

MISSION STATEMENT

***To Improve the Quality of Life
For Those Who Live and Work in the District***

Please ask for: Glenn Shelley
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21 May 2010

Dear Councillor

You are hereby summoned to a meeting of the Selby District Council to be held in the Civic Suite, Civic Centre, Portholme Road, Selby on **1 June 2010** commencing at **6.00 pm**.

Yours sincerely

M Connor
Chief Executive

Opening Prayers will be offered.

AGENDA – PUBLIC SESSION

1. Apologies for Absence

To receive apologies for absence.

2. Disclosure of Interest

To receive any disclosures of interest in matters to be considered at the meeting in accordance with the provisions of Section 117 of the Local Government Act 1972, and Sections 50, 52 and 81 of the Local Government Act 2000 and the Members' Code of Conduct adopted by the Council.

3. Minutes

To confirm as a correct record the minutes of the proceedings of the Annual Meeting of Council held on 25 May 2010 (to follow).

4. York Hospitals NHS Foundation Trust

To receive a presentation from York Hospitals NHS Foundation Trust.

5. Standards Committee Annual Report 2009/10

A report will be received (pages 5 to 11 attached).

6. Communications

To consider any communications received by the Chief Executive and to pass resolutions thereon if deemed necessary.

7. Public Questions

To consider questions, if any, notice of which has been given in accordance with rule 5.20 of the Constitution.

8. Councillors' Questions

In accordance with rule 5.21 of the Constitution Councillor J McCartney has given notice of the following questions:

A. Question to the Chair of the Social Board

At a meeting of Eggborough Parish Council held on Thursday 6th May, you assured those present that the Westfield Court Centre was safe and was not going to be closed.

Yet the latest briefing on the Review of Community Centres states, in relation to the Westfield Centre, 'more work is needed to look at whether uses can be extended to make better use of the facilities, or whether existing services would be better provided from another local building'.

Could the Chair of the Social Board please clarify the position, is the Westfield Court Centre 'not going to be closed' or is it still under review with closure still a possibility?

B. Question to the Leader of the Council

'As part of the new financial management system, implemented this financial year, the Barlow Common and Countryside Management budgets have been amalgamated into one budget heading 'Countryside Management'.

There is now a £13,110 budget to cover all the running costs of the Countryside Management service, including any maintenance that is required at Bartow common.

Prior to this year £11,090 was allocated for the maintenance of the Barlow Common nature reserve.

Can the Leader of the Council give any assurances that this money, which is not a great amount, will continue to be used to ensure that Barlow Common Nature Reserve is one of the jewels in Selby District Council's crown?

9. Committee and Board Minutes

Planning Committee 31 March 2010	Green	Minutes 680-685 Pages 12-14
Planning Committee 28 April 2010		Minutes 744-754 Pages 15-20
Licensing Committee 12 April 2010	Cream	Minutes 698-703 Pages 21-23
Licensing Committee 10 May 2010 (TO FOLLOW)		Minutes Pages
Economy Board 13 April 2010	Pink	Minutes 705-711 Pages 24-27
Audit Panel 14 April 2010	White	Minutes 712-719 Pages 28-30

Environment Board 15 April 2010	Blue	Minutes 720-727 Pages 31-33
Social Board 20 April 2010	Yellow	Minutes 728-737 Pages 34-38
Overview and Scrutiny 13 May 2010 (TO FOLLOW)	Peach	Minutes Pages
Policy and Resources 18 May 2010 (TO FOLLOW)	Gold	Minutes Pages
Selby Community Project Internal Project Board 11 February 2010	White	Minutes 1-8 Pages 39-41

10. **State of the Area Address**

To receive the State of the Area Address from the Leader of the Council.

11. **The Move towards an Executive Structure**

Report of the Chief Executive (pages 42 to 47 attached).

12. **Anticipating Greater Financial Constraint**

Report of the Chief Executive (pages 48 to 60 attached).

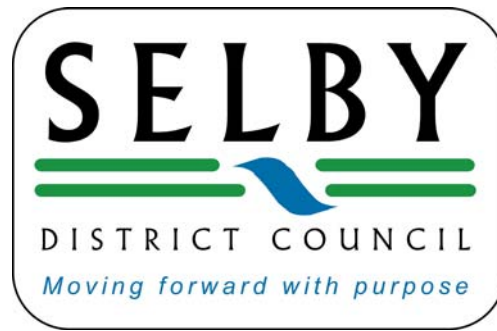
13. **Urgent Action**

The Chief Executive will report on any instances where he has acted in urgent or emergency situations under the functions delegated to him in the Constitution.

14. **Sealing of Documents**

To authorise the sealing of any documents necessary to action decisions of this Council meeting, or any of its Committees or Boards for which delegated authority is not already in existence.

<p>COUNCILLORS ARE REMINDED TO UPDATE THE REGISTER OF INTERESTS AFTER ANY CHANGE IN CIRCUMSTANCES WHICH MAY AFFECT CURRENT ENTRIES</p>



STANDARDS COMMITTEE Annual Report 2009/10

March 2010

- 1 This report reviews the work of the Selby District Council Standards Committee for the year up to 31 March 2010.

2 MEMBERSHIP

- 2.1 The Standards Committee comprises 9 members: three district councillors; three parish/town council representatives and three independent members. The membership was increased in 2009 following a recommendation in last year's Annual Report and in response to the new responsibilities passed to the Standards Committee from the national body Standards for England. The current membership is as follows:

- 2.2 Table 1

District Councillors	Parish/Town Reps	Independent Members
Cllr Melanie Davis	Mr Bryan Crossdale	Miss Betty Potts
Cllr Cliff Lunn	Mr Roderic Parker	Ms Hilary Putman
Cllr Kay McSherry	Mrs Jenny Chappell	Mrs Wanda Stables

- 2.3 Miss Potts is the Chair and Ms Putman the Vice Chair of the Standards Committee. Both are Independent Members.

3 STRUCTURE

- 3.1 In May 2008 new procedures were introduced nationally to give local standards committees new powers and greater responsibility for the assessment, referral, investigation and hearing of complaints of Councillor misconduct.
- 3.2 In order to carry out the new responsibilities and in accordance with the guidance issued by the Standards Board for England (SBE) (now known as Standards for England (SfE)) the Standards Committee established three sub-committees:
 - 3.2.1 The **Assessment Sub-Committee** (comprising one independent member (Chair) one parish representative and one district councillor) to make an initial assessment of a complaint and decide whether the complaint should be referred for investigation or other action, or referred to SfE or no further action should be taken.
 - 3.2.2 The **Review Sub-Committee** (comprising one independent member (Chair) one parish representative and one district councillor) to review, at the request of a complainant, any decision by the Assessment Sub-Committee to take no action in relation to a complaint.

- 3.2.3 The **Consideration and Hearings** Sub-Committee (comprising one independent member (Chair) one parish representative and one district councillor) to consider investigation reports and hold determination hearings.
- 3.3 During the first year it proved difficult, when convening sub-committee meetings, to ensure that the membership of one did not overlap with the membership of another in a way which might result in a conflict of interest. For this reason the Standards Committee recommended to the Council that the membership of the Committee should be raised by 3 to add 1 additional member in each category (independent, parish/town council and district council). We were very pleased, and grateful, that the Council agreed to this recommendation and, following a recruitment exercise during 2009, the Committee was strengthened with the appointment of Kay McSherry, Wanda Stables and Jenny Chappell.

4 TERMS OF REFERENCE

- 4.1 The Council's Constitution sets out the Terms of Reference for the Standards Committee as follows:
- 4.1.1 The promotion and maintenance of high standards of conduct within the Council
 - 4.1.2 To advise the Council on the adoption or revision of its Code of Conduct
 - 4.1.3 To monitor, and advise the Council about the operation of its Code of Conduct in the light of best practice, changes in the law, guidance from the Standards Board and recommendations of case tribunals under Section 80 of the Local Government Act 2000
 - 4.1.4 Assistance to Councillors and co-opted Members of the Authority
 - 4.1.5 To ensure that all Councillors have access to training in all aspects of the Councillors Code of Conduct, that this training is actively promoted, and that Councillors are aware of the standards expected from local councillors under the code
 - 4.1.6 To advise on the adoption of a Planning Protocol and to assist Councillors to observe this Protocol. To monitor the operation of the Protocol.
- 4.2 During 2010/11 the Standards Committee will review its Terms of Reference in the light of the latest guidance, the local assessment responsibilities and an anticipated change to the Code of Conduct and

will make recommendations in preparation for the current council-wide review of constitutional arrangements.

5 LOCAL ASSESSMENT

- 5.1 The passing down of local assessment responsibilities in relation to Councillor behaviour has signalled a significant change in the work of the Standards Committee. Complaints are no longer referred first to SfE; instead they are submitted to the Committee. An initial assessment is made (by the Assessment Sub-Committee) to determine whether the complaint justifies further, more detailed, investigation by the Monitoring Officer. If the assessment sub-committee decides to take no further action that decision may be reviewed by the Review Sub Committee. If a complaint is referred to the Monitoring Officer for investigation the investigation report is considered by the Consideration and Hearings Sub-committee who may decide to conduct a hearing into the complaint.
- 5.2 During 2009/10 ten complaints have been received, three of these have been referred to the MO for investigation and four have resulted in no further action. In two cases "other action" in the form of training has been pursued as an alternative to an investigation. In one case no further action was agreed pending the receipt of further information. The three complaints passed for investigation remain ongoing.
- 5.3 The overall number of complaints is low and all of the complaints have related to Parish Councillors.
- 5.4 The Council's web site has been updated to reflect the changes and blank electronic complaints forms were posted. The Standards Committee members have each been provided with copies of the full guidance "Local Standards Framework" issued by SfE and informal training has been provided in relation to local assessment and determinations. In addition a copy of the SfE introduction and training DVD has been circulated to Committee members.

6 Other cases

- 6.1 One case pre-dated the local assessment responsibilities and had been referred to the Monitoring Officer for local investigation by the then SBE. The case remained outstanding at the start of the 2009/10 year.
- 6.2 The case was investigated and determined with a finding of no breach of the code.

