

# Selby District Council



## Agenda

Meeting: **Executive**  
Date: **5 July 2012**  
Time: **4pm**  
Venue: **Committee Room**  
To: Councillor Mark Crane, Councillor Mrs Gillian Ivey, Councillor Cliff Lunn, Councillor John Mackman and Councillor Chris Metcalfe

### 1. Apologies for absence

### 2. Minutes

The Executive is asked to approve the minutes of the meeting held on 31 May 2012. Pages 4 to 9.

### 3. Disclosures of Interest

Members of the Executive should disclose personal or prejudicial interest(s) in any item on this agenda.

### 4. Annual Report

Report E/12/8 asks the Executive to accept the Annual Report as an accurate record of the 2011/12 financial year. Pages 10 to 36.

### 5. Potential Site for the Travelling Community – Key Decision

Report E/12/9 provides the Executive with an update on the latest position in respect of a potential site for the Travelling Community. Pages 37 to 42.

## **6. Airey House Adaptation**

Report E/12/10 asks the Executive to approve a proposal to bring forward 2 properties from the future Airey homes refurbishment programme. Pages 43 to 45.

## **7. 2011/12 Final Accounts Outturn Report – Key Decision**

Report E/12/11 updates the Executive with details of the final outturn position between budgeted and actual net expenditure and income for the 2011/12 financial year. Pages 46 to 73.

## **8. Council Tax Localisation – Key Decision**

Report E/12/12 provides the Executive with details of the options for the provision of Localised Support for Council Tax to enable consultation with major preceptors to commence. Pages 74 to 84.

## **9. Annual Review of the Leisure Contract**

Report E/12/13 provides the Executive with the second formal annual review of the Leisure Contract with Wigan Leisure and Culture Trust. Pages 85 to 115.

## **10. Private Session**

**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 discussion of the following item as there will be disclosure of exempt information as defined in Section 100(1) of the Act as described in paragraph 1 of Part 1 of Schedule 12(A) of the Act.**

## **11. Closed Circuit Television Monitoring and Maintenance Procurement Project – Selection of Tender Shortlist – Key Decision**

Report E/12/14 asks the Executive to approve the next steps in the procurement process. Pages 116 to 119.

**M Connor  
Chief Executive**

<b>Dates of next meetings</b>
<b>19 July 2012 Executive Briefing</b>
<b>6 September 2012 Executive</b>
<b>20 September Executive Briefing</b>

Enquiries relating to this agenda, please contact Glenn Shelley on:  
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# Selby District Council



## Minutes

### Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	31 May 2012
Present:	Councillor M Crane (Chair), Mrs G Ivey, C Lunn, J Mackman and C Metcalfe
Apologies for Absence:	None
Officers present:	Chief Executive, Deputy Chief Executive, Executive Director (S151), Executive Director Communities Selby, Director of Community Services, Business Manager (ES), Development Manager Communities Selby and Democratic Services Manager.
Public:	1
Press:	0

NOTE: Please note, only minute numbers 5, 6, 8, 9, 10 are subject to call in. The deadline for Call In is 5pm on 12 June 2012. Decisions not called in may be implemented from 13 June 2012.

#### 1. Disclosure of Interest

There were no disclosures of interest.

#### 2. Minutes

The Executive agreed to amend the list of representatives on outside bodies to nominate Councillor B Marshall in place of Councillor Mrs S Duckett to the Ouse and Derwent Internal Drainage Board.

Councillor J Mackman was also approved as the Council's representative on the North Yorkshire Spatial Planning and Transport Board.

Subject to the above amendments, the minutes of the meeting on 3 May 2012 were submitted and agreed as a correct record and signed by the Chair.

### **3. Start Time of Meetings**

**Resolved:**

**To approve 4 pm as the start time for meetings of the Executive for the 2012/13 municipal year.**

### **4. Olympia Park**

Councillor Mark Crane presented the report which set out an appropriate policy framework to facilitate consideration of a planning application for the Olympia Park strategic development site.

Councillor Crane highlighted the benefits that the development of Olympia Park would bring to Selby District. The Executive discussed the links between the Olympia Park development and the developing Core Strategy.

The Director of Community Services stated that the developers of Olympia Park had recently submitted a planning application for the site.

**Resolved:**

- i. To support the principles of the Olympia Park Delivery Framework, Masterplan and draft Supplementary Planning Document;**
- ii. To submit the Olympia Park documents to Policy Review for consideration;**
- iii. To support the timetable set out at paragraph 2.8 of the report;**
- iv. To support the proposed delegation arrangements set out at 2.10 and 2.11 of the report.**

Reason for the decision:

To provide a policy framework for consideration of a planning application for the Olympia Park strategic site.

### **5. Abbey Leisure Centre Fire: Reprovision of Fitness Centre Facilities – Car Parking issues**

Councillor Mrs G Ivey presented the report which, in connection with the provision of a replacement Fitness Centre at Portholme Crescent, sought authorisation to make the necessary arrangements to redesignate the

Portholme Crescent car park from long stay to short stay and establish a new long stay car park at Portholme Road.

Councillor Mrs G Ivey updated the Executive regarding the Council's provision of alternate Fitness Centre facilities at the former Walkers Bingo Hall. She highlighted that over 2000 members of the Abbey Leisure Centre had maintained their membership following the fire. The new facility, Profiles Fitness Centre, would open shortly.

The Executive supported the proposal to provide up to two hours free parking for users of the Profiles Fitness Centre at the Portholme Crescent Car Park once the car park was redesignated.

**Resolved:**

- i. To change the Portholme Crescent Car Park from a Long Stay to a Short Stay Car Park;**
- ii. To change that part of the Portholme Road site which was retained by the Council to use as a Pay and Display Long stay Car Park;**
- iii. To authorise officers to obtain the necessary permissions to enable the changes to be implemented;**
- iv. To refund leisure users at the Profiles Fitness centre the cost of parking at Portholme Crescent and to cap the refund to no more than two hours once the car park is redesignated as a short stay car park;**
- v. Until implementation of the required changes and improvements works have been completed, Portholme Road to be made available free of charge for Long Stay Car Parking;**
- vi. To agree a Monday to Saturday charging period for the new Long Stay Car Park at Portholme Road.**

Reason for the decision:

- i. Following the fire at Abbey leisure Centre and as a consequence of the provision of a new Fitness Centre at the former Walkers Bingo Hall it is necessary to consider changes to the existing short and long stay car parking in that part of Selby.
- ii. The recommendations will result in the relocation of long stay car parking at Portholme Road and the provision of additional short-stay car parking in the Town centre at Portholme Crescent.

## **6. Treasury Management Outturn Report – Key Decision**

Councillor C Lunn presented the report which provided performance information on the Council's treasury management activities for the year to 31 March 2012.

Councillor Lunn outlined the Council's cautious approach to investment given the current economic conditions.

**Resolved:**

**To endorse the actions of officers on the Council's treasury activities for 2011/12 and approve the report.**

Reason for the decision:

To comply with the Treasury Management Code of Practice, the Executive is required to receive and review regular Treasury Management monitoring reports including the annual review.

**7. The Housing Revenue Account (HRA) Business Plan**

Councillor Lunn presented the report which detailed the draft HRA Business Plan prior to consultation with tenants and Policy Review Committee.

Councillor Lunn stated that the Plan had been developed against a background of major change in the form of the Localism Act and move to self-financing. The Plan was a key element in providing tenant focussed services and effective management and maintenance of the Council's housing stock.

The Executive discussed the Decent Homes Standard and the work that had been undertaken on the Council's housing stock.

**Resolved:**

**To approve the HRA Business Plan for consultation**

Reason for the decision:

- i. To set out a viable business plan for appropriate consultation.
- ii. To comply with the requirements set out in the Localism Act.

**8. Countryside Management and Green Spaces Strategy – Key Decision**

Councillor C Metcalfe presented the report which set out the Council's Countryside and Green Spaces Strategy.

Councillor C Metcalfe provided the Executive with the background to the Strategy, he set out its aims and outlined the innovative new approach to working with partners to deliver effective management of the district's biodiversity and green infrastructure. He commended officers for their work in developing the Strategy and it was noted that the strategy would make a significant contribution the Council's 'Living Well' agenda.

**Resolved:**

**To approve the Countryside and Green Space Strategy for public consultation.**

Reason for the decision:

To ensure Executive approval of the strategy prior to public consultation.

**9. Countryside Management, Practical Arrangements**

Councillor C Metcalfe presented the report which gave details of the practical arrangements to ensure the countryside and green spaces owned by the Council are managed effectively and to ensure the aims of the Countryside and Green Space Strategy are achieved.

The Executive discussed the current and future provision of services at each of the Council's sites and were assured of the knowledge and skills levels held by the respective partners. It was felt that the Council needed more time to consider the future of the Bondgate former Landfill site.

Councillor C Metcalfe outlined the break points in the lease agreements.

**Resolved:**

- i. To lease Barlow Common to Yorkshire Wildlife Trust for ninety nine years subject to agreed terms;**
- ii. To lease Hambleton Hough to The Wildlife Habitat Protection Trust for ninety nine years subject to agreed terms;**
- iii. To thank Selby Town Council for their interest in the Bondgate Landfill Site, but to retain the site pending further consideration;**
- iv. To continue the current arrangements with Yorkshire Water regarding the management of Brayton Barff.**

Reason for the decision:

To ensure appropriate, sustainable management and enhancement of Council owned countryside and green space.

**10. Overview and Scrutiny Work Programmes**

Councillor M Crane presented the Overview and Scrutiny Work Programmes which requested input by the Executive prior to approval by Council.

The Executive considered the Scrutiny Work Programme, and were concerned that the reference to budget cuts affecting the North Yorkshire Fire Service in the item scheduled to be considered on 22 January 2013



was unreasonably prejudging the outcome of the services' budget discussions for next year and might cause unnecessary alarm.

The Executive then discussed the Policy Review Work Programme. The Executive was concerned at the demands on resources to support an early consideration of a Renewable Energy Strategy in light of the delayed Examination in Public of the Council's Core Strategy. They were reassured that the Policy Review Committee intended to consider the scope and timetabling of the renewable energy issue at their June meeting and recognised the competing demands particularly on the Council's Policy Team. The Executive also asked that the Policy Review Committee undertake a similar scoping and timetabling review of their proposals to examine Enforcement Policy.

The Executive approved the Audit Committee Work Programme.

**Resolved:**

**To provide the above feedback to the relevant Committees.**

Reason for the decision:

To ensure the Overview and Scrutiny Work Programmes make effective use of Council resources.

The meeting closed at 5.34 pm.

# Selby District Council

## REPORT

Reference: E/12/8

Item 4 - Public



**To:** The Executive  
**Date:** 5 July 2012  
**Status:** Non Key Decision  
**Report Published:** 27 June 2012  
**Author:** Mike James  
**Executive Member:** Cllr Mark Crane  
**Lead Officer:** Keith Dawson

**Title:** Annual Report 2011/12

### **Summary:**

Selby District Council's annual report is a key reference point for the authority, summarising the work of the Council during the 2011/12 as well as giving a financial overview.

### **Recommendation:**

**To accept the annual report as an accurate record of the financial year 2011/12.**

### **Reasons for recommendation**

To enable the annual report to go forward for general publication.

#### **1. Introduction and background**

1.1 The Council's annual report gives an overview of the authority's key areas of work during the period 1 April 2011 to 31 March 2012.

1.2 The report is designed as a reference point for a wide range of audiences, both public and government. As such, it includes information about the way in which the Council operates, the authority's strategic priorities, performance during the year, a financial summary and information about the environment in which the Council operates including its key partnerships.

1.3 2011/12 has been a momentous year for the Council, with significant change to the structure of the organisation and a move to the new joint civic centre and community hospital.

1.4 The report is specifically designed to support the development of Access Selby too. The middle section of the Council's annual report can be extracted and used as separate review document for Access Selby, supporting the development of a suite of marketing documents for this part of the organisation. This approach has avoided duplication in the production process, enabling the best use of resources.

## **2. The Report**

2.1 Appendix A is the draft annual report document.

## **3. Legal/Financial Controls and other Policy matters**

### **3.1 Legal Issues**

3.1.1 There are no specific legal issues.

### **3.2 Financial Issues**

3.2.1 The report includes a financial summary for 2011/12, as well as fulfilling the Council's obligation to publish information about councillors' allowances.

## **4. Conclusion**

4.1 The annual report acts as an important reference point for the Council, both in summarising successes and challenges over the past year and in setting the context for the next twelve months. The publication of the document gives an opportunity to celebrate all that has been achieved, including the significant changes made during this period to reduce costs, maintain service standards and support the community through the development of the new civic centre and community hospital facility.

## **5. Background Documents**

5.1 The annual report complements other Council documents, such as the Corporate Plan, to engage people about the authority, what it does and how it does it.

### **Contact Details**

Access Selby Lead Officer – Marketing and Communications: Mike James  
[mjames@selby.gov.uk](mailto:mjames@selby.gov.uk)

### **Appendices:**

Appendix A: Selby District Council Annual Report 2011/12.



**This is our**  
**Annual Report**  
**for 2011/12**

**A review of the work of Selby District Council  
between 1 April 2011 and 31 March 2012**

## This is... our year



A year of change, development, new opportunities and new beginnings. During these twelve months we changed the entire structure of the way the Council delivers services, we changed the way in which we make decisions and we moved to a brand new civic centre. Alongside all of that, we had a District Council election too.

We've put in place radical changes to enable us to continue to deliver services that are important to our community in the face of significant budget pressures. Our innovative approach has enabled us to do more for less.

We've moved to a brand new joint civic centre and community hospital in Selby. By pooling resources with the local NHS we've managed to secure the future of a much-loved local hospital and reduce long-term running costs for both the health service and the council: a win-win for our community.

During the year we put in place a new Executive system for making decisions, streamlining the

process and making individual councillors more accountable to the community they serve.

Such radical change has required vision, decisiveness and the support of all our staff without whom these important achievements would not have been possible.

It's been a challenging year, but we've risen to this challenge. That's been recognised nationally too, with exposure on national radio and as a finalist within the prestigious MJ Awards 2012: both highlighting our innovation and success.

We go into 2012/13 a confident, efficient and effective organisation, ready to meet the ongoing challenges faced by local government across the country. Not everything has been perfect and we still face tough decisions, but we can be confident in our approach.

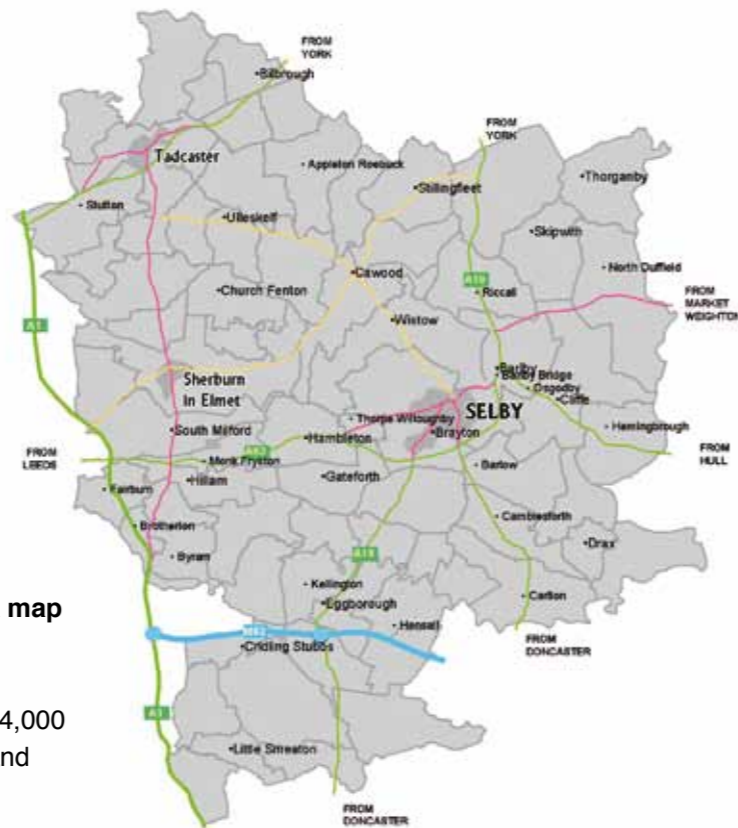
**Leader, Cllr Mark Crane &  
Chief Executive, Martin Connor  
Selby, June 2012**



# This is... our place

We're in North Yorkshire and this is a map of our district...

Our biggest town is Selby with around 14,000 people, followed by Sherburn in Elmet and Tadcaster...



The Halifax Rural Areas Quality of Life Survey 2012 scored the Selby district as the best rural area in the north of England; this is Council-owned nature reserve, Hambleton Hough...

Our largest employment sectors are retail and manufacturing, supported by big employers such as the power generation plants at Drax and here at Eggborough...



We've got a long history, with a much-loved Abbey at Selby, historic monuments, battlefields and buildings such as Cawood Castle, pictured here...



We serve around 82,000 people who live in 40,000 homes, such as these properties in the Flaxley Road area of Selby...

And during the year we've totally changed the way we work to make us more efficient and effective: find out more on page 12...

# This is... our commitment to you

Selby District Council delivers a wide range of services to the community...

**Street scene services** including household and business waste and recycling



Benefits services and local taxation

**Leisure services**, including two leisure centres  
**Environmental health services**



Planning applications and planning policy

**Housing services** for over 3,000 Council-owned properties



Election administration and democratic support

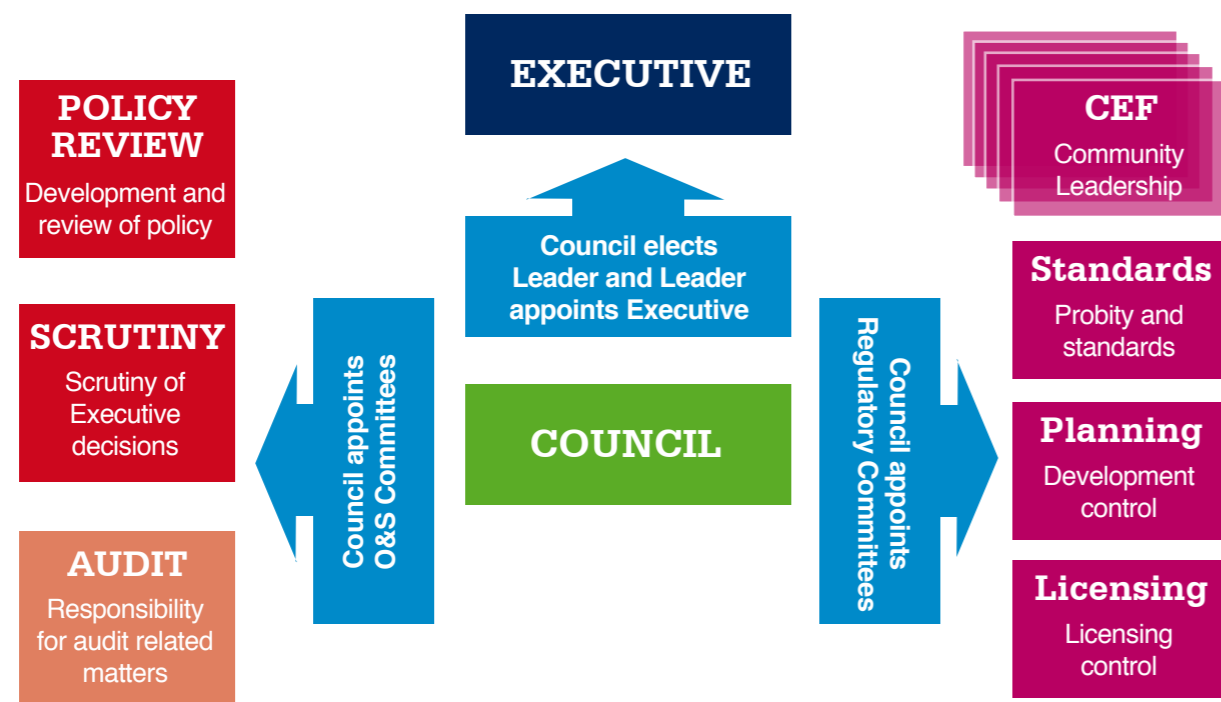
# This is... our organisation

During 2011/12 we put in place a brand new way of making decisions, called an Executive structure. This change took place just after the District Council elections in May 2011, during which residents returned 29 Conservative, ten Labour and two Independent councillors.

The aim of the change to an Executive structure was to enable the Council to make decisions more quickly and therefore be more responsive to local issues; also to support all councillors to play a bigger role in representing the individual needs of their wards.

There are currently 41 councillors and all the details of which areas they represent are online: [www.selby.gov.uk](http://www.selby.gov.uk). During the year, however, the Local Government Boundary Commission announced that it is to review the total number of councillors serving the authority, after being approached by the Council to do so. The aim, from the Council's point of view, is to re-assess whether it may be better to have fewer councillors overall. The Commission's review is scheduled to take place during 2012/13.

**This diagram shows how the different parts of the decision-making structure work.**



## The Executive

The Executive develops and proposes policy for the Council and has the authority to take all decisions within the Budget and Policy Framework set by the Council, including Key

Decisions. A Key Decision is something that has significant impact in two or more wards in the district, or has spending or saving implications of more than £150,000.

### During 2011/12 the Executive comprised



Leader of the Council,  
**Cllr Mark Crane**  
(Con, Brayton)



Deputy Leader and Lead Member with responsibility for external relations and partnerships,  
**Cllr Gillian Ivey** (Con, Whitley)



Lead Member with responsibility for finance and resources,  
**Cllr Cliff Lunn**  
(Con, Hambleton)



Lead Member with responsibility for place shaping  
**Cllr John Mackman**  
(Con, Monk Fryston & South Milford)



Lead Member with responsibility for communities,  
**Cllr Chris Metcalfe** (Con, Tadcaster West)

## Council

All councillors meet together as the Council in the main Council chamber (pictured). At these meetings councillors decide the authority's overall policies and set the budget each year. The Council ensures that the Leader and Executive act in accordance with the Budget and Policy Framework established by the Council, and holds them to account for the decisions they take.



## Scrutiny

Three committees carry out the overview and scrutiny function, which is designed to be a check and balance on decisions made.

**The Policy Review Committee** – to contribute to the development of new Council policy and review the effectiveness of existing Council policy.  
**Chair: Cllr Mike Jordan**  
 (Con, Sherburn in Elmet)



**The Scrutiny Committee** – to scrutinise decisions and performance and help hold the Leader and Executive to account.  
**Chair: Cllr Wendy Nichols**  
 (Lab, Selby South)



**The Audit Committee** – to scrutinise and monitor the Council's control, procedures and risk management systems.  
**Chair: Cllr Elizabeth Casling**  
 (Con, Riccall with Escrick)



## Regulatory and other committees

Three committees deal with the regulatory functions of the Council.

**Planning Committee** – to deal with all planning issues, such as planning applications, as per Town and Country Planning legislation.  
**Chair: Cllr Jim Deans**  
 (Con, Hemingbrough)



**Licensing and Appeals Committee** – to deal with all licensing issues that are the responsibility of the District Council, such as the licensing of taxis and pubs.  
**Chair: Cllr Ruth Sayner**  
 (Con, Hambleton)



**Standards Committee** – to promote and maintain high standards of conduct by councillors.  
**Chair: Ms H Putman**  
 (independent member)

## Councillor allowances

Councillors get paid an allowance to support them in their work. In line with the national pay freeze for local government workers during 2011/12, Selby District Councillors voted to freeze their allowances during the year too. So despite the significant changes to the political structure, allowances remained the same during the year.

Basic councillor allowance (applies to all councillors):	£4,115
<b>Plus additional payments for the following political positions</b>	
Leader of the Council:	£10,288
Deputy Leader of the Council:	£4,115
Other Executive Councillors:	£4,115
Majority group leader*:	£2,058
Opposition group leader:	£2,058
Scrutiny Committee Chair:	£3,087
Policy Review Committee Chair:	£3,087
Audit Committee Chair:	£2,058
Planning Committee Chair:	£4,115
Licensing Committee Chair;	£4,115

\*Where the majority group leader is also the Leader of the Council, he/she receives only the allowance for Leader of the Council.

## Declarations of interest

Councillors must declare if they've got a vested interest in anything about which they're making a decision. That's to ensure everything is fair and transparent. You can see these 'declarations of interest' on the Council's website: [www.selby.gov.uk](http://www.selby.gov.uk).



# These are... our five 'big things'

In September 2011 the Council set out a new four year vision. This focuses on five 'big things' – issues that will drive the strategic direction of the Council during this period.

## Big thing one A stronger council

### Summary

To take bold decisions and lead from the front by better understanding what our customers want. We won't be frightened of doing things differently.

