence.
- 6.7 Two Council Plan workshops were held with members in October where projects and activities (including some statutory requirements) were discussed in detail ahead of prioritisation within the strategy. A further survey was held with members and details of this are shown in Annex 3.
- 6.8 The approach also contains a Commercial Strategy which was agreed last year as a key driver to deal with future financial pressures but which now also needs to reflect the changed circumstances
- 6.9 Subject to the outcome of Council on December 2<sup>nd</sup>, final proposals will be drawn up for presentation to the Committee on 3<sup>rd</sup> February 2022, alongside the results of the public consultation. Recommendations from that committee will then go on to full council on 17<sup>th</sup> February.

#### Public Consultation

- 6.10 Following approval by Council of the suggested list of areas for public consultation and member feedback, Annex 2 includes the final detailed consultation. Approval of this was delegated to the Committee by Council In October.
- 6.11 The proposed timescale for consultation has been amended to follow this meeting and therefore it is suggested that the consultation runs from Thursday 2<sup>nd</sup> December 2021 until Monday 10<sup>th</sup> January 2022.

## **7.0 IMPLICATIONS**

- 7.1 The following implications have been identified:
- a) Financial  
Financial implications are explained throughout this report
  - b) Legal  
The Council has a legal requirement to set a balanced budget.
  - c) Other  
None to report, although in any report to Committee and Council, it will be noted that any proposals which may impact on Equalities, Staffing, Planning, Health & Safety, Climate Change, Environmental, Crime & Disorder will be assessed as part of the budget process.

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**Background Papers:**

Report to Full Council 10 September 2019  
Report to Full Council 18 February 2021  
Report to Full Council 7 October 2021

RYEDALE  
DISTRICT  
COUNCIL



# FINANCIAL STRATEGY

**2021-25 – as at November 2021**

# FINANCIAL STRATEGY

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## 1. Introduction

- 1.1 The Council's Financial Strategy provides the financial framework to deliver the Council Plan.
- 1.2 It aims to provide financial sustainability, resilience and capacity for the Council in pursuing its objectives and secure the resources necessary to deliver the Corporate Plan, whilst managing the funding cuts we are facing.
- 1.3 The Financial Strategy sets out the overall approach in which detailed proposals and actions will be developed and considered when agreeing the annual budgets. This is normally over a four-year period and although the Council is likely to cease to exist after April 2023, this timescale continues to be reflected in the Strategy to provide information to the planning of the successor council.
- 1.4 This Strategy is a live document and as such will be updated as when further information becomes available – such as the expected financial settlement in December 2021.
- 1.5 Any costs arising from LGR are not yet known. Against this backdrop of uncertainty the key drivers for the financial strategy remain unchanged as the pressure on Local Government finance continues.
- 1.6 The Strategy currently covers four years, from 2021 to 2025.
- 1.7 Members will be kept informed of work undertaken, including detailed briefings. This will assist the development of the budget over the period of the Strategy and especially the work required to agree a budget for 2022/23.
- 1.8 Any implications (such as Equalities, Staffing, Planning, Health & Safety, Environmental, Climate Change, Crime & Disorder) will be considered as part of this work and will be reported to Members before recommendations are made and decisions taken.
- 1.9 The Strategy has an emphasis on financial self-sufficiency - aiming to secure the resources necessary to deliver the Corporate Plan, whilst managing the funding cuts we are facing – ultimately over the long term achieving a self-sustaining financial model which sees the Council free from reliance on central government funding by raising income locally through Council Tax and Business Rates as well as through charging appropriately for services, maximising investments and commercial activity.

## 2. Objectives of the Financial Strategy

2.1 The Financial Strategy contains the following objectives:

1. Budgets are Prudent and Sustainable in the Long Term. The Council will aim to maintain a balanced budget by ensuring that in-year expenditure is matched by income from Council Tax, Business Rates, fees and charges and grants from government and other bodies. Funding from reserves will be used to cover one-off investments or temporary initiatives subject to a detailed business case being approved by Members.
2. Financial plans recognise corporate Priorities and Objectives.
3. Significant risks are identified, and mitigation factors identified.
4. The Capital Programme is planned over a 4-year period with no further borrowing planned at this stage other than Finance lease arrangements. This will be kept under review to ensure optimum Financing arrangements are put in place as capital plans progress.
5. Constraints on capital and revenue resources, including the uncertainties around future government funding, are recognised and taken into account.
6. Council Tax increases will be kept within the Government's expected upper level of increase, and the broad anticipated increase for future years will be set out within the Financial Plans, recognising that these increases may be subject to change.
7. Prudent levels of general balances, reserves and contingencies are maintained in the context of an assessment of the risks facing the Council;
8. Value for Money and achievement of improved efficiency and service delivery underpin the Financial Strategy.
9. The Financial Strategy supports the achievement of Excellence in Financial Management and use of resources.
10. The Council will seek to maximise income through a Commercial Strategy.
11. Ensure that the successor authority in North Yorkshire is made aware of the overall financial picture of RDC including future financial risks and to work with other councils in line with any local protocols agreed on financial issues.

### 3. Financial Assumptions

#### Economic Assumptions

##### Interest Rates

- 3.1 There were two emergency cuts in Bank Rate from 0.75% to 0.25% and then to 0.10% as a result of the coronavirus outbreak in March 2020. In the latest forecasts received from Link (the Council's treasury management advisors) rates are expected to rise to 0.25% in December 2021 with further increases forecast in June 2022 (0.50%), March 2023 (0.75%) and rising to 1.0% by March 2024.
- 3.2 The approved strategy already included a cap on investment income of £200k to protect the general fund from over reliance on treasury returns during uncertain times resulting from Brexit. However, the increased turmoil in the financial markets due to COVID-19 and resulting rates forecasts suggest that returns on cash balances will remain below this level for the foreseeable future and will be included as an on-going budget pressure.

<b>Investment Income</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Average rate %	0.25%	0.25%	0.25%	
Interest £000's	50	75	100	

- 3.3 Rates will be kept under review and forecasts updated as necessary.

##### Pay and Price Inflation

- 3.4 Provision for the public sector pay award for 2022/23 onwards of an average of 2% will be assumed, although it should be noted that the 2021/22 pay award has not yet been finalised and awarded.
- 3.5 As at October 2021 CPI inflation was running at 4.2%. However, it remains to be seen how the economic uncertainties and issues with supply chains and the ongoing impact of COVID will reflect on the outlook for the economy and inflation. The Monetary Policy Committee sets policies to meet the 2% CPI target and expects rates to rise over the next two 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 inflation will only be provided on contractual budgets, staff pay and income.

##### Settlement Funding

- 3.6 This element of funding has seen the most significant changes in recent years following the localisation of Business Rates and Council Tax Support.
- 3.7 As at November 2021, the figures in this paper largely use the assumptions as per the budget agreed by Council in February 2021. These will be updated as and when further information is made available.

##### Business Rates Retention

- 3.8 The Council was part of a successful bid for 2019-20, which included councils in West Yorkshire as well as our colleagues in the North Yorkshire pool and the City of York. This did not continue into 2021/22, in agreement

with the other local authorities in the pool because of the uncertainty around business rates income during the pandemic. However, income levels are now more settled. Therefore most of the North Yorkshire councils have notified central government of the intention join a pool next year, having undertaken detailed calculations together to look at the best financial prospect for all of the Councils. This modelling showed that the business rates pool would be viable and could generate an additional £4.6m for the region in retained rates. This optimal model would include all North Yorkshire councils excluding Selby (as has been the case in recent years due to the specific circumstances there) and Harrogate – who would rejoin the West Yorkshire Pool and bring benefits into the area that way. The financial benefit of joining will be felt by residents in 2023/24.

- 3.9 As at November 2021, the figures in this paper use the assumptions as per the budget agreed by Council in February 2021. These will be updated as and when further information is made available and this will happen once we receive the funding settlement in December.

#### New Homes Bonus

- 3.10 New Homes Bonus (NHB) is an incentive scheme which rewards housing growth. It provides funding based on the number of new properties brought into use with an added element for affordable housing. The calculation provides that 80% of the funding is paid direct to District Councils with the County Council receiving the remaining 20%. The scheme is funded partly by the Government and also by top-slicing the Local Government funding settlement. Ryedale achieved £1.676m p.a. when the scheme reached maturity for 2016/17 (year 6 of the scheme).
- 3.11 However, 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 – for 2020/21 £835k was received.
- 3.12 New Homes Bonus funding is only currently secured to 2019/20 and it was anticipated that this scheme would be replaced in its entirety from 2020/21 with the Government considering alternative ways to incentivise housing growth. The grant expected for this current year is £619k and £341k has been estimated for 2022/23 – but this could change in the final settlement.
- 3.13 The use of this funding in recent years is shown in the table below. The revised Financial Strategy assumes that all of the grant will now be used to support additional spend in the budget on areas such as economic development and housing. This was highlighted in previous versions of the Strategy.

Year	NHB £000	Revenue Support £000	Capital Support £000	Balance £000 <sup>1</sup>
2014/2015 (received)	1,127	175	0	952
2015/2016 (received)	1,387	559	288	540
2016/2017 (received)	1,676	327	188	604
2017/18 (received)	1,420	32	188	1,200
2018/19 (received)	964	0	188	776
2019-20 (received)	861	0	188	673
2020/21 (due)	835	121	0	714
2021/22 (estimate)	619	619	0	0
2022/23 (estimate)	341	341	0	0

### Special and Specific Grants

3.14 As part of the 2021/22 Settlement, the government introduced some additional grants. These are set out below, with current assumptions for 2022/23 and included in the overall figures in section 7.

- Lower Tier Services Grant (£70k). This was our share of a new un-ringfenced funding of £111m to English councils with responsibility for services such as homelessness, planning, recycling and refuse collection and leisure services. The grant contained a one-off minimum funding floor, so that no council – either upper or lower tier – would have less funding available in 2021-22 than the year before. At this stage it is unknown if this will continue in 2022/23.
- Local Council Tax Support Grant (£75k). The current assumption is that this will reduce to £35k in 2022/23.
- Local Tax Income Guarantee (£127k each year). This is to help compensate councils for lost council tax and business rates income and helps to offset the losses over three years.
- COVID-19 Support Grant (£260k). This is not expected to continue in 2022/23.
- Section 31 Multiplier Cap Compensation (£84k). As per the Financial Strategy approved in February, the current assumption remains at £85k for 2022/23.

### Pensions

3.15 The Council's employers' contribution rate for the North Yorkshire Pension Fund is set every 3 years based upon actuarial assumptions and investment expectations. Like many other Councils Ryedale's pension fund now has an estimated surplus of £8.7m at 31 March 2019 when the last valuation was undertaken. The employers' rate is designed to cover future service costs and a contribution towards the historic deficit, which aims to balance the fund over the long term. Changes to the scheme benefits have also been introduced in order to reduce the costs of future pension payments.

<sup>1</sup> Allocated to NHB Reserve

- 3.16 The triennial valuation took place last year and has set employer contribution rates for the next three years. These show a reduced expectation to the tune of £81k, £144k and £148k over the period 2020-23. As agreed in 2020, the Strategy assumes that this headroom will be held in reserve to assist any negative of the next valuation in future years.

#### Debt Charges

- 3.17 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).
- 3.18 Borrowing enables the Council to spread the cost of capital expenditure over time. Generally speaking it gives rise to 2 charges against the revenue budget: Minimum Revenue Provision (MRP) and interest payable on debt.
- 3.19 MRP is an amount set aside to repay debt in accordance with the approved policy within the Treasury Management Strategy. The current policy is to charge MRP for assets included within the debt liability over the useful life of the asset or finance lease term. The current annual charge to General Fund balances is £35k. At this stage, it is anticipated that MRP changes will be reviewed as the Housing Programme progresses, in line with any internal borrowing used to fund scheme costs.
- 3.20 The Council has resolved to fund the current capital programme through the use of grant funding and reserve balances, (with the exception of Finance Leases), thus removing the need to borrow. However, should this position change, 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. This will be kept under review as part of monitoring the Council's Treasury activities.

## 4. Commercial Strategy

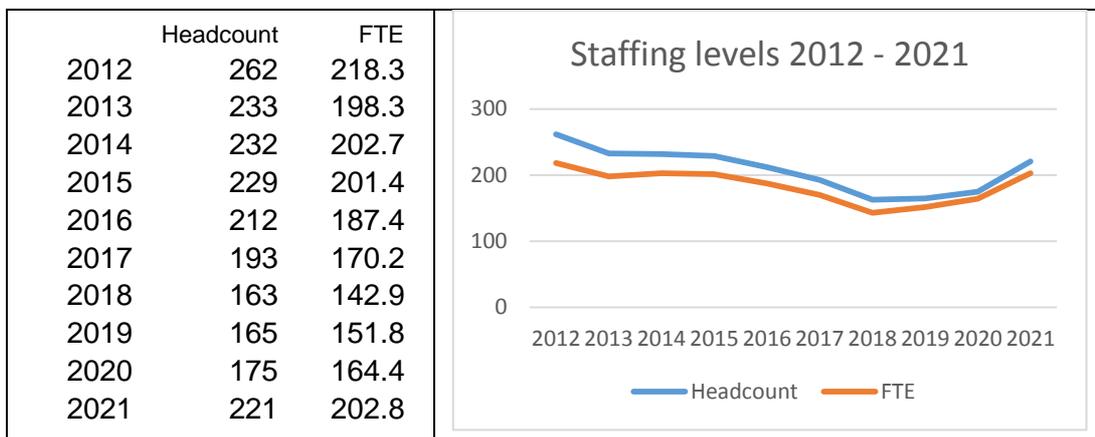
- 4.1 A key driver for the Council's original Commercial Strategy were the future financial pressures and a need to plug a likely funding gap in the years to come or to fund investment in services, and to look at how the Council can become self-sufficient other than where specific grants are allocated by central government. This has now been impacted by LGR.
- 4.2 Alongside this is a requirement to ensure that the Council provides the best value for money to the people of Ryedale.
- 4.3 Commercial opportunities can have a positive impact on the Council and the area by:
- Developing the portfolio of services provided by the Council and making it a more attractive place to work
  - Generating additional income which, in addition to plugging any financial gap, can be used to invest in services
  - Working more closely with business and ensuring the Council is a key player in ensuring that we maximise the economic potential of our area and achieve our strategic outcomes across our communities
- 4.4 The Financial Strategy included a number of income targets over the next few years and these have been revised due to the impact of the pandemic and further progress for this will now be picked up as part of Local Government Reorganisation.

