

Selby District Council



Agenda

Meeting: **Executive**
Date: **4 July 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 June 2013. Pages 1 to 6 attached.

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. 2012/13 Final Accounts Outturn Report – Key Decision

Report E/13/7 provides the Executive with details on financial results and budget exceptions to March 2013. Pages 7 to 28 attached

5. North Yorkshire Procurement Partnership

Report E/13/8 asks the Executive to approve the North Yorkshire Procurement Partnership for a further term. Pages 29 to 86 attached

6. Programme for Growth – Housing Development Strategy – Key Decision

Report E/13/9 provides the Executive with details on the proposed Development Strategy. Pages 87 to 116 attached.

7. 2013/14 Performance Update

Report E/13/10 seeks agreement from the Executive on Access Selby's key performance indicators. Pages 117 to 126 attached.

8. Annual Report 2012/13

Report E/13/11 asks the Executive to approve Selby District Councils Annual Report 2012/13. Pages 127 to 147 attached.

9. Leisure Contract Annual Review April 2012 – March 2013

Report E/13/12 provides the Executive with details of the third formal review of the Leisure Contract with Wigan Leisure and Culture Trust. Pages 148 to 218 attached.

**M Connor
Chief Executive**

Dates of next meetings
18 July 2013 Executive Briefing
5 September 2013 Executive

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

Selby District Council



Minutes

Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	6 June 2013
Present:	Councillor M Crane (Chair), Mrs G Ivey, C Lunn and C Metcalfe
Officers present:	Deputy Chief Executive, Director of Community Services, Director of Business Services, Executive Director S151, Policy Officer, Temporary Solicitor and Democratic Services Manager.
Also Present:	Councillor C Pearson and Nicole Harrison (Arup).
Public:	0
Press:	0

NOTE: Only minute numbers 4 and 6 to 10 and are subject to call-in arrangements. The deadline for call-in is 5pm on 18 June 2013. Decisions not called in may be implemented on 19 June 2013.

1. Apologies for Absence

Apologies were received from Councillor J Mackman.

2. Minutes

The minutes of the meeting on 9 May 2013 were submitted and agreed as a correct record and signed by the Chair.

3. Disclosure of Interest

None were received.

4. Start Time of Meetings

Resolved:

To approve 4 pm as the start time for meetings of the Executive for the 2013/14 municipal year.

5. Selby Affordable Housing Supplementary Planning Document – Key Decision

Councillor Ivey presented the report on the Affordable Housing Supplementary Planning Document (AHSPD). The Document would support policy implementation by informing negotiations on schemes to deliver a proportion of affordable housing on all market housing sites following the adoption of the Core Strategy.

Councillor Ivey explained that Ove Arup & Partners (Arup) were appointed by the Council to lead on the AHSPD. A small working group which included Councillors Ivey and Musgrave was established to discuss issues arising from the AHSPD and to provide a steer.

Councillor Ivey raised a number of points on behalf of Councillor Mackman and the Executive asked officers to make minor amendments to improve the clarity of the document.

Nicole Harrison from Arup responded to questions from the Executive regarding Policy CP5 Affordable Housing and to an issue raised by the Deputy Chief Executive in relation to the criteria for the use of commuted sums for residential schemes of 10 dwellings or more.

Resolved:

- i. To note the work to date on the production of an AHSPD.**
- ii. To approve the draft document for consultation in June-August.**

Reason for the decision:

To progress the statutory procedures for approval of the AHSPD in order to assist in the implementation of the Council's policies in the Core Strategy for delivery of affordable housing to meet identified need in the District. This will ensure the SPD is in place to allow the Core Strategy to be fully implemented upon adoption which is envisaged for October 2013.

6. North Yorkshire Choice Based Lettings (Allocations Policy) Review – Key Decision

Councillor Ivey presented the report on the revised Choice Based Letting scheme which had been agreed by the North Yorkshire Choice Based Lettings Project Group.

Councillor Ivey stated that the Scheme had been introduced in June 2011 and had recently been reviewed. She outlined the main changes to the scheme including the additional support for armed forces personnel.

Resolved:

To approve the revised Home Choice Allocations scheme.

Reason for the decision:

The proposed changes to the joint Choice Based Lettings (CBL) policy have been agreed following a process of detailed negotiation between the partners, many of whom have differing priorities and local issues. A compromise solution has inevitably been agreed in respect of certain issues, but partners need to individually sign up to the revised policy in order to remain in the partnership.

7. Treasury Management Annual Review 2012/13 – Key Decision

Councillor Lunn presented the report which reviewed the Council's borrowing and investment activity for the financial year to 31st March 2013 and presented performance against the Prudential Indicators.

Councillor Lunn stated that treasury management returns for the last financial year had exceeded the target, with an average return of 1.3% against the benchmark of 1.25%.