7 Training

- 7.1 Training for District Councillors on the Code of Conduct was provided as part of the induction process after the May 2007 elections and has not been repeated since. However, both the Monitoring Officer and the Deputy Monitoring Officer delivered a workshop on their roles, the role of the Standards Committee and the Code of Conduct to the New Councillors Group in December 2009.
- 7.2 Training was offered for Parish and Town Council's after the 2007 elections but poor take-up meant that the event was cancelled. Since then specific, in depth, local training has been provided jointly with the Yorkshire Local Council's Association for one particular parish council and the Monitoring Officer has made presentations to the Yorkshire Local Council's Association and the Yorkshire Branch of the Society of Local Council Clerks.
- 7.3 Following enquiries from some Parish Councils, and also in light of the constantly evolving and changing environment in which Parish Councils operate, legal services are currently devising a training programme to include all Parishes within the District. This training will focus on the code of conduct, local standards procedures, and areas of good practice. It is anticipated that this training will take place once details of the revised code of conduct are released (this was initially planned by CLG for May 2009 but the matter has been repeatedly delayed and is not now expected until after the general election). In the coming months, Parish Councils will be surveyed and asked to identify any areas of particular concern, and these will also be addressed as part of the training programme.
- 7.4 The Vice-Chair of the Committee and the Monitoring Officer attended the Standards for England Annual Conference in September 2009. They fed back on the event to the Committee and a number of issues arising from the event have been included in the Committee's future work programmes including raising the profile of standards, advising on the revised code of conduct and providing evidence of the effectiveness of the standards framework. The Committee is supportive of a slightly wider attendance at the conference in 2010 to ensure that members of the committee are kept fully informed of the rapidly developing role of ethics, governance and standards.

8 Advice

- 8.1 The Monitoring Officer and his staff continue to provide advice to District and Parish/Town Councillors and clerks upon request.

9 Ethical Governance Survey

- 9.1 Last year the Audit Commission undertook an ethical governance survey at Selby to determine the level of understanding and compliance with high ethical standards. The results of the survey were used as part of the CPA assessment.
- 9.2 The headlines identified by the auditors showed:
 - 9.2.1 the very high response rate from both councillors and officers (23 of each)
 - 9.2.2 a good general understanding of the code of conduct and of ethical standards
 - 9.2.3 the leader, chief executive and councillors are generally seen as good role models in relation to governance issues
 - 9.2.4 relationships between councillors, and between councillors and Officers appears good
- 9.3 However there was scope for improvement in terms of:
 - 9.3.1 a lack of awareness of Councillors in relation to the whistle blowing policy
 - 9.3.2 officers are not fully aware of the arrangements for reviewing the registers of interest
 - 9.3.3 more could be done to demonstrate that the Standards Committee and the council's overall approach to ethical governance is making a definite difference
 - 9.3.4 about half of members have not received training in a number of key areas
 - 9.3.5 increasing the number of councillors from being "fairly clear" on what is a conflict of interest towards a large majority who are "very clear".
- 9.4 These issues, together with trends and patterns highlighted through regular monitoring of cases will guide future training plans and the Committee hopes that District, Parish and Town Councillors will contribute to healthy and active attendance at the training events.
- 9.5 The Committee will consider repeating the survey during 2010/11.

10 Conclusion

- 10.1 2009/10 has been a year of consolidation following a period of significant change which saw new members of the Standards Committee, new responsibilities and a new Monitoring Officer. The

Committee has responded well to the challenges and we have been very ably supported by the District Council's officers.

- 10.2 During 2010/11 we intend to respond positively to the training needs identified through case trends and the ethical governance survey, review the Committee's terms of reference and raise its profile across the district.
- 10.3 We are grateful to the Council for supporting our recommendation for an increase in membership during the year.
- 10.4 As Chairman I would like to place on record my thanks to my colleagues for their help and support in undertaking the work of the Committee with such dedication and enthusiasm.

Miss B Potts
Chair
Standards Committee

Mr Jonathan Lund
Monitoring Officer

SELBY DISTRICT COUNCIL

MINUTES

Minutes of the proceedings of a meeting of the Planning Committee held on 31 March 2010, in Committee Rooms 1& 2, The Civic Centre, Portholme Road, Selby, commencing at 4.00pm.

680	Apologies for Absence and Notice of Substitution
681	Disclosure of Interest
682	Minutes
683	Chair's Address to the Planning Committee
684	Planning Application - 2009/1065/FUL Street Record, Old Great North Road, Brotherton
685	Planning Appeal Decisions - 16 Feb 2010 – 15 March 2010

Present: Councillor J Mackman in the Chair

Councillors: J Cattanach, D Davies, J Deans, Mrs C Goodall, W Inness, D Mackay, J McCartney, C Pearson, S Ryder (sub for Mrs E Metcalfe) and S Shaw-Wright.

Officials: Head of Service – Development Services, Manager of Development Management, Solicitor to the Council, Planning Officer, Overview and Scrutiny Coordinator, Democratic Services Assistant.

Public: 1
Press: 0

680 Apologies for Absence and Notice of Substitution

Apologies were received from Councillors I Chilvers and Mrs E Metcalfe.

Substitute Councillors: S Ryder for Mrs E Metcalfe.

681 Disclosure of Interest

None were received.

682 Minutes

Resolved:

That the minutes of the proceedings of the meeting of the Planning Committee held on 3 March 2010 be confirmed as a correct record and be signed by the Chair, subject to the following amendments:

- **Minute 610, line 25 – remove the word ‘to’.**

- **Minute 610, line 34 – to read ‘delegated authority to revise conditions, await the expiry of the press notice’.**

683

Chair’s Address to the Planning Committee

The Chair informed councillors of the following issues:

Performance

Current performance in Majors, Minors and Other Planning Applications are above local and national targets.

Planning Application Numbers

Year to date planning application numbers for 2009/10 were 122 lower than in 2008/09, being 962 and 1084 respectively.

Staff Update

Louise Milnes has replaced Richard Pollard as Planning Officer, following Richard’s retirement last year.

Planning Committee Training

The next Planning Committee training event will be held on Thursday 8 April 2010 in Committee Room 2 at 5pm.

Planning Enforcement Success

The Planning Enforcement and Legal Teams gained a notable success at York Crown Court in the removal of the unauthorised gypsy site at Brotherton. The Council was awarded costs and the caravans have now been removed.

Planning Applications Received

Consideration was given to the schedule of planning applications submitted by the Head of Service – Development Services.

Application: 2009/1065/FUL

Location: Street Record, Old Great North Road, Brotherton.

Proposal: Retrospective planning application for change of use of site to storage of touring caravans, second-hand cars and vans, portacabins, steel security containers and portaloos together with engineering works to resurface the land.

The Planning Officer presented the report and highlighted salient points for the consideration of the Committee.

Public Speaker – Mr Rob Milner (on behalf of Brotherton Parish Council)

Mr Milner raised the following issues in objection to the planning application:

- Disturbance of a quiet residential location.
- No screening has been put into place on the site.
- Hazardous and flammable materials currently stored on the site represent a risk to local residents.
- Drainage issues on the site.
- Evidence of intimidation had been reported to the police.
- Waste material had been dumped regularly at the site.

The Planning Officer clarified that this was a retrospective application as engineering works had already started on the site.

Resolved:

That the application was REFUSED and authority granted to take Enforcement Action as required.

Planning Appeals Decisions Received 16 Feb 2010 – 15 March 2010

The Chair of Planning confirmed that the Committee would now receive details of Planning Appeal Decisions as an information report in future agendas.

Resolved:

That the report be noted.

The meeting closed at 4.24pm

SELBY DISTRICT COUNCIL

MINUTES

Minutes of the proceedings of a meeting of the Planning Committee held on 28 April 2010, in Committee Rooms 1& 2, The Civic Centre, Portholme Road, Selby, commencing at 4.00pm.

744	Apologies for Absence and Notice of Substitution
745	Disclosures of Interest
746	Minutes – 31 March 2010
747	Chair's Address to the Planning Committee
748	Withdrawal of Planning Application - 2010/0112/COU Haulage Yard, Hazel Old Lane, Hensall
749	Planning Application - 2010/0215/FUL 37 Leeds Road, Tadcaster
750	Planning Application - 2009/0988/FUL Mushroom Farm, Gravelhill Lane, Whitley
751	Planning Application - 2007/1103/FUL 9-11 Station Road, Riccall
752	Planning Application - 2009/0979/FUL Bolton Lodge, The Rampart, Bolton Percy
753	Private Session
754	Enforcement Sub Group Minutes - 22 March 2010

Present: Councillor J Mackman in the Chair

Councillors: I Chilvers, J Deans, Mrs C Goodall, D Mackay, J McCartney, B Marshall, C Pearson, S Ryder (for Mrs E Metcalfe), S Shaw-Wright

Officials: Head of Service – Development Services, Manager of Development Management, Solicitor to the Council, Solicitor, Senior Planning Officer, Senior Planning Officer, Democratic Services Manager, Overview and Scrutiny Coordinator

Also in Attendance: 2 Public Speakers

Public: 6

Press: 0

744 Apologies for Absence and Notice of Substitution

Apologies were received from Councillors J Cattanach, W Inness and Mrs E Metcalfe.

Substitute Councillors were S Ryder for Mrs E Metcalfe.

745 **Disclosures of Interest**

The Councillors indicated that they had received letters of representation in relation to 2010/0112/COU Haulage Yard, Hazel Old Lane, Hensall.

746 **Minutes**

Resolved:

That the minutes of the proceedings of the meeting of the Planning Committee held on 31 March 2010 be confirmed as a correct record and be signed by the Chair.

747 **Chair's Address to the Planning Committee**

The Chair informed councillors of the following issues:

Planning Committee Training

The next training session for the Planning Committee was noted and Democratic Services would remind Councillors closer to the date.

Site Visit

A site visit to the Lissett Airfield Wind Turbine near Bridlington was agreed on by the Committee.

Planning Inspectorate

Certain expressions used in conditions have attracted the concern of the Planning Inspectorate. The need to avoid imprecise phrases that may be open to interpretation was confirmed and agreed by the Committee. The Manager of Development Management confirmed that the revised approach was being addressed by Planning.

748 **Withdrawal of Planning Application**

Application: 2010/0112/COU

Location: Haulage Yard, Hazel Old Lane, Hensall

Proposal: Change of use from agricultural land to caravan storage area B8.