### What we want to deliver

- Support councillors to make the Community Engagement Forums even more effective (see page 25 for more on these Forums).
- Play a more confident role in North Yorkshire and the wider region
- Help more people and communities to help themselves

### How will we measure success?

- Test public satisfaction with Community Engagement Forums
- Evidence real influence at county and regional level
- Number of Community Engagement Forum projects delivered and local issues resolved through these Forums
- Number of people volunteering

### What have we achieved during the year?

- Revamped online support for Community Engagement Forums to include social media interaction, with the aim of boosting



- engagement and involvement
- Supported delivery of new 'Volunteering Centre' to help coordinate volunteers and opportunities
- Delivered key successes in partnership with others through the Community Engagement Forums, such as meeting local transport needs, supporting road safety, supporting youth volunteering and helping sustain local community organisations



## Big thing two Changing places

### Summary

We want to put in place long-term plans to support the homes we need and business growth that will bring new jobs and opportunities.

### What we want to deliver

- Deliver the local development framework to support house building and employment development
- Support growth of the leisure, hospitality and retail economy
- Increase investment in the Selby district

### How will we measure success?

- Level of new homes bonus
- How much employment land is developed
- Business rate growth
- Inward investment

### What have we achieved during the year?

- Creation of the Core Strategy draft document which sets out the type of development needed in the district between now and 2027
- Our move to the new civic centre (see page 18) will support long-term business development in the centre of Selby



## Big thing three Living well

### Summary

Support a cultural and visitor economy; we want to further improve community-based leisure services and use the London Olympics as a catalyst for encouraging greater sports participation.

### What we want to deliver

- Increase participation in sport, leisure and cultural activities
- Work with partners to identify gaps in the provision of leisure and cultural activities
- Limit the impact of a lack of rural transport



### How will we measure success?

- Number of people taking part
- Produce and implement a leisure and culture strategy
- Reduce the perception of isolation

### What have we achieved during the year?

- Working closely with our leisure services provider to develop more community-based sports provision, in particular following the Abbey Leisure Centre fire in February 2012 (see page 23)



- Supporting Community Engagement Forums to run an Olympic-themed event to encourage participation across the district.

## Big thing four Tackling the tough stuff

### Summary

To ensure there are homes for all types of income and appropriate accommodation for Gypsies and Travellers as required. We also want to support people living in and around Tadcaster to unlock the potential of their town.



### What we want to deliver

- Deliver affordable housing
- Work with the Tadcaster and Villages Community Engagement Forum to help the area thrive
- Provide sites to meet the needs of the travelling community

### How will we measure success?

- Number of affordable homes delivered
- Business rate and tax rate growth in Tadcaster
- Number of pitches provided for travelling community and reduction in illegal encampments

### What have we achieved during the year?

- Thorough review of potential new Gypsy and Traveller pitches as part of the identification of development sites supporting the draft Core Strategy
- Development proposals to rejuvenate town centre parking in Tadcaster



## Big thing five Being switched on

### Summary

Acting like a business and spending every pound as wisely as possible; improving online access to services and working to bring in new business.



### What we want to deliver

- Cut costs by £3m whilst maintaining essential services
- Increase income from selling services to others
- Involve others in how we get services delivered
- Improve access to high speed internet services to businesses

### How will we measure success?

- Savings achieved and income generation
- Broadband coverage and number of online transactions

### What have we achieved during the year?

- Radical organisational restructure which has delivered £1.5m of base budget savings so far (see overleaf for more)
- Ongoing efficiency savings of an extra £700,000 during the year
- Supporting Community Engagement Forums to help their areas tap into broadband connections

# This is... our new way of working

**“What’s happening at Selby may be at the radical end of the scale but lots of councils are exploring the extent to which they can become commissioners rather than providers of services.”**

**BBC Local Government Correspondent Mike Sergeant, BBC News Online, December 2011**

The Government’s Comprehensive Spending Review in October 2010 set out reductions in local government funding of nearly 30% over four years. These cuts were front-loaded, so Selby District Council had to act fast to ensure a balanced budget to protect front-line services.

For some time the Council had been successful at reducing costs; £2m had been saved from the base budget between 2007 and 2010. To meet the further savings required more radical change would have to take place. ‘Salami slicing’ of budgets would no longer do.

During 2010 the Council developed a new model for delivering its services. This supports a more flexible use of the staff resource, helped by a

strong approach to improving productivity. This radical change was implemented during 2011/12 and entailed changing the structure of the whole organisation.

## The new service delivery model

The new model comprises three main elements.

- A support core
- A service delivery vehicle working at arm’s length from the Council (Access Selby)
- A new ‘third sector organisation’ (Communities Selby)

**“This is a huge change for the organisation, but really shows that we’re leading the way when it comes to new ways of thinking to deal with reductions in funding. Developing this new model gives us a unique opportunity to minimise the impact of budget cuts on front line services.”**

**Leader of the Council, Cllr Mark Crane**

## The new model explained

### The Core

This comprises just 14 members of staff and its two key roles are to support the Council’s democratic process and to commission services. The staff structure is less hierarchical than in traditional local government, enabling staff to work more flexibly.

### Service delivery vehicle (Access Selby)

Access Selby is the provider of Council services. It is wholly owned by the Council, but has the freedom to act on more commercial lines than traditional local government. This freedom enables Access Selby to use resources more flexibly. Efficiencies are achieved through a larger number of generic workers, enabling the

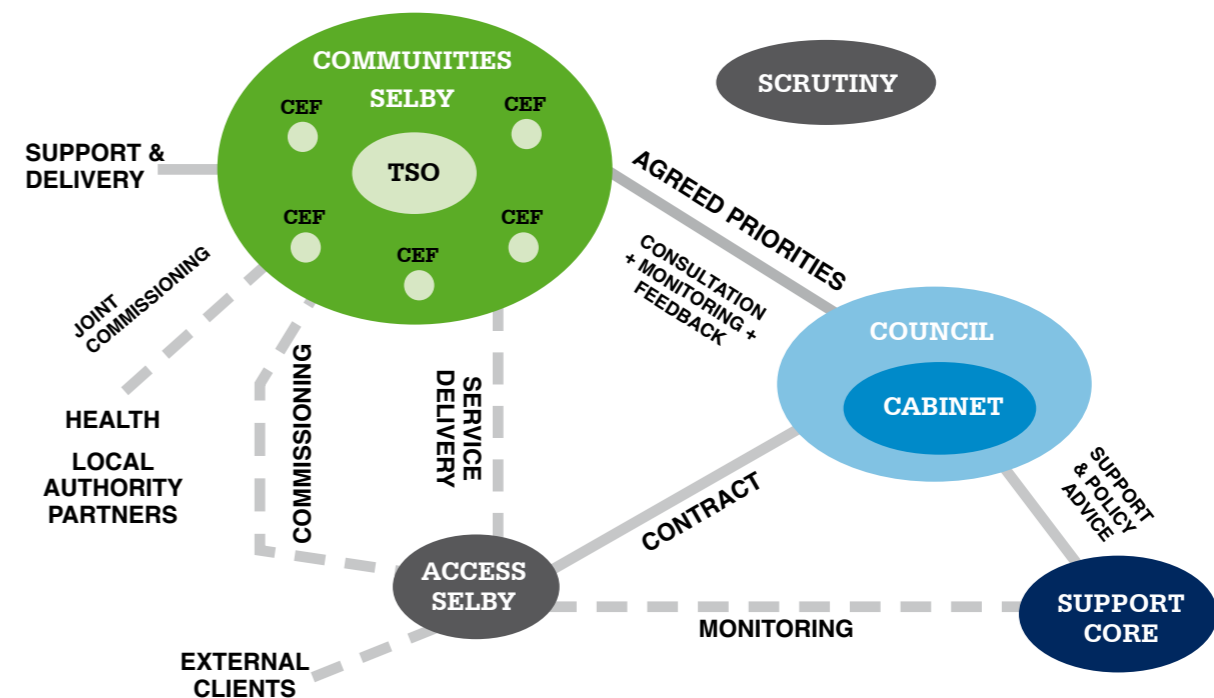


organisation to focus resources where they are needed most at any given time.

### Third sector organisation (Communities Selby)

Communities Selby is the central support for the Community Engagement Forums (see page 25). Communities Selby has been under development during 2011/12, but the aim is for the organisation to commission services on behalf of these Forums. Centralising local commissioning in this way reduces inefficiencies in the system and enables the commissioners to achieve the best value.

**The different elements of the structure work together as follows.**



## Making the change

Between April and June 2011 recruitment to positions within the three parts of the new organisation took place. This process was carefully managed to minimise compulsory redundancies through the balancing of existing vacancies, voluntary redundancies, retirements and leavers. In total, out of a reduction of 62 full time equivalent positions only six members of staff were subject to compulsory redundancy.

Staff were supported through the recruitment process by a comprehensive communications and engagement programme, alongside specific training and development support. The majority of staff began their new jobs on 1 July 2011.



## Impact

During 2011/12 the benefits of this new way of working were already clear. The new staff structure saved the money it needed to save, but importantly no services had been lost as a result of the need to save money: a significant achievement. The managed implementation process and staff support has also helped to protect standards of service for the public during a period of significant change.



## Focus on... the MJ Awards 2012

During 2011/12 the Council was shortlisted in the Workforce Transformation category of the MJ Awards, which are supported by the Local Government Association. The Council has also been highly commended in the Council of the Year category. In both categories the judges have been impressed by the bold steps

taken by the Council to change the way in which services are delivered to meet the reductions in funding.

The final judging for the awards is due to take place in summer 2012.



## Focus on... Access Selby Introduction

Access Selby is commissioned to deliver services primarily for Selby District Council. The organisation works at arm's length from the Council, but is wholly owned by the authority. Working in this way gives Access Selby greater

flexibility in how it uses resources to deliver services to standards set by the Council, and also maximises opportunities for income generation because Access Selby is able to deliver its services to others.

## Services delivered by Access Selby and its partners

Community Services	Business Services
Customer services support, including telephone answering services	A full range of asset management services, including buildings maintenance
Investigation and prosecution of statutory enforcement issues such as fly tipping, benefit fraud and planning	Business improvement support focusing on achieving efficiencies
Environmental health services, including safety inspections	Marketing and corporate communications support
Housing management services	Contract management
Housing support services, including homelessness prevention	Financial management services
Leisure services, including leisure centre management and community leisure services	Human resources support
Licensing	I T support
Planning applications processing	Legal services support
Revenues and benefits assessments	Policy and strategy development
Streetscene services including grass cutting, litter collection and commercial waste collections, alongside household waste collections and processing	Risk management support

## Principles behind the organisation

The key principles underpinning Access Selby are:

- flexibility of workforce and resources with staff working generically where possible; and
- operating without the need for close day-to-day political monitoring, but providing robust performance data to ensure adequate political governance.

## Focus on... Access Selby

# Development timeline

Here's the story of Access Selby's development during it's first year...

<p><b>April 2011</b> Recruitment for first positions within the organisation (Business Managers and Business Transformation Team); wider recruitment process begins.</p>	<p><b>May 2011</b> Interviews take place for District Council staff not assimilated into the new organisation, alongside a comprehensive support system.</p>	<p><b>June 2011</b> Roll-out of Access Selby brand to raise awareness of the new way of working and reasons for it.</p>
<p><b>July 2011</b> Access Selby's new community officer team takes on greater responsibility as it shapes its position as a key front line service.</p>	<p><b>August 2011</b> Staff from all parts of the new organisation, including Access Selby, move into the new Civic Centre.</p>	<p><b>September 2011</b> The Council agrees its strategic priorities for the next four years, which will be supported by Access Selby.</p>
<p><b>October 2011</b> Half year results show sustained levels of service from Access Selby, despite the huge challenges of the previous six months.</p>	<p><b>November 2011</b> Staff from across all parts of the new organisation come together to raise £1,200 for the BBC Children in Need appeal, demonstrating a growing team spirit within the new organisation.</p>	<p><b>December 2011</b> In response to the Council's priorities, Access Selby dramatically reduces the time taken to get empty council-owned homes back into use.</p>
<p><b>January 2012</b> Access Selby's community officers work to tackle the issue of dog fouling, in direct response to residents' concerns; demonstrating how the new team can take direct action to deal with local concerns.</p>	<p><b>February 2012</b> Access Selby's environmental health team is awarded ISO accreditation, demonstrating the quality of their work and inspection regime.</p>	<p><b>March 2012</b> Access Selby's community officers take part in a fly tipping 'day of action' in partnership with local housing providers and the police.</p>

## Focus on... Access Selby

# Managing the business

### Strategic objectives

Access Selby operates with the Balanced Scorecard, which is an internationally recognised framework for organisational development. This means the business is focused on four key areas: finance, processes, learning & growth and customers & community. By focusing equally on these four areas we can ensure that we concentrate on the issues that matter most to our customers and our business, thus enabling us to grow and develop the organisation.

Whilst Access Selby organises what it does around the strategic objectives of the Council (the commissioners), how it does what it does is a matter for Access Selby to determine, as it operates at arm's length from the Council. Access Selby uses the Balanced Scorecard to organise its own strategic objectives. Over the next few pages you can see what Access Selby achieved during 2011/12 within the Balanced Scorecard framework.

### Governance and management

Access Selby's Board comprises three district councillors (non executive directors), Access Selby's Managing Director, the Deputy Chief Executive of Selby District Council (executive members) and one independent member with significant commercial and private sector experience. The purpose of the Board is to oversee the organisation and offer challenge to management. The Board reports directly to Selby District Council's Executive. Access Selby's Managing Director, the Director of Community Services and Director of Business Services are responsible for the



Chair: Cllr Inness



Cllr Pound



Cllr Shaw-Wright



Access Selby MD:  
Mark Steward



Selby District Council  
Dep. CEX: Jonathan  
Lund



Ind. Member: Peter  
Williams

strategic management of the organisation. Service development and cross-organisational projects are led by a team of five Business Managers who work across different sectors of the organisation. Lead Officers manage day-to-day service delivery.

# Focus on... Access Selby

## What we've done better during 2011/12

### Customers and community



Access Selby's front line staff supported our community effectively – we know because customer satisfaction is at 95%, and we dealt with 92% of issues at the first point of contact.



We've been tough on what matters most to residents – we know because we investigated every case of significant fly tipping and we took people to court.

We supported our most vulnerable residents – we know because we took less time to deal with grants to fund home adaptations for those in need.

We delivered a good service to Council tenants – we know because the time taken to carry out non urgent repairs was down.



### Key processes

We protected consumers - we know because we inspected every high risk food outlet and we followed up every complaint received.



We supported sustainable development – we know because we were ahead of target for dealing with planning applications.



We worked effectively with key contractors to deliver street scene and leisure services - we know because complaints about litter were down and leisure services membership was up.

### Finance

We protected public money – we know because debt collections levels were up and independent auditors rated the service as “very good”.



We supported local suppliers – we know because we processed invoices more quickly.

### So what?

Since Access Selby started, the total number of complaints about Council-run services has reduced: down from 42 complaints received during 2010/11 to 25 received during 2011/12.

Here's some of the positive feedback Access Selby staff have received during the year...

**“Can I please commend your workman for the work done at our property. He has made an excellent job and never stopped working; he was considerate and kept the place clean...”**

**“SH from Tadcaster has called to say thank you and how pleased he was with the service he received from the crew who collected his commercial refuse bin...”**

**“LM from Selby wished to compliment the community officer for making her move into a Council house so easy...”**

**“Mrs S from Church Fenton has been impressed with helpful and constructive advice given by our phone operators...”**

## Focus on... Access Selby

# How we've got better during 2011/12

### Learning and growth

We have been set up to succeed – Access Selby's new Business Transformation Team has supported all parts of the business to work together effectively, such as improving processes to free-up 1,000 hours of capacity in business support.



We supported teams to deliver their goals – during the year we re-assessed the resources required for the community officers and put in place support in direct response to their needs.

We supported staff to develop and achieve their best – we put in place new 'performance contracts' to set goals and identify training and development needs.

We listened to staff – we introduced a brand new staff survey during the year to see what was working well and what needed improving.

We have supported staff to deliver the best customer services – we agreed a new customer pledge (implemented in 2012/13) to enable us to effectively measure customer services across all public-facing parts of the business.

### Finance

We improved efficiency – we've started a process to review the whole 'life cycle' of paying for goods and services to improve effectiveness and efficiency.

### Key processes

We constantly looked at how we could be more efficient – the move to the new civic centre in August 2011 has supported us to work more effectively with greater use of online systems and more efficient working practices such as 'hot desking'.



### So what?

Staff turnover has reduced – 8% of the workforce during the year compared to 10% the previous year, and 12% the year before that. This enables us to build on our skills set, supports resilience and capacity and reduces the need for new training.

## Focus on... Access Selby

# Our organisation in numbers during 2011/12

**455,494 visits** to the Council's website ([www.selby.gov.uk](http://www.selby.gov.uk)): an increase of **14%** on the previous year as more services are accessible online

**29,219 people** visited our customer contact centre and **119,165 phone calls** received; with more website visits from residents both are slightly down on the year before

**414,000 miles** travelled by the district's refuse and recycling wagons

**429 enquiries** made about housing assistance during the year, but through the support of the Council only 10% were identified as being potentially homeless

An average **46% saving** for companies using the Council's commercial waste recycling collections compared to dumping waste in landfill

**422** Freedom of Information requests received

**6** Refuse wagons

**68:32** ratio of female to male employees within Access Selby

**£20** cost for having up to 5 items taken away using the bulky waste collection service

**5,741** emergency or urgent repairs carried out

**33%** increase in leisure centre membership (up to February 2012)

**12,305 postal votes** issued for the May 2011 District Council election, compared to 8,849 four years earlier

**175** hours a week spent out and about by our Community Officers in their first year

**154** taxi licences issued

**99%** of Council tenants satisfied with their repairs and maintenance service

**8** recycling wagons for kerbside collections

**464 responses** received to the Council's Site Allocations Development Plan document consultation, which ran between September and December 2011

**64,531** people on the electoral roll

**700** planning applications considered

**232 people** working across all three parts of the organisation (Core, Access Selby and Communities Selby)

## Focus on... Access Selby

# Performance – how we know we're serving you better

Selby District Council monitors the performance of Access Selby through a number of key performance indicators – these focus on the issues identified as being most important to the local community.

As the first year of the new arrangement, 2011/12 presented some unique challenges and these measures of performance are being further refined during 2012/13. Of the indicators reported to the Council during 2011/12, Access Selby has achieved its target in all but one area during its first year of operation.

Measurement	2011/12 target	2011/12 performance	Notes
% of customers satisfied	85%	95%	Focuses on customer satisfaction with the customer contact centre
% of contact 'right first time'	70%	92%	Measures the enquiries at the customer contact centre that are dealt with there and then
Average time taken to process disabled facilities grant applications	130 days	118 days*	
% of urgent or emergency repairs to Council-owned properties completed with agreed timescale**	85%	86%	The performance during March 2012 was 93%, indicating improvement during the year
% of non-urgent repairs to Council-owned properties completed within agreed timescale**	80%	92%	There has been a month on month improvement in performance since August 2011
Average time taken to re-let Council homes	28 days	35 days	See page AS14 for more – despite not achieving the target during the whole year, significant improvements have taken place which has reduced the re-let time to just 18 days in March 2012
Inspection of food premises in accordance with statutory obligations	100%	100%	We're developing this service further during 2012/13 by putting all inspection results online in partnership with the Food Standards Agency

Measurement	2011/12 target	2011/12 performance	Notes
% response to environmental health enquiries and complaints	100%	100%	49 complaints received during the year
% of high risk enforcement issues resolved	50%	100%	Demonstrating the effectiveness of Access Selby's new central enforcement function
% of significant fly tipping incidents investigated	70%	100%	Every reported fly tipping incident in the district has been investigated, reflecting the importance of this issue to local residents
% of new benefit claims and changes processed with 5 days***	97.5%	98%	Achieved despite a 30% increase in demand for the service during the year
% of Council Tax debt recovered	97.5%	98%	Supporting effective use of resources
% of Council rent debt recovered	97.6%	98.5%	As above
% of planning applications considered within time****	65%	81%	During the fourth quarter, resources within the service have been focused on clearing undetermined applications
% of invoices paid within 30 days	75%	80%	Performance has shown improvement during the year

\*Year-end figures courtesy of the Homes Improvement Agency

\*\*The agreed timescale is as follows.

- (a) Emergency repairs to be completed within 24 hours; urgent repairs within 5 working days.
- (b) Non urgent repairs to be completed within 25 working days.

\*\*\*On receipt of complete application.

\*\*\*\*Targets for considering planning applications are as follows.

- (a) Minor applications determined within 8 weeks.
- (b) Major applications determined within 13 weeks.
- (c) Other applications determined within 8 weeks.



## Focus on... Access Selby

# Staff performance – how we know our staff are serving you better

We're proud of our staff. Having well trained, motivated and well supported staff enables us to make the best use of resources and deliver the highest quality services. Our staff demonstrate our core values.

### Our staff are customer focused

In February 2012 the Southern Area Community Officers focused specifically on tackling dog fouling in one of their villages in direct response to issues raised by local residents.



### Our staff have a flexible approach

In March 2012 Access Selby's community officers for the Tadcaster and Villages area set up a new partnership with local police to deal with community issues.

### Our staff are forward thinking

Throughout the year we've been working with Selby College to support work placements for students.



### Our staff build trust

In February 2012 Access Selby's environmental health team was re-awarded ISO accreditation, an industry quality standard.

### Our staff are business like

In January 2012 Access Selby's Debt Control service was rated as 'very good' by independent auditors.

### Our staff work as 'one team Selby'

In November 2011 staff from all parts of the organisation came together to raise money for the BBC's Children in Need appeal and men's health awareness month, 'Movember'.



## Focus on... Access Selby

# Supporting our staff – how we help our staff to serve you better

### Staff survey

In October 2011 we carried out a staff survey because we wanted to listen and learn from staff. We have taken direct action in response to comments made. Here is what we have done in response.

#### "We want to feel valued and our achievement celebrated"

- New staff recognition scheme developed, due for implementation during 2012/13

#### "We want better communication and more information about what's going on"

- New staff engagement framework

#### "We need more support and training"

- Performance contracts for staff, to clearly identify training and development needs

### Organisational development strategy

In December 2011 the Access Selby Board agreed a new organisational development strategy. The aim of the strategy is to focus staff support, learning and growth on the areas of the business that will support the overall strategic objectives. Part of the organisational development strategy has been the development of a new staff engagement framework to better enable staff to truly engage with the organisation

and help shape its future. This framework was implemented in early 2012.

### New development opportunities

During 2011/12 a further 15 members of staff have been supported through an Institute of Leadership and Management training course. This is part of the organisation's commitment to supporting staff to reach their full potential. A number of other staff have been helped to grasp new opportunities during the year, as part of Access Selby's flexible approach to put resource where it is needed most.



## Focus on... Access Selby

# Our people



**Name:**  
Suzanne Collins

**Job role:**  
Community Officer, Central Area

**Describe your job**  
Being the first contact for a wide range of front line community services, including environmental health issues, street scene, housing management and planning enforcement. Every day is different and over the next year I hope to be able to spend even more time out in the community.

**What's been your strangest day of the year?**  
Being on national radio! The BBC's Local Government reporter wanted to find out about our new way of working here, so he came out on the beat with us for an afternoon...it was weird hearing myself on Radio 4 a few days later!



**Name:**  
Rob Helm

**Job role:**  
Business Transformation Officer

**Describe your job**  
As part of the business transformation team my role is to assist the organisation improve its services, to operate more efficiently and to find savings.

**What have you been most proud of during the year?**  
I assisted a project team to deliver a real business-like approach to reduce the time taken to re-let Council properties so that the average time taken was roughly halved.



**Name:**  
Sarah Simpson

**Job role:**  
Customer Services Advisor

**Describe your job**  
Being the initial contact with the authority for customers, dealing with a wide and varied range of customer enquiries both face to face and over the telephone, taking details from the customer regarding their enquiry, resolving at first point of contact or referring on to a specialist colleague.

**What makes you feel like you've had a good day at work?**  
When I've been able to assist our customers in resolving their more complex enquiries there and then so they don't have to be referred elsewhere – it's about being right first time. I also like meeting and speaking to a wide variety of customers and learning something new.



**Name:**  
Simon Scarrot

**Job role:**  
Senior Enforcement Officer

**Describe your job**  
I undertake enforcement duties across all areas of local authority regulation such as planning enforcement, benefit fraud, council house tenancies and private sector housing. I also jointly lead the newly created generic enforcement team.

**What are your hopes for next year?**  
I hope to tackle the issues that affect the lives of our residents by employing targeted and innovative interventions. To this end we have acquired new covert cameras to catch fly tippers and we're looking to roll out the use of fixed penalty notices tackling antisocial behaviour by using the eyes and ears of frontline staff whilst also working closely with partner agencies. I am also hoping we can offer our services to other organisations too.



