

# Selby District Council



## Agenda

Meeting: **Executive**  
Date: **3 January 2013**  
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 6 December 2012 Pages 3 to 7.

### 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](http://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. Housing Rents and Misc. Charges 2013/14 – Key Decision**

Report E/12/50 asks the Executive to consider the proposals for Housing Revenue Account rent levels in accordance with rent restructuring.  
Pages 8 to 10.

#### **5. Employers Supported Volunteering (ESV) Pilot**

Report E/12/51 asks the Executive to adopt ESV as a method of developing the workforce and making a difference in the community.  
Pages 11 to 25.

#### **6. Land at St Joseph’s Street, Tadcaster**

Report E/12/52 asks the Executive to agree that the Council submits a planning application to support the development of the site.  
Pages 26 to 29.

**M Connor**  
**Chief Executive**

<b>Dates of next meetings</b>
<b>17 January 2013 Executive Briefing</b>
<b>7 February 2013 Executive</b>

Enquiries relating to this agenda, please contact Glenn Shelley on:  
Tel: 01757 292007  
Fax: 01757 292020  
Email: [gshelley@selby.gov.uk](mailto:gshelley@selby.gov.uk)

# Selby District Council



## Minutes

### Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	6 December 2012
Present:	Councillor M Crane (Chair), Councillor Mrs G Ivey, C Lunn, J Mackman and C Metcalfe
Officers present:	Chief Executive, Deputy Chief Executive, Executive Director (S151), Director of Community Services, Business Manager (ES), Lead Officer Benefits and Taxation, Policy Officer, Democratic Services Manager and Democratic Services Officer.
Also Present:	
Public:	0
Press:	0

NOTE: Only minute numbers 74, 75, 76 to are subject to call-in arrangements. The deadline for call-in is 5pm on 18 December 2012. Decisions not called in may be implemented on 19 December 2012.

#### 69. Apologies for Absence

No apologies were received.

#### 70. Minutes

The minutes of the meeting on 1 November 2012 were submitted. The Executive approved two minor amendments to the minutes. At minute 58 the final sentence should read:

'The Executive welcomed the decision to introduce an appointments system for the collection of bulky waste items'.

Secondly, the Executive approved, at minute 61, to correct a typographical error to change the word 'gold' to 'golf'.

The Chief Executive clarified that the Programme for Growth proposals approved at the 1 November Executive meeting would be received by the Council as part of the budget report.

## **71. Disclosure of Interest**

Councillor C Lunn, having registered a disclosable pecuniary interest in agenda item 5 (minute 73 - Council Tax Localisation) arising from the fact that he owns a number of properties which would be, from time to time, affected by the proposals set out in the report, left the meeting during discussion and voting on that item.

## **72. Draft Budget and Medium Term Financial Plan – Key Decision**

Councillor Lunn presented the report on the draft revenue budget and capital programme for 2013/14 to 2015/16. The proposals presented a balanced budget for the coming year, subject to the achievement of savings.

Councillor Lunn outlined that the Executive had considered the Government's offer of a one-off grant for a further year's Council Tax freeze. However, the future uncertainty regarding the new business rates regime meant that the Executive would be recommending a Council Tax increase of just 2% to protect the Council's financial position.

Councillor Lunn stated that the Council had made significant progress in delivering the savings needed to sustain priority services, but must be prepared for further cuts to central government funding.

The Executive felt that, in order to protect statutory services, consideration needed to be given to reducing subsidies provided to discretionary services. The Executive then discussed the introduction of charging for green waste collection.

### **Resolved:**

- i) Subject to comments from the Policy Review Committee, the draft budgets, bids and savings be submitted to Council for approval;**
- ii) To request the Policy Review Committee to bring forward their recommendations for the implementation of charges for green waste collection.**

### **Recommended to Council:**

**To increase Council Tax by 2% for 2013/14.**

Reason for decision:

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

***Having registered a disclosable pecuniary interest in the item set out below Councillor C Lunn left the meeting.***

**73. Localisation of Council Tax Support – Key Decision**

Councillor Crane presented the report which proposed the provision of Localised Support for Council Tax. The report detailed the results of both the Major Preceptor and public consultation exercises.

Councillor Crane provided a brief overview of the latest developments including the Government's recent announcement of £100m to be made available nationally to reduce the impact of Council Tax Support Schemes. However, the funding was only available for one year and only to those Councils who met certain criteria in the design of their scheme.

The Executive were supportive of the scheme proposed and moved on to discuss the current uncertainty regarding the level of financial impact on Parish Councils.

**Resolved:**

**To recommend to Council**

- i) To adopt the proposed version of the Council Tax Support scheme;**
- ii) To approve the proposed changes to Council Tax discounts and exemptions from 1 April 2013;**
- iii) To approve the implementation of a Council Tax Support Hardship Scheme;**
- iv) To approve the Council Tax Support Scheme Vulnerability Policy.**

Reason for the decision:

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

***Councillor Lunn returned to the meeting***

#### **74. Customer Relationship Management (CRM) Replacement Business Case - Key Decision**

Councillor Lunn presented the report which asked the Executive to consider the business case for a CRM replacement and to give authority for the procurement process to begin.