## 5. Council Tax

- 5.1 The Council Tax Base in 2021/22 is 21,801 (a reduction from 22,062 the previous year) and the Strategy previously estimated a 1% rise forecast thereafter. Every 0.5% increase above this level would add approximately 110 Band D equivalents to our Tax Base which equates to just over £22k p.a. at the current Band D charge. The full 1% increase will provide £45k.
- 5.2 The Strategy assumes that in 2022/23 central Government will allow district councils to increase their Band D charge by 2% or £5 whichever is the highest, without triggering a referendum. Our assumptions are that this will be 2% or £5 per annum in future years.
- 5.3 The impact of such an increase would be to provide a further £110k of funding.

## 6. Budget Outlook 2021/22 – 2024/25

- 6.1 The 2019/20 budget was the first in a number of years where a large underspend or contingency was not set as part of the overall revenue budget and this continued in 2020/21. This means that the Council has gone from a £2.1m underspend in 2017/18 and £1.4m underspend in 2018/19, to a small surplus of £31k in 2019/20. This is an ongoing process and work continues across the Council to ensure that budgets are allocated at appropriate levels.
- 6.2 However in 2020/21 (and continuing into 2021/22), the costs on the Council of COVID have had a significant and detrimental effect on the revenue budget. The outturn position for 2020/21 was a deficit of £345k and this was largely due to COVID-related costs of £1.6, partially offset by government grants of £1.2m.
- 6.3 In 2021/22, the Council allocated £787k from reserves and at Q1 and Q2 we reported that spending was on track for a balanced budget.
- 6.4 Work continues to identify as best as we can the ongoing impact of Covid and other significant policy changes including EU transition and potential local government reform on the revenue budget in future years. This includes:
- a) Business Rates income reduction
  - b) Council Tax income reduction
  - c) Other lost income
  - d) Additional staffing costs to enable the delivery of new services and functions legislated by Government, Local Government Reorganisation, increased workload as a result of a growth in service demand for existing services (e.g. benefits) and / or requirements around Covid-secure compliance, which includes social distancing. At the same time we will take account of any cost increases and reductions that are arising through revised working arrangements.
- 6.5 In general, it is assumed that on average costs will increase in line with inflation.
- Employee Costs
- 6.6 The single largest cost to the Council is its employees. In 2021/22 the Council's budget for all employee costs is around £9.8m. Over the past few years staffing levels have increased to ensure that the Council had the capacity to function effectively and efficiently, as shown below.



6.7 However twenty of the posts at April 2021 are temporary and additional demands such as COVID, preparation for LGR and implementation of the Council Plan and other member priorities have added pressure to workloads and there is a risk that performance will dip if all planned projects proceed. This issue will be picked up further below.

6.8 Salary budgets are set at mid-point of scale with no vacancy factor.

6.9 The budget includes costs to other organisations – such as NYCC – which replace direct staffing costs. Estimated costs in 2021/22 are shown below. It should be noted that in most cases these are not additional costs, however additional funding is included for finance, Health & Safety and Human Resources.

Service	Organisation	Budget £000s
Finance Resource	NYCC	206
Legal Resource	NYCC	195
HR Resource	NYCC	104
Employment Support	NYCC	39
Resourcing Solutions	NYCC	31
Health & Wellbeing	NYCC	16
Collection Fund	NYCC	5
Cleaning Services	NYCC	54
Procurement	NYCC	77
Safeguarding	SBC	4
Housing	The York, North Yorkshire & East Riding Strategic Housing Partnership	12
Health & Safety	NYCC	47
White Rose Improvement Agency	SBC	119

Budget Gap

6.10 The Financial Strategy agreed by Council in February 2021 noted that while the 2021/22 budget balanced though use of reserves, there remained future funding gaps as below:

2021/22:	£0k
2022/23:	£1,226k
2023/24:	£1,539k

2024/25: £1,487k

- 6.11 The following paragraphs will set out the changes required to the budget from that position.

### Pressures

- 6.12 In recent weeks, discussion and engagement has taken place with elected members on priorities for the remaining lifetime of the Council. Two workshops were held in October and a follow-up prioritisation exercise was also carried out. The feedback from the prioritisation exercise is shown as Annex C.

- 6.13 A number of pressures and priorities are set out below and this includes the financial impact should they proceed. These areas of work cover:

- General and pay inflation plus other budget adjustments, as set out in Economic Assumptions (section 3) above
- Continuing Impact of COVID on costs and income
- Staffing capacity to ensure that the Council plan and other priorities are delivered
- LGR transition costs
- The costs of elected member decisions and priorities

### Council Plan Priorities

- 6.14 A summary of each area/project proposed in the Council Plan workshops is shown below. Where they have additional cost implications for revenue or capital budgets, this is clearly indicated and the estimated costs are provided. The order of this list to some extent reflects the weighted preferences for revenue costs expressed by members, with those shown first receiving the highest prioritisation. Some of these also have capital costs and these are shown where relevant and all capital is covered in more detail in section 8.

- 6.15 Housing and Homelessness (£20k revenue – already in budget): Delivering the Council's new housing and homelessness strategies and tackling homelessness, rough sleeping and poverty by providing services in partnership with others

- 6.16 Recycling (£45k revenue, one-off – already in budget): To increase our recycling rate in line with emerging national policy, promoting recycling awareness, investing in our mini-recycling centres, exploring the possibility of recycling a wider range of materials and working with more trade and garden waste collection customers. This will provide funds for the refurbishment for the mini centre refurbishment and for a recycling awareness campaign.

- 6.17 Tackling Inequalities (£80k revenue): For place-based working to respond to local need and concerns and tackle inequalities. This will be achieved through Community Connect by appointing an officer to roll out the place standards toolkit across our 5 place-based areas. The toolkit will then provide each geographical area with key issues to be looked at and the funding will support this work.

- 6.18 Financial Inclusion (£50k revenue): To offer additional advice, support and budgeting assistance to those who need it, helping them to manage their finances, ensuring they can access Citizens' Advice services and working with the credit union to promote access to small loans. The funding will include a Hardship Grant fund and two market pitch sites for promoting access to advice in the community
- 6.19 Waste Services Improvement Programme (£50k revenue): Review of waste and recycling services to ensure it delivers on Council expectations, meets the service budget allocation and delivers an effective and efficient service in line with national changes. Following the review, this budget will fund improvements required.
- 6.20 Cleaner Streets (£30k revenue, one-off; £60k capital): Improved audit and inspection programme is a statutory requirement regarding the implementation of the code of practice on litter and refuse. The costs will fund additional staffing costs.
- 6.21 Animal Welfare (£30k revenue, one-off; £45k capital): This will fund work to uphold the highest standards of animal welfare, train staff to deal with issues and hold public information events. The capital cost is for new vans.
- 6.22 Ryedale Folk Museum – outstanding debt (£36k revenue). This would be an alternative proposal for use of the grant and therefore there would be no cost to RDC. Therefore this £36k is not included in the pressures.
- 6.23 Increasing the value of visitor spend to Ryedale's economy (£46k revenue – already in budget). This will fund product development to attract overnight stays and promote our high quality offer around food and drink, 'green'/environmentally friendly activities.
- 6.24 Garden Waste staffing (£24k revenue). This will be to increase our recycling rate in line with emerging national policy, including working with more trade and garden waste collection customers.
- 6.25 Garden Waste motion (£982k revenue, £865 capital): The revenue cost includes loss of income (£648k) and increased staffing and vehicle costs due to extra collections. Three additional vehicles and bins make up the capital cost
- 6.26 Grants/loans to bring empty properties back into use (£60k revenue – already in budget). These grants or loans will aim to encourage an increase in the number of affordable homes available for residents
- 6.27 Ryedale Business Centre - delivery by new North Yorkshire Council (NYC) (£60k revenue but not until 2023/24) but to ensure that this is delivered to benefit Ryedale businesses in the future, work will continue now on a preferred site and a fully worked up Business Case.
- 6.28 Community Safeguarding (£55k revenue): The aim is to create a district where everyone feels welcome and can thrive; safeguarding vulnerable people, becoming a 'dementia-friendly' and 'autism-friendly' council, and ensuring that equalities, mental health and well-being are at the heart of service design, giving training to our employees and encouraging businesses and communities to do the same. The budget will cover the delivery of workforce training (autism, dementia and acting as digital champions) and community-based initiatives via a fund/grants, enabling us to respond to audit recommendations/equalities programme.

- 6.29 IT Staff (£40k revenue): Increased demand on the service due to agile working requires additional staffing capacity.
- 6.30 Trade Waste (£38k revenue – already in the budget): Increase our recycling rate in line with emerging national policy, promoting recycling awareness, investing in our mini-recycling centres, exploring the possibility of recycling a wider range of materials and working with more trade waste collection customers.
- 6.31 Car Park Action Plan (£200k). A revenue budget of £20k is already in place, but the additional £200k would cover 2 hours of free parking across the district.
- 6.32 Malton Museum (£75k revenue): £40k to fund a part-time partnerships/fund raising officer for two years and £35k to fund planning and scoping work for the relocation of the museum to an alternative venue in central Malton.
- 6.33 Flooding and Emergency Planning Staffing (£38k revenue, £500k capital): reducing flooding risk by investing in flood alleviation measures and working with partners to provide an emergency response. Emergency planning and civil contingency. New national standards to be implemented in line with sub-regional partners. The staff cost will be partially met by an existing budget for an officer one day a week (Emergency Planning SLA); additional costs will be required for new out of hour arrangements across services and release of staff to take part in emergency planning training/response.
- 6.34 Frontline Customer Service Advisors (£53k revenue, but as part of LGR costs, therefore no additional required): Increased demand on the service requires additional frontline staffing capacity.
- 6.35 Leisure Service Support (£55k revenue): To cover any additional costs requested by Everyone Active for 2022/23 where the council has a legal obligation to meet these.
- 6.36 POMOC (£15k revenue): Funding has been requested by the Scheme from SBC, NYCC and RDC to continue delivery. Staff employed are Eastern European speaking various languages, which aids engagement with the community and services. The project will tackle homelessness, rough sleeping and poverty by providing services in partnership with others.
- 6.37 Enforcement (£10k revenue): This will be used to take tough action on littering, dog fouling and fly tipping through proactive and dedicated enforcement, prosecuting where required. Costs are expected to be incurred, for example, for enhanced training, campaigns materials, signs amounting to circa £10k.
- 6.38 The total revenue cost for all of these would be £1,734k as shown below:

<b>Council Plan Priorities - Revenue</b>	<b>£000</b>
Tackling Inequalities	80
Financial Inclusion	50
Waste Services Improvement Programme	50
Cleaner Streets	30
Animal Welfare	30
Garden Waste staffing	24
Garden Waste motion	982
Community Safeguarding	55
IT Staff	40
Car Park Action Plan	200
Malton Museum	75
Flooding and Emergency Planning Staffing	38
Leisure Service Support	55
POMOC	15
Enforcement	10
	<u>1,734</u>

#### Other Cost Pressures

- 6.39 Audio-Visual System (£80k revenue). This would enable us to revamp our system for democratic meetings, which includes microphones and the ability to deliver in-house live streaming
- 6.40 Economic Development (£89k revenue). This would cover two posts – a Project Manager and Project Officer which will be required to ensure that some of the projects listed above are managed effectively, including development and delivery of Malton Bus / Rail Station Forecourt Levelling Up, Car Parking Strategy and Action Plan, Cycle Route, A64 Junctions and dualling
- 6.41 Local Government Reorganisation (£500k revenue – or could be “in kind”). The financial implications of the LGR are not yet fully understood but all existing councils will be expected to contribute to the costs of the reorganisation. Based on the estimates set out in the NYCC Business Case, on which the new council will be formed, implementation and transformation costs could cost up to £38m. NYCC has set aside £34m from its reserves towards this but all districts will be expected to contribute to the remaining gap.
- 6.42 General inflation for pay and other costs have been included, as set out in 3.4 and 3.5 and this equates to £240k next year. Increased call on Legal advice has meant an overspending on this budget and a further £120k has been allocated to ensure the budget reflects this. A further £200k contingency has been added for other unavoidable and unforeseen increased costs.