## Focus on... Access Selby

# Overcoming our biggest challenges

As a brand new organisation we have recognised that not everything has gone exactly to plan. But where we have met such challenges, our new way of working has enabled us to use resources flexibly to deal with any difficulties quickly and effectively. Here are some examples of what we have done during the year...

### Reacting to political priorities – dealing with ‘void property’ turn around times

During autumn 2011 the time taken to re-let empty Council-owned homes was identified as being a political priority by the Executive. Void times were high and it was clear that work had to take place quickly to turn around the situation and ensure we were making the best use of our housing stock.

In response, Access Selby put in place a brand new way of managing void properties, which included home inspections earlier in the process and better planning for improvement works needed. Staff were brought together from across Access Selby to focus on the issue, including the assets team, community officers and contractors.

This flexible approach has reduced the time taken to re-let empty Council-owned homes from 44 days in autumn 2011 to just 18 days in March 2012.

### Reacting to external pressures – dealing with increased demand for benefits services

We do not deliver our services in isolation and we are subject to external pressures which can impact on performance. A key pressure during 2011/12 has been a 30% increase in demand for benefits services as the country’s economy has continued to struggle.

In response, Access Selby has supported extra resources for the team dealing with benefit claims; firstly to clear a backlog of cases and then to ensure that the team can keep on top of the increased demand.

Over the summer of 2011 extra funding was agreed to enable staff, many of whom work part-time, to work extra hours to clear the initial backlog. Then in the early part of 2012 extra resources were agreed to bring in external support for the annual changes to benefits, which is a resource-intensive process. The impact of Access Selby’s flexible use of resource in this area is clear. In May 2011, 78% of new claims and changes to claims were dealt with within five working days. By February 2012 this figure was 97%.

## Focus on... Access Selby

# Efficiency – doing more with less

One of the principles behind the creation of Access Selby was to deliver a productivity gain across Council services of around 20%. Access Selby’s flexible approach to using its resources has supported this aim. There have also been a number of projects supported by the organisation’s Business Transformation Team with the aim of streamlining processes to maximise efficiency.

This work fits within the ‘key processes’ element of the Balanced Scorecard framework.



### Case study: Business Support

One of the efficiency projects delivered during the year has been the further rationalisation of processes undertaken by Access Selby’s Business Support Team. This team works across all areas of the business and supports aspects of a large number of services. Efficiency gain here has a positive affect on the working of a large part of the business.

During the year changes were made to the way in which stationery is ordered across the organisation, with the creation of a central stock system. Improvements have also been made to the way in which stock is ordered to better match demand and supply.

We have rolled-out a fully electronic payment system, which means a quicker turnaround for payments and less resource needed across the whole process. The new system has also improved governance.

Meanwhile we have been working with suppliers to speed up the way in which payments are delivered, through better use of fully electronic systems.

Overall this work during the year has created an additional 1,000 hours of capacity within the team; that is the equivalent of the team having an extra person working around 20 hours each week.

## Focus on... Access Selby

# Cost summary

	Access Selby General Fund	Access Selby Housing Revenue Account	Access Selby Total
	2011/2012 OUTTURN	2011/2012 OUTTURN	2011/2012 OUTTURN
	£'000	£'000	£'000
<b>Turnover</b>			
Revenue	(31,578)	(13,065)	(44,643)
Third Party Payments (Housing Benefits/ Supporting People/Housing Subsidy) & Fee Payable to Core	21,133	7,954	29,087
<b>Gross Profit</b>	<b>(10,445)</b>	<b>(5,111)</b>	<b>(15,556)</b>
<b>Overheads</b>			
Staff Costs	5,277	460	5,737
Premises Running Costs	478	-	478
Dwellings Maintenance	-	1,386	1,386
Contract Payments (Leisure/ Street Scene/PFI /Other)	4,802	217	5,019
Transport	122	135	257
Office Running Costs	902	107	1,009
Other Sundry Costs	738	296	1,034
Support service recharges	(2,137)	2,137	-
<b>Total Overheads</b>	<b>10,182</b>	<b>4,738</b>	<b>14,920</b>
<b>Trading (Surplus)/Deficit</b>	<b>(263)</b>	<b>(373)</b>	<b>(636)</b>

The table above summarises the income and expenditure of Access Selby in providing services for the Council during 2011/12. £600k is required to be carried forward into 2012/13 for completing commitments for services which could not be finalised in 2011/12. The General Fund surplus has been put in a reserve to offset cost pressures in future years. The HRA surplus has been credited to the Council's HRA balances for use by Access Selby in its delivery of services for Housing tenants.

## These are... our finances

We want the Council's finances to be clear and open. We want you to be confident that your money is well looked after and used to deliver the services that help to improve your quality of life in Selby district.

### The cost of our services

Last year we spent around £45.9 million on running our services. The expected reduction in central Government funding makes our work to deliver savings more critical. A further £1,642k of savings were achieved during 2011/12, to give a total of £3,461k at 31 March 2012. In addition we had to make a one-off payment to the Government of £57.733m, as a result of the abolition of the Housing Revenue Account subsidy system.

	£000
Housing for our tenants	10,251
Other housing services (including housing benefits)	18,285
Leisure, Environmental Health and Planning services	9,345
Central services (including council tax benefits, local tax collection and electoral registration)	6,026
Concessionary travel and parking	76
Management and administration (including corporate management and the cost of democracy)	1,918
<b>Expenditure on running services</b>	<b>45,901</b>
Settlement payment to Government for HRA self-financing	57,733
<b>Total Cost of running services</b>	<b>103,634</b>

### Where the money came from

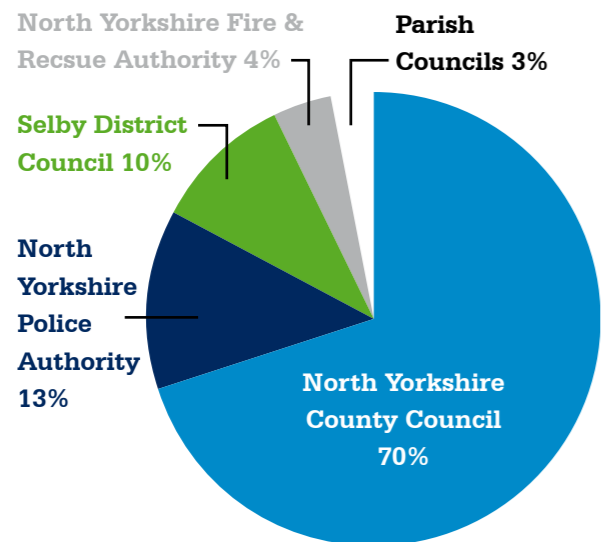
Excluding the one-off settlement payment relating to HRA self financing (see above), we received over £53.4 million in income last year. Over £28 million came from the Government – they provide specific grants to cover spending on some services such as housing benefits and they also provide general grants. Housing rents was another large income source, nearly £10.6 million, and this is used to cover the running costs of our council houses. The Council Tax that you paid (just over £4.7 million), made up less than 9% of our income. Reserves were used to contribute towards the costs of services, and Prudential borrowing of £50.233 million was taken out to fund the HRA payment to the Government.

	£000
Government Grants	27,806
Housing Rents	10,596
Fees and Charges	3,789
Council Tax	4,763
Interest	306
Other income including Prudential borrowing to fund the HRA payment to the government	56,374
<b>Income received for services</b>	<b>103,634</b>

## Your Council Tax

The average Council tax bill you paid last year was £1,530.05. We kept a small proportion of this and the rest went to other public sector organisations delivering services within our district.

Band D	£
North Yorkshire County Council	1,057.48
North Yorkshire Police Authority	204.55
Selby District Council	158.88
North Yorkshire Fire and Rescue Authority	62.10
Parish Councils (average)	47.04
	<b>1,530.05</b>



The £158.88 that we got from Council Tax was equal to just £3.06 a week and helped to pay for the wide range of services we provide.

SELBY DISTRICT COUNCIL	
WASTE COLLECTION & RECYCLING	0.52
RECREATION & SPORT	0.51
ELECTORAL REGISTRATION & ELECTIONS	0.06
EMERGENCY PLANNING	0.01
GENERAL GRANTS	0.01
OPEN SPACES	0.10
ENVIRONMENTAL HEALTH	0.06
FOOD SAFETY	0.04
POLLUTION REDUCTION	0.02
PUBLIC CONVENIENCES	0.02
COMMUNITY SAFETY	0.10
STREET CLEANSING	0.14
BUILDING CONTROL	0.02
PLANNING DEVELOPMENT CONTROL	0.18
PLANNING POLICY	0.10
LAND CHARGES	0.01
HOUSING (NOT COUNCIL OWNED)	0.08
CAR PARKING	-0.04
CONCESSIONARY TRAVEL	-0.03
PRIVATE SECTOR HOUSING GRANTS	0.09
HOMELESSNESS	0.02
HOUSING BENEFITS	
ADMINISTRATION	0.10
LOCAL TAX COLLECTION	0.15
COST OF DEMOCRACY	0.24
CORPORATE MANAGEMENT	0.16
INTERNAL DRAINAGE	
BOARD LEVIES	0.39
*****	
<b>GRAND TOTAL</b>	<b>3.06</b>

## Investing in our assets

In addition to income and expenditure on the day-to-day running of services we also spend money on providing new and improved assets to ensure that we have facilities that are fit for purpose and that help us to deliver the services you need. Last year we spent over £4 million on such assets.

	£000
Council house improvements (including our Decent Homes+ programme)	1,663
Other land and buildings (including our new Civic Centre)	1,994
Home improvement grants (including facilities for the disabled)	361
Vehicles and equipment (including computer equipment and systems)	311
Supporting projects in our community (including listed building grants and community safety)	72
Payment to the Government under the HRA settlement payment.	57,733
	<b>62,134</b>

The Council had to pay the Government the sum of £57.733m under the Settlement Payments Determination 2012 issued by the Secretary of State in preparation for the commencement of self-financing of the Housing revenue Account (HRA) from 1 April 2012. In effect, this means that the Council now has full control over its HRA income and expenditure and no longer pays money to or receives money from the Government under the Housing Subsidy regime.

We paid for this investment through the following.

	£000
Our housing major repairs reserve	1130
Other reserves and contributions from our revenue income	593
Receipts from the sale of the Civic Centre, council houses and other assets	2,394
Grants and contributions from other organisations	284
Prudential Borrowing	57,733
	<b>62,134</b>

## And finally, what we are worth?

Each year we draw up a 'Balance Sheet' that represents how much our land and property are worth, what we owe to others, what others owe us and how much cash we have. At 31 March 2012 this showed the following.

	£000
The value of our land and property	115,482
Our investments	19,248
The value of our stocks	20
Money owed to us	5,052
Less:	
Money we owe others	(5,988)
Net borrowings and other liabilities	(88,452)
<b>Equals Our 'Net worth'</b>	<b>45,362</b>

Our overall 'net worth' has dropped by around £57.7m since last year. This is because of the Prudential borrowing required as a result of the Government settlement which applies to all social housing land and buildings. This was described in greater detail earlier.

# This is... our new civic centre

“By working as one we’ve been able to bring this project to fruition at a time when public sector funding is under increasing pressure. In partnership, we’ve been able to minimise costs and our new building helps us both to save money in the long-run.”

Chairman of Selby District Council, Cllr Kay McSherry, welcoming HRH the Duke of Gloucester to the building’s official opening in October 2011



In August 2011 all three elements of the organisation (the Core, Access Selby and Communities Selby) relocated to a brand new joint civic centre and community hospital. The project had been several years in the planning, with the aim of protecting community hospital services in the district. The Council’s involvement helped to secure central government funding for the NHS side of the development and by working as one the two organisations have been able to reduce long-term running costs: a win-win for residents. The partnership between the two organisations was an integral part of making it happen.

## Background

Both the previous community hospital and civic centre were in need of a significant upgrade. After several failed attempts by the NHS to secure the necessary funding to build a new

hospital, the District Council suggested a partnership approach. This would enable the Council and NHS to pool resource to minimise build costs and share running costs in the long-term. The partnership approach enabled the project to qualify for part-funding from central Government.

## Moving to the new building

The relocation of the civic centre required significant planning and support from staff across the organisation. The building is designed to offer a modern workspace, supporting staff to work flexibly through hot desking and the use of ‘break out’ areas and meeting pods. As part of the move to the new office efforts have been made to streamline systems and processes to support improved productivity. In the lead up to the move thousands of paper documents were transferred to online systems.



## The official opening

Whilst the hospital had opened its doors to the public in June 2011 and the Council relocated in August, the official opening of the building took place in October, led by His Royal Highness the Duke of Gloucester. He met members of the team who delivered the project, Friends of the hospital and other key individuals. During the opening he also took a tour of the new facilities.



## These were... our headlines during 2011/12

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### Pubs and caravans open for polling day

The Selby District Council election will see polling stations based at a Caravan in Biggin and a mobile library in Newton Kyme. A spokesman for the

authority said, "As a rural district, we have to be a bit inventive about what we use so people have easy access to a local polling station"...  
**York Press, 18 April 2011**

### Council pledges support to elderly and vulnerable

Selby District Council has agreed to continue to support the most vulnerable residents to keep their homes safe and sound. Despite the financial pressures it faces, the local authority will continue to offer emergency support to those most in need...

**Selby Times, 9 June 2011**

### GP hails quality hospital as just what the doctor ordered

A leading town doctor has praised Selby District council for its 'forward thinking' as the new £15 million hospital and civic centre nears completion. Dr John Reid

has described the Doncaster Road facilities as a 'major asset' to Selby that could easily have been the victim of NHS cuts...

**Selby Times, 18 May 2011**

### Council's big move hailed a success

Selby District Council's big move to the new Civic Centre has been hailed a success. The council completed the switch from its former Portholme Road base to Doncaster Road last week, following the completion of the Selby Community project building, which took 15 months to finish...

**Selby Post, 11 August 2011**

### Civic Service held at Selby Abbey

Over 40 heads from across North Yorkshire poured into Selby Abbey on Sunday for the annual civic service. Cllr McSherry invited civic leaders from across the county for the service...

**Selby Post, 28 July 2011**

### Council crackdown on rogue fly-tippers

A stark warning has been issued by Selby District Council to fly-tippers turning a quiet village into an eyesore - we will prosecute you. Cawood has been targeted by tippers and

daily inspections are now being carried out by refuse company Enterprise in order to closely monitor the problem...

**Selby Times,  
15 September 2011**

### Housing scheme nears completion

A new affordable housing development in Selby will welcome its first residents before Christmas. Swans Way is a £1.3 million development by Yorkshire Housing in partnership with Selby District Council. In total, 11 new homes will be built...

**York Press, 14 November 2011**

### Selby folk first in line for housing

People in need of affordable housing from the Selby area are benefiting most from a new scheme, according to figures. The Selby Post can reveal a housing

initiative involving Selby District Council has seen the lion's share of council properties go to people from the district...

**Selby Post,  
8 December 2011**

### Village in dog mess battle

New measures have been put in place to tackle persistent dog fouling problems in a Selby village. Warning signs have gone up and a campaign urging residents to help catch offenders has been launched...

**York Press, 17 February 2012**

### Tax freeze deal

A council tax freeze was agreed for the second year running during a full meeting of Selby District Council on Tuesday. As recently revealed by the Selby Times, the Council has accepted a government grant made available...

**Selby Times, 1 March 2012**

### Council up for awards

Two of Selby District Council's recent big projects have been short listed for a regional award. Two Council projects have been recognised, including the new joint community hospital and civic centre and the Council's partnership with WLCT to invest more than £1 million in new facilities at Abbey Leisure Centre...

**Selby Post, 20 October 2011**

### Have your say on council tax freeze

People in Selby are being invited to have their say on a proposed council tax freeze and other money matters. Selby District Council is asking residents to comment on their draft budget for the next 12 months...

**Selby Post, 19 January 2012**

# These are... our partnerships



## Street scene services: Enterprise

Street scene services, including household recycling and bin collections, are some of the Council's key front line services. The Council's partnership with Enterprise Managed Services Ltd has continued to deliver improvements to these services during 2011/12.

### Reducing waste sent to landfill

Improvements to the range of material collected from households, with the introduction of the new street scene contract in 2009, has significantly improved the percentage of waste recycled over recent years. During 2011/12 we've seen a further reduction to the amount of household waste going to landfill, with 19,984 tonnes during the year, compared to 20,398 during 2010/11.

### Supporting residents

During the year Enterprise has continued to deliver services even when faced with significant challenges, such as severe cold weather during February 2012. During this month we recorded

only 62 missed collections, which is 0.1% of the total number of collections across the district.

### Community engagement

Community engagement continues to play an important role in the partnership and during 2011/12 there have been a number of examples of Enterprise's commitment to this. In spring 2011 the company worked with Sherburn Parish Council to support a community litter pick. Throughout the year Enterprise has been working alongside Selby Community Primary School to encourage children to recycle and get involved in community litter picking. Enterprise is also working with the school to develop a new on-site allotment.

## Leisure services: WLCT

The Council's partnership with WLCT to deliver leisure services has gone from strength or strength during the year, although in February 2012 a major fire at Abbey Leisure Centre in Selby brought some significant challenges.

### Supporting fitness opportunities

During 2011/12 membership of Abbey Leisure Centre and Tadcaster Leisure Centre continued to increase. Just prior to the Abbey Leisure Centre fire in February 2012, the number of people regularly accessing leisure services stood at 8,300, up from 6,750 in April 2011 and gym membership had risen from 700 to 2,700.

This increase was supported by the new investment to Abbey Leisure Centre in Selby, which had seen a £1million refit of gym and fitness facilities in the previous year. It also demonstrates the importance of this service for the local community with a total of 338,517 visits to the centre during the year.

### Developing community leisure services

Part of the added value of the partnership between the Council and WLCT has been the further development of community leisure services. WLCT's sports development officer now sits on the steering group for the School Games Organiser based at Barby High School, enabling the Trust to develop better links between sports clubs and schools.

A new rugby league development post has been put in place during the year, which has supported a number of schemes including weekly touch rugby for Selby College and Selby Warriors adult team, a new under-16 team in the district and



club mark accreditation for Brotherton Bull Dogs and Selby Warriors. There has been significant work with local schools too, with 28 primary schools entering 34 teams into a Tag Rugby League Festival.

In March 2012, £25,000 of funding was secured from Drax Power to build an outdoor gym at Selby Park, with the aim of offering the equipment for free as a way of breaking down barriers to participation. The new equipment is scheduled to be in place during 2012/13.

### Abbey Leisure Centre fire

In the early hours of Tuesday 28 February 2012, Abbey Leisure Centre suffered a devastating fire. Flames destroyed much of the building's interior and the centre was forced to close. The event was a real test of the partnership ethos between the Council and WLCT and the organisations' joint response to the fire was testament to this new way of working. Within hours of the fire having been extinguished both sides started to discuss alternative arrangements and during the proceeding weeks plans were drawn up to offer temporary gym facilities elsewhere in Selby and to use a number of other community locations to offer swimming sessions and fitness classes. WLCT is also now using Selby Park as a base to offer some fitness sessions and to host a new range of outdoor gym equipment.

## North Yorkshire Homechoice

The North Yorkshire Homechoice scheme began in July 2011. This is a joint arrangement between Selby District Council, Hambleton, Richmondshire, Ryedale and Craven district councils, Scarborough Borough Council and City of York Council, with the aim of providing more choice, mobility and better information about housing options for social housing tenants.

The scheme has a single county-wide register of available properties and tenants, or potential tenants, can bid for properties as they become available. The system is designed to ensure that





“The system worked really well for us. We could bid for up to three properties a week. You have to fit the criteria for that property to be in with a good chance. We could also update the system as our situation changed. It was very fast. Once we said yes we moved in within a fortnight.”

**Simon Cahill,**  
Homechoice customer  
in Selby

suitable properties go to suitable applicants, and still enables those with the greatest need to have the highest priority.

During the year 163 tenancies in the Selby district were started through the North Yorkshire Homechoice scheme.

### Leeds City Region

Selby District Council is one of eleven local authorities involved with the Leeds City Region. This group works to support economic growth and improve the quality of life for its three million people. During 2010 the City Region group set up a Local Enterprise Partnership (LEP) to improve links with business.

During 2011/12 the LEP has been supporting economic growth and development through a range of initiatives. For example, in September 2011 the group launched a campaign to enable more companies to take advantage of export opportunities, through a partnership with UK

Trade and Investment (a Government department which supports export growth).

In January 2012 the LEP set up a Green Economy Panel to look at how best to support the region’s businesses to take a lead in developing the ‘green’ economy and the new opportunities this could bring.

In February 2012 the LEP launched the first round of a £24million Growth Fund, aimed at giving financial support to infrastructure projects that will deliver long-term economic benefits. The funding will be available as loans, enabling the money to be re-invested in the future.



## This is how we worked with our community... Community Forums



Communities Selby facilitates five Community Forums in the Selby district, giving people an opportunity to make decisions about their local area and take a leading role in the community. The Forums bring together Selby District Council, North Yorkshire County Council, Police, Fire & Rescue Service and local town or parish councils to work alongside local people to deal with the issues that matter most to a particular area.

Each group, in partnership with local people, produces a long-term plan for their area, which identifies the key concerns and opportunities of a particular place. There is funding available too, with £20,000 of support given by Selby District Council for the Forums to invest in resolving community issues or supporting new opportunities.



The Forums have been involved in some notable successes during 2011/12...

## Central Area Forum

During the year 83% of issues raised through the Forum were resolved.

### Taking action where it matters most in 2011/12

- Facilitating a 'winter gritting' task force to help elderly and vulnerable residents during cold weather
- Facilitating investment in a new community woodland, including involvement of local schools

### Funding to support community priorities during 2011/12

- Funding to Selby cricket club to help more young people take part
- Help for a charity providing support for visually impaired people
- Money for transport to help young carers

### Listening and learning during 2011/12

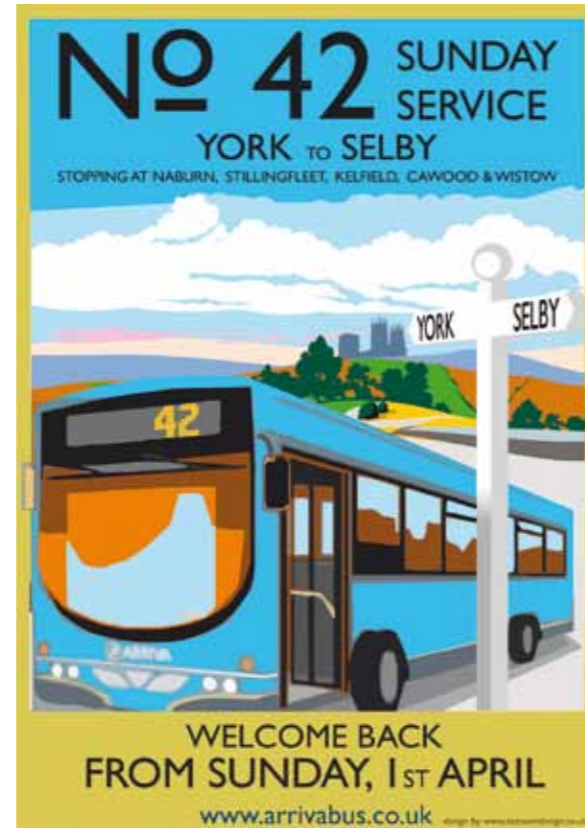
During the year the Central Forum has proactively engaged with its community to produce its long-term plan: Central Focus. This identifies key issues as community safety, the local environment, public transport, leisure services and the local economy.

## Eastern Area Forum

During the year 90% of issues raised at the Forum meetings were dealt with.

### Taking action where it matters most

- Supporting a project to tackle antisocial



- behaviour in Barlby by installing a new fence
- Cleaning up a local eyesore in Little Fenton
- Supporting the re-instatement of services along a local bus route

### Funding to support community priorities during 2011/12

- Supporting the development of facilities at Church Fenton Bowling Club to encourage greater participation
- Improving facilities at Ryther Village Hall to extend its use by the community
- Funding for a 'winter gritting' team for the local area

### Listening and learning during 2011/12

The Eastern Promises community development plan was created during the year in partnership with local residents. This work identified important themes for the local community including transport links, activities for young people, the environment, economy and tackling issues around antisocial behaviour.



From these themes a list of ten specific projects has been drawn up by the Forum, to be delivered during the next two years.

## Southern Area Forum

During the year 85% of issues raised through the Forum were resolved.

