

Selby District Council



Agenda

Meeting: **Executive**
Date: **6 December 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 1 November 2012. Pages 3 to 10 .

3. Disclosures of Interest

A copy of the Register of Interest for each Selby District Councillor is available for inspection at www.selby.gov.uk.

Councillors should declare to the meeting any disclosable pecuniary interest in any item of business on this agenda which is not already entered in their Register of Interests.

Councillors should leave the meeting and take no part in the consideration, discussion or vote on any matter in which they have a disclosable pecuniary interest.

Councillors should also declare any other interests. Having made the declaration, provided the other interest is not a disclosable pecuniary interest, the Councillor may stay in the meeting, speak and vote on that item of business.

If in doubt, Councillors are advised to seek advice from the Monitoring Officer.

4. Draft Budget and Medium Term Financial Plan – Key Decision

Report E/12/45 asks the Executive to consider the draft revenue and budget and capital programme for 2013/14 to 2015/16. Pages 11 to 68.

5. Localisation of Council Tax Support – Key Decision

Report E/12/46 presents the Executive with the proposal for the provision of Localised Support for Council Tax. Pages 69 to 95.

6. Customer Relationship Management (CRM) Replacement Business Case – Key Decision

Report E/12/47 report asks the Executive to consider the business case for a CRM replacement and to give authority for the procurement process to begin. Pages 96 to 111.

7. Community Right to Bid

Report E/12/48 asks the Executive to approve the Council's approach to any Bids received. Pages 112 to 122 .

8. Tenancy Policy – Key Decision

Report E/12/49 asks the Executive to endorse the approach to the development of the Tenancy Policy. Pages 123 to 145.

M Connor
Chief Executive

Dates of next meetings
20 December 2012 Executive Briefing
3 January 2013 Executive

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Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	1 November 2012
Present:	Councillor Mrs G Ivey (Chair), C Lunn, J Mackman and C Metcalfe.
Officers present:	Chief Executive, Deputy Chief Executive, Executive Director (S151), Director of Business Services, Director of Community Services, Business Managers (ES,SS), ICT Shared Services Manager and Democratic Services Manager.
Also Present:	Bill Herald and Christopher Phillipson – Burn Parish Council and Honorary Alderman Roy Wilson.
Public:	
Press:	0

NOTE: Only minute numbers 57 to 68 are subject to call-in arrangements. The deadline for call-in is 5pm 13th November 2012. Decisions not called in may be implemented on 14th November 2012.

53. Apologies for Absence

Apologies were received from Councillor Crane.

54. Public Speaker - Mr Phillipson

With the prior agreement of the Chair, Mr Phillipson, Chairman of Burn Parish Council, addressed the Executive with regard to the proposed expansion of the Gypsy and Traveller Site at Burn Airfield. Mr Phillipson outlined a number of arguments in opposition to the expansion of the site.

Resolved:

To consider Mr Phillipson's comments as part of the Council's ongoing work to identify a suitable Gypsy and Traveller Site.

55. Minutes

The minutes of the meeting on 4 October 2012 were submitted and agreed as a correct record and signed by the Chair.

56. Disclosure of Interest

None received.

57. 2nd Interim Corporate Plan Progress Report

Councillor Mrs G Ivey presented the report which provided details of Access Selby's key performance indicators following the second quarter of reporting for the financial year 2012/13. The update also provided progress against the development plan that was included within the Service Level Agreement between the Core and Access Selby.

The Executive discussed performance at the Contact Centre and provided officers with details of their experiences of it. Councillors considered performance within the Benefits Team and the associated recovery programme. Officers were asked to provide further information on the potential income streams for Access Selby.

Resolved:

To approve the report.

Reason for decision:

The ongoing management of performance and improvement data assists Access Selby in achieving its priorities for 2012/13.

58. Fees and Charges 2013/14 – Key Decision

Councillor Lunn presented the report which outlined consideration of cases where there was a justification to increase fees above the Retail Price Index (RPI).

The Executive considered the current subsidy level for senior citizen and disabled rail cards. The Executive discussed a number of options which included discontinuing subsidised railcards. The Executive approved the provision of a subsidy of £5 per card.

The Executive welcomed the decision to introduce a booking system for the collection of bulky refuse items.

Resolved:

- i) To agree the proposed changes to fees and charges contained in the report as exceptions to the Medium Term Financial Strategy (MTFS);**
- ii) To agree Option 3, to provide a £5 discount for the over 60's and Disable Persons Railcards.**

Reason for the decision:

To allow Access Selby the opportunity to propose prices as appropriate.

59. 2nd Interim Budget exceptions Report – Key Decision

Councillor Lunn presented the report to update the Executive with details of major variances between budgeted and actual expenditure and income for the financial year to 30 September 2012 for the Core, Access Selby and Communities Selby.

The Executive discussed the challenges facing the Council to continue to meet the financial savings targets. An update on the position with regard to Planning Fee Income was provided.

Resolved:

- i) To endorse the actions of officers and note the contents of the report;**
- ii) To adjust budgets to reflect the savings expected to be achieved this year and the Council's Medium Term Financial Plan be amended to take account of projected savings in 2012/13 and 2013/14 where these are not currently allowed for in the budget.**

Reason for the decision:

To ensure that budget exceptions are brought to the attention of the Executive with explanations from officers; in order to approve remedial action as necessary.

60. 2nd Interim Treasury Management Report - Key Decision

Councillor Lunn presented the report which reviewed the Council's borrowing and investment activity for the first six months of 2012/13 and presented performance against the Prudential Indicators.

Councillor Lunn reported that overall investment interest was forecast to exceed the budget for the year. Despite the challenging financial environment, the Council was only slightly short of the interest rate target of 1.25% at 1.21%.

Resolved:

To endorse the actions of officers on the Council's treasury activities for the period ending 30 September 2012 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.

61. Leisure Landlord Maintenance Programme

Councillor Lunn presented the report on the two main items identified for the Year 4 Planned Maintenance Programme, Selby Park – Renewal of the crazy golf surface and Tadcaster Leisure Centre – replacement of the lift.

Councillor Lunn outlined that renewal of the surface of the crazy golf in Selby Park was not required at this time. He stated that more work was required to ascertain the feasibility and costs of repairing the lift at Tadcaster Leisure Centre.

Resolved:

- i) To defer the renewal of the crazy golf surface at Selby Park to later in the 10 Year Programme if required.**
- ii) To delegate responsibility to the responsible Business Manager to arrange the repair or replacement of the lift at Tadcaster Leisure Centre in the most cost effective means within a budget of up to £20,500.**

Reason for the decision:

To ensure that the lift at Tadcaster Leisure Centre be reinstated to support the continued use of the facilities. To make best use of Council resources.

62. Homeless Prevention

Councillor Lunn presented the report on the proposed commissioning of Access Selby to deliver homeless prevention work using additional funding provided by Department for Communities and Local Government.

Councillor Lunn stated that the funding was outside the scope of the current Access Selby cost envelope and stressed that any services could only be sustained whilst additional government funding was available.

The Executive discussed concerns regarding the sustainability of the project and how it would be delivered. The Executive requested that

Access Selby produce a proposal outlining how these concerns would be addressed. The proposal would be considered by the Executive at a future meeting.

Resolved:

To request Access Selby develop a proposal outlining how the homeless prevention work would be delivered incorporating issues of sustainability.

Reason for the decision:

To ensure Executive approval of the proposal.

63. Repossessions Prevention

Councillor Lunn presented the report on the proposed commissioning of Access Selby to deliver a repossessions prevention scheme using additional funding provided by Department for Communities and Local Government.

Linking with discussion on the previous item, the Executive again raised concerns regarding the sustainability of the project and how it would be delivered. The Executive asked Access Selby to provide a proposal which addressed these concerns.

Resolved:

To request Access Selby develop a proposal outlining how the repossessions prevention work would be delivered incorporating issues of sustainability.

Reason for the decision:

To ensure Executive approval of the proposal.

64. Civil Parking Enforcement (CPE)

Councillor Metcalfe presented the report which detailed North Yorkshire's consultation with the Council regarding the proposed implementation of CPE in North Yorkshire.

Councillor Metcalfe highlighted that the scheme had been successfully implemented at both Harrogate and Scarborough Borough Councils. He outlined North Yorkshire County Council's commitment to subsidise losses the Council may incur in the first three years of the scheme's operation.

Resolved:

To support the proposed implementation of the Civil Parking Enforcement scheme throughout North Yorkshire and make an appropriate adjustment to the Access Selby Budget.

65. Review of the ICT Strategy

Councillor Lunn presented the report on the ICT Strategy.

Councillor Lunn outlined that the Strategy was based on five strategic themes, these were identified as Firm Foundations, Organisational Agility, Information to Intelligence, Value for Money and Being Competitive and Customer Centred Business.

The ICT Shared Services Manager responded to questions from councillors regarding the level of challenge the service was subjected to, joint procurement issues and disaster recovery. The Executive were keen to see progress regarding the Council's disaster recovery provisions.

Resolved:

To agree the ICT Strategy 2012-2017.

Reason for the decision:

ICT is vital for the delivery of efficient, cost-effective services which are responsive to the needs of our customers. By having a clear Strategy in place the organisation will be able to make best use of resources to enable this to happen.

66. Core Strategy Update – Key Decision

Councillor Mackman presented the report which updated the Executive on the progress of the Core Strategy through the Examination in Public (EIP) at the reconvened sessions that took place on 5 and 6 September 2012. The report also contained the Planning Inspector's Note, highlighting his steadily reducing areas of concern with the Core Strategy.

Councillor Mackman provided an overview of latest developments and highlighted the decisions to be taken at the Extraordinary Council meeting on 6 November 2012.

Resolved:

- i) To note the contents of the draft report for the Extraordinary Council meeting on 6 November 2012;**
- ii) To note the contents of the Inspector's Note;**
- iii) To note the related issues set out in this covering report;**
- iv) To amend the final Council Report as required taking into account the Inspector's comments.**

Reason for the decision:

A formally adopted Core Strategy is an essential part of the Council's Local Development Framework (now referred to as the Local Plan) and is needed for the proper planning of the District of Selby. The recommendations seek to assist the progress of the Core Strategy towards adoption and will contribute towards the implementation of the statutory development plan within the timescale agreed with the Government Inspector.

67. Potential Site for the Travelling Community – Key Decision

Councillor Mackman presented the report which provided an update following the Executive decision to authorise Access Selby to open negotiations with HCA and submit applications to facilitate the delivery of a travellers site.

Councillor Mackman provided an overview of the current situation and summarised the progress made to date in identifying a suitable site for the Gypsy and Traveller Community.

The Executive discussed the arguments put forward earlier in the meeting by Mr Phillipson in opposition to the site at Burn Airfield. Councillor Lunn also spoke in opposition to the Burn Airfield Site. The Executive agreed to provide Mr Phillipson with a copy of the preferred scheme (scheme 2) for Burn Airfield.

Councillor Mackman put forward amended recommendations iv) and v), these read as below:

- iv) To open formal negotiations with the landowners to secure an option to purchase the land;
- v) To instruct officers to submit a planning application based on Scheme 2.

The Executive approved the amended recommendations and requested that the submission of the planning application should run concurrently with the negotiations to buy the land.

To recommend to Council:

- i) To request Council considers the request for match funding;**

Resolved:

- i) To note the action to date and current position with regard to delivery of a suitable Gypsy & Traveller site;**
- ii) To authorise officers to prepare tender documents for the development of the site and the management of the site;**

- iii) **To open formal negotiations with the landowner to secure an option to purchase the land;**
- iv) **To instruct officers to submit a planning application based on scheme 2.**

Councillor Lunn voted against the recommendations.

Reason for the decision:

To enable the Council to form and to robustly defend its future position in this matter.

68. Programme for Growth

Councillor Ivey presented the report on the proposed progress with the Programme for Growth, following the Executive's presentation to the Extraordinary meeting of the Council on 24 July 2012.

Resolved:

- i) **To accept the proposed programme.**
- ii) **To support its recommendation to Council.**
- iii) **To move on to the next stage of implementation**

Reason for the decision:

To enable progress to be made with the Programme for Growth.

The meeting closed at 6.34pm.

Selby District Council

REPORT

Reference: E/12/45

Item 4 - Public



To: The Executive
Date: 6 December 2012
Status: Key Decision
Report Published: 28 November 2012
Author: Karen Iveson, Executive Director (and s151)
Executive Member: Councillor Cliff Lunn
Lead Director: Karen Iveson

Title: Draft Revenue Budget and Capital Programme 2013/14 and Medium Term Financial Plan

Summary: This report presents the draft revenue budget and capital programme for 2013/14 to 2015/16. Subject to confirmation of the Formula Grant settlement, the 2013/14 budgets show a forecasted surplus of £2k (after savings) on the General Fund and a surplus of £776k on the HRA. The report identifies a number of budget pressures and presents savings proposals for dealing with these pressures, including introducing charging for green waste collection.

Recommendations:

- i. **Subject to comments from the Policy Review Committee, the draft budgets, bids and savings be submitted to Council for approval;**
- ii. **Council Tax is increased by 2% for 2013/14**
- iii. **The Executive request the Policy Review Committee to bring forward their recommendations for the implementation of charges for green waste collection, in accordance with the brief at Appendix D(ii).**

Reasons for recommendation: To ensure the Executive's budget proposals are fully funded for 2013/14.

1. Introduction and background

- 1.1 The Executive considered its proposed Medium Term Financial Strategy (MTFS) on 4 October and is due to submit this to full Council for approval on 11 December 2012. The MTFS covers General Fund activities and provides the strategic financial framework for medium term financial planning and annual budget setting.
- 1.2 The Housing Revenue Account (HRA) and Housing Investment Programme (HIP) are covered by the Housing Business Plan (HBP), which has been subject to a full review following the introduction of HRA self financing.
- 1.3 The MTFS assumes continuing cuts to Central Government grant funding as resources are top sliced to fund the New Homes Bonus scheme. It identifies the uncertainty surrounding the localisation of Non-Domestic Rates (NDR) and the need to deliver our savings plan as the key financial issues facing us over the next 3 years.
- 1.4 The budget has been prepared on a current policy basis and includes provision for inflation where considered necessary. There is provision for a 1% pay award in 2013/14 – 2015/16. The General Fund revenue budget includes contingencies totalling £326k - £256k in the Core and £70k in Access Selby (this includes a potential revenue commitment for NNDR on the Civic Centre, which is subject to an appeal).

2. The Report

- 2.1 Details of the draft revenue budgets are presented at **Appendix A** and the proposed capital programmes are shown at **Appendix B**. The detailed revenue budgets are presented for the Core and Communities Selby. Access Selby is working within agreed 'cost envelopes' and their budgets are presented in summary only.

General Fund Revenue Budget

- 2.2 Taking the 3 elements of the Council's service delivery model together and after appropriations to and from reserves, the estimated position for 2013/14 is as follows:

	2013/14 Budget £000's
Core	4,433
Access Selby	6,049
Communities Selby	199
Total Net Budget	10,681
Council Tax	4,536
Central Grant/RSG/NDR (subject to LG Finance Settlement)	4,836
New Homes Bonus	1,251
Collection Fund Surplus	60
Total Funding	10,683
Surplus transferred to balances	(2)

- 2.3 The draft budget includes some degree of committed and discretionary growth and **Appendix E** identifies the proposals for consideration with the draft budget (both revenue and capital).
- 2.4 The estimated surplus of £2k for 2013/14 is subject to additional Core savings of £173k, which is higher than those forecasted in the MTFs. This is largely due to the proposed transfer of £250k savings from Access Selby back to the Core relating to the localisation of planning fees that has been withdrawn by the Government.

Council Tax

- 2.5 The MTFs assumed a Council Tax increase of 3% for 2013/14 in line with inflation (the equivalent of an increase in income of £135k p.a.). However since the strategy was written the Government have announced a further one-off award of Council Tax Freeze Grant for those Councils who do not increase charges next year. They have also indicated the level at which a referendum would be required – i.e. 2% for 2013/14.
- 2.6 The Executive recommend Council not to take up the offer of Council Tax Freeze Grant for 2013/14 due to the increasing risk to the Council's financial position. The draft budget therefore assumes a Council Tax increase of 2% to avoid the additional cost of a referendum, which is not considered to be in the interest of Council Tax payers. This 1% change will cost the Council around £45k p.a. in reduced Council Tax income.
- 2.7 Councillors should note the reduced Council Tax income resulting from the localisation of Council Tax Support (changing from a benefit to a discount). The new discount scheme reduces the 'Tax Base' on which the Council's precept is calculated. The Council and other major preceptors are compensated for this change through an additional fixed grant (formerly a subsidy) but consequently now carry the risk of increased demand and lower collection rates. The localised scheme aims to equalise the reduction in Council Tax income with the grant received (which has been cut by 10% as part of the change). Details of the proposed scheme are the subject of a separate report on the agenda.

Savings

- 2.8 A number of savings have already been identified as part of the budget process and the current savings action plans are attached at **Appendix C**.
- 2.9 Taking the proposals for Council Tax, growth, savings and the draft budgets it is estimated that, subject to the Formula Grant settlement and finalisation of the Tax Base, £173k savings will be needed from the Council's Core budget. Access Selby's budget assumes savings of around £620k will be achieved in 2013/14. Together these savings total nearly £800k.
- 2.10 Beyond 2013/14 further grant cuts are expected and there is much uncertainty surrounding the impact of localised NDR. The current savings plans anticipate some level of funding cut but a balanced and sustainable budget relies heavily upon all parts of the Council achieving their challenging savings target.

- 2.11 The Council has made good progress against its savings target to date, but it is becoming increasingly difficult to achieve further savings from a reducing cost base. Given the importance of savings in achieving the Council's financial (and wider) objectives, a number of alternative proposals are presented (see **Appendix D(i)**).
- 2.12 These savings include proposals for charging for some discretionary services, the most significant of which is green waste collection. In order to protect statutory services from cuts, it is necessary to critically reconsider the subsidy given to discretionary services, like green waste collection, through service reductions and/or charging.
- 2.13 The Executive are mindful to minimise the impact this will have on residents that use the service, but the financial pressures being placed upon the Council mean that it is difficult to justify maintaining a 'free' green waste service which costs circa £600k per year. Rather than remove this valued service altogether, the Executive propose to offer, for a modest fee, a service for those who choose to pay for it. It should be stressed that should take-up not be sufficient to sustain a viable service, then the future of the service would have to be reconsidered.
- 2.14 In order to implement the most cost effective solution for green waste charging, the Executive request that Policy Review Committee consider the practical issues in more detail and bring forward recommendations as part of their response to the draft budget. A brief covering this request is attached at **Appendix D(ii)**.

Housing Revenue Account

- 2.15 The HRA budgets have been prepared using assumptions on rent rises based on the Government's formula.
- 2.16 Again, taking the 3 elements of the Council's service delivery model together, the estimated position for 2013/14 is shown below. Progress against the HRA savings action plan is ahead of target and therefore no further savings are expected for 2013/14, although opportunities for efficiencies will continue to be sought wherever possible.

	2013/14 Budget £000's
Core	6,645
Access Selby	4,321
Total Net Budget	10,966
Less Dwelling Rents	11,741
Surplus transferred to Balances/MRR	(776)

- 2.17 £50k will be needed to 'top-up' HRA balances in 2013/14. The remaining surplus will be transferred to the Major Repairs Reserve to either repay debt or spend on the future HRA capital programme.

General Fund Capital Programme

- 2.18 The General Fund capital programme includes previously approved projects as well as new growth – a summary of the growth proposals are shown at **Appendix E(i)** and the updated capital programme is attached at **Appendix B(i)**.
- 2.19 There is no room for additional revenue contributions to support the capital programme and therefore it is restricted to available capital receipts, external grants and earmarked reserves. The following table presents a summary of the programme:

Programme	2013/14 £000's	2014/15 £000's	2015/16 £000's
Mobile working	51	98	0
Grants & loans	380	350	350
ICT Replacement	357	75	75
Total Programme	788	523	425
Funding			
Capital Receipts	240	210	205
Grants	140	140	145
Reserves	408	173	75
Total Funding	788	523	425

- 2.20 Projects include Disabled Facilities Grants and ICT projects. The latter cover a range of replacement and new systems, hardware and infrastructure in – funding for ICT replacement projects is covered by the ICT Replacement Reserve.

Housing Investment Programme

- 2.21 The Housing Investment Programme includes a number of growth proposals to ensure our homes continue to meet the decency standard – a summary of these proposals are shown at **Appendix E(ii)** and the updated HIP is at **Appendix B(ii)**. The following table presents a summary of the programme:

Programme	2013/14 £000's	2014/15 £000's	2015/16 £000's
Central heating	1,397	1,297	733
Electrical works	260	260	260
Roof replacements	560	0	560
Doors and windows	211	161	247
Kitchens	237	237	237
Bathrooms	0	0	180
Airey properties	410	1,722	0
Damp works	300	300	300
Other	52	54	53
Total Programme	3,427	4,031	2,570
Funding			
Major repairs reserve	3,427	4,031	2,570

Programme for Growth

- 2.22 The 'Programme for Growth' is the Council's strategic programme to support delivery of its Corporate Plan. The programme comprises a range of cross cutting projects designed to 'build a stronger Selby district' by investing in housing and infrastructure; jobs; retail; and the leisure economy.
- 2.23 The programme will be funded largely by New Homes Bonus (up to £880k p.a.) and unallocated capital receipts.
- 2.24 The programme was approved by the Executive on 1st November 2012 and ratified by Council on 6th November. For completeness, a summary of the programme shows:

	2012/13 £000	2013/14 £000	2014/15 £000
Balance brought forward	0	1,116	562
Special projects reserve - revenue	1,729	880	880
Special projects reserve - capital	493	0	1,000
Project spend	(1,106)	(1,434)	(2,102)
Balance carried forward	1,116	562	340

- 2.25 It should be noted that the programme funds include estimated capital receipts in 2014/15 which may not be realised. This risk has been identified as part of the programme's outline business brief and the potential for prudential borrowing has been recognised by the Council in its approval of the rebuild of Abbey Leisure Centre.

Reserves

- 2.26 The Council has a robust reserves strategy which is reviewed annually as part of the refresh of the MTFS. A forecast of reserve balances based on the MTFS assumptions, is set out at Appendix F. Budgeted appropriations to and from General Fund reserves for 2013/14 (including capital/programme for growth financing) are:

General Fund Reserves	£000's
Transfers to:	
Building Repairs	130
ICT Replacement - GF	150
- HRA	50
PFI	363
Pension Equalisation	200
District Election	30
Spend to Save	119
Special Projects - Revenue	880
Transfers from:	
PFI	(378)
ICT Replacement	(357)
Special Projects - Revenue	(1,434)
Spend to Save	(201)
Net Appropriations from Reserves	(448)

- 2.27 Overall the Council's General Fund reserves are expected to reduce by £448k in 2013/14.
- 2.28 The HRA reserves are General Balances and the Major Repairs Reserve (MRR). The overall estimated surplus of £776k on the HRA for 2013/14 will be distributed - £50k to Balances to increase them to the approved minimum level of £1.5m, and the rest to the MRR. The HRA capital programme will require £3.427m from the MRR in 2013/14.
- 2.29 As part of its budget proposals the Executive recognise the challenge faced by Access Selby in achieving its savings targets and generating additional income. To provide dedicated resources to support Access Selby achieve its goals on behalf of the Council, the Executive propose to allocate £150k from the Spend to Save Reserve to Access Selby for initiatives that will bring on-going returns for the organisation.

Budget Risk Assessment

- 2.30 **Appendix G** provides a risk assessment of the Council's major budgets covering the Core, Access Selby and Communities Selby. The continuing turmoil in the wider economy, cuts to public sector funding and changes to the funding regime, mean greater financial risk for the Council. Areas that are particularly high risk are central government funding, income generation (for example planning fees) and savings.
- 2.31 The Council's contingency budgets and general balances provide a buffer for these risks.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

- 3.1.1 None as a result of this report.