The Manager of Development Management explained the reasons for the withdrawal of the Haulage Yard planning application and that it would be brought back to the Planning Committee at a later date.

A site visit was agreed to be undertaken by the Committee and a report from Planning Enforcement was requested.

Resolved:

- i) That a site visit be arranged to the Haulage Yard and;**
- ii) That an update report be provided by Planning Enforcement.**

749

Planning Applications Received

Consideration was given to the schedule of planning applications submitted by the Head of Service – Development Services.

Application: 2010/0215/FUL

Location: 37 Leeds Road, Tadcaster

Proposal: Proposed erection of a detached dwelling.

The Senior Planning Officer presented the report and highlighted salient points for the consideration of the Committee.

Councillors received clarification on the issue of previously developed land and that the finished development was in keeping with the neighbouring properties.

Public Speaker – Jane Parkin

- Indicated that all the relevant points had been raised in the thorough report delivered by the Senior Planning Officer.
- Previous objections had been addressed by the revised planning application.

Issues of access, size and amenity raised by neighbours and Tadcaster Council were highlighted. Councillor McKay wished his objection to the application to be noted.

RESOLVED:

That the application be granted subject to the conditions set out in the report and with amendments to remove statements of ‘unless otherwise agreed in writing by the local planning authority.’

Application: 2009/0988/FUL**Location: Mushroom Farm, Gravelhill Lane, Whitley****Proposal: Extension to mushroom farm including mushroom growing tunnels, central arcade, offices, packaging building, plant room and associated works.**

The Senior Planning Officer presented the report and highlighted salient points for the consideration of the Committee.

The Chair of Planning confirmed the planning history of the application and the extent of the proposed site in terms of size and scope.

Public Speaker – Peter Torrible

- Indicated that Monaghan Mushrooms have c.50% of the UK retail market share.
- The development will create a total of c.165 jobs.
- Local concerns regarding traffic were being addressed and that negotiations with North Yorkshire County Council were ongoing to provide extra signage on the A19.
- The renewable energy plant on the site would reduce CO2 emissions.
- Landscaping would be addressed by Monaghan Mushrooms.

The Senior Planning Officer confirmed that the soil casing bunkers would all be covered with tarpaulin.

Resolved:**That the application be granted subject to the amended conditions verbally presented by the officer.**

Application: 2007/1103/FUL**Location: 9-11 Station Road, Riccall****Proposal: Erection of 58 residential dwellings and associated works following demolition of existing industrial units at 9-11 Station Road and land at former haulage/warehousing premises.**

The Senior Planning Officer presented the report and highlighted salient points for the consideration of the Committee.

The Senior Planning Officer supplied the Committee with amended conditions and noted that additional comments had been received from the Local Ward Member, Riccall Parish Council and Natural England.

The Manager of Development Management confirmed that the economic climate encouraged the developer to request a 5 year rather than 3 year implementation period.

Public Speaker – Peter Torrible

- Viability of the site has been addressed through negotiation with Selby District Council and the District Valuer.
- The site aims to have 19-20% affordable housing rather than the 40% level that would be expected under normal economic conditions.
- The site will deliver both employment and affordable housing.
- Junction improvements would be addressed by the developer.

The Chair of Planning confirmed that this application had been discussed at the Planning Committee in June 2008 and that the issue of economic viability would need to be addressed through a 'claw back clause'.

The Solicitor to the Council confirmed that the detail of the Section 106 Agreement was still being negotiated with the developer, but it was intended that a formula would be agreed which would enable the valuation of the scheme to be re-examined and any additional profit shared with the Council to provide affordable housing off site. The developer would advise the Council of the revised valuation.

The Chair of Planning concluded that the construction compound would need to be off road as part of the informatives within the decision notice.

Resolved:

That the application be granted subject to delegated authority to officers to finalise conditions and a Section 106 Agreement. The Section 106 Agreement is to include an appropriate 'claw back' clause for affordable housing provision agreed by the Solicitor to the Council in conjunction with appropriate valuation advice

752

**Application: 2009/0979/FUL
Location: Bolton Lodge, The Rampart, Bolton Percy
Proposal: Erection of a plant/implement store.**

The Senior Planning Officer presented the report and highlighted salient points for the consideration of the Committee.

The tree survey and review of Tree Preservation Orders were highlighted by the Senior Planning Officer, indicating that the removal of two trees would be offset by the planting of two replacement trees at the site.

Resolved:

That the application be granted subject to the conditions set out in the report.

753

Private Session

Resolved:

That in accordance with Section 100(A)(4) of the Local Government Act 1972, in view of the nature of the business to be transacted, the meeting be not open to the Press and public during consideration of the following items as there will be a disclosure of exempt information as defined in Section 100(1) of the Act as described in paragraph 3 of Part 1 of Schedule 12A to the Act.

754

Planning Enforcement Sub Group Minutes 22 March 2010

Councillors requested an update on the issue of Holly Barn Forge which had been raised with Planning Enforcement in November 2009. The Solicitor agreed to provide the update and ensure that all the planning enforcement cases with Legal were provided to the Planning Committee members.

Resolved:

That the minutes of the Planning Enforcement Sub Group (22 March 2010) be noted.

The meeting closed at 5.20pm.

SELBY DISTRICT COUNCIL

MINUTES

Minutes of the proceedings of a meeting of the Licensing Committee held on 12 April 2010 in Committee Room 2, The Civic Centre, Portholme Road, Selby, commencing at 10.00 am.

698	Apologies
699	Disclosure of Interest
700	Minutes
701	Procedure
702	Chairs address to the Licensing Committee
703	Application for removal of a consent street

Present: Councillor R Sayner in the Chair

Councillors: Councillor Mrs D White, Councillor Mrs D Davies, Councillor Mr B Marshall, Councillor Mrs J Dyson, Councillor McCartney, Councillor K Ellis, Councillor Mrs K McSherry, Councillor Mrs P Mackay and Councillor Mrs S Ryder.

Officials: Senior Solicitor, Licensing Enforcement Officer and Committee Services Officer.

Public: 0

Press: 0

698 **Apologies for Absence and Substitution**

None.

699 **Disclosure of Interest**

None.

700 **Minutes**

Resolved:

That the minutes of the proceedings of the meeting of the Licensing Committee held on 8 March 2010 be confirmed as a correct record and be signed by the Chair.

701 **Procedure**

The Procedure was noted.

702 **Chair's Address to the Licensing Committee**

The Chair reminded the Committee that any questions raised must be relevant to the application that is being considered.

703 **Application for removal of a consent street**

Councillors received the report of the Licensing Enforcement Officer in respect of determining to resolve to recommend to Full Council to remove the designation of Market Place, Selby as a consent street. Thus making it a prohibited street under Schedule 4 of the Local government (Miscellaneous Provisions) Act 1982 in order to remove Market Place, Selby from the list.

The Licensing Enforcement Officer outlined details of the case.

Councillors heard clarification from the Environmental Health Manager regarding the entitlement of selling of hot food under the "Market Rights" from the Earl of Londesborough. It was also explain that hot food was supplied at the Wednesday Farmers market via separate legislation by the District Council. The committee were informed that negotiations were underway to transfer the "charter markets" over to the Town Council, which if successful would result in all decisions regarding trading on the market square transferring to the directive of the Town Council.

The Licensing Enforcement Officer informed Councillors that the 'Londesborough Arms Hotel' located on the Market Square were also in the process of applying for a 'Pavement Café Licence' allowing café style tables outside the premises serving hot food. This licence is issued by North Yorkshire County Council.

Councillors took a vote on the following recommendation, Councillor B Marshall and Councillor Mrs D Davis requested that it be noted they voted against the recommendation.

Recommendation to Council:

That the Market Place Selby be removed from the register of consent streets for the following reasons:

- **The impact that cooked food traders would have on the regenerated Market Place when there are alternative locations available.**

- **Obstruction of emergency vehicle access.**

The meeting closed at 10:37am

Selby District Council

MINUTES

Minutes of the proceedings of a meeting of the Economy Board held on **13 April 2010**, in Committee Room 2, The Civic Centre, Portholme Road, Selby, commencing at 5.00pm.

705	Apologies for Absence and Substitution
706	Disclosure of Interest
707	Minutes – 12 January 2010
708	Chair's Address to the Economy Board
709	Performance Indicator Report: April 2009 – February 2010
710	Business Link Update
711	Economic Development Activity Update

Present: Councillor D Fagan in the Chair

Councillors: J Deans, Mrs C Goodall, Mrs P Mackay, N Martin, Mrs E Metcalfe, I Nutt, C Pearson, R Sweeting, J Thurlow

Officials: Head of Service – Finance, Development Policy Manager, Development Policy Officer and the Overview and Scrutiny Coordinator

Invitees: John Fox (Business Link Strategic Partnership Manager)

Public: 0

Press: 0

705 Apologies for Absence and Substitution

There were no apologies for absence or notices of substitution.

706 Disclosure of Interest

None were received.

707 Minutes

Resolved:

That the minutes of the proceedings of the meeting of the Economy Board held on 12 January 2010 be confirmed as a correct record and be signed by the Chair.

Chair's Address to the Economy Board

The Chair gave his address to councillors which covered the following issues:

Unemployment:

The influx of new companies has not impacted substantially on the unemployment figures in Selby, due largely to the fact that 50% of Selby District residents commute out of the District to work. It was noted that unemployment remains a major issue for the District. The Development Policy Officer explained that the commuting information was based on census data and the Development Policy Manager agreed to provide councillors with the monthly unemployment figures electronically.

Selby Business Park:

The offices are nearing completion on the site.

Tollbridge Site:

The site has now been cleared and landscaping works will be carried out later in 2010.

Selby Heritage Partnership Scheme:

The scheme has been a success and English Heritage has increased their funding allocation for 2009/10, whilst indicating that they would consider favourably a two year extension. Officers at Selby District Council are currently working on a bid to extend the area eligible for grant funding.

The Head of Service – Finance presented the Renaissance Project financial data as requested by the Economy Board in November 2009.

The Development Policy Manager responded to the issue of the Station Quarter. It was explained that Yorkshire Forward would not purchase the site while there was still private sector interest. It was further noted that Selby District Council would need to approach the landowners to find out about the proposals for the site. The Development Policy Manager will report back to the Economy Board with an update at a future meeting.