#### Savings

- 6.43 A number of savings were identified and previously built into the budget. The most significant is an expectation of savings on contracts delivered through improved procurement and management of contracts. In the current year, the target was £100k although £50k of this was offset due to COVID. The

current target for 2022/23 is a further £200k, increasing the total to £300k, however with the short remaining lifespan of the council, no major new procurement will take place and therefore this target will not be met. Therefore this target has been removed.

6.44 Other savings (excluding the transfer of pension charges as set out above in 3.18) are:

	£000s
Recycling - Green Waste	-13
Car Park Income	-15
Pest Control	<u>-5.73</u>
Total	<u><u>-33.73</u></u>

#### Fees, Charges and Income Generation

6.45 Fees and charges have generally been increased in line with inflation, up to 4%, however there are some specific service areas that are exceptions to this:

- Pest Control: it is anticipated that charges will be increased at a higher level to ensure the service is not subsidised
- Green Waste, these have been frozen since 2017/18 at £38 per licence
- Catering at Ryedale House. Additional targets were included in last year's budget for the service to break even and these remain in the proposals

#### Overall Impact of the above

6.46 In summary, if all of the proposals above were added to the revenue budget, this would mean for 2022/23:

	£000s
Inflation and other cost increases	560
Pressures agreed in prior years	125
Council Plan priorities	1,734
Other costs	<u>669</u>
	<u><u>3,088</u></u>

6.47 Although funding has not been confirmed for next year and will not be until December, this shows that were all of the projects and costs included, the gap for next year – which would have to be funded from reserves – would be £4.3m. This compares with the £1.2m starting position as set out in 6.10 above.

6.48 The Capital implications arising from the inclusion of these costs is shown in section 8 (Capital) and section 9 (reserves and balances).

## 7. Revenue Summary

7.1 This section of the Strategy sets out the revised budget forecast based on including all of the pressures set out above. This clearly shows as per the table below that a further £4.288m would be required to balance the budget. This equates to 59% of funding. The impact on reserves is covered in section 9 below.

	2021/22	2022/23	2023/24	2024/25	2025/26
Base Budget - starting point	7,909	8,503	11,519	11,225	11,405
Pressures identified	971	3,088	-260	180	0
Savings	-377	-72	-34	0	0
One off revenue budgets from reserves	842	0	0	0	0
	<u>9,345</u>	<u>11,519</u>	<u>11,225</u>	<u>11,405</u>	<u>11,405</u>

### Planned Contributions to Reserves

#### Contributions from revenue account

##### Capital Fund

##### BR Collection Fund Equalisation Reserve

District Election	30	30	30	30	30
Strategic Reserve	0	0	0	0	0
Pensions Reserve	225	373	0	0	0
Transfer additional Council Tax to Strategic Reserve	0	0	0	0	0

#### Allocation of New Homes Bonus

To NHB reserve	0	0	0	0	0
Capital Fund	0	0	0	0	0

### Planned Use of Reserves

BR Collection Fund Equalisation Reserve	-600	-237	0	0	0
One-off COVID Contingency	-787				
District Election		-120	0	0	0
Strategic Reserve	-55	0	0	0	0
Support to Revenue Budget	-180	0	0	0	0
	<u>7,978</u>	<u>11,565</u>	<u>11,255</u>	<u>11,435</u>	<u>11,435</u>

Funded By:

### REVENUE FINANCING

#### Local Income

Council Tax	-4,483	-4,638	-4,795	-4,956	-5,119
Council Tax Collection Fund (Surplus) / Deficit	42	43	43	0	0
Business rates retained growth	-200	0	0	0	0
Business rates pool dividend	0	0	0	0	0
Business rates renewable energy	-32	0	0	0	0
Business Rates Collection Fund (Surplus) / Deficit	142	142	142	0	0

#### Gov't Grants

Settlement Funding - Business Rates	-1,639	-1,663	-1,696	-1,730	-1,730
S31 Grant - Multiplier Cap compensation	-84	-85	-87	-89	-89
Revenue Support Grant	0	0	0	0	0
Lower Tier Services Grant	-70	0	0	0	0
Local Council Tax Support Grant	-75	-35	-35	-35	-35

Covid -19 Support Grant	-260	0	0	0	0
Tax Income Guarantee Scheme	-127	-127	-127		
Rural Services Delivery Grant	-572	-572	-584	-595	-595
New Homes Bonus	-619	-341	-184	-184	-184
Other grants	0	0	0	0	0

**TOTAL EXTERNAL RESOURCES**

<b>-7,977</b>	<b>-7,277</b>	<b>-7,324</b>	<b>-7,589</b>	<b>-7,752</b>
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**Budget (Surplus) / Deficit**

<b>0</b>	<b>4,288</b>	<b>3,931</b>	<b>3,847</b>	<b>3,684</b>
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<b>Council tax estimates</b>					
<b>Base</b>	218.01	220.19	222.39	224.62	226.86
<b>Band D</b>	205.63	210.63	215.63	220.63	225.63

## 8. Capital Programme

- 8.1 As part of the Council Plan Prioritisation work, the following additional projects and costs have been included in the Programme.
- 8.2 Public Conveniences refurbishment (£26k – but already spent this year, so no additional cost).
- 8.3 Livestock Market (£650k). Latest estimates suggest that a further £1.15m is required on top of the £1.5m earmarked by Council In February. £500k of this would be funded by developers' contributions, with the remaining £650k from reserves.
- 8.4 Levelling Up Bid for Malton Rail and Bus Station Forecourt (£40k). A bid is being made to the Levelling Up Fund for a wider Station Improvement scheme led by NYCC. This would be a contribution from RDC towards project delivery and implementation.
- 8.5 Animal Welfare (£45k) – as per 6.21 above.
- 8.6 Garden Waste motion (£865k) – as per 6.25 above.
- 8.7 Cleaner Streets (£60k) – as per £6.20 above.
- 8.8 Energy Efficiency Grants (£100k), topping up grants from the Warm Homes Fund.
- 8.9 Flooding Contingency (£500k) – as per 6.33 above.
- 8.10 The additional cost to the current programme, were all of these additions to be include is therefore as set out below.

Livestock market - net from reserves	650
Levelling Up Bid for Malton Rail and Bus Station Forecourt	40
Animal Welfare	45
Garden Waste motion	865
Cleaner Streets	60
Private Sector Energy Efficiency Grants	100
Flooding Contingency	500
	<u>2,260</u>

- 8.11 A number of projects are already covered to some extent in the programme, such as the Car Park Action Plan. Not included are any additional capital costs arising from this and any other detailed plans not yet developed.
- 8.12 All new schemes are reviewed against the Council priorities and a detailed assessment of deliverability is undertaken prior to consideration by Council. This methodology is applied to all proposals, regardless of the source of funding, prior to any decision being made to accept external capital support such as grant funding, so that the Council can ensure that they form part of an overall capital investment strategy.
- 8.13 The Council is committed to seeking out innovative partnership and funding opportunities in order to deliver the capital strategy and achieve best value.

- 8.14 The Council will continue to work closely with funding partners. Future projects will continue to be developed through partnership working more likely with the Local Enterprise Partnership (LEP). The Council also recognises the importance of increased community engagement and participation as fundamental to the quality of public services and the health of community life. The Council will therefore seek to develop major projects with the full involvement of local communities and ensure appropriate consultation prior to scheme approval.
- 8.15 Resources to fund capital spending are provided from central government grants, with other external grants and contributions sought. Council funding in the form of capital receipts, use of reserves, borrowing and from revenue sources make up the balance of resources. However, grants provided by central government and resources from other external agencies are often specific to an individual scheme and cannot be used for any other purpose by the Council. The Council has limited scope to generate significant capital receipts other than through the sale of major underutilised assets.
- 8.16 Under the Prudential Regime, which has operated since April 2004, the Council has the responsibility to demonstrate that its capital investment programme is affordable, prudent and sustainable. The Prudential Code requires that this is done by calculating specific indicators for capital expenditure and financing and by setting borrowing limits.
- 8.17 The revenue implications of funding and managing the capital programme will be built into the medium-term financial forecasts.
- 8.18 At Q2, slippage in the current year's capital programme of over £6m (more than half of the programme) was noted and therefore there remains some uncertainty regarding the achievement of the new programme proposed for the final year of the programme. Nevertheless, the table below illustrates the impact of including the new costs.

Category / Scheme	2021/22	2021/22	2021/22	2022/23	Later Years as planned £'000	Total £'000
	Revised Budget £'000	Outturn Estimate £'000	carry-fwd £'000	Estimate £'000		
Vehicle Replacement Programme	1,788	1,416	372	736	85	2,609
Trade Waste Equipment	33	4	29		0	33
Replacement of Garage Inspection pit	50	160	-110		0	50
Property Condition Survey: Investment/Operational Assets	32	32	0		0	32
Property Condition Survey: Leisure Facilities	-4	0	-4		0	-4
Property Condition Survey: Milton Rooms	216	200	16		0	216
Property Condition Survey: Depot	0	0	0		0	0
Property Condition Survey: Public Conveniences	0	26	-26		0	0
Property Condition Survey: Car Parks	30	30	0		0	30
Property Condition Survey: Street Lights	201	160	41		0	201
Property Condition Survey: St. Leonard's Well	80	80	0		0	80
Property Condition Survey: Waste Transfer Site	65	65	-1		0	65
Property Condition Survey: Unallocated	42	70	-28	110	220	372
Car Park Action Plan	50	50	0	50	50	150
Industrial Units - New Development	2,290	8	2,282		0	2,290
Milton Rooms - Grant towards building works	193	193	0		0	193
Milton Rooms - ringenced for business case	307	307	0		0	307
Livestock market - ringfenced subject to business case	1,500	100	1,400	1,150	0	2,650
Ryedale House - Covid-safe Adjustments	55	55	1		0	55
Malton and Norton Infrastructure	350	241	109		0	350
Community Facilities in Pickering	200	200	0		0	200
Malton to Pickering Cycle Route	670	670	0		0	670
IT Infrastructure Strategy	477	286	191		0	477
A64 Junction						
A64 Duelling						
Malton & Norton Regeneration Corridor						
Malton Levelling Up Bid for Malton Rail and Bus Station Forecourt				40	0	40
Animal Welfare				45	0	45
Garden Waste motion				865	0	865
Cleaner Streets				60	0	60
Aff Hsg Init - Exception Sites Land Purchase	100	0	100		0	100
Aff Hsg Init - Railway Tavern	724	161	563		0	724
Aff Hsg Init - Extended Programme Delivery	1,506	625	881	2,784	0	4,290
Aff Hsg Init - Property Improvement Loans	75	20	55		0	75
Aff Hsg Init - Landlord Improvement Loans/Grants	50	0	50		0	50
Private Sector Energy Efficiency Grants	40	40	0	100	0	140
Private Sector Renewal - Disabled Facilities Grants	496	317	180	496	992	1,984
Community Housing Fund	289	0	289		0	289
Mortgage Rescue Scheme	21	0	21		0	21
Flooding Contingency	100	300	-200	500	0	600
<b>TOTAL OF PROPOSED CAPITAL PROGRAMME</b>	<b>12,025</b>	<b>5,813</b>	<b>6,212</b>	<b>6,936</b>	<b>1,347</b>	<b>20,308</b>

8.19 This would be funded as shown below:

	2021/22	2021/22	2021/22	2022/23		
	Estimate	Outturn	carry-fwd	Estimate	Later	Total
	£'000	Estimate	£'000	£'000	Years as	£'000
		£'000			planned	
					£'000	
<b>External Grants and Contributions</b>						
Department Communities & Local Government (DCLG)	785	317	469	496	992	2,273
Energy Efficiency Grant	40	40	0		0	40
Homes England Grant	504	0	504	958	0	1,462
Other Grants	628	628	0		0	628
Developers Contributions	1,228	786	442	966	0	2,194
Developers Contributions				500	0	500
<b>Total External Grants and Contributions</b>	<b>3,185</b>	<b>1,771</b>	<b>1,415</b>	<b>2,920</b>	<b>992</b>	<b>7,097</b>
Borrowing - Finance Leases	1,348	1,348	0	736	85	2,169
Borrowing - Temp Internal Borrowing	160	68	92	0	35	195
Long Term Debtors/Capital Receipts	125	20	105		0	125
Reserves	7,207	2,607	4,600	3,280	235	10,722
<b>TOTAL FUNDING OF CAPITAL PROGRAMME</b>	<b>12,025</b>	<b>5,813</b>	<b>6,212</b>	<b>6,936</b>	<b>1,347</b>	<b>20,308</b>

## 9. Reserves and Balances

- 9.1 The Local Government Act 2003 places a specific duty on the Chief Finance Officer (s151), to make a report to the authority when it is considering its budget and the level of the Council Tax. This report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals. The Council must have regard to this report in making their decisions.
- 9.2 The Council also has a fiduciary duty to local taxpayers and the Chief Finance Officer must be satisfied that the decisions taken on the level of balances and reserves represent the proper stewardship of funds.
- 9.3 In assessing the adequacy of the contingencies, balances and reserves, the Chief Finance Officer takes account of the key financial assumptions underpinning the budget, together with an assessment of the Council's financial management arrangements. This assessment will include a review of past performance and external influences on the financial plan, and full consideration of the risks and uncertainties associated with the plan, their likelihood and potential impact.
- 9.4 The Council's policy is to maintain its contingencies, balances and reserves at levels that are prudent but not excessive. With the outlook for the years after 2020/21 and beyond currently uncertain, and the scale and risk of achieving cost reduction being high, any reserves identified as being surplus should be prioritised to invest to save schemes and, if required, to smooth the curve of cost reduction in the light of timescales needed to drive costs out.
- 9.5 It has been assumed in the past that General Balances are **not** used to support the revenue budget but may be used for temporary or on-off costs – although such costs will be clearly managed and agreed through the use of the Strategic Reserve. In 2021/22, specific amounts were set aside for a number of projects and the proposed budget gap as set out in section 7 below will have to be funded from reserves.
- 9.6 General Balances are funding of last resort. Taking account of the size of the Council's revenue budget and risks being managed, a minimum working balance of £1m would seem appropriate.
- 9.7 At 1 April 2021 reserve balances were £16.2m revenue and £456k capital receipts.
- 9.8 The second table shows what will happen to reserves under the proposals outlined in this report in section 7.
- 9.9 This clearly shows that the Council does not have enough funding to cover a budget which would include all of the proposed expenditure in this paper and far from retaining a minimum level of provision of £1m, plus the earmarked pension reserve of £679k, the position shows a negative balance.

