



**POLICY AND RESOURCES COMMITTEE**

Thursday 27 September 2018 at 6.30 pm

Council Chamber - Ryedale House, Malton, North Yorkshire YO17 7HH

**Agenda**

**1 Emergency Evacuation Procedure**

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

**2 Apologies for absence**

**3 Minutes**

(Pages 3 - 6)

**4 To Receive Minutes from Working Parties**

**5 To Consider the Recommendations from the Resources Working Party held on 13 September 2018**

(Pages 7 - 8)

**6 Urgent Business**

To receive notice of any urgent business which the Chairman 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.

**7 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.

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

**8 Motion referred to Policy and Resources Committee by Full Council under Council Procedure Rule 11.4**

Proposed by Councillor Clark and seconded by Councillor Thornton

There is increasing doubt about the environmental and health safety of glyphosate. A recent case related to the use of glyphosate resulted in a fine of £200m+.

On this basis it would seem prudent for the Council to cease any further use.

This Council therefore resolves:

- i. To stop with immediate effect all use of glyphosate on its properties including car parks, roads and pavements.
- ii. Call upon NYCC to not use glyphosate on NYCC properties, roads and pavements.
- iii. Calls upon all Ryedale Town and Parish Councils to not use glyphosate on their properties, roads and pavements

**9 Year to date - Delivering the Council Plan 2018/19** (Pages 9 - 18)

**10 Annual Performance Indicator Overview - Delivering the Council Plan 2017/18**  
(Pages 19 - 24)

**11 Financial Strategy 2018/23** (Pages 25 - 36)

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

**12 A Local Fund for Ryedale** (Pages 37 - 46)

**13 Any other business that the Chairman decides is urgent.**

## Policy and Resources Committee

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Held at Council Chamber - Ryedale House, Malton, North Yorkshire YO17 7HH  
on Thursday 26 July 2018

### Present

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Councillors Joy Andrews, Steve Arnold (Vice-Chairman), Burr MBE, Duncan, Farnell (Substitute), Gardiner, Ives (Chairman), Raper, Thornton and Wainwright

Substitutes: Councillor F A Farnell

Overview & Scrutiny Committee Observers: Councillors Clark, Cleary and Oxley

### In Attendance

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Mandy Burchell, Jos Holmes, Gary Housden, Nicki Lishman, Clare Slater, Jill Thompson and Howard Wallis

### Minutes

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#### 10 Apologies for absence

Apologies for absence were received from Councillor Val Arnold, Councillor Farnell substituted.

#### 11 Minutes

The minutes of the meeting held on 12 June 2018 were presented.

#### Decision

That the minutes of the meeting held on 12 June 2018 be approved and signed by the Chairman as a correct record.

#### Voting record

7 For  
2 Abstentions

#### 12 To Receive Minutes from Working Parties

The following minutes were received.

- Resources Working Party held on 12 July 2018
- Grants Working Party held on 16 July 2018

#### 13 To Consider the Recommendations from the Resources Working Party held on 12 July 2018

Considered – the recommendations from the Resources Working Party held on 12 July 2018.

#### Decision

That the recommendations from the Resources Working Party held on 12 July 2018 be approved.

**Voting record**

5 For

2 Against

3 Abstentions

**14 To Consider the Recommendations from the Grants Working Party held on 16 July 2018**

Considered – the recommendations of the Grants Working Party held on 16 July 2018.

**Decision**

That the recommendations of the Grants Working Party held on 16 July 2018 be approved.

**Voting record**

7 For

2 Abstentions

**15 Urgent Business**

There were no items of urgent business.

**16 Declarations of Interest**

Several Members declared a personal non pecuniary but not prejudicial interest as Members of North Yorkshire County Council.

Councillor Joy Andrews declared a personal pecuniary and prejudicial interest in Item 6 as a Member of Pickering Town Council.

Councillor Raper declared a personal non pecuniary but not prejudicial interest in Item 12 as he had been lobbied.

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

**17 Statement of Accounts 2017/18**

Considered – Report of the Chief Financial Officer (s151)

**Decision**

1. That the 2017-18 Statement of Accounts (Appendix A) be approved and the Chief Finance Officer (s151) and the Chairman of the Policy and Resources

Committee be authorised to sign the letter of representation (Appendix B).

2. That delegated authority be given to the Chief Executive (Interim) in consultation with the Chairman of the Policy and Resources Committee to approve any further adjustments required to the Statement of Accounts as a result of the external audit.

**Voting record**

9 For

1 Abstention

**18 Delivering the Council Plan**

Considered – Report of the Chief Executive (Interim)

**Decision**

That the report be received.

**Voting record**

9 For

1 Against

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

**19 Asylum Dispersal Scheme**

This report was withdrawn as no agreement had been reached between the Home Office and its contractor.

**20 Malton and Norton Infrastructure and Connectivity Improvements Study**

Considered – Report of the Specialist Services Lead

**Recommendation**

That Council:

(i) Endorses the Malton and Norton Infrastructure and Connectivity Improvements Study and agrees to working in partnership with NYCC, and other stakeholders as appropriate, to prioritise and develop the recommended work streams via the Malton and Norton Connectivity Working Group (cross-authority officer working group);

(ii) Authorises Officers to immediately progress work, in partnership with NYCC Highways Area Office, to develop and implement the proposals for potential 'quick wins' (see Annex 2) in advance of additional rail services commencing in December 2019;

(iii) Agrees that the above Working Group considers any supplementary proposals from the public and partners, which were not considered during development of the Connectivity Study, as part of its on-going work stream;

Defers points (iv) and (v) until a later Committee meeting, pending further information from North Yorkshire.

**Voting record**

7 For

3 Abstentions

21 **Malton Livestock Market**

Considered – Report of the Specialist Services Lead

**Recommendation**

2.1 That the Council approves in principle to lead the development of a relocated Livestock Market for Ryedale conditional upon:

a) the preparation of a business case for the new Malton Livestock Market and

b) the preparation of a detailed specification for the new Malton Livestock Market, to include additional facilities to support sustainability and deliver a return to the Council and a revised cost plan based upon this.

2.2 That £150,000 to be made available to support the development of a business case, specification and procurement exercise for the preferred Option 2.

**Voting record**

6 For

3 Against

1 Abstention

22 **Any other business that the Chairman decides is urgent.**

There being no items of urgent business, the meeting closed at 8.50 pm.

# Public Document Pack

## Resources Working Party

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Held at Meeting Room 1, Ryedale House, Malton  
on Thursday 13 September 2018

### Present

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Councillors Ives (Chairman), Steve Arnold, Wainwright, Val Arnold, Burr MBE (Substitute), Thornton, Elizabeth Shields, Duncan, Gardiner and Raper

### In Attendance

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Beckie Bennett, Stacey Burlet, Simon Copley, Anton Hodge, Jos Holmes

Councillors Acomb, Clark, Hope, Jowitt, Keal, Oxley and Windress

### Minutes

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#### 11 Apologies for absence

Apologies for absence were received from Cllr Arnold and Cllr Paul Andrews (substitute Cllr Burr)

#### 12 Minutes of the meeting held on 12 July 2018

<b>Decision</b>
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That the minutes of the meeting of the Resources Working Party held on 12 July 2018 be approved and signed by the Chairman as a correct record.
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#### 13 Urgent Business

There were no items of urgent business.

#### 14 Declarations of Interest

There were no declarations of interest.

#### 15 A Local Fund for Ryedale

Considered – Presentation from Jan Garrill and Jackie McCafferty (Two Ridings Community Foundation)

<b>Recommendation</b>
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That the presentation be noted.
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#### 16 Ryedale's Financial Strategy 2018-23

Considered – Report of the Chief Finance Officer (s151).

**Recommendation**

That the report be noted.

**17 Parish Election Recharges - Consultation Responses**

Considered – Report of the Chief Executive.

**Recommendation**

That the report not be taken forward to P&R

The Chairman requested that the parish councils be thanked for their consultation responses and advised the proposals will not be taken forward.

**18 Financial Management Information**

Considered.

**Recommendation**

That the report be noted.

**19 Any other business that the Chairman decides is urgent**

There being no other business, the meeting closed at 8:30pm.



## SUSTAINABLE GROWTH

This Council wants to do all it can to create the conditions for economic success in our area.

We want Ryedale residents to have the skills, opportunities and living conditions that allow them to benefit from a healthy local economy and enjoy a good quality of life. A supply of local labour with the right skills is also essential for our businesses.

We need new homes, particularly affordable homes for local people. We can only influence and seek to facilitate these matters in partnership with others.

We monitor our relative performance in terms of the key baseline issues of: Employment and benefit claimant levels, Wage levels, Qualifications and education, Supply of homes (market and affordable) and housing sites. Housing affordability, including fuel poverty, and dealing with homelessness.

Where local performance doesn't reflect our ambitions for our economy and communities, we will work with the appropriate partners to seek to address this through the most deliverable means.

The Council has approved the Local Plan Sites Document which has been submitted for examination with hearing sessions anticipated in September and October 2018. It is expected that the Sites document will be adopted winter 2018/spring 2019.

## CUSTOMERS AND COMMUNITIES

Customer facing services such as Council tax collection and rebate and housing benefit have maintained performance levels.

The community team are developing new ways of working with parishes and communities, and working closely with partners including the police and fire.

The processing performance of change events in housing benefits continues to improve following targeted work.