Performance Indicator Report: April 2009 – February 2010

The Head of Service – Finance presented the report and highlighted salient points for the attention of the Economy Board.

The Local Taxation collection figures were noted as relatively positive given the current economic climate and the difficulty in collecting from empty properties.

Resolved:

That future actions and priorities be established to recognise achievement and address the areas of weakness highlighted in the report.

710

Business Link Update

The Development Policy Manager presented the report along with the Business Link Strategic Partnership Manager.

The Business Link Strategic Partnership Manager explained his role in providing the Delivery Plan and noted the success of the regional model for Selby. It was further explained that the 3rd Quarter performance figures were favourable when put into the context of the recession and that end of year figures were on target to be in line with objectives.

The Business Link Strategic Partnership Manager explained that successful liaison links had been established with Selby businesses and the Chamber of Commerce, which can be extended across the rest of the District. It was also confirmed that the services of Business Link were available to all businesses.

Skills improvement was also noted as an area of success, especially in attracting funding for staff training. It was confirmed that the skills agenda would be a continuing focus for the Business Link Partnership.

The Business Link Strategic Partnership Manager explained that Selby District Council can help in the promotion of the Innovation Vouchers scheme, as well as the other services provided by Business Link. The suggestion for Business Link to attend the Community Engagement Forums was accepted by the Strategic Partnership Manager and details would be forwarded after the meeting.

Resolved:

That the Business Link Update report be noted.

711

Economic Development Activity Update

The Development Policy Officer presented the report and highlighted the issues and developments raised through a number of organisations that impact upon Selby District: North Yorkshire Economic Development Group; Leeds City Region Employment and Skills; Selby Employment and Skills Partnership; and York-England.

It was confirmed by the Development Policy Manager that the York-England service would be delivered by North Yorkshire County Council as

of 1 June 2010.

Resolved:

That the Economic Development Activity Update report be noted.

The meeting closed at 5.42pm.

Selby District Council

MINUTES

Minutes of the proceedings of a meeting of the Audit Panel held on 14 April 2010, in Committee Room 2, The Civic Centre, Portholme Road, Selby, commencing at 4:00 pm.

712	Apologies
713	Disclosure of Interest
714	Minutes
715	Annual Audit Letter
716	Use of Resources
717	Audit Opinion Plan
718	Review of Corporate Risk Register
719	Internal Audit Plan 2010/11

Present: Councillor Mrs E Casling (In the Chair)

Councillors: J Cattanach, M Jordan, R Packham and Mrs A Spetch

Officials: Head of Service – Finance, North Yorkshire Audit Partnership – Head of Partnership, Audit Commission - Audit and Engagement Manager and Democratic Services Manager.

Public: 0

Press: 0

712 **Apologies for Absence**

Apologies were received from Councillor Mrs W Nichols.

713 **Disclosure of Interest**

None.

714 **Minutes**

Resolved:

That the minutes of the Audit Panel held on 20 January 2010 be confirmed as a correct record and be signed by the Chair.

715 **Annual Audit Letter**

The Audit and Engagement Manager – Audit Commission presented the annual audit and inspection letter for 2008/09, which gave an overall summary of the Commission’s assessment of the Council.

Councillors heard that the letter was positive and highlighted the effective procedures and management in place. Work had already been undertaken on the recommendations presented and the Audit Commission felt that partnership audit approach was working effectively.

The Audit Panel discussed its role. The Head of Service - Finance was looking to evaluate the work of the Audit Panel.

Resolved:

That report be noted.

716 **Use Of Resources**

Councillors considered a report by the Audit and Engagement Manager – Audit Commission, which assessed how well the Council was managed and used its resources.

The report found that overall the Council manages its resources well, that it was in a sound financial position and has robust financial planning processes in place.

The Panel discussed the importance of data quality, it was hoped that this would improve as a result of the recent launch of the Covalent performance management system.

Resolved:

That report be noted.

717 **Audit Opinion Plan**

The Audit and Engagement Manager – Audit Commission, presented the Audit Opinion Plan which set out the work the Audit Commission proposed to undertake for the audit of financial statements in 2009/10.

Councillors heard that the Plan provided an update to the 2009/10 audit fee letter, issued to the Council in April 2009.

Resolved:

That report be noted.

718

Review of Corporate Risk Register

The Head of Service – Finance presented a report which provided the latest Corporate Risk Register.

The Audit Panel agreed to take the report in public.

Councillors requested further detail concerning a number of risks from the Head of Service – Finance. This included the reasons why certain Risk Scores had changed.

Councillors wished to see the recommendation in the report amended.

Resolved:

That the Committee accepted the revised Corporate Risk Register.

719

Internal Audit Plan 2010/11

The Panel considered a report on the Internal Audit Plan 2009/10 which had been drafted using the Partnership's risk assessment model. The model considered various aspects appertaining to activities within Selby District Council and assessed the level of inherent risk. The plan had a total value of 425 days.

The Audit Panel agreed to take the report in public.

Progress against the plan would be reported to the panel and the plan itself would be reviewed at a future meeting.

Councillors questioned the proposals for auditing the services provided by Enterprise. Councillors requested further details concerning the audits in this area.

Resolved:

That Councillors endorsed the Audit Plan.

The meeting closed at 5.24pm.

SELBY DISTRICT COUNCIL

MINUTES

Minutes of the proceedings of a meeting of the Environment Board held on 15 April 2010 in Committee Room 2, The Civic Centre, Portholme Road, Selby, commencing at 4:00 pm.

720	Apologies for absence
721	Disclosure of interest
722	Minutes
723	Chair's Address to the Environment Board
724	Review of Car Park Fees
725	Evaluation of Streetscene Contract Implementation
726	Performance Indicators April 2009 to February 2010
727	Budget Exceptions until 31 December 2009

Present: Councillor C Metcalfe in the Chair

Councillors: M Jordan, Mrs C Mackman, A Pound, R Packham, J Thurlow, D Fagan (R Sweeting) and I Chilvers (I Nutt).

Officials: Head of Service – Housing, Principal Officer (Waste and Recycling), Head of Service – Finance and Central Services, Environment Health Manager, Acting Principal Environmental Health Officer, Committee Services Officer.

Public: 0

Press: 0

720 **Apologies for Absence and Substitution**

Apologies were received from Councillor Mrs M Davis, Councillor C Lunn, Councillor I Nutt and Councillor Mrs D White.

Substitute Councillors were D Fagan (*For I Nutt*).

721 **Disclosure of Interests**

None.

722 **Minutes**

Resolved:

That the minutes of the proceedings of the meeting of the Environment Board held on 21 January 2010 be confirmed as a correct record and be signed by the Chair.

723 **Chair's Address to the Environment Board**

The Chair informed the board that the Principal Officer (Waste and Recycling) would, in addition to agenda items give an update on the litter problem on Abbey Walk and also at the service park around MacDonalds which was raised through the Tadcaster Community Engagement Forum.

Review of Car Park Fees

Councillors received the report of the Environmental Health Manager which reviewed the current off-street pay and display car park fees.

The Board considered the possibility that the fees be frozen for twelve months and reviewed again at the end of this period for the purpose of supporting local residents during the current economic climate which although is improving has an uncertain future. It was suggested that this recommendation could go to Policy and Resources Committee to consider and review policy implications but also to find other possible money saving outlets to make up for the short fall that would result from freezing these increases. The financial short fall of taking this action was estimated by the Head of Service – Finance at £15,000 (to end March 2011) and £30,000 as a total for the years of 2011/2012.

Resolved: That;

- i) The Environment Board takes no action on the proposed increase of the current off-street pay and display car park fees for the current year.**

Recommendation to Policy and Resources Committee: That;

Alternative money saving options are considered to supplement the short fall created by freezing the scheduled increase on the off-street pay and display car park fees for the current year and;

Policy and Resources Committee review the policy after 12 months.

Evaluation of Streetscene Contract Implementation

Councillors received the report of the Principal Environmental Services Officer and the Regional Operations Director, Enterprise Managed Services.

The report reviewed the Environmental Services contract with Enterprise since its commencement on 3 October 2009, covering the integration of waste and recycling, street cleansing and grounds maintenance services. As well as the partnering contract and a review of the waste and recycling service.

It was explained that although there had been some initial teething problems with the ABC roll-out these had been resolved quickly and the amount of recycling material presented had exceeded expectation. Councillors were also told that calls to the customer contact centre had increased significantly. Officers were questioned as to the type of enquires being made; a breakdown of call subjects was requested for information at a later date.

Councillors also enquired about grass cutting and the frequency to which it was being carried out and if this was to the same frequency and standards that North Yorkshire County Council carried out grass cutting. The Chair explained that a grass cutting feasibility study, formulated with Enterprise had been taken to the Tadcaster and Villages Community Engagement Forum by the Principal Environmental Services Officer in March 2010, with an additional update regarding the collection of grass being taken back to the Partnership Board on 28 June 2010. It was therefore requested that this information also be brought to the Environment Board.

The Principal Environmental Services Officer updated Councillors on the litter problem at the privately owned Abbey Walk. It was explained that several complaints had been received and a cleaning schedule has never been received for the area, therefore the next steps to be taken by Environmental Health Services would be to set up monitoring

of the area to gather evidence if the area is not being cleaned regularly. Previously the owners have been approached on an informal base but they now would be written to formally requesting their cleaning schedule and informing them of the complaints received, as well as setting out the costs for Selby District Council to carry out the cleaning. If a positive response does not result from this enforcement will then be looked into under the 'Clean Neighbourhoods Act'. Councillors were also informed that a strategy was currently being worked on that considered enforcement options working with other partners and this would include options that could be taken in the circumstances of privately owned land. This would be due for completion at the end of Summer and it was requested that this be brought to the Environment Board for review so that Street Scene arrangements can be agreed and formalised first before putting in place partnership involvement.

Resolved: That;

- i) **The report be noted; and**
- ii) **A Partnership Working Enforcement Strategy Proposal be brought to the Environment Board meeting on 16 September 2010**

726

Performance Indicator Report: April 2009 – February 2010

The Head of Service – Partnerships and Commissioning presented a report to assist councillors in focussing on priority areas and managing the performance of the Council by providing an update on the progress made in 2009/2010 and is being made for the corporate and statutory National Indicators for which they were responsible.