3.2 Financial Issues

- 3.2.1 As set out in the report

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Appendices:

- A – Revenue estimates
- B – Capital programmes
- C – Savings action plans
- D – Alternative savings proposals and green waste charging brief
- E – Growth bids
- F – Reserves
- G – Budget risk assessment

GENERAL FUND SUMMARY 2013/14 - 2015/16

	Total Budget			Access Selby Budget			Core Budget			Communities Selby Budget		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Original	Original	Original	Original	Original	Original	Original	Original	Original	Original	Original	Original
	£	£	£	£	£	£	£	£	£	£	£	£
Access Selby	8,949,790	9,187,220	9,006,500	8,949,790	9,187,220	9,006,500						
Core	3,218,040	3,296,030	3,377,900				3,218,040	3,296,030	3,377,900			
Communities Selby	199,190	200,360	195,310							199,190	200,360	195,310
Sub-total Gross Budgets	12,367,020	12,683,610	12,579,710	8,949,790	9,187,220	9,006,500	3,218,040	3,296,030	3,377,900	199,190	200,360	195,310
CEC Charged to HRA	(2,904,790)	(2,930,240)	(2,959,820)	(2,586,150)	(2,608,950)	(2,635,360)	(318,640)	(321,290)	(324,460)			
Net Budget after CEC Adjustments	9,462,230	9,753,370	9,619,890	6,363,640	6,578,270	6,371,140	2,899,400	2,974,740	3,053,440	199,190	200,360	195,310
Procurement Savings to be Identified	(31,360)	(56,310)	(57,440)	(31,360)	(56,310)	(57,440)						
Further savings required to break even	(471,410)	(645,680)	(658,480)	(298,580)	(342,210)	(354,120)	(172,830)	(303,470)	(304,360)			
Net Service Budget	8,959,460	9,051,380	8,903,970	6,033,700	6,179,750	5,959,580	2,726,570	2,671,270	2,749,080	199,190	200,360	195,310
Investment Income	(200,000)	(250,000)	(280,000)				(200,000)	(250,000)	(280,000)			
External Interest	113,000	113,500	114,000				113,000	113,500	114,000			
Capital A/c Adjustment MRP Charge	193,430	190,310	187,310				193,430	190,310	187,310			
Capital A/c Adjustment DFG & Conservation Grants	(205,000)	(205,000)	0	(205,000)	(205,000)	0						
Spend to Save Projects	150,000	0	0	150,000	0	0						
Contingencies	326,000	332,000	338,000	70,000	70,000	70,000	256,000	262,000	268,000			
Net Budget before contribution to/(from) Reserves*	9,336,890	9,232,190	9,263,280	6,048,700	6,044,750	6,029,580	3,089,000	2,987,080	3,038,390	199,190	200,360	195,310
Contribution To Reserves												
Building Repairs	130,000	130,000	130,000				130,000	130,000	130,000			
Comp Development Cont	150,000	150,000	150,000				150,000	150,000	150,000			
PFI	363,480	382,730	396,030				363,480	382,730	396,030			
Pension Equalisation Reserve	200,000	200,000	200,000				200,000	200,000	200,000			
District Election	30,000	30,000	30,000				30,000	30,000	30,000			
Spend To Save	119,070	119,070	119,070				119,070	119,070	119,070			
Special Projects	880,000	880,000	880,000				880,000	880,000	880,000			
Contribution From Reserves												
PFI	(378,060)	(389,400)	(401,080)				(378,060)	(389,400)	(401,080)			
Spend To Save	(150,000)	0	0				(150,000)					
NET REVENUE BUDGET	10,681,380	10,734,590	10,767,300	6,048,700	6,044,750	6,029,580	4,433,490	4,489,480	4,542,410	199,190	200,360	195,310
Grant NDR/RSG	(4,209,000)	(3,788,000)	(3,410,000)	*Net budget before contributions to and from reserves equates to Access Selby's 'Net Cost Envelope'								
New Homes Bonus	(1,251,000)	(1,629,000)	(2,014,000)									
Council Tax Freeze 11/12	(119,070)	(119,070)	(119,070)									
Ctax Support Grant	(448,220)	(450,450)	(468,600)									
Local Service Support Grant	(60,000)	(60,000)	(60,000)									
Amount to be met from Ctax	4,594,090	4,688,070	4,695,630									
Ctax Requirement												
Ctax to be levied	(4,536,220)	(4,719,200)	(4,909,210)									
Collection Fund Deficit/(Surplus)	(60,000)											
Shortfall / (surplus)	(2,130)	(31,130)	(213,580)									

**S.D.C.- ACCESS SELBY ESTIMATE WORKING PAPER
OBJECTIVE ANALYSIS**

2011/12 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/16 BUDGET
£			£	£	£	£
	ACCESS SELBY - OBJECTIVE SUMMARY					
241,896	ABBEY LEISURE CENTRE (DISCRETIONARY)	AS1	251,150	254,400	260,930	267,680
1,895	TADCASTER LEISURE CENTRE (DISCRETIONARY)	AS2	4,430	1,780	1,610	1,430
60,283	BUILDING CONTROL (STATUTORY)	AS3	41,780	42,960	42,970	42,980
3,763	BUS STATION (DISCRETIONARY)	AS4	8,210	6,720	6,820	6,930
20,182	CAR PARKS (DISCRETIONARY)	AS5	27,260	29,130	29,130	29,130
-180,234	CAR PARKS PAY & DISPLAY (DISCRETIONARY)	AS6	-229,550	-263,920	-263,440	-262,880
139,740	CIVIC AMENITIES (STATUTORY/DISCRETIONARY)	AS7	84,550	109,360	109,280	109,190
16,958	CLOSED BURIAL GROUNDS (STATUTORY)	AS8	17,440	17,830	17,850	17,880
228,157	COMMERCIAL HEALTH (STATUTORY)	AS9	217,466	210,120	211,880	213,900
15,330	CONCESSIONARY FARES (STATUTORY)	AS10	14,920	12,080	12,200	12,320
67,989	COUNTRYSIDE RECREATION & MGMNT (DISCRETIONARY)	AS11	17,790	17,840	17,860	17,880
589,133	DEVELOPMENT MANAGEMENT (STATUTORY)	AS12	165,350	466,220	458,610	426,720
69,375	DOG WARDEN (STATUTORY)	AS13	58,748	57,400	57,810	58,250
-278	ENVIRONMENTAL - OTHER (STATUTORY/DISCRETIONARY)	AS14	113,995	98,150	98,990	99,940
480,691	GF HOUSING (STATUTORY)	AS15	592,520	561,850	571,300	378,720
1,266,746	HOUSE & TRADE REFUSE COLLECTION (STATUTORY)	AS16	1,371,280	1,383,640	1,414,610	1,446,690
159,010	HOUSING BENEFITS (STATUTORY)	AS17	402,590	316,940	324,400	332,690
-43,378	INDUSTRIAL UNITS (DISCRETIONARY)	AS18	-57,390	-60,820	-60,400	-60,190
553,174	LOCAL TAXATION COLLECTION (STATUTORY)	AS19	625,920	598,251	604,858	612,433
5,362	NAMING/NUMBERING OF STREETS (STATUTORY)	AS20	4,580	4,660	4,660	4,660
-135,131	COMMUNITY SUPPORT TEAMS	AS21	-61,820	-3,980	-3,980	-3,980
-4,344	DEPOTS - PROSPECT WAY	AS22	-6,090	0	0	0
31,784	EMERGENCY PLANNING (STATUTORY)	AS23	30,950	30,650	30,740	30,840
14,027	LAND CHARGES (STATUTORY)	AS24	-25,550	-26,060	-25,420	-24,700
-38,745	LICENSING (STATUTORY)	AS25	-49,779	-48,896	-48,290	-47,590
-17,907	PROPERTY MANAGEMENT (DISCRETIONARY)	AS26	-16,200	-25,890	-25,680	-19,200
-13,535	FINANCE	AS27	-26,160	-3,470	2,560	8,770
-33,780	BENEFITS & TAXATION	AS28	-310	0	0	0
-28,338	BUSINESS SUPPORT	AS29	-13,230	-5,000	-5,000	-5,000
-9,382	DATA & SYSTEM	AS30	-1,680	0	0	0
-5,335	LEGAL	AS31	3,430	0	0	0

**S.D.C.- ACCESS SELBY ESTIMATE WORKING PAPER
OBJECTIVE ANALYSIS**

2011/12 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/16 BUDGET
£			£	£	£	£
	ACCESS SELBY - OBJECTIVE SUMMARY					
-7,147	DEBT CONTROL	AS32	-7,190	0	0	0
103,139	VIDEO CAMERAS (DISCRETIONARY)	AS33	82,300	78,430	78,510	78,590
-37,932	CIVIC CENTRE	AS34	-35,060	0	0	0
9,221	ACCESS SELBY MANAGEMENT TEAM	AS35	27,580	0	0	0
-66,902	CONTRACTS	AS36	-34,760	17,500	21,640	25,900
-2,194	MARKETING & COMMUNICATIONS	AS37	9,330	0	0	0
-3,877	HUMAN RESOURCES	AS38	7,630	0	0	0
308,148	POLICY STRATEGY	AS39	558,580	127,580	202,870	68,900
115,310	PARKS & OPEN SPACES (DISCRETIONARY)	AS40	123,700	126,400	126,980	127,600
-12,721	ENVIRONMENTAL HEALTH & HOUSING	AS41	-370	0	0	0
22,582	PEST CONTROL (STATUTORY)	AS42	25,696	23,860	23,960	24,080
93,138	POLLUTION MONITORING & CONTAMINATED LAND (STATUTORY)	AS43	91,864	84,886	85,560	86,310
67,891	PUBLIC CONVENIENCES (DISCRETIONARY)	AS44	73,250	71,570	73,430	75,340
11,080	RECREATION GROUNDS - SPORTS (DISCRETIONARY)	AS45	12,470	12,670	12,860	13,050
601,557	RECYCLING (STATUTORY)	AS46	760,420	792,930	836,320	881,060
19	SHERBURN COMMUNITY OFFICE	AS47	3,980	3,980	3,980	3,980
69,178	SPORT DEVELOPMENT & GROUNDWORK (DISCRETIONARY)	AS48	65,750	68,920	72,090	75,340
532,916	STREET CLEANSING (STATUTORY)	AS49	535,280	541,030	556,460	572,350
-2,840	TRANSFORMATION	AS50	-20,000	0	0	0
19,915	UNUSED BUILDINGS	AS51	6,270	10,750	10,850	12,130
-10,040	ASSETS	AS52	480	0	0	0
-5,790	ENFORCEMENT	AS53	-7,500	0	0	0
	Insurance Premium Increase			24830	24830	24830
5,259,762	Total Net Expenditure		5,846,300	5,767,281	5,977,198	5,764,953
	Net CEC Income included above			-3,182,509	-3,210,022	-3,241,547
	Gross Budget as per GF Summary			<u>8,949,790</u>	<u>9,187,220</u>	<u>9,006,500</u>

S.D.C.- ACCESS SELBY ESTIMATE WORKING PAPER SUBJECTIVE ANALYSIS					
2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£		£	£	£	£
ACCESS SELBY - SUBJECTIVE SUMMARY					
Income					
-22,371,354	Government Grants	-22,737,170	-18,088,790	-18,575,020	-18,930,350
-200,861	Industrial Units	-195,590	-195,500	-195,500	-195,500
-143,104	Court Fees/Cost/Summons Income	-120,320	-120,320	-120,320	-120,320
-8,231,408	CEC Income	-9,490,040	-9,277,440	-9,353,350	-9,440,390
-255,069	Internal Recharges	-301,850	-284,350	-284,350	-284,350
-143,661	Licences	-129,750	-129,100	-129,100	-129,100
-35,349	Property Management Rent	-39,000	-48,000	-48,000	-41,750
-2,005	Water Sampling Fees	-5,360	-5,360	-5,360	-5,360
-22,517	Local Air Pollution	-18,000	-18,000	-18,000	-18,000
-112,227	Land Charges	-122,460	-122,460	-122,460	-122,460
-840,870	Recycling	-772,800	-772,800	-772,800	-772,800
-9,092	Refuse Collection General	-16,450	-16,450	-16,450	-16,450
-1,906	Clinical Waste	-10,450	-10,750	-11,060	-11,380
-514,529	Commercial Waste	-481,790	-511,200	-526,020	-541,270
-489,912	Planning Fees	-890,020	-573,230	-588,900	-605,020
-170,258	Groundwork Income	-109,710	-109,710	-109,710	-109,710
-313,259	Car Parks	-357,530	-395,030	-395,030	-395,030
-14,108	Legal Services	-17,660	-17,660	-17,660	-17,660
-163,348	Sundry Income	-71,950	-163,570	-163,900	-164,240
-34,034,838	Total Income	-35,887,900	-30,859,720	-31,452,990	-31,921,140
Expenditure					
5,230,628	Staff Costs	5,641,370	5,634,550	5,691,490	5,756,620
20,772,005	Housing & Ctax Benefit	21,513,240	16,891,140	17,379,880	17,882,780
476,469	Premises Running Costs	430,870	498,950	498,640	499,280
279,482	Consultants Fees	522,900	91,160	91,160	66,160
360,829	Supporting People	371,560	371,560	371,560	371,560

S.D.C.- ACCESS SELBY ESTIMATE WORKING PAPER SUBJECTIVE ANALYSIS					
2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£		£	£	£	£
ACCESS SELBY - SUBJECTIVE SUMMARY					
337,301	Improvement Grants	360,000	360,000	360,000	10,000
7,877	Legal Fees	6,550	4,800	4,800	4,800
131,261	Transport Costs	113,800	112,820	112,840	112,860
274,480	ICT	350,570	359,440	359,440	359,440
351,588	PFI Scheme	362,490	373,000	383,820	394,950
70,803	Homeless Strategy	98,920	60,000	60,000	60,000
256,814	General Insurances	281,630	278,960	287,000	295,330
302,199	Office Running Costs	355,820	328,010	327,760	327,810
360,567	Other Sundry Costs	463,870	414,600	487,320	353,050
3,691,454	Street Scene Contract	3,853,700	3,986,550	4,091,470	4,199,400
274,684	Leisure Trust	288,740	297,110	305,730	314,590
193,611	Other Contracts	176,390	176,390	176,840	177,310
5,652,368	CEC Charges	6,279,260	6,094,931	6,143,328	6,198,843
270,174	Partnership Arrangements	262,520	268,200	272,280	276,480
	Insurance Premium Increase		24,830	24,830	24,830
39,294,592	Total Expenditure	41,734,200	36,627,001	37,430,188	37,686,093
5,259,754	Net Expenditure	5,846,300	5,767,281	5,977,198	5,764,953
	Net CEC Income included above		-3,182,509	-3,210,022	-3,241,547
	Gross Budget as per GF Summary		8,949,790	9,187,220	9,006,500

S.D.C.- CORE ESTIMATE WORKING PAPER

OBJECTIVE ANALYSIS OF EXPENDITURE

2011/2012 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£			£	£	£	£
396,530	CORE MISCELLANEOUS	CORE 1	971,330	889,530	918,000	948,070
59,138	COST OF AUDIT	CORE 2	70,770	71,780	71,790	71,800
812,583	DEMOCRATIC SERVICES	CORE 3	918,150	848,630	855,312	862,666
226,261	ELECTIONS	CORE 4	163,160	156,310	157,390	158,670
-9,354	SMT & CORE SUPPORT	CORE 5	11,670	4,980	5,000	5,000
12,638	UNUSED BUILDINGS COSTS	CORE 6	0	0	0	0
1,440,869	EXTERNAL PRECEPTS	CORE 7	1,460,910	1,503,280	1,546,880	1,591,740
	Insurance Premium Increase			250	250	250
2,938,664			3,595,990	3,474,760	3,554,622	3,638,196
	Net CEC Charges Included Above			256,720	258,590	260,300
	Gross Budget as per GF Summary			3,218,040	3,296,032	3,377,896

S.D.C.- CORE ESTIMATE WORKING PAPER

SUBJECTIVE ANALYSIS OF EXPENDITURE

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£		£	£	£	£
-6,327	Sundry Income	-6,650	-3,340	-3,340	-3,340
-966,934	CEC Income	-1,017,150	-978,340	-985,800	-994,820
-34,141	Internal Recharge Inc	-38,850	-38,190	-38,190	-38,190
-1,007,403	Total Income	-1,062,650	-1,019,870	-1,027,330	-1,036,350
97,925	Audit Partnership	100,820	100,820	100,820	100,820
195	Consultants Fees	13,960	0	0	0
1,440,869	Drainage Board Levy	1,460,910	1,503,280	1,546,880	1,591,740
18,578	Election Costs	0	0	0	0
77,455	External Audit Fees	91,050	91,070	91,070	91,070
1,786	General Insurances	2,070	1,590	1,630	1,670
10,300	ICT	0	0	0	0
8,157	Legal Fees	8,000	8,000	8,000	8,000
231,817	Members Allowances	228,370	230,570	232,792	235,036
3,658	Members Seminars & Training	16,540	3,000	3,000	3,000
18,072	Other Sundry Costs	131,410	93,100	93,120	93,120
-237,724	Pension Costs	469,120	524,560	549,210	575,020
7,960	Premises Running Costs	2,320	2,340	2,340	2,340
770,686	Staff Costs	681,930	686,120	693,580	702,490
1,482,258	CEC Charges	1,433,770	1,235,060	1,244,390	1,255,120
14,076	Transport Costs	18,370	14,870	14,870	14,870
	Insurance Premium Increase		250	250	250
3,946,067	Total Expenditure	4,658,640	4,494,630	4,581,952	4,674,546
2,938,664	Net Expenditure	3,595,990	3,474,760	3,554,622	3,638,196
	Net CEC Charges Included Above		256,720	258,590	260,300
	Gross Budget as per GF Summary		<u>3,218,040</u>	<u>3,296,032</u>	<u>3,377,896</u>

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
CORE MISCELLANEOUS						
Income						
-14,775	Internal Recharge Inc (1)	-16,060	-15,400	-15,400	-15,400	(1) This is the charge to the HRA for bank charges and Superannuation.
-3,936	Sundry Income					
-18,710	Total Income	-16,060	-15,400	-15,400	-15,400	(2) These are pension charges as a result of early retirement and redundancies. Costs in 11/12 were high due to restructure redundancies.
Expenditure						
264,872	Staff Costs (2)	48,650	47,330	48,700	50,110	(3) This is the backfunding element of pensions payable to the NYCC pension fund. 2011/12 includes accounting adjustments as part of the pension final accounts.
-237,724	Pension Costs (3)	469,120	524,560	549,210	575,020	
	Consultants Fees (4)	13,960				
474,572	CEC Charges	408,830	308,640	311,090	313,940	
-86,479	Other Sundry Costs (6)	46,830	24,400	24,400	24,400	
415,240	Total Expenditure	987,390	904,930	933,400	963,470	(4) These are consultancy bids for Shared Procurement and Tadcaster Regeneration.
396,530	Net Expenditure	971,330	889,530	918,000	948,070	

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
	COST OF AUDIT					This page covers the cost of Internal and External Audit.
	Income					
-19,367	Internal Recharge Inc (1)	-22,790	-22,790	-22,790	-22,790	(1) This is the recharge to the HRA for their proportion of External Audit Fees.
-117,863	CEC Income	-119,520	-118,690	-118,820	-118,970	
-137,230	Total Income	-142,310	-141,480	-141,610	-141,760	
	Expenditure					
97,925	Audit Partnership	100,820	100,820	100,820	100,820	
77,455	External Audit Fees (2)	91,050	91,070	91,070	91,070	(2) Reduced costs in 2011/12 reflect the revised Audit Commission fee structure. On-going savings are to be confirmed.
19,758	CEC Charges	20,710	20,870	21,010	21,170	
1,231	Other Sundry Costs	500	500	500	500	
196,368	Total Expenditure	213,080	213,260	213,400	213,560	
59,138	Net Expenditure	70,770	71,780	71,790	71,800	

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
	DEMOCRATIC SERVICES					This page covers the cost of the Democratic Services function.
	Income					
-207,280	CEC Income	-257,550	-222,780	-224,780	-227,040	
	Sundry Income	-4,150	-840	-840	-840	
-207,280	Total Income	-261,700	-223,620	-225,620	-227,880	
	Expenditure					
109,362	Staff Costs	152,680	153,340	154,880	156,650	
231,817	Members Allowances	228,370	230,570	232,792	235,036	
3,658	Members Seminars & T (1)	16,540	3,000	3,000	3,000 (1)	11/12 included additional cost for one-ff Councillor training. 2012/13 includes an approved carry forward request as part of the Councillor Development Strategy.
195	Consultants Fees					
8,157	Legal Fees	8,000	8,000	8,000	8,000	
9,695	Transport Costs	15,180	11,680	11,680	11,680	
902	General Insurances	1,030	810	830	850	
636,192	CEC Charges	737,630	644,240	649,140	654,720	
19,884	Other Sundry Costs	20,420	20,610	20,610	20,610	
1,019,862	Total Expenditure	1,179,850	1,072,250	1,080,932	1,090,546	
812,583	Net Expenditure	918,150	848,630	855,312	862,666	

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
	ELECTIONS					This page covers the cost of the Election Service.
	Income					
-20,341	CEC Income					
-2,392	Sundry Income	-2,500	-2,500	-2,500	-2,500	
-22,732	Total Income	-2,500	-2,500	-2,500	-2,500	
	Expenditure					
11,767	Staff Costs (1)	5,950	5,950	5,950	5,950	(1) From June 11, only the canvassing costs are included in Elections. All permanent staff are included in Democratic Services.
7,960	Premises Running Cost (2)	2,320	2,340	2,340	2,340	(2) These are the costs of the 2011 election.
337	Transport Costs					
10,300	ICT (3)					(3) Computer system costs have been transferred to Data and Systems.
18,578	Election Costs (2)					
126,898	CEC Charges	132,610	125,740	126,820	128,100	
73,151	Other Sundry Costs (2)	24,780	24,780	24,780	24,780	
248,993	Total Expenditure	165,660	158,810	159,890	161,170	
226,261	Net Expenditure	163,160	156,310	157,390	158,670	

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
SMT & CORE SUPPORT						
Income						
-621,450	CEC Income	-640,080	-636,870	-642,200	-648,810	This page covers the cost of the Chief Executive, Deputy Chief Executive, Executive Director (S151) and support staff.
-621,450	Total Income	-640,080	-636,870	-642,200	-648,810	
Expenditure						
384,684	Staff Costs (1)	474,650	479,500	484,050	489,780	(1) 2011/12 only includes 9/12ths of the new structure costs and excludes the salary costs for the Executive Director who was seconded to Communities Selby.
4,043	Transport Costs	3,190	3,190	3,190	3,190	
883	General Insurances	1,040	780	800	820	(2) 11/12 actuals to 13/14 budget estimate appears to fluctuate due to a number of reasons. In 11/12, there were savings in office expenses, which now appear to be ongoing and so 13/14 budget has been reduced by £3K. In 12/13 a budget of £10k was transferred from Access Selby to cover LGA subscriptions, and also includes a carryforward budget of £12.5K.
212,200	CEC Charges	133,990	135,570	136,330	137,190	
10,285	Other Sundry Costs (2)	38,880	22,810	22,830	22,830	
612,096	Total Expenditure	651,750	641,850	647,200	653,810	
-9,354	Net Expenditure	11,670	4,980	5,000	5,000	

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	<u>Comments</u>
£		£	£	£	£	
	UNUSED BUILDINGS COSTS					
	Income					
	Total Income					
	Expenditure					
12,638	CEC Charges					
12,638	Total Expenditure					
12,638	Net Expenditure					

S.D.C. - CORE ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
	EXTERNAL PRECEPTS					This is the cost of paying Drainage Board Precepts.
	Income					
	Total Income					
	Expenditure					
1,440,869	Drainage Board Levy (1)	1,460,910	1,503,280	1,546,880	1,591,740 (1)	Inflation has been included based around current costs.
1,440,869	Total Expenditure	1,460,910	1,503,280	1,546,880	1,591,740	
1,440,869	Net Expenditure	1,460,910	1,503,280	1,546,880	1,591,740	

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

OBJECTIVE ANALYSIS OF EXPENDITURE

2011/2012 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£			£	£	£	£
-4,123	COMMUNITIES SELBY	CS1	3,440	6,510	6,520	280
147,875	COMMUNITY ENGAGEMENT FORUMS	CS2	307,690	160,100	161,440	162,860
136,346	COMMUNITY SAFETY	CS3	0	0	0	0
25,598	LOCAL STRATEGIC PARTNERSHIP	CS4	34,020	10,880	10,880	10,880
44,520	GRANTS	CS5	55,870	41,795	41,795	41,795
350,215	Total Net Expenditure		401,020	219,285	220,635	215,815
	Net CEC Charges included above			20,100	20,280	20,510
	Gross Budget as per GF Summary			<u>199,185</u>	<u>200,355</u>	<u>195,305</u>

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

SUBJECTIVE ANALYSIS OF EXPENDITURE

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£		£	£	£	£
	Income				
-153,131	CEC Income	-133,700	-27,430	-27,630	-27,830
-153,131	Total Income	-133,700	-27,430	-27,630	-27,830
	Expenditure				
	CEF Contributions				
62,952	CEF Costs	243,540	140,000	141,160	142,350
101,622	Community Safety				
294	General Insurances	340	260	270	280
19,623	Local Strategic Partnership	34,020	10,880	10,880	10,880
44,520	Miscellaneous Grants	55,870	41,795	41,795	41,795
1,761	Office Running Costs	3,440			
146,394	Staff Costs	94,330			
122,088	CEC Charges	96,930	47,530	47,910	48,340
4,377	Transport Costs	6,250	6,250	6,250	
503,631	Total Expenditure	534,720	246,715	248,265	243,645
350,500	Net Expenditure	401,020	219,285	220,635	215,815
	Net CEC Charges included above		20,100	20,280	20,510
	Gross Budget as per GF Summary		199,185	200,355	195,305