Updated planned use of reserves 2021/22

£000s	31.03.21	31.03.22		
		In-year	COVID & one-off	
General Reserve	3,981	0	-787	3,194
Capital Fund	5,405	-2,607		2,798
Election Reserve	7	30		37
New Homes Bonus Reserve	3,582	0		3,582
Collection Fund Equalisation Reserve	837	-600		237
Pensions Reserve	81	225		306
Council Tax Hardship	77	-77		0
COVID grants Reserve	99	-99		0
Strategic Reserve	2,133	-943	-55	1,136
	16,204	-4,071	-842	11,290

Planned use of reserves 2022-25, if all proposals above were included in the budget

£000s	31.03.22	31.03.23		31.03.24		31.03.25	
		In-year	In-year	In-year	In-year		
General Reserve	3,194	0	3,194	0	3,194	0	3,194
Capital Fund	2,799	-7,880	-5,082	-125	-5,207	-110	-5,317
Election Reserve	37	-90	-53	30	-23	30	7
New Homes Bonus Reserve	3,582	0	3,582	0	3,582	0	3,582
Collection Fund Equalisation Reserve	237	-237	0	0	0	0	0
Pensions Reserve	306	373	679	0	679	0	679
Council Tax Hardship	0		0		0		0
COVID grants Reserve	0		0		0		0
Strategic Reserve	1,136	-4,288	-3,152	-3,931	-7,083	-3,847	-10,930
	11,290	-12,122	-832	-4,026	-4,858	-3,927	-8,785

## 10. Summary as at November 2021

- 10.1 The figures in this paper show that if all costs were included and all projects delivered, the Council would run out of reserves and would hand over a structural ongoing deficit approaching £4m to the successor council.
- 10.2 Therefore the budget to be proposed to members in February 2021 cannot include all of these costs (assuming there is no significant change in funding announced by the government in December).
- 10.3 The s151 officer therefore seeks views from members on which of the areas of spend to include in the final proposals.
- 10.4 In determining this, members may wish to look at:
- a) The prioritisation exercise as summarised in Annex 3
  - b) New suggestions for projects where no business case has yet been developed
  - c) Likelihood of the project being completed by March 2023
  - d) Areas where discussions are taking place around changes in national policy (such as green waste)
  - e) Responsibilities of the council v's responsibilities of other bodies

## ANNEX 2

### Proposed Public Budget Consultation pack

#### Draft Consultation questions 2022/23

Ryedale District Council is consulting on its budget and the services we provide for 2022/23.

The results of the consultation will inform the decision to be made by Council on 17<sup>th</sup> February 2022 on the budget and council tax level for 2021/22.

## Introduction

On 21 July 2021, the government announced that the county, district and borough councils in North Yorkshire will be replaced by a new unitary council. It is expected that the new council will begin to operate on 1 April 2023. This therefore means that the 2022/23 budget for Ryedale District Council will be its last.

However this decision does not affect the requirement on Ryedale District Council to set a legal budget for 2022/23 that addresses the Council's aims and objectives. The Council is obligated to hand over its affairs to the new organisation in the best state it can and this means continuing to tackle known budgetary issues.

This consultation seeks the views of residents and businesses about our services and the results will be presented to councillors before they take any financial decisions about the budget for 2022/23 and its ongoing impact for the new council after April 2023.

Although we are the authority who send you the annual council tax bill, we only keep **11%** of the money we collect. The other 89% is split between:

- North Yorkshire County Council (71%)
- North Yorkshire Police (14%)
- North Yorkshire Fire and Rescue (4%)

In return you receive a range of services and facilities from Ryedale District Council including:

- Refuse collection
- Street cleaning
- Recycling
- Leisure facilities
- Housing services and preventing homelessness
- Economic development
- Planning services
- Environmental health
- Animal welfare
- Community safety
- Tourism
- Arts and cultural services

This section will show where the Council receives its funding from and how it is spent? (i.e. by service)

We are currently considering our budget and council tax levels for 2022/23 and beyond.

It is important that you have your say on the level of council tax set and we would like to hear your opinion about which services we currently offer that you feel are a priority.

**The deadline for consultation responses is Monday 10 January 2022.**

Q1

The current Council Tax for a Band D dwelling relating to the services provided by Ryedale District Council is £205.63 per year - or £0.04 per week. To what extent do you agree or disagree that Ryedale District Council provides value for money?

(Options: Strongly agree, Agree, Neither agree or disagree, disagree, strongly disagree)  
Please provide any information to support your response:

Q2

What is your opinion of the following council services over the last 12 months?

- **Household waste collection** (green bin)
- **Garden waste (brown bin)**
- **Kerbside recycling**
- **Litter Collection**
- **Graffiti removal**
- **Fly tipping**
- **Planning** (planning applications and planning policy)
- **Support for village halls**
- **Play equipment maintenance**
- **Arts and Culture**
- **Economic Development** (support to businesses and tourists)
- **Environmental health** (including licensing, food hygiene inspections, nuisance complaints, animal welfare, private water supplies, pest control)
- **Benefits** (housing benefits, council tax support)
- **Housing service** (housing options advice, homelessness, affordable housing)
- **Car parks**
- **Leisure facilities** (swimming pools, leisure centres)
- **Community safety** (including anti-social behaviour, domestic abuse, alcohol awareness)
- **Public toilets**
- **Artistic and cultural promotion** (support to artistic and cultural organisations)
- **Tourism** (support to the tourism industry)

(Options: Satisfied, Dissatisfied, No opinion or not used in the last 12 months)

Please use the box below to add further detail to the choices you have made:

Q3

Do you agree that the Council should introduce or increase charges for discretionary services (e.g. garden waste, commercial waste, car parking and pest control) to ensure the costs of these are recovered?

Q4

While the government has reduced funding, it has increased the ability of councils to raise further funding through council tax.

We expect that legislation will allow district councils to increase their Band D charge by 1.99% **or £5**, whichever is the highest, without triggering a referendum. A £5 increase would equate to an increase of 2.4% (or 9.6p per week) in Band D charges for 2022/23 and would equate to £110k of council spend.

Do you agree that the proposed limit is reasonable?

Options: Yes, No, Unsure

Do you have any comments about Council Tax levels in Ryedale?

Q5

Overall, how satisfied or dissatisfied are you with the way Ryedale District Council runs the services we provide?

Q6

Overall, how satisfied or dissatisfied are you with your local area as a place to live?

Please provide any information to support your response:

Q7

Have you any further comments on the Ryedale District Council Budget and Council Tax levels for 2022/23?

Q8

What can the Council do to help you more – especially as we cope with and recover from the effects of Coronavirus?

Q9

What should the Council's priorities be in its last financial year of operation?

## ANNEX 3

### COUNCIL PLAN PRIORITISATION

#### Summary

Ryedale District Council undertook a Council Plan prioritisation exercise in light of Local Government Reorganisation and to plan the budget for 2022/23 accordingly. Elected Members were asked to rank Council projects in order of preference by means of a survey questionnaire. The projects were separated into the four Council Plan priorities: Communities, Economy, Environment, and Organisation, with a fifth category for Community Legacy projects.

In total, we received responses from (or on behalf of) 18 Elected Members in regards to the Council Plan prioritisation exercise. 16 Members were represented in survey responses. We also received non-survey responses from an additional two Members. We received responses from at least one member of all political parties present at the Council.

To analyse the survey results and calculate Members' overall ranking, we utilised a points-based system. By way of illustration; we asked Members to rank eight projects in Communities service area. Their first choice project was awarded eight points, and so on. The project they ranked last was awarded one point. Thus, a higher number of points correlates to a higher importance in the ranking outcome.<sup>2</sup>

Some Members chose to use a three-tier system to rate the projects, rather than the ranking system provided. In these scenarios, the points available were averaged out so each Member had the same amount of points to award. For example, the eight Community projects; if a Member ranked three projects in the top tier, we awarded all three of those projects seven points. If the Member had used the survey system, those top three projects would have been awarded eight, seven and six points respectively. Similarly, if a Member ranked two projects in the bottom tier, we awarded those two projects 1.5 points each. If the Member had used the survey system, those bottom two projects would have been awarded two and one points respectively. This ensured that all Members had the same amount of points to award to projects overall, and meant we were able to align the different ranking styles used.

For surveys returned on behalf of political groups, points awarded were multiplied by the number of Members represented.

The outcome of the survey can be viewed in the project ranking tables below, starting on page two. There is also a breakdown of all project-specific comments available to view on page seven. Similarly, the responses of the two Members who chose to provide non-survey feedback are available to view on page 12.

#### **We received survey responses from the following Elected Members:**

- Councillor M Potter on behalf of four Elected Members, Councillor M Potter, Councillor J Andrews, Councillor C Brackstone and Councillor C M Wass (Liberal)

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<sup>2</sup> Please note: As each service area had a different number of projects to be ranked, there is a different number of points available for each set of projects. Therefore, although the top project in Communities has been awarded 103 points and the top project in Economy has been awarded 257, this does not mean the top Communities project is less preferred than the top Economy project.

- Councillor J Frank on behalf of three Elected Members, Councillor J Frank, Councillor D Cussons MBE and Councillor E Hope (Independents for Ryedale)
- Councillor L Burr MBE on behalf of five Elected Members, Councillor L Burr MBE, Councillor P J Andrews, Councillor A E Raine, Councillor A R Riby and Councillor SNR Thackray (Independent Group)
- Councillor WRFH Oxley (Conservative)
- Councillor D Keal (Liberal Democrat and Independent Group)
- Councillor T Middleton (Liberal Democrat and Independent Group)
- Councillor C P Mason (Liberal Democrat and Independent Group)

**We received non-survey responses to the exercise from the following Elected Members:**

- Councillor S Arnold (Ryedale First Independents)
- Councillor J Windress (Ryedale First Independents)

## SURVEY OUTCOME: PROJECT RANKINGS

### Communities

Ranking	Project	Points awarded
1 <sup>st</sup> (most important)	B. Delivering the Council's new housing and homelessness strategies	111
2 <sup>nd</sup>	A. Place based working to respond to local need and concerns and tackle inequalities	99
3 <sup>rd</sup>	E. Financial Inclusion	90
4 <sup>th</sup>	G. Ryecare and White Rose Home Improvement Agency	79.5
5 <sup>th</sup>	C. Community Development Grants	76
6 <sup>th</sup>	H. Community safeguarding	45.5
7 <sup>th</sup>	D. Ryedale Community Transport	45
8 <sup>th</sup>	F. Polish Migrants Organise for Change (POMOC) Scheme	30

### Communities (Legacy)

Ranking	Project	Points awarded
1 <sup>st</sup> (most important)	B. Milton Rooms	88
2 <sup>nd</sup>	D. Hungate Centre/ Community Activities in Pickering	87
3 <sup>rd</sup>	C. Malton/Norton Regeneration Corridor Scheme	65
4 <sup>th</sup>	E. Ryedale Folk Museum	44
5 <sup>th</sup>	F. Malton Museum	32
6 <sup>th</sup>	A. Everyone Active/Leisure Operator Provision	20

## Economy

Ranking	Project	Points awarded
1 <sup>st</sup> (most important)	E. Ryedale Local Plan review	275
2 <sup>nd</sup>	Q. Livestock Market Relocation	219
3 <sup>rd</sup>	O. Improve energy efficiency and reduce fuel poverty by installing energy efficiency measures	213
4 <sup>th</sup>	A. A64 junction proposals - upgrade Musley Bank junction & new junction at Broughton Rd	212
5 <sup>th</sup>	I. Thornton Road Business Park - Phase 3	200
6 <sup>th</sup> =	R. Public Toilet Refurbishment	198
6 <sup>th</sup> =	L. Malton & Norton Infrastructure & Connectivity Programme	198
8 <sup>th</sup>	J. Thornton Road Business Park – Development of Starter Units	160
9 <sup>th</sup>	C. Malton Rail Station – 2nd Platform & Bridge (Levelling Up Fund bid)	149
10 <sup>th</sup>	N. Bring empty properties back into use by providing grants/loans	126
11 <sup>th</sup> =	G. Increasing the value of visitor spend to Ryedale's economy	125
11 <sup>th</sup> =	P. Three Year Housing Development Programme. (Schemes in Norton, Pickering and Malton in progress. Purchase of flats in Helmsley/other schemes to follow)	125
13 <sup>th</sup> =	H. Develop proposals for the development of a Ryedale Business Centre	115
13 <sup>th</sup> =	F. Maintaining planning decision-making performance at agreed PI levels	115
15 <sup>th</sup>	M. Deliver key activities in the Car Park Strategy Action Plan	101
16 <sup>th</sup>	D. Develop Levelling Up Bid for Malton Rail/Bus Station Forecourt	73
17 <sup>th</sup>	B. A64 Dualling	71
18 <sup>th</sup>	K. YNY Devolution Deal	61