Councillor Lunn outlined that the current CRM system was shortly due for replacement. Advancements in technology meant that a more flexible and adaptable system could be purchased with a wider application across Council services, enabling improvements to the Council's website and supporting a phased move toward customer 'self service'.

The Executive discussed the potential benefits of the system for both the Council and its customers. The Executive Director S151 responded to a number of questions in relation to the costs and utilisation of the system. The Executive expected the system to deliver an improved customer experience.

##### **Resolved:**

- i) To accept the recommendation of procuring a new CRM system to replace the current system;**
- ii) To authorise procurement;**
- iii) To release resources of £75,148 from the ICT Reserve to finance the purchase and implementation of the system.**

Reason for the decision:

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

#### **75. Community Right to Bid**

Councillor Crane presented the report on the requirements under the Localism Act 2011 to have in place a Community Asset Register and the need to agree the Council's approach to the consideration of any requests.

Councillor Crane outlined that under the Localism Act the Council had a duty to maintain a list of assets the District which was of community value. The assets would be nominated by the local community and not the Council.

The Executive discussed the definition of assets which could be deemed to have community value and the costs associated with implementing and maintaining the register. There was no current Access Selby budget provision for administering the scheme. The Executive felt that an open book accounting exercise could be used to determine the final payment to Access Selby.

The Executive agreed to delegate decision making on Community Right to Bid applications to a senior officer. The Executive would take the decision only in exceptional circumstances.

**Resolved:**

- i) To commission Access Selby to introduce and manage the Community Asset Register;**
- ii) To delegate decisions on Community Right to Bid applications to the Executive Director (Communities Selby);**
- iii) To note that publicity will be given via the website.**

Reason for the decision:

To enable the Council to comply with requirements introduced by the Localism Act 2011 and the Assets of Community Regulations 2012.

## **76. Tenancy Policy – Key Decision**

Councillor Mrs G Ivey presented the report which asked the Executive to endorse the approach to the development of the Tenancy Policy and to agree to the public consultation.

The Executive supported the policy and felt that it would assist in the effective stock management of the Council's properties and would help tenants receive accommodation suitable to their needs.

The Executive requested that the Allocations Policy and the Tenancy Policy be received at its meeting on 4 April 2013.

**Resolved:**

- i) To endorse the approach to the development of the Tenancy Policy;**
- ii) To agree consultation between December and March**

Reason for the decision:

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

The meeting closed at 5.39 pm.

# Selby District Council

## REPORT

Reference: E/12/50

Item 4 - Public



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**To:** The Executive  
**Date:** 3 January 2013  
**Status:** Key Decision  
**Report Published:** 21 December 2012  
**Author:** Kevin Ross – Senior Finance Officer  
**Executive Member:** Councillor C Lunn – Lead Member for finance & Resources  
**Lead Officer:** Karen Iveson – Executive Director (and S151)

**Title:** Housing Rents 2013/14

### Summary:

This report presents proposals for Housing Revenue Account rent levels in accordance with Central Government's policy on rent restructuring. Based on the Government's formula for rent increases, an average increase of 4.6% is proposed for 2013/14.

### Recommendation:

The Executive approve the proposed 4.6% average rent increase for 2013/14.

### Reasons for recommendation

To allow rent levels to be set in advance of the coming financial year in accordance with Government policy.

#### 1. Introduction and background

- 1.1 Under the Government's rent restructuring policy, formula data was provided by the Department for Communities and Local Government (DCLG) to ensure similar rents for similar properties in similar areas, are calculated over a transitional period. When convergence is achieved Housing Associations and Local Authorities will use the same formula for setting rent levels, which will ensure that tenants pay similar rents for similar properties regardless of whether the landlord is a Registered Social Landlord (RSL) or a Local Authority.



- 1.2 2013/14 will be the twelfth year of the transitional period during which actual rents are moving towards formula (target) rent levels under the rent-restructuring scheme.
- 1.3 The transitional period for convergence remains at 2015/16. After 2015/16 the model for rent calculation assumes annual increases of RPI plus 0.5%.
- 1.4 At the end of the rent convergence period the policy intention is that a property's actual rent should be no more than 5% higher or lower than its target (formula) level.

## 2. The Report

- 2.1 The 2012/13 weekly average rent, set on a 48 week basis is £75.69.
- 2.2 Formula rent increases are calculated using the previous year's formula rent, increased by Retail Price Index (RPI) + ½%. RPI for the formula is taken at September of the preceding year i.e. 2.6% for September 2012.
- 2.3 The maximum any rent can increase follows the principal of Retail Price Index (RPI) + ½% + £2 per week for the remaining three years of this rent-restructuring period. RPI at 2.6% has been used for 2013/14 rent calculations and 2.5% is assumed for 2014/15 and 2015/16.
- 2.4 **Average Rent Charges on a 48 week basis**

Year	2013/14	2014/15	2015/16
<b>Actual Rent £</b>	79.19	82.67	86.21
<b>% Increase</b>	4.6	4.4	4.3
<b>Formula Rent £</b>	82.45	84.92	87.47
<b>% Increase / (Decrease)</b>	3.1	3.0	3.0
<b>Difference Actual vs Formula £</b>	3.26	2.25	1.26

- 2.5 The above table shows the formula rent against the actual rent to be charged to tenants. Formula rent is the rent target for our dwellings to meet, to be comparable with Registered Social Landlords. Each year of rent restructuring policy, the gap will narrow to meet convergence.
- 2.6 Following this model there will be 827 properties still not converging with the Formula Rent, of these, 267 will be lower than formula by more than 5%.