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	Comments
£		£	£	£	£	
COMMUNITIES SELBY						This page covers costs associated with the staffing of Communities Selby and associated community schemes.
Income						
-153,131	CEC Income	-133,700	-27,430	-27,630	-27,830	
-153,131	Total Income	-133,700	-27,430	-27,630	-27,830	
Expenditure						
116,354	Staff Costs	(1) 94,330				(1) 2012/13 does not include the budget for an Executive Director who is seconded to Communities Selby, which was included in 2011/12. From October 2012 the administration of the CEFs is to be carried out by external contractors, salary savings for the year are to be used towards the costs.
4,377	Transport Costs	6,250	6,250	6,250		
1,761	Office Running Costs	3,440				
294	General Insurances	340	260	270	280	
26,220	CEC Charges	32,780	27,430	27,630	27,830	
149,008	Total Expenditure	137,140	33,940	34,150	28,110	
-4,123	Net Expenditure	3,440	6,510	6,520	280	

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	
£			£	£	£	£	<u>Comments</u>
	COMMUNITY ENGAGEMENT FORUMS						This page covers the costs of projects from the 5 CEFs covering the District.
	Income						
	Total Income						
	Expenditure						
62,952	CEF Costs	(1)	243,540	140,000	141,160	142,350	(1) 2012/13 includes approved carry forward budget for the unspent element of schemes from 2011/12.
84,923	CEC Charges		64,150	20,100	20,280	20,510	
147,875	Total Expenditure		307,690	160,100	161,440	162,860	
147,875	Net Expenditure		307,690	160,100	161,440	162,860	

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	<u>Comments</u>
£		£	£	£	£	
	COMMUNITY SAFETY					This page covers the costs of Community Safety.
	Income					
	Total Income					
	Expenditure					
30,039	Staff Costs					Responsibility for the running of schemes was transferred to City of York Council from July 2011.
101,622	Community Safety					
4,685	CEC Charges					
136,346	Total Expenditure					
136,346	Net Expenditure					

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	
£			£	£	£	£	<u>Comments</u>
	LOCAL STRATEGIC PARTNERSHIP						This page covers the costs of the Local Strategic Partnership which brings together key groups and organisations together that deliver services across the District.
	Income						
	LSP Contributions (inc)						
	Total Income						
	Expenditure						
19,623	Local Strategic Partnership	(1)	34,020	10,880	10,880	10,880	(1) 2012/13 includes an approved carry forward budget request for ongoing projects.
5,975	CEC Charges						
25,598	Total Expenditure		34,020	10,880	10,880	10,880	
25,598	Net Expenditure		34,020	10,880	10,880	10,880	

S.D.C.- COMMUNITIES SELBY ESTIMATE WORKING PAPER

2011/2012 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET	
£			£	£	£	£	<u>Comments</u>
	GRANTS						These are miscellaneous grants payable by application to community organisations.
	Income						
	Total Income						
	Expenditure						
44,520	Miscellaneous Grants	(1)	55,870	41,795	41,795	41,795	(1) 2012/13 includes an additional grant
44,520	Total Expenditure		55,870	41,795	41,795	41,795	
44,520	Net Expenditure		55,870	41,795	41,795	41,795	

HOUSING REVENUE ACCOUNT SUMMARY 2013/14 to 2015/16

	Total Budget			Access Selby Budget			Core Budget		
	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16	2013/14	2014/15	2015/16
	Original	Original	Original	Original	Original	Original	Original	Original	Original
	£	£	£	£	£	£	£	£	£
Net Service Costs	1,844,640	1,802,120	1,809,020	1,834,640	1,792,120	1,799,020	10,000	10,000	10,000
Non-Dwelling Rents (Garages)	(122,900)	(126,460)	(130,130)	(122,900)	(126,460)	(130,130)			
Capital Charges	1,358,740	1,379,570	1,411,820				1,358,740	1,379,570	1,411,820
Sub-total Gross Budgets	3,080,480	3,055,230	3,090,710	1,711,740	1,665,660	1,668,890	1,368,740	1,389,570	1,421,820
CEC Recharges from GF	2,927,782	2,953,263	2,982,860	2,609,139	2,631,972	2,658,397	318,643	321,291	324,463
Net Budget after CEC Adjustments	6,008,262	6,008,493	6,073,570	4,320,879	4,297,632	4,327,287	1,687,383	1,710,861	1,746,283
Procurement Savings to be Identified	-	-	-	-	-	-	-	-	-
Net Service Budget	6,008,262	6,008,493	6,073,570	4,320,879	4,297,632	4,327,287	1,687,383	1,710,861	1,746,283
Investment Income	(45,000)	(70,000)	(118,000)				(45,000)	(70,000)	(118,000)
HRA Debt - Payment of Interest	2,412,930	2,412,930	2,412,930				2,412,930	2,412,930	2,412,930
Reversal of Capital Charges	-	-	-				-	-	-
Pension - Past Service Costs	191,430	197,170	203,090				191,430	197,170	203,090
Net Budget before contribution to/(from) Reserves	8,567,622	8,548,593	8,571,590	4,320,879	4,297,632	4,327,287	4,246,743	4,250,961	4,244,303
Contribution To Reserves									
Comp Development Cont	50,000	50,000	50,000				50,000	50,000	50,000
Major Repairs Reserve re dwellings Depreciation	1,173,300	1,195,420	1,224,620				1,173,300	1,195,420	1,224,620
HRA Debt - MRR Principal	1,175,000	1,175,000	1,175,000				1,175,000	1,175,000	1,175,000
Additional Contribution to MRR	-	-	-						
NET REVENUE BUDGET	10,965,922	10,969,013	11,021,210	4,320,879	4,297,632	4,327,287	6,645,043	6,671,381	6,693,923
Dwelling Rents	(11,741,660)	(12,365,520)	(13,008,880)				(11,741,660)	(12,365,520)	(13,008,880)
Payable to / (from) Core	-	-	-	(4,320,879)	(4,297,632)	(4,327,287)	4,320,879	4,297,632	4,327,287
Shortfall / (surplus)	(775,738)	(1,396,507)	(1,987,670)	-	-	-	(775,738)	(1,396,507)	(1,987,670)

S.D.C.- HOUSING REVENUE ACCOUNT ESTIMATE WORKING PAPER

OBJECTIVE ANALYSIS OF EXPENDITURE

2011/2012 ACTUAL	NARRATIVE		2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£			£	£	£	£
268,897	WARDEN SCHEMES	HRA1	292,580	362,285	373,620	386,292
2,566,569	HOUSING REPAIRS	HRA2	2,557,900	2,453,300	2,451,430	2,448,970
16,866	SALE OF COUNCIL HOUSES	HRA3	15,410	15,090	15,200	15,330
1,233,363	HOUSING GENERAL MANAGEMENT	HRA4	1,404,830	1,437,803	1,400,535	1,414,976
50,369	HOSTELS	HRA5	37,190	38,090	41,870	46,020
105,174	HOUSING SPECIAL MANAGEMENT	HRA6	156,090	150,800	155,370	160,170
-111,045	Garage Rents		-124,610	-122,900	-126,460	-130,130
	Insurance Premium Increase			24,220	24,220	24,220
4,130,194	NET Expenditure		4,339,390	4,358,688	4,335,785	4,365,848
	Net CEC Charges included above			2,647,448	2,670,625	2,697,458
	Gross Budget as per HRA Summary			<u>1,711,240</u>	<u>1,665,160</u>	<u>1,668,390</u>

S.D.C.- HOUSING REVENUE ACCOUNT ESTIMATE WORKING PAPER

SUBJECTIVE ANALYSIS OF EXPENDITURE

2011/2012 ACTUAL	NARRATIVE	2012/2013 REVISED ESTIMATE	2013/2014 BUDGET	2014/2015 BUDGET	2015/2016 BUDGET
£		£	£	£	£
	Income				
-2,494	Asset Sales				
-360,829	Internal Recharges	-371,560	-371,560	-371,560	-371,560
-115,716	Other Income	-65,130	-61,150	-61,160	-61,170
-64,295	Other Rent Income	-77,250	-77,250	-77,250	-77,250
-519,145	CEC Income				
-111,045	Garage Rents	-124,610	-122,900	-126,460	-130,130
-1,173,524	Total Income	-638,550	-632,860	-636,430	-640,110
	Expenditure				
84,237	Contract Payments	104,980	94,500	94,500	94,500
105,385	Dwellings Adaptation Works	154,610	130,000	130,000	130,000
1,027,983	Dwellings Repairs & Maintenance	1,015,830	1,004,400	1,004,230	1,003,250
263,615	Equipment & Materials	269,310	269,310	269,310	269,310
132,800	Equipment Leases	140,690	142,570	144,500	146,490
106,987	General Insurances	119,650	115,070	118,420	121,860
283,751	Other Sundry Costs	331,720	365,290	315,620	315,960
532,669	Staffing Costs	68,540	67,180	67,820	68,470
2,630,824	CEC Charges	2,643,410	2,647,448	2,670,625	2,697,458
135,466	Transport Costs	129,200	131,560	132,970	134,440
	Insurance Premium Increase		24,220	24,220	24,220
5,303,718	Total Expenditure	4,977,940	4,991,548	4,972,215	5,005,958
4,130,194	Net Expenditure	4,339,390	4,358,688	4,335,785	4,365,848
	Net CEC Charges included above		2,647,448	2,670,625	2,697,458
	Gross Budget as per HRA Summary		<u>1,711,240</u>	<u>1,665,160</u>	<u>1,668,390</u>

CAPITAL PROGRAMME**2012/13 – 2015/16 GENERAL FUND CAPITAL PROGRAMME**

	Approved Programme 2012/13 £	Estimated Programme 2013/14 £	Estimated Programme 2014/15 £	Estimated Programme 2015/16 £
PROJECTS				
Telecoms Mast Relocation	147,190			
Tadcaster Central Area Repairs	258,440			
All Weather Pitch	250,000			
Abbey Leisure - Walkers Bingo Hall	600,000			
Asset Management Plan Leisure Centres & Park	136,725			
Industrial Units Access Road Upgrade	25,000			
Grants				
Conservation / Heritage Grants	10,000			
Disabled Facilities Grants	350,000	350,000	350,000	350,000
Repair Assistance Loans	42,500	30,000		
Energy Efficiency Grants	13,640			
ICT				
ICT Strategy	365,180	356,876	75,000	75,000
Mobile Working Solution		50,960	98,000	
TOTAL	2,198,675	787,836	523,000	425,000
GF SUMMARY OF FUNDING				
Capital Receipts	240,000	240,000	210,000	205,000
Grants & Contributions	166,140	140,000	140,000	145,000
Revenue (GF in year)	10,000			
Revenue (Reserves)	1,332,535	407,836	173,000	75,000
Revenue (Insurance)	450,000			
TOTAL	2,198,675	787,836	523,000	425,000

CAPITAL PROGRAMME**2012/13 – 2015/16 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME**

	2012/13 Approved Programme £	2013/14 Estimated Programme £	2014/15 Estimated Programme £	2015/16 Estimated Programme £
<u>PROJECTS</u>				
<u>Current Projects</u>				
Electrical Rewires	396,810	260,000	260,000	260,000
Central Heating - Gas	635,970	575,480	575,480	575,480
Central Heating - Solid Fuel to Gas	99,000	99,000		
Central Heating - Solid Fuel	350,530	150,000	150,000	157,500
Roof Replacements	1,016,710	560,000		560,000
Damp Surveys & Works	190,000	300,000	300,000	300,000
Door Replacements	42,000	48,000	48,000	134,000
Kitchen Replacements	293,090	237,000	237,000	237,000
Pre Paint & Cyclical Repairs	113,000	113,000	113,000	113,000
<u>New Projects</u>				
Window Replacements	140,000			
Void Property Repairs	50,000	51,750	53,500	53,500
Additional External Door Replacements	15,500	15,500		
Additional Pre Paint & Cyclical Repairs	29,000	34,000		
Central Heating - Economy 7 to Gas	353,400	573,000	572,000	
Additional Kitchen Replacements	105,000			
Airey Properties	1,301,520	410,000	1,722,000	
Bathroom Replacements				180,000
TOTAL	5,131,530	3,426,730	4,030,980	2,570,480

HRA SUMMARY OF FUNDING

Revenue Contributions	1,038,520			
Major Repairs Reserve	3,830,010	3,426,730	4,030,980	2,570,480
Borrowing	263,000			
TOTAL	5,131,530	3,426,730	4,030,980	2,570,480

ACCESS SELBY
GENERAL FUND BASE BUDGET
SAVINGS/EFFICIENCIES ACTION PLAN 2012/13 -
2014/15 (V82)
Updated November 2012

Key:



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

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	Progress
Inflation factor		0.020	0.020	0.020	
Procurement Workstream					
Change provider for telephone calls and rationalisation of telephone accounts	Green	20,480	20,530	20,530	Completed
Partnering Back Office Support	Green	93,000	93,000	93,000	Completed
Pest Control Contract	Green	1,200	1,200	1,200	Completed
CCTV	Amber	32,950	32,950	32,950	EU Procurement exercise has commenced with ITT due to be issued in September 2012 - conclusion of the procurement is expected by the end of the year. Actual savings forecast yet to be determined following the outcome of procurement. Full year saving for 2012/13 will not be achieved, so the forecast is for a saving in Q4
Recycling	Green	159,000	159,000	159,000	Completed
Green Waste - Gate fees and reduced mileage costs negotiated with Enterprise	Green	20,000	20,000	20,000	Negotiations are completed. New contracts will be awarded at the end of October 2012. The estimated full year saving of £29k is now revised to £20k. The part year saving for 2012/13 is revised from £15k to £5k
Collaborative corporate contracts through shared procurement service Note: The balance of this target will reduce as individual procurement projects are identified	Red	40,410	65,360	65,360	Spend Analysis carried out and a detailed action plan is being put together for targeted procurement. Options limited on non-HRA spend but looking at opportunities for collaborative procurement. This will include a savings target for this project where possible. Ongoing savings have been identified on individual /discrete procurement projects. Still potential for 2012/13 target to be achieved however it is still a risk area.
Contact Centre Electricity	Green	10,000	10,000	10,000	Completed
ICT - Server Virtualisation	Green	10,000	10,000	10,000	Completed
Gas Utilities Contract	Green	6,160	6,160	6,160	Completed
Negotiate savings within Street Scene and Leisure contracts	Amber	40,000	40,000	40,000	Access Selby and Enterprise have undertaken a review of the contract and identified potential opportunities for efficiency savings. A cost/benefit analysis is being carried out to be presented to the Partnering Board for agreement with the aim of implementing any low risk quick wins by Q4 in 2012/13. This could provide some in year savings.

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	Progress
Citizen Link Printing	Green	800	800	800	Completed
Cossh Management	Green	3,000	3,000	3,000	Completed
		437,000	462,000	462,000	
WTT - Review of remaining cash collection	Amber	2,600	2,600	2,600	Arrangements for cash collection will not go ahead as planned due to fire at Abbey Leisure Centre - alternative options are currently being explored which will produce a saving through reduced bank charges and reduced security collection costs.
WTT - Transformation (SDV)	Green	1,380,890	1,380,890	1,380,890	Completed
WTT - Transformation HRA Impact / Reviewing Apportionment to HRA	Green	91,970	89,440	90,000	Future estimates have been reflected in the 13/14 budget process, current year actual to be confirmed.
Spend to save initiatives	Red	0	25,000	25,000	
Service delivery options	Red	25,000	50,000	50,000	Commercial & marketing strategy approved and a range of business development activities are planned for Q3 & Q4. The outcome of which will inform delivery options.
BPI	Red	-	25,000	25,000	
Total Transformation		1,500,460	1,572,930	1,573,490	
Asset Management Workstream					
Vacation of Portholme Road Depot	Green	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	40,000	40,000	40,000	A NNDR appeal has been submitted, if this is not successful then savings target will not be able to be achieved. We have now agreed with the PCT the formula for calculating the electricity split, still awaiting the invoice from PCT.
Closure of Tadcaster office	Green	30,000	30,000	30,000	Completed
Barby Depot	Amber	35,000	35,000	35,000	Depot being considered by an interested party. It is expected that it will be let in late October / early November, with a rental income of £15k per annum in addition to the cost savings identified of £20k.
Total Asset Management		118,497	118,497	118,497	
Value for Money Workstream					

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	Progress
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 shortly. Target for 2012/13 will not be achieved.
Decentralisation of Planning Fees	Red	-	-	-	Devolved Planning fees – £250k Saving removed for 12/13 - 14/15 as the national plan has been cancelled. Indication fees to be increased by up to 15% in the Autumn. Impact to be assessed when details are confirmed. Impact on future years will be kept under review.
Negotiation for share of out performance on Council Tax collection	Red	25,000	25,000	25,000	Currently underachieving on the collection of Council Tax by 0.8%, this target will not be met in 2012/13
Increase in legal fee charges - Legal	Amber	-	7,000	7,000	Demand is market driven. Projection based upon 12/13 demand (increases range from 2.6 - 300%)
Car Park Income	Amber	97,500	97,500	97,500	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 June, income is £6k below target, but will be clawed back through opening the new car park at the old Civic Centre Site. Increase in 13/14 identified as a result of new car park opening
Total Value for Money		135,500	142,500	142,500	
Base Budget Review Workstream					
Car Allowances	Amber	41,150	41,150	41,150	Expected saving was not achieved in 11/12 as changes to car allowances etc were not implemented until Q2 onwards. Further review of current position is taking place to determine forecast for savings in 2012/13.
Pay award - Estimate reduced from 2.5% to 1%.	Green	81,730	166,280	255,040	Completed
Rationalisation IT Support Costs	Green	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	Red	25,000	25,000	25,000	Work ongoing to establish savings in year following system improvements and rationalisation. £25k to be achieved through decommissioning of 4 systems.
Frozen posts/vacancies	Green	19,320	19,320	19,320	Frozen posts continue to remain vacant. Customer Service Advisor post removed permanently from 13/14
Frozen posts/vacancies	Amber	4,110	-	-	Balance of saving yet to be identified.
Benefits & Taxation - reduce structure by vacant hours	Red	21,000	21,000	21,000	
Community Support - Salary band reduction	Red	5,570	11,250	11,250	
Compensation for legacy costs/income pressures	Green	136,000	136,000	136,000	
2011/12 Profits	Green	-	-	-	Carry Forward 11/12 profits to offset future losses.
Finance Budget Savings	Green	1,900	1,900	1,900	Completed

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	Progress
Additional Licensing Income	Green	5,660	5,660	5,660	Completed
O/S Survey Mapping Fees	Green	15,000	15,000	15,000	Completed
Housing Benefit Admin Miscellaneous Savings	Green	3,800	3,800	3,800	Completed
Housing Benefit Overpayments Recovery	Amber	90,000	90,000	90,000	An income budget has never been set for the recovery of Housing Benefit Overpayments. The nature of the income means that forecasting is difficult, but an estimate has been included based on current information and history.
Statutory Planning Notices	Green	3,500	3,500	3,500	Completed
Primary Care Trust	Green	10,000	10,000	10,000	Completed
Printing Supplies	Green	5,000	5,000	5,000	Completed
Pollution Monitoring Consultants	Green	5,000	5,000	5,000	Completed
Public Conveniences Contract - Inflation	Green	3,000	3,000	3,000	Completed
Licensing Income	Green	2,700	2,700	2,700	Completed
Domestic Waste - Sale of Goods	Green	5,000	5,000	5,000	Completed
Bus Station Repairs & Maintenance	Green	2,000	2,000	2,000	Completed
Health & Housing Call Out	Green	720	720	720	Completed
HR Budget Savings	Green	1,640	1,640	1,640	Completed
General Office Expenses	Green	8,480	8,480	8,480	Completed
Car Park Warden Van Lease	Green	2,890	2,890	2,890	Completed
Street Cleansing - General Advertising	Green	16,000	16,000	16,000	Completed
Further Base Budget Review Savings - details on supplementary list	Green	40,505	40,505	40,505	Completed
Further Base Budget Review Savings - details on supplementary list	Amber	12,620	12,620	12,620	Final figures to be confirmed
Total Base Budget Review		719,295	805,415	894,175	
Discretionary Service Review Workstream					
HR - Budget review	Green	5,000	5,000	5,000	Completed
New charge for planning advice	Red	30,000	30,000	30,000	Income running behind expectations currently £18k under target 12/13 reduced to reflect this.
Reduce opening hours at Access Selby	Green	35,000	35,000	35,000	Completed

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	Progress
Maximise current income streams	Red	50,000	100,000	100,000	Pilot Projects' for Marketing Strategy now in development - each will have a potential income target which are yet to be agreed. Can update progress monthly
Redeploy resources to pursue grant funding opportunities	Red	50,000	50,000	50,000	Lead officers considering grant opportunities as part of their budget monitoring.
Policy changes to introduce new income streams	Red	-	150,000	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. In 2012/13 additional 90 car spaces from September, plus any commuted sums from residential schemes of 1 - 9 houses (5% to be for administration)
Barlow Nature Reserve	Green	53,000	53,000	53,000	Completed
Total Discretionary Service Review		223,000	423,000	423,000	
Inflation adjustment		126,604	215,718	297,882	
Total General Fund Savings		3,260,356	3,740,060	3,911,544	
Savings Target		3,173,668	3,340,335	3,457,103	
New Target		3,173,668	3,340,335	3,457,103	
Headroom/Deficit (+/-)	**	86,688	399,725	454,441	
Green Savings		2,551,937	2,690,069	2,840,553	
Amber Savings		411,926	423,231	431,696	
Red Savings**		296,493	626,760	639,295	
Total		3,260,356	3,740,060	3,911,544	

**GENERAL FUND BASE BUDGET
SAVINGS/EFFICIENCIES ACTION PLAN
2012/13 - 2014/15 (V64)
Updated October 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	2013/14 £	2014/15 £	2015/16 £	Progress
Inflation factor		0.020	0.020	0.020	
Procurement Workstream					
Election software	Green	4,700	4,700	4,700	Completed
Audit Partnership	Green	15,000	15,000	15,000	Completed. Planned reduction in Audit days and merger with Veritau.
		19,700	19,700	19,700	
WTT - Transformation (Core)	Green	50,000	50,000	50,000	Completed
Total Transformation		50,000	50,000	50,000	
Asset Management Workstream					
Total Asset Management		-	-	-	
Value for Money Workstream					
Internal Drainage Boards	Green	146,000	146,000	146,000	Completed - The savings increased from £40k to £146k to reflect lower precepts as a consequence of 3 Drainage Boards freezing their precept and the remainder adding an average 1.39% inflation. This was set against a budgeted increase of 3.5% and an additional £75k to counter any large increases.
Community Safety	Green	15,000	15,000	15,000	Completed
Total Value for Money		161,000	161,000	161,000	
Base Budget Review Workstream					
External Audit Fee	Green	31,840	31,840	31,840	Completed

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	Progress
Early Retirements - Strain on Pension Fund	Green	75,000	75,000	75,000	Completed
Corporate and Democratic Core	Green	7,000	7,000	7,000	Completed
Pay Award from 2.5% est to 1% revised	Green	22,230	33,150	48,118	Completed
Car Allowances	Green	2,850	2,850	2,850	Completed
Total Base Budget Review		138,920	149,840	164,808	
Discretionary Service Review Workstream					
External Grants	Green	12,000	12,000	12,000	Completed
Total Discretionary Service Review		12,000	12,000	12,000	
Inflation adjustment		15,417	24,027	33,592	
Total General Fund Savings		397,037	416,567	441,100	
Target		569,867	720,037	745,460	
Headroom/Deficit (+/-)		- 172,830	- 303,470	- 304,360	
Green Savings		397,037	416,567	441,100	
Amber Savings		-	-	-	
Red Savings**		-	-	-	
Total		397,037	416,567	441,100	

Opportunities for different approaches to service delivery

No	Suggestion	Notes	Estimated Saving £
1	Planning	Range of income generation initiatives - subject to risk assessment	77,000
2	Enforcement	Review current activity on a risk basis and divert to planning related issues	-
3	Green waste	Introduce charging for green waste collection	560,000
4	Employee Benefits	Review casual mileage rate paid to officers and councillors	3,400
5	Licensing	Service enhancements for additional fee	2,000
6	Assets	Rationalisation of assets and use for advertising	80,000
7	Car Parking	Introduce charging for bank holidays	5,000
8	Policy	S106 and neighbourhood planning	25,000
9	Channel Shift	Transactional website - savings expected after year 2	-
10	Customer Services	Shared service	25,000
11	Core Support	Core review	50,000
12	Creation of a trading arm	Housing lettings and business support services - savings from year 2 onwards - business case to be developed as a priority	-
			827,400

Brief to Policy Review Committee

Charging for Green Waste Collection

The Council's revenue budget forecasts show a savings requirement of around £800k for the coming financial year and beyond.