## Environment

Ranking	Project	Points awarded
1 <sup>st</sup> (most important)	A. Deliver key projects in the Climate Change Action Plan	166
2 <sup>nd</sup>	C. Recycling	145
3 <sup>rd</sup>	H. Flooding	135
4 <sup>th</sup>	J. Waste Services Improvement Programme	117.5
5 <sup>th</sup>	D. Cleaner streets, toilets and town centres	110
6 <sup>th</sup>	I. Community Safety Hub	82
7 <sup>th</sup>	B. Animal welfare	80.5
8 <sup>th</sup>	F. Garden waste	69
9 <sup>th</sup>	G. Trade waste	63.5
10 <sup>th</sup>	K. Emergency planning and civil contingency	47.5
11 <sup>th</sup>	E. Increased enforcement on littering dog fouling and fly tipping	40

**Organisation**

<b>Ranking</b>	<b>Project</b>	<b>Points awarded</b>
1 <sup>st</sup> (most important)	B. IT support	26.5
2 <sup>nd</sup>	A. Frontline customer service advisors	21.5

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<b>PART B:</b>	<b>RECOMMENDATIONS TO COUNCIL</b>
<b>REPORT TO:</b>	<b>POLICY AND RESOURCES COMMITTEE</b>
<b>DATE:</b>	<b>29 NOVEMBER 2021</b>
<b>REPORT OF THE:</b>	<b>CHIEF FINANCE OFFICER (s151) ANTON HODGE</b>
<b>TITLE OF REPORT:</b>	<b>REVENUE AND CAPITAL BUDGET MONITORING – Q2 2021/22</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

1.1 The revenue budget for 2021-22 was approved by Council on 18 February 2021. This report will present the financial performance against the budget as at 30 September 2021.

### **2.0 RECOMMENDATION**

2.1 It is recommended that the Committee:

- i) Notes the contents of the report.

### **3.0 REASON FOR RECOMMENDATION(S)**

3.1 To ensure that budget exceptions are brought to the attention of the Council in order to approve remedial action where necessary and to inform the financial implications and impact on future years.

### **4.0 POLICY CONTEXT AND CONSULTATION**

4.1 The financial position and performance against budget is fundamental to delivery of the Council's Plan, achieving value for money and ensuring financial stability.

## 5.0 REPORT DETAILS

### General Fund (Appendix A) – Revenue Estimates

- 5.1 The table below sets out the summary Q2 position, with details of forecast variances included in **Appendix A**. The overall forecast is a net underspend of £11k

General Fund Account – Q2 2021/22	Budget	Forecast	Variance
	£000's	£000's	£000's
Net Revenue Budget	8,595	8,584	(11)
Settlement Funding RSG/NDR	(4,154)	(4,154)	0
<b>Amount to be met from Council Tax</b>	<b>4,441</b>	<b>4,430</b>	<b>(11)</b>
Council Tax	(4,483)	(4,483)	0
Collection Fund Deficit	42	42	0
<b>Net Revenue Budget (Surplus) / Deficit</b>	<b>0</b>	<b>(11)</b>	<b>(11)</b>

- 5.2 The main variances are:

#### **Expenditure**

- **All Employee-related costs.** There is a net overspend of £138k on salaries. The largest variance, as reported at Q1 is £194k on Streetscene relating to costs of bureau waste operatives. Work is currently underway to investigate the cost pressures within the service as part of a transformation project and this will also look at the overall operating model and performance. This and other budget pressures on legal staff costs are partially offset by underspends caused by various vacancies and the ending of some COVID support sooner than anticipated.

- **Premises-related.** Overall the predicted overspend is £45k. There is a £26k predicted overspend on repairs at Derwent Lodge and the Traveller site at Malton due to site conditions. There are also additional costs at the former waste Transfer Site, currently standing at £19k.

- **Vehicles and Transport.** There is a net overspend predicted of £31k. This is mainly due to increased costs of repair on ageing refuse vehicles, £42k, plus MOT costs (delayed from the previous year due to Covid lockdown) of £19k, partially offset by a reduction of £53k in lease costs, due to the leases on new vehicles being delayed.

- **Supplies and Services.** There have been additional costs for online meetings, plus venue hire for Council/Committee meetings which is forecast at an extra £14k for 2021/22.

#### **Income**

- **Fees and Charges.** Overall income is exceeding budget by £239k. Although car parking income still remains lower than pre-Covid levels, it is predicted to exceed the budget put in place for 2021/22 which was reduced by £155k to reflect the reduced income level anticipated from lockdown. This means that the budget gap for car parking

income has narrowed to £30k. There is a shortfall on Catering income of £15k. Recycling income is over-achieving and is likely to be around £129k up at the end of the year.

### **Covid-19 impact on Revenue Budget**

- 5.3 Forecasts have been prepared using the latest information gathered for the Financial impacts monitoring returns to MHCLG and the position reported here uses the estimates for the full financial year as at the end of September.
- 5.4 Council approved additional funding from reserves of £787k to cover COVID costs as set out in the table below.
- 5.5 Estimated gross costs for the year at this stage.

	Budget £000	Latest Estimate
Stand-by payments	25	13
Reduction in investment income	150	150
Additional Vehicle Hire (Streetscene)	23	45
Loss of car park income	155	30
Loss of catering income	10	25
Additional finance resources	50	50
Ryecare Income	8	8
Procurement savings not achieved	50	50
Streetscene (reduction of income, offset by reduction in diesel, etc)	73	92
Customer Services Staff	90	90
COVID Grant Revenue Officers	25	25
COVID Marshall	12	12
Online meetings	25	39
Covid-secure workplace adjustments including PPE	45	45
Support for Vol and Community sector incl additional grant allocation	25	25
COVID implementation and coordination arrangements	22	15
	<u>787</u>	<u>714</u>

- 5.6 The £714k is the estimated annual gross cost for costs to be funded this year. The only additional funding provided by government to date is Contain Outbreak Management Fund of £67k and this has been fully accounted for.
- 5.7 At this stage therefore it looks like funding agreed at budget will cover the COVID costs (assuming no further lockdowns over the winter months).

## Capital Programme

- 5.8 The current approved programme is £12.0m, which includes the original budget of £9.069m approved by Council plus £2.264 carried forward from last year and the inclusion of the Malton-to-Pickering Cycle Route as noted at Q1, the vast majority of which is externally funded.
- 5.9 Within the capital programme, the main headings are shown below (a detailed breakdown is shown in **Appendix B**).
- 5.10 At Q2 the forecast is that £5.8m will be spent in year and there will be slippage of £5.5m. The majority of the slippage is on three schemes:
- (i) Industrial Units development (£2.3m) all of which is likely to slip into 22/23,
  - (ii) Livestock Market development, of which consultants fees of £100k is anticipated in 21/22, with the remainder (£1.4m) slipping into future years.
  - (iii) Affordable Housing, with £1.6m likely to slip
- 5.11 £250k of the IT infrastructure budget was moved forward into 21/22 and although £191k is currently forecast to slip into 22/23, schemes are now underway, so as we monitor through the year there may be a need to bring some of this back into 21/22. With the need to refresh a number of core systems, this area is likely to continue to be under pressure.
- 5.12 Further pressures have been identified and will form part of the discussions on the Financial Strategy. For example, revised costs for the Livestock Market have been noted as part of the Council Plan prioritisation and suggest that an additional £1m may be required, funded equally between s106 developers' contributions and reserves. Trade Waste Equipment and Vehicle Replacement Programmes will be subject to changes in National Policy and business cases are being developed for projects on flooding defences and Malton and Norton Infrastructure which may require additional investment.
- 5.13 A summary of the Capital Programme as at Q2 is shown below and in Appendix B.

## CAPITAL PROGRAMME EXPENDITURE 2021-22:

CAPITAL SCHEME	BUDGET 2021/22	FORECAST Q2 2021/22	VARIANCE
	£'000	£'000	£'000
Vehicle Replacement Programme	1,788	1,416	-372
Trade Waste Equipment	33	4	-29
Replacement of Garage Inspection pit	50	160	110
Property Condition Survey	662	663	1
Car Park Action Plan	50	50	0
Industrial Units - New Development	2,290	8	-2,282
Milton Rooms	500	500	0
Ryedale House - COVID safe adjustments	55	55	-0
Livestock Market	1,500	100	-1,400
Community Facilities in Pickering	200	200	0
Malton and Norton Infrastructure	350	241	-109
Ryedale Hub	0	0	0
Malton to Pickering Cycle Route	670	670	0
IT Infrastructure Strategy	477	286	-191
Aff HSG Init	2,455	806	-1,639
Privates Sector Energy Efficiency Grants	40	40	0
Private Sector Renewal - Disabled Facility Grants	496	317	-180
Community Housing Fund	289	0	-289
Mortgage Rescue Scheme	21	0	-21
Flooding Contingency	100	300	200
<b>TOTAL</b>	<b>12,025</b>	<b>5,813</b>	<b>-6,212</b>

### Funded by:

External Funding	3,185	1,770	-1,415
Leases/Internal Borrowing	1,508	1,416	-92
Capital Receipts/Debtors	125	20	-105
Reserves	7,207	2,607	-4,600
<b>Total</b>	<b>12,025</b>	<b>5,813</b>	<b>-6,212</b>

### Impact on Reserves and the Financial Strategy

- 5.13 The reduced of capital funding in this year will have an impact on reserves and the projections for both revenue and capital are built into the Financial Strategy which forms a separate report to the Committee.

## 6.0 IMPLICATIONS

6.1 The following implications have been identified:

- a) Financial  
Included in the body of the report.
- b) Legal  
There are no legal implications identified as part of this report.
- c) Other  
None to report, although in any report to Committee and Council, it will be noted that any proposals which may impact on Equalities, Staffing, Planning, Health & Safety, Climate Change, Environmental, Crime & Disorder will be assessed as part of the budget process.

**Anton Hodge**  
**Chief Finance Officer (s151)**

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### **Background Papers:**

None

### **Background Papers are available for inspection at:**

N/A

Management Accounts 2021/22  
Results as at Q2 - 2021/22

Appendix A

	Prior Year	Latest Approved	Year to Date		Full Year	Variances		COMMENTS - MAIN VARIANCES
	Actual	Budget	Actual 6 Months	Budget 6 Months	Q2 Forecast	Year to Date	Forecast Variance	
<b>INCOME</b>								
Fees & Charges	(2,276)	(2,789)	(1,378)	(1,386)	(2,900)	8	(110)	Car parking income up £125k against budget (which had been reduced from previous year by £150k to reflect reduced income anticipated from lockdown). Catering Sales down by £15k
Government Grants	(820)	(174)	(573)	(87)	(174)	(486)	0	
Grants & Contributions Inc	(139)	(128)	(155)	(64)	(128)	(91)	0	Other organisation grants received that are not government
Housing Benefits	(7,651)	(7,201)	(85)	(121)	(7,201)	36	0	
Investment Income	(177)	(55)	(13)	(29)	(55)	16	0	Currently anticipated to be on budget
Waste Collection & Recycling Inc	(1,833)	(1,871)	(1,257)	(1,522)	(1,999)	264	(129)	Currently forecasting to be £129k up against income budget, however dependant on prices remaining stable throughout the year. Volatile market
Recharges	(90)	(117)	(27)	(2,084)	(117)	2,058	0	
<b>TOTAL SERVICE INCOME</b>	<b>(12,987)</b>	<b>(12,334)</b>	<b>(3,489)</b>	<b>(5,293)</b>	<b>(12,573)</b>	<b>1,804</b>	<b>(239)</b>	
Salaries & Employee Costs	9,136	10,003	4,414	4,838	10,141	(424)	138	£194k is the streetscene costs for the bureau waste management operatives. £25k additional cleaning at Ryedale House (Covid). Smaller variances include reduction in standby payments (£12k) and £7k saving on the project assistant - covid recovery (only needed for part year).
Supplies & Services	3,114	2,752	1,387	1,276	2,766	111	14	Additional costs for online meetings plus venue hire for Covid compliant premises for Council/Committee meetings.
Vehicles & Transport	684	570	311	267	601	44	31	Net effect of increased costs on repair of waste vehicles, partially offset by reduction in lease costs (due to using older vehicles, new leases being delayed)
Premises	850	842	497	540	888	(43)	45	Delapidation of premises at Derwent Lodge, Repairs and maintenance at Tara Park Travellers site in Malton plus costs of Former waste transfer station
Drainage Board Levies	99	101	52	50	101	2	0	
Grants & Contributions	3,276	550	268	318	550	(50)	0	
Housing Benefit Payments	7,631	7,082	3,915	3,542	7,082	372	0	
Additional Capacity & Provisions	24	(308)	0	(169)	(308)	170	0	
Interest Payable	53	55	(12)	28	55	(40)	0	
Capital A/c	279	335	(191)	(248)	335	57	0	
<b>TOTAL SERVICE EXPENDITURE</b>	<b>25,147</b>	<b>21,984</b>	<b>10,641</b>	<b>10,441</b>	<b>22,211</b>	<b>200</b>	<b>228</b>	
<b>FINANCING &amp; RESERVES</b>								
Collection Fund Surplus	19	42	0	0	42	0	0	Ryedale share of the collection fund deficit
Council Tax	(4,429)	(4,483)	1,074	0	(4,483)	1,074	0	Collection fund losses to be spread over 3 years from 21/22
NNDR	(3,761)	(2,413)	(3,691)	0	(2,413)	(3,691)	0	Collection fund losses to be spread over 3 years from 21/22
RSG	0	0	0	0	0	0	0	
General Government Grant	(5,460)	(1,741)	(740)	(862)	(1,741)	122	0	Includes Covid funding but anticipating this will be less than in 20/21
Transfers to / from Reserves	1,472	(1,054)	0	0	(1,054)	0	0	
<b>TOTAL FINANCING &amp; RESERVES</b>	<b>(12,159)</b>	<b>(9,649)</b>	<b>(3,356)</b>	<b>(862)</b>	<b>(9,649)</b>	<b>(2,494)</b>	<b>0</b>	
<b>GF (SURPLUS) / DEFICIT</b>	<b>0</b>	<b>(0)</b>	<b>3,796</b>	<b>4,287</b>	<b>(11)</b>	<b>(490)</b>	<b>(11)</b>	