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

### 3.1 Legal Issues

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

## 3.2 Financial Issues

3.2.1 The rent yield from the proposals in this report are summarised as follows:

	2012/13	2013/14	2014/15	2015/16
<b>Budgeted Rent (£m)</b>	11,226	11,742	12,366	13,009
<b>Increase (£k)</b>		516	624	643

Under the HRA self financing regime, the Council keeps all of the rent collected and no longer has to pay subsidy. The amount of debt the Council took on as part of this change was influenced by rent income projections based on formula rent convergence. Rent generated is utilised to service the debt incurred and invest in maintaining our housing stock as well as cover the running costs of our Housing Revenue Account service.

## 4. Conclusion

Approval of the rent increase is fundamental to the continuation of funding of the HRA. A rise of 4.6% is higher than the current level of inflation but is necessary to assisting meeting convergence by 2015/16 and self financing calculations.

## 5. Background Documents

None

### Contact Details

Kevin Ross  
Senior Finance Officer  
Selby District Council  
[kross@selby.gov.uk](mailto:kross@selby.gov.uk)

# REPORT

Reference: E/12/51

Item 5 - Public



**To:** The Executive  
**Date:** 3 January 2013  
**Status:** Non- Key Decision  
**Report Published:** 21 December 2012  
**Author:** Drew Fussey  
**Executive Member:** Cllr. Cliff Lunn  
**Lead Director:** Karen Iverson

**Title:** Employer Sponsored Volunteering

## Summary:

In 2011, the Council adopted a new Organisational Development Strategy which recognised that Employer Sponsored Volunteering (ESV) could play a valuable part in the wider employee development picture and help deliver Corporate Social Responsibility (CSR) for the Council. This report sets out the results of a pilot ESV scheme in which the Core and Access Selby took part; it also explains the benefits of future involvement in ESV and associated costs.

## Recommendations:

**To adopt ESV as a method of developing the workforce whilst improving the organisation's profile and reputation and making a difference in communities.**

### 1. Reasons for recommendation

- 1.1 By engaging in ESV, the Council will be able to access an efficient and effective method of staff development that helps support local community and voluntary groups. It may also help support initiatives generated through the Community Engagement Forums (CEFs). ESV demonstrates an organisation's recognition of its CSR and helps it to raise a positive profile with employees, the community and the charitable organisations for whom they

volunteer. ESV also helps improve the profile and reputation of the participating organisations in the community.

- 1.2 By allowing the workforce to volunteer, the employer has access to a wider range of opportunities and organisations thereby enriching development potential for the benefit of employees, teams and the Council.
- 1.3 As an organisation we will also benefit from the recognition and gratitude of the community or charitable organisations our employees have volunteered for.
- 1.4 ESV is recognised in the Council's Organisational Development Strategy as an effective method of developing the workforce and improving the organisations CSR.

## **2. Introduction and background**

- 2.1 The Communities Selby team recognised ESV as an opportunity support and sustain the community and voluntary sector, helping people to help themselves, as expressed in the Corporate Plan. It also presents the opportunity to develop the skills of our workforce, and help the Council achieve its CSR. As a result Communities Selby led the development of a Pilot ESV scheme for the district.
- 2.2 Supported by Selby District Local Strategic Partnership (LSP) and securing funding from the Regional Improvement and Efficiency Partnership (RIEP); a pilot ESV scheme included employees from Drax Power, Access Selby and the Core, as the 'clients'. Selby District Association of Voluntary Services (AVS) acted as the 'broker' for the ESV, identifying and matching the voluntary placements then managing the process.

## **3. The Report**

- 3.1 The Council's Organisational Development Strategy, which was adopted in 2011, recognised the potential ESV could have as part of a wider approach to organisational development and delivering on its Corporate Social Responsibility.
- 3.2 ESV is fast becoming a key component of organisations' employee development 'toolkit', business improvement plans and corporate social responsibility a cross the public and private sectors, ESV is providing employers with the ability to:
  - Attract, develop and retain staff;
  - Develop a greater understanding of customers and communities leading to tangible improvements in business performance.

- Promote a positive image of the organisation amongst local communities, customers and its wider stakeholder environment; and
  - Deliver visible activity as part of a wider corporate social responsibility strategy.
- 3.3 The Communities Selby Team developed the pilot programme working with Drax Power and AVS, and was able to secure external funding through the Regional Improvement and Efficiency Partnership (RIEP). The RIEP funding allowed an independent 'local improvement advisor' with experience of ESV to advise on the setting up of the pilot and then evaluate it. 'Really Corporate Leadership and Management' were commissioned by Communities Selby to carry out the work. Their evaluation was presented to the LSP in October 2012; the full evaluation report is set out at Appendix 1.
- 3.4 The Evaluation explains the process of the pilot and the outcomes from the pilot. Overall, the results were encouraging. The individual volunteers or 'Learners' enjoyed and valued the quality of the experience, utilising existing skills to benefit others whilst gaining a different perspective to the value of the skills they have and how they can be used.
- 3.5 Voluntary organisations were able to increase their reach and understanding, each partner built a greater awareness of the others working cultures and their impact on communities and customers. People and organisations, who would not normally work together, were brought together through the ESV benefiting the individuals and the organisations across the three sectors involved in the pilot. *(A short video will be played at Exec Briefing that captures people's experiences and the organisational benefits)*
- 3.6 Based on the success outlined in the evaluation, combined with the benefits highlighted, AVS has developed a business model. AVS intension is to expand the scheme to include other public sector organisations and district-based businesses. Appendices 2 and 3 set out the charges, the process and the benefit of buying-in to AVS's new venture that will help secure the future of the Selby District Volunteer Centre and the community and voluntary organisations it supports.