### Taking action where it matters most

- Supporting new allotments at Beal and Kellingley, to help community cohesion and improve the local environment
- Facilitating new speed-activated road signs at Whitley to improve safety
- Helping to keep older and vulnerable residents safe through free carbon monoxide and smoke detectors

### Funding to support community priorities during 2011/12

- Helping to upgrade premises for a playgroup in Carlton
- Improving facilities at Kellington Village Hall
- Supporting funding for a new wildlife area at Hensall, enabling the project to secure money from elsewhere too

### Listening and learning during 2011/12

The Beautiful South is the name of the Southern Forum's community development plan. During its development a number of issues were identified by residents as being important to them; these now form the basis of the Forum's work programme and where funding is allocated. The key issues are: public transport, access to services, activities for young people, developing a sense of community spirit, road safety and supporting the local economy.

## Tadcaster & Villages Forum

This was the first Forum to be set up and since its inception in 2009, 95% of issues have been resolved.

### Taking action where it matters most

- Road safety initiatives working as part of the Police-led '95 Alive' campaign, with speed monitoring taking place across the area
- Winter gritting teams created to help elderly and vulnerable residents during severe winter weather

### Funding to support community priorities during 2011/12

- Supporting young carers to take a break and help them deal with the pressures of family care
- Upgrading tennis courts at Appleton Roebuck
- Enabling the development of a music group in Tadcaster

### Listening and learning during 2011/12

The Forum's community development plan identifies the local economy, supporting young people, leisure and culture and the local environment as the key issues for the area.



## Western Area Forum

During the year 70% of community issues raised via the Forum were resolved.

### Taking action where it matters most in 2011/12

- The Forum has been working with local retailers to resolve parking issues in Sherburn, following changes to private parking arrangements.
- Police have responded to concerns over speeding motorists at several 'hotspots' identified at Forum meetings

### Funding to support community priorities during 2011/12

- Supporting Burton Salmon cricket club to reinstate facilities following a fire
- Funding for new and improved play facilities at Birkin and Brotherton
- Enabling Brotherton & Byram Brownies and Sherburn Guides to buy new equipment

### Listening and learning during 2011/12

In February a special Chips & Chat event was held to encourage young people to get involved with the Forum and give their views about their own needs and hopes for the area. Fifty-five young people attended and they've now set up a new way of feeding their views back to the main Forum.

**Full details of the work of each Forum can be found within their own annual reports, available via the Forums' dedicated website: [www.your-community.org.uk](http://www.your-community.org.uk).**

To find out more about any aspect of Selby District Council's work, whether as a resident, local business or local authority, please contact us.

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If you require this document in a different format, for example large print, audio, Braille or in another language, please contact:

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**North Yorkshire**  
**YO8 9FT**

(Phone and email contacts as above)

# Selby District Council

## REPORT

Reference: E/12/9

Item 5 - Public



**To:** The Executive  
**Date:** 5<sup>th</sup> July 2012  
**Status:** Key Decision  
**Report Published:** 27 June 2012  
**Author:** Eileen Scothern  
**Executive Member:** Councillor J. Mackman  
**Lead Officer:** Managing Director – Mark Steward

**Title:** Potential site for the travelling community

### Summary:

The Council's search to identify a suitable Gypsy & Traveller site has been difficult however one potential site and a willing landowner have been identified. This report explores the activities and decisions required to bring this site forward.

### Recommendations:

- i. To note the action to date and current position with regard to a search for a suitable travellers site.
- ii. To authorise officers to open negotiations with Homes and Communities Agency (HCA) to secure a site for travellers
- iii. To authorise officers to work with partners to prepare and submit applications to facilitate the delivery of a travellers site
- iv. To authorise officers to continue to identify future sites through the Site Allocation Development Plan Document (SADPD)
- v. To authorise officers to undertake the appropriate consultation

### Reasons for recommendation

- i. For background information
- ii. To obtain the necessary authority to secure a site within the district
- iii. To enable the Council to form and to robustly defend its future position in this matter

## **1. Introduction and background**

- 1.1 There is a recognised homelessness need and a cultural/ethnic desire for members of the travelling community to live in caravans. The Council recognises this need for the travelling community and through the Issues and Options and Preferred Options stage of the Site Allocation Development Plan Document (SADPD) carried out a transparent approach to site provision based on planning principles.

## **2. The Report**

### Summary of events to date

- 2.1 A Gypsy and Travellers Accommodation Assessment (GTAA) report 2008 was undertaken by ARC4 on behalf of all local authorities in North Yorkshire County. On the 28 July 2010 the GTAA was presented to Policy & Resources Committee. The Committee resolved to set a local target of 10 G&T pitches and no Travelling Showmen's Pitches based on local knowledge.
- 2.2 In the Autumn of 2010, The Sites Allocation Development Plan Document (SADPD) was considered by Policy & Resources and Full Council. Its approach was to consider sites that had been put forward for other uses, so of the (then) 312 sites in the database, 60 were considered "potential" for consultation on the issue.
- 2.3 The SADPD Issues and Options consultation version was published formally on 6 January 2011 for 10 weeks. Followed this period of public consultation the Preferred Options SADPD was prepared and a preferred site identified at Brotherton. Just before Full Council sign-off, the preferred Brotherton site was granted planning permission for an alternative use and the site was immediately withdrawn from the SADPD by the land owner. The next sequentially-preferable site against the proposed criteria was in Whitley. While the preferred site met the proposed criteria in simple planning terms using a logical sequential search, it would require some significant work to enable it to be approved. The Whitley site was also withdrawn during this process.
- 2.4 The Policy Review Committee considered the approach to identifying suitable sites for Gypsy and Travellers in November 2011. Its report confirmed that the process of site identification is difficult and suggested minor amendments to the methodology including reconsideration of Green Belt sites, and suggested that Officers approached Homes and Communities Agency (HCA) regarding Burn Airfield as a potential site.
- 2.5 At the Core Strategy EIP, the Inspector questioned the G&T numbers in terms of how the local target was calculated; the Council however were not invited to reconsider its approach. Following the publication of the National Policy for Travellers in March 2012 the EIP Inspector

invited comments on the implications of the whole National Planning Policy Framework (NPPF) (and the other new national policies) for the Core Strategy by 11 May 2012. These will be considered at the next hearing of the Core Strategy in September. The Planning Policy for Travellers (March 2012) requires a local authority to

- identify and update annually, a supply of specific deliverable sites sufficient to provide five years' worth of sites against their locally set targets
- identify a supply of specific, developable sites or broad locations for growth, for years six to ten and, where possible, for years 11-15
- consider production of joint development plans that set targets on a cross-authority basis, to provide more flexibility in identifying sites, particularly if a local planning authority has special or strict planning constraints across its area (local planning authorities have a duty to cooperate on planning issues that cross administrative boundaries)
- relate the number of pitches or plots to the circumstances of the specific size and location of the site and the surrounding population's size and density
- protect local amenity and environment

2.6 The Core Strategy draft policy (CP7) on gypsies and travellers provided a detailed policy for consideration of allocating sites and determining planning applications as this was not covered by national policy at the time. The new national policy provides a considerable level of detail therefore at Council on 29<sup>th</sup> May 2012 it was agreed to amend the policy by removing unnecessary detail and deferring to national policy consideration. This approach is currently out for consultation (closing date for comments is 19<sup>th</sup> July).

2.7 The Planning Policy for Travellers introduces the need for local authorities to provide five years' worth of sites; in view of the change in Government Policy officers are recommending that the Executive reconsider the ARC4 GTAA report. In reviewing the GTAA evidence it is recommended to the Executive to achieve a 5 year supply the Council requires 14 - 15 deliverable pitches<sup>1</sup>. As the SADPD has been deferred until the Core Strategy has been adopted the lack of deliverable sites could result in a similar scenario as market housing where the lack of a five year supply is used by developers seeking planning permission for unsuitable sites.

### Burn Airfield

2.8 Following the suggestion by the Policy Review Committee and accepted by Executive, officers have contacted the HCA regarding the Burn Airfield site. The HCA has now prepared its Business Plan for the Burn Airfield site and at an officer level meeting on 25th April 2012

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<sup>1</sup> The GTAA identified a need of 20 pitches from 2010 – 2017, 20 divided by 7 multiplied by 5 equals 14.3 pitches.

agreed in principle that a traveller site would not prejudice their future aspirations for the site and would therefore be willing to consider to sell (at market value) to the Council or their partner(s) land for a travellers site. They still however need to assess their ability to negotiate with current land tenancies for the release of their land and if their procurement rules required them to sell on the open market.

- 2.9 The HCA has indicated to officers they would be launching a national funding scheme of £13 million for the development of additional pitches towards the end of June. The HCA representatives were of the opinion that there would be strong competition for this fund and therefore suggested if we were interested to apply early.
- 2.10 Officers met with the HCA and North Yorkshire County Council on 13<sup>th</sup> June to explore the potential of working together in terms of bringing forward a site at Burn and consider potential future site management. There is a willingness to explore joint working where appropriate and providing technical advice to assist the Council to secure a five year supply of sites.
- 2.11 Activities that will be required to deliver this project include:
- Agreeing the scale of the development and budget for the project
  - Identify potential partners including NYCC, HCA and Registered Providers (Housing Association)
  - Implementation of a consultation and communication strategy
  - Prepare planning applications; funding applications and
  - Appoint a project manager
- 2.12 In the longer term to meet the new national policy for travellers the Council will need to ensure a continuous five year supply of sites. This will require the Council as part of the annual monitoring report to assess both settled and travelling communities land supply and identify additional sites through the SADPD.
- 2.13 It is therefore proposed that the SADPD identifies sites for Gypsies and Travellers and Showmen to be evidenced by an updated GTAA. Different sites for transient and settled needs, and for a range of ethnic and cultural backgrounds should be addressed.



### **3 Legal/Financial Controls and other Policy matters**

#### **Legal Issues**

- 3.1 The existing Equalities Impact Assessment will be reviewed to take into account any decision reached and how that will inform specific decisions in future regarding the potential allocation of this site.

#### **Financial Issues**

##### Short Term

- 3.2 It is not possible with any degree of certainty on the capital costs of delivering new sites. Costs for delivering a site of approximately 15 pitches is estimated at £1.5 million (including activities included in paragraph 2.13). The Council through bids to HCA will try and recover a percentage of these costs. Currently there is no budget identified within the Council's long term financial strategy to meet such costs.
- 3.3 These are difficult to quantify the ongoing revenue implications, speaking to neighbouring authorities an estimate of approximately £6,000 per pitch is allowed. From discussions with NYCC on their sites managed by a Housing Association the sites are cost neutral, officers if authorised to continue with these scheme will seek advice from NYCC and their partner on ongoing maintenance.
- 3.4 These figures are currently only estimations. Whilst there is the Special Projects budget available for the appointment of a temporary project manager and associated costs linked to preparing funding bids and planning applications any additional costs need to be subject of a bid to Council.

### **4. Conclusion**

- 4.1 The Council has a difficult task that is made harder by uncertain and ageing evidence and the introduction of a requirement for a 5 year supply. With increasing pressure to identify a site/sites, the Council should consider whether to develop the Burn Airfield site and identify further sites in the SADPD for the Travelling community.

## **5. Background Documents**

North Yorkshire Gypsy & Traveller Accommodation Assessment  
(ARC4)

National Policy for Travellers (March 2012)

SADPD Issues and Options

SADPD Preferred Options

### **Contact Details**

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# Selby District Council

## REPORT

Reference: E/12/10

Item 6 - Public



**To:** The Executive  
**Date:** 5 July 2012  
**Status:** Non Key Decision  
**Report Published:** 27 June 2012  
**Author:** Dave Maycock  
**Executive Member:** Councillor Crane  
**Lead Officer:** Eileen Scothern

**Title:** Airey House Adaptation

**Summary:** Proposal to bring forward 2 properties from the future Airey homes refurbishment programme

**Recommendations:**

**To bring forward the refurbishment of 2 properties from phase 3 (2014/15) of the Airey programme**

**Reasons for recommendation**

To enable an essential adapted facility to be completed at the same time as the refurbishment works and enable the tenant to receive the benefit from the adaptation works

### **1. Introduction and background**

1.1 It has come to light that the adaption works required to the Airey property is scheduled for improvements in Phase 3 2014/15. Officers are proposing that as it is essential the disabled adaptation works are undertaken in 2012/13 the other works to this property are pulled forward to 2012/13 as well.

## 2. The Report

- 2.1 In the report to executive dated 3<sup>rd</sup> May 2012 it was agreed that work to the Airey properties would go ahead and that additional funding would be provided to cover the budget shortfall due to increased tender costs. Within the report it was identified that cost savings were anticipated from the original tenders received due to known factors on site. This is still the case.
- 2.2 Also within the report approval was sort and subsequently agreed to carry forward the sum of £30,000 from the 2011/12 disabled adaptation budget to cover the cost of an extension to one of the Airey properties to enable an essential adaptation to the property. It is now intended to carry out this work at the same time as the repair works to minimise disruption to the tenants.
- 2.3 This property is part of a pair of semi detached properties both in Council ownership. It is more cost effective to do the repairs to the pair rather than just a single property. Officers propose that the works to this dwelling are also done.

## 3. Legal/Financial Controls and other Policy matters

### 3.1 Legal Issues

None

### 3.2 Financial Issues

- 3.2.1 The estimated cost for the repair works is £70k for the two properties.
- 3.2.2 The original tender was Phase 1 was for the sum £1,271,000 and subsequent work had identified potential savings on site of £142,000. Phase 2 is estimated at £410,000 and Phase 3 £1,763,000.
- 3.2.3 If the savings in Phase 1 are achieved the new spend profile would be:

	Tender £000's	Anticipated Savin gs £000's	Bring forward Semis £000's	New profile £000's
Phase 1	1,271	- 142	+ 70	1,199
Phase 3	1,763		- 70	1,693

- 3.2.4 This work is not additional to the overall programme of work and it will mean a reduction in the money required to the phase 3 work programme. If the anticipated savings figure does not materialise in Phase 1 then the funding will need to be drawn down from the major repairs reserve early, with a corresponding reduction to the Phase 3 budget.

#### **4. Conclusion**

- 4.1 There will be no affect to the overall cost of the programme; however the tenant will have the benefit of the essential adaptation completed in a timely manner.

# Selby District Council

## REPORT

Reference: E/12/11

Item 7 - Public



**To:** The Executive  
**Date:** 5 July 2012  
**Status:** Key Decision  
**Report Published:** 27 June 2012  
**Author:** Kevin Ross – Senior Finance Officer  
**Executive Member:** Cllr C Lunn – Lead Member for Resources  
**Lead Officer:** Karen Iveson - Executive Director (and S151)

**Title:** Financial Results and Budget Exceptions Report to 31 March 2012

### Summary:

This report is to update the Executive with details of the final outturn position between budgeted and actual expenditure and income for the 2011/12 financial year to 31 March 2012, for the Core, Access Selby and Communities Selby. Overall a General Fund revenue surplus of £818k has been achieved along with a surplus of £112k on the HRA. Capital spend totalled over £4m in the year, although some slippage means that work to the value of £2.3m will carry over into 2012/13.

### Recommendations:

- i) the funds set out at Appendix D be carried forward from 2011/12 to 2012/13;
- ii) Access Selby's £263k General Fund surplus be transferred to an earmarked 'Access Selby Reserve' and the £373k HRA Surplus be transferred to 'HRA Balances (Access Selby)', in accordance with the approved financial arrangements for Access Selby.
- iii) the actions of the Executive Director (S151) in contributing the saving generated in the General Fund to the Spend to Save Reserve and Contingency be endorsed.

## Reasons for recommendation

To ensure that funds are carried forward to maintain progress on approved schemes and projects and that surpluses are set aside in accordance with approved practice and used to support future spending needs.

### 1. Introduction and background

- 1.1 This report presents the Council's financial results for 2011/12 along with details of the major variances for the year and budget carry forward requests.

### 2. The Report

#### Financial Results

##### General Fund - Revenue

- 2.1 After carry forwards of £824k, a surplus of £818k has been achieved within the General Fund against a budgeted surplus of £309k – an increase of £509k:

General Fund	Gross Budget £000's	Estimated Surplus £000's	Actual Surplus £000's	Variance £000's
Core Selby	4,965	(249)	<b>(538)</b>	(289)
Access Selby	6,365	(60)	<b>(263)</b>	(203)
Communities Selby	270	(0)	<b>(17)</b>	(17)
	11,600	(309)	<b>(818)</b>	(509)

##### Housing Revenue Account

- 2.2 After carry forwards of £75k a saving of £112k has been achieved on the HRA against a budgeted surplus of £226k:

General Fund	Gross Budget £000's	Estimated Surplus £000's	Actual Surplus £000's	Variance £000's
Core Selby	2,459	-	<b>261</b>	261
Access Selby	(2,459)	(226)	<b>(373)</b>	(147)
	0	(226)	<b>(112)</b>	114

- 2.3 These significant revenue savings are the result of proactive work to identify one-off and on-going savings and efficiencies to help meet future savings targets, and some more 'fortuitous' events such as pension fund adjustments and savings on concessionary fares claims.

- 2.4 The movement in surplus from the Quarter 3 forecast to the actual outturn position within the General Fund, has arisen for a number of reasons which include: Year end adjustments for benefit overpayments £155k; additional benefits grant £181k offset by additional benefits costs (£152k); year end CEC charges adjustment to the HRA £199k; additional investment income and savings on interest costs £33k; increased recycling income £68k; staff and other associated cost savings within the core £100k; prior year concessionary fare scheme adjustments £144k offset by prior year pension cost adjustments (£156k).
- 2.5 The movement in surplus from Quarter 3 forecast to the actual outturn position within the HRA has arisen for a number of reasons which includes: CEC adjustments (£199k); self financing settlement costs (£44k); HRA share of redundancies and early retirement costs (£61k) offset by savings within Access Selby CEC recharges £91k; and dwelling rents £96k.
- 2.6 Appendix A presents the major variances between the latest approved budgets and actuals for the year 2011/12.

### **Use of Surpluses**

- 2.7 In accordance with the 'shadow budget' approved by Council on 1 March 2011, for this first year of operation any Access Selby 'profits' will be retained in an earmarked 'Access Selby' reserve for General Fund and as earmarked HRA balances for the HRA, for allocation by the Executive.
- 2.8 The Executive Director (s151) is proposing that the remaining balance of the General Fund surplus, £555k is transferred, £152k to Spend to Save Reserve (to top this up to £250k) and the remaining £403k to the Contingency Reserve to help mitigate a number of contingent liabilities identified within the accounts.

### **Capital**

- 2.9 There are several capital budget exceptions for 2011/12, the details of which are set out in Appendix B. Delays in starting various programmes due to a number of factors including resources and contract issues have resulted in programme slippage in this financial year. The works are however underway and this slippage will be completed in 2012/13.
- 2.10 Appendix B shows the overall capital programme for 2011/12 including the amount of carry forward budget £2.335m required to continue these schemes and projects. The carry forward includes £1.009m in relation to the Airey Houses scheme which was the subject of a report to Executive on 3 May 2012.



- 2.11 The HRA self financing settlement payment of £57.733m which was made to Department of Communities and Local Government on 28 March 2012 is classed as a capital payment because it was funded from borrowing and as such forms part of the Council's capital programme.
- 2.12 The Council estimated that it would receive £3.247m in capital receipts from sales of assets in 2011/12 and it has received £2.808m. An analysis of the capital receipts is shown at appendix B. The major reason for the variance is delay in the receipt of £500k in relation to the planning application by Tesco on the Portholme Road Civic Centre which is now due for payment.
- 2.13 In addition it was estimated that £321k would be received in grants to support the capital programme. The Council has received £289k and the detailed reasons for the variance are shown in Appendix D. At the end of the year the Council received additional funding under the Disabled Facilities Grant Programme of £27k which it is proposed is utilised to offset potential increased cost pressures from 2012/13 onwards.
- 2.14 As part of the HRA capital programme the Council hoped to receive £114k in respect of Community Energy Savings Programme (CESP) and Carbon Emissions Reduction Target (CERT) funding to assist with costs associated with replacement gas and solid fuel central heating boilers. These grants are claimed retrospectively and can be withdrawn at any time – a risk that was highlighted when the budget was set. The CERT grant scheme was withdrawn and the capital programme carry forward has been adjusted to reflect this.

### **Savings**

- 2.15 Appendix C presents an update on progress against the Council's savings action plan for the General Fund and HRA.
- 2.16 Overall progress on savings is positive for 2011/12, with General Fund savings of £1.806m (£353k Core & Communities Selby and £1.453m Access Selby) and HRA (Access Selby) savings of £386k being achieved.
- 2.17 Looking ahead to 2012/13 and beyond, taking in to account the increase in target from the MTFs, the savings action plan outlines further savings initiatives to achieve a balanced budget.

### **Carry Forward Budget Requests**

- 2.18 Appendix D contains requests to carry forward revenue budgets totalling £899k. Carry forward requests for the capital programme of £2.335m are included within Appendix B.

### **3. Legal/Financial Controls and other Policy matters**

#### **3.1 Legal Issues**

There are no legal issues as a result of this report.

#### **3.2 Financial Issues**

The financial issues are highlighted in the body of the report.

### **4. Conclusion**

4.1 Overall, the financial results are encouraging. Officers continue to monitor and manage their budgets closely and have plans in place to deal with and react to the impact of any external factors they may have to face.

4.2 It should be stressed that there continue to be a number of cost and income pressures which officers are managing (such as the impact of inflation on the street scene and leisure contracts, rising energy prices, reduced income and savings requirements). These will continue to be a challenge going forward.

4.3 Looking forward, continuing uncertainty within the economy and future cuts to public sector funding mean that robust budget management is essential to ensure services are delivered within the budgets set.

### **5. Background Documents**

Accountancy budget management files

#### **Contact Details**

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#### **Appendices:**

Appendix A – General Fund and Housing Revenue Account Revenue budget exceptions

Appendix B – General Fund and Housing Revenue Account Capital Programme

Appendix C – General Fund and Housing Revenue Account Savings

Appendix D – General Fund and Housing Revenue Account Carry Forward Budget Requests

## BUDGET EXCEPTIONS REPORT

April 2011 - March 2012

Core

General Fund Income

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Investment Income	(215)	(48)	A return of 1.25% was anticipated on investments, but only 1.22% achieved. The extra interest raised is due to the average amount invested being higher than forecasted.
Internal Recharges	(37)	14	Savings generated on External Audit Fees, Bank Charges and other Central Costs has led to a reduced contribution from the HRA.
Sundry Income	(32)	(17)	This surplus is made up of Miscellaneous receipts which were not budgeted for (£26k). Offsetting this is several small income budgets that have ended the year with a deficit.
<b>Total Variance - General Fund Income</b>		<b>(51)</b>	

Core

General Fund Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Staff costs	662	(100)	This saving has arisen from reduced early retirement charges (£48k) payable to the West Yorkshire Pension Fund and East Riding of Yorkshire Council. There have also been salary savings from vacancies in Democratic Services (£51k).
External Audit Fees	77	(25)	Savings generated by the Audit Commission have been passed on to Clients which included £13k accrual relating to prior year inspection work costs which was not undertaken.
Election Costs *	112	(43)	District Election costs were less than estimated. The surplus balance on this budget has been transferred back to the Elections Reserve.
Concessionary Fares	0	(144)	This surplus has arisen from the repayment to the Council for overpayments made in previous years to the scheme partnership (£85K), and successful negotiation of final settlements due to Operators, which was (£60k) less than anticipated.
Pensions Adjustments	670	156	Variance as a consequence of difference between estimated pension adjustments and actuals including prior year adjustments on pension payments £131k.

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
CEC Charges to HRA	0	(199)	Additional costs recharged to the HRA for the first quarter of the year. This charge was not budgeted for.
External Interest Payable	748	(22)	£13k relates to the movement of debt for HRA self-financing, and the rest is as a result of less borrowing required throughout the year than estimated, which was also at a slightly better rate of interest.
Contingencies	32	(32)	Unspent contingency
Contributions To and From Reserves *	(330)	137	Differences in reserves relate to changes in the capital programme, a variance on Elections £38k and restructure costs £77k which has reduced the transfer required from reserves.
<b>Total Variance - General Fund Expenditure</b>		<b>(272)</b>	
<b>Total Variance - General Fund Revenue</b>		<b>(323)</b>	

\* Election Costs - Savings identified in the service are offset by reserve contributions.

**Communities Selby  
General Fund Expenditure**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
CEF Costs	81	(17)	Admin cost savings have been generated for the running of the CEF schemes. This budget saving was not required to be carried forward to support the projects.
<b>Total Variance - General Fund Expenditure</b>		<b>(17)</b>	
<b>Total Variance - General Fund Revenue</b>		<b>(17)</b>	

**Access Selby  
General Fund Income**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Government Grants	(21,687)	(86)	Housing Benefit Admin Grant was £60k greater than expected, of which £30k was used to cover the expected shortfall in Court Fees and Summons Costs income.
Supporting People Income **	(432)	71	There has been a reduction in the Supporting People Grant received via NYCC. This is offset by the contribution to the HRA (see below) towards the costs of the Wardens Support Service. The new Access Selby Structure and working practices has allowed for savings which has absorbed the shortfall of grant funding.
Industrial Units	(190)	(11)	Greater occupancy levels have contributed to rental income exceeding expectations, in particular the full occupancy of the units at Hurricane Close which generate the largest rents.
Court Fees / Cost / Summons Income	(120)	(23)	The forecast income suggested that there would be a shortfall of £20k at the mid-year estimate. The final year income received actually exceeded these estimates.