CAPITAL SCHEME	BUDGET 2021/22	FORECAST Q2 2021/22	VARIANCE
	£'000	£'000	£'000
Vehicle Replacement Programme	1,788	1,416	-372
Trade Waste Equipment	33	4	-29
Replacement of Garage Inspection pit	50	160	110
Property Condition Survey: Investment Operation Assets	32	32	0
Property Condition Survey: Leisure Facilities	-4	0	4
Property Condition Survey: Milton Rooms	216	200	-16
Property Condition Survey: Public Conveniences	0	26	26
Property Condition Survey: Car Parks	30	30	0
Property Condition Survey: Streetlights	201	160	-41
Property Condition Survey: St Leonard's Wall	80	80	0
Property Condition Survey: Former Transfer Waste Site	65	65	1
Property Condition Survey: Unallocated	42	70	28
Car Park Action Plan	50	50	0
Industrial Units - New Development	2,290	8	-2,282
Milton Rooms	500	500	0
Ryedale House - COVID safe adjustments	55	55	-0
Livestock Market	1,500	100	-1,400
Community Facilities in Pickering	200	200	0
Malton and Norton Infrastructure	350	241	-109
Ryedale Hub	0	0	0
Malton to Pickering Cycle Route	670	670	0
IT Infrastructure Strategy	477	286	-191
Aff HSG Init: Exception Sites Land Purchases	100	0	-100
Aff HSG Init: Railway Tavern	724	161	-563
Aff HSG Init: Extended Programme Delivery	1,506	625	-881
Aff HSG Init: Property Improvement Loans	75	20	-55
Aff HSG Init: Landlord Improvement Loans/Grants	50	0	-50
Privates Sector Energy Efficiency Grants	40	40	0
Private Sector Renewal - Disabled Facility Grants	496	317	-180
Community Housing Fund	289	0	-289
Mortgage Rescue Scheme	21	0	-21
Flooding Contingency	100	300	200
<b>TOTAL</b>	<b>12,025</b>	<b>5,813</b>	<b>-6,212</b>

**Funded by:**

<b>External Grants and Contributions</b>		
Department Communities & Local Government (DCLG)	785	317
Energy Efficiency Grant	40	40
Homes England Grant	504	0
Other Grants	628	628
Developers Contributions	1,228	786
<b>Total External Grants and Contributions</b>	<b>3,185</b>	<b>1,770</b>
Borrowing - Finance Leases	1,348	1,348
Borrowing - Temp Internal Borrowing	160	68
Long Term Debtors/Capital Receipts	125	20
Reserves	7,207	2,607
<b>TOTAL FUNDING OF CAPITAL PROGRAMME</b>	<b>12,025</b>	<b>5,813</b>



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<b>PART B:</b>	<b>RECOMMENDATIONS TO COUNCIL</b>
<b>REPORT TO:</b>	<b>POLICY AND RESOURCES</b>
<b>DATE:</b>	<b>29 NOVEMBER 2021</b>
<b>REPORT OF THE:</b>	<b>STRATEGY &amp; PERFORMANCE MANAGER LYNNE BAYES</b>
<b>TITLE OF REPORT:</b>	<b>COUNCIL PERFORMANCE – QUARTER 2 2021-2022</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

- 1.1 To provide a progress update on Council performance up to the end of quarter 2 of the reporting cycle (July – September 2021) for 2021-22.
- 1.2 The update covers delivery of the Council Plan 2020-2024 and progress against key performance indicators (KPIs) and data only indicators.

### **2.0 RECOMMENDATION(S)**

- 2.1 It is recommended to Council that:
  - (i) The progress report is noted.

### **3.0 REASON FOR RECOMMENDATION(S)**

- 3.1 To inform Elected Members of progress in delivering the Council's objectives and key performance indicators.
- 3.2 Where applicable, any specific areas where progress for individual KPIs has not been achieved is highlighted with an explanation of planned development actions to make improvements moving forward, as detailed below.

### **4.0 SIGNIFICANT RISKS**

- 4.1 Quarter 2 saw the lifting of most Covid-19 legal restrictions, with the removal of social distancing and social contact restrictions, together with enabling businesses to reopen. The rules regarding self-isolation as a contact, requiring a person identified as a contact of someone who has tested positive for Covid-19 to stay at home and self-isolate for a specified period, also eased. However, Government guidance retained a strong emphasis on continuing to protect ourselves and others as we learn to manage

the risks of living with the virus on a careful and cautious pathway. The Council continues to fulfil its obligations in line with the Health and Safety Executive.

- 4.2 Following the end of most legal restrictions, there has been a significant increase in new cases of the virus across the county as a whole. Further disruption to people, communities and businesses came towards the end of the quarter, with shortages in fuel deliveries and supplies.
- 4.3 However, despite the ongoing impact on workloads during quarter 2 (July – September 2021), key services across the organisation have been sufficiently maintained to support residents and communities, as they start to deal with the accumulation of delays in being able to carry out everyday commitments and responsibilities. This means, the majority of key performance indicators continue to be at target.
- 4.4 The impact on performance of local government reorganisation during quarter 2 has been significant, with timelines and an increased level of related work starting to move at pace, requiring substantial staff resource. The risk associated with this is likely to continue to increase moving forward, with the added risk of potentially losing key staff and expertise throughout the process.
- 4.5 As full delivery of the 2020-24 Council Plan will not be possible by the time Ryedale District Council ceases to exist in April 2023, a reprioritisation process is being conducted to determine priorities for delivery between now and this date.

## **5.0 POLICY CONTEXT AND CONSULTATION**

- 5.1 The Quarter 2 2021/2022 report shows progress across all of the Council's corporate priorities: Our Communities, Our Economy, Our Environment and Our Organisation.
- 5.2 Key performance indicators continue to be largely on track.

## **6.0 REPORT DETAILS**

### **Introduction and background**

- 6.1 Performance reporting of progress against the Council's priorities – as set out in the Council Plan 2020-24 – is a key element of performance management arrangements.
- 6.2 Ongoing successful delivery of 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 relevant key performance indicators and data only indicators (are targets being met; are we getting better)

This report covers the period July to September 2021.

- 6.3 This report includes the following detail:
- Actions and project activities completed against the aims and objectives set out under each theme of the Council's objectives in the Council Plan 2020-24.

- Relevant key performance indicator statistics measured against the Council's priorities.
- Future activities planned to address the areas requiring some improvement.

### **Summary of progress**

- 6.4 This report shows the ongoing strong performance of this Council in the second quarter of 2021-22, across all its ambitions. The Council continues to support people, communities and businesses despite the ongoing challenges brought about by the Covid-19 pandemic and local government reorganisation.
- 6.5 Overall, out of the 13 key performance indicators with targets, 10 are showing a green status, 2 as an amber status and 1 as a red status when analysing quarter 2 performance. Particular highlights are as follows:
- The number of new affordable houses delivered has made further good progress bringing the total for the year so far up to 51, against a target of 75 per year.
  - The speed of processing new claims for both housing benefit and council tax support during quarter 2 continues to be significantly higher than target, placing this Council as the best performing authority in North Yorkshire for processing housing benefit new claims.
  - The number of community litter picking groups/individuals supported during quarter 1 has been maintained during quarter 2.
  - The processing of major planning applications continues to operate above target at 82% cumulative processed within the 13 week time period during quarter 2, against a target of 70%.

### **Red Indicators**

- 6.6 Red indicators mean that performance is below where we would want it to be. The areas where this has occurred are summarised below along with explanations for this status. Covid-19 has continued to affect the progress against each of these indicators significantly, due to significant work backlogs accumulating as a result of lengthy lockdown restrictions.

### **Standard searches**

- 6.7 Substantial delays in searches have been experienced with NYCC and the sheer volume they have been receiving from all North Yorkshire Authorities - which have almost doubled from the previous year. However, quarter 2 statistics show the problem has now largely been resolved and the direction of travel in terms of the performance trend, is now an improving one.

This improvement is evidenced by the target of 100% of standard searches carried out in 10 working days improving significantly, up from 55.7% in quarter 1 to 74.4% cumulative in quarter 2, with quarter 2 alone at 94.6%.

## **Amber Indicators**

- 6.8 Amber indicators are important to highlight as they show where the Council must maintain a level of vigilance to ensure that performance does not slip further. Again, Covid-19 has played a role in the status of these indicators, as demand for services increased.

### Minor and other planning applications

- 6.9 A large increase in applications being received has meant these indicators have still fallen just short of the target in quarter 2.

Additional staffing capacity has been secured, with significant progress already achieved in both areas as follows:

- Against a target of 80%, the percentage of minor planning applications processed within 8 weeks - up from 74% in quarter 1 to 75.3% cumulative in quarter 2, with quarter 2 alone at 76%.
- Against a target of 90%, the percentage of other planning applications processed within 8 weeks - up from 81% in quarter 1 to 85.6% cumulative in quarter 2, with quarter 2 alone at 89%.

Further improvements are anticipated for Quarters 3 and 4 of this financial year.

## **7.0 IMPLICATIONS**

- 7.1 The following implications have been identified:

- a) Financial  
Delivery of Council Plan priorities is reflected in the Medium Term Financial Strategy.
- b) Legal  
The organisation complies with all relevant statutory, legislative and constitutional matters when executing the delivery of its Council Plan and delivering against key performance indicators.
- c) Resource  
Performance reporting highlights where 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.
- d) Other  
Equalities, staffing, health and safety, and policy matters such as environmental and climate change inform the content and execution of the Council Plan and performance priorities on an ongoing basis. Anyone requiring this information in an alternative format, may contact the report author to request this.

**Name of Service Lead**                      **Lynne Bayes**  
**Job Title**    **Strategy & Performance Manager**

**Author:**                                      Lucy Ross, Graduate Trainee, Executive, Policy and Research Officer

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**Background Papers:**

Council Plan 2020 – 2024

<https://www.ryedale.gov.uk/resources/council-plan/>

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# Delivering the Council Plan: Quarter 2 2021-22

## Introduction

This quarter two performance report provides details of the Council’s achievements between July and September 2021.

It also highlights any challenges to overcome moving forward.

## Summary of Performance Indicators

Key performance indicators (KPIs) provide one tool for measuring performance against the priorities in the Council Plan 2020-24. They have a target, a green, amber or red status and an arrow to show the performance trend in comparison to the previous quarter.

Data only indicators measure performance in a shorter time frame to identify how the Council is delivering projects and activities on an ongoing basis to achieve the overall aims in the Council Plan. These indicators can be affected by a number of things including variations in market trends, customer activities and events and as such, they do not have a target.

Page	Key
↑	Improved performance
↔	Maintained performance
↓	Decline in performance

## Contents

**Communities: strong, inclusive and attractive – Page 2**

**Economy: harnessing Ryedale’s unique economy to deliver growth, homes and jobs – Page 6**

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**Organisation: an innovative, enterprising council – Page 13**

**Our communities; strong, inclusive and attractive**

*Help for those in need*

We will tackle homelessness, rough sleeping and poverty by providing services in partnership with others to prevent homelessness.

**Achievements in Quarter 2**

- In August 2021, using funding from Homes England and Commuted Sums, the Council provided two tenants with supported independent housing under the Next Steps accommodation project, which aims to prevent homelessness for single people.
- The Council saw increased demand for supporting those impacted by the Afghanistan Crisis and has been working alongside other local authorities, including those in York and North Yorkshire, regarding future accommodation plans.

We will offer advice, support and budgeting assistance to those who need it, helping them to manage their finances, ensuring they can access Citizens' Advice services and working with the credit union to promote access to small loans. We will also act promptly to process benefit applications.	Description	RDC Target	Q1	Q2	Q3	Q4	Trend (previous Qtr)	RAG Status	
	Housing Benefit Speed of processing new Housing Benefit Claims	<21 days	6.9	7.1				↓ <sup>1</sup>	
	Council Tax Support Speed of processing new claims for Council Tax Support	<25 days	19.1	16.7				↑	

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<sup>1</sup>Quarter 2 saw a slight increase in Housing Benefit new claims processing times as a result of a significant increase in test and trace support payments.