#### **4. How ESV will benefit the Council**

- 4.1 Investing in ESV provides tangible benefits to the Council as part of our wider approach to employee development.
- 4.2 The employees get to interact with different people and organisations that will benefit from their input. With specific outcomes identified by the line manager, employees will be matched to charitable organisations or community projects,

potentially CEF based, that will help develop the individual. It will help employees think how they can use their skills more creatively or help them develop management skills and leadership.

- 4.3 AVS, using the pilot evaluation, have had the scheme assessed by the Institute of Leadership and Management (ILM). Anyone completing a volunteering placement will receive an ILM accreditation in addition to the practical experience and learning gained.
- 4.4 ESV can help the Council fulfil its CSR by directly providing Council employee time, skills, knowledge and experience to support a variety of voluntary organisations / community projects within Selby district. This helps deliver community owned initiatives that in-turn has a positive influence on peoples perception and reputation of the Council and the people it employs.
- 4.5 It also helps to implement the Council's Corporate Plan, by helping people to help themselves, increasing capacity in community and charitable organisations, helping them grow and become more sustainable. It turn this may also assist in delivering the future Programme for Growth.

## **5. How will an ESV scheme operate?**

- 5.1 If supported by the Executive, the ESV scheme will operate similar to the current Yorkshire Accord mentoring scheme the Council is a member of.
- 5.2 The scheme will require both HR and line management involvement. Line managers will need to ensure they are able to release the staff member, outline the benefit they wish to see come from the experience for the individual and the Organisation.
- 5.3 Human Resources (HR) will need to collate the application forms and ensure they have been completed correctly. HR may also want to be involved in the matching process, however, this is not essential, as it is the responsibility of the broker, in this case AVS.
- 5.4 The amount of time allotted by the employer/line manager will be at their discretion but within the time currently allowed for employee training so as not to increase the cost to the Council. The pilot ran for a period of three months, with each individual being allowed 10 hours of volunteering. It is recommended that for an individual it should not be less than this in order to ensure maximum benefit to both parties. Ideally, those selected should be allowed to complete a six month (20 hours) or twelve month (40 hours) placement.
- 5.5 For a team activity the time commitment will be for a half or a full day. The team's management would need to specify to the broker

what the expected benefit / outcome was for the team, matched with the benefit for the charitable organisation / community project.

- 5.6 The time commitment to ESV will be created through 'Banked' training hours. For example, in the case of the individual allowed to volunteer for six months, they would carry out their normal duties during training hour for twenty weeks. The arrangement would be the same for a team. The direct cost paid to the Broker is explained below, also see Appendix 2.

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

### 6.1 Legal Issues

There are no legal issues associated with this report

### 6.2 Financial Issues

Investing in ESV will have a direct cost to the Council, although this will be absorbed within the existing training budget. The inclusion of ESV will require reprioritisation of the current training and development programme. The costs are per placement and outlined in the table below is an illustration of the anticipated initial investment:

Placement type	Length of placement	No. of placements	Unit Cost £	Total Cost
Individual Learning	12 months	15	£199.00	£2,985.00
Community Challenge	2 x 1 day	2 x 8	£900.00	£1,800.00
<b>TOTAL</b>				<b>£4,785.00</b>

## 7. Conclusion

- 7.1 ESV provides the Core and Access Selby with an opportunity to widen workforce development whilst enhancing organisational profile and reputation. It helps to deliver the Organisational Development Strategy, the Corporate Plan and can assist delivery of the future Programme for Growth.

- 7.2 Finally, investing in this particular scheme helps Selby District Volunteer Centre to be a more sustainable social enterprise.

## 8. Background Documents

None

**9. Appendices:**

- Appendix 1 The Pilot Evaluation
- Appendix 2 AVS's, ESV Overview and Charges
- Appendix 3 AVS's, ESV Scheme Structure

**10. Contact Details**

Drew Fussey  
Development Manager (communities)  
Selby District Council  
[dfussey@selby.gov.uk](mailto:dfussey@selby.gov.uk)  
01757292151



# Employer Sponsored Volunteering

## Selby District Pilot Evaluation



### 1. Introduction

Really Corporate Leadership and Management were commissioned by Selby District Council (SDC) working together with Drax Power, to support the development of Employer Sponsored Volunteering (ESV). Having worked with other organisations implementing ESV, the task was to use best practice to develop the pilot with a view to future sustainability dependent on the results of evaluation.