The Council has to date, achieved savings of £2.9m p.a. but it is becoming increasingly difficult to achieve savings on a reducing cost base. Therefore, alternative savings proposals are being put forward by the Executive.

As part of their draft budget proposals the Executive recommend the introduction of charges for green waste collection.

Assuming take up of 75%, it is estimated that the net cost of the collection service (after deduction of recycling credits) is £559k based on 2012/13 prices.

Estimating 22,500 households will take up the service, a charge of £26 per household per annum, would be needed in order to achieve 'break even'.

Policy Review Committee are asked to review the assumptions upon which the Executive's proposal is based and to bring forward recommendations on the practical issues that will need to be taken into account in implementing the change (for example billing arrangements and communications).

As part of these considerations, the committee is asked to identify the optimum timing of the introduction of the charge to maximise the income for 2013/14, in order to support the achievement of a balanced budget for the forthcoming year.

Recommendations are to be brought forward as part of the Committee's response to the budget consultation.

General Fund Bids 2013/14 - 2015/16

Bid No.	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Board	Term	Category
			13/14	14/15	15/16	13/14	14/15	15/16				
1	To provide revenue budget to support for the on-going provision of a procurement service to the Core and Access Selby. SDC have been a partner in the North Yorkshire Procurement Partnership since 1st August 2009 and the current Partnership agreement is coming to an end on 31st March 2013. The costs are shared with the HRA.	This bid will ensure legal compliance with public procurement regulations, minimise the risk of legal challenges being upheld thereby mitigating financial risk	17,500	17,500	17,500				Maintain shared best practice and learning from other districts procurement activity	Access	Fixed-Term	B
	Net Cost of Bid		17,500	17,500	17,500	0	0	0				
2	Procurement of a mobile working solution to mobilise the community officers team and have scope to mobilise other areas such as enforcement, environmental health, support officers and planning	Set-up Costs Capital Project Team New Maintenance Charges Savings : System Maintenance / Other Savings: Staff Efficiency	22,296 3,890	12,450	12,450	50,960	98,000		The mobile working solution procured should be adaptable so further development work can be undertaken where other business areas are mobilised - in particular an area such as planning would benefit greatly from a mobile solution as it would remove the need for paper case files as everything could be distributed electronically.	Access	Fixed-Term Permanent	C
	Net Cost of Bid		-67,820	-165,324	-176,210	50,960	98,000	0	Funding Proposal - Spend to Save			
3	Funding to undertake discretionary remedial repair work (where hazards have been identified under the Housing Act 2004) within private sector rented accommodation.	The undertaking of such remedial works will lead to measurable improvements to the property & the health of the occupants. These objectives & outcomes link with the corporate aims of 'changing places' & 'living well'.	5,000	5,000	5,000				The requested funding would be used to remedy any hazards/defects that remain within the dwelling in spite of a successful prosecution. The remedial works would be undertaken under Schedule 3, para 3(4) of the Housing Act 2004 which permits Access Selby to undertake works in default where an individual has failed to comply with an improvement notice. This bid is from the enforcement policy annex 2. Potential to have an uncosted bid & deal with each case on merit as costs are usually put as a charge against the property & this budget may not be adequate.	Access	Fixed-Term	C
	Net Cost of Bid		5,000	5,000	5,000	0	0	0				
4	To support future year costs of mandatory Disabled Facilities Grant service to ensure all those identified as in need receive the necessary support in a timely manner.	The bid aims to ensure full delivery of a mandatory housing function whilst significantly supporting the Council's commitment to vulnerable people. DFG provides the necessary funds to provide disabled adaptations to residents to help maintain their						350,000	Funding for 2013/14 and 2014/15 approved as part of 2012/13 budget setting. Indicative programme resource needs for 2015/16	Core	Permanent	B
	Net Cost of Bid		0	0	0	0	0	205,000	Government Funding Funding required from capita programme resources			
5	ICT Strategy Bids					356,876	75,000	75,000	ICT strategy programme.	Access		B/E
	Net Cost of Bid		0	0	0	356,876	75,000	75,000				
6	To provide Funding to undertake the Local Development Framework	Changing places, Living Well and Tackling the Tough Stuff themes		134,000	Unknown				The bid will enable the Council to carry out the additional requests from the Inspector, for example the Green Belt review and the assessment of all settlements "development limits"			
	Net Cost of Bid		0	134,000	0	0	0	0				

Bid No.	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Board	Term	Category
			13/14	14/15	15/16	13/14	14/15	15/16				
7	Access Selby Spend to Save Initiatives		150,000						Bid to support the cost of implementing Access Selby's improvement / savings	Access		
	Net Cost of Bid		150,000	0	0	0	0	0				
	Net Cost of GF Bids		104,680	-8,824	-153,710	407,836	173,000	280,000				

Key to Bid Categories
A - Statutory
B - Essential to maintain the existing level of service.
C - Corporate Plan Improvement
D - State of the Area Address Initiative
E - Section Improvement Plan Initiative
F - New Service

Housing Revenue Account Bids 2013/14 - 2015/16

Bid No.	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Board	Term	Category
			13/14	14/15	15/16	13/14	14/15	15/16				
1	To provide revenue budget to support for the on-going provision of a procurement service to the Core and Access Selby. SDC have been a partner in the North Yorkshire Procurement Partnership since 1st August 2009 and the current Partnership agreement is coming to an end on 31st March 2013. The costs are shared with the General Fund.	This bid will ensure legal compliance with public procurement regulations, minimise the risk of legal challenges being upheld thereby mitigating financial risk of non compliance.	17,500	17,500	17,500				Maintain shared best practice and learning from other districts procurement activity	Access	Fixed	C
	Net Cost of Bid		17,500	17,500	17,500	0	0	0				
2	HRA stock condition survey Accurate and up to date information is not available. Stock condition information will allow more accurate projections of future workload.	The undertaking of such remedial works will lead to measurable improvements to the property & the health of the occupants. These objectives & outcomes link with the corporate aims of 'living well'.	50,000						Report on Asset Management Strategy highlights the need for a stock condition survey to inform the HRA capital programme. This has also been highlighted as a need within the HRA Business Plan Survey required as a result of refresh of asset management strategy currently being worked on. The previous survey was carried out as part of the Decent Homes Programme.	Access	One-Off	B
	Net Cost of Bid		50,000	0	0							
3	Electrical rewires of SDC housing stock - current capital programme includes permanent budget approval for rewires. This bid adjusts that figure to reflect the savings arising through bringing the peridical electrical testing in house and focused targeting of the work.	Effectively maintain the condition of the SDC housing stock				-50,500	-61,500	-61,500	Adjustment reduces the approved budget to £260k from 2013/14 onwards Savings will be fed back into the HRA to allow other works to proceed.		Permanent	B
	Net Cost of Bid		0	0	0	-50,500	-61,500	-61,500				
4	Central heating solid fuel to gas programme - adjustment to current programme to reflect changes in cost for 2013/14 and 2014/15	Effectively maintain the condition of the SDC housing stock				-7,500	-7,500	157,500	The adjustment reduces the approved programme to £150k in 2013/14 & 2014/15		Fixed	B
	Net Cost of Bid		0	0	0	-7,500	-7,500	157,500				
5	Funding to cover costs of replacement roofing to SDC housing stock from 2015/16. The current approved programme includes funding in 2013/14. No replacements are identified in the current stock codition data for 2014/15. The bid allows for apporoximately 117 roof replacements at an average cost of £4,800	Effectively maintain the condition of the SDC housing stock						560,000	The current capital programme has £560k approved for 2013/14		Fixed	B
	Net Cost of Bid		0	0	0	0	0	560,000				
6	Damp survey & consequential repair works additional costs - the current approved programme requires additional resources to fund the issues arising within the housing stock as a consequence of failing damp courses.	Effectively maintain the condition of the SDC housing stock				103,500	96,500	96,500	Additional resources required for 13/14 and 14/15 to increase budget to £300k		Permanent	B
	Net Cost of Bid		0	0	0	103,500	96,500	96,500				
7	Door replacement programme - current programme has £48k per annum additional funding required for 13/14 and 15/16						-15,500	86,000			Fixed	B
	Net Cost of Bid		0	0	0	0	-15,500	86,000				

Bid No.	Description	Strategic Theme / Priority	Revenue			Capital			Comments	Board	Term	Category
			13/14	14/15	15/16	13/14	14/15	15/16				
8	Additional kitchen replacements funding. The programme of replacement kitchens has progressed well and the base funding of £237k within the capital programme is adequate to fund new kitchens					-105,000	-105,000			Permanent	B	
	Net Cost of Bid		0	0	0	-105,000	-105,000	0				
9	Pre paint & cyclical repairs - adjustment to the current programme funding resources in 2014/15 of £152k to £113k.						-39,000		Programme includes £113k for rolling programme of work	Permanent	B	
	Net Cost of Bid		0	0	0	0	-39,000	0				
10	Void Property repairs - continuation of the programme							53,500	This will help maintain the void turnaround targets.	Fixed	B	
	Net Cost of Bid		0	0	0	0	0	53,500				
11	Airey Properties additional resources for the approved programme to cover additional costs for Phase 2 & 3 based on the tender for Phase1					90,000	346,000		Phase 2 £320k , Phase 3 £1,376k within programme	Fixed	B	
	Net Cost of Bid		0	0	0	90,000	346,000	0				
12	Bathroom replacements							180,000	This will help to prevent homes failing to meet the Decent homes standards	Permanent	B	
	Net Cost of Bid		0	0	0	0	0	180,000				
	Net Cost of HRA Bids		68,609	18,609	18,609	30,500	214,000	1,072,000				

Key to Bid Categories

- A - Statutory
- B - Essential to maintain the existing level of service.
- C - Corporate Plan Improvement
- D - State of the Area Address Initiative
- E - Section Improvement Plan Initiative

3,396,230 3,816,980 1,498,480 Committed Bids

3,426,730 4,030,980 2,570,480 Total Bids

Reserves										
Description	Estimated Balance 31 March 13	Use	Contribs	Estimated Balance 31 March 14	Use	Contribs	Estimated Balance 31 March 15	Use	Contribs	Estimated Balance 31 March 16
	£	£	£	£	£	£	£	£	£	£
Revenue Reserves										
General Fund										
PFI Scheme	2,422,360	- 378,060	363,480	2,407,780	- 389,400	382,730	2,401,110	- 401,080	396,030	2,396,060
Building Repairs & Projects*	561,319		130,000	691,319	- 93,000	130,000	728,319		130,000	858,319
ICT	178,322	- 356,876	200,000	21,446	- 75,000	200,000	146,446	- 75,000	200,000	271,446
Access Selby	327,314			327,314			327,314			327,314
Contingency	553,135			553,135			553,135			553,135
Election	66,954		30,000	96,954		30,000	126,954	- 150,000	30,000	6,954
Industrial Units	50,617			50,617			50,617			50,617
Open Space Maintenance	11,158			11,158			11,158			11,158
Pensions Equalisation Reserve**	400,000		200,000	600,000		200,000	800,000		200,000	1,000,000
Planning Inquiries	100,000			100,000			100,000			100,000
Sherburn Amenity Land	9,992			9,992			9,992			9,992
Special Projects (Programme for Growth)	1,031,496	- 1,434,250	880,000	477,246	- 608,940	880,000	748,306			748,306
Spend To Save	369,070	- 200,960	119,070	287,180	- 98,000		189,180			189,180
Tadcsater Central Area	215,399			215,399			215,399			215,399
Transport Repairs & Renewals Reserve	-			-			-			-
Wheeled Bins	18,000			18,000			18,000			18,000
NDR Equalisation	-		344,034	344,034			344,034			344,034
General Fund	1,844,034	- 344,034		1,500,000		-	1,500,000			1,500,000
Sub Total	8,159,170	- 2,714,180	2,266,584	7,711,574	- 1,264,340	1,822,730	8,269,964	- 626,080	956,030	8,599,914
Commutation Surplus	4,329	- 899		3,430	- 899		2,531	- 899		1,632
Car Loan Bonds	5,014			5,014			5,014			5,014
C/fwd Budgets (GF)	-			-			-			-
Sub Total	9,343	- 899	-	8,444	- 899	-	7,545	- 899	-	6,646
HRA										
HRA Balance	1,500,000			1,500,000			1,500,000			1,500,000
Major Repairs Reserve - Capital Programme	871,000	- 3,426,730	3,151,270	595,540	- 4,030,980	3,995,020	559,580	- 2,574,980	4,647,650	2,632,250
Major Repairs Reserve - Debt Repayment	1,175,000		1,175,000	2,350,000		1,175,000	3,525,000		1,175,000	4,700,000
Sub Total	3,546,000	- 3,426,730	4,326,270	4,445,540	- 4,030,980	5,170,020	5,584,580	- 2,574,980	5,822,650	8,832,250
Total Revenue Reserves	11,714,513	- 6,141,809	6,592,854	12,165,558	- 5,296,219	6,992,750	13,862,089	- 3,201,959	6,778,680	17,438,810
Capital Reserves										
Capital Receipts	703,600	- 240,000	102,500	566,100	- 1,510,250	1,102,500	158,350	- 205,000	257,500	210,850
Planning Delivery Grant (Capital)	192,750			192,750	- 192,750		0			0
LPSA Grant - Balance from 07/08	32,499			32,499			32,499			32,499
Community Safety Grant - Balance from 08/09	2,387			2,387			2,387			2,387
	931,236	- 240,000	102,500	793,736	- 1,703,000	1,102,500	193,236	- 205,000	257,500	245,736
* Potential for £500k to be allocated to Abbey Leisure Centre rebuild - subject to scheme costs										
** Payment to Pension Fund and reserve contributions to be reconsidered following triennial valuation due 2013/14										



MAJOR BUDGETS RISK ASSESSMENT 2013/14

1.0 BACKGROUND:

- 1.1 This paper provides a risk assessment for material items of revenue income and expenditure. It identifies those significant budgets where the risk of over or underachievement is greatest, including budgets which are particularly volatile or susceptible to fluctuation as a result of external factors, and attempts to quantify the financial risk to Access Selby, Communities Selby and the Core of the Council.
- 1.2 Inflation is an important factor for the Council’s budgets, and can have an impact when rates are high relative to income growth. The Council is also locked into some large contracts (e.g. Streetscene - £3.8m) which use the RPI for the rate of uplift, and these alone can add considerable risk to the relevant expenditure budgets.

ACCESS SELBY, CORE and COMMUNITIES SELBY

2.0 SALARIES AND WAGES

- 2.1 Salaries and Wages form a major expenditure for Access Selby and the Core with total budgets for 2013/14 nearing £6.19m.
- 2.2 Variances to the budgets can come from the following pressures:
- Vacancies (downward pressure).
 - Service pressures – unexpected requirement for overtime eg, backlogs in work or cover for sickness absence (upward pressure).
 - Maternity leave (upward pressure – due mainly to Access Selby’s reduced staffing resources).
 - Sickness absence – short term sickness generally has no financial implications. Long term sickness absence is likely to require posts to be covered to maintain service performance, for example by overtime or temporary staff (upward pressure).
- 2.3 Although the new delivery arrangements have seen a reduction in employee numbers, this is seen to increase the risk on the budget, as there are less staff available to meet any subsequent pressures. Also, the size of the budget means that a minor change can result in a significant variance.

Sensitivity Analysis

2013/14 Budget		0.5% Variance	1.0% Variance	2.0% Variance
Salaries	Access Selby	27,741	55,482	110,965
	Core	3,194	6,388	12,775

Sensitivity: Low

Impact: High

Risk: Medium

- 2.4 The Local Government Pension Scheme and its funding have been and continue to be the subject of change. The main cost pressure is the performance of the Fund, together with increases in pension liabilities and fund membership, and although the latter has not been significant in the past,

changes introduced in 2011/12 mean that employees who have previously opted out of the scheme will be automatically re-entered every 3 years, bringing a potential increase in cost if those employees do not choose to opt out again.

- 2.5 In 2013/14 the Employer’s contribution is based on a future service rate of 11.4% together with a lump sum of £723,400. The next actuarial valuation is due in April 2014, and early indications suggest that this will bring a net 2% increase in rates. The Council is setting aside £200k p.a. into a Pension Equalisation reserve to specifically mitigate this risk.

Sensitivity Analysis

2013/14 Budget	1% change in E'ers rates	2% change in E'ers rates	3% change in E'ers rates
E'ers Superannuation	63,460	126,910	190,370

Sensitivity: High

Impact: High

Risk: High

ACCESS SELBY

3.0 HOUSING AND COUNCIL TAX BENEFITS:

- 3.1 The Budget for Housing Benefit payments is estimated to be £16.85m in 2013/14. The calculation takes into account Rental Price Increases and the current economic climate. Housing Benefit roughly equates to the Government Grant, if we include money recovered from over payments (£85,000). The recovery level is at risk in difficult economic times creating a risk factor.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% Variance
Recovery Variance	850	4,250	8,500

Sensitivity: High

Impact: Low

Risk: Low

- 3.2 As of 1 April 2013 Council Tax Benefit becomes Council Tax Support. This is a fixed pot of money from Central Government of around £5.24m. SDC’s risk is that any overpayment will result in a 10.8% liability to the Council. The rest is covered by the NYCC, Fire and Police Authority. This is a major change and increases the risk to the Council and other Precepting bodies.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% Variance
Benefits Paid	52,400	262,000	524,000
SDC Exposure (10.8%)	5,660	28,300	56,600

Sensitivity: High

Impact: Low

Risk: Medium

4.0 ENERGY COSTS (various budgets):

- 4.1 Energy costs are difficult to predict with precision as they are affected by both volume of consumption and price. The Council procures energy through a framework contract although transfer of responsibilities for the leisure centres to

WLCT and the joint arrangements with the NHS for the new Civic Centre mean that our direct procurement of energy has reduced, albeit with some degree of loss of control.

Sensitivity Analysis

2013/14 Budget	10% Variance	20% Variance	30% variance
Gas 43,610	4,361	8,722	13,083
Electricity 135,390	13,539	27,078	40,617
Total 179,000	17,900	35,800	53,700

Sensitivity: High

Impact: Medium

Risk: Medium

5.0 LEISURE SERVICES CONTRACT:

- 5.1 At the beginning of September 2009, the responsibility for the management of the Council's leisure facilities transferred to Wigan Leisure and Culture Trust. The contract is subject to a fixed sum which is increased in line with inflation each year.
- 5.2 As landlord, the Council retains responsibilities for maintaining the assets used by the trust. A 10 year maintenance programme is in place, supported by an earmarked revenue reserve which is reviewed on an annual basis.
- 5.3 In late February 2012, the contract was severely affected by a major fire at the Abbey Leisure Centre. A temporary gym service is being provided at a reduced contract price and the decision has now been taken to demolish and rebuild the leisure centre. The new centre is expected to open early in 2015. The fire will adversely impact on the Council's insurance premiums going forward.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
297,110	2,971	14,856	29,711

Sensitivity: Low

Impact: Low

Risk: Low

6.0 WASTE COLLECTION:

- 6.1 With effect from October 2009, the Council introduced an alternate weekly bin collection system as part of a new Streetscene contract with Enterprise Managed Services Ltd. A sum of £1,710,420 is included in the 2013/14 budgets for contractor payments and waste disposal charges made by the County Council.
- 6.2 Contained within the contract is an annual price review, to be effective on the anniversary of the commencement of the agreement. To allow RPI to be used as an inflation factor, an additional 1% was added to the tender price at the start of the contract, with RPI as at September being used to inflate this adjusted base price each subsequent year. The contract also absorbs any additional cost pressure from increased properties, unless such additions require a fundamental change (i.e. an additional round / refuse vehicle). The forecast growth in property numbers over the next five years indicate that at least an extra 450 properties per year will be built in the district and is something that will need to be closely monitored in future years.

- 6.3 The County Council charges relate to Land Fill Tax (£64) and Trade Waste Disposal Charges (£23). Both items of expenditure are multiplied by the tonnage disposed of. With regard to tonnage the estimates are based upon the latest information and projections. However, to the extent that tonnage is not certain, there is the risk that there may be some variance to the original budget.
- 6.4 With regard to price, the land fill price per tonne for 2013/14 will increase by £8 (14.3% increase), and disposal charges will increase by £0.67 (2.9% increase).

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
Contractor Costs	15,365	76,826	153,652
County Council Charges	1,739	8,695	17,390

Sensitivity: Medium

Impact: Medium

Risk: Medium

- 6.5 Income from refuse collection charges is now in the region of £544k per annum (£511k of which relates to trade refuse income). This is an increase of £34,870 over the 2012/13 latest estimate. Like any other business, income from this source is subject to increasing competition from other providers, and from the tough economic conditions currently being encountered, although a marketing exercise and a review of prices, carried out for the 2012/13 financial year, aims to minimise this impact.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
Commercial Waste Income	5,112	25,560	51,120
Domestic Waste Income	164	822	1,645

Sensitivity: Low

Impact: Medium

Risk: Medium

7.0 RECYCLING:

7.1 A sum of £1,470,930 is included in the 2013/14 budgets for contractor charges. These relate to the fees that the Council pays to the various companies that take away commodities for recycling. The main items for recycling are green waste, paper, glass, plastic containers/bottles and cans. As with the waste collection costs the expenditure is subject to both price and tonnage which makes estimating difficult as the figures in Table 2 below demonstrate.

Table 2

Year	Original Estimate £	Outturn £	Variance	
			£	%
2008/09	1,445,250	1,300,154	-145,096	-10.04
2009/10	1,458,800	1,490,731	31,931	2.19
2010/11	1,505,280	1,448,922	-56,358	-3.76
2011/12	1,514,470	1,341,602	-172,868	-11.41
2012/13	1,424,630	*1,465,630	41,000	2.88
2013/14	1,470,930	* Forecast		

7.2 On average the estimates have been under by 3.4%. There is a risk that this could occur again – if so the cost would be £1,420,918. However, linked to the cost of recycling is the income received from the County Council as recycling credits. The pattern over recent years is shown in Table 3: As can be seen due to strong recycling activity in the current financial year, it is anticipated that both costs and recycling credit income will exceed the budget.

Table 3

Year	Original Estimate £	Outturn £	Variance	
			£	%
2008/09	-396,630	-352,891	-43,739	-11.03
2009/10	-412,500	-507,107	94,607	22.94
2010/11	-429,000	-491,333	62,333	14.53
2011/12	-491,000	-507,091	16,091	3.28
2012/13	-492,800	*-574,000	81,200	16.47
2013/14	-492,800	* Forecast		

7.3 As the cost per tonne charged and the recycling credit per tonne are not directly related, the correlation between expenditure and income is not direct. The County Council have decided that the 2013/14 recycling credit will be £44.44 per tonne. This rate is to be increased by 3% year on year until amended by government guidance.

7.4 Taking the External Fees and Recycling Credits together the risk is assessed as follows:

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
Contractor Costs	14,709	73,547	147,093
Recycling Credits	-4,928	-24,640	-49,280

Sensitivity: Medium

Impact: Medium

Risk: Medium

8.0 PLANNING APPLICATION FEES:

8.1 Income from planning application fees is budgeted at £540,230 for 2013/14. The pattern over recent years is shown in Table 4:

Table 4

Year	Original Estimate	Outturn	Variance	
	£	£	£	%
2008/09	536,580	383,665	-152,915	-28.50
2009/10	461,580	572,075	110,495	23.94
2010/11	561,580	373,330	-188,250	-33.50
2011/12	561,580	460,475	-101,105	-18.00
2012/13	**857,020	*470,000	-387,020	-45.16
2013/14	540,230	* Forecast		

** Includes a savings target

8.2 The housing market continues to be depressed due to the economic recession and this is impacting on planning applications for the current financial year. This unpredictability means that this area has a high degree of sensitivity and therefore should be monitored closely.

8.3 The budget for 2013/14 has been set at £540,230 following a 15% price increase expected to be introduced in the latter part of 2012. Planning fees are very dependant on economic levels of activity. Some charges could be reduced to Nil, by the Government, making Income generation challenging in the short term.

Sensitivity Analysis

2013/14 Budget	10% Variance	20% Variance	30% variance
540,230	54,023	108,046	162,069

Sensitivity: High

Impact: High

Risk: High

9.0 COUNCIL TAX COURT COSTS (income)

9.1 Owing to a more effective and embedded recovery procedure, accounts reaching the summons stage remain fairly consistent. This area is still fairly sensitive to the state of the economy.

Sensitivity Analysis

2013/14 Budget	10% Variance	20% Variance	30% variance
120,320	12,032	24,064	36,096

Sensitivity: High

Impact: Medium

Risk: Medium

10.0 INDUSTRIAL UNIT RENTS

10.1 The industrial units are managed by Selby DC on behalf of itself and partners. The ground rent was revised in 2010/11 as a result of an independent rent review. The maintenance rent has been adjusted in line with the anticipated change in maintenance costs. The next review of the rents is due November / December 2012 for 2013/14 implementation.