The Chair commented that the report displayed outstanding results and asked that officers pass on thanks from the Environment Board to all staff involved.

Resolved:

That the report be noted.

727

Budget Exceptions until 31 December 2009

The Head of Service – Finance presented a report to councillors with information on the budget exceptions for the 2009/10 financial year to 31 December 2009.

Resolved:

That councillors note the budget exceptions for the 2009/10 financial year to 31 December 2009.

The meeting closed at 17:57

SELBY DISTRICT COUNCIL

MINUTES

Minutes of the proceedings of a meeting of the Social Board held on 20 April 2010 in Committee Room 2, The Civic Centre, Portholme Road, Selby, commencing at 5.00pm.

728	Apologies for absence
729	Disclosure of interests
730	Minutes
731	Chair's Address to the Social Board
732	Decent Homes Progress Report
733	Community Centre Review Final Report
734	Progress Report, Local Authority owned Garage Sites
735	Homelessness Priority Need Order Grant 2010-11
736	Choice Based Lettings
737	Performance Indicators April 2009 – Feb 2010

Present: Councillor Mrs G Ivey in the Chair

Councillors: I Chilvers, Ms M Davis, K Ellis, Mrs C Goodall, C Lunn, D Mackay, J Mackman (substitute Mrs C Mackman), Mrs M McCartney, Mrs W Nichols and A Pound.

Officials: Head of Service – Housing & Property, Committee Services Officer, Policy & Partnership Officer.

Public: 0

Press: 0

728 **Apologies for Absence and Substitution**

Apologies were received from Councillor Mrs C Mackman.

Substitute Member was Councillor Mr J Mackman (substitute Mrs C Mackman).

729 **Disclosures of Interest**

None received.

730

Minutes

Resolved:

That the minutes of the proceedings of the meeting of the Social Board held on 9 March, subject to Councillor Mrs E Metcalfe apologies being removed and Councillor A Pound being included in apologies, be confirmed as a correct record and be signed by the Chair.

731

Chair's Address to the Social Board

The chair gave an update on the Leisure Partnership Forum meeting. It is intended that a new Customer Management System will be installed which will take payments, issue receipts and make bookings at Abbey Leisure Centre.

This new system will identify users and their type of use, target initiatives to improve attendance and increase participation.

A new member scheme and a 'Lifestyle Card' will be introduced. This will incorporate the current membership card for the gym, pool and fitness classes however for an extra £1.00 lifestyle card holders will receive further discounts including advanced bookings facility and half price use of dry sports facilities. The Forum welcomed the proposal.

Councillors agreed to note the update and endorse the comments.

732

Decent Homes Progress Report

A report was submitted by the Head of Housing and Property to provide councillors with an update on the delivery of the Council's Decent Homes programme.

The Decent Homes target is a milestone for December 2010. New targets will be given for 2020.

The HoS Housing and Property answered specific questions about Adaptations. It was requested that an update on the Adaptions Budget be brought back to Social Board.

Resolved:

- i) That the report be noted and;**
- ii) That an update on the Adaptions Budget be brought back to a Social Board meeting.**

Social Board
20 April 2010

Community Centre Review Final Report

A report was submitted by the Policy and Partnership Officer to provide councillors with an update on the Community Centre Review Final Report.

The report set out how services and facilities at the centres might be improved to meet local needs, or how current provision might be re-provided at alternative local centres. Consultation events have been held with people who currently use the centres to establish a baseline. It is proposed that further work be progressed relating to each centre, and the report has been brought to Social Board for the Board to agree that as part of this process officers consult with the public and community centre users on the re-provision of existing services.

Resolved:

- i) That the report is noted and;**
- ii) That officers explore the proposals contained in the report including;**
- i) The enhanced management of 3 centres by Selby District Council and the opportunities for statutory or third sector partners to take over the management of a further 3 centres**
- ii) Possible alternative uses for Kelcbar, Womersley and Kellington**
- iii) Further consideration to be given to the possibilities of extending services at Eggborough and South Milford prior to a final decision on the way forward**
- iv) In all cases, work to include the re-provision of existing services in local facilities.**

Progress Report, Local Authority owned Garage Sites

A report was submitted by the Head of Service – Housing & Property to provide councillors with a progress report on the local authority owned garage sites.

It was agreed that there need to be priorities agreed with regard to the management of the garage sites and which sites will go forward for development. Interested development partners are working with Selby District Council officers to see which sites would be able to go forward. Consultation with the community will take place as part of any development proposals.

Parking provision may be an issue at Eggborough. This will be considered by officers and developer partners as part of the process if and when a

proposal is agreed to be developed by the preferred partner.

Resolved that:

- i) Officers progress work relating to the development of the 13 identified garage sites, prioritising the sites at Eggborough**
- ii) A report is brought back to June Social Board with proposals for the Eggborough garage sites.**

735

Homelessness Priority Need Order Grant 2010-11

A report was submitted by the Head of Service – Housing & Property to provide councillors with a proposals for the spend of the Homelessness Priority Need Order Grant 2010-11.

The surplus Homelessness Priority Need Order Grant can be carried forward from 2009-10.

The Head of Service Housing and Property updated members that the CLG had provided an additional grant of £20,000. It was confirmed that 2010/11 would be the final year for this grant; however work is progressing with partners to establish the future mechanism for them to bid for funds from alternative sources if appropriate.

Resolved that:

- i) Approval be given to fund the Housing Options Adviser post for a further year c£28,000 with on-costs and;**
- ii) Approval be given for a grant to Daisy Chair for £11,425 and;**
- iii) Approval be given for a grant to HARP of £9,250 and;**
- iv) The remainder of the funding, £11,325 plus additional £20,000 granted in 2010, be given further consideration by officers and a report be brought back with a recommendation on how it can contribute to homelessness prevention.**

736

Sub Regional Choice Based Lettings Scheme

A report was submitted by the Head of Service – Housing & Property to provide councillors on progress towards a Sub Regional Choice Based Lettings Scheme and to seek approval of the Housing Allocation Policy.

All other North Yorkshire district councils (except Harrogate) are involved in the scheme and three Registered Social Landlords. All feedback from consultation has been considered.

Resolved:

That authorisation be given to the Head of Service – Housing and Property to agree subsequent minor amendments to the Housing Allocation Policy that does not fundamentally alter the approach agreed.

Recommended to Council:

The adoption of the Housing Allocation Policy.

737

Performance Indicators April 2009 – February 2010

Head of Service – Housing and Property updated councillors on the progress that had been made in 2009/10 on the corporate and statutory National Indicators for which the Committee were responsible.

Further information was given as follows:

Year end figures to March

REV 1 – 98.14%

REV5 – 1.7%

Resolved:

That the report be noted.

The meeting closed at 6.25pm.

Minutes of the meeting of the Selby Community Project - Internal Project Board held at 9.30am on Wednesday, 11 February 2010, in the Planning Conference Room.

Present: Councillor M Crane (MC) (Chair)
M Connor, (MCo) Chief Executive
J Lund, (JL) Deputy Chief Executive
Councillor D Fagan (DF)
Councillor M Jordan (MJ)
Councillor N Martin (NM)

In attendance: K Goodwin, (KG) Project Lead – Selby Community Project - Selby District Council
R Bullen, (RB) Associate Director, Turner & Townsend Project Management
K Iveson, (KI) Head of Finance and Central Services – Selby District Council
M Davis, PA to the Deputy Chief Executive & Strategic Director

1. Welcome Action

Councillor Crane welcomed everyone to the meeting of the Internal Project Board (IPB).

2. Apologies

Apologies were received from Councillor Mrs C Mackman.

3. Minutes of last Meeting – 3 December 2009

The minutes from the meeting held on 3 December 2009 were approved as a correct record.

4. Matters Arising

JL confirmed that the Full Business Case was approved and confirmed in writing by the Strategic Health Authority. An email had been sent advising members of the Internal Project Board of the outcome.

5. Project Update Report

A copy of the progress report was circulated prior to the meeting.

Procurement, Funding, Contract

Following approval of the FBC by the Strategic Health Authority the building contract between SDC and BAM Construction has now been signed.

Project Costs

The project costs are as reported in the progress report.

Turner and Townsend will report on a monthly basis and will work with BAM Construction to evaluate the work before passing to SDC for payment.

Programme

BAM will start work on 15 February 2010.

Due to be completed on 27 May 2011.

Period of decant needs to be worked out over the next few months.

Demolition of the hospital and construction of the car park and landscaping to be completed by November 2011.

Project completion by 18 November 2011.

Key Next Steps

Commence monthly reporting cycle with BAM to monitor the programme, costs and issues as they arise.

Other Issues

There were a number of planning conditions that needed to be discharged prior to BAM starting on site. There are a number of conditions yet to be discharged throughout the construction period.

Under the terms of the contract BAM can only accept instructions from Turner and Townsend who will liaise with Kay Goodwin and Stephanie Porter.

DF asked for clarification on the NYCC Highways plans for Doncaster Road which are out for consultation.

JL confirmed that NYCC have had plans for traffic calming on Doncaster Road for some time. The development of the hospital and civic centre have made some works necessary ie the mini roundabout. Some of the s106 monies from the development are being used for wider proposals. The zebra crossing and speed cushions relating to the site and mini-roundabout are for the community project scheme.

MC suggested inviting NYCC to attend a meeting of the IPB to question them on their plans for Doncaster Road.

JL informed the IPB that he is attending a meeting next week on the phasing of NYCC works and will invite NYCC to attend a meeting of the IPB to discuss their plans and the outcome of their consultation.

JL

RB will consult with BAM regarding any requirements for utility works along Doncaster Road.

RB

Following the rejection of the landscaping proposal at Planning Committee to allow for further consultation with the neighbouring residents, BAM consulted these residents with new proposals for landscaping and the condition has now been discharged.

6. Feedback from 'Meet the Buyer' event – 2 February 2010

KG reported that BAM were pleased with the turnout as almost 50 attended the event. Several new contacts were made and BAM offered to work with some of the attendees to assist them achieve the Health and Safety requirements.

7. Date of next meeting

The next meeting will be arranged during week commencing 12 April 2010.