Employer Sponsored Volunteering (ESV) is fast becoming a key component of organisation's corporate social responsibility and business improvements plans. Across public and private sectors, ESV is providing employers with the ability to:

- Attract, develop and retain staff
- Promote a positive image of the organisation amongst local communities, customers and its wider stakeholder environment
- Deliver visible activity as part of a wider corporate social responsibility strategy and
- Develop a greater understanding of customers and communities leading to tangible improvements in business performance.

SDC and Drax Power have piloted ESV working with Selby District Volunteer Centre (AVS).

An evaluation was undertaken using an on line survey. In addition, an event for partners and participants was held at the end of the pilot.

The conversations at the event were structured and the responses provide further indication of what worked, what didn't and the shape of any future ESV model.

### 2. What is the rationale for ESV?

Employer Sponsored Volunteering (ESV) is the term used to describe all forms of volunteering carried out by employees who are supported by their employers. ESV is usually a key part of corporate social responsibility strategies and provides a visible demonstration of an organisation's ethos.

SDC, Drax Power and AVS formed a partnership to pilot the ESV programme, with SDC and Drax acting as "clients" providing volunteers, AVS acting as a "broker" securing volunteering opportunities and managing the process.

This is an innovative partnership between three very different organisations. The “clients” wanted to test ESV as a method of providing staff and team development, offering staff new skills at a time of shrinking resources.

In difficult economic times training budgets are often the first to go and as austerity bites it becomes more difficult to reward staff. Partners bought into the ESV “business case”, ESV can offer another dimension to staff development, widening the range of skills and competencies, encouraging new thinking, creativity and innovation. Both individual placements and a team event were piloted to test ESV as a vehicle for leadership challenge.

Volunteering in communities is an essential part of life for many, but it is relatively recently that businesses and employer organisations have understood the value of allowing staff to volunteer, both to the organisation and the individual. For voluntary organisations in the pilot, the chance to use a new and different group of volunteers keen to learn new skills and offer their own skills to build capacity, led to a win win.

This pilot has resulted in a range of learning that can be developed and taken forward into a sustainable ESV business model in which AVS manages the social business, developing a range of clients that use ESV for cost effective staff and team development.

### **3. How the pilot worked**

Each client selected three staff volunteers. For the Council, members of staff were approached and asked to take part in the pilot. Drax carried out a limited promotion of the scheme.

Everyone who applied had to go through a rigorous application process. In addition, both organisations invited areas of their business to complete the team volunteering event.

For the individual’s volunteering, the Council allowed staff ten hours of volunteering time, whilst Drax permitted up to twenty. Consideration needed to be given by managers and staff to workloads and timing of release with permissions being sought as part of the application process.

AVS researched and secured a variety of placements, from work outdoors, to working with disaffected young people and those with dementia.

At an introductory session, prospective volunteers had the chance to meet one another, hear about the pilot and self-select from the available opportunities.

Although some worked voluntarily in their spare time, others had not and were keen to learn new skills and increase their confidence as well as “put something back”.

Prior to formalised processes being put in place (health and safety checks, CRB), a steering group was set up with key partners to plan roles and responsibilities, a detailed project plan and ongoing support for the volunteers.

Costs were to be logged to try to ascertain a unit cost per volunteer, and each partner was asked to note time spent on the programme as well as management support time, individual time and administration time.

The pilot ran from March to September. The evaluation survey was carried out to capture the views of managers, staff volunteers, the clients and the broker and the voluntary sector placements, the structured conversations at the final event providing additional information.

#### **4. Findings**

Overall the results were encouraging. The staff volunteers have both enjoyed and valued the quality of experience. Voluntary organisations have increased their reach, particularly in the private sector. Each partner has a greater understanding of the other and their impact on communities and customers. People and organisations who would not have worked together have brought a different nuance to the pilot.

One of the elements key to the pilot was that staff and managers understood volunteering to be about learning how to do things differently and transferring this to their role or their team. To be able to do this effectively, they were asked to meet with staff to discuss expectations and aspirations ahead of their placement. Staff were to be asked to think strategically about their goals and what they wanted to achieve as this was to be part of their development. At the end of the placement managers would be asked to discuss learning with staff. The aim of this was to gain understanding of the value of the client's investment to the organisation.

In most cases this has not as yet happened. What has been learnt is that with effective management ESV can be valuable to all parties providing a range of skills and sometimes challenging experiences that can help staff to think and ultimately work differently.

#### **5. What worked/what less well?**

- **The structure:** AVS in their role as broker provided the “glue”, from researching and securing placements, to carrying out checks, acting as bridge between the voluntary sector and the clients, arranging meetings for placing staff and checking everything worked during the placement.
- This was the most complex role: the voluntary sector is complex, is delivering under often difficult circumstances and more used to volunteers who have “time on their hands” rather than being part of a structured scheme that is tasked with producing outcomes.