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Internal Recharges	(380)	115	This variance relates to recharges for CCTV that should not have been included in the budget as this income line was incorrectly left in the original cost envelope with nowhere to recharge to. 2012/13 budgets have been amended accordingly.
Licences	(123)	(21)	Licence fee income has exceeded expectations, in particular for Street Trading (£6k) and 2003 Licences Act (£13k)
Property Management	(48)	12	Income from the telecommunications mast in the old Civic Centre Car Park has not met targets and are unlikely to whilst plans to relocate the mast at Prospect Way are on hold.
Water Sampling Fees	(12)	10	The implementation of new regulations and its associated fee structure has led to the shortfall of income.
Land Charges	(128)	16	Due to the continuing slowdown in the housing market the expected level of fees has not been achieved.
Recycling	(771)	(70)	Due to the contractors ability to obtain better prices for the sale of recycled materials, the councils share of profits has exceeded budget expectations.
Refuse Collection General	(25)	16	Shortfall due to loss of Markets refuse income and shortfall in income from bulky household waste collections due to a 23% drop in the number of collections requested.
Commercial Waste	(581)	66	The current economic climate has impacted on income, which has seen a reduction in the number of customers, mainly as a result of business closure and competition. Disposal costs have been reduced which have offset this shortfall. A review of the pricing policy strategy has been approved and applied to 2012/13 contracts.
Planning Fees	(580)	90	Planning applications are linked to the building sector and due to the still perilous state of the economy the number of mid to large applications has still to show any signs of increasing to the levels we have had previously. During March a large fee of over £27k was received which reduced the shortfall.
Sundry Income	(113)	(168)	A year end calculation for Housing Benefit Overpayment Debtors had a significant movement of (£195k). This has been partly offset by a shortfall of Civic Centre Room Hire income £8k and the Private Leasing Scheme £11k.
<b>Total Variance - General Fund Income</b>		<b>17</b>	

**Access Selby  
General Fund Expenditure**

<b>Budget Description</b>	<b>Annual Budget £000's</b>	<b>Final Variance £000's</b>	<b>Comments</b>
Staff Costs	5,340	(63)	Some savings have arisen from vacant posts being held pending the restructure. In addition there were frozen posts remaining vacant for the remainder of the year.
Premises Running Costs	490	(12)	Numerous variances against utilities and repairs & maintenance budgets and a saving of (£21k) for NNDR due to full occupancy of Hurricane Way have been offset by NNDR for the Civic Centre £52k, the Council is looking to appeal against this.
Consultants Fees	305	(34)	This variance is due to the removal of a 3 year bid, originating in 2010/11 to fund the engagement of consultants to deliver on the Councils commissioning and contract management priorities.
Supporting People **	432	(71)	This is the transfer to the HRA for Supporting People. This is a net nil impact to the General Fund. Supporting People funding has reduced nationally but is calculated around client base. There are now more private payers to partly offset this shortfall. Savings have been made in the HRA through the restructure of services to absorb this shortfall.
Transport Costs	110	12	Savings targets have not been achieved in Community Support, Assets Team, Access Selby Management Team and Planning due to the number of staff who still receive essential user allowances, and in addition, there was a one-off payment of arrears paid to an officer.
Office Running Costs	389	(50)	This saving has occurred through the restructuring and amalgamation of services combined with a reduction in staff across general office costs including general office expenses (£14k), advertising (£12k), subscriptions (£16k) and postage (£9k).
Other Sundry Costs	363	11	This slight shortfall is made up of numerous variances following a review of spending priorities.
Streetscene Contract	3,669	(36)	Pressures across the contract caused by inflation totalled £33k has been offset by savings on trade waste (£55k) from reduced tonnage and the cost of recycling contractors (£14k) due to recharges being made back to the contractor.

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Leisure Trust	298	(24)	The management fee from Wigan Leisure & Culture Trust for March has not been recharged due to the fire at Abbey Leisure Centre and the subsequent loss of service provision from there. As this service was not delivered, this saving is to be passed back to the Core.
Partnership Arrangements	251	19	This is the estimated additional payment due to the North Yorkshire Building Control Partnership based on current partnership forecasts for losses anticipated due to the current economic climate.
Net CEC Charge to the HRA	(2,227)	91	Savings generated in the General Fund have had the impact of being passed on to the Housing Revenue Account.
Contingency	62	(62)	This is the balance of unspent contingency and contributes to the overall Access Selby General Fund Saving.
<b>Total Variance - General Fund Expenditure</b>		<b>(219)</b>	
<b>Total Variance - General Fund Revenue</b>		<b>(202)</b>	

\*\* Supporting People has a net nil impact on the General Fund, income received is matched by a contribution to the HRA.



**Core  
Housing Revenue Account Income**

<b>Budget Description</b>	<b>Annual Budget £000's</b>	<b>Final Variance £000's</b>	<b>Comments</b>
Investment Income	(33)	(10)	Increased investment income as a consequence of higher than forecast balances within the HRA
Additional Housing Subsidy	0	(20)	Payment from Government to help mitigate the impact of 4 days interest as a result of the HRA Self Financing Settlement on 28 March 2012
<b>Total Variance - HRA Income</b>		<b>(30)</b>	

**Core  
Housing Revenue Account Expenditure**

<b>Budget Description</b>	<b>Annual Budget £000's</b>	<b>Final Variance £000's</b>	<b>Comments</b>
CEC Recharges to HRA	0	199	CEC recharges to the HRA from the GF prior to the restructure of the Council
Restructure Costs - Redundancies & Pension Costs	0	61	HRA element of the restructure redundancies and pension payments
Debt Management	20	17	Costs associated with the Self Financing Settlement debt arrangement fees payable to the PWLB.
Loan Interest	0	27	Cost of 4 days interest on the borrowing of £57.733m for the HRA self Financing Settlement.
<b>Total Variance - HRA Expenditure</b>		<b>304</b>	
<b>Total Variance - HRA Revenue</b>		<b>274</b>	

**Access Selby  
Housing Revenue Account Income**

<b>Budget Description</b>	<b>Annual Budget £000's</b>	<b>Final Variance £000's</b>	<b>Comments</b>
Housing & Garage Rents	(10,500)	(96)	Rent has exceeded budget expectations. A contributing factor is the improved turn round of void properties.
Internal Recharges (Supporting People)	(432)	71	As highlighted within the General Fund, this is the shortfall of Supporting People funding impacting on the HRA. Through the restructure, savings have been made to offset the shortfall.
Other Rent Income	(95)	30	Low occupancy at the hostels, in particular Edgerton Lodge has resulted in lower than expected income. This down-turn in use is due as a result of proactive homeless prevention work.
Housing Subsidy Receivable	(1,989)	(12)	The subsidy budget was based on an estimate and confirmation of the Major Repairs Allowance Grant was received after the budget had been set. This additional income is to be passed to the Core.
Other Income	(80)	(38)	Property Service recharge income has exceeded expectations for work on non-dwelling properties, offset by a reduction in hostel utility income due to reduced occupancy levels.
<b>Total Variance - HRA Income</b>		<b>(45)</b>	

Access Selby  
Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
HRA Salaries	542	(82)	The variance shown is the saving that has arisen from vacant posts being held pending the restructure, offset by costs for an officer dealing with electrical testing funded by savings in the electrical testing budget.
Dwellings Repairs & Maintenance	1,094	(75)	Several items make up this saving including Electrical Testing (£25k) which contributes to the electrical testing post, Solid Fuel Servicing (£17k) through effective procurement and demand driven responsive repair works (£21k). Cumulative savings have been achieved on Electricity (£23k) from actual meter readings. Gas Servicing exceeded budget by £28k due to the timing of servicing works, partly offset by Consultant costs for Gas Audits due to the number sampled.
Other Sundry Costs	335	(38)	Again several items make up this variance. Due to reductions in demand savings have been made on Choice Based Lettings (£26k), Tenant Participation (£18k), Gas Inspection Audits (£12k) and Warden Call Services phone lines (£12k). These have been offset by additional Estate Management costs £8k, council tax charges on empty hostel units £9k, and asset valuation costs relating to council dwellings £10k.
Housing Subsidy Payable	5,389	(17)	The subsidy budget was based on an estimate, confirmation was received after the budget was set.
Net CEC Charge from the GF	2,227	(91)	Savings generated in the General Fund have had the impact of reducing the overhead recharge to the HRA
Contingency	30	(30)	This is the balance of unspent contingency and contributes to the overall Access Selby Housing Revenue Account Saving.
<b>Total Variance - HRA Expenditure</b>		<b>(333)</b>	
<b>Total Variance - Housing Revenue Account</b>		<b>(378)</b>	

**2011/12 Selby District Council Capital Programme**

	Annual Budget £000's	Year to date Actual £000's	Year to date Variance £000's	Carry Forward Request £000's	Final Variance £000's	Comments
<b><u>General Fund</u></b>						
SELBY COMMUNITY PROJECT	2,219	2,200	-19	0	-19	This is the final year budget for the construction and furnishing of the new Civic Centre. The cost of the the retention payment due to be made in 2012/13 has been include in the expenditure for the year. £19k represents the saving on the contract budget overall which was £7.570m and total expenditure has been £7.551m.
VIRTUALISATION	29	26	-3	0	-3	Project completed
FMS PROJECT	7	0	-7	7	0	This is for the continuation of work on the COA (ABS) Finance System
TADCASTER CENTRAL AREA REDEVELOPMENT	267	9	-258	258	0	This work in Tadcaster is currently held up by Judicial Review. The budget is required to be carried forward to progress the project.
ABBEY LEISURE CENTRE	0	15	15	0	15	Final charges for improvement works as part of the programme of improvements and costs associated with the all weather pitch. These costs have been funded through the buildings reserve.
ICT - REPLACEMENT PROGRAMME CAPITAL PROJECTS	118	47	-71	0	-71	These costs are funded from the ICT reserve, and relates to various IT schemes and projects, including scheduled replacement of hardware such as PC's and scanners and upgrades to IT systems. The requirement for funds is based on the estimated schedule for projects and funds are drawn from the reserve as business cases for upgrade projects are approved.
CONSERVATION / HERITAGE GRANTS REFCUS	27	27	0	0	0	These are capital grants to external organisations therefore do not produce an asset for the Council. The Councils contribution to the projects is £10k and the balance of funding is provided by the English Heritage Programme.
INDUSTRIAL UNITS-ROAD ADOPTION	25	0	-25	25	0	Work on this road adoption scheme is still expected to take place.
MAST RELOCATION PROJECT	155	8	-147	147	0	Further options are being considered in regard to the future of the mast and its location. The budget is to be carried forward to support any decision.
ENV AGENCY FLOOD SCHEMES	45	45	0		0	Environment Agency flood alleviation scheme facilitated by NY Building Control Partnership for South Milford. Works commenced in 2011/12 will be completed 2012/13 and budget fully committed. All costs are covered by Environment Agency Grant.

**2011/12 Selby District Council Capital Programme**

	Annual Budget £000's	Year to date Actual £000's	Year to date Variance £000's	Carry Forward Request £000's	Final Variance £000's	Comments
PRIVATE SECTOR HOUSING RENEWAL & EMPTY PROPERTY GRANTS	44	30	-14	14	0	Regional Housing Board Funding for a programme of improvement has been established. Variance is due to cycle of loan expenditure funded by external grant and repayments of grant which can then be reused. Carry forward represents the balance of grant remaining.
DISABLED FACILITIES GRANTS	300	302	2	0	2	Modest variance due to cycle of applications. DFG is only remaining mandatory grant funded by Government. Demand continues to remain high for vulnerable customers. The Council received £145k of grant towards 2011/12 DFG's which was £5k higher than the original estimate.
HOME IMPROVEMENT AGENCY	37	29	-8	0	-8	Grant funding to the Home Improvement Agency was lower than budgeted due to negotiations as a consequence of the reduction in work undertaken for all grant funded schemes.
ENERGY EFFICIENCY & FUEL POVERTY	12	0	-12	12	0	Balance of the Regional Housing Board Funding for a programme of improvement. Variance has arisen pending sub regional negotiations and scheme development. If the scheme does not go ahead then this grant will need to be repaid.
<b>Total General Fund</b>	<b>3,285</b>	<b>2,738</b>	<b>-547</b>	<b>463</b>	<b>-84</b>	

**2011/12 Selby District Council Capital Programme**

	Annual Budget £000's	Year to date Actual £000's	Year to date Variance £000's	Carry Forward Request £000's	Final Variance £000's	Comments
<b><u>Housing Revenue Account</u></b>						
KITCHENS - DECENT HOMES	318	262	-56	56	0	2011/12 Programme of work delayed to enable it to be combined with 2012/13 programme to create efficiencies. 50% of overall programme completed (93 kitchens of total 185).
ELECTRICAL REWIRES	301	204	-97	97	0	The rewire programme did not commence until September 2011 to coincide with the appointment of an in-house electrical inspector. This has given greater control to the programme and the expected impact to the programme is that there will be a reduction in future years of the costs and number of rewires classified as urgent.
AIREY PROPERTY IMPROVEMENTS	1,009	0	-1,009	1,009	0	The contract had been tendered and a contractor appointed for the Airey scheme, work is due to commence during June 2012. The accepted tender of £263k was higher than the budget available. This was reported to the Executive in May 2012 and approval given for additional funding.
EXTERNAL CYCLICAL REPAIRS	113	116	3	0	3	
CENTRAL HEATING SYSTEMS	640	580	-60	60	0	This is a programme for central heating system replacements. Any unspent budget is required to continue the programme.
ROOF REPLACEMENT	560	103	-457	457	0	Roof Replacement scheme commenced during February, to enable it to be combined with 2012/13 programme to create efficiencies and to allow majority of work to be completed during summer months with a completion date of September 2012 for both years work.
DAMP WORKS	186	187	1	0	1	
DISABLED ADAPTATION WORK	30	30	0	0	0	
EXTERNAL DOOR REPLACEMENTS	42	42	0	0	0	
SOLID FUEL SYSTEM REPLACEMENTS	276	83	-193	193	0	This is a programme for system failures at service. Inspection and service of the units enabled the the life of the systems to be prolonged to allow for a programme of controlled replacement to be rescheduled for 2012/13 when this budget will be utilised.
<b>Total Housing Revenue Account</b>	<b>3,475</b>	<b>1,607</b>	<b>-1,868</b>	<b>1,872</b>	<b>4</b>	

<b>Total HRA &amp; GF Capital Programme Carry Forwards</b>	<b>6,760</b>	<b>4,345</b>	<b>-2,415</b>	<b>2,335</b>	<b>-80</b>
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**2011/12 Selby District Council Capital Receipts & Capital Grant Income**

	Annual Budget £000's	Year to date Actual £000's	Year to date Variance £000's	Comments
<b><u>Capital Receipts</u></b>				
Civic Centre	-2,000	-2,000	0	
Land at Dunelm Riccall	-700	-712	-12	
AVS Loan Instalment	-10	-10	0	
Council House Sales, Mortgage Receipts & Repayments of Discount	-37	-44	-7	
Civic Centre Planning Permission	-500	0	500	Receipt will now be received in 2012/13
Other Land Sales		-4	-4	Piece of land - Chapel Haddlesey
Civic Centre Surplus Equipment		-20	-20	Auction sale of surplus equipment at the Portholme Road site
Improvement Grant Loans		-13	-13	Repayment of Home Improvement loans to be reused for funding future years improvement loan programmes
Covenant		-5	-5	Release of a covenant - Hillam
Disabled Facilities Grant (DFG) Programme	-145	-172	-27	Additional grant represents an end of year reallocation by DCLG of surplus grant funds. Funding held in Government Grant reserve and available for offsetting future years additional cost pressures within the DFG programme. If this grant is not used it has to be repaid.
Community Energy Savings Programme (CESP) & Carbon Emissions Reduction Target (CERT) Grant Programme	-114	-55	59	Potential Grant funding for assisting with the costs of the solid fuel and gas boiler replacement programmes. The CERT funding ceased during the year and the gross budget and carry forward for the programme was adjusted accordingly.
Conservation and Listed Building Grants	-17	-17	0	
Environment Agency re Flood Defence Works	-45	-45	0	
<b>Total</b>	<b>-3,568</b>	<b>-3,097</b>	<b>471</b>	

**CORE & COMMUNITIES SELBY  
GENERAL FUND BASE BUDGET  
SAVINGS/EFFICIENCIES ACTION  
PLAN 2011/12 - 2013/14 (V62)  
Updated June 2012**

## Key:

Green	Savings likely to be achieved/low risk
Amber	Tentative savings - further work required/medium risk
Red	Savings require a change in Council policy or significant change in service delivery/high risk

Proposed Savings	Status	Latest				Progress
		2011/12 £	2012/13 £	2013/14 £	2014/15 £	
Inflation factor		-	0.020	0.020	0.020	
<b>Procurement Workstream</b>						
Election software	Green	4,700	4,700	4,700	4,700	Completed
Audit Partnership	Green	5,000	10,000	15,000	15,000	Completed for 11/12. Planned reduction in Audit days and merger with Veritau agreed w.e.f. 1 April 2012.
		<b>9,700</b>	<b>14,700</b>	<b>19,700</b>	<b>19,700</b>	
WTT - Transformation (Core)	Green	50,000	50,000	50,000	50,000	Completed
Democratic Services - Vacancies / Frozen Posts	Green	50,811	-	-	-	Completed
<b>Total Transformation</b>		<b>100,811</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	
<b>Asset Management Workstream</b>						
<b>Total Asset Management</b>		-	-	-	-	
<b>Value for Money Workstream</b>						
Internal Drainage Boards	Green	40,000	40,000	40,000	40,000	Completed
Community Safety	Green	15,000	15,000	15,000	15,000	Completed
<b>Total Value for Money</b>		<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	
<b>Base Budget Review Workstream</b>						
External Audit Fee	Green	50,005	37,432	37,432	37,432	Completed. 11/12 saving is greater than on-going saving as an accrual was processed for 10/11 inspection fees, which were not charged.



Proposed Savings	Status	Latest				Progress
		2011/12 £	2012/13 £	2013/14 £	2014/15 £	
Early Retirements - Strain on Pension Fund	Green	68,000	75,000	75,000	75,000	Completed
LGA Subscriptions	Green	1,000	1,000	1,000	1,000	Completed
Corporate and Democratic Core	Green	7,000	7,000	7,000	7,000	Completed
Car Allowances	Green	1,557	2,850	2,850	2,850	Completed
<b>Total Base Budget Review</b>		<b>127,562</b>	<b>123,282</b>	<b>123,282</b>	<b>123,282</b>	
<b>Discretionary Service Review Workstream</b>						
External Grants	Green	12,000	12,000	12,000	12,000	Completed
<b>Total Discretionary Service Review</b>		<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	
Inflation adjustment		-	5,100	10,503	15,913	
<b>Total General Fund Savings</b>		<b>305,073</b>	<b>260,082</b>	<b>270,485</b>	<b>275,895</b>	
Target (Per 2011/12 - 2013/14 MTFP)		102,730	402,560	412,740	626,860	
New savings per MTFS		-	-	-	-	
<b>New Target</b>		<b>102,730</b>	<b>402,560</b>	<b>412,740</b>	<b>626,860</b>	
<b>Headroom/Deficit (+/-)</b>	**	<b>202,343</b>	<b>- 142,478</b>	<b>- 142,255</b>	<b>- 350,965</b>	
<b>Green Savings</b>		305,073	260,082	270,485	275,895	
<b>Amber Savings</b>		-	-	-	-	
<b>Red Savings**</b>		-	-	-	-	
Still to identify**		-	142,478	142,255	350,965	
<b>Total</b>		<b>305,073</b>	<b>402,560</b>	<b>412,740</b>	<b>626,860</b>	

**ACCESS SELBY**  
**GENERAL FUND BASE BUDGET**  
**SAVINGS/EFFICIENCIES ACTION**  
**PLAN 2011/12 - 2013/14 (V63)**  
**Updated May 2012**

Green	Savings likely to be achieved/low risk
Amber	Tentative savings - further work required/medium risk
Red	Savings require a change in Council policy or significant change in service delivery/high risk

Proposed Savings	Status	Latest				Progress
		2011/12 £	2012/13 £	2013/14 £	2014/15 £	
Inflation factor		-	0.020	0.020	0.020	
<b>Procurement Workstream</b>						
Change provider for telephone calls and rationalisation of telephone accounts	Green	13,750	13,750	13,750	10,800	Completed
Partnering Back Office Support	Green	77,500	93,000	93,000	93,000	Completed
CCTV	Amber	-	42,000	42,000	42,000	EU Procurement exercise has commenced with ITT due to be issued in August 2012 - conclusion of the procurement is expected by the end of the year
Recycling	Green	159,000	159,000	159,000	159,000	Completed
Collaborative corporate contracts through shared procurement service	Red	32,370	17,290	42,290	70,240	Spend Analysis carried out and a detailed action plan is being put together for targeted procurement. This will include a savings target for this project where possible. Ongoing savings have been identified on individual /discrete procurement projects
Note: The balance of this target will reduce as individual procurement projects						
Expanded Building Control Partnership	Red	-	-	5,000	5,000	Savings in 11/12 and 12/13 unlikely to be achieved due to continued downturn in fee earning work. It was anticipated that a new partner would join for 12/13, this now seems unlikely but potentially will happen 13/14 as the authority in question still remain positive about joining which will have a positive impact on future savings.
Contact Centre Electricity	Green	10,000	10,000	10,000	10,000	Completed
ICT - Server Virtualisation	Green	10,000	10,000	10,000	10,000	Completed
Gas Utilities Contract	Green	3,080	6,160	6,160	6,160	Completed
Negotiate savings within Street Scene and Leisure contracts	Red		-	40,000	40,000	SDC and Enterprise are to undertake a review of the contract in Q1/Q2 of 2012/13 to identify potential opportunities for efficiency savings. A cost/Benefit report will then be taken to the relevant management group to agree approach. In the meantime any low risk quick wins identified will be implemented.
Citizen Link Printing	Green	800	800	800	800	Completed
		<b>306,500</b>	<b>352,000</b>	<b>422,000</b>	<b>447,000</b>	

Proposed Savings	Status	Latest				Progress
		2011/12 £	2012/13 £	2013/14 £	2014/15 £	
WTT - Review of remaining cash collection	Amber	0	3,375	4,500	4,500	Arrangements for cash collection cannot go ahead as planned due to fire at Abbey Leisure Centre - alternative arrangements to be explored.
WTT - Transformation (SDV)	Green	1,029,850	1,380,890	1,380,890	1,380,890	Completed
WTT - Transformation HRA Impact	Green	-90,000	-120,000	-120,000	-120,000	Completed - Impact of savings generated through staff reduction which are transferred to HRA via CEC
Spend to save initiatives	Red		0	0	25,000	
Service delivery options	Red		0	25,000	50,000	
<b>Total Transformation</b>		<b>939,850</b>	<b>1,264,265</b>	<b>1,290,390</b>	<b>1,340,390</b>	
<b>Asset Management Workstream</b>						
Vacation of Portholme Road Depot	Green	13,497	13,497	13,497	13,497	Completed. In addition, there is a saving to the HRA of £26,833
Running costs of new Civic Centre	Amber	14,000	40,000	40,000	40,000	Staff occupied new building from 1 August, an estimate of running costs has been included in the 11/12 accounts pending receipt of actual utility bills. The 11/12 saving excludes NNDR costs for the Civic Centre which have increased by £52K, this is currently subject to appeal.
Closure of Tadcaster office	Green	30,000	30,000	30,000	30,000	Completed
Barlby Depot	Red	-	20,000	20,000	20,000	Option appraisals for the long and short term usage are to be carried out. Potential for income generation or a reduction in costs in the short term. Will be part of the Review of Assets project to ensure ad hoc decisions are not made that could reduce our options.
<b>Total Asset Management</b>		<b>57,497</b>	<b>103,497</b>	<b>103,497</b>	<b>103,497</b>	
<b>Value for Money Workstream</b>						
Telecommunications Mast	Red	-	13,000	13,000	13,000	This project is being reviewed in light of the sale of the old civic centre car park site not going ahead. Options are currently being reviewed and a decision on the future of the project is expected by the end of July 2012
Decentralisation of Planning Fees	Red	-	250,000	250,000	250,000	Devolved Planning fees – Regulations awaited.
Negotiation for share of out performance on Council Tax collection	Red		25,000	25,000	25,000	

Proposed Savings	Status	Latest				Progress
		2011/12 £	2012/13 £	2013/14 £	2014/15 £	
Car Park Income	Amber	14,109	60,000	60,000	60,000	An increase of 20% for both long and short stay park was implemented from 1 December 2011. As saving was not fully achieved in 11/12, income will continue to be monitored in 12/13. At the end of May, income is £3k below target.
<b>Total Value for Money</b>		<b>14,109</b>	<b>348,000</b>	<b>348,000</b>	<b>348,000</b>	
<b>Base Budget Review Workstream</b>						
Car Allowances	Amber	16,670	41,150	41,150	41,150	Expected saving was not achieved in 11/12, car users and claims will need to be checked and monitored to review forecast saving in 12/13.
Rationalisation IT Support Costs	Green	40,000	50,000	50,000	50,000	Completed
Rationalisation of cost base	Green		100,000	100,000	100,000	£140k identified £40k added to Contingency to mitigate increased budget risk
Redundant ICT systems	Amber		25,000	25,000	25,000	Work still being undertaken to establish exact savings.
Frozen posts/vacancies	Red		50,000	50,000	50,000	Frozen posts continue to remain vacant - actual savings are subject to change and will be reviewed on an on-going basis.
Compensation for legacy costs/income	Green		136,000	136,000	136,000	
Review and refine apportionments between general Fund and HRA	Red			150,000	150,000	No progress on this yet. This will be looked at after closedown of accounts (end of May) in time to inform the Budget setting process for 2013/14
2011/12 Profits	Red		50,000	-	-	Subject to Final Accounts
Additional Licensing Income	Green	5,660	5,660	5,660	5,660	Completed
<b>Total Base Budget Review</b>		<b>62,330</b>	<b>457,810</b>	<b>557,810</b>	<b>557,810</b>	
<b>Discretionary Service Review Workstream</b>						
HR - Budget review	Green	5,000	5,000	5,000	5,000	Completed
New charge for planning advice	Green	15,000	30,000	30,000	30,000	Completed - But currently running behind income expectations due to the economic climate.
Reduce opening hours at Access Selby	Green	35,000	35,000	35,000	35,000	Completed
Reprioritise resources	Red		-	-	25,000	
Maximise current income streams	Red		25,000	50,000	100,000	All discretionary fees which were up for review in 2012/13 have been increased by RPI (5.6%) and Car parking charges increased by 20%.
Redeploy resources to pursue grant funding opportunities	Red		25,000	50,000	50,000	No progress on this initiative.

