



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

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 2nd, final proposals will be drawn up for presentation to the Committee on 3rd February 2022, alongside the results of the public consultation. Recommendations from that committee will then go on to full council on 17th 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 2nd December 2021 until Monday 10th 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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Appendices (will be added at relevant stages of process):

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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.

Investment Income	2021/22	2022/23	2023/24	2024/25
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 ¹
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.

¹ 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

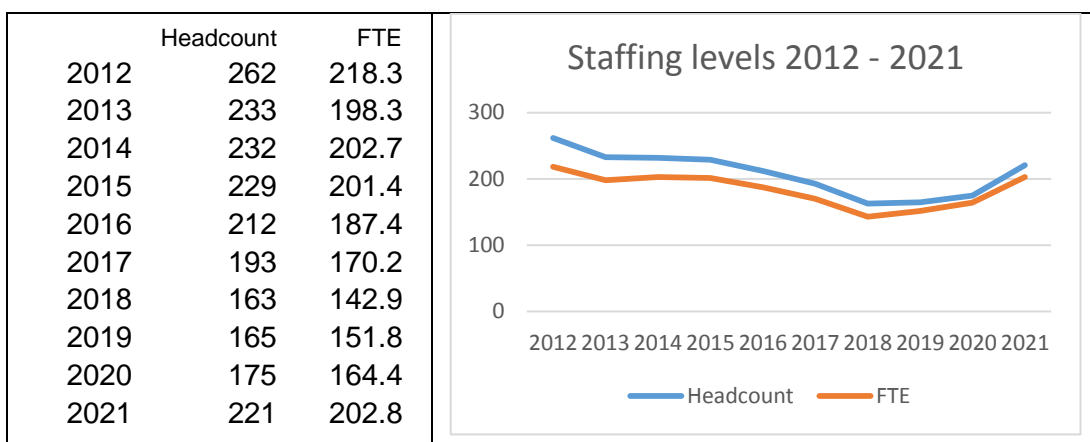
- 5.1 The Council Tax Base in 2021/22 is 21,801 (a reduction from 22,062 the previous year) and the Strategy previously estimated a 1% rise forecast thereafter. Every 0.5% increase above this level would add approximately 110 Band D equivalents to our Tax Base which equates to just over £22k p.a. at 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 through 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:

Council Plan Priorities - Revenue	£000
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	-7,977	-7,277	-7,324	-7,589	-7,752
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Budget (Surplus) / Deficit	0	4,288	3,931	3,847	3,684
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Council tax estimates					
Base	218.01	220.19	222.39	224.62	226.86
Band D	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
TOTAL OF PROPOSED CAPITAL PROGRAMME	12,025	5,813	6,212	6,936	1,347	20,308

8.19 This would be funded as shown below:

	2021/22	2021/22	2021/22	2022/23	Later Years as planned	Total
	Estimate £'000	Outturn Estimate £'000	carry-fwd £'000	Estimate £'000	£'000	£'000
External Grants and Contributions						
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
Total External Grants and Contributions	3,185	1,771	1,415	2,920	992	7,097
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
TOTAL FUNDING OF CAPITAL PROGRAMME	12,025	5,813	6,212	6,936	1,347	20,308

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 17th 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

Where does our money come from and what do we spend it in?

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.²

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)

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

Communities (Legacy)

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

Economy

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

Environment

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

Organisation

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