- It made AVS's job difficult, never the less the survey and structured session has confirmed that a roll out will require tighter information (already underway), inductions and a more detailed understanding by the sector of what is expected of them.
- Brokering placements took longer than anticipated, this was due to some organisations not having prioritised the pilot which made the role for AVS time consuming and challenging.
- The evaluation found that, the voluntary sector is keen to have access to volunteers able to transfer their skills and help build capacity. There is an opportunity to contribute to some organisations making them more businesslike through EVS.
- **The staff volunteers** - this element of the pilot worked well. The volunteer's goodwill and enthusiasm shone through from the survey and the event. Confidence increased and new skills and experiences and stories which could strengthen their work roles.
- Overall they felt communication needed sharpening. Looking ahead this means setting goals to make their experience more outcome focused. They also suggested an exit interview to capture learning.
- **The clients** - this was a pilot where the 3 sectors had not previously worked together. This in itself is valuable learning to understand the different cultures, strengths and needs.
- The clients felt the pilot has worked well. Drax have expressed a desire to buy into in a rollout. There was clear demonstration of the investment being worthwhile through feedback from the individual volunteers and, from the team event
- Links to communities and the resulting better understanding of customer needs and local issues was cited as valuable, enhancing business profiles and broadening staff horizons.
- For voluntary organisations an extra potential pool of volunteers, a chance to make new and different contacts and being part of a new programme which helps their organisations was cited as invaluable. Trading knowledge and skills was important but there was recognition of the need to have a greater understanding of what is required of them in a future roll out.
- Managers cited the need in future to involve and brief middle managers more effectively. They didn't always see the benefit and needed reassurance to release staff.

Yet when they did, they were pleased with the outcomes; staff seeing the “bigger picture”, more self aware, with a better understanding of clients/customers, stretching boundaries

- When asked how they would “sell” ESV to reluctant managers they said, “tie it in with learning and development”.

## **5. What next?**

AVS has been successful in accessing funds to further development post pilot. The learning from the survey and the event for partners is being used to develop a business plan. This will be fully commercial, it will detail a chargeable but cost effective demand led service to employer organisations in Selby. Based on the positivity of the pilot and the appetite of partners to continue and grow ESV, AVS has an opportunity to develop a social business providing an alternative to traditional individual staff and team development.

A unique selling point adding value to the service will be an Institute of Learning and Development Award (ILM) in ESV. This will provide an extra incentive for organisations to release staff and allow them to gain an award.

## **6. Recommendations**

The results of the survey and event have shown that ESV can work well. Key areas to be implemented in a roll out/new social business will ensure:

- Briefings and contracts for all parties to clarify expectations.
- Marketing plan to recruit a range of clients.
- Business plan with achievable targets.
- Resources are acquired through charging clients or securing funding. to ensure the business is commercially viable as a social enterprise.

## **7. Finally**

The evaluation has shown that the pilot has been successful in introducing the concept of ESV to partners in Selby. The challenge now is to develop a sustainable business model which offers ESV as a viable alternative to tradition forms of staff and team development.

# Employer Sponsored Volunteering (ESV)

## Learning through Community Engagement

An Institute of Leadership and Management Development Award Programme

### Overview

This is a 3 part programme structured to enable ESV employees to gain practical knowledge and experience of the value of volunteering.

The programme combines practical application with a reflective learning approach with all participants completing a series of tasks and exercises. Together this ensures that ESV becomes an effective tool integral to individual personal development. In addition it will enable ESV employees to plan how their learning can be applied in their work environment.

For individual employees successful completion of the training programme will lead to an ILM Development Award.

### Outcomes

By participating in the ESV scheme and learning programme employees will have:

- gained an insight and understanding into how the voluntary and community sector works, its role and impact
- practically engaged with staff and service users of voluntary and community organisations
- explored the benefits of the ESV Scheme within Selby District
- explored the benefits of partnership working with the voluntary and community sector
- developed a personal action plan which captures the learning from the ESV experience and links it directly to personal development

### Learning Covered

#### Induction

- The changing business environment
- Skills and behaviours required by Managers, team leaders and professionals
- The reasons for having a ESV scheme and the difference it can make
- Utilising learning in the work environment
- Health and safety
- Introduction to the Voluntary and Community Sector
- ILM resources and support
- ESV contract, what is expected by the programme, fears and aspirations, support available to maximise learning

#### Practical on site learning placement

- Engaging with the Voluntary Sector, understanding and using different forms of engagement
- Partnership impact – how to see the needs of potential new customers, or partners, how to gain greater understanding of different individuals and groups and how to develop plans and strategies to use this insight for more “fit for purpose” products or services.
- Exploring how personal relationships can develop greater understanding between organisations and sectors
- Reflective learning and developing personal development plans
- Understanding diversity, inclusive working and how this can be applied in your own workplace
- Working differently – managing myself and managing others using new and different skills
- Leading change, how as an individual you can affect change
- Networking, sharing learning and useful practice

## Style and Approach

Development Awards do not carry examinations, ESV employees are required to complete the training and practical assignments which will be carried out during the volunteering and take the form of reflective learning (using a reflective log).

Each person will produce an individual action plan to implement, based on their reflective log. This will be used in the workplace to assist and develop change, new ways of working, more inclusivity and creating greater value through more product and services closer to what the customer either wants or needs.

Learning will include a variety of interactive exercises, presentations and information sheets creating a culture where delegates will feel comfortable to share learning and experience.

Selby District AVS will manage the ESV scheme including the induction training. As the approved ILM centre, Really Corporate will ensure Quality Assurance and compliance with ILM requirements for the Award.