The Council has continued to determine major applications in a timely manner with 100% of major applications determined in time and/or agreed extensions of time, with the minor and other development categories both performing above target to the end of August 2018.

The processing of Freedom of Information requests is performing just below target, but we have now allocated this to Customer Services since the last report and this has already led to a reduction in processing times.

## ONE RYEDALE

Council Tax and Business Rates collection rates have remained at or close to 2017/18 levels up to the end of August 2018.

Work is continuing to improve quarterly reporting performance information in this priority area.

## SUSTAINABLE GROWTH

- Promoting a strong economy with thriving business and supporting infrastructure
- Capitalising on our culture, leisure and tourism opportunities
- Managing the environment of Ryedale with partners
- Enabling the provision of housing that meets existing and anticipates future need
- Minimising homelessness, improving the standard and availability of rented accommodation and supporting people to live independently

## PEOPLE - GARY HOUSDEN, SPECIALIST SERVICES LEAD

Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
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The Homelessness Reduction Act 2017 came into force 1 April 2018 and is a major legislative change. Due to new ways of working and a new IT system it is not possible to report on figures which were previously recorded. New KPI's will be established in the near future in consultation with neighbouring authorities.

Since the 1 April 2018 we have had 216 enquiries through the Jigsaw system:

Snapshot as at 12<sup>th</sup> September 2018:

- 66 Clients are in Approach (Not threatened with Homelessness)
- 17 Application Triggered, (initial investigations have commenced)
- 19 in Prevention (Threatened with Homelessness within 56 days)
  - 8 in Relief (Actually Homeless)
  - 4 Main duty has been accepted (Full duty accepted)
  - 106 cases have been dealt with and closed

	<p>Number of affordable homes delivered</p>	<p>Following 40 affordable units completed in 2017/18, performance is expected to be much improved this year as several developments are due for completion. The Peckitts Yard development at Sheriff Hutton has delivered 6 units in the first quarter.</p>	<p>6</p>	<p>19 (One quarter of the annual target of 75)</p>	<p>Q1 2018/19 result</p>	<table border="1"> <caption>HS 17 Number of affordable homes delivered (gross)</caption> <thead> <tr> <th>Quarter</th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>17</td> <td>6</td> <td>6</td> </tr> <tr> <td>Q2</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Q3</td> <td>10</td> <td>8</td> <td>19</td> </tr> <tr> <td>Q4</td> <td>25</td> <td>40</td> <td>19</td> </tr> </tbody> </table>	Quarter	2016/17	2017/18	2018/19	Q1	17	6	6	Q2	1	1	1	Q3	10	8	19	Q4	25	40	19
Quarter	2016/17	2017/18	2018/19																							
Q1	17	6	6																							
Q2	1	1	1																							
Q3	10	8	19																							
Q4	25	40	19																							

## ENVIRONMENT - GARY HOUSDEN, SPECIALIST SERVICES LEAD

Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
	% of Food establishments in the area broadly compliant with food hygiene law	The “broadly compliant” performance Indicator is defined as the percentage of food establishments within the local authority area that are broadly compliant with food law. The assessment is based on a scoring system that is defined in the national Code of Practice.	85%	72% National Target	2017/18 result	<p>HE 13 % of Food establishments in the area broadly compliant with food hygiene law</p>

## CUSTOMERS AND COMMUNITIES

- Designing all of our services with the customer at the heart of everything we do
- Making the best use of resources to ensure maximum benefit for all customers and communities across the district, particularly the most vulnerable
- Helping our partners to keep our communities safe and healthy
- Supporting communities to identify their needs, plan and develop local solutions and resilience

## CUSTOMER SERVICES - ANGELA JONES, CUSTOMER SERVICES LEAD

Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
	Speed of processing new Housing Benefit claims	Performance in processing new Housing Benefit claims is slightly improved on last year	18.36 days	21 days	Average result for 2018/19 as of August 2018	<p>CS RB 2a Speed of processing new HB claims</p>

Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
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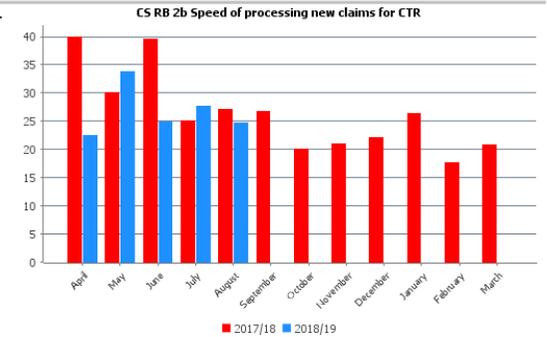
Speed of processing new claims for Council Tax Support

Performance in processing new Council Tax Support claims is slightly down in comparison to last year

26.69 days

25 days

Average result for 2018/19 as of August 2018



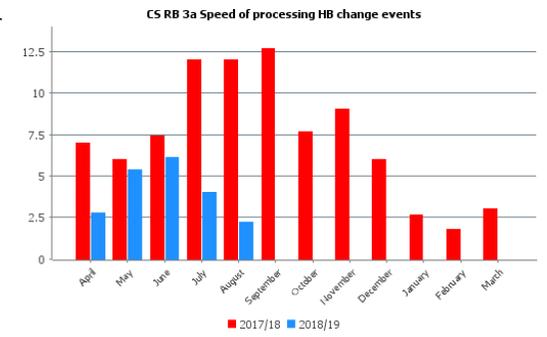
Speed of processing Housing Benefit change events

Performance in processing changes to Housing Benefit claims is much improved this year, for example in August 2017 the speed of processing changes was 12 days and now in August 2018 it is down to 2.19 days.

4.09 days

12 days

Average result for 2018/19 as of August 2018



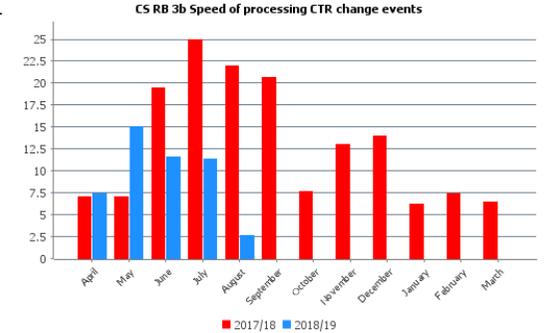
Speed of processing Council Tax Support change events

Performance in processing changes to Council Tax Support has improved in comparison to last year.

9.56 days

12 days

Average result for 2018/19 as of August 2018



Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
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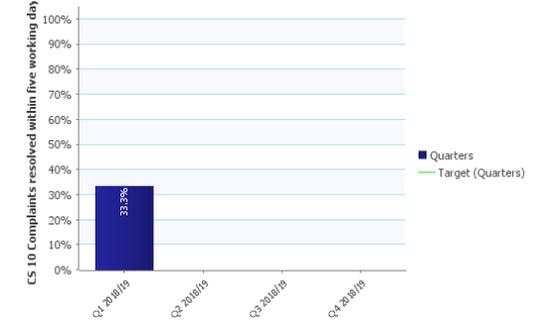
Customer Complaints resolved within five working days

2 out of the 6 customer complaints received during Quarter 1 were dealt with by the 5 day deadline. The processing of complaints has now moved to a new team to improve resilience in this area.

33.3%

50%

Q1 2018/19 result



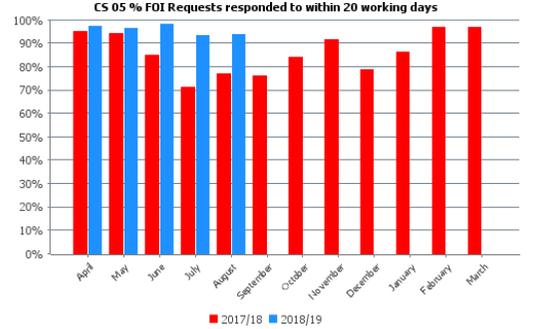
% FOI Requests responded to within 20 working days

From 317 FOIs received so far this year, 16 have not been answered within the 20 working day limit.

April-August result

94.95%

95%



**PLACE - GARY HOUSDEN, SPECIALIST SERVICES LEAD**

Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
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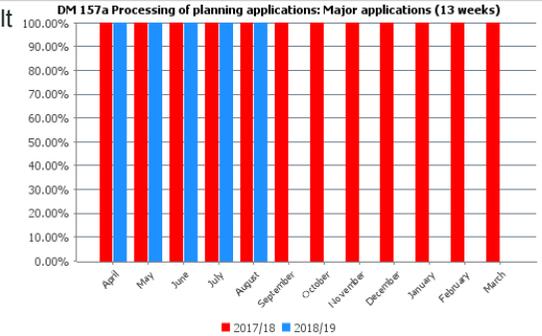
Processing of planning applications: Major applications (13 weeks)

All 12 major planning applications received so far this year have been processed within the required 13 week period.

100.00%

70.00%

August 2018 result



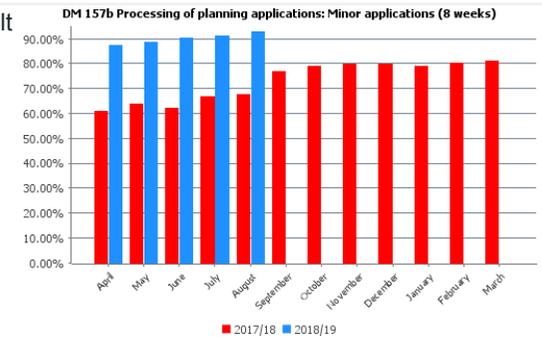
Processing of planning applications: Minor applications (8 weeks)

84 Minor planning applications have been received so far this year, with performance much improved on last year to process within 8 weeks.