Proposed Savings	Status	Latest				Progress
		2011/12 £	2012/13 £	2013/14 £	2014/15 £	
Policy changes to introduce new income streams	Red		-	-	150,000	Potential for green waste/parking charges in Tadcaster etc. New charges introduced for hiring of committee rooms, water sampling. Parking Charges can't be considered at Tadcaster until the legal challenge has been heard and we have carried out the improvements.
Barlow Nature Reserve	Green	17,361	53,000	53,000	53,000	An interim supervision and maintenance plan has been put in place for Barlow Common until the wider Countryside Management Strategy is developed with partners
<b>Total Discretionary Service Review</b>		<b>72,361</b>	<b>173,000</b>	<b>223,000</b>	<b>448,000</b>	
<b>Inflation adjustment</b>		<b>-</b>	<b>53,971</b>	<b>118,966</b>	<b>198,601</b>	
<b>Total General Fund Savings</b>		<b>1,452,647</b>	<b>2,752,543</b>	<b>3,063,663</b>	<b>3,443,298</b>	
<b>Target (Per 2011/12 - 2013/14 MTFP)</b>		<b>1,391,270</b>	<b>2,191,440</b>	<b>2,593,260</b>	<b>2,379,140</b>	
<b>New savings per draft budget 12/13 - 13/14</b>		<b>-</b>	<b>354,951</b>	<b>315,911</b>	<b>718,644</b>	
<b>New Target</b>		<b>1,391,270</b>	<b>2,546,391</b>	<b>2,909,171</b>	<b>3,097,784</b>	
<b>Headroom/Deficit (+/-)</b>	**	<b>61,377</b>	<b>206,152</b>	<b>154,492</b>	<b>345,514</b>	
<b>Green Savings</b>		1,375,498	2,051,992	2,093,032	2,131,762	
<b>Amber Savings</b>		44,779	215,756	221,241	225,666	
<b>Red Savings**</b>		32,370	484,796	749,390	1,085,870	
Still to identify**		-	- 206,152	- 154,492	- 345,514	
<b>Total</b>		<b>1,452,647</b>	<b>2,546,391</b>	<b>2,909,171</b>	<b>3,097,784</b>	

**HOUSING REVENUE ACCOUNT BASE BUDGET SAVINGS 2011/12 - 2013/14****Updated May (v8)****Key:****Green**

Savings likely to be achieved/low risk

**Amber**

Tentative savings - further work required/medium risk

**Red**

Savings require a change in Council policy or significant change in service delivery/high risk

	Status	Latest 2011/12 £	2012/13 £	2013/14 £	2013/14	Progress
<b>Inflation factor</b>		0.020	0.020	0.020		
<b>Proposed Savings</b>						
Review of Property Services unfilled posts	<b>Green</b>	50,000	50,000	50,000	50,000	Completed
Gas Servicing Contract	<b>Green</b>	20,000	20,000	20,000	20,000	Reduced servicing costs from replacement boilers.
Grassed Areas & Open Spaces base budget review	<b>Green</b>	29,000	29,000	29,000	29,000	Completed
Various Suppliers	<b>Green</b>	22,000	22,000	22,000	22,000	Completed - Improvement in supplier terms and conditions.
WTT - Savings	<b>Green</b>	44,040	129,591	129,591	129,591	Completed
2011/12 Pay Award	<b>Green</b>	27,000	27,000	27,000	27,000	Completed
Car Allowances	<b>Green</b>	0	5,600	5,600	5,600	Identified as part of budget 2012/13 - input to spreadsheets
Savings on Audit Fees and early Retirement Charges	<b>Green</b>	20,000	24,800	24,800	24,800	Completed
Consolidation of IT Budgets	<b>Green</b>	23,685	23,685	23,685	23,685	Completed
WTT - Savings from recharges from GF	<b>Green</b>	150,000	200,000	200,000	200,000	
<b>Total Housing Revenue Account Savings</b>		<b>385,725</b>	<b>531,676</b>	<b>531,676</b>	<b>531,676</b>	
<b>Target Savings</b>		<b>281,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	
<b>Headroom/Deficit (+/-)</b>		<b>104,725</b>	<b>171,676</b>	<b>171,676</b>	<b>171,676</b>	
	<b>Green Savings</b>	<b>385,725</b>	<b>531,676</b>	<b>531,676</b>	<b>531,676</b>	
	<b>Amber Savings</b>					
	<b>Red Savings**</b>					
<b>Total</b>		<b>385,725</b>	<b>531,676</b>	<b>531,676</b>	<b>531,676</b>	

Appendix D

Core & Communities Selby Revenue Carry Forward Budget Requests from 2011/12 to 2012/13

Description		Purpose of Carry Forward	11/12 Current Budget £	Remaining Budget £	Carry Forward Request £
<b>General Fund Revenue - Core</b>					
Councillors	Seminars & Training	Councillor training & development programme identified in the Councillor Development Strategy 11/12 commences May 11	16,710	13,543	13,540
Tadcaster Regeneration	Consultants	Project delayed, difficulty in reaching agreement with landowner	12,630	12,630	12,630
Client Core	Miscellaneous	Chief Executive maintaining flexibility	15,620	12,576	12,570
Office Accommodation	General Office Exps	Chief Executive to finalise provision	22,430	22,430	22,430
Access Selby Board	Consultants		15,000	10,345	10,340
Core Balances	Contingency		100,000	77,361	77,360
<b>Total Core - Revenue</b>			<b>182,390</b>	<b>148,885</b>	<b>148,870</b>
<b>General Fund Revenue - Communities Selby</b>					
Southern CEF	Projects Fund	Community projects not coming forward	20,000	21,569	21,560
Selby CEF Projects Fund	Projects Fund	CEF did not commence until mid year and therefore insufficient time to establish itself and promote	20,000	19,073	19,070
Eastern CEF	Various	Projects and grant applications will become more frequent in 11/12	20,000	26,225	26,220
Sherburn CEF	Projects Fund	Underspend on Sherburn CEF. Projects and grant applications will become more frequent in 11/12	20,000	18,394	18,390
CEF Tadcaster	Projects Fund	Underspend on Tad CEF monies due to delay in development of the CDP	20,000	38,307	38,300
Community Selby	Miscellaneous	To ensure Olympic Torch passes through district safely	4,500	3,440	3,440
Local Strategic Partnership	Projects Fund	Carry Forward of Partnership funds	35,760	23,140	23,140
<b>Total Communities Selby - Revenue</b>			<b>140,260</b>	<b>150,148</b>	<b>150,120</b>

## Access Selby Revenue Carry Forward Budget Requests from 2011/12 to 2012/13

Description		Purpose of Carry Forward	11/12 Current Budget £	Remaining Budget £	Carry Forward Request £
<b>General Fund Revenue</b>					
Disc. Housing Payments		DWP state the underspends can be carried forward to meet expected large take up in 2012/13	12,891	7,953	7,950
ICT	DIP Maintenance	Delay in DIP upgrade	44,650	14,565	13,700
Heritage Grants	Other grants Cont'bn	Allocated Heritage grants but due to adverse weather, works unable to be carried out.	10,000	9,038	9,010
Development Policy	Local Development Framework	To support the Corporate restructure to assist with the strain on the pension fund as a result of redundancies.	16,800	7,300	7,300
Development Policy	Specialist Fees	Required to complete the Core Strategy	484,360	375,900	375,900
Repossession prevention	Contributions	Receipts are recycled to provide further loans	22,780	23,991	23,990
Homeless Persons	Contributions	Ringfenced one off regional grant to support non-priority homeless people, called Personalisation Monies - Expanding Private Renting Scheme	5,000	5,000	5,000
Homeless Persons	Homeless strategy	Ongoing prevention work	123,310	38,925	38,920
Food Safety Enforcement	Other Govt Grants	To support the final stages of implementation of nFHRS	4,000	929	920
Human Resources	Qual training	Training programme for Access Selby & Core delayed.	14,000	12,450	10,000
Finance	Overtime	To assist with funding overtime and additional resources during closedown of 11/12 accounts	7,980	3,757	3,700
Finance	Finance System Costs	Funding required to complete the implementation of the Asset Register Module of the Finance System.	10,390	2,683	2,680
Benefits NYBTG Bid 8	Training course fees	Contributions received from partners not yet committed	20,140	13,212	13,210
Development Policy	Specialist Fees	Core EiP delayed until 12/13. This is a carry forward from Contingency and so balance will be held in Operational Contingency	50,000	12,860	12,860
			<b>826,301</b>	<b>528,563</b>	<b>525,140</b>



Appendix D

Description		Purpose of Carry Forward	11/12 Current Budget £	Remaining Budget £	Carry Forward Request £
<b>Housing Revenue Account</b>					
E7 Storage Heaters	Repairs & Maintenance	To replace E7 storage heaters on breakdown, continuation of programme.	31,570	29,419	29,420
Painting Dwellings	Private Contractors	Programme halted over winter, budget required to complete programme.	55,000	10,485	10,480
Direct Works	Disabled Adaptation works	Disabled adaptation extension required for Airey property	130,000	24,615	24,610
Grounds Maintenance	Variations	Works identified from inspection of all SDC trees.	12,740	11,835	10,000
			<b>229,310</b>	<b>76,354</b>	<b>74,510</b>

# Selby District Council

## REPORT

Reference: E/12/12

Item 8 - Public



**To:** The Executive  
**Date:** 5 July 2012  
**Status:** Key Decision  
**Report Published:** 27 June 2012  
**Authors:** Karen Iveson and Ralph Gill  
**Executive Member:** Leader, Mark Crane  
**Lead Director:** Keith Dawson

**Title:** Localisation of Council Tax Support from April 2013

**Summary:** This report provides the Executive with details of the options for the provision of Localised Support for Council Tax to enable consultation with major preceptors to commence. Option 4, which passes some of the cut on to claimants with the rest coming from reductions in other exemptions and discounts, is recommended. The key features outlined in Option 4 are, at this stage, indicative only and may be subject to refinement and change once the regulations are published the results of the consultation are known.

### Recommendations:

- i. Option 4 be taken forward as the Council's preferred scheme
- ii. Consultation with other precepting authorities is undertaken jointly with the other districts in North Yorkshire
- iii. Council be asked to approve expenditure up to £84k in 2012/13 towards the costs of implementing the scheme funded from grant awarded by the DCLG.

### Reasons for recommendations

To enable a draft outline scheme to be developed for joint consultation with the other councils in North Yorkshire and to allow the necessary steps to be taken to develop proposals for implementation.

## **1. Introduction and background**

- 1.1 The Department for Work and Pensions (DWP) have placed in the Welfare Reform Act 2012, a measure to end the current Council tax Benefit (CTB) scheme on 31<sup>st</sup> March 2013.
- 1.2 The Department for Communities and Local Government (DCLG) have stated that each billing authority must put in place a local Council Tax Support scheme for providing financial help to liable people on low incomes. This will be classed as a council tax discount rather than a state welfare benefit.
- 1.3 There are several draft proposals to allow billing authorities to choose to modify the types of current council tax discounts and exemptions for empty and second homes but these exclude amendments to Single Person Discount.
- 1.4 The government's stated aims in introducing this reform are:
  - To give local authorities a financial stake in the provision of support for council tax and a greater stake in the economic future of their local area, and supporting the government's growth agenda;
  - The opportunity to reform and simplify the system of support for working age claimants;
  - To reinforce local control over council tax - consistent with a drive for greater local financial accountability;
  - To give local authorities a significant degree of control over how 10 per cent reduction in expenditure is achieved;
  - To contribute to the Government's programme of deficit reduction.
- 1.5 The North Yorkshire & York Benefit Managers Group (which includes a representative from Access Selby for Selby DC) under the direction of two Finance Director representatives from Scarborough and Ryedale and supported by the NY Chief Executive's Group, have been working to establish a co-ordinated approach to the localisation of Council Tax Benefit across North Yorkshire. The proposals presented have been developed jointly with the councils in North Yorkshire.

## **2. The Report**

- 2.1 Under the current Council Tax Benefit scheme we pay out approximately £4.71m to 5,500 households across the District. These payments are covered by Council Tax Benefit Subsidy from central government.
- 2.2 Key features of the proposals to localise Council Tax Benefit:
  - The amount of subsidy local government receives to cover CTB will reduce by approximately 10% (although a figure of 13% has been suggested);
  - Pensioners will be protected under the new arrangements (they will continue to receive CTB as they do now);
  - There will no additional grant awarded if demand is higher than anticipated;
  - Risk will be shared by major precepting authorities through the impact that the change will have on the Council Tax Base;
  - Councils must put in place a local scheme by January 2013 or they will have to use a default national framework.

2.3 All the councils in North Yorkshire and York use the same software supplier for benefit payments which means there is an opportunity to work together to devise and implement a common local scheme – sharing the cost and burden of devising a new scheme whilst delivering a standardised service across the whole of the county.

2.4 In devising a local scheme (and subject to regulations, which are still awaited) there are a number of options to consider. In summary they include:

- Option 1 – National framework - absorb the full cost of the cut (which would mean cutting costs elsewhere or increasing council tax generally)
- Option 2 – Pass the cut on to unprotected claimants
- Option 3 – Pass the cut on to other groups of council tax payers by removing or reducing council tax exemptions
- Option 4 – a combination of Options 2 and 3

Further details of these options, including the financial implications and the advantages and disadvantages of each, are set out in Appendix A.

Option 4 is recommended. By taking this option we:

- support the governments aims of reducing welfare expenditure and increasing incentives to work
- limit the impact on low income families
- return empty properties into use
- provide a relatively cost-neutral solution for precepting authorities

2.5 Although this is not a Budget and Policy Framework matter, given the political sensitivity it is suggested that the Executive consider the options and then consult with Policy Review Committee as well as precepting authorities and the public, before making final recommendations on the scheme at the their meeting on 1 November. A report will then be presented to full Council on 11 December 2012 for a decision on the Executive’s recommendation.

2.6 The timeline for this change is extremely tight and highly dependent on the timing of the regulations:

Spring	New Local Government Finance Act
April	Funding levels for new scheme announced
5 July	Executive Meeting – to consider options and make recommendation on outline scheme for consultation with other precepting authorities
17 July	Policy Review
July/August	Consult with other precepting authorities on scheme
July/October	Engage in a 12 week public consultation exercise
September	Draft regulations published
18 October	Executive Briefing
October	Statutory instrument laid
1 November	Executive – to consider outcome of Policy Review consultation results and proposed scheme
November/December	Take account of proposed software changes by Northgate
11 December	Full Council - final scheme approved
January	Any software changes in place and tested
February	Council Tax annual billing

### **3 Legal/Financial Controls and other Policy matters**

#### **3.1 Legal Issues**

- 3.1.1 The draft legislation under which the scheme adopted by the Council must operate will not be published until September at the earliest. Until then we have very little detail against which to review the options.
- 3.1.2 If we do not adopt a scheme, DCLG will impose the use of the existing Council Tax Benefit scheme, and we would be required to absorb the costs.

#### **3.2 Financial Issues**

- 3.2.1 The financial implications associated with the localisation of council tax benefit will depend on the scheme details and the degree to which the cut in government funding is borne by the council or passed on to claimants. An indication of the cost implications for each option is included in Appendix A and more detailed modelling of the preferred Option 4 is set out at Appendix B.
- 3.2.2 As yet the final amount that DCLG will provide each of the major precepting authorities to reduce their Council Tax requirement through Council Tax Support, and thereby the amount of financial help that we can give claimants, is unknown.
- 3.2.3 Furthermore, the amount we receive each year in Benefit Administration Subsidy from the DWP will reduce as we will no longer be running the Council Tax Benefit Scheme on their behalf. We do not currently have any indication as to whether or not the DCLG will pick up the costs of administration or expect us to absorb them.
- 3.2.4 A grant of £84k has been awarded to councils towards the cost of implementing the changes but at this stage we have no indication as to what the cost of implementation might be. Much of this will be dependent on the need for software changes and we would hope to minimise such costs by adopting a joint approach with the other councils in North Yorkshire. There is a possibility of further funding next year.
- 3.2.5 It is proposed that we use the £84k to cover some of the expenditure that we have already committed to the project and that which is still to quantify:
- |   |        |
|---|--------|
| ○ Northgate Council Tax Support Modelling software  | £2,333 |
| ○ Consultancy to write Council Tax Support policy documents<br>(this sets out the legal framework under which we will run the Scheme – the “regulations”) | £2,000 |
| ○ Equalities impact assessment  | t.b.c. |
| ○ Costs associated with the public consultation exercise  | t.b.c. |
| ○ Council Tax Support Module for the Northgate Processing system  | t.b.c. |

#### **3.3 Other Policy Matters**

- 3.3.1 An equalities impact assessment will be required as part of the development of a local scheme and will be reported to councillors with final proposals for the scheme.

### **4. Conclusion**

- 4.1 The options outlined at Appendix A are open to debate although Option 4 is considered to be the most favourable – it passes some of the cut on to claimants

thereby supporting central governments aims as part of their approach to the wider welfare system, with the rest coming from reductions to other discounts which has the added advantage of encouraging empty homes back into use, which in turn supports the Council's objectives for housing in the District.

- 4.2 The key features outlined in Option 4 are, at this stage, indicative only and may be subject to refinement and change once the regulations are published the results of the consultation are known.
- 4.3 The current working principle is that all of the North Yorkshire Districts and Boroughs along with City of York adopt a scheme which shares a common framework in order to achieve a unified approach across North Yorkshire. Although it is recognised that there may be differences in detail between the schemes.

## **5. Background Documents**

### **Contact Details**

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### **Appendices:**

**Appendix A: Options for Localisation of Council Tax Support**  
**Appendix B: Option 4 Savings Analysis**

Options for Localisation of Council Tax Benefit

Option	Key Features	Advantages/Disadvantages	Financial Implications															
<p>Option 1 – National framework – retain existing CTB scheme and absorb the full cost of the cut</p>	<ul style="list-style-type: none"> <li>▪ Retain existing CTB scheme</li> <li>▪ The Major Precepting Authorities (County / Police / District / Fire) would bear the burden in relation to their share of the Council Tax through a reduced Council Tax Base.</li> <li>▪ Current Council Tax Benefit system software to be retained</li> <li>▪ Changes to current software costs should be limited to subsidy and reporting</li> </ul>	<ul style="list-style-type: none"> <li>▪ No savings on software as changes needed no matter what option we choose</li> <li>▪ No impact on claimants</li> <li>▪ In adopting this option the financial burden and risk would be shared with NYCC and other major precepting authorities</li> <li>▪ Could result in a legal challenge from NYCC and other major precepting authorities due to costs they would need to absorb</li> <li>▪ The resulting reduction in tax base could have a detrimental impact on the calculation of New Homes Bonus (as this is linked to the Council Tax Base) although the technical details of this are not yet clear</li> </ul>	<ul style="list-style-type: none"> <li>▪ Selby District Council's share of the Council Tax on a Band D property is 10.7%. It would therefore cost us as an authority £65k to absorb the cut; though we would need to set a minimum contingency of around £12k to allow for our liability towards increased caseload</li> <li>▪ Assuming an overall cost in 13/14 of £658k the burden to the Preceptors would be: <table border="0" data-bbox="1591 922 2003 1084"> <tr> <td>County</td> <td>71.31%</td> <td>£469k</td> </tr> <tr> <td>Police</td> <td>13.79%</td> <td>£91k</td> </tr> <tr> <td>District</td> <td>10.71%</td> <td>£70k</td> </tr> <tr> <td>Fire</td> <td>4.19%</td> <td><u>£28k</u></td> </tr> <tr> <td></td> <td>100.00%</td> <td>£658k</td> </tr> </table> </li> <li>▪ Burden expected to increase in following years and could be significantly higher if cuts are nearer 13%</li> <li>▪ Potential impact on NHB for Selby is estimated at £500k p.a. for 6 years i.e. a total of £3m.</li> </ul>	County	71.31%	£469k	Police	13.79%	£91k	District	10.71%	£70k	Fire	4.19%	<u>£28k</u>		100.00%	£658k
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Option	Key Features	Advantages/Disadvantages	Financial Implications
<p><b>Option 2</b> – Pass cut on to unprotected claimants</p>	<ul style="list-style-type: none"> <li>▪ Pensioners protected</li> <li>▪ Expected that legislation will allow for protection of other vulnerable groups within the working age caseload (i.e. those with children or the disabled)</li> <li>▪ Working Age people would be required to pay 30% to 40% of the Council Tax irrespective of their ability to pay</li> </ul>	<ul style="list-style-type: none"> <li>▪ 54% of the Council Tax Benefit caseload are pensioners. As such we could only pass cuts on to the 46% of the caseload who are of working age</li> <li>▪ Likely that we will not have enough people remaining to reasonably pass on the savings, or cuts</li> <li>▪ The minimum saving required would be 22% but likely to be 35% to 40% to allow for increased demand</li> <li>▪ Therefore a working age person on Income Support levels would need to pay between 35 and 40% of their Council Tax bill and would receive Localised Council Tax Benefit on the remainder of the bill.</li> <li>▪ 62.2% of our working age caseload are at Income Support levels.</li> <li>▪ Over 1,000 people who will be affected by this measure are currently facing reductions in the amount of Housing Benefit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Would be limited to risk of increased demand beyond scheme estimates</li> <li>▪ Potential 1.5% to 3% reduction in Council Tax Collection Rates</li> <li>▪ Increased collection costs</li> </ul>