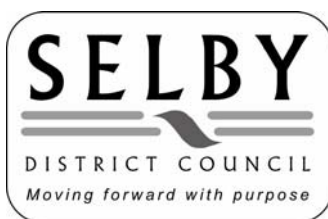
MD

8. Any Other Business

Sod Cutting Ceremony

KG advised that the sod cutting ceremony would take place on the 8 March 2010 and that Lance Corporal Colin Spooner MC would cut the first sod. 35 invitations had been sent out with a small group being involved in the actual ceremony. John Grogan will also attend.

The meeting closed at 10.00am.



Title: The move towards an executive structure
To: Council
Date: 1 June 2010
Author: Martin Connor, Chief Executive

1 Purpose of Report

- 1.1 To update Council on progress on the programme to move to a Leader and Cabinet executive structure by May 2011

2 Recommendation

2.1 That the Council:

- i. Notes progress on the potential move to a Leader and Cabinet executive structure by May 2011,**
- ii. Gives authority to the Chief Executive to set up an independent Remuneration Panel, and**
- iii. Approves the proposed training programme.**

3 Executive Summary

- 3.1 This is the second progress report on the programme which would formally move the Council to a Leader and Cabinet executive structure by May 2011 and covers progress on:
- The re-write of the Constitution
 - Outcome of the consultation process
 - Authority to set up a Remuneration Panel
 - Approval of a training programme
- 3.2 The Council is asked to note the progress to date, confirm the appointment of an independent Remuneration Panel and confirm the training programme.

4 The Report

4.1 The Constitution review is progressing via the IDeA communities of practice site where each element of the constitution is being posted for comment. P&R Committee in July will have the opportunity of a broader discussion on key elements of the draft document.

4.2 To date the following sections of the constitution have been re-drafted:

Summary and Articles	consultation closed
Council Procedure Rules	consultation closed
CEF Procedure Rules	consultation closed
O&S Procedure Rules	consultation closed
Budget and Policy Framework Rules	consultation closed
Executive Procedure Rules	consultation closed
Planning Code of Conduct	consultation closed
Officer Employment Procedure Rules	consultation closed
Access to Information Procedure Rules	consultation closed
Procurement Code of Conduct	consultation closed

The Leader has reviewed comments on the above and a final draft will be posted later this month.

The following parts of the constitution are currently open for consultation:

Financial Procurement Rules	Open until 16 May
Councillor Code of Conduct	Open until 21 May

4.3 At the time of writing this report, the consultation response to date is as follows:

There have been 140 responses (31 via the web; 109 postal - 300 sent out)

74% are in favour of the move to an Executive structure

77% are in favour of a reduction in the number of Councillors

The consultation closes on 31 May and I will have further details available at Council.

4.4 There has been lively discussion at previous meetings on the cost of councillor allowances resulting from a move to executive arrangements. The Council has yet to determine the allowance scheme and, in order to do so, will require a report from an independent panel. I am now seeking the Council's authority to convene such a panel with a view to having their report available for the October meeting of Council.

4.5 Council is aware, of course, that the panel will make recommendations on the maximum allowances payable and it will be for the Council to determine a scheme within that maximum level.

- 4.6 Council agreed at its last meeting that a series of training events should be set up to explore the implications of a change to an executive model. I attach at Appendix A the proposed programme for agreement by Council

5 Financial Implications

- 5.1 There are no financial implications arising specifically from this report other than a fee of £200 for each of the four members of the independent panel (which they have previously directed to a charity of their choice). The cost of the fees and any training approved by the Council will be met from the budget already set aside for councillor development.

6 Conclusions

- 6.1 I ask the Council to note the progress report and to indicate acceptance of the convening of an independent panel and approval of the training programme.

7 Link to Corporate Plan

- 7.1 This report links to the Better use of Resources and Organising to Deliver themes of the Corporate Plan.

8 How Does This Report Link to the Council's Priorities?

- 8.1 The report does not link to any specific priority but the new provision links to the heart of the community and provision of services.

9 Impact on Corporate Policies

9.1 Service Improvement Impact

The proposal to adopt executive arrangements should lead to improved value for money, improved accountability and more transparent decision making.

9.2 Equalities Impact

The proposal to adopt executive arrangements should increase the equality of access to our community to both services and policy formulation.

9.3 Community Safety and Crime No impact

9.4 Procurement **No Impact**

9.5 Risk Management **Impact**

The risk of not implementing the changes revolves around our ability to implement community engagement requirements and move to a more accountable democratic structure.

9.6 Sustainability **No Impact**

9.7 Value for Money **Impact**

The proposals to adopt executive arrangements will allow community input to local service provision, hopefully draw down external funding and at the same time allow the implementation of a new requirement for community engagement. The move to an executive model should reduce democratic costs and increase accountability.

10 Background Papers

10.1 None

Councillor Development

As with any change it will be essential that there is an appropriate range and level of support put in place to facilitate the process. Councillors representing their wards or as scrutiny, regulatory or cabinet members, would play a major part in supporting the strategic and operational effectiveness of the Authority. In contributing to this success councillors will be responsible for ensuring that they have the appropriate skills. To support councillors in achieving the skills needed to meet the broad range of responsibilities, a Development Strategy will be developed.

The aims of the Strategy will be to:

- support councillors in any move to a new structure
- create a clear Councillor Development Framework based upon individual needs and the needs of the Council as a whole
- ensure all councillors have access to appropriate learning and development activities to enable them to acquire the knowledge and skills required to be an effective councillor in a new structure
- deliver the skills and knowledge necessary to lead the delivery of high quality public services through the community leadership
- ensure all councillors are fully aware of their responsibilities, accountabilities, legal requirements and matters of probity
- support continuous learning and skill-building, through Personal Development Planning

These key aims will help to inform an Action Plan for achieving effective Councillor Development and Charter Status. The Action Plan will help drive the work being undertaken by the Council, by identifying key milestones and goals.

A range of methods, locations and times will be employed in delivering training, to take account of personal circumstances and learning styles. A mixture of in-house workshops, external courses and events all help to give a balanced approach and maintain flexibility.

With limited resources it is imperative that the Authority realises the maximum potential from any development activity.

Work on the Strategy is underway and will be presented to councillors at a later date for agreement.

In preparation for any move to a new structure, a series of briefings which will provide the opportunity for councillors to find out more about how a potential executive structure may work has been organised.

These sessions will be led by presenters who have experience of such an environment and will allow councillors to hear first hand about how an executive structure operates.

Because of the holiday period there will be sessions in July and September. The sessions will take place week commencing 5 July, 2010 and 19 July 2010, and 6 September 2010 and 13 September 2010, and each session will be run at least twice, dependant on numbers, once during the day and once early evening to enable those councillors who have work commitments during the day to attend. Every effort will be made to ensure that the dates do not coincide with any Committee, Board or Community Engagement Forum meetings.

The sessions will be open to all councillors and details of the time and venue of each of the workshops, together with the joining instructions, will be sent to all councillors early June to allow plenty of time to book the sessions in diaries.

An overview of each of the workshops is set out below:

Political leadership – role of executive member and frontline councillor

Aim: To give an overview of a councillor role within an executive structure

By the end of the session delegates will have explored.....

- the characteristics of an effective executive / scrutiny relationship
- the officer/ member relationship role
- sharing practice and experiences with councillors from other local authorities

Method of delivery and duration: Half day workshop drawing on good practice and delivered by an experienced facilitator and councillor 'peer' enabling a practitioner perspective.

Dates: Weeks commencing 19 July 2010 and 13 September 2010.

Role of Overview and Scrutiny

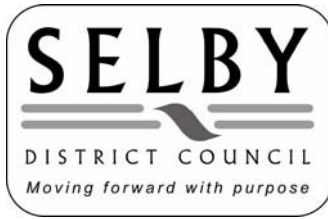
Aim: To gain an understanding of how the role of overview and scrutiny operates in an executive model.

By the end of the session delegates will have explored.....

- the overview and scrutiny process
- the role of overview and scrutiny members
- different types of overview and scrutiny and how they differ in practice
- share experiences and practice with councillors from other local authorities

Method of delivery and duration: Half day workshop combining facilitator input and informal discussion.

Date: Weeks commencing 5 July 2010 and 6 September 2010.



Title: Anticipating greater financial constraint
To: Council
Date: 1 June 2010
Author: Martin Connor, Chief Executive

1 Purpose of Report

- 1.1 To update Council on current work intended to anticipate greater financial constraint in public funding.

2 Recommendation

- 2.1 **That the Council:**
- i. Notes the report, and**
 - ii. Resolves to receive greater detail and firm recommendations from the Chief Executive in due course as the scale of grant cuts becomes clearer.**

3 Executive Summary

- 3.1 Following the General Election, it would seem that the new coalition government have confirmed our expectation of significant cuts to public expenditure. Though detailed measures will be confirmed in the coming weeks and months, there is little doubt that the financial settlement for the coming three years and beyond can be expected to be significantly down on current levels.
- 3.2 The early consideration of efficiency measures is essential and officers are currently working on a package of measures that will come forward for Council's approval.

4 The Report

- 4.1 Any hope that the predictions of public sector cuts circulating prior to the General Election were overstated is rapidly dissipating as the new coalition government considers its response to the “financial black hole”.
- 4.2 Work continues on methods of reducing our expenditure/increasing income including progressing the concordat with Harrogate and Craven. A briefing for all members of the three councils is scheduled at the Harrogate Conference Centre on 5 July 2010. We cannot, in my view, rely solely on this concordat or expect that it will deliver savings to the extent of our current needs or to a timescale appropriate for us. Other options are, therefore, being considered alongside the concordat and I would hope to report back with a detailed package before the autumn.
- 4.3 We face the potential of service cuts unless we can identify cheaper ways of doing things and this is likely to change the face of this organisation beyond the current bounds of local government traditions. We have had confirmation from the IDeA that they would like to use Selby District Council as a pilot authority as an example of a small district’s response to the financial challenges faced by local government.
- 4.4 There is, of course, a role for closer working between public sector organisations and I would include in this a potentially enhanced role for the third sector.
- 4.5 The commissioning of services is nothing new to us and this is likely to feature strongly in our future service delivery. I include for completeness at Appendix A, a copy of our Commissioning Strategy which will be familiar to Council.
- 4.6 Clearly, national coverage of spending cuts is having an unsettling effect on staff and I will keep them informed of progress whilst continuing to critically examine the need for filling any vacancies that arise.