## Charges

For individual employees

Time period of activity and brokerage support	Cost per person without ILM qualification	Cost per person with ILM qualification
3 months	£100	£159
6 months	£125	£184
12 months	£140	£199

This is broken down as follows;

£49 for ILM accreditation and free membership for 6 months

£10 for accreditation processing and accessing by Really Corporate

The remaining amount pays for the brokerage service, induction training and processing of all forms

For a Community Challenge (no ILM accreditation)

Number of team members	Cost
Up to 4 employees	£500
Each additional staff member	£100

The cost pays for the brokerage service, induction training, processing of all forms, supporting the Community Challenge Team Leader and carrying out community challenge site visits

## Learner Process

Individual learner

- Complete an ESV Volunteer Registration Form emailed to the Volunteer Centre
- ESV options emailed and the dates for induction training
- ESV volunteer decides which activity they would like to do and are booked by the Volunteer Centre
- Invoice issued to the Employer
- Community organisation briefing sent to the ESV volunteer and their information is sent to the Community Organisation
- Attend an ESV induction training session
- Carry out ESV activity

- Complete evaluation and paperwork for ILM accreditation

### Community Challenge Learner

- Staff team need to decide who will act as the Community Challenge team leader
- Complete a Community Challenge Team Leader Registration Form emailed to the Volunteer Centre along with individual ESV volunteer registration forms
- ESV options emailed and the dates for induction training
- Team Leader decides which activity they would like to do and are booked by the Volunteer Centre
- Invoice issued to the Employer
- Site visit arranged by the Volunteer Centre for the Team Leader
- Community organisation briefing sent to the Team Leader and their information is sent to the Community Organisation
- At site visit the Team Leader completes site visit checklist, risk assessment and Team briefing note.
- All Community Challenge members attend an ESV induction training session
- Carry out ESV activity

### Promotion of the ESV scheme

The Selby District AVS website will have dedicated pages to the ESV scheme. This will include;

- ESV logo
- All forms and evaluation
- Examples of key activities
- Business partners logos
- Link to youtube film

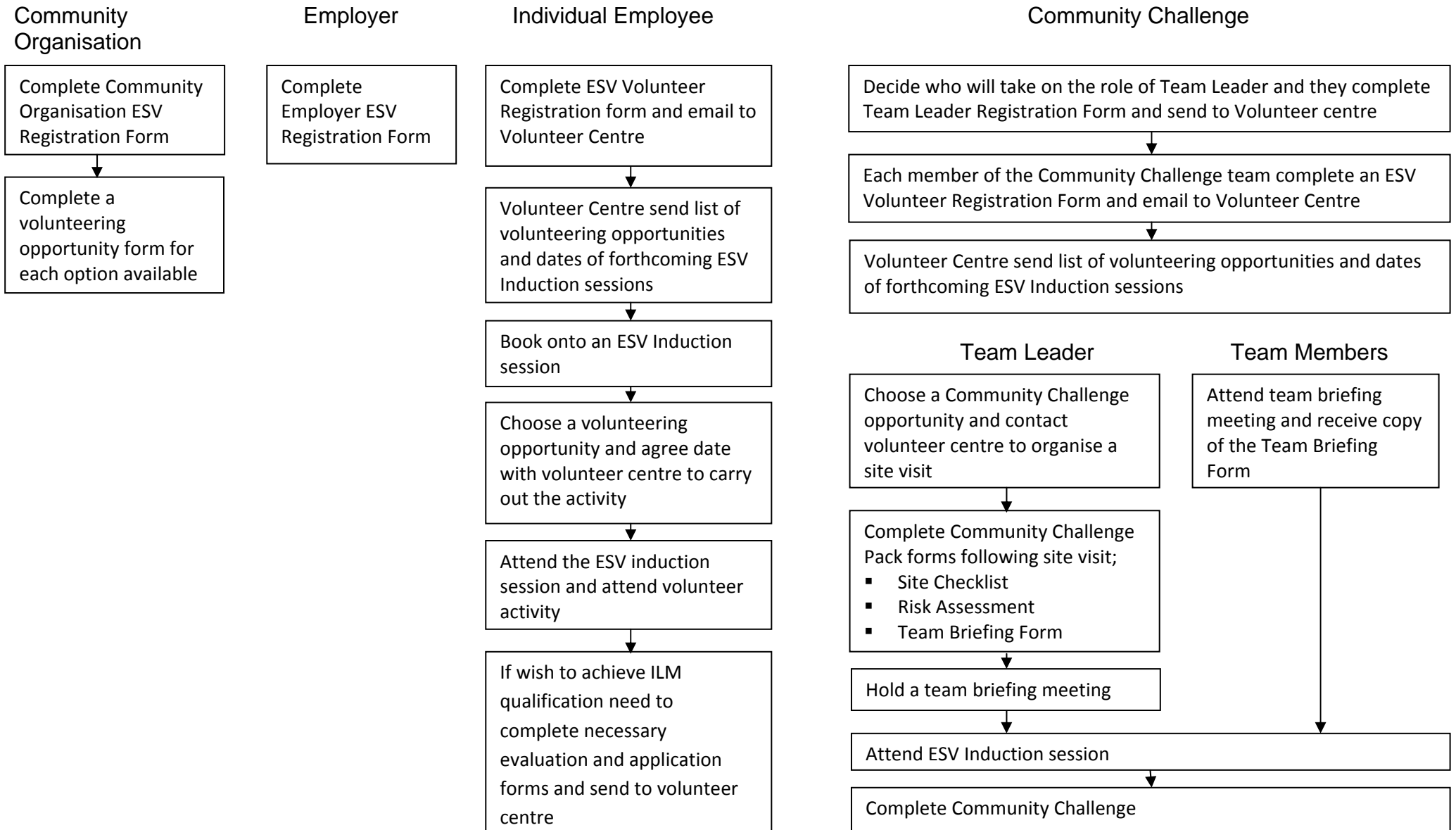
In addition a promotional leaflet will be produced.