		<p>payable – in over 300 cases by an amount in excess of £40 per week.</p> <ul style="list-style-type: none"><li>▪ As a Billing Authority all of the cost of recovering outstanding Council Tax rests with us, though we only keep 10.7% of whatever we recover.</li><li>▪ Disproportionate collection risk/burden - it would be difficult to differentiate between can't pay / won't pay when the accounts fall into arrears.</li></ul>	
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Option	Key Features	Advantages/Disadvantages	Financial Implications
<p><b>Option 3</b> – Pass the cut on by removing or reducing council tax exemptions</p>	<ul style="list-style-type: none"> <li>▪ Class A – <i>Vacant premises, which require, are undergoing or have recently undergone major repair including structural repairs</i></li> <li>▪ Class C – <i>Premises that have been unoccupied and substantially unfurnished for less than six months</i></li> <li>▪ Long-Term Empty dwellings and Second Homes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Potentially no (or limited) software changes</li> <li>▪ Direct cost of cuts is not passed onto those in poverty</li> <li>▪ Limited financial exposure for the councils</li> <li>▪ Those with empty or uninhabitable properties will have reduced exemptions from a full Council Tax bill.</li> <li>▪ Those with long-term empty properties would have to pay the full Council Tax</li> <li>▪ Potentially could encourage empty homes back into use</li> <li>▪ Potentially this could offset any impact on New Homes Bonus although the technical details are still awaited</li> <li>▪ As a Billing Authority all of the cost of recovering outstanding Council Tax rests with us, though we only keep 10.7% of whatever we recover.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Class A – Currently granted for up to 12 months the value of this exemption was £111k for 11/12</li> <li>▪ Class C – Currently granted for a maximum of 6 months, the value of this exemption is £647k for 11/12</li> <li>▪ Long-term empty dwellings and second homes – Currently a 10% discount is applied to the Council Tax bill where no-one has been resident in a house for over 6 months. This is currently applied to over 400 dwellings and the value of the discount is £54k for 11/12</li> <li>▪ Potential 1.5% to 3% reduction in Council Tax Collection Rates</li> <li>▪ Increased collection costs</li> </ul>

Option	Key Features	Advantages/Disadvantages	Financial Implications
<p><b>Option 4</b> – Combination of Council Tax Savings &amp; Passing cuts on to claimants</p>	<ul style="list-style-type: none"> <li>▪ Class A – <i>Vacant premises, which require, are undergoing or have recently undergone major repair including structural repairs</i> – limited to 25% discount</li> <li>▪ Class C – <i>Premises that have been unoccupied and substantially unfurnished for less than six months</i> – limited to 25% discount</li> <li>▪ Long-Term Empty dwellings and Second Homes charged in full (100% Council Tax liability)</li> <li>▪ Council Tax Support for working Age people paid on a maximum 90% of Band C Council Tax liability</li> <li>▪ Second Adult Rebate removed for Working Age claimants</li> <li>▪ Maintenance payments subject to £15 per week disregard</li> <li>▪ Capital limit of £6,000</li> </ul>	<ul style="list-style-type: none"> <li>▪ CLG have indicated we will only be able to reduce the value of exemptions, not amend periods <ul style="list-style-type: none"> <li>▫ As such landlords, including SDC, will receive Council Tax bills for short periods</li> </ul> </li> <li>▪ Passes some of the cuts on to claimants in line with Government policy</li> <li>▪ As a Billing Authority all of the cost of recovering outstanding Council Tax rests with us, though we only keep 10.7% of whatever we recover.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Combined estimated saving / reduction in spend of £670k (see Appendix B for details)</li> <li>▪ Potential 1.5% to 3% reduction in Council Tax Collection Rates</li> <li>▪ Increased collection costs</li> </ul>

## Council Tax Support Savings Analysis

CT Exemptions & Discounts / 90% max CTS / Other CTS changes

Target Savings £615,000 This is an indicative figure only

### Council Tax Exemptions & Discounts

Class A	75% reduction	£54,900	
Class C	75% reduction	£250,485	
2nd Homes	full charge	£15,800	
Long Term Empty	full charge	<u>£53,600</u>	
			£360,828
CTS	Comined 90% Max Support with restrictions	<u>£309,411</u>	
Total Savings			<u>£670,239</u>

### Breakdown of the changes

SAR Removed	£ 8,384.00
Band D Restriction	£ 33,759.00
10% Liability Reduction	£ 243,276.00
£15 disregard for Child Maintenance payments*	<u>£ 23,992.00</u>
	<u>£ 309,411.00</u>

\* Restores 2008 position - currently full disregard

# Selby District Council

## REPORT

Reference: E/12/13

Item 9 - Public



**To:** The Executive  
**Date:** 5 July 2012  
**Status:** Non Key Decision  
**Report Published:** 27 June 2012  
**Author:** Aimi Brookes, Senior Contract Officer  
**Executive Member:** Councillor Gillian Ivey  
**Lead Director:** Janette Barlow, Director of Business Services

**Title:** Leisure Contract Annual Review April 2011 - March 2012

### Summary:

This is the second formal annual review of the Leisure Contract with Wigan Leisure and Culture Trust (WLCT), covering the period April 2011 to March 2012. Significant progress was made during this period and performance for the year was high, even with the devastating fire at Abbey Leisure in February.

Significant progress was also made against the strategic objectives, resulting in enhanced leisure and fitness programmes both within the leisure centres and out in the community and the development of new partnerships

The need for a commercial and customer focused approach is becoming embedded within the service and the results of this are evident in the increase in members (300 members from the six month period to February 2012). Maintaining this momentum will be key in re-building membership numbers over the coming months.

### Recommendations:

- i. To note the key findings of the report and in particular the performance of Wigan Leisure and Culture Trust to date**
- ii. To agree the strategic objectives highlighted in the annual review to support the Council's 'Living Well' priorities.**

## **Reasons for recommendation**

To recognise the progress WLCT has made to date and the measures put in place to develop the service and to ensure the future strategic objectives of the service are in line with the Council's priorities.

### **1.0 Introduction and background**

1.1 The Council is now 2 ½ years into a ten year contract with WLCT and this is the second formal performance review, covering the period April 2011 to March 2012. This report will look at progress over the last twelve months and identify key priorities for the next financial year.

### **2.0 The Report**

#### **2.1 The Annual Review**

2.2 The annual review once again takes the form of a self-assessment. Last years pre-review workshops facilitated by APSE (Association for Public Service Excellence), provided both SDC and WLCT with the framework necessary to approach this review in a structured and effective way.

2.3 A series of draft reports were produced by WLCT and evaluated by SDC Officers and Councillor Ivey. The final review document is attached to this report as Appendix A (Selby Leisure Services Annual Review 2011/12).

2.4 Included in the report is an evaluation of performance against target for last years KPI's and key priorities, and the new priorities identified for 2012/13 for the Executive to provide a steer on.

#### **2.5 Summary of Key Findings**

2.6 The report itself concentrates on the achievements of the service up to the Abbey Leisure fire in February and also details the actions taken after this date to ensure that services could be re-introduced as swiftly as possible.

2.7 Key findings from the report include:

- An increase in memberships at both Abbey and Tadcaster Leisure Centres with 1 in 10 residents now holding Lifestyle cards
- An understanding of the Councils '5 Big Things' and a demonstration of how the leisure service contributes towards achieving these
- Development of outreach services by the Sports Development Team including new increase work in schools and activities for those with disabilities
- A rapid response to the Abbey Leisure fire in February which has enabled services to continue and expand away from the main leisure centres

## **2. Legal/Financial Controls and other Policy matters**

### **Legal Issues**

None to report

### **Financial Issues**

There are no financial implications following the review.

## **4. Conclusion**

Performance over the last 12 months has been promising and progress has been made in a number of areas.

The coming 12 months will present significant challenge for both WLCT and SDC but there is commitment from both parties to continue to provide a commercially viable and sustainable leisure package for the district.

The next review of the contract will be for the period April 2012 – March 2013 and will be reported to the Executive in summer 2013.

## **5. Background Documents**

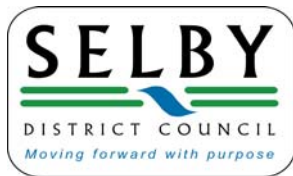
None

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### **Appendices**

Appendix A Selby Leisure Services Annual Review 2011-12



# **Selby Leisure Services Annual Review 2011 – 2012**

**Author – M.Lyons (Head of  
Service – Sport & Leisure)**

**May 2012**



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# Selby Leisure Services – Leisure Services Annual Review Report

## 1.0 Introduction & Overview

Wigan Leisure and Culture Trust (WLCT) works in partnership with Selby District Council (SDC) to deliver leisure facilities within the district, services include the management of two leisure centres (Abbey Leisure Centre and Tadcaster Leisure Centre), Selby Park and the development of sport and health through a dedicated sports development team.

WLCT's performance is reviewed on a quarterly basis against a set of key performance indicators, which combined with the annual review provide an in-depth review of the Trust's, performance, achievements and the key strategic challenges for the future.

Prior to commencement of the contract, WLCT established a clear focus on making a positive impact in Selby and committed to:

- Improving the quality of sport, leisure and cultural provision for people throughout the District
- Increasing awareness and participation in sport
- Meeting the needs of children and young people
- Encouraging healthier communities
- Supporting the Health Improvement Programme through sports development
- Improving facilities for older people
- Reducing the effects of social exclusion and developing more inclusive communities
- Development of the Sport and Cultural Strategy

During 2011 SDC, through its new Corporate Plan 2011-2015 introduced the '5 Big Things':

- A Stronger Council
- Changing Places
- Living Well
- Tackling the Tough Stuff
- Switched On

WLCT are committed to working with the Council to achieve these outcomes with particular focus on 'Living Well' due to its close synergy with leisure activity, health and wellbeing. This review will assess WLCT's performance in the context of the priorities and targets identified for 2011/12. The report will also identify priorities for 2012/13 and provide a context for discussion of key issues for the future.

The last year has been mixed in terms of progression. Performance against the contract has been continually improving, however, in February 2012, Abbey Leisure Centre suffered a large scale fire, which completely destroyed the first floor of the centre. This presented WLCT and SDC with a number of major challenges:

- Loss of income and customer base

- A significant reduction in sport and leisure provision within the district
- Challenges around reputation and longer term strategic partnerships

## 2.0 Health and Fitness

### Abbey Leisure Centre

The membership base at the Abbey Leisure had seen significant growth up to the fire which occurred on February 28<sup>th</sup>. The total number of members reached was 2,700. The total membership figure last March was 2,050 which shows a net gain of 650 new members since March 2011. New member sales have exceeded all expectations with all monthly targets for the sales advisors being achieved. Since January we had 344 new members. The membership break down at the end of February was as follows

<b>Membership Type (Monthly charge)</b>	<b>Number</b>
Peak Membership (£25.00)	883
Off Peak Membership (£18.00)	697
Joint Membership (£20.00)	628
60+, Corp & Junior (£18.00)	302
Yearly (£300 per annum)	190

The high membership numbers have had a positive effect on income, monthly income alone from just our membership base equates to £58,064. Yearly income projections would have been £696,768 from gym memberships alone.

However, the gym was close to capacity, with overcrowding apparent at peak times. To combat overcrowding and to retain customers we implemented an extensive group fitness programme which helped by offering users an alternative activity, thus freeing up additional space in the fitness suite.

Our end of year (financial year 2011/12) target was to reach 2,800 members which would have been achievable. This would then have allowed WLCT to begin to focus on more creative areas around health and fitness such as:

- Personal Training to add an additional revenue stream whilst keeping customers motivated
- Bi-monthly fitness workshops and seminars to be implemented to drive participation, engagement and usage
- Club within Club i.e. set up of running clubs and boot camps
- Junior activities to be developed further to work towards a family membership

The reason for the success of health and fitness at the Abbey can be attributed to a number of factors which include the introduction of an effective membership sales advisor and by generally embedding a commercially focused culture within the service at Selby. The whole process has been complemented by strategic marketing campaigns to increase the attractiveness of the facilities and then a strong and effective team to ensure that the customer experience is excellent.

## **GP Referral Programme**

The GP Referral scheme at Abbey Leisure Centre was beginning to perform very well. Since the re-launch of the scheme in November the total number of referrals equates to 87. The re-launch involved a presentation to health professional and a GP Referral road show to all the surgeries in the Selby area.

Our target as stated in the Annual Operating Plan was to reach 100 by April 2012, which we were on target to achieve. We also extended the scheme to include swimming, Tai Chi, Yoga, Pilates and Aerobics instead of being a gym only scheme. One of the key objectives for the referral programme was to demonstrate how the service was making a measurable impact on health and the reduction of chronic illness.

To measure this all participants have now undertaken the IPAQ questionnaire, which contains a number of questions to assess how clients feel before, during and post exercise programme.

In addition, we also monitor clients on adherence to quantify the number of referrals that not only make it beyond the initial 12 weeks following the consultation, but then go on to participate in mainstream exercise programmes. In terms of adherence, from the 87 clients on the programme 27 are still participating beyond week 12. This is encouraging and the figure would have been much higher if Abbey Leisure Centre's health and fitness facilities were still operational.

## **Motiv8 Group Fitness Programme**

Group fitness has been highly successful with participation rates reaching high levels in particular popular activities include Zumba, Cyclone, Body Attack and Body Combat which regularly attained our participation rate target of 75%. We had recently launched a fitness programme for young people to complement our popular Junior Profiles sessions. Classes which were popular for under 16 year olds included Street Funk and Cheerleading.

At Tadcaster 26 group fitness classes per week are delivered, which meet the needs of local residents. All classes have been performing and exceeding the 75% participation rate which we aim to achieve. The most popular class is Circuit Training, which attracts over 60 participants twice a week on a regular basis; other classes performing well include Aerobics and Pilates. The aim for the coming year is to introduce more popular classes that were delivered at Abbey to Tadcaster Leisure Centre and maximise the group fitness programme in the new Profiles Fitness Suite Selby. Classes will include Body Attack, Body Combat, Body Pump and Zumba, which will keep participation level high at Tadcaster

## **Technogym Wellness System & Contact Manager**

As part of the capital investment programme at Abbey Leisure Centre, WLCT chose to invest in Technogym's Wellness System (including Contact Manager). The system is designed to track participant usage and track individual performance allowing fitness instructors to keep regular contact with

gym users. This all takes place through the personal keys that gym users carry. The Wellness System also allows us to monitor Gym Instructor performance, checking how they interact with customers and update personal programmes.

The Wellness system was proving to be a valuable tool as it also enabled us to identify non/low users. The last report which was done for January 2012 indicated that 1,250 members were active during January. From the report, we were also able to arrange follow up calls with low and non users. This allowed us to retain customers better, offering them programme reviews and free Personal Training sessions, which ensure motivation is kept high.

### **Tadcaster Leisure Centre**

In 2011, it was decided to review and change the opening hours slightly at Tadcaster Leisure Centre. The rationale was to be more effective in meeting the needs of local people, whilst improving business performance. Previously, the centre had opened at times throughout the week which was inconsistent with demand and the hours of operation at Abbey Leisure Centre.

The change was well received by the users of the facility and we have seen an increase in both income and occupancy as a result. Tadcaster is still attracting new members, since January a total of 81 members have joined. The breakdown of membership at the end of March 2012 is below:

<b>Membership Type (Monthly charge)</b>	<b>Number</b>
Peak Membership (£25.00)	251
Off Peak Membership (£18.00)	75
Joint Membership (£20.00)	65
60+, Corp & Junior (£18.00)	63
Yearly (£300 per annum)	11

Monthly income alone from Tadcaster gym membership equals £10,349, therefore annual income would equate to £124,188.

Group fitness classes are performing particularly well at Tadcaster, with customers from Abbey Leisure taking advantage of the offer following the fire. Tadcaster provide 31 exercise classes per week, occupancy has risen from 75% to 92% over the last 12 months. The circuit training classes at Tadcaster Leisure Centre remain ever popular with attendances exceeding 60 for each class.

As gym space is extremely limited WLCT will be launching Les Mills Fitness Classes in September (which are professionally designed classes proven to drive up usage numbers). This will see the introduction of Body Pump, Body Attack & Body Combat. The intention is that this will free up space in the fitness suite at very busy times.

In terms of sports hall occupancy, there are currently 15 sporting clubs that have long term bookings at Tadcaster Leisure Centre, this is an increase of 4 year to date. The gymnastics sessions continue to perform extremely well with positive occupancy levels in the sessions.

## **3.0 Sports Development**

### **Schools and Colleges**

The sports development team has continued its close working relationship with the schools even through the changes brought about through the change in government. Our Sports Development Officer now sits on the steering group for the School Games Organiser (formally the Partnership Development Manager) based at Barlby High School. This has allowed us to have an impact on competitive school sport and has meant we can link our local clubs into the schools more effectively. Due to this we now have a local club linked to every sport involved in the regional School Games held at Queen Margaret's School in Escrick in July, with our clubs offering taster sessions and coaching to the people taking part.

Our link with the college has become much stronger with the Sports Development Officer delivering two lectures on Sport, our Inclusion Officer delivering sessions on disability sport and the Rugby League Co-ordinator working with the students to set up tournaments. The Sports Development unit has also consulted on the new foundation degree syllabus which will allow us to have even more input within the college as well as linking students in for work placements. We have also delivered lectures at York St John University which is a real positive for the reputation of the districts sports development.

Both the Inclusion Officer and the Community Rugby League Coach have been into our local primary schools to deliver assemblies on their areas of work trying to get an understanding to children at an early age of disability sport and the importance of physical activity. We have run holiday activity sessions at both the leisure centre when it was open and now at Tadcaster Grammar School that attracted over 30 children that previously did not have this available to them. In the summer we will now do 2 weeks of sessions for primary school pupils and then for secondary school students.

### **Club Marked Clubs**

Club Mark is a national sports accreditation scheme that is built around a set of core criteria that ensures that accredited clubs operate to a set of consistent, accepted and adopted standards. Sport England recognises and values sports clubs that reach these adopted standards, who provide high quality, welcoming environments for participants.

There are now 33 Club Mark accredited clubs within the Selby District with a further 8 working towards the award. There has been a rise from 15 to 33 accredited clubs in the last year representing a 120% increase.

### **Olympic Weekend**

With 2012 and the Olympic Games/Paralympic Games approaching, WLCT have worked closely with SDC representatives and the CEF groups, to raise the profile of the games across the district. To hold a celebration event across the district would also help develop sport and physical activity within the community. The events will also be instrumental in contributing to SDC's key themes, particularly the 'Living Well' theme.

As part of the districts Olympic celebrations we have set up a disability sport and dance activity session up at Tadcaster Leisure centre, which will encourage people to embrace the Paralympics; and also the cultural aspects of the Olympics.

The Sports Development unit has also been involved in setting up a club open weekend to celebrate the Olympic Torch coming to the district. The aim of the weekend is for clubs across the district to showcase what they do and where possible increase the amount of people coming to their club.

### **Rugby League Development**

In 2010, WLCT were successful in securing a 2 year funded post in Selby, which would be focused around the development of Rugby League. The post has been a huge success for the district and his ability to focus on one sport has been a huge asset to the sport of Rugby League. The coach has been an integral part of the initiatives below getting started:

- Weekly Touch Rugby established at Selby College
- Adult Touch Rugby launched at Selby Warriors
- College completes first season in student Rugby League.
- College looking at getting rugby goal post for the first time due to demand
- Sherburn Bears receiving Sport England funding for school to club links programme
- Selby Warriors launch new U16 team
- North Yorkshire Service Area launched.
- Brotherton Bulldogs and Selby Warriors achieve Club Mark thanks to Adams hard work and Sherburn Bears Rugby League club are now working towards this.

Not only has the Rugby League Coach been successful in working with the community clubs, he has also been working very closely with the local schools where a total of 28 primary schools from across the Selby District entered 34 teams for this year's Selby Tag Rugby League Festival set up by Adam.

All schools received coaching in the build-up to the festival with over 820 children receiving coaching. The coaching began back in October last year as the children learned to progress their skills in preparation ready for the tournament.

More than 350 children took part in the heat stage with 12 teams progressing through to the finals day which was played at Barlby High School.

Students from Barlby High, Selby College, York St John University and Selby Warriors Amateur Rugby League Club have all helped to facilitate the schools programme by helping with the coaching, supplying referees for the festivals and working as administrators. It is now hoped these children will make the jump from school to joining a community club in the district.

## **Inclusion in Sport & physical activity**

Approximately 3% (297) of current Lifestyle Card holders in Selby consider themselves to have a disability. Therefore, when driving up general participation in sport and physical activity, a key objective has been to encourage more disabled residents to become more physically active. With the ability to track disability participation via the Lifestyle Card, it gives WLCT the opportunity to effectively target disabled users and potentially cross promote services to target groups.

In terms of leisure centre use, the facilities at both Abbey Leisure Centre and Tadcaster Leisure Centre have excellent access for customers with physical disabilities. In terms of health and fitness, when selecting the fitness equipment provider, it was essential that the machines were accredited under IFI (The Inclusive Fitness Initiative). This means that a percentage of the equipment can be accessed by customers with learning difficulties, a visual impairment or physical disability (i.e. full wheelchair access). When the new equipment was installed at Abbey Leisure Centre, the fitness instructors were given specialist training around the IFI equipment to ensure that the customer experience was excellent.

In addition to leisure centre use, it was felt that work was needed to target disabled people and groups more effectively. Therefore, for the last 3 years, a funded Sports Inclusion Officer has played a pivotal role within the Sports Development Team. One of the officer's key tasks has been to develop strong links with schools, sports and community groups to introduce various sports taster sessions and encourage sustainable participation in sport by hard to reach groups. A significant part of his work has been the co-ordination of effective partnerships and setting up new sessions such as:

### Thorpe United Football Club (Disability Football)

Thorpe United Football Club is Club Mark accredited and has a section focused around disability in football. The Inclusion Officer has been fully responsible for setting up the disability element to the club. This has been made possible by regular consultation with Thorpe United FC and the development of a strong partnering arrangement.

The club continues to operate successfully and attract good numbers delivering two sessions per week, one at Thorpe United's pitch at Selby High School (previously at Abbey Leisure). They have two five a side teams that have entered the West Riding County F.A. Disability League. We have one team in the novice league and are currently mid table (they finished bottom last season in their first season) and the other in a lower novice league (currently bottom, this is their first season though).

### Boccia

Once again, the Inclusion Officer has been instrumental in developing this new activity at Abbey Leisure Centre prior to the fire. The sessions were an excellent addition to the daytime programme at the centre. Additionally, a number of the disabled users have been encouraged to assist in the organisation of the sessions taking a sport leader role.



There haven't been any specific club sessions since the Abbey Leisure fire however The GEMS project has commenced in Selby and offers Boccia activities through this project enhancing the sport in the area.

### Sports Ability Sessions

The Sport Ability Sessions once again were brand new additions to the centre programme at Abbey Leisure Centre. The sessions offered a wide range of sessions targeting adults with disabilities with high support needs. The Sport Ability programme has now been relocated to Recall Regen Centre.

### 8-18 Club

The 8-18 club, which focuses around specific disability sessions commences again in May at Selby High school after an extended break due to staffing and funding. WLCT are now looking at working with external partners to extend the programme to broader age categories and increase the number of programmed hours for the group.

### Playground to Podium

Selby's Inclusion Officer has worked closely with secondary schools in the district to identify young people to attend an assessment day in York for this programme, which takes place next month. The majority of participants have a physical and/or sensory impairment. They will then be signposted into appropriate clubs and player pathways.

### New Age Kurling

The New Age Curling Sessions proved extremely popular at Abbey Leisure Centre; however, they have been on hold since the fire. New equipment has arrived and we are now in the process of finding a new facility to hold sessions.

### Selby Mini Olympics

As part of the district's Olympic celebrations WLCT are setting up a disability sport and dance activity up at Tadcaster Leisure Centre to encourage people to embrace the Paralympics and also the cultural aspects of the Olympics. We hope this will be a great opportunity for people within disability sport to showcase what they do and how good they are.

### **Nordic Walking**

Although this programme of activity only commenced in February 2012, a small group of walkers has now been established. There are plans to expand the walking programme across the wider community. This will then hopefully develop a larger core group of Nordic walkers who will in turn do their technique courses and then be able to establish a regular Nordic walking scheme in key community locations.

### **Selby Park**

Through partnership working with Groundwork Yorkshire, WLCT have

managed to secure £25,000 of funding from the Drax Power Station landfill fund to build an Outdoor Gym at Selby Park. The work to secure funding commenced in February 2012 and hopefully, the new facilities will be completed by early July.

On most occasions the facilities will be available for members of the public as they see fit and at no cost, however, we will also be offering the opportunity for people to access advice with a qualified gym instructor who will be based on site once per week. We have had discussions with the Anti-Social Behaviour unit at Selby Police Station to ensure the equipment is set up in such a way as to detract anti-social behaviour and to make sure there are regular police checks in place.

The gym should have a huge impact on the health and wellbeing of the town and will break down barriers to participation such as lack of money, and fear of entering the gym environment. We are also looking to do a similar project in Fairburn.

#### **4.0 Maintenance**

As part of WLCT's commitment to maintaining leisure facilities that are fit for purpose, sustainable for the future and to ensure compliance to the schedules within the Leisure Management Contract, a programme of planned maintenance was established to cover the priority Landlord and Tenant liabilities.

The programmes were drawn from the Indicative Ten Year Maintenance Programmes developed as part of the Leisure Management contract procurement process and fundamentally based upon the Condition surveys commissioned by Selby District Council in 2008.

As in previous years planned maintenance programmes were established to meet the essential Tenant and Landlord repairing liabilities. As a result of the Fire incident at Abbey Leisure Centre the Landlord Planned maintenance at Abbey has been suspended pending the confirmation of the repairing or rebuild strategy for the Leisure Centre

The highlights from the Planned Maintenance programme are detailed below, split across the repairing liability and site.