**Achievements in Quarter 2**

- Housing Benefit and Council Tax Support new claims processing times continued to perform well above target. This Council is the best-performing local authority in North Yorkshire for processing Housing Benefit new claims.
- As of 31 July 2021, all Covid business grant schemes closed, with the Council having made all payments on time. In total, Ryedale District Council administered 8527 grants totalling £45,714,602 throughout the coronavirus pandemic.
- Test and Trace Self-isolation payments increased significantly compared to quarter one. All payments were made within the set timescale, whilst maintaining processing standards.

We will create a district where everyone feels welcome and can thrive. We will safeguard vulnerable people, become a 'dementia-friendly' and 'autism-friendly' Council, and ensure that equalities, mental health and well-being are at the heart of service design, giving training to our employees and encouraging businesses and communities to do the same.	Description	Value/ Baseline	Q1	Q2	Q3	Q4
	Safeguarding Number of referrals	Data Only	5	3		
	Safeguarding Completed mandatory training	New Q2 Data Only	N/A	90%		

**Achievements in Quarter 2**

- The number of safeguarding referrals fell to three in quarter 2, against five in quarter 1. Continued work across departments is taking place to ensure all safeguarding training is completed.
- All Local Authorities have a duty to train staff and work with other agencies, with the aim to prevent radicalisation and keep the community safe. Prevent is about raising awareness of how to prevent people from being drawn into radicalisation, how to spot the signs and how to report these. In quarter two, 22 members of staff completed Home Office Prevent training.

Page 73 We want everyone in our communities to be able to live independent lives. We will promote our Lifeline service and provide well-being services, Disabled Facilities Grants and handyperson services to enable people to stay in their homes. We will also support community transport schemes to help those in need get around.	Description	Value/ Baseline	Q1	Q2	Q3	Q4	Trend (previous Qtr)
	Ryecare Total number of Ryecare customers	Data Only	540	543			↑
	Ryecare No of new Ryecare installations	Data Only 127 for 2020/21	31	31			→

**Achievements in Quarter 2**

- The Ryecare Lifeline service helps residents to live independently, with a dedicated team answering calls around the clock, handling out-of-hours requests for shelter from the homeless, flooding alerts, and getting assistance to lifeline customers in difficulty. The closing figure for quarter two was 543 live connections, with 31 new lifeline installations and while recruitment for a Marketing Officer role takes place, promotion of the service has continued through the On Your Doorstep magazine.

**Our communities; strong, inclusive and attractive**  
*Healthy and happy communities*

Ryedale is home to hundreds of voluntary organisations delivering invaluable services for local people. We will work with this essential sector to ensure it continues to flourish. We will aim to build strong communities by contributing to community events, activities and facilities through our community grants scheme.	Description	Value/ Baseline	Q1	Q2	Q3	Q4
	Community Connect website views	Data Only	320	424		
	Community Development Grants	Annual budget £45,372	6 totalling £4,347	Not <sup>1</sup> available		

<sup>1</sup>Community Grants are open to any Ryedale community-based organisation or group, for projects that make a positive impact on community owned or managed facilities and activities in Ryedale, such as village halls, play areas, sports facilities, village-owned shops and activities that support the local community. The Council considers grant applications through the Grants Working Party and decides on recommendations for approval at Policy and Resources Committee. Due to the scheduling of this meeting, an update position is not yet available. The quarter 2 figure will be available for the quarter 3 report.

**Achievements in Quarter 2**

- Ryedale District Council, North Yorkshire Police and North Yorkshire County Council set up the Community Connect Partnership to coordinate our response and support for our most vulnerable citizens. The partnership aims to improve connectivity, support and inclusivity in Ryedale’s communities and the website brings together public services, Voluntary, Community and Social Enterprise (VCSE) and community voluntary groups, to provide information for those seeking help and assistance. During quarter 2, the website received 424 views, representing an increase of 104 visits compared to quarter 1.

<p>We will promote health and wellbeing for all by offering leisure facilities and access to physical activity. We will work with our leisure provider and other partners to expand access to these opportunities and identify funding streams that will support our aims.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>After the lifting of leisure restrictions, full leisure reopening occurred on 19 July 2021 and customers are returning to leisure centres. All activities are now running (with the exception of children’s parties) with a booking system still in place in order to manage numbers.</li> <li>NYCC has commissioned North Yorkshire Together, a partnership between Rural Arts, North Yorkshire Sport and North Yorkshire Youth, as lead provider for a programme which will be branded as FEAST (Food, Entertainment, Activities and Sport Together). The Council applied for FEAST funding for the Christmas period, with support offered by the Council’s catering team.</li> <li>At the meeting of Council in July 2021, Everyone Active’s request for additional financial support for 2021/22 to a maximum of £198,000 (including the Annual Management Fee as per the original contract) was agreed. Leisure service performance was considered and Elected Members received the Annual Report from Everyone Active at the Overview and Scrutiny meeting on 28 July 2021.</li> </ul>
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<p>We will promote our creative industries and expand our cultural offer by supporting Ryedale’s network of skilled craft businesses and thriving arts hubs.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>• July saw the appointment of five Technical Theatre Trainees as part of Helmsley Arts Centre’s commission.</li> <li>• August saw the launch of a touring display as part of an art wellbeing project, focussing on those specifically impacted by isolation during the pandemic.</li> <li>• Preparation for the launch of the new 21/22 Small Arts Grant round commenced. Priorities for activity are tied in to the Council Plan and the key themes that have emerged from the North Yorkshire Cultural Strategy work; community health and wellbeing, celebration of place, digital creativity and climate change awareness.</li> </ul>
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<p><b>Our communities; strong, inclusive and attractive</b> <i>A place like no other - to live, work, visit and invest</i></p>	
<p>We want everyone to enjoy Ryedale’s natural beauty, market towns, shops and amazing attractions. We will promote our area as a hub for food, drink, creative culture and active recreation.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>• The Council continued to promote the district, resulting in positive coverage in the <a href="#">Yorkshire Post</a>, <a href="#">The Press</a> and <a href="#">The Sun</a>.</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 75</p> <p>We will support our market towns to thrive by installing free Wi-Fi, keeping our streets tidy and devising a new car parking strategy with residents and visitors at its heart.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>• Work on the Welcome Back Fund has continued throughout quarter 2: <ul style="list-style-type: none"> <li>• Town councils and associated ‘In Bloom’ groups have been awarded funding to support the provision of planters to create a welcoming feel for people returning to their local high street.</li> <li>• Additional litter picking equipment was provided to support volunteer groups and ‘In Bloom’ groups help keep high footfall areas litter free.</li> <li>• A2 noticeboards were installed across RDC’s public conveniences to provide Covid safety messaging and wider Council communications.</li> <li>• The Council acquired a footfall data monitoring solution to support real time decision making on Covid measures and benchmark against historic data. The data will also be used to support wider decision making around high street activity and event planning with third parties.</li> </ul> </li> </ul>
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**Our economy; harnessing Ryedale's unique economy to deliver growth, homes and jobs**

*Quality homes local people can afford*

Priority	Description	RDC Target	Q1	Q2	Q3	Q4	Current cumulative figure	Trend (previous Qtr)	RAG Status
High house prices and rents mean it is difficult for local people to get onto the property ladder. We will work with our partners to deliver more affordable homes and ensure a supply of good quality housing that reflects the needs of our communities at all stages of their lives. We will work with developers and use our own assets to achieve this, as well as bring more empty properties back into use.	Number of new affordable homes completed	75 per annum	33	18			51	↓ <sup>1</sup>	Green
	Number of empty properties brought back into use through Council involvement	6 per annum	3	0			3	↓ <sup>2</sup>	Green
	Major planning applications processed within 13 weeks	70%	75%	86%			82%	↑	Green
	Minor planning applications processed within 8 weeks	80%	74%	76%			75.3%	↑	Yellow
	Other planning applications processed within 8 weeks	90%	81%	89%			85.6%	↑	Yellow
	% of standard searches carried out in 10 working days	100%	55.7%	94.6%			74.4%	↑	Red

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<sup>1</sup> Although quarter 2 shows a decline in performance in comparison to quarter 1, the cumulative figure of 51 affordable homes completed at the half year stage indicates that we remain on track to meet the year-end target of 75.

<sup>2</sup> A new project officer to work on this agenda is now in post, so an increased level of performance in bringing empty properties back into use is expected moving forward. In addition, at this half year stage, we are still on track to meet the year-end target of 6.

### Achievements in Quarter 2

- Managing housing supply is a vital part of our commitment to provide high quality, affordable housing. In July 2021, work by Karbon Homes commenced on twenty homes at the Outgang Lane, Pickering site and practical completion is due in July 2022. The Council has prepared a report to purchase 4 completed S106 flats in Helmsley that would otherwise be lost to the open market.
- The Council is working to bring empty properties back into use and a high number of empty properties were visited across the district during the last week in September. The number of long term empty properties has reduced from 408 in October 2020, to 340 as at 30 September 2021.

### Development for the next quarter-Q3

- A large increase in minor and other planning applications has meant these indicators have just fallen short of the target in quarter 2. However, the Council has already taken steps to resolve this capacity issue. The quarter 1 and 2 figures above reflect this, showing that performance has improved.
- The sheer volume of searches received from all North Yorkshire authorities, which has almost doubled from the previous year, has resulted in substantial delays by NYCC in processing them. However, quarter 2 statistics show the problem has now largely been resolved with a substantial increase in performance from 55.7% in quarter 1 to 94.6% in quarter 2, falling just below target.

We want people to live in high quality, safe and sustainable homes. We will promote the highest standards of construction and work in partnership to improve energy efficiency and achieve carbon reduction. We will work with landlords to ensure rental accommodation, in particular houses in multiple occupation, comply with the law and follow best practice.

### Achievements in Quarter 2

- Registered providers of social housing (including private and local authority providers) can apply to the Social Housing Decarbonisation Fund (SHDF) to support the installation of energy performance measures in social homes in England. The fund will help deliver warm, energy efficient homes, reduce carbon emissions, tackle fuel poverty, support green jobs, develop the retrofit sector and improve the comfort, health and wellbeing of social housing tenants. Discussions between the Council and Yorkshire Housing commenced to prepare a bid in respect of the SHDF.
- The Council is responsible for implementing the change in legislation relating to the 'Fit and Proper Person' requirement for caravan sites. A specific [policy](#) has been agreed and made available online in quarter 2.
- Ryedale District Council is part of the consortium delivering the North Yorkshire Warm Homes Fund and won an award for Large Scale Project of the Year at the Energy Efficiency Awards in September. The Warm Homes Fund runs alongside the Ryedale Energy Saver Scheme. Running several fuel poverty alleviation projects allows the Council to refer residents into the most suitable scheme, extending help across more property types and reach more vulnerable householders. In Ryedale, a total of 16 households have been supported as at the end of quarter 2, helping to save citizens money on their energy bills and keep them warm all year round. There are also eight first time gas central heating jobs currently progressing through the Warm Homes Fund.

**Our economy; harnessing Ryedale's unique economy to deliver growth, homes and jobs**

*A connected rural economy*

We want to improve our road and rail connectivity to unlock economic growth. We will work with partners to improve the A64, integrated public transport connections and station facilities.

**Achievements in Quarter 2**

- Work is progressing to develop a Levelling Up Fund Round 2 bid aimed at station accessibility improvements at Seamer, Malton and Thirsk and includes, at Malton, the introduction of a second platform, a pedestrian/cycle bridge and link path to Norton.

We will support and invest in measures to cut congestion and improve traffic flow in our market towns, including HGV reductions in urban centres. We will facilitate the construction of new infrastructure through the Local Plan.

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**Achievements in Quarter 2**

- We are supporting NYCC in the development of proposals to introduce a trial one-way system on Norton Road. The trial will include six months of air quality baseline data monitoring before intervention, followed by six months of air quality data monitoring once the one-way system is implemented.
- The Local Plan Call for Sites consultation is now complete, analysis work has been submitted and work is ongoing to electronically map sites as the next step in moving the Plan forward in line with agreed timescales. During quarter 2, work has been ongoing towards the Local Plan evidence base; the Strategic Flood Risk Assessment is now 60% complete, the Sustainability Appraisal Framework / Scoping Report is now 90% complete and ready for consultation with Strategic Environmental Assessment bodies in quarter three and Part 1 of the Strategic Housing Land Availability Assessment Part 1 is now 90% complete. This assessment sets out the Council's land supply of housing sites suitable for delivering and developing over at least a 5 year period.

**Our economy; harnessing Ryedale's unique economy to deliver growth, homes and jobs**

*Open for business*

We will work with Government, industry and businesses to bring new investment to the area, expanding the commercial space on offer within the district in a sustainable way. We will develop the council's role in providing workshop, incubator and scale-up space for small start-up businesses and facilitate the expansion of business parks.

**Achievements in Quarter 2**

- Thornton Road Business Park and Starter Units - negotiations with the developer are nearing a conclusion regarding access arrangements to enable a start on site for the Phase 3 development at Thornton Road Business Park, Pickering.