93.00%

80.00%

August 2018 result



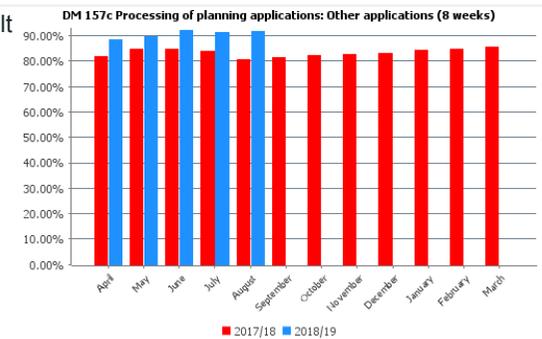
Processing of planning applications: Other applications (8 weeks)

154 Other planning applications have been received to date this year, with processing performance improved in every month in comparison to last year.

91.50%

90.00%

August 2018 result



Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart
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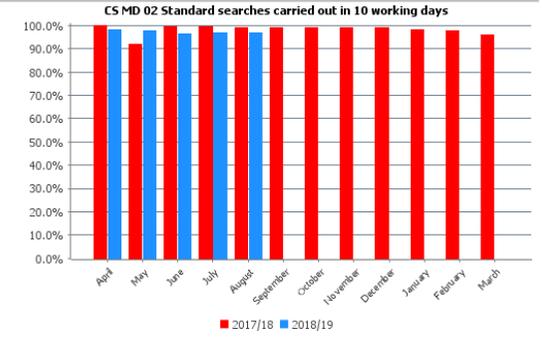


Standard searches carried out in 10 working days

97.0%

100.0%

August 2018 result



Planning appeals allowed

As with previous years, the overall number of appeals is very low so the performance out turn can be volatile. However, during Q1, no planning appeals were allowed.

0.0%

33.0%

Q1 2018/19 result



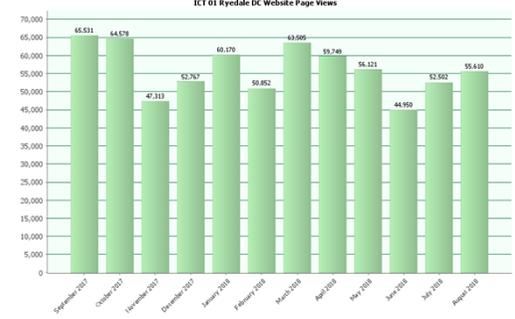
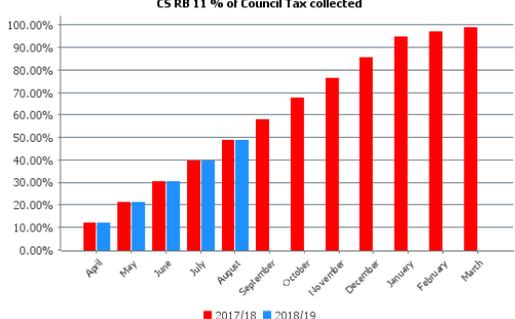
**OPERATIONS - BECKIE BENNETT, DELIVERY AND FRONTLINE SERVICES LEAD**

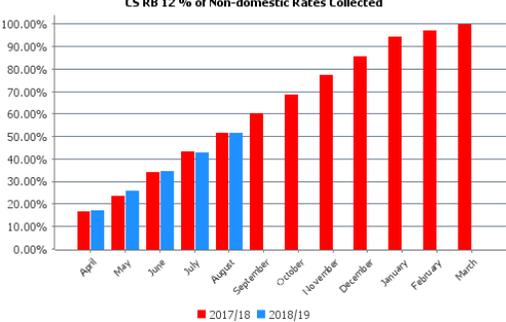
Traffic Light	Short Name	Note	Latest Actual Result	Latest Target	Last Update	Trend Chart															
🟢	% of Household Waste Recycled		20.27%	20.00%	Q1 2018/19 result	<p><b>SS 15 % of Household Waste Recycled</b></p> <table border="1"> <caption>% of Household Waste Recycled</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>~19.5%</td> <td>~20.5%</td> <td>~22.5%</td> <td>~26.5%</td> </tr> <tr> <td>2018/19</td> <td>20.27%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2017/18	~19.5%	~20.5%	~22.5%	~26.5%	2018/19	20.27%	-	-	-
Year	Q1	Q2	Q3	Q4																	
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2018/19	20.27%	-	-	-																	
🟢	% of Household Waste Composted		30.43%	23.00%	Q1 2018/19 result	<p><b>SS 16 % of Household Waste Composted</b></p> <table border="1"> <caption>% of Household Waste Composted</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>~31.0%</td> <td>~30.0%</td> <td>~22.0%</td> <td>~8.0%</td> </tr> <tr> <td>2018/19</td> <td>30.43%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2017/18	~31.0%	~30.0%	~22.0%	~8.0%	2018/19	30.43%	-	-	-
Year	Q1	Q2	Q3	Q4																	
2017/18	~31.0%	~30.0%	~22.0%	~8.0%																	
2018/19	30.43%	-	-	-																	
🟢	% of household waste sent for reuse, recycling and composting		50.70%	43.00%	Q1 2018/19 result	<p><b>SS 192 % of Household Waste sent for reuse, recycling and composting</b></p> <table border="1"> <caption>% of household waste sent for reuse, recycling and composting</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>~52.0%</td> <td>~52.0%</td> <td>~45.0%</td> <td>~35.0%</td> </tr> <tr> <td>2018/19</td> <td>50.70%</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2017/18	~52.0%	~52.0%	~45.0%	~35.0%	2018/19	50.70%	-	-	-
Year	Q1	Q2	Q3	Q4																	
2017/18	~52.0%	~52.0%	~45.0%	~35.0%																	
2018/19	50.70%	-	-	-																	

## ONE RYEDALE

- Working together as One Ryedale, members and staff share the PROUD values and behaviours
- Utilising assets in supporting the delivery of priorities
- Developing business opportunities for the council and optimise income
- Building capacity and influencing policy in partnership
- Enabling services through the innovative use of ICT
- Delivering the Towards 2020 programme and anticipating further savings required to 2022

## CUSTOMER SERVICES - ANGELA JONES, CUSTOMER SERVICES LEAD

Traffic Light	Short Name	Note	Last Update	Latest Actual Result	Latest Target	Trend Chart																																							
 Page 17	Ryedale DC Website Page Views	From April to August 2018 268,932 page views Frequently visited webpages include: - View/Comment on a planning application - Find your bin collection day	August 2018 result	55,610	52,502 July 2018	 <table border="1"> <caption>ICT 01 Ryedale DC Website Page Views</caption> <thead> <tr> <th>Month</th> <th>Page Views</th> </tr> </thead> <tbody> <tr><td>September 2017</td><td>65,511</td></tr> <tr><td>October 2017</td><td>64,678</td></tr> <tr><td>November 2017</td><td>47,313</td></tr> <tr><td>December 2017</td><td>52,767</td></tr> <tr><td>January 2018</td><td>60,170</td></tr> <tr><td>February 2018</td><td>50,852</td></tr> <tr><td>March 2018</td><td>63,995</td></tr> <tr><td>April 2018</td><td>59,749</td></tr> <tr><td>May 2018</td><td>56,121</td></tr> <tr><td>June 2018</td><td>44,959</td></tr> <tr><td>July 2018</td><td>52,502</td></tr> <tr><td>August 2018</td><td>55,610</td></tr> </tbody> </table>	Month	Page Views	September 2017	65,511	October 2017	64,678	November 2017	47,313	December 2017	52,767	January 2018	60,170	February 2018	50,852	March 2018	63,995	April 2018	59,749	May 2018	56,121	June 2018	44,959	July 2018	52,502	August 2018	55,610													
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July 2018	52,502																																												
August 2018	55,610																																												
	% of Council Tax collected	Collection rates tend to be lower between April & January compared to the previous year, but catches back up in February & March.	August 2018 result	48.53%	48.45% August 2017	 <table border="1"> <caption>CS RB 11 % of Council Tax collected</caption> <thead> <tr> <th>Month</th> <th>2017/18 (%)</th> <th>2018/19 (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>10.00</td><td>10.00</td></tr> <tr><td>May</td><td>20.00</td><td>20.00</td></tr> <tr><td>June</td><td>30.00</td><td>30.00</td></tr> <tr><td>July</td><td>40.00</td><td>40.00</td></tr> <tr><td>August</td><td>50.00</td><td>50.00</td></tr> <tr><td>September</td><td>60.00</td><td>60.00</td></tr> <tr><td>October</td><td>70.00</td><td>70.00</td></tr> <tr><td>November</td><td>80.00</td><td>80.00</td></tr> <tr><td>December</td><td>90.00</td><td>90.00</td></tr> <tr><td>January</td><td>95.00</td><td>95.00</td></tr> <tr><td>February</td><td>98.00</td><td>98.00</td></tr> <tr><td>March</td><td>100.00</td><td>100.00</td></tr> </tbody> </table>	Month	2017/18 (%)	2018/19 (%)	April	10.00	10.00	May	20.00	20.00	June	30.00	30.00	July	40.00	40.00	August	50.00	50.00	September	60.00	60.00	October	70.00	70.00	November	80.00	80.00	December	90.00	90.00	January	95.00	95.00	February	98.00	98.00	March	100.00	100.00
Month	2017/18 (%)	2018/19 (%)																																											
April	10.00	10.00																																											
May	20.00	20.00																																											
June	30.00	30.00																																											
July	40.00	40.00																																											
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January	95.00	95.00																																											
February	98.00	98.00																																											
March	100.00	100.00																																											