- 10.2 Industrial Unit rents are at risk as they vary depending on the occupancy rate of each unit, the rental is calculated at between 85% and 95% of full occupancy as all the units are rarely 100% occupied (Hurricane Industrial Units currently 100% occupied) although the rent review has made a positive impact. Due mainly to the economic downturn, the units are experiencing varying levels of occupancy and after a certain period of time being unoccupied will also become liable for NNDR.

Sensitivity Analysis

2013/14	5% Variance	10% Variance	15% Variance
195,500	9,775	19,550	29,325

Sensitivity: High

Impact: Medium

Risk: Medium

11.0 CAR PARK PAY AND DISPLAY INCOME

- 11.1 Car parking income has a separate policy for increasing fees which is reviewed bi-annually in accordance with the policy agreed in July 2006.
- 11.2 A review of car parking charges was agreed by the Executive in July 2011. An increase of 20% on long and short stay charges was agreed, with implementation in December 2011, after changes to the machines and signage. It is envisaged that the increases, together with the opening of a new site at the old Civic Centre will generate an additional £38k in 2013/14. Due to the ongoing economic climate and the price of fuel, there may be some pressure in maintaining these levels of income in the future.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
395,030	3,950	19,752	39,503

Sensitivity: Low

Impact: Medium

Risk: Medium

12.0 INCOME FROM DOMESTIC AND TRADE WASTE COLLECTION

- 12.1 Income is derived from two main sources, the collection and disposal of commercial waste from non-domestic properties, and the collection of bulky household waste from domestic premises. The commercial waste budgets for 2013/14 have been set to take into account the increased disposal costs from the County Council, and an inflationary increase in line with the Council's fees and charges policy.
- 12.2 There should be little risk to the commercial waste budgets as the contract prices are set to recover the expected charges, and although the SORTED scheme is popular, the current economic climate may threaten the maintenance of the current customer base.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
527,650	5,277	26,383	52,765

Sensitivity: Low

Impact: Medium

Risk: Medium

13.0 SALE OF RECYCLABLES

- 13.1 The Council's contractors, Enterprise are now responsible for the management and sale of material sold for recycling. An income share mechanism has been agreed between the Council and Enterprise whereby the Council achieves a guaranteed income from the sale of recyclates and Enterprise can recoup some additional costs through the income generated. A profit share is then applied whereby Enterprise receives 30% of the remaining income generated and the Council receives 70%. Due to a major slump in the market price, and the effect of the recession in general, there could well be pressure on this budget for the foreseeable future.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
280,000	2,800	14,000	28,000

Sensitivity: High

Impact: Low

Risk: Low

14.0 LAND CHARGES INCOME

- 14.1 Land charges fees are set in line to recover the cost of the service. In addition Land Charges income is particularly susceptible to external factors such as the movement in the property market, and the option for house buyers to facilitate gathering of information in the most economical way by undertaking elements of the searches themselves.
- 14.2 The housing market continues to show little sign of recovery. The budget for 2013/14 has been set at a level to reflect this, although the unpredictability of this area means it has a high degree of sensitivity and therefore should be monitored closely.

Sensitivity Analysis

2013/14 Budget	10% Variance	20% Variance	30% variance
122,440	12,244	24,488	36,732

Sensitivity: High

Impact: Low

Risk: Medium

15.0 HOUSING RENTS

- 15.1 Housing rents form the main source of funding for the Housing Revenue Account. Rents are calculated based on complex rent restructuring formulae provided by DCLG. The aim of this is to get council rents to converge with those of Registered Social Landlords. Although the HRA is now self financing and free from the constraints of negative subsidy it is still anticipated that the model for rent increases is still followed until convergence date which is currently expected in 2015/16.
- 15.2 The following table includes dwelling and garage rents and shows a consistent over achievement of income, latterly as a result of focused improvement in the turn around times for void properties. Estimates are based on a reasonable level of void properties and assumed Right to Buy sales.

Table 5

Year	Original Estimate £	Actual / Projected Outturn £	Variance	
			£	%
2007/08	8,714,200	8,816,658	(102,458)	(1.18%)
2008/09	9,241,850	9,410,335	(168,485)	(1.82%)
2009/10	9,495,000	9,680,904	(185,904)	(1.96%)
2010/11	9,530,000	9,875,887	(345,887)	(3.63%)
2011/12	10,500,000	10,595,943	(95,943)	(0.91%)
2012/13	11,351,000	*11,450,000	(99,000)	(0.87%)
2013/14	11,864,560	* Forecast		

Sensitivity Analysis

2013/14 Budget	0.5% Variance	1% Variance	2% Variance
11,864,560	59,448	118,896	237,791

Sensitivity: Low

Impact: High

Risk: Medium

16.0 MAINTENANCE OF HOUSING STOCK

16.1 Selby has ageing HRA stock; as a result costs to maintain stock to an appropriate level of decency are likely to increase in the future as the dwelling condition deteriorates. There is a capital programme in place to meet specific programmed demands, but revenue repairs are responsive and can vary daily in the nature and requirements of the property. The HRA attained the decent homes standard by the December 2010 deadline, but on-going work is needed to maintain this standard.

16.2 Stock surveys are continually carried out. The feedback received helps to inform the programme of works, the most critical work prioritised accordingly. This work will need to run in parallel with the debt repayment profile to ensure that funds are allocated correctly and affordability in the HRA is maintained whilst delivering front line services.

Table 6

Year	Original Estimate £	Actual / Projected Outturn £	Variance	
			£	%
2007/08	383,590	487,093	103,503	26.98
2008/09	447,910	451,808	3,898	0.87
2009/10	474,230	480,185	5,955	1.25
2010/11	424,230	566,514	142,284	33.53
2011/12	475,000	484,667	9,667	2.04
2012/13	480,000	*480,000	0	0
2013/14	480,000	* Forecast		

16.3 In the past, the revenue budget has been more sensitive to risk from the impact of void properties. However in more recent years the Council has had capital works programmed and tendered to a fixed price, thereby limiting the need to draw on responsive maintenance budgets.

Sensitivity Analysis

2013/14 Budget	1% Variance	5% Variance	10% variance
480,000	4,800	24,000	48,000

Sensitivity: Medium

Impact: Low

Risk: Low

17.0 SUPPORTING PEOPLE

17.1 Services in respect of the homeless and services for older persons, delivered by Access Selby, are currently funded through the national supporting people funding framework administered by North Yorkshire County Council. Currently funding is committed until December 2013 pending a national review of the Supporting People framework and comprehensive spending review. Sub regional negotiations are ongoing to facilitate forward planning and assessment of risks and options for future delivery of these services.

Sensitivity Analysis

2013/14 Budget Grant Income	25% Variance
£272,000	68,000 (Qtr 4 2013/14)

Sensitivity: High

Impact: Medium

Risk: Medium

18.0 SAVINGS

18.1 The Council's financial stability and resilience, is heavily reliant on its ability to generate the on-going base budget savings it needs, to deliver a balanced and sustainable budget.

18.2 There is a well established savings strategy and a detailed action plan which is closely monitored by the Executive. The current risk rating of the savings plan shows:

	2013/14 £	2014/15 £	2015/16 £
Red Savings	296,493	626,760	639,295
Amber Savings	411,926	423,231	431,696
Green Savings	2,913,415	3,063,978	3,221,941

18.3 An assessment of the value of potential further savings still required if not all planned savings are achieved, shows:

	2013/14 £	2014/15 £	2015/16 £
Red 50% Not Achieved	148,246	313,380	319,647
Amber 25% Not Achieved	102,981	105,808	107,924
Total	251,227	419,188	427,571

Sensitivity: High

Impact: High

Risk: High

Selby District Council

REPORT

Reference: E/12/46

Item 5 - Public



To: The Executive
Date: 6 December 2012
Status: Key Decision
Report Published: 28 November 2012
Author: 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 the proposal for the provision of Localised Support for Council Tax. It covers the results of both the Major Preceptor and Public consultation exercises and the changes recently announced by the Government.

Recommendations:

It is recommended to Council that:

- i. the proposed version of the Council Tax Support scheme be adopted;
- ii. the proposed changes to Council Tax discounts and exemptions from 1 April 2013, be approved;
- iii. the implementation of a Council Tax Support Hardship Scheme be approved;
- iv. the Council Tax Support Scheme Vulnerability Policy be approved.

Reasons for recommendations

To allow a cost neutral scheme for Council Tax Support to be implemented.

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 31st 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 The Government's desire is that billing authorities will 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 a Finance Director representative from 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.
- 1.6 The Executive have previously met to give direction on the Council Tax Support scheme. It was decided that a cost-neutral scheme should be pursued, that would seek to lessen the impact on claimants by reducing or removing various Council Tax exemptions and discounts.
- 1.7 The steer provided by the Executive was that we should seek to achieve half of the savings through reducing the support available to claimants and half through reducing or removing Council Tax exemptions and discounts.

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 15%;
- Pensioners will be protected under the new arrangements (they will continue to receive the same amount as they would under CTB);
- There will no additional grant awarded if demand is higher than anticipated;
- Additional funding is available if we commit to meeting 3 set criteria
- 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.

3. Consultation

3.1 All of the district and borough councils in North Yorkshire engaged in a joint consultation process with the major preceptors; County, Police and Fire. In doing so we emphasised the fact that we were all working to devise schemes that would be cost-neutral. The consultation exercise ran between 24/7/12 and 4/9/12.

3.2 All of the preceptors welcomed the fact that we were aiming to introduce a cost-neutral scheme. They were also concerned with differences between the districts; however these are necessary due to the differing demographics.

3.3 We engaged in a public consultation exercise between 18/9/12 and 30/10/12. The consultation exercise was web based and we notified every household in the District through Citizenlink and all 3rd Sector organisations in the area through Selby AVS.

3.4 There was a very low response rate to the public consultation - the main points highlighted were:

76.9% agreed that we should use Council Tax Exemptions and Discounts to achieve some of the savings required;

84.6% agreed that we should allow a full Class C Exemption for 1 month.

3.5 The public consultation results are shown in full at Appendix A.

4. Government Changes

4.1 On 18th October the Government announced a further £100m would be made available to LAs nationally to reduce the impact of the implementation of Council Tax Support schemes.

4.2 However, this funding is only available for the first year of the scheme and it is the Council's choice as to whether or not the additional funding is accepted.

4.3 This funding is available to LAs which meet 3 criteria in the design of their schemes:

- Those who would be on 100% support under current Council Tax Benefit arrangements pay between zero and no more than 8.5% of their Council Tax liability;

- The taper rate does not increase above 25%¹; and
- There is no sharp reduction in support for those entering work – for claimants currently entitled to less than 100% support, the taper will be applied to an amount at least equal to their maximum eligible award².

4.4 If the scheme is amended to meet the criteria, the major preceptors would receive just under £113k in additional funding between them.

4.5 In their analysis of the Government's announcement, CIPFA sounded a note of caution:

- LAs who have already set out their local scheme and consulted on them, will have to re-consider their proposed schemes in light of these three criteria for grant;
- They need to consider whether the additional funding available is sufficient to offset the additional costs;
- The new grant cannot be applied for until after the deadline for local schemes to be agreed, 31 January 2013. The deadline for applications is just two weeks later and the funding will be made available in March 2013;
- This funding is for 2013-14 only;
- This means that the LA has to have finally agreed its local scheme before it can apply for the grant;
- Each LA claiming grant will have to satisfy DCLG that its final scheme is consistent with the three conditions;
- It is not yet clear what verification DCLG will require from LAs as part of the grant application process in order to assess that the scheme meets the 3 qualifying rules.

5. The Proposed Scheme

5.1 The proposed scheme seeks to adopt a Council Tax Support Scheme that meets the criteria for the additional funding to the major preceptors, but which remains affordable in year two so that those receiving support do not see major changes again in April 14.

5.2 This means that additional reductions to Class A & C Exemptions are required. Although it is proposed to retain a full Class C Exemption for up to one month in line with other districts in North Yorkshire. This was supported by 84.6% of respondents in the public consultation and would provide a number of benefits:

¹ The current income taper is 20%. This means that for every £1.00 that someone earns above their personal allowance and income disregard, they lose 20 pence in Support. For people who also receive Housing Benefit this is in addition to the 65% taper that applies there. So someone who receives both currently loses 85 pence in benefit for every additional pound they earn. Increasing the Council Tax Support taper to 25% would mean someone who receives both would keep only 10 pence of every additional pound they earn.

² The policy intention is that local Council Tax Support schemes should not have an adverse impact on the Government's welfare reform agenda that work should pay. What rule 3 does therefore is ensure that where a Council Tax Support scheme states that people who would attain maximum support have their entitlement calculated on 91.5% liability there is no "cliff-edge" for those who work having their entitlement calculated on, say, 70% liability and thereby receive significantly less support when working.

- Those moving house would benefit where a property is empty for several days.
 - Landlords, whether in the Private Rented Sector, Housing Associations and the Council's own Housing department would benefit in that they would not be charged Council Tax for short void periods where properties were unoccupied.
 - It would reduce administration costs as we would not be billing and attempting to collect and recover small amounts of Council Tax.
- 5.3 The financial implications of this are highlighted in Appendices B and C and further details of the financial implications of each of the reductions are set out in Appendix C.
- 5.4 The various elements within the Council Tax Support scheme are set out in Appendix D.
- 5.5 The introduction of a Council Tax Support Hardship Scheme is also proposed. Currently people who are entitled to Council Tax Benefit may apply for Discretionary Housing Payments (DHPs) but these will not be available to people on Council Tax Support who do not receive Housing Benefit in future.
- 5.6 The cost of operating a Hardship Scheme in our area is estimated at £10k and this has been factored into the costs.
- 5.7 The major preceptors have indicated that they would like to see such a scheme provided it can be funded from savings achieved.
- 5.8 The remaining timeline for this change remains extremely tight:

December	Complete testing of software changes on Northgate system
11 December	Full Council – final scheme approved
January	Software changes entered into live Northgate system
February	Council Tax annual billing

6 Risks

- 6.1 The funding available from central Government is fixed and will take no account of any downturn in the economy which may lead to increased benefit take up.
- 6.2 The modelling work for the overall cost of the Council Tax Support scheme and the levels of savings to be achieved, is based on various assumptions including estimated growth in caseload, which is subject to change.
- 6.3 All modelling has been undertaken on a data cut taken in May 2012 of Council Tax Benefit claimants at that point and the make-up of the caseload has since changed.
- 6.4 The current financial modelling assumes a Council Tax freeze for County, Police and Fire.

- 6.5 The individual major preceptors will each make their own decisions on whether or not to increase Council Tax and, if so by how much.
- 6.6 Such decisions will directly affect the overall cost of the scheme and therefore our ability to deliver a cost neutral scheme.
- 6.7 The Preceptors do not have to set their Council Tax until after the decision on the Council Tax Support Scheme has been made.

7 Legal/Financial Controls and other Policy matters

Legal Issues

- 7.1 The legislation for the scheme is derived from the Local Government Finance Act 2012 which has just received Royal Assent.
- 7.2 The regulations which give force to the Act have still to be laid.
- 7.3 It is still possible therefore that the draft regulations that we have been working to could still be subject to change.
- 7.4 The final legislation under which the scheme adopted by the Council must operate will not be published until December at the earliest.
- 7.5 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.
- 7.6 Once adopted by Council the scheme may not be changed in year. Any changes may only be applied from 2014/15 and should changes be proposed it is likely we would need to go through consultation once again.

Financial Issues

- 7.7 All of the modelling that had been done for the consultation exercises anticipated an average 2.5% increase in Council Tax, which was the expectation in the summer.
- 7.8 On 8th October the Government announced a third year of Council Tax freeze. We will not know whether or not preceptors intend to accept or reject the freeze when a decision on the scheme is made.
- 7.9 The financial implications associated with the localisation of Council Tax Benefit will also depend on the final funding statement by DCLG which is due late December.
- 7.10 The decision on whether or not to adopt the additional voluntary funding from DCLG will also impact on the overall cost of the scheme and the level of savings to be achieved. The additional voluntary funding would yield an additional £113k shared between the major preceptors.
- 7.11 An indication of the savings requirements for each option is included in Appendix B and the modelling of each potential savings element is set out at Appendices C and D. Based on the assumptions as stated and assuming the Council take up the offer of additional grant the estimated surplus on the scheme for 2013/14 would be £128.5k (and £15.6k for 2014/15), which provides a reasonable level of contingency for increased demand, for major preceptors:

	2013/14 £000's	2014/15 £000's
Estimated cost of Council Tax Support	4,822	4,822
Estimated Grant	4,172	4,172
Transitional Grant	113	0
Estimated Scheme Surplus	128	16

- 7.12 Furthermore, the amount we receive each year in Benefit Administration Subsidy from the DWP has reduced for 13/14 as we will no longer be running the Council Tax Benefit Scheme on their behalf. There are positive indications DCLG will pick up these costs but no formal announcement of funding levels has yet been made.

Other Policy Matters

- 7.13 Pensioners will continue to receive support at the same rate as would have applied under Council Tax Benefit and are not affected by the need to reduce the levels of support required.
- 7.14 An equalities impact assessment has been written by a consultant at a county-wide level. As expected, this highlights the fact that working age people are negatively impacted by the introduction of the scheme, due to the need to protect pensioners from the changes. There are no key areas of concern over and above the current Council Tax Benefit scheme and the EIA is available as a background document.
- 7.15 The Council Tax Support Vulnerability Policy (Appendix E) has been written by consultants who advised the individual Districts. This addresses how the Scheme takes account of the Council's responsibilities for:
- Child poverty
 - The chronically sick and disabled
 - The Armed Forces Covenant
 - Work Incentives

8. Conclusion

- 8.1 The cost of the Council Tax Support scheme and therefore the amount of savings we need to achieve are dependant on the levels on Council Tax set by the precepting authorities.
- 8.2 The suggested scheme would require the following changes to be made to Council Tax exemptions and discounts:

Discount / Exemption	Current level of discount / exemption	Suggested level of discount / exemption
Council Tax Class A Exemption – <i>Vacant premises, which require, are undergoing or have recently undergone major repair including structural repairs</i>	100% for 12 months	20% for 12 months
Council Tax Class C Exemption – <i>Premises that have been unoccupied and substantially unfurnished for less than six months</i>	100% for 6 months	100% for 1 month; then 20% for 5 months
Second Homes	10%	0%
Long-Term Empty Dwellings	10%	0%

- 9.3 The suggested scheme would require the following changes to be made to Council Tax Support for working age people if the additional funding is accepted:

CTS Element	Current CTB Element	Suggested level of CTS element
Council Tax Liability	100% Liability	91.5% Liability
Second Adult Rebate	Up to 25% for normal households / 100% for student households	0% for normal households / 91.5% for student households

10. Background Documents

Contact Details

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Appendices:

Appendix A – Public Consultation responses

Appendix B – Savings Requirements

Appendix C – Potential savings through reducing Council Tax Exemptions and Discounts

Appendix D – Potential savings through reducing Council Tax Support elements

Appendix E – Council Tax Support Vulnerability Policy

Appendix A – Public consultation responses

Public consultation ran for a period of 6 weeks from 18/9/12. We notified every household in the District through Citizenlink and third sector organisations through Selby AVS. We had 13 responses.

Question 1: Do you agree that we should reduce Council Tax Discounts and Exemptions to make some of the savings required?

Yes	76.9%
No	7.7%
No Response	15.4%

Question 2: **Council Tax Class A Exemption** – Vacant premises, which require, are undergoing or have recently undergone major repair including structural repairs. Currently this is a 100% exemption from Council Tax which is given for up to 12 months.

What level of exemption do you think we should give?

0%	30.8%
25%	0.0%
50%	30.8%
75%	15.4%
No Response	23.1%

Question 3a: **Council Tax Class C Exemption** – Premises that have been unoccupied and substantially unfurnished for less than six months. Currently this is a 100% exemption which is given for up to 6 months.

What level of exemption do you think we should give?

0%	23.1%
25%	0.0%
50%	30.8%
75%	38.5%
No Response	7.7%

Question 3b: **Council Tax Class C Exemption** – In many cases the period that the property is empty for can be very short, say 2 to 5 days between one person moving out of a property and another moving in, which could lead to issuing Council Tax bills for small amounts.

Do you think we should allow a 100% exemption for the first 4 weeks or one calendar month?

Yes	84.6%
No	0.0%
No Response	15.4%

Question 4: **Second Homes** – Currently these properties receive a 10% discount on the Council Tax charge where the householder pays the full Council Tax charge (or local property tax) where they pay a full charge for a property they occupy as their main home elsewhere, either in the UK or abroad.

Do you think second homes should receive the full Council Tax charge?

Yes	61.5%
No	23.1%
No Response	15.4%

Question 5: **Long-Term Empty dwellings** – Currently where a home is empty for more than 6 months, these properties receive a 10% discount on the Council Tax charge.

Do you think long-term empty homes should receive the full Council Tax charge?

Yes	46.2%
No	30.8%
No Response	23.1%

Question 6: **Single Person Discount** – Currently where only one adult lives in a property the can receive a 25% discount on the Council Tax charge. At present the Government will not let us alter this charge, however reducing this discount to 20% would give a potential saving of £659,000.

Do you think we should be able to reduce the charge?

Yes	53.8%
No	30.8%
No Response	15.4%

Question 7: **Restrict the Maximum Council Tax Liability** – Currently entitlement to Council Tax Benefit is assessed against the full Council Tax liability after any discounts have been applied. To what level do you think we should restrict the amount of Council Tax that entitlement is assessed against?

70%	38.5%
75%	7.7%
80%	15.4%
85%	15.4%
90%	7.7%
No Response	15.4%

Question 8: **Restrict the Council Tax Band** – There are 8 Council Tax Bands (A to H) and every home has been placed in a band based on its value at April 1991. We could assess entitlement to Council Tax Support based on a lower Council Tax Band than the property where the person claiming lives in. For example we could restrict Council Tax Support to Band D. A person could claim who lives in a Band F property, but we could assess their entitlement as though they live in a Band D property, but people in properties that fall within Bands A to D would be assessed on their full liability.

To which Council Tax Band do you think we should restrict Council Tax Support?

A	0.0%
B	15.4%
C	23.1%
D	38.5%
No Response	30.8%

Question 9: **Remove Second Adult Rebate** – Where a person lives in a property on their own they can receive a Single Person Discount of 25%. Second Adult Rebate compensates the householder for the loss of this discount where they have a second adult in the household who is on a low income and therefore contributes little to paying the Council Tax charge. It is assessed entirely on the income of the second adult and takes no regard of the finances of the main householder.

Do you think we should remove Second Adult Rebate?

Yes	38.5%
No	46.2%
No Response	15.4%

Question 10: **Reduce the Child Maintenance Disregard** – From October 2008 a full disregard applies to child maintenance, including that assessed by the Child Support Agency (CSA). Prior to this only £15 per week was disregarded.

How much child maintenance per week should we disregard?

£ 0	38.5%
£15	0.0%
£20	0.0%
£25	30.8%
£30	7.7%
£35	7.7%
No Response	15.4%

Question 11: **Capital Limit** – Currently no working age person can any receive a means tested state benefit if they have capital or savings in excess of £16,000. We could lower the capital limit for people claiming Council Tax Support. For example, if we lowered the capital limit to £8,000 then anyone with savings or capital above this amount would not be able to claim.

What capital limit do you think should apply in Council Tax Support?