### Evaluation

- Specific evaluation form for voluntary organisation
- Specific evaluation for the Employer – less frequent
- Evaluation for each ESV volunteer to complete
- Impact report for ESV – every 6 months



Selby District AVS ESV Scheme Structure



# Selby District Council

## REPORT

Reference: E/12/52

Item 6 - Public



**To:** The Executive  
**Date:** 3 January 2013  
**Status:** Non-Key Decision  
**Report Published:** 21 December 2012  
**Author:** Rose Norris  
**Executive Member:** Cllr Chris Metcalfe  
**Lead Director:** Rose Norris

**Title:** Land at St Joseph's Street, Tadcaster

### Summary:

As part of the work on 'Tackling the Tough Stuff' a project board was set up in March 2012 to take forward the work to unlock the potential of Tadcaster. The project board has identified council-owned land at St Joseph's Street as having the potential to provide affordable housing and seeks agreement from the Executive that the council applies for planning permission for the development of the site.

### Recommendation:

**To agree that the council applies for planning permission for the development of the site.**

### Reasons for recommendation

The council has prioritised work to unlock the potential of Tadcaster as part of 'Tackling the Tough Stuff', one of the Five Big Things in the Corporate Plan 2011-15. Since then, both the provision of housing and improving the environment of our town centres have been identified as major work streams in the council's Programme for Growth.

#### 1. Introduction and background

**1.1** As part of the work on 'Tackling the Tough Stuff' a project board, chaired by Cllr Chris Metcalfe, was set up in March 2012 to take

forward the work to unlock the potential of Tadcaster. The project board has recognised the importance of engaging with the Tadcaster and Villages Community Engagement Forum (CEF) on this work and a member of the CEF Partnership Board sits on the project board.

- 1.2 The objectives of the Tadcaster Tough Stuff project are to improve the image, vitality and viability of the town through improved land use in the town, more focused street scene services and a reinvigorated culture offer. The project is working towards achieving these objectives through three separate, but linked, work streams: land use; street scene and the environment; and leisure and culture.

## **2. The Report**

- 2.1 The Tadcaster Tough Stuff project land use work stream has been reviewing residential, retail and other premises, as well as vacant lots, owned by the council, other public sector bodies, community groups and other owners to plan how assets in the town can be brought into use, bringing maximum benefit to the town and from the council's perspective, increasing the return on our assets for the benefit of the whole district.

- 2.2 Land at St Joseph's Street, owned by the council but surplus to operational requirements, has been identified as a potential development site where up to three houses could be accommodated. In the council's Programme for Growth a key priority is the establishment of a charitable housing trust to provide affordable homes across the district. Should the council decide to establish a housing trust, the St Joseph's Street proposal could form an early part of the work of the new trust.

- 2.3 The Tadcaster Tough Stuff Project Board is keen that swift progress is made on bringing this site back into use for the benefit of the community, in order to provide affordable housing adjacent to the town centre and to improve the 'look and feel' of the environment of the town. The proposal has the support of the Tadcaster and Villages CEF as it would help deliver on a number of objectives in the Tadcaster and Villages Community Development Plan 2012-2015.

- 2.4 The report is therefore seeking agreement from the Executive that the council applies for planning permission for the development of the site. At this stage approval is not being sought for funding to build – a subsequent business case will be developed with recommendations on how building could be achieved and funded and how the dwellings could be managed into the future.

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

### **3.1 Legal Issues**

Searches have been undertaken to confirm the council's ownership of the site.

### **3.2 Financial Issues**

The indicative cost for the design / architecture and planning, including attending Planning Committee is £ 5,200.00 + VAT.

The potential costs associated with all the necessary reports such as; ecology, flood risk, archaeology, contaminated land, etc are estimated to be up to £7,300.00 +VAT

Those commissioned will work closely with the lead officer throughout the process.

This will be funded from the £15,000 budget allocated to 'Tackling the Tough Stuff' in Tadcaster, approved from the Commissioning Contingency.

### **4. Conclusion**

The council has prioritised work to unlock the potential of Tadcaster as part of 'Tackling the Tough Stuff', one of the Five Big Things in the Corporate Plan 2011-15. Since then, the provision of housing and improving the environment of our town centres have been identified as major work streams in the council's Programme for Growth. Should planning permission be granted, the potential development at St Joseph's Street would provide affordable homes adjacent to the town centre and help improve the 'look and feel' of the environment of the town.

### **5. Background Documents**

None

### **Contact Details**

Rose Norris, Executive Director, [rnorris@selby.gov.uk](mailto:rnorris@selby.gov.uk) – Tel 01757 292056

### **Appendices:**

*Appendix 1 – Site Map*



# Tadcaster - St Josephs Street - Car Park

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