#### **Abbey Leisure Centre**

##### Tenant Programme

- Fixed wire test
- Renewal of shower fittings to the Pool changing facilities
- Renewal of floor coverings to the ground floor corridor including the removal of lockers and plastering and decorations to the brickwork.
- Alterations to the counter to facilitate a point of sale

The Tenant programme implemented during October of 2011 was valued at £20,365.

### Landlord Programme

- Condition survey, design, specification and procurement for the over cladding to the roof
- Design ,specification and procurement for the renewal of the Calorifiers

As indicated above the Landlord programme at Abbey Leisure Centre valued in total at £206,000 was suspended as a result of the fire incident.

### **Tadcaster Leisure Centre**

#### Tenant Programme

- Redecoration to the sports hall walls
- Renewal of floor coverings to the Gym
- Redecoration to the gym

The Tenant programme implemented during August of 2011 was valued at £13,000.

### Landlord Programme

- Repairs and relining of the underground drainage systems
- Repairs to the car park surface, planters and relining

Following approval at the April Executive Committee the Landlord programme is scheduled for implementation during May. The programme at Tadcaster is valued at £13,832.00

### **Project Management**

In addition to the Planned Maintenance programme during 2011/12 preparatory works were carried out in readiness for the refurbishment of the synthetic pitch at Abbey Leisure Centre.

Surfacing Standards were appointed to design and specify the refurbishment contract and oversee the procurement.

Tenders were received just prior to the fire incident at Abbey Leisure Centre and approval was granted to proceed with the refurbishment of the pitch and upgrade to a 40mm 3<sup>rd</sup> Generation carpet suitable for hockey and football use.

As a result of the fire incident this project is currently suspended pending the decision on the repairing/rebuild strategy for the Leisure Centre.

### **5.0 Summary of performance 2011/12.**

WLCT's priorities and targets for 2011/12 were summarised in the Annual Review report to the Executive in October 2011. Progress in delivering against these priorities and targets is summarised below.

<b>2010/11 PRIORITY</b>	<b>PROGRESS</b>
<p><b>Health and Fitness</b></p> <p>Retain the current membership levels within Profiles Health and Fitness Suites at Abbey Leisure Centre and Tadcaster Leisure Centre.</p>	<p>Abbey Leisure Centre had just over 2,400 gym members in October 2011. Having achieved monthly sales targets, by February 2012, the gym membership at Abbey Leisure Centre had risen above 2,700.</p> <p>In terms of Tadcaster Leisure Centre, the figures have risen from 350 gym members in 2011 to 462 in April 2012.</p>
<p>Re-launch the GP Referral Scheme at Abbey Leisure Centre/Tadcaster Leisure Centre.</p>	<p>As numbers were low for the existing GP Referral programme, WLCT have now re-launched the service with full buy in from local GP's. The scheme re-launch has seen over 80 referrals through in 2011/12 and we have set a target of 300 for 2012/13.</p>
<p>Develop strong group fitness Programme at Abbey Leisure Centre / Tadcaster Leisure Centre.</p>	<p>The Group Fitness programme at Abbey Leisure Centre showed growth to the point where it was delivering over 50 exercise classes per week. However, since the fire, we have had to utilise Barlby High School and Selby Park. The group exercise programme has been instrumental in driving up the number of customers taking out a full gym membership package.</p> <p>At Tadcaster we have been delivering 26 group fitness classes per week to meet the needs of the members. All classes have been performing and exceeding the 75% participation rate which we aim to achieve. The most popular class is circuits that attracts over 60 participants twice a week on a regular basis, other classes doing well include Aerobics and Pilates. The aim for the coming year is to introduce some of the popular classes that were delivered at Abbey to Tadcaster.</p>
<p>Develop strong commercial programme around Café/Social Life (Catering &amp; Bar facilities) – Maximise special event programme.</p>	<p>In terms of events and the use of Café/Social Life, we were making significant improvements in this area prior to the fire. The General Manager was increasing the number of commercial events taking place as well as reviewing the catering offer.</p>
<p>Achieve Quest accreditation at Abbey Leisure Centre &amp; Tadcaster Leisure Centres with improved scores by minimum 2%.</p>	<p>Abbey Leisure Centre was due to have a Quest assessment in April 2012; however the fire meant that this could not take place. The assessment however, will be moved over to Tadcaster Leisure Centre in 2012.</p>
<p>Maximise occupancy in swimming pool and sports hall programmes</p>	<p>The use of the Lifestyle Card has increased significantly, to the point that 1 in 10 residents now own a card. However, the fire at Abbey Leisure</p>

<b>2010/11 PRIORITY</b>	<b>PROGRESS</b>
and all weather pitch (sports hall at Tadcaster).	<p>Centre has had a significant impact on attendances. However, in terms of visits per 1,000 of the population, actual visits are in line with performance last year despite the loss of all activities at Abbey Leisure Centre during March following the devastating fire.</p> <p>Performance against this indicator was expected to significantly increase with the launch of the National Plan for Teaching Swimming at the end of February improving swimming class utilisation and the take up of swimming lessons.</p>
Work closely with CEF's to develop sporting programmes within the local community (links to 2012/legacy).	A steering group was set up to work closely with the CEF groups and deliver community based events in June 2012 as a celebration of the Olympics and Paralympics. The group has been extremely productive and the events are now planned for the weekend 23 <sup>rd</sup> /24 <sup>th</sup> June. Effective club links have been developed to encourage more participants and young people in particular into the local club infrastructure to hopefully develop a robust legacy following the games.
<p>Develop partnership framework with North Yorkshire Sport to enhance joint offer.</p> <p>Include development of cycling programme in Selby.</p>	Through the partnership agreement with NY Sport, we have now set them a number of clear targets for a joined up approach in Selby. The agreement will be reviewed annually, however, we need to be able to utilise more expertise and resource from NY Sport to justify the annual contribution to them. We still await a contribution from NY Sport's Cycling Officer to assist in the development of local cycling projects
<p>Develop wider range of opportunities for children and young people at Abbey Leisure Centre, Tadcaster Leisure Centre and Selby Park</p> <ul style="list-style-type: none"> <li>- Sports sessions</li> <li>- Gym use</li> <li>- Use of park (boot Camp)</li> </ul>	At Abbey Leisure Centre, the activity offer and programme was broadened significantly. In terms of Sports Sessions, there has been a funded Rugby League Officer that has been funded for 2 years. He has developed effective links with schools as well as delivered taster sessions at Abbey Leisure Centre. At Tadcaster Leisure Centre and Abbey Leisure Centre, successful Gymnastic programmes were delivered increasing attendances significantly. In terms of use of the park, programmes have been structured more since the fire at Abbey Leisure Centre. There are now a range of sports/health programmes being delivered such as Boot Camp, Nordic Walking programmes and Tai Chi
<p>Enhance the range of activities for people with disabilities – target:</p> <ul style="list-style-type: none"> <li>- Children and Young People</li> <li>- Older people</li> </ul>	The Inclusion Officer has outlined the activity programmes and sporting opportunities that are being enhanced in Selby (inclusion update). More work is potentially needed to develop the offer for older people within the community and there are opportunities to develop links with adult care providers.

## 6.0 Summary of Key Performance Measures 2011/12

From April 2012, WLCT has been reporting against the agreed set of performance measures through the Covalent system with quarterly reviews with Selby Council Officers. A summary of the indicators and commentary on performance is provided below.

This section of the report sets out the key performance measures that have been developed to monitor and manage our performance. These have been developed through consultation with SDC. The report shows how we have performed against target, shows past performance where available and shows our target for the next period. The table of performance uses the following symbols to help interpret performance:

	Alert
	Warning
	OK
	Data Only

**Table 1: Summary of Performance**








Number of PIs	%	%	%
			
16	55	9	36




Table 1 is a summary of our performance against our PIs. It shows the proportion of our PIs that were better than target, on target or worse than target.





Performance Indicators	2010/11	2011/12				Full year 12/13
PI Name	Actual Performance	Trust Actual	Target	Status	Comments	Target
This column shows the name of the particular performance indicator.	Performance for the last full year.	Performance up to the end of this period	Our target for the end of this period	A symbol showing the variance between our performance and our target this period.	Comments on performance	Our target for the full year.




Performance Indicator	2010/11	2011/12			Target 2012/13	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Visits to leisure centre's per 1000 population (LE_LI001)	4,110.52	<b>4083.44</b>	5500.00		<p>Actual visits are in line with performance last year despite the loss of all activities at Abbey Leisure Centre during March following the devastating fire.</p> <p><b>2011/12</b> – 338,517 <b>2010/11</b> – 337,063</p> <p>Performance against this indicator was expected to significantly increase with the launch of the National Plan for Teaching Swimming at the end of February improving swimming class utilisation and the take up of swimming lessons.</p> <p>Targets for the forthcoming year have been agreed set based on the interim gym solution from July – March.</p>	1700.84
Number of GP referrals (LE_LI005)	61.0	<b>89.0</b>	100.0		<p>There has been a notable increase in the number of GP referrals following the re-launch of the scheme in November.</p> <p>The re-launch included outreach work and a presentation to local GPs. An assessment of participant's surveys will be completed in included in the annual review report.</p> <p>The service is planning a further re-launch of the scheme when alternative gym facilities are opened.</p>	300


Performance Indicator	2010/11	2011/12			Target 2012/13	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Number of 'Lifestyle' members as a % of population (LE_NEW001)	8.2%	10.1%	12%		<p>The year end figure reflects a positive growth when compared with last year. Membership to the Lifestyle scheme stands at over 8,300 (6,750 in 2010/11) which is representative of 1 in 10 people within the district.</p> <p>We were expecting the number of members to increase in the final quarter of the year with this period traditionally the busiest for new member registrations. The physical activity programmes and revisions to the swimming lesson programmes were also expected to increase member levels.</p> <p>Increasing membership levels and engagement are critical to raising the impact and benefits of participation in physical activity. It is therefore of significant importance that the service maximises retention during this difficult period and continues to build once a new service offer is launched.</p>	10%
% of Members participating in 3 or more sessions per week (LE_NEW003) (Rolling 6-months as comparator)	1.6%	1.8%	3.0%		<p>The data represents the percentage of active members that participate in a minimum of three sessions per week (average).</p> <p>The year end figure has reduced as a result of the closure of Abbey Leisure Centre throughout March. The data taken at the end of February shows that 3.5% of active members were participating in at least three sessions per week.</p>	3.0%



Performance Indicator	2010/11	2011/12			Target 2012/13	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Number of visits to sport centres from under17's (LE_NEW004.1)	40,732	75,275	46,551		<p>Performance is representative of a growth in under 17's activities as a result of improvements in the activities programme and swimming lesson utilisation. Performance has also improved as a result of the benefits of the continuing links made with this age group through effective sports development e.g. Rugby League Co-ordinator.</p> <p>The performance improvement is also reflective of the growth in Lifestyle memberships. This means that previously unrecorded data from casual visits is now captured by the service and able to be identified.</p>	Indicator to be amended to reflect outreach work whilst interim gym offer in place.
% of visits to sport centres from under17's (LE_NEW004)	21.4%	24.6%	24.0%		<p>The target is set to be representative of the percentage of the population that are under 17. The data represents the percentage of visits that are from the under 17 age group and is used to 'flag' over/under representation of use from key target groups.</p> <p>Participation at the centres remains representative of the Districts population.</p>	24.0%
Number of visits to sport centres from over 60s (LE_NEW005.1)	13,331	26,851	15,235		<p>Performance against this indicator is positive. The growth in day time use of facilities previously reported continues to support a steady increase in use from this target group.</p> <p>The performance improvement is also reflective of the growth in Lifestyle memberships. This means that previously unrecorded data from casual visits is now captured by the service and able to be identified.</p>	15,500

Performance Indicator	2010/11	2011/12			Target 2012/13	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
% of visits to sport centres from over 60s (LE_NEW005)	7.0%	8.8%	8%		<p>The indicator represents the percentage of visits that are from the over 60s age group and is used to 'flag' over/under representation of use from the key target group.</p> <p>The population profile shows that 23% of the Districts' residents are over 60, highlighting a significant under representation in terms of participation, mirroring a National Trend. This under-representation highlights this age group as a key target area for the service to increase engagement.</p>	9%
Gender Ratio (% female/male utilisation) (LE_NEW006)	50.3 : 49.7	52.2 : 47.8	52.2 : 47.8		Current male/female usage is exactly matched to the population profile of the District reflecting representative use of facilities.	52.2 : 47.8
Complaints Ratio: Number of complaints received per 1,000 visits (LE_NEW008)	0.08	0.11	<0.1		<p>The service received a total of 38 complaints during 2011/12.</p> <p>The service is committed to ensuring effective feedback from customers.</p>	<0.1
% of customer complaints responded to within timescale (LE_NEW011)	82%	94%	95.0%		<p>Throughout the year all complaints, with the exception of two in June, were responded to within the agreed timescale, with an average response time of 4.4 days.</p> <p>The year to date total is 94% demonstrating the impact of the process review and management restructure, ensuring that 100% of complaints have been effectively dealt with since the first quarter.</p>	95.0%

Performance Indicator	2010/11	2011/12			Target 2012/13	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Disability Usage (LE_NEW007)	N/A	3.3%	-		Data represents the percentage of members who have identified that are registered disabled or have a long term limiting disability.  The district profile indicates that 18% of the population fall within this category. The service will aim to increase engagement and participation from this group.	TBD
Accidents Ratio: No of reportable accidents per 1,000 visits (LE_NEW009)	0.35	0.33	Data Only		Throughout 2011/12 the facilities have recorded a total of 113 public accidents. When viewed in relation to footfall there has been a marginal reduction compared with the previous year.  A significant number of accidents related to slips and falls on the poolside at Abbey Leisure Centre despite the application of a non-slip treatment to the surface following re-tiling works. Remedial works were carried out which involved the applications of a special non-slip surface. This resulted in a dramatic reduction of trips/slips in the final months of the year.	Data only
% customer satisfaction (LE_NEW010)	69.7%		72.0%		We are awaiting results of the customer survey analysis for both facilities from APSE following submission of results. We have completed a more detailed benchmarking process this year which will allow detailed analysis around service performance as well as comparable satisfaction information.	
Cost per visit (£s) (LE_NEW013)	1.55	1.61	1.10		Actual cost per visit would have been £1.28 if budgeted income had been achieved at Abbey Leisure Centre during March. Continued	TBD

					investment in facilities particularly the bar / conference facilities at Abbey and the management restructure contributed to the higher expenditure costs than targeted but were implemented to increase income and efficiency moving forward.	
Cost per resident (£s) <a href="#">(LE_NEW014)</a>	6.31	6.56	6.29		Actual cost per resident would have been £5.23 if budgeted income had been achieved at Abbey Leisure Centre during March. The outturn showed the benefit of increased membership sales and improving participation levels.	TBD

## **7.0 Selby Leisure Services – Future Direction**

Following the fire at Abbey Leisure Centre in February 2012, a significant emphasis has been placed on maintaining a high quality sport and leisure offer in Selby. This is essential in terms of serving the people who make over a third of a million visits to Selby's leisure facilities each year and critical for both SDC and WLCT respectively. The aim initially has been to develop a 'Plan B' option, which would allow an effective leisure contract to continue until either Abbey Leisure Centre is reinstated or a new facility is constructed. To develop the offer, there are some key objectives:

- Develop a sport and leisure offer for Selby residents, which is commercially viable and sustainable (until a permanent replacement for Abbey Leisure Centre has been constructed)

In order to achieve this, a number of critical factors have been considered:

- The offer should be commercially viable for both partners, provide an excellent offer and be delivered cost efficiently under a mutually agreed contract price
- The offer should have a strong community element, which provides a service based on public need (swimming, sports development, activities within the community)
- The offer should be built around partnerships within the community with key stakeholders

Based upon the above principals, SDC were extremely proactive and in April 2012, they procured premises which could quickly be made fit for purpose in the delivery of highly popular health and fitness services.

### **Profiles Fitness**

The new Profiles Health and Fitness Suite will be located within the old Walkers Bingo Hall on the edge of Selby Town Centre. The facility is in a prime location as it is adjacent to a very busy supermarket with heavy footfall and it has more than adequate parking.

In terms of business performance, it has been critical to progress quickly. Over 2000 fitness members remained on the membership database following the fire and regular contact with these members has been maintained. Their loyalty is being rewarded by the swift delivery of high quality, alternative provision. In addition the pre-sale of gym memberships at the new facility has been implemented at the earliest possible opportunity. WLCT remain confident that with the existing database of members, the quality of the alternative offer and the attractive pricing, existing membership levels can be re-attained and, possibly bettered.

Work on the new facility commenced on Monday 23<sup>rd</sup> April, and the work was scheduled to be completed in 7/8 weeks. This means a mid/end of June opening date for customers.

## **The Offer**

The new Profiles Fitness Suite in Selby will offer 85 stations of high specification Technogym equipment across 8,000 square feet. To complement the fitness offer, there will also be a dance/aerobic studio linked to the facility, that will be designed as an integrated portable structure. The facility also has full changing, shower and toilet facilities.

The facility will offer 20 fitness classes per week initially, however this will grow with demand. For gym users who take out a £19.99 per month Profiles Membership, they will also be able to use all aerobic classes and activities, which take place at Barlby High School and Selby Park - Outlined in Appendix 1

## **Staffing**

It is envisaged that the staffing of the facility will be streamlined for efficiency and will utilise a number of existing staff which will ease the pressure on the current temporary staffing arrangements across the service. However, there will be additional challenges around staffing resources, which is mentioned later in the report.

## **Business Performance and Strategy**

In terms of business performance, prior to the fire, Profiles at Abbey Leisure Centre had attracted 2,700 gym members with 2,122 paying by direct debit.

Therefore, it is crucial that we retain and rebuild the membership base and deliver an effective revenue budget, which is commercially viable. With approximately 2,000 members on the current database following the fire, we expect growth of approximately 600/700 members.

Having considered the most effective strategy based on competitor/area knowledge, we propose to launch a facility based around the 'affordable fitness model' offering high quality at low cost.

However, if our pricing strategy was based on the lower end of this model (£9.99/£14.99 per month), the size of the gym would not generate the necessary income levels as the space doesn't lend itself to 100/150 pieces of equipment and 3000+ members. Therefore, it is proposed that memberships be offered at £19.99 per month, which is still highly competitive in the area with the nearest competition being DW Fitness, which is priced at £36 per month. The other competitors are Excel Health & Fitness on the outskirts of Selby, which is priced at £24.00 per month for a 12 month membership. This demonstrates that the new Profiles pricing strategy is very competitive in the local market.

## **Community Activity**

In terms of wider community participation, the fire presented WLCT and Selby District residents with a challenge around specific activities such as:

- Swimming (both casual and learn to swim programmes)
- Sports hall activity

- Catering offer
- Outdoor pitch offer
- General hall hire and special events

As a part of business continuity, many of the existing bookings were contacted immediately after the fire to either refund bookings or relocate within the community (or at Tadcaster Leisure Centre where possible). However, in terms of planning future activities in the areas mentioned above, we needed to liaise with key local partners:

- Barlby High School
- Sherburn High School (including the local pool)
- Selby Squash Club

There were also plans to develop an effective programme of activity in Selby Park around health and physical activity. Therefore following discussions with the schools, a variety of health related activities have been programmed at both Barlby High School and in Selby Park – These are detailed in Appendix 1

### 8.0 Key Priorities for 2012/13

Key Priorities	Lead Officer	Target & Milestones	Intended Outcomes & Impact
In partnership with Selby Council establish an interim health and fitness provision	PH / Health and Fitness Manager	Ongoing – review monthly	2,700 direct debit members by March 2013  Develop 25 fitness classes by March 2013
Develop health and cultural opportunities within Selby Park (including the Amphitheatre)	PH/NH	Develop activities around 2012 and Olympic activity by June 2012  Explore cultural opportunities with the Arts Council  Develop a comprehensive programme of health/fitness activities in the park	More people participating in sport and physical activity within Selby  Develop a cultural offer in Selby Park, more effective use of Amphitheatre  Raised profile of the park and sports/health activities  Increase participation in health and fitness programmes  Installation of outdoor health and

			fitness facilities in Selby Park
Develop an effective interim programme of community activity within Selby	PH/TBC	Ongoing/Review monthly  New offer commences April 2012 – Barlby High School	Provide a minimum of 2/3 public swim sessions in Selby by June 2012  Provide a range of fitness classes at Barlby High School by May 2012
Develop a comprehensive research package to effectively understand the demography and health needs across Selby and the CEF areas	WLCT/PH	Commence in 2012	Ability to effectively target under represented groups into sport and physical activity  Focus on Living Well themes targeted towards rural communities
Create a delivery team focused around community engagement in health and wellbeing  <ul style="list-style-type: none"> <li>- Targeted delivery around CEF wards with an emphasis on rural community engagement</li> <li>- Focus on key health start up programmes (community taster sessions, health checks etc)</li> </ul>	PH/TBC	Develop key skills to be able to deliver programmes in CEF areas and up skill community members to sustain the programmes	Increased participation in more rural areas of the district  Contribution to the Living Well theme



<p>Utilise Sport England's Facilities Planning Model and Segmentation Tool to develop proposals around the new/replacement facility (long term)</p> <ul style="list-style-type: none"> <li>- Include dialogue with ASA</li> <li>- Undertake market segmentation study through NY Sport</li> <li>- Develop full cost assessment for potential new facility</li> </ul>	<p>Selby DC/WLCT Officers</p>	<p>Develop initial concepts with S.E by June 2012</p> <p>Then progression with budgetary considerations</p>	
<p>Develop the Lifestyle Card and incentives linked to the card in order to drive up subscriptions to the scheme</p>	<p>WLCT/Selby Management</p>	<p>Review offer prior to September 2012</p> <p>Consider increased promotional opportunities around Lifestyle (possible links with local suppliers to promote card)</p>	<p>Collation of intelligence and growth in leisure database</p> <p>Greater ability to promote services in targeted manner to key geographical locations</p>
<p>Continue to develop external partnerships with key stakeholders (PCT, North Yorkshire Sport, Police and National Governing Bodies for Sport)</p>	<p>WLCT/Selby SDU</p>	<p>Ongoing</p>	<p>Potentially develop future services and initiatives around health through strategic commissioned services</p>

**Appendix 1**  
**Community activity utilising Barlby High School and Selby Park**

	<b>Barlby Activities</b>	<b>Park</b>	<b>Barlby Swimming</b>
<b>Monday</b>	18:00-19:00 Legs, Bums & Tums  19:00-20:00 Body Attack	18:30-19:00 Boot Camp	
<b>Tuesday</b>	18:00 - 19:00 Tai-Chi  19:00-20:00 Circuit Training		19:00 -21:00
<b>Wednesday</b>	19:00-20:00 Body Attack	07:00-08:00 Boot Camp	
<b>Thursday</b>	18:00- 19:00 Body Attack  18:00- 19:00 Boccia  19:00- 20:00 Circuit Training		18:30 -21:00
<b>Friday</b>			
<b>Saturday</b>			
<b>Sunday</b>			10:00-15:00

Yoga and Tai - Chi will take place in the park from June.

Strategic Objectives

*Increase participation in sport and physical activity within Selby DC*

*Develop a performance/ quality focused Culture across Selby Leisure Services*

*Make a positive impact and contribution to a reduction in health inequalities*

*To work closely with the Community Engagement Forums (CEF)*

*Provide a wide range of accessible opportunities for young people and hard to reach groups*

Intended Impacts

Increase participation in sport and physical activity.  
  
Contribute to reductions in obesity levels, CHD and Type 2 diabetes.

Improve commercial performance of key elements of the service  
  
Demonstrate improved performance of service through relevant external assessment.

Increase in residents participating in sustainable activity programmes.  
  
Improved health outcomes relating to local health statistics.

Wider variety of health programmes within the community and raised awareness of facilities in Selby and Tadcaster  
  
Links to 2012 and legacy of sustainable programmes post 2012.

Lower instances of antisocial behaviour within the district and increased engagement in positive activities  
  
Increased participation from hard to reach/minority groups within the District

Targets

Percentage increase in the number of members doing 3 x 30 mins exercise per week.  
  
Health targets to be monitored in partnership with PCT.

Reduction in the net cost of the service  
  
Achievement of surplus throughout contract  
  
Quest Assessments  
  
APSE Customer Satisfaction Survey Results

No. of new GP referrals and conversion to gym memberships.  
  
Increase in residents participating in sustainable activity programmes and uptake of the concessionary Lifestyle Card.

Percentage increase in the number of residents doing 3 x 30 mins exercise per week (formerly NI 8 )  
  
Monitoring of Lifestyle subscription data by ward CEF areas

% increase in participation in YP aged 8 – 18 years.  
  
Increase in participation at disability sessions