£6k	7.7%
£8k	0.0%
£10k	30.8%
£12k	0.0%
£14k	0.0%
£16k	46.2%
No Response	15.4%

Respondents:

Council Tax Payers	76.9%
Private Landlord	7.7%
No Response	15.4%

Appendix B(i) - Savings Requirements

Year 1 - with Additional Funding

2% Council Tax increase with 1 month full Class C Exemption and Additional Voluntary Funding

	Original Funding	Voluntary Funding	Total DCLG Funding
DCLG Funding			
Selby	£ 433,000	£ 15,224	£ 448,224
Parishes	£ 130,000	£ -	£ 130,000
	<u>£ 563,000</u>	<u>£ 15,224</u>	<u>£ 578,224</u>
County	£ 2,882,000	£ 77,987	£ 2,959,987
Police	£ 557,808	£ 15,085	£ 572,893
Fire	£ 169,332	£ 4,580	£ 173,912
	<u>£ 3,609,140</u>	<u>£ 97,652</u>	<u>£ 3,706,792</u>
Total DCLG Funding	£ 4,172,140	£ 112,876	£ 4,285,016
Council Tax Support Due			£ 4,822,232
Savings Target			£ 537,216
Council Tax Changes		(100% Band C for 1 month, then 20% / 20% Class A / 100% 2nd Home & LT Empty	<u>£ 448,827</u>
Required from Council Tax Support			£ 88,389
Council Tax Support Changes		91.5% Liability / Second Adult Rebate Removed	<u>£ 226,875</u>
Net Surplus			-£ 138,486
Hardship Scheme			<u>£ 10,000</u>
Surplus			-£ 128,486

Appendix B(ii) - Savings Requirements

Year 2 - without Additional Funding

2% SDC only Council Tax increase with 1 month full Class C Exemption

DCLG Funding		
Selby		£ 433,000
Parishes		£ 130,000
		<u>£ 563,000</u>
County		£ 2,882,000
Police		£ 557,808
Fire		£ 169,332
		<u>£ 3,609,140</u>
Total DCLG Funding		£ 4,172,140
Council Tax Support Due		£ 4,822,232
Savings Target		£ 650,092
Council Tax Changes	(100% Band C for 1 month, then 20% / 20% Class A / 100% 2nd Home & LT Empty	<u>£ 448,827</u>
Required from Council Tax Support		£ 201,265
Council Tax Support Changes	91.5% Liability / Second Adult Rebate Removed	<u>£ 226,875</u>
Net Surplus		-£ 25,610
Hardship Scheme		£ 10,000
Surplus		<u>-£ 15,610</u>

Appendix D: Council Tax Support Elements

Reduced Council Tax Support

Maximum Liability	91.50%
Potential Savings	£217,654

Second Adult Rebate removed	Yes
Potential Savings	£ 9,221

How the authority's policy for Council Tax Support addresses the issues of;

- **Child poverty**
- **The chronically sick and disabled**
- **The Armed Forces Covenant; and**
- **Work Incentives**

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Child Poverty

1.0 Child Poverty

- 1.1 The Child Poverty Act 2010 requires the Secretary of State to meet four targets to eradicate child poverty by 2020. It requires a strategy every three years (the first being in Spring 2011) to meet these targets and report annually on progress. The Act conveys the following duties on local authorities and their partners:
- Co-operate to tackle child poverty in their area
 - Prepare and publish a local child poverty needs assessment
 - Prepare a joint local child poverty strategy
 - Take child poverty into account when preparing or revising their Sustainable Communities Strategy
- 1.2 The Government published its first Child Poverty strategy in April 2011 (*A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives*)'. At the heart of this strategy is strengthening families, encouraging responsibility, promoting work, guaranteeing fairness and providing support to the most vulnerable.
- 1.3 Under the Act and from 2011 each local strategic partnership is required to have a Child Poverty Strategy to meet these targets and report on annual progress.
- 1.4 The definition used within this policy (which will be subject to change as Central Government) is as follows;
- Households with children in which income is less than 60% of the national median;
- 1.5 The authority is mindful of the proportion of dependant children within its area who live in households whose equivalised income is below 60% of the national median.

How the Council's policy addresses the issues of child poverty

- 1.6 The Council in creating its policy has looked to maintain the key elements of the previous Council Tax Benefit regime and as such provides the following;
- a. Where the claimant or partner is in receipt of Income Support, Income Based Job Seekers Allowance or Income Related Employment and Support Allowance (passported benefits) – Council Tax Support will be paid at the maximum determined by the authority;
 - b. Where the claimant or part is not in receipt of the benefits specified in (a) above but is on a low income, their income will be compared with the specified applicable amounts (living allowances). The applicable amounts (living allowances) will continue to contain the following elements;
 - i. Dependants Additions – an allowance for each child is used within the calculation;
 - ii. Disabled Child Premiums – where a child is deemed to be disabled under the policy an additional premium is granted for each child within the calculation;
 - iii. Enhanced Disability Premium (where the child is entitled to Disability Living Allowance Care Component at the highest rate); and
 - iv. Family premium – where any claimant has at least one child, a family premium is awarded.
 - c. Where the claimant or partner is not entitled to 'passported benefits' and the income of the family is calculated in assessing entitlement to support, the following incomes are disregarded or part disregarded;
 - i. Child Benefit;
 - ii. £15 of Child maintenance; and

iii. Other income payable to children

- 1.7 In all cases including those families in receipt of 'passport benefits', the approach taken provides support where income is low. Where the families are not in receipt of passported benefits, families with children will in the main, receive relatively more support than those claimants with no children
- 1.8 All claimants are encouraged to undertake work and where they are able to achieve this, the policy allows for disregards to be made against earnings which will allow for child care charges to be disregarded (to the maxima specified within the policy)

Chronically Sick and Disabled

2.0 Chronically Sick and Disabled

2.1 The definition of chronically sick and disabled is set out in the following legislation:

- Disabled Persons (Services, Consultations and Representation) Act 1986
- Chronically Sick and Disabled Persons Act 1970
- Equality Act 2010

How the Council's policy addresses the issues of disability

2.2 As with child poverty, the Council has sought to maintain the key elements of the previous Council Tax Benefit scheme and as such provides protection in the overall calculation of the support. For claimants who receive a 'passported' benefit they will receive the maximum support offered by the Council.

2.3 Where a claimant or their partner (if any) is not in receipt of a 'passported benefit', their calculation of benefit will include all of the premiums that existed under council tax benefit including the following;

- a. Disability premium - awarded when a claimant or partner (if any) is disabled;
- b. Severe Disability Premium – awarded when both claimant or partner (if any) are both severely disabled in accordance with the scheme;
- c. Enhanced Disability Premium – Where either the claimant or partner (if any) are in receipt of Disability Living Allowance Care Component at the Highest Rate or where the claimant received the support component;
- d. Work related activity component – where a similar component is awarded within a claimant or partner's Employment and Support Allowance; and
- e. Support component – where a similar component is awarded within a claimant or partner's Employment and Support Allowance.

2.4 In calculating the income of a claim for support where a claimant or their partner (if any) is not in receipt of a 'passported benefit', incomes related to disability such as Disability Living Allowance or Personal Independence Payments (from April 2013) will be disregarded in full.

2.5 In all situations, where a claimant or their partner (if any) is classified as disabled under the scheme, then no non-dependant deductions will be made where a claimant or partner is blind or where they are in receipt of the care component of the Disability Living Allowance

The Armed Forces Covenant

3.0 The Armed Forces Covenant

- 3.1 The Armed Forces covenant, published in May 2011, exists to redress the disadvantages that the Armed Forces community faces in comparison to other citizens, and to recognise sacrifices made. In some cases this will require special consideration, especially for those who have given the most such as those who are injured, disabled and bereaved as a result of service.
- 3.2 The covenant sets out an obligation the whole nation and State has towards those who have served their country in this way.

How the authority's policy meets the Armed Forces Covenant

- 3.3 The authority decided to maintain the existing disregard of 100% of all monies received in respect of war widows and war disablement pensions. This continues to be in excess of the existing central government requirement for a standard disregard of £10 per week and will assist all claimants and families who receive such payments. It maintains the current protection

Work Incentives

4.0 Work Incentives

- 4.1 A key part of any welfare benefit scheme is to incentivise claimants to return to work or to increase the number of hours they work, wherever possible. The Council Tax Benefit scheme, which is in place until 31 March 2013, does this in a number of ways and these have been replicated within the authority's council tax support scheme, which is effective from 1 April 2013.
- 4.2 The authority is keen to encourage all households of working age to enter and remain in work and is aware that the transition between out of work benefits and receiving earnings is a particularly difficult time.
- 4.3 The work incentives built into the council tax support scheme are as follows;
- a. Before taking earnings into account, only the net earnings are used in the calculation and depending on circumstances disregards of £5, £10, £20 and £25 are made from the net amount. The level of disregard will depend on the claimant circumstances and these are defined within schedule 3 of the authority's policy;
 - b. Where the claimant or their partner is able to undertake work for a longer period of time, then an additional earnings disregard may be applied;
 - c. Where the claimant has to incur childcare charges in order to allow them to go to work, the authority will disregard from any earnings up to the limit specified within the policy. It should be noted that this only applies where the full criteria are met as specified within section 17 of the policy;
 - d. Extended payments of support are also available where certain conditions are met and where the claimant has been continuously in receipt of certain unemployed benefits for a period of 26 weeks or more. These are outlined within section 60 of the policy.
- 4.4 The authority is keen to encourage claimants back to work where this is possible and feels strongly that the policy supports this.

Selby District Council

REPORT

Reference: E/12/47

Item 6 - Public



To: The Executive
Date: 6 December 2012
Status: Key Decision
Report Published: 28 November 2012
Author: Rob Williams, Business Transformation Officer
Executive Member: Cllr C Lunn
Lead Officer: Karen Iveson – Executive Director (151 Officer)

Title: Customer Relationship Management (CRM) Business Case Replacement

Summary: The report asks the Executive to consider the business case for a CRM replacement and to give authority for the procurement process to begin.

Recommendations:

- i. For the Executive to consider the business case and accept the recommendation of procuring a new CRM system to replace the current Aspire system
- ii. For the Executive to authorise procurement
- iii. For the Executive to release resources of £75,148 from the ICT Reserve to finance the purchase and implementation costs of the system.

Reasons for recommendation

To ensure Access Selby has the correct system to help meet its business ambitions and help with its savings targets.

1. Introduction and background

- 1.1 As a result of the restructure in 2011, an ICT review was commissioned to assess the current situation of our ICT infrastructure. It identified that the current Aspire CRM system did not complement our new way of

working as it was rigid and difficult to develop and did not enhance the customers experience when accessing our services and the system was scheduled for replacement in 2012/13.

1.2 The ICT board made up of officers from both Access Selby and the Core saw it as an important piece of work to see if a solution could be found that matched the organisations vision of putting customers first by facilitating self-service, while delivering services at a lower cost by giving staff the correct tools to do their job.

1.3 This led to a report being written for the ICT board discussing the options available and as a result a business case commissioned.

2. The Report

2.1 The ICT review completed in 2011 highlighted that the current CRM system in its current guise does not match the vision for Access Selby and the Transformation Team was tasked with looking at the options available.

2.2 A specification was built using views and opinions from key stakeholders including potential users of a new system.

2.3 Research then commenced into looking at systems available within the marketplace, which led to a number of systems being observed for their suitability.

2.4 The opinion and experiences of other authorities were also sought ensuring if a project were to occur we could deliver it using best practice.

2.5 As a result an options paper was prepared detailing the opportunities and was presented to the ICT strategy board.

2.6 The preferred option was an example of what was available within the marketplace and subject to procurement could enable the organisation to:

- Adapt its working practices, becoming more efficient by lowering cost
- Offer a brand new website
- Provide increased opportunities for self service for our customers/partners
- Allow resources to be moved around the business to meet demand
- Put the business in a position to potentially provide services for others in the future

2.7 As a result, the ICT board asked for a business case to be produced, please see Appendix 1.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

- 3.1.1 The contract with the current CRM supplier has been checked and the supplier requires 3 months notice to terminate the contract.
- 3.1.2 One of the options available to us is to procure the new CRM system through the Government Cloud Framework agreement. This EU compliant framework would allow us to run a mini tendering exercise without the need to go through a full pre qualification of suppliers etc – resulting in a much shorter tendering process than if we ran an open tender process ourselves. The process should take between 6 – 8 weeks to complete. This route to market is in line with Selby District Council Contract Procedure Rule (CPR) 20.3 – whereby no exemption is required due to the procurement through a rules compliant framework agreement.

3.2 Financial Issues

- 3.2.1 The table below shows a summary of the financial implications and potential savings. For more information please see the attached report at Appendix 1, section 5 and 6. Funding of £348,000 has been profiled within the ICT Strategy for 2012/2013 and 2013/14 for a replacement CRM and website.
- 3.2.2 Purchase and implementation costs are estimated at £75,148, taking all costs into consideration including annual maintenance and anticipation savings, pay-back is expected in year 3, 2015/16.

Year	2013/14 (£)	2014/15 (£)	2015/16 (£)	2016/17 (£)	2017/18 (£)	Total
Set up Cost	75,148	0	0	0	0	75,148
Maintenance	26,000	26,000	26,000	26,000	26,000	130,000
Maintenance Saving	0	(32,242)	(32,242)	(32,242)	(32,242)	128,968
Net Total	101,148	(6,242)	(6,242)	(6,242)	(6,242)	76,180
Capacity Savings* (Staff Costs)	(38,620)	(46,020)	(46,020)	(46,020)	(46,020)	(222,700)
Total Cost / (Saving)	62,528	(52,262)	(52,262)	(52,262)	(52,262)	(146,520)

3.3 Risks

- The maintenance savings and capacity savings identified within the table above and within the business case are an assumption that all systems are removed and the capacity savings realised.

- The replacement CRM is seen as a contact centre only system and is not taken up corporately

4. Conclusion

- 4.1 That the Executive considers the business case and decides whether the project should go ahead based on the evidence supplied within the business case.

5. Background Documents

None

Contact Details

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Appendices:

Appendix 1 – CRM Business Case
Appendix 2 – Support Officers Case Study

Title **Business Case – CRM Procurement**
To **ICT Strategy Board**
From **Rob Williams – Business Transformation Officer**
Date **24 October 2012**

1 **Introduction**

- 1.1 The ICT Review held in 2011 highlighted the fact that the Aspire customer relationship manager (CRM) in its current guise does not suit the needs of the business. It does not support the vision of Access Selby trying to implement channel shift by offering customers a better alternative, and it is not conducive to running a multi-skilled workforce (generic working), thus hampering our ability to deliver more with less. Instead, the current CRM is essentially acting as an expensive customer contact database, which is also restrictive when it comes to branching out and selling our services to other authorities or businesses.

A new lighter, flexible, more adaptable solution is required which goes beyond a CRM to more closely resemble a customer management platform. This would be centred on a self serve module built upon a brand new website and would allow access to our services 24 hours a day. This would be complemented by a fully integrated back office customer management system (a light version of a CRM) which in turn integrates with the back office systems or business areas' workflow.

Coupled with the fact that the ICT strategy, published in September 2010, had timetabled significant investment into our CRM system and website (circa £348,000) over the 2010/11, 2011/12 and 2012/13 financial years, it has been made a priority to look at a solution that will enable Access Selby to achieve its key priorities.

2 **CRM Options**

2.1 **Procurement Brief**

To help differentiate between the different options available, a brief specification was assembled detailing the requirements we should be looking for in a CRM:

- A CRM built upon flexible eforms to adapt to any change and to support our goal of selling services
- Smart eforms with embedded validation to ensure data being passed to business areas is of high quality
- The solution should be easy to pick up, ensuring resources can be moved between business areas to match demand
- Offer integration to back office either through system integration or by sending work items into business area's workflow
- Offer a self serve portal for customers to access services and view updates on all outstanding calls, reducing the number of calls/face to faces
- Offer a workflow module allowing business areas with no workflow or case management system to use the CRM for case management e.g. Legal and Enforcement
- Manage a multitude of information coming in from different channels, be it email, phone calls, face to face, SMS, eform etc
- Offer a resilient web-based platform that can take advantage of cloud technology, so removing the need for hosting and onsite upgrades and patches
- Solution must offer some ERDM (document management) capabilities
- Any added functionality or features the solution offers that we have not considered

2.2 **Business Options**

Below are the options presented to the ICT Strategy board held on the 14 May:

1. Do Nothing
2. Enhance Aspire using 3rd party integration software
3. Build a bespoke CRM using eforms package and 3rd party integration
4. Firmstep CRM Platform offering eform, self serve and new website
5. Northgate CRM offering smart forms and self serve
6. Go back to market

2.3 **Preferred Option**

Using the procurement brief above we were able to decide upon a solution we felt would help deliver our vision of modernising work practices, allow us to move resources across the business to meet demand and offer the customer the opportunity to access services in a number of different ways as part of our commitment to channel shift.

This led to a solution like Firmstep being identified as an example of what is available and seen as a viable example in principle to base the business case on.

The ICT board agreed that in principle the system looked like it could help us deliver our vision and recommended that potential users of the system were given the opportunity to see the solution in action and offer opinion. On receipt of positive feedback, work could begin to build a business case.

3 **Project Delivery**

3.1 **Procurement**

Due to the potential value of the project falling short of the European procurement threshold; procurement can take place by running a 'mini' competition on the government cloud (G- Cloud) framework.

Contracts have advised the competition would last for 4 weeks and would require some pre and post work which would equate to between 2- 4 weeks work.

Potential tenders would go through a weighted evaluation and invited to demonstrate their product. Their tender would be based upon a detailed procurement specification that would be assembled if the project was green lit.

Procurement should take up to 8 weeks.

3.2 **Aspire**

The Aspire contract has run its minimum term, so APD solutions now only require a 3 month notice to quit.

3.3 **Project Delivery**

A detailed project plan will be drawn up to ensure the project is executed correctly and is delivered in a controlled manner, due to the potential risk the project carries.

The plan will detail how the project will be delivered, the distribution of resource and list all major milestones.

The plan will also contain a detailed communication strategy describing how all stakeholders will be kept abreast of all developments, helping with business area buy-in and ensuring business areas adopt the new system corporately instead of thinking the CRM is a 'contact centre only' system.

3.4 Project Team

The project delivery will form part of the Transformation Team's work plan. From discussions with other authorities that have implemented similar sized CRM projects, we have learnt that they have incorporated a 'CRM build team' made up of contact centre users and IT technicians (Data and Systems equivalents.) They found this reduced the delays in delivery and helped with the smooth transition from one CRM to another. Projected costs of this approach can be found in section 5.2.

3.5 Project Implementation

From the demonstrations attended and meetings with suppliers, we found that implementation of systems typically takes between 6 -12 weeks when current processes are carried across to the new system and a full time project team is in place.

Implementation would take longer if processes required improving as part of the delivery. If this was a requirement, this would require some careful scoping.

Future system developments would be identified as part of every improvement project conducted by the Transformation Team, plus any improvements identified by business areas. These actions would be executed by the data and systems team.

4 Resources

4.1 Within the Transformation team work plan, one officer has been set aside to work on the delivery of the CRM and Mobile working projects full time, with support from other transformation team members.

4.2 By following the lessons learnt from other authorities, I would suggest assembling a dedicated project team to ensure a smooth project delivery.

The project team could be an opportunity to involve other business areas to ensure business areas buy into the system and stop seeing CRMs as a 'contact centre only' system.

The budget set by the ICT strategy board for the project would determine the project team size. Section 5.2 proposes a project team and cost based on other councils' experiences.

5 CRM Implementation Costs

The costs and benefits listed within this report are indicative only as a full procurement exercise would need to be followed.

5.1 The table below shows the expenditure / savings plan:

Year	2013/14 (£)	2014/15 (£)	2015/16 (£)	2016/17 (£)	2017/18 (£)	Total
Set up Cost Capital	43,885					43,885
Maintenance	26,000	26,000	26,000	26,000	26,000	130,000
Other costs: Website	11,500					11,500
Sub Total	81,385	26,000	26,000	26,000	26,000	185,385
Maintenance Saving	0	(32,242)	(32,242)	(32,242)	(32,243)	(128,968)
System Costs / Savings	81,385	(6,242)	(6,242)	(6,242)	(6,242)	56,417
Project Team – Potential Back-fill costs	19,763					19,763
Capacity Savings						

(Staff Costs)	(38,620)	(46,020)	(46,020)	(46,020)	(46,020)	(222,700)
Total Cost / (Saving)	62,528	(52,262)	(52,262)	(52,262)	(52,262)	(146,520)

Subject to a robust benefits realisation plan the initial investment in a new CRM system and web-site could achieve 'payback' within 2 years and could go on to achieve significant On-going savings for the Council.

5.2 Project Team Costs

The budget set by the ICT strategy board for the project would determine the number of team members and the amount of time dedicated to delivery.

But using South Ribble as an example their project team was as follows:

- 1 Project Manager (Transformation Team 4a equivalent)
- 2 IT Technicians (Data and Systems equivalent 2c or technical role)
- 2 Customer Service Advisors (Contact centre equivalent 2a Or an opportunity to involve other business areas)

After discussions with lead officers and business managers, the recommendation is that backfilling of the IT support and customer service advisors would be needed. A cost has been attributed within the CRM implementation table in section 5.1 to reflect this possible extra expenditure.

6 Expected Benefits

6.1 By implementing a new advanced CRM system we will achieve the following corporate objectives:

- Implementing Generic Working
- Increased Productivity
- Promote Channel Shift
- Minimising back office Process
- Understand Business Demand and Business Cost
- Build Capacity to Deliver More with Less Resource

6.2 Implementing an eforms-based CRM would help rationalise our ICT systems and gain substantial savings by moving functions from current applications to the new CRM.

The table below shows the application Management Savings Identified so far (please see appendix 1 for realisation plan)

Aspire annual maintenance	£17,637
CMIS (from 2014) maintenance	£1,000
Victoria Online Benefit Form annual maintenance	£1,554
Radius Arm annual maintenance	£4,376
ERYC Aspire Hosting annual maintenance charge (Part Hosting Saving)	£5,155
Etain Website Hosting	£2,520
Total Maintenance Saving	£32,242

6.3 Capacity Benefits Identified so far

Below is a table of capacity benefits identified so far through transformation team projects and where appropriate, estimate what is needed to be invested to implement (please see appendix 1 for realisation plan):

Potential Action and business area	Investment needed to attain capacity gain	Capacity Time Gain (per year)	Capacity Gain Staff Cost***
Integrated Telephony (Contact Centre)	One off cost included in section 5.1 costs	861 hours 0.57fte	12,480
Benefits Calculator on website (Contact centre)	Part of initial capital cost with ongoing maintenance	118 hours 0.08 fte	1,706
Self Serve (based on current demand) (Contact Centre)	Part of initial capital cost with ongoing maintenance	552 hours 0.37fte	7,890
Interface with streetscene (enterprise) back office system to remove triple handling	Free – part of setup	859hours 0.57fte	12,480
Sub Total for Contact Centre	-	2390 hours 1.59 fte at grade 2a	£34,456
Transfer of HR processes to automated eforms package* (Business Support)	Est. 185 hours of officer development time	248.4 hours 0.17fte	2,930
Transfer of licensing to CRM* (Business Support)	Est. 111 hours of officer development time	78 hours 0.05fte	860
Subtotal for Business Support	296 hours	326.4 hours 0.22 fte at grade 1c	3760
Transporting paperwork to the Civic Centre for deletions from support officer visits (Support Officers)	Est. 185 hours of officer development time	312 hours 0.21fte	3,610
Reporting Repairs as a result of a support officer visit (Support Officers)	Est. 37 hours of officer development time	156 hours 0.10fte	1,720
Subtotal for Support Officers	222 hours	468 hours 0.31 fte at grade 1b	5,330
Benefits Calculator on website (Benefits team)	Part of initial capital cost with ongoing maintenance	54 hours 0.04 fte	853
Subtotal for Benefits	-	54 hours 0.04 fte at 2a	853
New work flow (Community Officers)	Est. 37 hours of officer development time	98 hours 0.07fte	1,490
Subtotal for Community Officers	37 hours	98 hours	1,490

		0.07 fte at grade 2c	
Total	555 hours	3340.09 hours / 2.23	46,020

* Taken from Draft Business Support Review Project

** based on premises licences initially

*** Cost to the authority as a result of inefficient processes or systems

6.4 The table below shows the capacity savings over the next 5 years:

Year	2013/14	2014/15	2015/16	2016/17	2017/18	Total
Hours	2703	3341	3341	3341	3341	16,067
FTE	1.8 fte	2.23 fte	2.23fte	2.23fte	2.23fte	
Ongoing Capacity Savings (Staff cost)	38,620	46,020	46,020	46,020	46,020	222,700

6.5 Benefits other authorities have achieved using an eforms based CRM

- South Ribble are currently looking at moving all environmental health functions to their CRM utilising the eforms package. The current sticking point is how to handle statutory reporting. Once solved, could equate to a £12,527.34 saving in annual maintenance for Access Selby.
- Woking Borough Council and Poole council saw a 50% and 54% channel shift respectively to online renewals of garden waste by implementing self serve and good promotion.

6.5 Future business improvements that could benefit from moving to the new CRM:

- Call demand management – reducing the number of phone calls and face to face
- Implementation of user accounts on website, allowing customers to access services and access information such as missed bins, report fly tipping, graffiti, council tax balances etc
- Annual Leave
- New Starter Requests
- Sickness Absence
- Travel Arrangements
- Recruitment
- Room Bookings
- Electoral Registration
- Licensing
- Environmental Health
- Legal
- Enforcement
- Community Officers

7 **Conclusion**

7.1 The implementation of a new CRM would revolutionise how Access Selby deliver services and is a great juncture to use the new CRM (and website) with self serve as an opportunity to launch the 'Access Selby' brand and show customers that Selby is not afraid to invest in its ICT in order to gain a competitive advantage.

Dan Jellinek from the UKAuthority.com website recently said 'Councils don't have websites, they are websites' as public image and reputation is now based on the quality of the website and

serviced offered. Through implementing a new eforms based CRM, Selby will offer customers access to our services 24 hours a day, offer a contact centre that is as professional as one in the private sector, while still offering a personal touch.

It will allow Access Selby to move resources around the business to meet demand, put Access Selby in a stronger position to provide services for others and finally, offer a tool that will help with the system rationalisation programme.

8 **Recommendation**

- 8.1 That the go ahead is given by the ICT strategy board for the business case to go before the executive for decision.
- 8.2 And in turn, start building a detailed project plan and put together a project team to work on the project.