5 Financial Implications

- 5.1 There are no financial implications arising specifically from this report other than highlighting the need to continue to find ways of reducing expenditure/increasing income.

6 Conclusions

- 6.1 I ask the Council to note the report and my intention to come back in due course with detailed recommendations for operating under increasing financial constraints.

7 Link to Corporate Plan

7.1 This report links to the Better use of Resources and Organising to Deliver themes of the Corporate Plan.

8 How Does This Report Link to the Council's Priorities?

8.1 The report does not link to any specific priority but the new provision links to the heart of the community and provision of services.

9 Impact on Corporate Policies

9.1 Service Improvement Impact

The proposals for change will impact on the way we deliver services in the future and the scope we have for improving services.

9.2 Equalities No impact

9.3 Community Safety and Crime No impact

9.4 Procurement Impact

Improved procurement practices will assist in reducing costs.

9.5 Risk Management Impact

The risk of not implementing change revolves around our ability to deliver services against a backdrop of reducing grant funding.

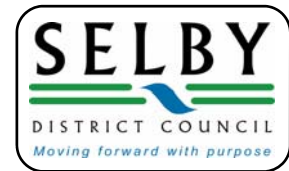
9.6 Sustainability No Impact

9.7 Value for Money Impact

The proposals, when they come forward in detail, will attempt to secure the greatest value for money possible given the financial challenges we face.

10 Background Papers

10.1 None



COMMISSIONING STRATEGY 2010-2015

1.0 INTRODUCTION

1.1 Background

The council has committed itself to a strategic commissioning model and sees itself as a commissioner of services rather than a provider. The Commissioning Strategy facilitates the council's full use of its powers and duty to promote the economic well being of the district and will encourage diversity amongst suppliers and in the way services are provided.

The overall purpose of the strategy is to provide a framework to ensure that the council delivers on its priority outcomes and meets the duty of value for money both in strategic service delivery options and in contracts for goods, works and services. A companion *Joint Procurement Strategy* has been developed as part of the council's partnership arrangements with Scarborough and Ryedale councils.

The council is facing increasingly difficult financial challenges in the coming years and strategic commissioning is at the heart of not only delivering better outcomes for the community of Selby, but delivering a target of £1m in efficiency savings from alternative service delivery arrangements.

Partnership working is a key part of the commissioning agenda, whether that is as joint commissioners, in terms of the Local Strategic Partnership, or joint delivery mechanisms in relation to partnerships with other authorities. Indeed during 2009 the council entered into a Concordat with Harrogate and Craven district councils on shared services, and a procurement partnership with Scarborough and Ryedale councils. The council's plans for partnering with the private sector were also taken forward in 2009, with the outsourcing of leisure services to Wigan Leisure and Culture Trust and the letting of a major contract with Enterprise for a range of Streetscene services. The latter two contracts have saved the council in the region of £1m in terms of revenue savings.

1.2 What is Commissioning?

For the purposes of this strategy, commissioning is defined as the entire cycle of assessing the needs of people in a local area, designing services, and then securing them. The following definition is useful:

'Strategic commissioning links the delivery of strategic objectives with key operational outcomes. It involves more than deciding whether to deliver services in-house, in partnership or externally and focuses on managing and using markets to secure desired outcomes'.

(HM Treasury)

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The council recognises that commissioning is a central component in the transformation agenda and has the capacity to facilitate significant changes to the betterment of the wider community. Strategic commissioning means securing the services that most appropriately address the needs of customers and local people, making use of performance information and market intelligence and planning accordingly. Commissioning is about the realisation of value for money services for the community and as such it requires continuous monitoring and review leading to improvements.

A typical commissioning cycle involves the following activities:

- Understanding the strengths and weaknesses of the service, project or intervention
- Understanding needs or building a 'community profile'
- Developing and agreeing the vision, i.e. what success should look like
- Agreeing priorities for action and routine performance targets
- Agreeing commissioning standards
- Planning, budgeting and deciding which partners will do what, how and when, i.e. procurement
- Measuring performance
- Managing performance by holding providers to account for delivering the commissioning strategy
- Reporting back and informing the next plan

2.0 AIM AND OBJECTIVES

2.1 Aim

The overall purpose of the strategy is to ensure that the council delivers on its priority outcomes and meets the duty of value for money through the commissioning of services and in contracts for goods, works and services.

2.2 Principles

The Commissioning Strategy will include seven principles. These principles will be applied when managing the process:

- Clarity on how outcomes will integrate into the strategic and corporate policy context;
- Delivering value for money is at the core of the process and is inclusive of sustainable outcomes and the need to deliver increased value with fewer resources; and
- People are placed at the centre – adopting a 'customer centric approach';
- Continuous engagement amongst all interested parties from the outset of the commissioning process will be ensured;
- Well managed collaborative engagement is a key feature designed to ensure smooth collaboration between client, provider and service user;
- Decisions are taken against a background of quality research and penetrating analysis to clearly establish what must be delivered;

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- Ensuring a detailed knowledge and a quantified understanding of existing services and how they perform in relation to value for money and user satisfaction.

2.3 Objectives

The objectives of the strategy are as follows:

- To adopt a 'needs assessment' framework to help identify priority outcomes, both at a corporate and service level;
- To ensure that customers and the community have an opportunity to influence commissioning priorities;
- To develop a programme for applying a strategic commissioning approach to the council's services, projects and interventions (the Service Analysis Matrix);
- To ensure that 'sustainability', in its widest sense, is taken into account in all commissioning activity;
- To ensure that the council explores and evaluates all appropriate procurement options as part of the commissioning process;
- To ensure that efficiencies are realised through commissioning;
- To ensure that commissioning activity is underpinned by strong performance management, evaluation, review and learning processes;
- To ensure that the council develops key skills and competencies to support its commissioning activities.

The objectives above will be delivered through an annual Action Plan for Strategic Commissioning – see Section 8.

3.0 THE PLACE SHAPING CONTEXT

3.1 Place-shaping and local partnership working

Commissioning is a key part of the place-shaping agenda, where local authorities and their partners come together to deliver on community outcomes. Sir Michael Lyons, in his 2007 place-shaping review, saw commissioning as 'the creative use of powers and influence to promote the general well-being of a community and its citizens'.

During a joint project on improving the strategic commissioning of public services the Local Government Association and the Confederation of British Industry again positioned commissioning at the heart of improving life in communities with their joint 2008 vision - 'a strategic approach to commissioning and delivering community-based outcomes requires public bodies across a community to step back and take an overall view of their role in the locality. It is about imagining and delivering new solutions that do not yet exist and being prepared for challenges yet to emerge.'

The Selby District Local Strategic Partnership has recently developed a Sustainable Community Strategy (SCS) for 2010-2013. The new SCS is focussing on how the council and its partners can use joint commissioning to achieve the collective priorities of the partnership to achieve the long-term vision for the district.

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3.2 Community Engagement

Essential to successful commissioning is the need to engage all stakeholder groups. The council will ensure that all stakeholders including service users, the wider community, suppliers and contractors and specialist council officers along with their partner organisations are included in the process.

The implementation of the council's Community Engagement Strategy is therefore key to the success of its strategic commissioning plans, and the roll-out of the Community Engagement Forums (CEFs) across the district will form a central pillar to the commissioning process, in terms of needs assessment but also delivery itself. Examples include the Tadcaster CEF commissioning the Night Marshals service to patrol the town at weekends and delivering a Chill Pod for young people.

From 2010 with the roll out of the CEF model throughout the district, commissioning through the voluntary and community, or third sector will become increasingly important to community engagement.

4.0 NEEDS ASSESSMENT

4.1 What is a Needs Assessment?

A needs assessment takes into account a wide range of information and data, including:

- Links to other plans and strategies – how the service/project/intervention helps deliver on other key strategies;
- Core data set for the outcome/issue/service – this could be a community profile, demographic data, economic data, environmental data, etc;
- Engagement/consultation with communities/service users/consumers – this would include the State of the Area Address, the Place Survey, ad hoc research, engagement with the community via the CEFs, etc;
- Elected member and employee input – via focus groups, surveys, etc; and
- Evidence of the effectiveness of current services/interventions/projects – with reference to national indicators, other key performance indicators, evaluations, etc. The council is prioritising a programme of Business Process Improvement exercises, which will include looking at benchmark data on performance, cost, etc – see section 7.0. It is expected that this work will link with the action plan for strategic commissioning – see section 8.0.

4.2 How it is used?

It should provide the information needed to advise decision makers on what the council wants to deliver in terms of core services and priority outcomes. It should be used to inform priorities in the State of Area Address and the council's strategic programme and in service plans. In strategic commissioning it is used to identify the priority outcomes which the commissioning needs to deliver.