<p>We want young people to believe that Ryedale is a place to build their future.</p> <p>To retain our young people in the district, we will offer information, training and opportunities to meet the needs of our modern economy. We will work with partners to support their start up ideas and build relationships with higher and further education institutions, focusing upon future skills needs e.g. engineering, green construction and clean energy.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>Local Cultural Education Partnerships (LCEPs) are cross-sector, strategic partnerships that work together to unite and improve cultural education for children and young people in their local area. The Council continued to improve its links between cultural organisations and educational establishments, including the LCEP in Ryedale, North Yorkshire Cultural Strategy Framework and University of York. Up to seven Masters Student placements with different cultural and arts organisations have been agreed with the University of York, to take place next year (January - March 2022).</li> </ul>
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**Our environment; a sustainable, safe and clean place**  
*A safe place to live*

	Description	Value/ Baseline	Q1	Q2	Q3	Q4
<p>Ryedale is a low crime area, but not without its problems. We will tackle anti-social behaviour by working closely with North Yorkshire Police and other partners. We will also empower communities to identify effective solutions to tackle speeding.</p>	Number of ASB cases (MAPS)	Data Only	11	12 <sup>1</sup>		
	Number of prevention campaigns	Data Only	4	1		

<sup>1</sup>Of the 12 cases of anti-social behaviour recorded in quarter 2, 8 anti-social behaviour cases remain open within the Multi-agency Problem Solving Partnership (MAPS).

<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>Officers attended Holistic Hoarding training to address concerns of hoarding identified during the quarter. This was to gain an understanding of how to apply evidence-based, compassionate approaches, where the individual's home and possessions are respected at all times, with the aim of preventing cases reaching crisis point.</li> <li>Community Resilience Bronze training in Emergency Planning was undertaken to equip staff with a greater knowledge and understanding of how to support communities to prepare, respond and recover in times of emergency, using local skills, knowledge and assets.</li> </ul>
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<p>We want to reduce flooding risk by investing in flooding alleviation measures and working with partners to provide an emergency response.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>The Council is committed to investing in flood alleviation measures and working with partners to provide an emergency response. 20% of the costs involved in the Malton, Norton and Old Malton Flood Alleviation Scheme is funded by the Council. During quarter 2, progress has been made in a number of ways. All planned infrastructure improvements were completed, households can claim up to £5,000 for approved alterations (such as flood door barriers, airbricks that close automatically to keep out water, non-return valves on drains to prevent floodwater or sewage backing up) and waterproof copings on walls.</li> </ul>
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<p>We will work in partnership to uphold the highest standards of animal welfare, train staff to deal with issues and hold public information events.</p>	<b>Description</b>	<b>Value/ Baseline</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	Number of stray dogs collected	Data Only	4	9		
	Number of community events attended by Community Team officers	Data Only	1	12		

<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>The Council made progress by working with The Rural Taskforce around the feasibility of dog fostering for stray animals. Dog fostering schemes are set up to provide a temporary foster home for stray dogs outside of the Council’s statutory duty hours. In quarter 2, the process of developing a scheme for the Ryedale area commenced, based on a similar model currently being created by The Rural Taskforce.</li> </ul>
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<b>Our environment; a sustainable, safe and clean place</b> <i>Clean and attractive streets</i>						
<p>We will take tough action on littering, dog fouling and fly tipping through proactive and dedicated enforcement, prosecuting where required.</p>	<b>Description</b>	<b>Value/ Baseline</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
	Number of fly tipping fixed penalty notices	Data Only	3	0		

	Description	Value/ Baseline	RDC Target	Q1	Q2	Q3	Q4	Trend (previous Qtr)	RAG Status
We want to keep the streets clean. We will improve our Streetscene operations and support communities to do more.	Number of community litter picking groups/individuals supported	Data Only	35	30	30			→	

#### Achievements in Quarter 2

The Council has continued to support 30 community litter picking groups and individuals by supplying equipment (gloves, bags, high-visibility waistcoats and litter-picking sticks), resulting in the collection of 135 bags of waste in this quarter. Towards the end of quarter 2, the Council attended Ryedale Environment Group Ecofair to promote the support offered for community litter picking. A new community litter picking leaflet designed for use at events and for visitors to Ryedale House has been produced and the Council's website was updated to include the new leaflet.

### Our environment; a sustainable, safe and clean place *Sustainability into the future*

<p>We will take ambitious steps to reduce our carbon footprint through regional and local initiatives. This includes implementing our Climate Change Action Plan.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>• Community grant scheme to support the installation of EV charging points at community venues across the district approved.</li> <li>• Environmental grant scheme to fund small scale environmental initiatives approved.</li> <li>• Development of community consultation proposals to explore the opportunities offered by geothermal heat.</li> </ul>
<p>We will work collaboratively with industry, businesses, communities and others to deliver local and community led energy solutions that fulfil the ambition to deliver carbon neutrality.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>• The Council has partnered with the University of York to offer free support for up to 12 tourism organisations in the district to become greener by developing a sustainability action plan. The plan will help develop resources, inform training workshops and provide practical examples to not only support businesses in implementing the changes required to reduce their carbon footprint but also, provide the means to help influence visitors to consider the impact of their actions on the environment.</li> </ul>

<p>We will promote sustainable transport by installing extra electric vehicle charging points, opening cycle routes and identifying new ways to link our communities in sustainable ways e.g. electric buses.</p>	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>The Council is working with NYCC to develop plans to improve the facilities for walking and cycling in Malton and Norton. Phase 1 of the Local Cycling and Walking Infrastructure Plan (LCWIP) was signed off. Proposals for phase 2, which includes detailed route audits, have been agreed and consultants appointed to develop detailed proposals.</li> <li>Work on the Malton-Pickering Cycle Route is progressing, with some final road markings and the installation of bridleway gates at Lendales Farm still to be completed.</li> </ul>
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<p>We will increase recycling rate in line with emerging national policy, including by promoting recycling awareness, investing in our mini-recycling centres, exploring the possibility of recycling a wider range of materials and working with more trade and garden waste collection customers. We will also work with partners to expand ‘circular economy’ schemes across the district.</p>	<p><b>Description</b></p>	<p><b>RDC Target</b></p>	<p><b>Q1</b></p>	<p><b>Q2</b></p>	<p><b>Q3</b></p>	<p><b>Q4</b></p>	<p><b>Current cumulative figure</b></p>	<p><b>RAG Status</b></p>
	<p>% of household waste sent for reuse, recycling and composting</p>	<p>50%</p>	<p>51%</p>	<p>50.81%<sup>1</sup></p>			<p>51.5%</p>	

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<sup>1</sup>Not adjusted for seasonal variation. Awaiting data validation by DEFRA.

<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>To encourage reuse, reduction and recycling, the Council attended a range of community venues and events including the One Stop Shop at Pickering Methodist Church, Ryedale Environment Group’s Ecofair, and Pickering Market in conjunction with North Yorkshire Rotters during Recycling Week.</li> <li>The Council used social media to promote local and national waste reduction campaigns including: <ul style="list-style-type: none"> <li>Zero Waste Week (6 -10 September) - <a href="#">social media campaign</a>,</li> <li>Malton Food Festival - <a href="#">food waste avoidance tips</a>,</li> <li>Recycling Week (20 -26 September 2021) - a social media campaign which involved creating an updated ‘What Goes Where?’ card, to be distributed at events and when delivering new recycling equipment, including promoting the recycling of envelopes and biscuit tins.</li> </ul> </li> </ul>
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**Our organisation; an innovative, enterprising council**

*Accessible to all*

	Description	Value/ Baseline	RDC Target	Q1	Q2	Q3	Q4
We will transform customer service, using new ways of working to improve responsiveness. We will revamp our website, increase our social media presence and introduce digital systems for you to report issues and receive information. We will support those who are digitally excluded or need support to access online services. We will bring partners into Ryedale House and provide options for a 'one-stop' Public Services Hub.	Number of complaints received	38 for 2020/21	N/A	14	4		
	% of stage 1 of complaints closed within target timescale	Data Only	< 10 days	85.7%	75%		
	% of stage 2 complaints closed within target timescale	Data Only	< 20 days	100%	100%		

**Achievements in Quarter 2**

- Following the introduction of the Council's new complaints procedures in quarter 1, quarter 2 saw a reduction in complaints of 71%, compared to quarter 1.
- The Council launched its new website in July, which has been designed in line with new accessibility statutory requirements and means it is functional for those who use adaptive technologies. As a result, the number of services which can be accessed by the public online has increased and the security of data provided to the Council through online services has been improved.

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**Achievements in Quarter 2**

We will be open, honest and transparent by publishing key policies and financial information and responding promptly to freedom of information requests.

- Three revised policies (Family Leave Policy, Probationary Policy and Discretions Policy) were approved by Full Council in September 2021 and have now been implemented within the organisation.
- During quarter 2, the [Statement of Accounts 2020/21](#) was published on Ryedale District Council's website.
- As of the end of quarter 2, the delivery of our external audit programme for 2021/22 is on track. The Council maintains a professional relationship with Grant Thornton, the body responsible for the external audit of the Council. During quarter two, discussions with External Audit regarding value for money measures and use of reserves took place and work is continuing to support External Audit in producing the final accounts.
- An internal audit programme is one of the key elements of good governance, as recognised throughout the UK's public sector. The Audit Plan and Annual Report for 2020/21 have been agreed and signed off at Audit Committee, together with the Counter Fraud Annual Report 2020/21 and arrangements continue to work well.

**Our organisation; an innovative, enterprising council**

*Value for money*

	Description	RDC Target	Q1	Q2	Q3	Q4	RAG Status
We will maintain strong finances into the future by delivering customer-focussed and cost-effective core services.	Budget/MTFS Strategy to be submitted to Full Council on time for approval	On Track – Yes/No	Yes	Yes <sup>1</sup>			
	Final accounts signed off by 31st July 2021 and 31st December 2021 with an unqualified audit opinion for RDC	On Track – Yes/No	Yes	Yes <sup>2</sup>			
	Pension pooling arrangements in place	On Track – Yes/No	Yes	Yes <sup>3</sup>			

<sup>1</sup> All on track. Timetable for the year set out by the Policy and Resources Committee in September, but subject to final approval by Council in October.

<sup>2</sup> On track – subject to External Audit capacity. Draft accounts published on time and by the deadline.

<sup>3</sup> These are in place as a part of the North Yorkshire scheme.

**Achievements in Quarter 2**

- The Electoral Registration Annual Canvass was successfully delivered, with a high response rate and effective use of electronic communications, together with the successful delivery of two parish by-elections.
- Financial management is essential in achieving good corporate governance and underpins service quality, improvement and accountability. It supports effective performance and the achievement of organisational aims. Ryedale District Council’s agreed Medium Term Financial Strategy (MTFS) highlights expected need. The first report for 2022/23 was agreed by Policy and Resources in September.

We will also develop a capital programme that invests in the equipment and resources we need to achieve more efficient services.	<p><b>Achievements in Quarter 2</b></p> <ul style="list-style-type: none"> <li>• The Revenue and Capital Budget for the year 2021/22 has been completed.</li> <li>• Council was presented with the first quarterly report showing the budget on track.</li> <li>• Work took place on the Financial Strategy and Budget for 2022/23 in conjunction with individual members of the Strategic Management Board to ensure that adequate resourcing is included in any strategy presented. This will include Local Government Reorganisation implications.</li> </ul>
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**Our organisation; an innovative, enterprising council**  
**A great place to work**

	Description	Value/ Baseline	RDC Target	Q1	Q2	Q3	Q4
We will ensure the council is a great place to work by recruiting and retaining motivated, skilled employees.	Staff turnover	13% annually all English authorities (Source: LGA workforce survey 2017/18)	Data Only	4.4%	4.1% <sup>1</sup>		

<sup>1</sup>This information provides a snapshot of the organisation's turnover rate and would not be used to predict annual trends. This will be supported with analysis of annual turnover and retention rates within the yearly workforce report.

	Description	Value/ Baseline	RDC Target	Q1	Q2	Q3	Q4
We will empower staff to deliver ambitiously for Ryedale, promote wellbeing and publish the results of staff surveys.	Sickness Average days lost per person	Quarter 2 2020/21: 1.09	Data Only	1.09	0.98		
	Lost time rate (the percentage of total time available that has been lost to sickness during the noted time period)	Quarter 2 2020/21: 1.82%	Data Only	2.07%	1.66%		

**Achievements in Quarter 2**

- Workforce annual appraisal reviews and objective setting was completed during quarter 2 across the whole organisation, following the implementation of a new performance management framework.

	Description	Value/baseline	Q1	Q2	Q3	Q4
We will nurture talent through succession planning, recruiting graduate trainees and apprentices, implementing a work experience programme for care leavers, and ensuring that training and development opportunities are available for all employees.	Training completion rates	Data Only	99.6%	95.9% <sup>1</sup>		

<sup>1</sup> Average completion rate across the 11 essential training modules. New starters have one month to complete their mandatory training modules, and so this can explain the uncompleted modules.

**Achievements in Quarter 2**

- **Graduate Programme:** Two further Graduates joined the existing eight at Ryedale District Council in quarter 2, meaning there are a total of ten individuals currently enrolled on the programme.
- **Training and Development:** With consistently high rates for the mandatory training completions, this process seems to be well embedded within the organisation. In quarter two, Ryedale District Council saw twelve individuals who had undertaken Mental Health First Aider Training utilising their skills within the organisation, as well as further investment in training needs identified through appraisal conversations, such as approval for the Level 4 Certificate in Housing.