Traffic Light	Short Name	Note	Last Update	Latest Actual Result	Latest Target	Trend Chart																																							
	% of Non-domestic Rates Collected	Decrease in collection compared to previous year attributable to various factors. Primarily increase in uptake of 12 monthly instalment plans and Rateable Value changes.	August 2018 result	51.38%	51.55% August 2017	 <p>CS RB 12 % of Non-domestic Rates Collected</p> <table border="1"> <caption>CS RB 12 % of Non-domestic Rates Collected Data</caption> <thead> <tr> <th>Month</th> <th>2017/18 (%)</th> <th>2018/19 (%)</th> </tr> </thead> <tbody> <tr><td>April</td><td>18.00</td><td>18.00</td></tr> <tr><td>May</td><td>25.00</td><td>25.00</td></tr> <tr><td>June</td><td>35.00</td><td>35.00</td></tr> <tr><td>July</td><td>45.00</td><td>45.00</td></tr> <tr><td>August</td><td>51.38</td><td>51.38</td></tr> <tr><td>September</td><td>60.00</td><td>-</td></tr> <tr><td>October</td><td>68.00</td><td>-</td></tr> <tr><td>November</td><td>78.00</td><td>-</td></tr> <tr><td>December</td><td>88.00</td><td>-</td></tr> <tr><td>January</td><td>95.00</td><td>-</td></tr> <tr><td>February</td><td>98.00</td><td>-</td></tr> <tr><td>March</td><td>100.00</td><td>-</td></tr> </tbody> </table>	Month	2017/18 (%)	2018/19 (%)	April	18.00	18.00	May	25.00	25.00	June	35.00	35.00	July	45.00	45.00	August	51.38	51.38	September	60.00	-	October	68.00	-	November	78.00	-	December	88.00	-	January	95.00	-	February	98.00	-	March	100.00	-
Month	2017/18 (%)	2018/19 (%)																																											
April	18.00	18.00																																											
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## SUSTAINABLE GROWTH

- Promoting a strong economy with thriving businesses and supporting infrastructure for future generations
- Capitalising on our culture, leisure and tourism opportunities
- Managing the environment of Ryedale with partners
- Enabling the provision of housing that meets existing and anticipates future need
- Minimising homelessness, improving the standard and availability of rented accommodation and supporting people to live independently

Economic Growth							
Gary Housden, Specialist Services Lead							
Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
% Ryedale population aged 16-64 qualified - NVQ1 or equivalent	96.6%	N/A		93%	N/A		Gary Housden
% Ryedale population aged 16-64 qualified - NVQ2 or equivalent	91.6%	N/A		85%	N/A		Gary Housden
% Ryedale population aged 16-64 qualified - NVQ3 or equivalent	60.3%	N/A		59.6%	N/A		Gary Housden
% Ryedale population aged 16-64 qualified - NVQ4 or equivalent	40.7%	N/A		36.8%	N/A		Gary Housden
Employment Rate - aged 16-64	79.4%	N/A		78.6%	N/A		Gary Housden
Gross weekly earnings by residency	£446.00	£443.00		£443.10	£411.80		Gary Housden
Gross weekly earnings by workplace	£455.10	£460.10		£460.10	£410.40		Gary Housden
Population of Ryedale	54,300	53,900		53,900	53,300		Gary Housden
Total Number of Business Enterprises	3,605	3,555		3,555	3,535		Gary Housden

Environment							
Beckie Bennett, Delivery and Frontline Services Lead							
Gary Housden, Specialist Services Lead							
Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
% CO2 reduction from LA operations	A new process for collating data is being implemented to make the calculation of this indicator more efficient. The 2017-18 result will be available for the next reporting period.			8.8%	18.5%		Beckie Bennett
Tonnes of CO2 from LA operations				1,828	1,680		Beckie Bennett

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
% of Food establishments in the area broadly compliant with food hygiene law	85%	72%		88%	72%		Gary Housden
Number of monitoring locations exceeding the annual mean Nitrogen Dioxide objective level	0	0		0	0		Gary Housden
% Households in Ryedale in Fuel Poverty (Low Income High Cost)	Data not available from central government			11.2%	13.3%		Gary Housden

### Housing delivery

Gary Housden, Specialist Services Lead

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Net additional homes provided	278	200		321	200		Gary Housden
Number of affordable homes delivered	48	75		52	75		Gary Housden
Planning appeals allowed	22.2%	33.0%		36.0%	33.0%		Gary Housden
Supply of deliverable housing sites	108%	100%		120.0%	100.0%		Gary Housden

### Reducing homelessness

Gary Housden, Specialist Services Lead

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Affordability Ratio	9.31	8.93		8.93	8.6		Gary Housden
Average length of stay in temporary accommodation (B&B, weeks)	3.25 weeks	4.00 weeks		2.42 weeks	6.00 weeks		Gary Housden
Homeless applications decided 33 working days	100.0%	100.0%		100.0%	100.0%		Gary Housden
Number of Homeless Applications	35	52		23	52		Gary Housden
Prevention of Homelessness cases through Advice and Proactive Intervention	171	156		173	156		Gary Housden

## CUSTOMERS AND COMMUNITIES

- Designing all of our services with the customer at the heart of everything we do
- Making the best use of resources to ensure maximum benefit for all customers and communities across the district, particularly the most vulnerable
- Helping our partners to keep our communities safe and healthy
- Supporting communities to identify their needs, plan and develop local solutions and resilience

### Customer Focus

Angela Jones, Customer Services Lead  
Gary Housden, Specialist Services Lead

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
% FOI Requests responded to within 20 working days	86.01%	95%		97.17%	95%		Angela Jones
Speed of processing - changes of circumstances for Council Tax Support claims	12.97 days	12.0 days		4.96 days	12.0 days		Angela Jones
Speed of processing - changes of circumstances for Housing Benefit claims	3.0 days	12.0 days		3.3 days	12.0 days		Angela Jones
Speed of processing - new Council Tax Support claims	26.3 days	25.0 days		33.9 days	25.0 days		Angela Jones
Speed of processing - new Housing Benefit claims	16.3 days	25.0 days		32.6 days	25.0 days		Angela Jones
Total Job Seeker Allowance and Universal Credit Out of Work Claimants Aged 16 - 64	1.58%	N/A		1.04%	N/A		Gary Housden

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### Customer Value

Angela Jones, Customer Services Lead  
Gary Housden, Specialist Services Lead

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Processing of planning applications: Major applications (13 weeks)	100.00%	70.00%		90.00%	70.00%		Gary Housden
Processing of planning applications: Minor applications (8 weeks)	81.00%	80.00%		70.60%	80.00%		Gary Housden
Processing of planning applications: Other applications (8 weeks)	85.60%	90.00%		88.67%	90.00%		Gary Housden
Planning appeals allowed	22.2%	33.0%		36.0%	33.0%		Gary Housden

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Standard searches carried out in 10 working days	96.1%	100.0%		98.2%	100.0%		Angela Jones

**Take up of services**  
Beckie Bennett, Delivery and Frontline Services Lead

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
% of Household Waste Composted	24.21%	23.00%		24.17%	23.00%		Beckie Bennett
% of Household Waste Recycled	21.98%	20.00%		22.24%	20.00%		Beckie Bennett
Residual household waste - kg per household	452.18 kg/hh	450.00 kg/hh		462.65 kg/hh	450.00 kg/hh		Beckie Bennett

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**ONE RYEDALE**

- Working together as One Ryedale, members and staff share the PROUD values and behaviours
- Utilising assets in supporting the delivery of priorities
- Developing business opportunities for the council and optimise income
- Building capacity and influencing policy in partnership
- Enabling services through the innovative use of ICT
- Delivering the Towards 2020 programme and anticipating further savings required to 2022

**Budget monitoring**  
Beckie Bennett, Delivery and Frontline Services Lead  
Angela Jones, Customer Services Lead  
Anton Hodge, s151 Officer

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Car Park Ticket Income	£713,540	£761,100		£727,170	£707,090		Beckie Bennett
Housing Benefit Overpayment Income	£142,649	£100,000		£137,626	£100,000		Angela Jones
Income from recyclates	£262,553	£167,532		£177,021	£127,404		Beckie Bennett

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Income from searches	£100,107	£87,500		£100,352	£87,500		Angela Jones
Investment Property Income	£73,839	£72,390		£101,270	£89,320		Anton Hodge
Ryecare Income	£235,986	£221,390		£200,414	£198,730		Angela Jones
Trade Waste Income	£442,004	£472,830		£442,512	£463,570		Beckie Bennett

### Building capacity through partnership

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Staff Appraisals completed in WorkPAL	88%	85%		N/A	N/A		Human Resources

### Delivering the Financial Strategy Angela Jones, Customer Services Lead

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
% of Council Tax collected	98.73%	98.80%		98.80%	98.76%		Angela Jones
% of Non-domestic Rates collected	99.56%	99.39%		99.39%	99.18%		Angela Jones

### Salaries monitoring Anton Hodge, s151 Officer

Short Name	2017/18			2016/17			Lead Officer
	Value	Target	Status	Value	Target	Status	
Salaries	£5,240,329	£5,481,952		£4,925,280	£5,207,110		Anton Hodge

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**REPORT TO:** POLICY AND RESOURCES COMMITTEE

**DATE:** 27 SEPTEMBER 2018

**REPORT OF THE:** CHIEF FINANCE OFFICER (s151)  
ANTON HODGE

**TITLE OF REPORT:** RYEDALE'S FINANCIAL STRATEGY 2018-23

**WARDS AFFECTED:** ALL

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

1.1 This report provides an update to members on progress towards refreshing the Council's Financial Strategy.

### **2.0 RECOMMENDATIONS**

2.1 That the report be noted and that the Committee agrees the proposals around Quarterly budget monitoring (section 8) and budget timetable (section 11).