Appendix 1

Maintenance Savings and estimated realisation:

Potential Saving	2014/15
Aspire Maintenance	£17,637.96
Victoria Benefit Form annual maintenance	£1554
Radius Arm annual Maintenance	£4376.34
ERYC Aspire Hosting	£5155 (part hosting fee)
Etain website hosting	£2520
CMIS	£1000
Total	£32,242.34

Capacity Savings and estimated realisation:

2013/14	Business Area	Hours	FTE	Staff Cost (£)
Integrated Telephony	Contact Centre	861	0.57	12,480
Benefits Calculator	Contact Centre and Benefits	177	0.12	2,560
Self Serve (based on current demand)	Contact Centre	552	0.37	7,890
Reporting of repairs through self service instead	Support Officers	156	0.10	1,720
New work flow	Community Officers	98	0.07	1,490
Interface with streetscene (enterprise) back office system to remove triple handling	Contact Centre	859	0.57	12,480
Total	-	2703	1.80	38,620

2014/15	Business Area	Hours	FTE	Staff Cost (£)
Transfer of HR processes to automated eForm	Business Support	248	0.17	2,930
Transfer of licensing to eforms package	Business Support	78	0.05	860
Transporting of paperwork to civic centre for deletion etc	Support Officers	312	0.21	3,610
Total	-	638	0.43	7,400

Support Officers Case Study:

Background

The support officers provide a service to elderly and vulnerable residents in the district based upon individual support needs, working in partnership with other agencies to promote and encourage independent living.

The team has seen an increase in customers over the past year and they currently support approximately 1112 customers through one of the following three ways:

- Lifeline service – which is based around urgent assistance available 24 hours per day, triggered through the use of a pendant or other alarm.
- Level 1 – where they receive the lifeline service plus a initial assessment and a visit from a support officer every 6 weeks
- Level 2 – which is more intensive than level 1 as it includes weekly visits and daily phone calls.

The team has already put in positive improvements such as starting some work from home, and reducing low value activity such as daily team meetings. They have seen an increase in the take up of Telecare equipment and more of their time is now spent on scheduled visits, installing new equipment and responding to calls.

Issue

There is a considerable amount of administrative work required to keep customer records up to date, including support plans and updates which are currently completed manually during visits but then duplicated onto Microsoft Office products on return to the office, resulting in duplication.

Each year the team spends thousands of hours on data entry which could be better spent on providing direct support to customers.

- Currently **3120 hours per year** is taken up inputting the information gathered (from a hand written form) at the assessment visit
- Another **3120 hours per year** is taken up inputting as a result of each check up meeting (again from a hand written form)
- A further **156 hours per year** is spent calling the contact centre to report repairs on behalf of the tenants
- Lastly **312 hours per year** is spent coming to the civic centre to drop paperwork off

Solution

The implementation of the new customer management system and mobile working solution would help modernise the service and reduce the need for paper forms and therefore cut the amount of time required to be spent at each office base.

Description of task currently	Frequency & Time Taken	Potential Change	Potential Saving
Risk/Needs assessments, SAP and Support Plan data input	Daily 20 hours per week per team	Information could be collected while on the visit and saved into the customer record through mobile working solution	20 hours per week per team 60 hours per week 3120 hours per year Staff time cost £29,390.40
Data input of customer reviews	Weekly 20 hours per week per team	Information could be collected while on the visit and saved into the customer record as with the assessment and support plan data through mobile working	20 hours per week per team 60 hours per week 3120 hours per year Staff time cost £29,390.40
Transporting paperwork to the Civic Centre for deletions etc	Weekly 2 hours per week per team	Information could be captured using eforms instead of being filled in by hand and then transferred electronically through the customer management system	2 hours per week per team 6 hours per week 312 hours per year Staff time cost £2939.04 + petrol cost
Reporting Repairs Details of repair taken while on visit, then phoned through to Contact Centre, who log the repair on the system	Daily 1 hour per week per team	Repairs could be reported using self service portal via web site whilst on site using both the customer management system and mobile working solution	1 hour per week per team 3 hours per week 156 hours per year Staff time cost £1469.52

Benefits

- Through the implementation of a new Customer management system and mobile working, up to 6708 hours of capacity could be built which equates to a staff cost of £63,189 per year
- The capacity built would allow the support team to carry out visits to serve (based on a 3 way split) 319 further customers on level 1 support and another 106 customers on level 2 support and 559 new customers on lifeline.
- Remove the need for forms to be printed as the eForms would be used instead, currently conservatively 49 pages of forms are used per customer per year which equates to a printing saving of £2996.84 per year.
- Potentially reduce the amount of time each visit lasts – Reviews can take up to 2 hours, while a check up visit between 15 – 20 minutes

Opportunity

- For Ryecare to be given access to the new customer management system so they follow our scripts in the case of all out of hours calls for the organisation, to assist in the collection of accurate information – and clarifying the correct handoffs or

hierarchy in the case of emergency or non emergency call outs. This would ensure the most appropriate response is made.

- For Access Selby to market the Support Service outside of the Selby district, based on the potential increase in capacity.

Conclusion

The introduction of a new customer management system and mobile working would help automate a number of current manual processes, it would remove the need for officers to print and fill out paper forms then come back to the office to input, instead the mobile solution would allow them to fill out the necessary form electronically and this would then update the back office system.

This would also allow information to be passed to other business areas or partners (e.g. NYCC) automatically if this needs to be shared. Other processes such as delivering information to the civic centre and reporting repairs can also be automated by using the potential new software to transfer information electronically.

The capacity gained could be used to help reach our commercial lifeline aspirations or to encourage new users to take up one of the support packages, or the capacity could be used as part of a staff redeployment plan depending upon the needs of the business.

Selby District Council

REPORT

Reference: E/12/48

Item 7 - Public



To: The Executive
Date: 6 December 2012
Status: Non Key Decision
Report Published: 28 November 2012
Author: Eileen Scothern
Executive Member: Councillor Crane

Title: Community Right to Bid

Summary:

To inform the Executive of the requirements under the Localism Act 2011 to have in place a Community Asset Register and to agree the Council's approach to the consideration of any requests.

Recommendations:

- i. **To commission Access Selby to introduce and manage the Community Asset Register**
- ii. **Agree the Procedure and Criteria to assess Community Right to Bid applications.**
- iii. **Note that publicity will be given via the website**

Reasons for recommendation:

The procedures in this report would enable the Council to comply requirements introduced by the Localism Act 2011 and the Assets of Community Regulations 2012.

1. Introduction and background

- 1.1 Regulations on the Community Asset Register have recently been published. Under the Localism Act 2011 the Council has a duty to maintain a list of land (public or private) in the District that is of community value, as nominated by the local community (and not by the Council). If the land then comes up for sale the local community will be given time to prepare a bid to buy the land
- 1.2 Under the Act land is of community value if in the opinion of the Council –
 - (a) an actual current use of the building or other land (that is not an ancillary use) furthers the social wellbeing or social interests of the local community, and
 - (b) it is realistic to think that there can continue to be (non-ancillary use) of the building or other land which will further (whether or not in the same way) the social wellbeing or social interests of the local community.
- 1.3 If the land is not in current use for that purpose, then as long as it was in the recent past and it is realistic to think that in the next 5 years there could be such a use again, it can still be listed. Social interests can include cultural, recreational and sporting interests.
- 1.4 Only local communities can nominate assets to be on the list – this can be a Parish Council, local charities or a voluntary or community body with a local connection – the latter is defined in regulations as a group of more than 21 people.
- 1.5 If the Council accepts an asset on the list then we need to notify the applicant and owner and occupiers. Inclusion on the list will be a local land charge - it is proposed that Business Support should maintain this separate list. There is a right of appeal against inclusion.
- 1.6 If a property on the list comes up for sale (freehold or a lease of more than 25 years – plus there are some exempt disposals), the Council needs to notify community groups of this fact and ask if they are interested in bidding to buy it.
- 1.7 If they are, the Council must notify the relevant Parish Council(s) and the property owner, who cannot sell it for a period of 6 months or until such time as the community has confirmed its readiness to bid. This gives time to look at feasibility, a business case etc. If in 6 weeks no proposal is submitted then the owner is free to sell. If an interest is expressed then the 6 month moratorium period kicks in.

1.8 There are compensation provisions which apply if owners have incurred losses as a result of complying with these procedures which is a risk for the Council.

1.9 There are some key issues which the Council needs to consider:

Definition of assets of community value

The provision of public services directly to the public for the purposes of

• Education, health and wellbeing or community safety.

- Nurseries and schools
- Children's centre's
- Health centre's, surgeries and hospitals
- Day care centre's, residential care homes
- Public House
- Village Shop

• Sport, recreation and culture

- Parks and open green spaces
- Sports and leisure centre's
- Libraries
- Theatres
- Museums or heritage sites

• Community services

- Community centre's
- Youth centre's
- Public toilets

• Local democracy

- Town and civic halls

1.10 The definition excludes residential uses, licensed (and some unlicensed caravan sites) and operational land owned by statutory undertakers. Land and buildings which is partly residential are excluded. So if a village pub or shop has living accommodation above then it cannot be listed-it goes on the refused list.

Decision Making procedure

1.11 The legislation and regulations envisage that decision making will be carried out by officers but given the political implications, and the organisation structure between Access Selby and the Core it is recommended that we include the Executive in the decision making process. The Community Right to Bid does not form part of the Asset Management Strategy and therefore does not form part of the Budget and Policy Framework and the decision will reside within the Executive but subject to the call in procedure. A decision however has to be made within 8 weeks of receipt of a valid application; therefore it will not always be possible to provide 28 days advanced notice as prescribed in the Forward Plan.

- 1.12 The Council needs to devise simple process (see appendix 1), a clear transparent process for the register and criteria to assess the applications. The process will be coordinated through the Asset team with Business Support administrating the process and maintaining the register.
- 1.13 A copy of the Application form (Appendix 2) is attached for Councillors information and the proposed criteria (Appendix 3) for determining nominations are attached for Councillors consideration and approval.
- 1.14 A decision by the Council to either agree or reject an application for a listing can be challenged by the owner requesting a review of the decision or the nominator though a legal challenge.
- 1.15 The register will be held on the Planning System and we will treat the process as a planning application, using this system the information will be available on public access, the weekly planning list and enable the public to comment on any application.

2. Legal Issues

- 2.1 There is a legal requirement on councils under the Localism Act 2011 to prepare a List of Assets of Community Value, to maintain the list and deal with nominations and appeals under the Assets of Community Value (England) Regulations 2012 and to register items on the list as a land charge under the amended Land Registration Rules 2003 (as amended)
- 2.2 Consultation has been undertaken with the Assets and Business Support teams and the Solicitor to the Council, their comments have been reflected in the report and the draft procedure.

3. Financial Issues

- 3.1 There are financial implications in administering this scheme, to minimise the cost of setting up a new service it is proposed to hold the register is on the Planning System and treat the process as a planning application. It is estimated the cost of setting up the new procedure will be £3,500 and £600 cost per application. This is an additional duty placed on the Council and there is currently no budget provision for this service which needs to be commissioned by the Council and will require additional funding from the Council.
- 3.2 There are compensation provisions in the Localism Act and the regulations which could mean that Selby District Council becomes liable to pay compensation for assets listed on the Asset Register. This compensation provisions can't be used by public authorities and bodies and any private owners claims are limited to those set out in Schedule 2 of the Regulations.

4. Conclusion

This is a new scheme under the Localism Act which the Council is statutory required to deliver.

Background Documents

Localism Act 2011 (Chapter 3)

Assets of Community Regulations 2012

Community Right to Bid Advice Note October 2012.

Contact Officer: Eileen Scothern, Business Manager

Appendix 1 Community Right to Bid Procedure

Receipt of Application

Application Form submitted to Business Support
Acknowledgement by Business Support
Send request to Assets (Lead Officer)
Letter to owner for comments by Business Support
Request for item to go onto Executive Agenda

Consideration of Application (within 8 weeks of receipt)

Assets (Lead Officer) with a relevant Business Manager considers bid
Recommendation to Executive made
Executive Decision

Decision Notification and Admin

Business Support notifies community group and owner on decision on whether to list asset

Decision = Yes

If no objection from owner then added to list of community asset register

If objection received review by an officer not involved in the original listing decision

Decision = No or owners objection is successful

Added to the register as unsuccessful nominations

Potential challenge through Judicial Review

Community Right to Bid - Nomination Form



Section 1: About Property/Land to be nominated

Name of Property

Address

Postcode

Telephone Number

Details of Owner

Address

Postcode

Contact Name (if known)

Telephone Number (if known)

Section 2: Boundary of the Property

Details of the property and a plan

Section 3: Supporting Information

Why do you feel this property or land is of community value?

Section 4: Details of Community Organisation

Name of Organisation

Contact details

Position in Community Organisation

Title

First Name

Surname

Address

Postcode

Telephone Number

Email Address

Organisation Type

Constituted Community

Voluntary Group

Parish Council

Charity

Unconstituted Community Group

Community Interest Company

Neighbourhood Forum

Company limited by guarantee.

Number of members in your organisation (Essential for unconstituted community groups)

Section 5: Declaration

Printed name

Signed

Dated

Section 6: SDC

Dated Received

Acknowledged

Record of Decision

Applications to be sent to:

Business Support, Selby District Council, Civic Centre, Doncaster Road, Selby YO8 9FT

Appendix 3 Checklist and Summary Sheet

Checklist		Yes	No
Have they complied with the regulations			
Describe the authority			
Provided ownership details			
The nominator details			
Reasons why the land is of community value			
Does the nominator meet the “qualifying body” definition?			
Consideration		Yes	No
Is the land/building excluded from listing			
The principal use is residential ¹	e.g. gardens/outbuildings and associated land		
Does it include residential accommodation	e.g. landlords flat or caretakers flat		
Residential Caravan site			
Operational land of statutory undertakers	See section 263 of Town & Country Planning Act 1990 ²		
Does the land meet the definition of an asset of community value		Yes	No
Education, health and wellbeing or community safety	e.g.		
Sport, recreation and culture	e.g.		
• Community services	e.g.		
• Local democracy	e.g.		
Is it realistic that the use will further the social wellbeing or social interest of the local community		Yes	No
Consultation Responses			
Officer Recommendation			
Decision		Approve	Reject
Reason for Decision			

¹ Details in Schedule 1 of Regulations

² Para 4 of Schedule 1 of Regulations

Selby District Council

REPORT

Reference: E/12/49

Item 8 - Public



To: The Executive
Date: 6th December 2012
Status: Key Decision
Report Published: 28 November 2012
Author: Julia Jennison – Policy Officer
Executive Member: Councillor G. Ivey
Lead Officer: Janette Barlow - Director

Title: Selby District Council Tenancy Policy

Summary: The approach to the Tenancy policy was set out to Executive 5th April, and a steer has been provided through Executive input to the Tenancy Policy Group, to inform the approach to each issue. A draft Policy was brought to Executive on 4th October, and revisions were requested following discussion. Consultation will run for 6 weeks between December and February.

Recommendation

- ii) **To endorse the approach to the development of the Tenancy Policy**
- iii) **To agree consultation between December and February**

Reasons for recommendation

To ensure that Councillors are aware of how work on the Tenancy Policy is developing prior to consultation.

1. Introduction and background

- 1.1 The Localism Act places a new duty on local authorities to develop a Tenancy Strategy which registered providers of social housing will be expected to have regard to. The Strategy will provide an overview of what the authority expects of partners in their own individual Tenancy Policies, and an overview was provided to Executive on 5th April.

- 1.2 As a stock holding local authority, Selby District Council must also produce a Tenancy Policy relating to the management of its own stock, which must address specific questions in relation to management and allocations.

2. The Report

- 2.1 There is a regulatory requirement for stockholding authorities and RSLs to develop their own detailed Tenancy Policies. The Selby District Council Tenancy Policy document will sit below the North Yorkshire Tenancy Strategy, tailored to reflect Selby housing needs and priorities, whilst upholding the general principles of the North Yorkshire Strategy.
- 2.2 A Tenancy Policy Officer working group has been set up to explore the issues around these potential changes to our housing policies, and in particular to look at how future tenants might be affected. There has been Executive input into this process through Councillor Ivey and Councillor Crane.
- 2.3 The minimum requirements for a Tenancy Policy were set out in the Executive report 5th April, and the draft Policy attached at Appendix 1 has taken account of all these requirements. However, there are a number of areas where discussion is ongoing, and it is proposed that these be explored through the consultation process.
- 2.4 Proposed freedoms relating to allocations will need to be considered by the North Yorkshire Choice Based Lettings Project Board, and consultation on the options was completed during August/September 2012 with a revised allocations policy planned to be agreed in 2013. This will sit alongside the Tenancy Policy, but will be developed as a separate document through the North Yorkshire Project Board.
- 2.5 Consultation on the Selby Tenancy Policy between December and February should include an article in the next Open Door and Citizenlink, a questionnaire on the website, market stalls at Community Engagement Forums, and direct consultation with the Tenant Scrutiny Panel on behalf of tenants. It will include local consultation with the Selby Homeless Steering Group, over 50s Forum, Disability Forum and other local agencies.
- 2.6 A final draft is proposed to go to Executive on 4th April which will take into account the consultation responses and further work by the Officer Group.

2.7 Timescale

The time line for the Tenancy Policy is scheduled overleaf.

Date	Event	Action
5 April 2012	Executive	Recommendation to develop a NY Tenancy Strategy and local Tenancy Policy
June 2012 – 4 November 2012	Tenancy Policies Steering Group	Selby District Council develops own detailed Landlord Tenancy Policy
4 th October 2012	Executive	Draft Tenancy Policy and consultation plan
6 th December 2012	Executive	Revised Draft Tenancy Policy and consultation plan
December - February 2012		6 week local consultation
15 th January 2013	Policy Review	As part of the 6 week local consultation
4 th April 2013	Executive	Policy Adopted.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

There is a regulatory requirement to develop our Tenancy Policy setting out our approach to the new freedoms relating to the management of our stock. A revised Equalities Impact Assessment (EIA) has been prepared on the draft policy prior to consultation.

3.2 Financial Issues

There are no financial issues arising from the preparation of or consultation on the Tenancy Policy; these can be covered by existing resources. However, there may be resource implications relating to the options chosen for progressing the Policy, particularly in terms of additional staff resources for tenancy renewals, and these will be considered more fully by the Selby Officer Group.

4. Conclusion

Consultation and further consideration of the impact of the various issues will inform a final draft of the Selby District Council Tenancy Policy which will be brought back to Executive in April.

Appendix 1 Draft Tenancy Policy V8

Appendix 2 Draft Tenancy Policy 2012 V8b Easy Read Consultation

5. Background Documents

Housing Act 1985

Local decisions: a fairer future for social housing, 2010

Localism Act 2011

Allocation of accommodation: guidance for local housing authorities in England, June 2012

North Yorkshire Tenancy Strategy, 2012

HCA Regulatory Framework for Social Housing in England from April 2012

Contact Details

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Selby District Council Tenancy Policy, Draft**Summary Sheet**

Policy Title	Draft Selby District Council Tenancy Policy
Policy Number	
Date Introduced/Revised	Planned 2013
Replaced Policy	No previous policy
Responsible Directorate	Access Selby
Responsible Officer	Business Manager – Access Selby
Responsible Champion	The Lead Member for Communities
Review Date	Annual
Related Policies and Strategies	North Yorkshire Tenancy Strategy 2012

Draft Selby District Council Tenancy Policy 2012

1. Introduction

- 1.1 The Localism Act 2011 introduced a number of new flexibilities for local authorities to consider when deciding how to make best use of existing social housing. These include the option to introduce for new tenants fixed term tenancies and/or higher rents, to consider changes to how we manage allocations and homelessness, and the promotion of increased mobility for social tenants.
- 1.2 The key objectives of social housing reform are:
 - 1.2.1 Localism, fairness and focusing social housing on those most in need in a way that enables them to use it as a springboard to opportunity
 - 1.2.2 Social housing is flexible and available to more people and to those that genuinely need it
 - 1.2.3 Make the best use of social rented homes
 - 1.2.4 Increase the freedoms available to all social landlords to determine the sort of tenancy they grant to new tenants
 - 1.2.5 Protect the rights of existing tenants
- 1.3 There is a new duty on local authorities to develop a Tenancy Strategy which all social landlords (Housing Associations, Registered Social Landlords, Registered Providers, and stock holding Local Authorities) will be expected to have regard to. This will provide an overview of what is expected in their individual Tenancy Policies.

2. Background

- 2.1 A sub regional approach to the development of a Tenancy Strategy was agreed by the North Yorkshire Housing Board in order that consistency is provided across the county, where there are already a number of joint strategies in place such as the Housing and Homelessness Strategy, and a joint housing allocations scheme, North Yorkshire HomeChoice.
- 2.2 There is significant flexibility built into the strategy to allow for individual landlords to respond to local circumstances. The strategic aim of the North Yorkshire Tenancy Strategy is:

To enable Housing Providers in North Yorkshire to co-ordinate their policies and practices to produce tenancies for customers who meet local housing needs, provide support to those who need it, improve choice and contribute to sustainable communities and economic growth and recovery.

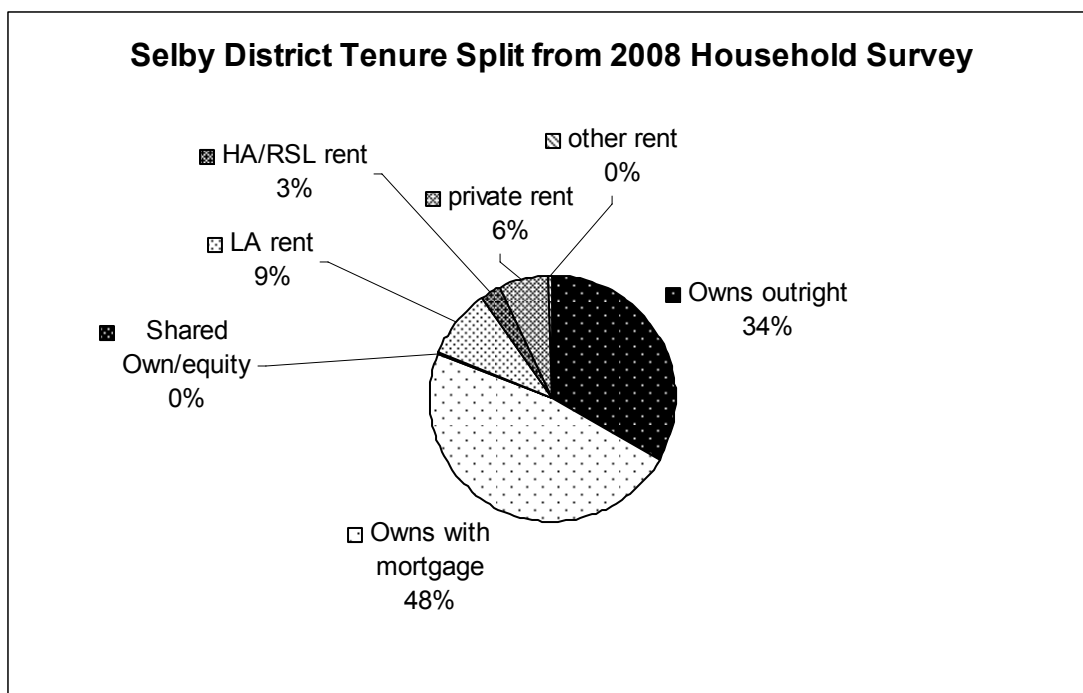
- 2.3 Executive approved the overarching North Yorkshire Tenancy Strategy on 4th October 2012, and this guides our approach to our own Tenancy Policy.
- 2.4 The Selby District Council Tenancy Policy sets out how we intend to introduce fixed term tenancies for new Council tenants in the future.

It will not apply to existing Selby District Council tenants.
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- 2.5 The policy is intended to assist residents who most need our support, and recognises that the supply of housing at a low rent for life is a limited resource. We aim to balance the needs of all of our residents against this scarce resource; whilst people may at some stage of their life need social housing (because for example they have become homeless) this may only be a short term need. In the longer term, many new tenants may not need the assistance of a lifetime tenancy at a low rent, and at some point in the future may be able to consider other housing options such as shared ownership, shared equity or renting privately.
- 2.6 We are considering these new flexibilities through two interrelated pieces of work:
- a) the development of a new Selby District Council Tenancy Policy which will set out how we intend to manage our stock in Selby district in the future, and
 - b) the current review of the North Yorkshire Choice Based lettings scheme, Home Choice, with other partner landlords, which will include consideration of what new opportunities there are to allocate our properties in a different way .

3. Context

- 3.1 In Selby district, there are limited opportunities to rent property. The 2008 Household Survey which provided the evidence for the 2009 Selby Strategic Housing Market Assessment (SHMA) showed that owner occupation is the most common tenure in the district at 82% of the market.
- 3.2 Only 12% of the local market is social rented, of which 9% is local authority stock, and 3% is Housing Association (Registered Provider) stock. Just 6% of the market is private rented.