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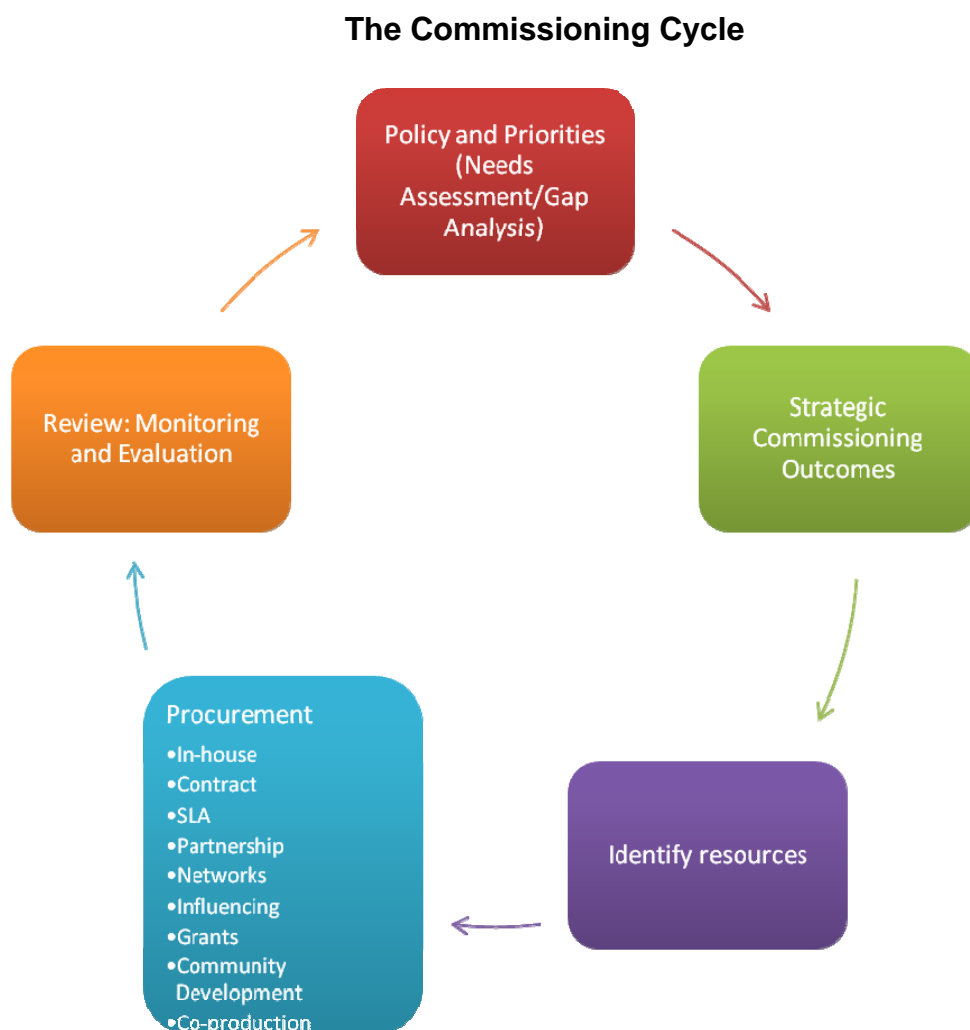
5.0 COMMISSIONING AND PROCUREMENT

5.1 Procurement in the Commissioning Context

Procurement and commissioning are not the same. Procurement is part of the wider commissioning cycle. Commissioning can be seen as the 'what' and procurement as the 'how' or the implementation phase.

Delivery in the Selby District comes through a combination of public, business and third sector organisations and is organised via a mix of contracts, partnerships and in-house or inter-agency agreements. The process carefully considers 'make, buy, share or partner' options. The commissioning process must consider all appropriate options, irrespective of the sector they originate from, as well as ensuring legislative compliance and full transparency. The test is what will best deliver the desired outcomes.

Procurement has traditionally been defined as the process of buying goods or services, from the initial advertising through to the final contract. However, in the strategic commissioning context, procurement is increasingly being seen as having a wider definition. The recent joint improvement initiative by the LGA and CBI identified nine key types of procurement, set out in the procurement phase of the Commissioning Cycle below:



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All nine types of procurement are used in the council; the table below sets out each of the procurement approaches and provides a definition for each, along with examples in Selby:

The range of procurement options used by the council		
Type of Procurement	Definition	Examples at SDC
In-house	Delivered within the organisation	Housing, Revenues & Benefits
Contract	A legal agreement with specific terms between two or more persons or entities in which there is a promise to do something in return for a valuable benefit known as consideration	Street Scene, Leisure, Lyreco (office supplies), BT
SLA	An agreement which sets out the level or standard of services	Community Safety Service delivery
Partnership	An agreement to work collectively between two or more independent bodies to achieve a common objective	Local Strategic Partnership, Procurement Partnership, Audit Partnership, Countryside Management Partnership
Networks	An informal group or community of interest or practice which often shares information, learning and practice	North & East Yorkshire Community Engagement Group
Influencing	Using the organisation's power to affect people, actions or events	Business dinners, meetings with LSP partners
Grants	Funding for a voluntary or community sector organisation or community project	Grants to AVS, CAB, to provide support to vulnerable people
Community Development	Action that helps people to recognise and develop their ability and potential and organise themselves to respond to problems and needs which they share	Community Engagement Forum projects
Co-production	The provision of services through regular, long-term relationships between service providers and service users or other members of the community, where all parties make substantial resource contributions	Volunteers at Barlow Common, Neighbourhood Watch, Planning for Real

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5.2 The Procurement Partnership and the Joint Procurement Strategy

On 1 August 2009 the council entered into a Procurement Partnership with two other councils in North Yorkshire. As part of the arrangements a Joint Procurement Strategy has been developed and a shared service has been set up.

The councils of Ryedale, Selby and Scarborough jointly spend £53 million every year on the supplies, services and works needed to deliver services to the public in the three areas. How well we procure those requirements has a critical impact on our performance and ability to provide value for money.

The Joint Procurement Strategy sets out the over-arching framework which will help to ensure that together our procurement delivers excellent value and supports the attainment of all three councils' priorities and visions.

The joint strategy will help the three councils achieve the objectives set for the North Yorkshire Joint Procurement Committee. It takes into account the national agenda as set out in the National Procurement Strategy for local government together with the councils' local priorities. The strategy is supported by a business plan covering a three year period.

The Joint Procurement Strategy is a companion to the Selby Commissioning Strategy and will focus on the implementation of the council's procurement ambitions.

6.0 IN-SOURCING, HOSTING AND SELLING

6.1 The strategy takes a wide view of commissioning and how procurement can be used to deliver on priorities. Indeed selling and in-sourcing are part of the range of options for how the council procures what it wants to deliver. The council may decide to lead on the delivery aspects itself via a partnership or arm's length company. This will be particularly appropriate where the Needs Assessment identifies key strengths and skills in a key area. Indeed, some commissioning could also be undertaken by an arm's length company.

6.2 Should the council take an active role in 'selling', there is a recognition that specialist skills would need to be developed to adopt this approach; this would require specific competencies and significant culture change.

7.0 BUSINESS PROCESS IMPROVEMENT

7.1 Business Process Improvement (BPI) is a key partner to strategic commissioning. Where services are to be procured, ensuring a service is 'lean' before entering into the procurement process can help ensure that the council gets best value and gains genuine efficiencies. The council has a BPI specialist working to deliver on a programme of priority services and functions. The BPI programme will need to co-ordinate with the Annual Action Plan for Strategic Commissioning.

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8.0 ANNUAL ACTION PLAN FOR STRATEGIC COMMISSIONING

ANNUAL ACTION PLAN FOR STRATEGIC COMMISSIONING 2010 - 2011			
Ref.	Action	Target date	Lead Officer
A	Cross-cutting		
A-1	To develop a framework for developing and maintaining a Needs Assessment	July 2010	Rose Norris
A-2	To review the Service Analysis Matrix to identify priority services and themes for applying a strategic commissioning approach (see Appendix 1). The BPI work will be part of this process.	July 2010	Rose Norris
A-3	To undertake a Business Case on the Concordat with Harrogate and Craven to establish where there are clear financial and other benefits from joint working	End May 2010	Jonathan Lund
A-4	To develop a Competency Framework for strategic commissioning	tbc	Rose Norris
A-5	To ensure the council's new performance management system can support all stages of the commissioning cycle	Spring 2010 during system set up	Rose Norris
A-6	To adopt the Joint Procurement Strategy	Spring 2010	Rose Norris
A-7	To review arrangements for commissioning with the third sector	Tbc	Tbc
A-8	Something on CEFs and commissioning?		
B	Service Specific		
B-1	To bring forward final proposals on service delivery arrangements for Environmental Health	End April 2010	Mike Thompson
B-2	To identify alternative options for developing the Audit Partnership to ensure best value	tbc	Karen Iveson
B-3	To identify potential for partnership working on HR with Ryedale	Tbc	Janette Barlow
B-4	To undertake an options appraisal on the council's Commercial Waste service	tbc	Sarah Smith
B-5	To review service delivery arrangements and future options for the Countryside Management Partnership	tbc	Sarah Smith
B-6	To identify service delivery alternative options for Revenues and Benefits	Tbc	Karen Iveson/ Andrew Allport
B-7	To identify service delivery alternative options for Legal Services	Tbc	Janette Barlow
B-8	To identify service delivery alternative options for other back office functions	tbc	Karen Iveson

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9.0 SUCCESS MEASURES

The following success measures will be used to evaluate the effectiveness of the strategy:

- Improved performance on services which have been through the strategic commissioning process, as evidenced in national indicators, key local performance indicators, etc;
- Efficiency savings in each of the services which goes through the strategic commissioning process; and
- £1m in efficiency savings overall through commissioning between 2010 and 2014/15.

THE COMMISSIONING PROGRAMME AND SERVICE ANALYSIS MATRIX

The council has developed a decision making matrix to help it decide which services are priorities for applying a strategic commissioning approach. The matrix considers a number of impact drivers and the complexity of the service under review. The various components of each are set out below:

Impact Drivers

- Lower Cost - the cost of service delivery would be lowered
- Greater Efficiency - greater levels of output could be achieved for the same costs
- Improved Service - the standard, quality or spread of the service would get better
- Greater Resilience - the impact of sickness, vacancies, system downtime etc would be reduced or coverable
- Better Staff Retention/Recruitment - the service would be better able to attract and retain staff
- Rising Corporate CAA Rating - the service would contribute to raising the Corporate rating of the Council (e.g. CAA)
- Better Service Performance rating - the service would have a better set of performance measures
- Political Drive/Impact - the political will or desire to see change or the impact a change might have on political fortunes
- Timing Pressures - the ability of the service to meet any time pressures, deadlines, statutory requirements or terminal dates - in fact any circumstance which exerts a time pressure

Complexity

- Service Legislative Framework - how complex is the legislation which governs the service?
- Service Specification - how complex would a detailed service specification be likely to be?
- Performance Measurement Systems - how easy/complicated would it be to devise proper performance measurement/review systems?
- Timing Pressures - what degree of complexity would timing issues be in pursuing the project?
- Availability of Partners - what degree of complexity would the search for suitable partners add to the project?
- Procurement Routes - would procurement rules and routes add complexity to the process?
- Project Skills and Capacity -
- Inherent Risks - are there other risks, inherent in the service, that would add to complexity?
- Political Sensitivity - what political sensitivity would have to be managed and what degree of complexity would this add to the project?

Following the analysis, services were plotted onto the matrix in one of four boxes to help decide which are priorities for applying the strategic commissioning approach:

- Quick wins; Transformation; Symbolic; Nice to have, but...