### **3.0 REASON FOR RECOMMENDATIONS**

3.1 This reports sets out some of the detail relating to work already undertaken in relation to issues that will impact on the Council's financial strategy. It also sets out a proposed timescale and work plans for formal approval and other proposals regarding work ongoing budget monitoring.

3.2 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. As the timetable in section 11 sets out, the intention is to provide an update on this strategy to Council on 6 December with final decisions taking place in the New Year.

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

4.1 The 2018-19 budget strategy was approved at Council in July 2017 and is a key document affecting all service delivery and linking to the Council Plan and all of the strategic plans as well as providing the means for attaining the Council's objectives and priorities.

## REPORT

### 5 REPORT DETAILS

5.1 This report is split into the following sections which mirror the format of the Financial Strategy.

- Section 6 – Background
- Section 7 – 2017-18 Outturn Variances
- Section 8 – 2018-19 Outturn and Proposed Budget Monitoring process
- Section 9 – Pressures for 2019-23 and other funding information
- Section 10 – Reserves
- Section 11 – Key Dates

### 6 Background

6.1 At the meeting with the Resources Working Party on 12 July 2018, and following further discussion at the Policy and Resources Committee and Overview and Scrutiny Committee later that month, particularly around the impact of two years of significant underspends on the financial strategy, a proposal was made to begin a programme of work looking at the following issues:

- Understanding the reason for the 2017-18 underspend
- 2018-19 outturn estimates and proposed new budget monitoring process
- Pressures for 2019-23 and other funding information
- Savings required during that period
- Use of Reserves

6.2 This report presents information which has been collected as part of the work undertaken to date, especially around the 2017-18 outturn and an initial view on the 2018-19 position.

6.3 it also notes the feedback from the Resources Working Party meeting held on 27 September, which supported the introduction of more comprehensive and regular budget monitoring information for members.

### 7 2017-18 Outturn Variances

7.1 The report to the Working Party in July set out the 2017-18 outturn summary below, showing that underspends appeared across the board.

2 0 1 7 - 1 8		
Budget	Actual	Variance

	£	£	£
Central Services to the Public	757,230	601,841	-155,389
Cultural and Related Services	893,270	833,258	-60,012
Environmental and Regulatory Services	2,348,930	1,860,750	-488,180
Planning Services	1,027,620	274,167	-753,453
Highways and Transport Services	-558,760	-568,434	-9,674
Housing Services	1,057,715	792,888	-264,827
Corporate and Democratic Core	1,151,500	1,018,388	-133,112
Other Corporate and Non Distributed Costs	159,492	10,986	-148,506
<b>Cost of Services</b>	<b>6,836,997</b>	<b>4,823,844</b>	<b>-2,013,153</b>

- 7.2 Further work has been undertaken to identify the underlying reasons for these variances and, critically, whether we can expect these to be recurring in 2018-19 and future years. Details regarding the variances for 2017-18 are presented in Appendix A.
- 7.3 A substantial proportion of the underspend (approx. £400k) was in staffing budgets. Some of this was due to unfilled vacancies but some will also be due to the method of budgeting – which assumes that all staff are paid at the top of their respective pay bands and that there are no savings achieved through vacancy management. The underspend equated to around 9% of the available budget. Organisations will tend to set a budget based at 3% vacancy factor and perhaps at mid-point of the pay band. Together this might equate to 5% or more of the bill.
- 7.4 There were also a number of underspend or over-recovery of income which are less likely to recur in future years. These included planning fees.
- 7.5 The analysis of the 2017-18 position provides some important detail which is picked up in the next section, looking at the 2018-19 position.

## 8 2018-19 Outturn and Proposed Budget Monitoring process

- 8.1 A proportion of last year's underspend will be recurring. The intention is to calculate and provide to members a detailed and comprehensive 2018-19 position based on Quarter 2 (Q2) actuals (i.e. to 30 September), and the impact of the ongoing underspend will be reflected in that.
- 8.2 Until this work has been completed, any estimates provided now should be treated with caution. The 2018-19 budget approved by Council in February agreed to the reduction of funding in some areas – in order to balance the overall budget position. This equated to £436k and therefore, all things being equal, we could expect this to impact on any recurring underspends to the same amount. There may be additional one-off underspends (or overspends) to add to this figure. The next step of the process will be to confirm any pressures and additional spending requirements, before coming to a view on the bottom line. This is illustrated in figure 1 below.

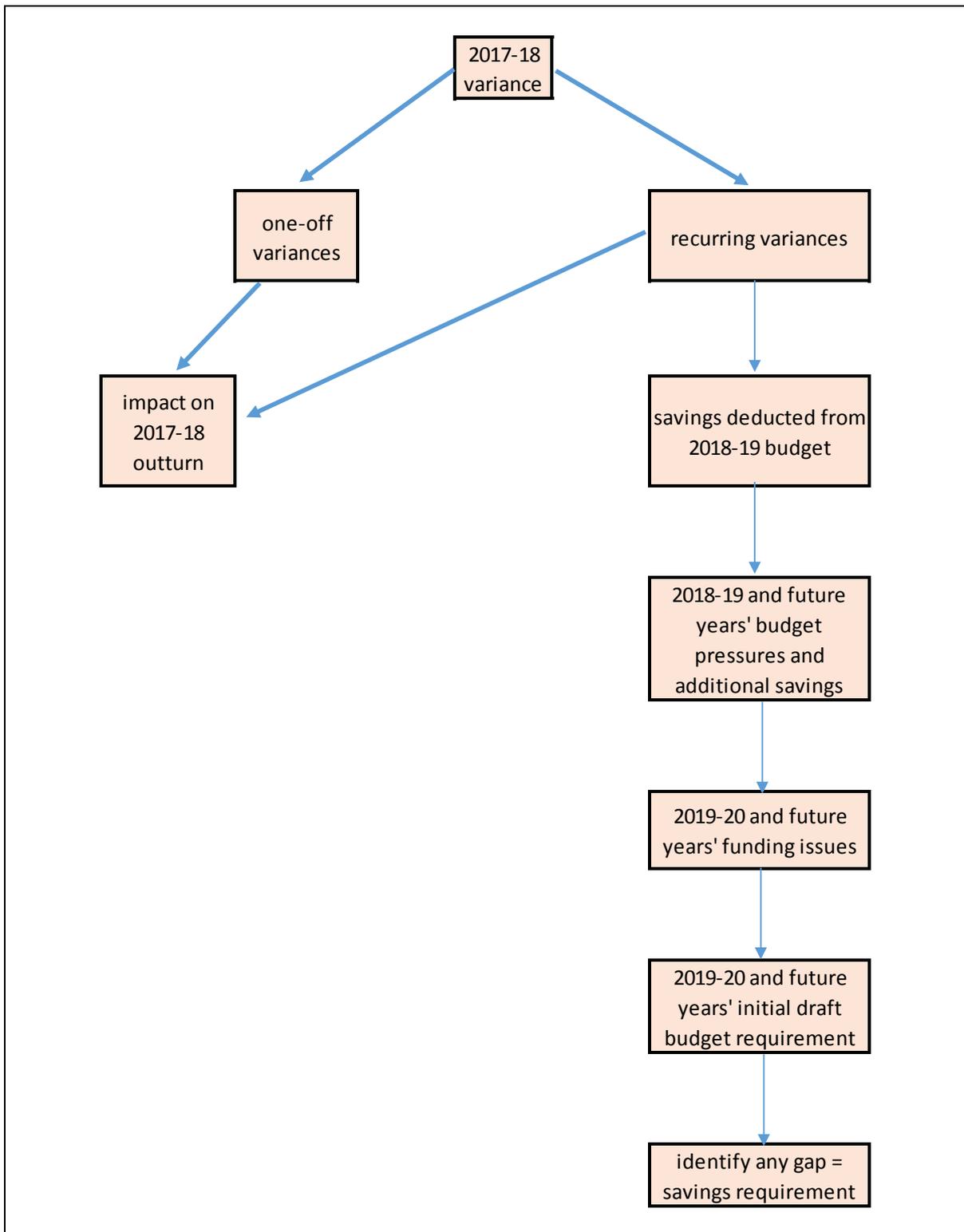


Figure 1: 2017-18 to 2019-20 and future years

8.3 The Q2 monitoring report will therefore provide members with a robust position on the entire budget and will move away from simply showing detail around specific budget areas. Although this detail has been important and informative, an overall position statement is essential to enable members to consider this alongside funding information (which will become apparent later in the autumn) and other emerging budget pressures. In turn, this will allow us to propose the level of Council Tax and any further savings required to balance the budget.