- 3.3 The conclusion of the 2009 SHMA, which is the most recent housing market assessment for the district, was that over the next 5 years (2009-2014) we had a need for 409 new affordable dwellings per annum to be developed. This reflects the national picture where the need identified for affordable housing is extremely unlikely to be met. Between 2009 and 2012, a total of 227 affordable homes were developed in the district.
- 3.4 At June 2012 there were 1760 applicants on the waiting list for homes in the Selby district. It is likely that recent Housing Benefit changes and the effects of recession will result in more people needing help with their housing. We need to ensure that our own stock is used to its full potential to provide homes for those who need them most. Whilst the introduction of new fixed term tenancies is not likely to produce significant numbers of additional homes for relet, it will help us manage our stock more effectively and help with other initiatives such as those to encourage underoccupiers to downsize.
- 3.5 In 2011-12 there were 307 new tenancies in our own stock including mutual exchanges (a turnover of around 10%). If we could create additional turnover in our current stock through tenants whose home no longer suits their needs moving on, this would allow additional re-lets to come to the market.

Selby District Council Tenancy Policy

The Policy is set out in two sections for ease of reference; Tenancies (from Section 4) and Allocations (Section 10).

4. Tenancies

- 4.1 Every social landlord, including local authorities, needs to develop a Tenancy Policy. This will set out the types of tenancy they will grant, and should include detail of:
 - 4.1.1 How the needs of those who are vulnerable by reason of age, disability or illness, and households with children are taken into account including through tenancies which provide a reasonable degree of stability
 - 4.1.2 The advice and assistance to be given to tenants to find alternative accommodation if a fixed term tenancy is not renewed
 - 4.1.3 How a tenant or prospective tenant can appeal or complain about the length and/or type of fixed term tenancy offered and a decision not to renew the tenancy at the end of the fixed term
- 4.2 Fixed term tenancies are renewable tenancies of not less than 2 years which can be offered to new tenants instead of secure tenancies. The Selby District Council Tenancy Policy sets out how we will, in most cases, use flexible fixed term tenancies of 5 years for our own housing stock. It follows the principles set out in the North Yorkshire Tenancy Strategy, and government guidance.
- 4.3 Existing council tenants will not be affected by these changes unless they choose to move (see Section 8). They will continue to enjoy their existing security of tenure and other terms and conditions including the right to buy, succession rights and the right to exchange their tenancy with another secure tenant.

Objectives

- 4.4 Whilst people at some stage of their lives may need social housing (because for example they have become homeless) this may only be short term need. The Government's intention is to encourage landlords to make better use of their stock and enable more existing affordable housing to become available to those who need it at that time. Landlord policies need to be flexible enough to reflect the fact that individual circumstances do change.
- 4.5 Executive agreed 5th April 2012 that the following broad aims of the policy should be –
 - 4.5.1 **Target resources at those in greatest need** – by ensuring as far as we can that we assist those who need our help
 - 4.5.2 **Meet more residents' long term housing aspirations by improving access to home ownership** – by assisting applicants and tenant to explore the opportunities for alternative housing options

- 4.5.3 **Make better use of our stock** – by addressing over and underoccupation
 - 4.5.4 **Continue to support more tenants into work through signposting** – ensuring that tenants are aware of the help that is available locally
 - 4.5.5 **Maintain sustainable communities by considering the impact of policy decisions** – assessing the possible impact of changes to the way we let properties
- 4.6 Currently all the tenancies Selby District Council grants are secure, lifetime tenancies, starting with a 12 month introductory period. In essence, as long as tenancy conditions are met, these tenancies provide the security of a home for life.

Who should be given which type of tenancy

- 4.7 In order to ensure that our scarce housing stock is used in the best way to help those most in need, Selby District Council now intends to use 12 month introductory tenancies followed by fixed term tenancies for the majority of new tenants.
- 4.8 We have considered the best way to do this whilst protecting those households who need our support most, and households whose circumstances are highly unlikely to change in the future, and not to penalise existing secure tenants who may need to move.
- 4.9 We will offer life-time tenancies to the following:
- 4.9.1 Applicants moving into sheltered housing, whatever age they are
 - 4.9.2 Applicants of state pensionable age or over
 - 4.9.3 Applicants who are ‘vulnerable’, and are unable to take care of themselves; protect themselves from harm; or prevent themselves from being exploited.
They may be vulnerable because they:
 - have severe learning difficulties
 - have severe and enduring mental health problems
 - are old, frail or chronically ill

A lifetime tenancy will be granted where in the judgement of the Housing Officer such vulnerability creates a requirement for a greater security of tenure through the granting of a tenancy longer than 5 years. Independent verification may be required from a relevant professional or registered medical practitioner.

- 4.10 In all other circumstances a fixed term tenancy will be granted with automatic renewal in certain circumstances. The circumstances for automatic renewal are set out in Section 6 – Tenancy Reviews.

- 4.11 The reason for this approach is that there may be situations where the household's make up has changed and they no longer need that particular property. For example where we let a non sheltered adapted property, the granting of a lifetime tenancy in every case would prevent us making best use of the property if the household no longer needed the adaptation. Automatic renewal where the household continues to have the same needs will provide the necessary certainty to households to be able to plan ahead.

Minimum length of Tenancy

- 4.12 As suggested by the North Yorkshire Tenancy Strategy, we will offer a 12 month introductory tenancy followed by a 5 year tenancy in most circumstances where a fixed term tenancy is being granted (6 years in total). We consider that a 5 year tenancy offers reasonable security to most households and is considerably more secure than the average initial tenancy granted in the private sector.
- 4.13 In addition, we expect the majority of fixed term tenancies will be renewed because people's circumstances have not changed materially and the household size still matches the size of property. However, reviewing the tenancy periodically will enable tenants to consider with us what other housing options there are or might be in the future.

We consider that all fixed term tenancies should be renewed unless the household's circumstances have changed to such an extent that the property would not be considered suitable for their needs (if it was considered as a new letting).

- 4.14 The Localism Act allows the granting of shorter tenancies of no less than two years in exceptional circumstances. We may grant a shorter tenancy period in exceptional circumstances such as those specified below.

4.14.1 If when considering any of the circumstances under Section 6 for renewal of a tenancy, the tenant could move to another property but it would be unreasonable in the view of a Senior Manager to enforce a move at this time

4.14.2 To enable a temporary move where a property or area is to be redeveloped, and a shorter tenancy period is appropriate in the view of a Senior Manager.

5. Succession

- 5.1 The government has reduced existing rights of succession for all new secure tenancies from 1st April 2012; there is now only a statutory right of succession to a spouse or civil partner.
- 5.2 However, local authorities do have the power to grant additional succession rights through their Tenancy Agreement if they choose to.

In view of the limited amount of social housing available in Selby district, and our aim to make best use of stock, we consider that allowing succession further than this does not allow for the best use of our stock.

- 5.3 Therefore Selby District Council has decided that new tenants will only have this statutory right of succession to the spouse or civil partner; this will not extend to family members. This will apply to both lifetime tenancies and fixed term tenancies.

NB These changes do not affect secure tenancies that began before 1st April 2012.

6. Tenancy review and advice and assistance at end of fixed term

- 6.1 The tenancy review is an opportunity for us to consider with the tenant whether the current home still best meets the household's needs. In addition we can offer advice regarding future housing aspirations through our Housing Options Team, for example looking at home ownership and low cost home ownership options available in the district, and signposting non working households to agencies who can help with identifying local employment and training initiatives.

We expect the majority of fixed term tenancies to be renewed.

- 6.2 We will carry out the review at least 6 months before the tenancy is due to come to an end. This is considered sufficient time for a tenant to find alternative housing if the tenancy is not renewed, and alternative accommodation is not to be provided.
- 6.3 All new fixed term tenancies will be automatically renewed if the following household circumstances are unchanged since they were originally housed:
- 6.3.1 The property still matches the current housing needs of the tenant and their household (assessed against our allocations scheme, HomeChoice), or
 - 6.3.2 A member of the household is disabled validated by means testing for disability benefits, and the property meets their specific needs, or
 - 6.3.3 The tenant was a Care Leaver (see Appendix 1 for definition) and is still receiving support from the County Council
- 6.4 Examples where the property is no longer suitable could be where the property is under-occupied, or where the property has been extensively adapted but for someone with a disability who no longer lives in the household. Under these circumstances we consider that the property would be better relet to someone who needs it. As part of the advice and assistance we offer we may choose to offer an alternative suitably

sized property as a direct let (an option available to us through our HomeChoice allocations policy).

- 6.5 However, even where the existing property is no longer suitable, there may be other considerations to be taken into account with regard to the suitability of alternative accommodation which might include specific individual circumstances and access to family support networks. We will consider allowing a tenancy to continue if:
- 6.5.1 The household is overcrowded but there is no suitable accommodation available
 - 6.5.2 There are children attending a local school at key stages of education, specifically in year 10/11 or year 12/13 and no suitable alternative housing is available within a reasonable travelling distance (taking into account local transport services)
 - 6.5.3 A member of the household is suffering from a terminal illness
 - 6.5.4 The tenant is a foster carer and the tenancy is needed to continue to enable them to fulfil this role
- 6.6 In any of the above circumstances it may be appropriate to offer a shorter tenancy renewal of two years, or a further five year tenancy depending on individual circumstances. Written evidence to support these cases will be required.
- 6.7 The Tenancy Review will be carried out by trained Community Officers. Where a tenancy is not to be renewed, they will offer appropriate proactive advice and assistance to find alternative accommodation through HomeChoice.
- 6.8 Where a Tenancy Review is being carried out with a vulnerable household, Care Leaver or other vulnerable adult, appropriate support arrangements will be made such as use of an advocate or advocacy service. We will also ensure that advice and assistance at tenancy reviews is properly linked to Adult Social Care processes, to ensure wherever possible that the outcome for an individual household is appropriate.

7. Tenancy sustainment and the avoidance of unnecessary eviction

In most cases, the fixed term tenancy will be renewed.

- 7.1 Where the household's circumstances have changed to such an extent that the property is no longer suitable for their needs, we will not offer a further tenancy on that property. See Appendix B for guidance.
- 7.2 We will work closely with tenants during the review and throughout the notice period to ensure that all other housing options are seriously considered. Where tenants need help to access the HomeChoice scheme and bid for properties, we will ensure that assistance is

available, and we will signpost other opportunities such as housing association or private lets, or low cost purchase initiatives.

- 7.3 If limited options are available, and tenants do not meet the exceptional criteria for a new tenancy to be granted set out in Clause 6.5, we may consider making a direct let of a suitable property through HomeChoice.
- 7.4 If a tenant who does not meet the criteria for tenancy renewal has not moved out of the property by the due date, the case will be referred for enforcement action. Community Officers, Housing Options and the Enforcement Team will work closely to endeavour to produce the best outcome for the tenant; it may be that during this process a suitable property comes available. However, the purpose of offering a fixed term tenancy in the first instance is to ensure that stock is appropriately let, and enforcement action must be part of this process.
- 7.5 At the end of a flexible tenancy the landlord has an unqualified right of possession in domestic law. The Localism Act states that the court can only refuse possession if the correct procedure has not been followed, or if the court is satisfied that the decision not to renew the tenancy was otherwise wrong in law.

8. Mutual exchanges and Fixed term tenancies

- 8.1 In summary, an existing lifetime (secure) tenant will retain their security of tenure when they move if their tenancy commenced before 1 April 2012 and the property they are moving to is being let at a social rent.
- 8.2 In the case of a mutual exchange both tenants will surrender their current tenancies and be granted new ones, so that the existing lifetime tenant can be given another secure, lifetime tenancy.
- 8.3 However, this protection only applies to tenure, not the level of rent paid. So if an existing tenant paying social rent chooses to exchange with a tenant who pays a higher affordable rent, they will take on the new higher level of rent.

NB Individual circumstances will differ and each case must be considered with the benefit of advice from Selby District Council's legal team.

9 Reviews and Complaints

There are two stages at which an applicant can seek a review of any decision relating to the flexible tenancy.

A. Review of offer of a flexible tenancy

- 9.1 At the end of the introductory tenancy a notice will be served on the tenant stating that when it ends it will become a flexible tenancy for a

period of 5 years (or 2 years where appropriate). The tenant can request a review of the Council's decision about the length of the period of the flexible tenancy. A review can only be requested on the basis that the term (length) of the flexible tenancy does not accord with the Council's policy.

- 9.2 These reviews are likely to be very small in number as we will mostly be granting 5 year flexible tenancies.
- 9.3 A request for a review has to be made within 21 days of receipt of the notice, although the Council can extend the time period for seeking such a review. The review will be conducted by a Senior Manager who has had no previous involvement in the case.
- 9.4 The applicant will be notified of the outcome of the review including the reasons for the decision within 56 days.

B. Review of decision not to renew the flexible tenancy

- 9.5 Where the Council is not going to renew a tenancy following the Tenancy review, after discussion with the tenant the Council will serve notice 6 months before the tenancy is due to end. The notice will state that we will not be renewing the tenancy on the expiry of the flexible tenancy, the reasons why the tenancy is not being renewed and explain the review process ("the First Notice).

The Council will also serve a notice 3 months before the tenancy is due to end giving the tenant not less than two months notice that the Council requires possession of the property and the date after which court proceedings may be begun ("the Second Notice"). If the tenant refuses to move when the notice period set out in the Second notice expires a court order will be applied for and the usual eviction process followed.

- 9.6 If a tenant disagrees with the Council's decision not to renew their tenancy they may use the following review process. A request for a review has to be made within 21 days of service of the First Notice and must be carried out and the tenant notified of the decision before the date specified in the Second Notice expires.
- 9.7 They have a right to request general information about the tenancy review, including the facts that have been taken into account and the reason for not renewing the tenancy
- 9.8 If they are unhappy with the decision, they should in the first instance contact the Housing Officer to explain why they think the decision is unreasonable. This can be done face-to-face, over the telephone, by email or letter.

- 9.9 They will be notified in writing whether the decision still stands and the reasons for this, usually within 5 working days
- 9.10 If they wish to pursue the matter further, they can make a request for a formal review of the decision and must do so within 21 days of service of the First Notice. The Council will consider a review out of time if there has been a delay during the informal review. The request for a formal review may be made orally or in writing. Where the request is made orally, the Council may hold an oral hearing at which the applicant can be accompanied by an advocate or representative. The applicant will be asked to make submissions stating the reasons for the review request. The Council will seek any further information it considers necessary, including advice from other specialist advisers. This formal review will be conducted by a Senior Manager who has had no previous involvement in the case. The applicant will be notified of the outcome of the review including the reasons for their decision within 56 days and by no later than the date specified in the Second Notice as the date after which proceedings for the possession of the property may be begun.
- 9.11 The applicant also has the right to complain to the Housing Ombudsman and/or seek judicial review of the Council's decision not to renew the tenancy.
- 9.12 If the formal review upholds the decision but the tenant refuses to leave, a possession order will be applied for and the usual eviction process followed.
- 9.13 The Court has the discretion to refuse to grant an order for possession if the Court is satisfied that the Council has either failed to carry out the review or that the decision on the review is otherwise wrong in law.

10. Allocations

- 10.1 Earlier in 2012, revised guidance was published by the government on how we let our homes. It encourages use to be made of new flexibilities to ensure that social homes go to the people who 'need and deserve them most.'
- 10.2 Selby District Council is a member of the North Yorkshire Choice Based Lettings (NYCBL) Partnership, HomeChoice, which launched a joint allocations scheme in 2011. A review of the policy was already planned for summer 2012 once the scheme had been up and running for 12 months, and this is timely given the new requirements contained within the Localism Act 2011, and Welfare Reform Act 2012. The revised policy is planned for 2013.
- 10.3 For detail of our Allocations scheme please refer to the North Yorkshire HomeChoice Policy.

11 Tenancy Fraud

- 11.1 We will not tolerate fraud which allows applicants to prioritise themselves unfairly over other applicants. Our Tenancy Agreement, Clause A9 states that

‘You will be breaking your Tenancy Agreement if you, or someone acting on your behalf, knowingly makes a false statement or give us incorrect information which leads to us granting you this tenancy.’

- 11.2 This will include but is not restricted to incorrect or false information being provided on an application for housing, or where a succession has been requested. Action may include loss of the home, in which case an application as homeless may be turned down following assessment as the loss may be deemed to be intentional.

12 Our approach to Affordable Rent (80% market rent)

- 12.1 The Affordable Rent model enables eligible housing providers (those with a delivery agreement with the Homes and Communities Agency) to set rent at up to 80% market rents, both on a proportion of their existing relets, and on new build units. This would fund new development.
- 12.2 Selby District Council now has the opportunity to consider developing new housing stock itself and entering the affordable rent market.
- 12.3 If it did so, individual properties could be advertised at Affordable Rent for applicants to bid for in the usual way; however, an applicant who felt the rent was not affordable for them would be under no obligation to apply. Direct lets would be limited to properties where the rent is considered to be affordable for the particular household.
- 12.4 A separate Affordable Rent Policy will be developed outlining our approach to the provision of Affordable Rent properties in the district both by Selby District Council and by Housing Associations.

13 Equalities

- 13.1 A draft Equalities Impact Assessment has been completed in respect of this policy, which will be updated following any amendments coming out of the consultation.

14 Reviewing the Tenancy Policy

- 14.1 This policy will be monitored and reviewed annually to assess the impact of flexible tenancies on new tenants, and the wider management of our stock.

Definition of a Care Leaver

There are the 3 means through which a young person can acquire care leaver status:

- 1) On reaching 18 years of age a young person who was looked after immediately before being made subject to a Special Guardianship Order qualifies for assistance under section 24 of the Children Act 1989 and its subsequent amendments.
- 2) A young person who is looked after beyond 16 years of age qualifies for assistance under section 24 of the Children Act 1989 and its subsequent amendments.
- 3) A young person who is looked after for an aggregated period of 13 weeks after their 14th birthday on reaching 16 years of age is eligible for the full provisions of the Children (Leaving Care) Act 2000 as amended by CYPA 2008.

1 and 2 place a duty to provide advice and stay in touch and a power upon the responsible local authority to provide assistance. 3 requires the responsible local authority to appoint a personal adviser and prepare a pathway plan with a view to providing support until at least the care leavers 21st birthday and if in education or training up to 25 years of age.

Guidance for renewal of tenancy

Situation	Action
Property is occupied by a household of the appropriate size	Offer a further fixed term tenancy
Property is under occupied and there is 1 or more bedroom spare	Discuss the option of moving to a smaller home, but offer a further fixed term tenancy if the household wishes to stay (in line with the HomeChoice allocations policy which allows bids for 1 bedroom more than required) NB this may need to be amended dependent on the outcome of the CBL review
Property is under occupied and there are 2 or more bedrooms spare	Discuss the option of moving to a smaller home, outline the assistance we can give to find alternative property. No renewal. 6 months notice to be served to make best use of stock and free the property up for a larger household We may consider the use of a direct let in accordance with our allocations scheme, HomeChoice.
Property is over occupied ie there are insufficient bedrooms to meet the household's need as assessed through our allocations scheme, Homechoice	Discuss the option of moving to a larger home, outline the assistance we can give to find alternative property. Ensure that suitable preference is included on their HomeChoice application. We may consider offering a further 5 or 2 year tenancy while they seek alternative accommodation, or we may consider using a direct let.
Property no longer matches household's needs	It would better suit another household eg where the adaptation in a property was no longer required. The review provides an opportunity to discuss with the family a possible move to free up the adapted home for someone who needs it. We will be sensitive to the household in considering the timing of such action – see Clause 4.14.1
The tenant, their partner or a member of their household now meets the criteria set out in Clause 4.9	At review of the fixed term, if appropriate, a secure, lifetime tenancy could be offered either on the existing property (provided the property remains a suitable size etc) or another more suitable property
Disposal or refurbishment of property	To enable a temporary move where a property or area is to be redeveloped, and a shorter tenancy period of 2 or 5 years is appropriate in the view of a Senior Manager

Selby District Council Tenancy Policy 2012

Draft Easy Read with questions for consultation

The government has given local authorities the chance to look again at how fair their lettings policies are, and how tenancies are managed. The idea behind the changes is that local authority properties should be lived in by people who need them. In particular, making sure that larger homes are made available for families who are overcrowded or homeless, rather than being used by a couple or single person.

At the moment, all our tenancies are lifetime tenancies, but lots of people only need help with a low rent for short period of time; once they earn more they may want to move house, or be able to buy a property. If we can help them do this, we will free up the home for someone on our waiting list.

Selby District Council has drawn up a draft Tenancy Policy setting out the possible changes we could make in this district, and we want to know what you think.

These changes will only affect new tenants; if you already have a lifetime tenancy with us this will continue as it would have done.

Our ideas are set out in this easy read paper with questions on the way through, but if you want more detail please look at the full Selby District Council Draft Tenancy Policy on our website. [Link to be inserted.](#)

Some of the possible changes to how we let our homes are being looked at by a county Project Group, because we have a joint policy for lettings across North Yorkshire, called HomeChoice. Consultation finished on 2nd November, and included the chance for people to comment through a link on our website. The results will feed into the lettings policy review with work continuing into next year.

Coming back to possible changes to Selby tenancies, we plan to get feedback on our ideas between December and February, look at them again, and rewrite the draft policy which we hope to start using in 2013.

Length of Tenancy

At the moment, most of our lettings are lifetime (secure) tenancies. Under the new scheme, most applicants will be offered a 5 year fixed tenancy.

Each 5 year tenancy would have a 12 month introductory period as now, and then the 5 years would start (so 6 years in total).

In most cases when we review a tenancy at the end of the 5 years, the household will not have changed; the same people will be living in the property so we would offer another 5 year tenancy. But if it has changed, for example if children have left home and there are only a few people living in a larger property, we will be able to help them move somewhere smaller and let the property to a larger family who needs it.

It is likely that tenants of all new fixed term tenancies will be able to stay living where they are after 5 years, unless their circumstances have changed and the property is no longer suitable for their needs.

Where we are ending a tenancy, we will work with the existing tenant to find them somewhere else to live, and may offer them a property ourselves as a direct let (where we offer them a suitable home rather than them having to bid for a property on HomeChoice).

For people who need an adapted property, we plan to offer a 5 year tenancy rather than a lifetime tenancy, so that we can try to make sure that these properties are always used by someone who needs them.

As we are looking at people's long term needs, a lifetime tenancy will be offered to

- People moving into one of our sheltered properties whatever age they are
- People of state pensionable age or over
- People who are vulnerable and unable to take care of themselves eg with severe learning difficulties, severe and enduring mental health problems, old, frail or chronically ill (information will need to be provided about this)

1. Do you think that anyone else should have a lifetime tenancy (please tick)

Families with children
People with a physical disability
Others – please say who

Everyone else will be offered a fixed term tenancy with automatic renewal in most cases. Usually 5 years is the shortest time we would offer.

2. Do you think that the 5 year fixed term tenancy should be longer?

Yes

No

If yes, please let us know how long you think it should be and why

Sometimes we might offer a shorter, 2 year tenancy. For example where a family is overcrowded at the end of a fixed term tenancy, but there are no suitable larger properties for them to move to. This will give them longer to find somewhere else to live.

3. Do you think we should offer a 2 year tenancy?

Yes

No

4. Are there any other circumstances where you think a 2 year tenancy should be offered?

Yes

No

If yes, what are they?

We will try to make best use of our housing, and the next 3 questions look at how we might do this.

5. Under-occupation.

If a couple were living in a 4 bed property and we decided not to renew the tenancy after 5 years, in order to free up the house for a family, do you think we should

***tick as many as you like**

End the tenancy and help them to find somewhere else

Offer them one suitable property as a direct let if they did not find anywhere themselves

Offer them one 2 year tenancy while they find somewhere else

Is there anything else you think we should do to help?

6. Overcrowding.

If a couple with a child rented a 2 bed flat for 5 years, and we found that at review they had more children and were overcrowded, do you think we should

***tick as many as you like**

End the tenancy and help them to find somewhere else

Offer them one suitable property as a direct let if they did not find anywhere themselves

Offer them one 2 year tenancy while they find somewhere else

Is there anything else you think we should do to help?

7. Adapted properties.

We want to let adapted properties to people who need them. If at review, the person needing the adaptation no longer lived there, we could let the home to someone on our waiting list who needs it. What do you think we should do?

***tick as many as you like**

End the tenancy and help them to find somewhere else

Offer them one suitable property as a direct let if they did not find anywhere themselves

Offer them one 2 year tenancy while they find somewhere else?

Is there anything else you think we should do?

8. We will carry on looking at how these ideas might affect people who want housing. Is there anything else you would like to tell us?

9. It would help us if you would tick one of the following boxes. Are you

An applicant on our waiting list

A Selby District Council tenant

A Selby district resident

A local partner agency

A Selby District Council Officer

A Selby District Council Member

Other

Thank you very much for taking part.

We will put a copy of the feedback on our website once consultation has ended.