- 8.4 This information will also prompt us to look at revising certain budget lines. For example, taking the issue with salary budgets mentioned above should we revise the method of budgeting for salaries, thus potentially releasing £200k - £300k back into the overall pot?
- 8.5 It is then intended that a full monitoring exercise is undertaken on a quarterly basis, i.e.
- Q1: estimates based on performance April – June  
Q2: estimates based on performance April – September  
Q3: estimates based on performance April – December  
Q4: Outturn
- 8.6 In future years, the Q1 report would be made available to all members in July/August. Q2 would follow in Oct/Nov and Q3 in January.
- 8.7 Feedback from the Resources Working Party on 13 September showed strong support from members for regular and comprehensive budget monitoring reports.

## **9 Pressures for 2019-23 and other funding information**

- 9.1 Appendix B sets out the current MTRF 2018-23 as presented to the Council in February of this year. Assumptions at that stage showed an annual increase in pressures of £783k in 2019-20, £709k in 2020-21 and £300k thereafter. These assumptions will be challenged through a series of “root and branch reviews” which have been set up with all budget managers to take place in October and in time to report back to the late October/November cycle of meetings.
- 9.2 This information will enable the pressures to be identified and will be added to other intelligence such as that around the impact of the new pay award.
- 9.3 Funding information for income and grants will be available later in the year. This will include reviewing assumptions previously made regarding the use of the New Homes Bonus (NHB) funding and Localised Business Rates.

## **10 Reserves**

- 10.1 Appendix C shows a summary of the council’s earmarked reserves and balances. These have increased from £8,692k at 01.04.17 to £12,808k at 31.03.18. The main increases in reserves have been as a result of:
- £2.1m in-year revenue underspend in 2017-18  
£1.3m increase to New Homes Bonus reserve  
£0.7m increase to Capital Fund
- 10.2 The Local Government Act 2003 places a specific duty on the Chief Finance Officer, i.e. the Resources and Enabling Services Lead (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.
- 10.3 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.

- 10.4 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.
- 10.5 The Council's policy is to maintain its contingencies, balances and reserves at levels that are prudent but not excessive.
- 10.6 Work has been undertaken to confirm the level of reserves and planned use over the period covered by the Financial Strategy and this will also be brought to members in the meetings set out in the timetable below.

## 11 Key Dates

11.1 The following table sets out some key dates for the budget process:

<i>Date</i>	<i>Meeting</i>	<i>Details</i>
<b>3 Oct</b>	Members' Development	Budget Planning Process
<b>22 Oct</b>	Group Leaders' Briefing	Update on Budget Strategy
<b>1 Nov</b>	Resources Working Party	Update on Strategy <ul style="list-style-type: none"> <li>- Budget Monitoring 2018-19</li> <li>- Key budget issues/initial proposals for 2019-20 and beyond</li> </ul>
<b>15 Nov</b>	Policy and Resources Cttee	Update on Strategy <ul style="list-style-type: none"> <li>- Budget Monitoring 2018-19</li> <li>- Key budget issues/initial proposals for 2019-20 and beyond</li> </ul>
<b>6 Dec</b>	Council	Update on Strategy <ul style="list-style-type: none"> <li>- Budget Monitoring 2018-19</li> <li>- Key budget issues/initial proposals for 2019-20 and beyond</li> </ul>
<b>7 Jan</b>	Group Leaders' Briefing	Preparing for final stages of budget process
<b>9 Jan</b>	Members' Development	Review of budget issues and any proposals
<b>17 Jan</b>	Resources Working Party	Draft Budget Strategy 2019-23
<b>27 Jan</b>	Overview and Scrutiny Cttee	Treasury management statement and Investment Strategy 2019-20
<b>7 Feb</b>	Policy and Resources Cttee	Budget Strategy 2019-23
<b>21 Feb</b>	Council	Budget Strategy 2019-23, including <ul style="list-style-type: none"> <li>- approving 2019-20 revenue and capital budgets</li> <li>- setting Council Tax 2019-20</li> <li>- Treasury management statement and Investment Strategy 2019-20</li> </ul>

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

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E-Mail Address: [anton.hodge@ryedale.gov.uk](mailto:anton.hodge@ryedale.gov.uk)

**Background Papers:** Report to Resources Working Party 12 July 2018

## APPENDIX A – Variances 2017-18

### Income

Description	Budget	Actual	Variance	Comments
Fees & Charges	-2,782,615	-3,170,124	-387,509	A summary of the key variances within fees & Charges include: - Planning Income increase (£251k) due to an increase in volume of both small and large applications, in addition to the nation fee increase applied in the final quarter of the year. Council tax recovery court costs are were consistent with the prior year activity, at £25k above the budgeted figure. Taxi licence income exceeded budget (£24k) due to the introduction of the 3 year licencing fee. The administration fee from Disabled Facilities Grants exceeded budget by £30k due to an increase in activity in capital grants and Income from Housing Benefit overpayments exceeded budget by £92k as the anticipated effects of Universal Credit have not yet been seen. These surpluses are partially offset by shortfalls in Car Parking (£45k) and Markets income (£22k). Markets have seen a decline in popularity nationally.
Government Grants - Benefits	-9,186,370	-9,275,966	-89,596	Additional grants have been received in relation to New Burdens funding, Local Authority Data Share (LADS) and Universal Credit roll out.
Business Rates Pool	-1,819,750	-2,186,754	-367,004	Ryedale share of Business Rates generated through the Pool exceeded budget by £332K, this was topped up by renewable energy business rates £35K
<b>Major Income Variances</b>			<b>-844,109</b>	

<b>Expenditure</b>				
<b>Description</b>	<b>Budget</b>	<b>Actual</b>	<b>Variance</b>	<b>Comments</b>
Employee Costs	5,766,019	5,260,132	-505,887	Salaries were underspent by £461k due to a number of vacancies throughout the year, and the impact of budgeting at the top of the pay grade. (These were partially offset by increase in contracted staff £112K employed to back-fill, see Supplies & Services). In addition. Training budgets were underspent by £46k as the restructure delayed training plans. Members allowances were underspent by £18k
Premises	1,055,000	908,822	-146,178	Repairs and Maintenance budgets for across RDC properties were underspend by around £52k, and contracted spend for Leisure Facilities management were underspend by £37k this is mainly due to a large portion of the budgets being reactive 'contingency'. In addition Business Rates costs for RDC properties were underspent by £65k
Provisions	92,743	0	-92,743	Contingency
Supplies & Services	3,211,265	2,895,631	-315,634	Major variances include; Local Development Framework (LDF) consultants £49K, this is a reactive budget that wasn't called upon during 17/18 and LDF inspection fees of £50k as this is only a 5 yearly cyclical requirement. Agency & Hired services were overspent in total by £52k, of which £112k relates to back-filling vacant posts. Bad Debts provision allowance was underspend by £43k as a result of reducing debt. Underspends of £39k were seen against central postage and printing costs due to lower than estimated costs. Costs for Council asset valuations were also overestimated, resulting in a £25k underspend. In addition there was a net combined underspend of £135k against various budget lines with non-material variances.

Vehicles & Transport	732,110	515,230	-216,880	Budgets were adjusted in 17/18 in anticipation of additional vehicles being added to the Streetscene fleet, this has been delayed as a result of the Streetscene review resulting in a saving of £87k against expected lease costs. In addition, a surplus of £103k was seen against fleet diesel budgets, along with other non-material variances.
<b>Major Expenditure Variances</b>			<b>-1,277,321</b>	
<b>Major Variances Analysed</b>			<b>-2,121,430</b>	

**APPENDIX B**

**Medium Term Revenue Forecast 2018-19 to 2022-23**

£5 increase for the life of the MTFS, revised CTB growth

	2018-19 Projection £'000	2019-20 Projection £'000	2020-21 Projection £'000	2021-22 Projection £'000	2022-23 Projection £'000
Base Budget and Inflation					
Base Budget	6,157	6,067	5,955	6,474	6,618
Pay Increase & General Inflation	138	150	150	150	150
	6,295	6,217	6,105	6,624	6,768
Add Future Cost Increases					
Budget Pressures	139	364	220	150	150
Deduct Future Savings:					
Efficiencies/Service Cuts/Additional Income	-424	-200	-150	-100	-85
Movement in NHB Applied to Revenue	32	-426	-160	-56	-70
Movement in Rural Service Delivery Grant	-113	113	459	0	0
Movement in Transition Grant	25	0	0	0	0
Increase in Transfer to Reserves	113	-113			
Net Revenue Budget	6,067	5,955	6,474	6,618	6,763
<b>Financing</b>					
RSG	143	-120	0	0	0
Business Rates	1,775	1,775	2,015	1,997	1,978
Collection Fund Surplus	31	25	25	25	25
Council Taxpayers	4,061	4,227	4,385	4,546	4,709
CT Base Growth	57	48	49	50	51
Budget Requirement	6,067	5,955	6,474	6,618	6,763
NHB Earned	964	900	900	900	900
Applied to Revenue cumulative	0	426	586	642	712
Applied to Capital	188	188	188	188	188
To be allocated	776	286	126	70	0

## APPENDIX C

### EARMARKED RESERVES AND BALANCES

£000s	01.04.17	31.03.18	change
General Reserve	1,328	3,331	2,003
Capital Fund	2,199	2,929	730
Collection Fund Equalisation Reserve	236	506	270
Ryedale Development Fund	95	94	-1
Election Reserve	41	61	20
Council Tax Hardship Fund	18	24	6
New Homes Bonus Reserve	2,389	3,698*	1,309
Grants Reserve	164	163	-1
IT Fund	97	95	-2
ICE Fund	766	807	41
Local Development Framework	50	50	0
Operational Reserve	870	648	-222
Restructure Reserve	439	402	-37
	<b>8,692</b>	<b>12,808</b>	<b>4,116</b>

\*£2.5m subsequently moved to Capital



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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>27 SEPTEMBER 2018</b>
<b>REPORT OF THE:</b>	<b>DELIVERY AND FRONTLINE SERVICES LEAD BECKIE BENNETT</b>
<b>TITLE OF REPORT:</b>	<b>A LOCAL FUND FOR RYEDALE</b>
<b>WARDS AFFECTED:</b>	<b>ALL</b>

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## **EXECUTIVE SUMMARY**

### **1.0 PURPOSE OF REPORT**

- 1.1 The report seeks approval to create 'The Local Fund for Ryedale' from existing resources.

### **2.0 RECOMMENDATION**

- 2.1 That Ryedale District Council supports the establishment of 'The Local Fund for Ryedale (LFR) in partnership with the Two Ridings Community Foundation (TRCF).
- 2.2 That a donation of up to £80,000 each year and for a period of 3 years, be made to The Local Fund for Ryedale, once it is established, and subject to a 'Fund Making Agreement' between RDC and TRCF. The costs of the donations to be covered from existing grant making resources including those for Community Grants and the Creative Economy.
- 2.3 That Members delegate responsibility to negotiate the detailed terms of the 'Fund Making Agreement' between the Council and TRCF to the Chief Executive in consultation with the Chairman of the Policy and Resources Committee.
- 2.4 That a 'Local Fund Steering Group' be established as an advisory group and to include the Chairman and Vice Chairman of the Grants Working Party, officers of the Council, and representatives for the Two ridings Community Foundation.
- 2.4 That two Members be appointed by Council to represent Ryedale District Council on The Local Fund for Ryedale Panel.
- 2.5 That the Overview and Scrutiny Committee be requested to receive a report annually to monitor the progress and evaluate the impact of The Local Fund for Ryedale.

### **3.0 REASON FOR RECOMMENDATION**

- 3.1 The establishment of The Local Fund for Ryedale would deliver effective grant making support for voluntary and community organisations in Ryedale whilst increasing the potential for local fundraising and corporate donations to benefit communities in Ryedale. The Local Fund would offer a flexible, tax efficient and cost effective way for local supporters to give to local good causes. For local businesses the fund would provide a means to deliver their corporate social responsibility ambitions as well as providing opportunities such as employee volunteering with local charities and organisations.

Additionally partnership working with the Two Ridings Community Foundation, using the model they have developed for establishing a Local Fund, would increase the efficiency of the community grant making process for the benefit of both the Council and applicants.

### **4.0 SIGNIFICANT RISKS**

- 4.1 **Accountability for decision making**  
Decisions for Community Grants are currently made by the RDC Grants Working Party and endorsed by the Policy and Resources Committee.  
The decisions for grants made through the proposed Local Fund would be made by a Panel external to the Council. Two Members will represent RDC on the Panel and the priorities and conditions of The Local Fund will be specified in the Fund Making Agreement. This agreement will be developed with members of the RDC Grants Working Party and agreed in consultation with the Chairman of the Policy and Resources Committee. (See below at 6.6).
- 4.2 **Relationship with local voluntary and community organisations**  
Ongoing engagement with communities, voluntary groups and individuals is a priority for the Council. Grant making provides both contact and intelligence and there is a risk that this could be lost by moving the operation of the grant making to a trust. This risk is mitigated by the continued involvement of elected members in supporting the Local Fund and decision making, and of Council Officers in project development (see below at 6.8a).
- 4.3 **Reputation of the Council**  
The funding relationship as proposed would be between applicants and the Two Ridings Community Foundation. The Fund Making Agreement will specify how the Local Fund for Ryedale will be promoted and what acknowledgement and publicity should be included in all correspondence and awards. (Section 7, Appendix A)

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

- 5.1 The Council Plan priorities as agreed by members in April 2018 include the following:
- Capitalising on our culture, leisure and tourism opportunities
  - Managing the environment of Ryedale with partners
  - Minimising homelessness, improving the standard and availability of rented accommodation and supporting people to live independently
  - Making the best use of resources to ensure maximum benefit for all customers and communities across the district, particularly the most vulnerable
  - Helping our partners to keep our communities safe and healthy
  - Supporting Communities to identify their needs, plan and develop local solutions and resilience

The establishment of a Local Fund for Ryedale would support the delivery of the Councils priorities, including making more efficient use of officer capacity, reducing the administrative burden by at least two thirds of that currently required.

- 5.2 Group Leaders were invited to attend a briefing with the Chief Officer of the Two Ridings Community Foundation in February 2018 with further officer briefing at the regular group Leader briefing with Officers. Officers involved with grant making at RDC have also been engaged in discussions and briefings. Officers have engaged representatives of the voluntary and community sector in early discussions on the principles of establishing a Local Fund for Ryedale. A Member Briefing with Q&A Session was held on 13<sup>th</sup> September 2018 at which TRCF gave a presentation.

## REPORT

### 6.0 REPORT DETAILS

- 6.1 Ryedale District Council (RDC) has a strong relationship with its community, including the many community and voluntary groups that comprise the 'third sector', who are in turn vital to the quality of life and wellbeing of residents and their communities. The Council has proudly supported the voluntary and community over many years with grant aid, delivered under various schemes. This report makes proposals in relation to the Community Grants and Arts and Heritage grant Funding. The arrangements for allocating Public Open Space and Recreation (S106 grants) and Flood Grants would not be affected by this proposal.

#### **Current Arrangements**

The current scheme operated by the Council is 'Community Grants' with a budget of £45,000 in 2018/19. Full details are available on the RDC website at <https://www.ryedale.gov.uk/living-here/community-living/community-grants.html>

In addition, grant funding for the arts and heritage sector has been allocated through a commissioning process with recommendations made annually for approval by the Policy and Resources Committee. The budget for supporting the arts and heritage sector was £55,800 in 2018/19.

- 6.2 The current administrative process for the grants is as follows:
- a. **Pre Application:** A community organisation expresses an interest in grant funding for a particular project and is supported by the relevant officer (usually a Community or Specialist Officer) to develop and submit the project application, electronically. (The 'Pre Application' stage)
  - b. **Application and appraisal:** Once the application is made, the application and all the supporting information are recorded on the electronic data management system and the relevant officer then appraises the grant including a consultation with the Ward Member.
  - c. **Decision Making:** The applications are then considered by the Grants Working Party, at three meetings per annum, and recommended to Policy and Resources Committee for approval.
  - d. **Disbursement:** Once approved, a 'grant offer letter' is sent, and if this is accepted, the grants are paid 50% up front and 50% retrospectively (on project completion) with the case management and administration (including payments) undertaken by the relevant Community or Specialist Officer.
- 6.3 39 Community Grants were considered in 2017/18. It is estimated that each grant takes approximately 2 days of Officer's time to administer from application to completion, depending on the level of complexity. This time commitment equates to half of a full

time officer post, spread across the community officer team and the specialist officers. The grants budget is oversubscribed every year.

6 Creative Economy Commissions were awarded in 2017/18. The process is similar to that outlined in 6.2 above, although 'Voluntary Sector Funding Agreements' are used to detail the activities commissioned and these are specialist in nature and time consuming to negotiate for both the recipient organisations and the specialist officers. These are reported directly to Policy and Resources Committee.

### **Proposal**

- 6.4 Two Ridings Community Foundation (TRCF) is a registered charity which operates across North and East Yorkshire providing grants at a local level and distributing over £1million to small community groups and projects across Yorkshire in 2017. It has achieved the highest level of quality assurance in grant making and fund management. Further information on the TRCF can be found on their website <https://www.trcf.org.uk/>

The grants are made from a range of funds held for individuals, companies and local authorities or as a result of a legacy left in the will of a supporter, or from dormant Trusts. TRCF recently worked with Harrogate Borough Council to launch The Local Fund for Harrogate details can be found on the following website <https://www.trcf.org.uk/tlfharrogate>. It is this approach to grant making which is being proposed to members.

TRCF has been commissioned, UK Community Foundations, to produce a 'Vital Signs' report outlining the priorities for each District in North Yorkshire. A vital signs will be prepared for the Ryedale area as part of the development of the local fund.

Using a combination of existing research and surveys with local residents, Vital Signs reports give a full picture of social trends; key community needs; and what people think of the places where they live and work. The reports also act as guides to charitable giving by identifying areas of key needs.

Further information can found on the UK community Foundation website <https://www.ukcommunityfoundations.org/our-network/vital-signs?cookies=yes>

- 6.5 It is proposed that in the interest of efficiency of the service and ongoing fund development that RDC commissions TRCF to undertake administration of the grant process. This would be through the creation of 'The Local Fund for Ryedale'. The Fund would be held externally to the Council, by TRCF, and would be joined together with additional funds from existing local Trusts and Charities, adding value to the grant funding available from RDC. Further, there is potential for additional new funding to be added to the fund by encouraging the private sector to support local grant giving through corporate social responsibility and individual donations. The Ryedale Fund would provide a single 'front door' for community groups to access the funding. This single point of access would be used by RDC Officers in supporting the development of applications to the fund. The Local Fund would be an asset for the whole district with decisions made locally by a panel comprised of representatives of Ryedale communities, including RDC elected members.
- 6.6 A Local Fund Steering Group would be established to develop the Local Fund for Ryedale. This would include representatives from TRCF, the Chair and Vice Chair of the Grants Working Party and officers involved in the current grant making process. This group would undertake the following:
- i. Develop the Fund Making Agreement, determining the priorities for the Fund,

based on RDC priorities as agreed by Council and informed by local community and residents' needs and research undertaken in the TRCF 'Vital Signs' report for Ryedale. An illustration of the content for a Fund Making Agreement is included in Annex A.

- ii. Assist with the establishment of the 'Friends of The Local Fund for Ryedale'. This will be a voluntary group that supports the Fund with promotion, fundraising and contributing time to administration of the scheme.
  - iii. Assist with the establishment of the 'The Local Fund for Ryedale Panel'. The Panel will be responsible for making decisions on grant applications. Council will appoint two Members to the Panel. Other members of the Panel will be drawn from the community.
  - iv. Assist in the development of publicity and marketing for the launch of the Fund.
  - v. The group would conclude when the Local Fund for Ryedale has been launched.
- 6.7 TRCF charge a fee of 10% for administering any funds donated by the Council to the Local Fund. This would be paid from any donation agreed to be made to the fund by the Council.
- 6.8 The new process for applicants would then be:
- a) **Pre Application:** Community Officers and Specialist Officers support project development.
  - b) **Appraisal and application:** Applications would be made online and direct to TRCF who would also manage the appraisal process.
  - c) **Decision Making:** This would be undertaken by The Local Fund for Ryedale Panel. The recommendation for grant approvals from the LFR Panel to be ratified by TRCF Trustees in accordance with the Governance structure of the Community Foundation.
  - d) **Disbursement:** All payments, monitoring and evaluation would be undertaken by TRCF.
- 6.10 An annual report would be presented to the Overview and Scrutiny Committee outlining the grants awarded by the Panel from the Local Fund, with an evaluation of their impact.
- 6.11 Public Open Space and Recreation (S106 grants) and Flood Grants will not be included in the Fund, but will remain in the purview of Grants Working Party.

## 7.0 IMPLICATIONS

- 7.1 The following implications have been identified:
- a) Financial  
The donation to the TRCF from RDC would be in the sum of up to £80,000 with up to £45,000 being contributed from the Community Grants budget and up to £35,000 from the Creative Economy budget being transferred to TRCF to make disbursements to successful grant applicants. 10% of the grant fund would be used for administration by TRCF.
  - b) Legal  
The Fund Making Agreement will determine what the RDC donation will be used for. An example of the format for such an agreement is attached at Annex A.
  - c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)  
Any potential applicant to the RDC grant funds can already apply to the TRCF for funding, this proposal would provide a single point of access for a wider range of

grant funding there by increasing access to funding for organisations in Ryedale. There is potential for the funding contributed by RDC to the Local Fund to generate additional donations from individuals, businesses and other organisations. The proposal would increase the capacity of both the Community Team and the Specialist officers at no additional cost to the Council.

## 8.0 NEXT STEPS

Autumn 2018	Local Fund for Ryedale Steering Group established Vital Signs report for Ryedale launched
Winter 2018	'Friends of the Local Fund' established
Spring 2019	Launch of the Local Fund for Ryedale PR and Media campaign Local Fund for Ryedale opens for applications
May 2019	Appointment of 2 RDC representatives to LFR Panel by Council
Summer 2019	The first round of grant making

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### Background Papers:

RDC Grants Programmes

<https://www.ryedale.gov.uk/living-here/community-living/community-grants.html>

Two Ridings Community Foundation – Local Fund for Harrogate

<https://www.trcf.org.uk/tlfharrogate>

## Annex A

### Grant Making Agreement

The following elements would be included in a grant making agreement between Ryedale District Council and the Two Ridings Community Foundation and are for illustrative purposes only.

#### Agreed Terms

1. Definitions
2. Purpose of the Ryedale Fund
3. Payment of the Ryedale Fund & TRCF responsibilities
4. Use of the Ryedale Fund
5. Payment, accounts and records
6. Monitoring and reporting
7. Acknowledgment and publicity
8. Repayment of the Ryedale Fund
9. Anti-discrimination
10. Limitation of liability
11. Warranties
12. Data protection

### Grant Making Priorities

The following is illustrative of the information which would be included as an appendix to the Grant making Agreement. This information would be used to inform promotional activity for the fund.

<b>Fund Name</b>	<b>The Ryedale Fund Scheme About the Fund</b>
<b>Area of benefit</b>	The local authority area of Ryedale District Council
<b>Who can apply</b>	Groups must: <ul style="list-style-type: none"><li>• Serve the communities based in the local authority area of Ryedale District Council</li><li>• Have a governing document (constitution/ rules/ memorandum/ articles of association) with a suitable dissolution clause</li><li>• Be a voluntary organisation, community group, small charity or other not for profit organisation</li><li>• Have a bank or building society account in the group's name with 2 signatories (not related or living together)</li><li>• Be able to show that they have proper accounting procedures and are financially viable</li></ul>
<b>Grant Strategy</b>	The Scheme is designed to help voluntary organisations, community groups, small charities and other types of not for profit organisation serving the communities in the Ryedale District.  The purpose of the scheme is to support and strengthen voluntary and community sector organisations based in and serving the Ryedale

	<p>district that are providing projects, and activities that benefit the local communities and residents. The funds are available to provide and increase participation and engagement and to support new and innovative ideas.</p> <p>Grants are available up to £tbc.</p> <p>A fund of £tbc is available to distribute in 2018/19.</p>
<b>Grant size</b>	<p>Grants up to £tbc are available to groups that improve the lives of Ryedale District residents.</p> <p>The Ryedale District scheme funding is not available to cover ongoing running costs. The Scheme supports the principle of full cost recovery and will consider a contribution towards the “management” costs of a particular project or activity as part of the application where appropriate. These need to be clearly identified in the application form in the ‘Project Financial Details’ section.</p>
<b>Themes and Priorities</b>	<p>Applications for the Grants scheme will be assessed against the following criteria:</p> <ul style="list-style-type: none"> <li>• Enhance the quality of life of Ryedale residents</li> <li>• Increase involvement in the community</li> <li>• Attract more participants/volunteers</li> <li>• Are delivered by the community/volunteers</li> <li>• Show innovation and creativity</li> <li>• Share skills and builds capacity within communities</li> <li>• Add value to the community without duplication or displacing existing provision</li> <li>• Demonstrate outcomes/ impact of what has been achieved within xx months</li> <li>• Need start-up funding or create new opportunities</li> <li>• Are far reaching and have a long term impact once completed</li> <li>• Demonstrate partnership working</li> <li>• Contribute to the Council’s corporate priorities and any other strategies/plans</li> </ul> <p>Above all the Scheme is intended to support community inspired and led projects, activities and events which show innovation and creativity and which will help to demonstrate how a small investment from the Council can help to make a big difference to the local community.</p> <p>Applications from organisations who have not applied for a grant before are particularly encouraged</p>
<b>What can be funded</b>	<ul style="list-style-type: none"> <li>• One off specific items/activities, up to 2 months in length that positively impact on their local community with outcomes that are measurable.</li> </ul>

	<ul style="list-style-type: none"> <li>• Funding to expand an existing project in a new way or into a new area.</li> <li>• Where an application is seeking funding for sports and grounds maintenance equipment, applicants are expected to contribute at least 50% in match funding and demonstrate how the equipment will increase community involvement and participation.</li> <li>• Where an application is seeking funding that includes venue hire applicants are expected to contribute at least 50% in match funding and demonstrate how residents will be encouraged to attend who may be new to the activity.</li> <li>• The funding is not available to cover on-going running costs, however it can support full cost recovery and will consider a contribution towards the “management” costs of a particular project or activity as part of the application where appropriate. These need to be clearly identified in the application form in the ‘Project Financial Details’ section.</li> </ul>
<b>Exclusions</b>	<p>The following will not be eligible for funding:</p> <ul style="list-style-type: none"> <li>▪ Just venue hire, this has to be part of a wider project.</li> <li>▪ General requests for running costs towards existing projects.</li> <li>▪ On-going or general commitments and running costs such as salaries/other employee costs, statutory training, rent, rates etc.</li> <li>▪ General contributions to a project/activity</li> <li>▪ Professional fees such as planning, architect or subscription costs.</li> <li>▪ Insurance costs</li> <li>▪ Work which has already taken place</li> <li>▪ Grants to individuals</li> <li>▪ Prize money/funds</li> <li>▪ Purchase of gifts</li> <li>▪ General appeals or sponsorship</li> <li>▪ Clothing and uniforms</li> <li>▪ Activities of a religious nature</li> <li>▪ Activities of a political nature</li> <li>▪ Services that should be provided by a statutory agency - schools, health, local and national government</li> <li>▪ Profit-making organisations</li> <li>▪ Financing or spending which has already taken place</li> </ul>
<b>Grants Panel</b>	Grant making will be done via the Ryedale District Fund Panel

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