Resolved:

- i. **To endorse the actions of officers on the Council's treasury activities for 2012/13;**
- ii. **To approve the report.**

Reason for the decision:

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

8. National Non – Domestic Rates (NNDR) – Discretionary Rate Relief Policy

Councillor Lunn presented the report which outlined the findings from the review of the Council's current NNDR policy undertaken by the Scrutiny Committee Task and Finish Group.

Councillor Lunn set out the proposed changes to the Council's NNDR policy. The new General NNDR Policy aimed to provide flexible criteria to allow each application to be considered on its own merits but with a clear

objective that any relief award must be able to demonstrate that it is in the interests of local tax payers.

As Chair of the Scrutiny Committee Task and Finish Group Councillor Pearson responded to questions from the Executive on the work the group had undertaken.

The Executive approved amendments to the recommendations regarding Existing Relief for Charitable Bodies and the process for considering new applications for General Relief.

The Executive Director S151 informed the Executive of the intention to earmark funding of £300k to cover the granting of relief from the surplus in the Council's accounts from 2012/13.

Resolved:

- i. To approve the draft National Non - Domestic Rates (NNDR) Discretionary Rate Relief Policy including the following key changes;**
 - **The implementation of a monetary cap on the level awarded per property per annum on all existing types of relief.**
 - **Award 20% relief to charitable bodies, but only where there is significant evidence that the charitable activities provide a significant benefit to local residents.**
 - **The introduction of an end date for all awards granted (allowing recipients to reapply).**
 - **The introduction of a cut off date for the submission of all applications except those in respect of general rate relief and hardship.**
 - **The granting of awards against the available budget.**
 - **The introduction of a general rate relief, linked to attracting new organisations to the District, encouraging expansion and creating employment opportunities for Selby District Residents.**
- ii. To agree that the Executive considers applications for the new general relief.**
- iii. To approve the introduction of a cap on the budget set aside to support the new general relief - initially at £300k subject to sufficient surpluses in 2012/13.**

iv. To approve the introduction of a cap for individual awards in respect of new general relief.

Reason for the decision:

- i. To put in place a robust policy framework to ensure that decisions regarding the award of discretionary rate relief are taken in a fair, consistent and transparent manner giving due consideration to the interests of local tax payers.
- ii. To safeguard the interests of the local tax payer by ensuring that funds that are allocated for the award of relief are used in the most effective and economic way.
- iii. To promote growth and retention in the District, in particular employment opportunities for District residents.
- iv. To generate contingencies to allow for a future increase in applications, including future proofing the policy to avoid potentially costly awards.

9. 43 Kirkgate, Tadcaster

Councillor Metcalfe presented the findings of the project board, which was set up as part of the work 'Tackling the Tough Stuff', to unlock the potential of Tadcaster. The Board identified the former council office at 43 Kirkgate had the potential to provide a combination of retail space and affordable housing and sought agreement from the Executive that the Council applies for planning permission for change of use of the building.

Councillor Metcalfe informed the Executive that the Tadcaster Community Engagement Forum was strongly in support of the report.

Resolved:

- i. To agree that the Council applies for planning permission for change of use of the building;**
- ii. To agree the costs of £3,540 associated with the planning application are funded through the Programme for Growth.**

Reason for the decision:

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, retail, the provision of housing and improving the environment of our town centres have all been identified as major work streams in the council's Programme for Growth.

10. Section 237 Powers

Councillor Crane presented the report which set out the powers available under Section 237 of the Town and Country Planning Act 1990 to facilitate the development of important sites.

Resolved:

- i. To note the potential for use of S237 powers to facilitate development**
- ii. To use this power to facilitate development in appropriate circumstances**

Reason for the decision:

To facilitate the development of important sites.

The meeting closed at 4.52pm

Selby District Council

REPORT

Reference: E/13/7

Public - Item 4



To: The Executive
Date: 4 July 2013
Status: Key Decision
Report Published: 26 June 2013
Author: Jodie Taylor – Lead Officer Finance
Executive Member: Councillor C Lunn – Lead Member for finance & Resources
Lead Officer: Karen Iveson – Executive Director (and S151)

Title: Financial Results and Budget Exceptions Report to 31 March 2013

Summary:

The Council's year end results for 2012/13 show a surplus of £888k on the General Fund and £129k on the Housing Revenue Account. There has been good progress with savings which have exceeded target. Capital Programme has seen some slippage; however plans are in place to complete this work in 2013/14.

Recommendations:

It is recommended that:

- i) The funds set out in Appendix D (£927k Revenue and £1.591m Capital) be carried forward from 2012/13 to 2013/14.
- ii) The £527k Core and Communities Selby General Fund surplus be transferred, £300k to 'Discretionary Rate Relief Reserve' and the remaining £227k to Programme for Growth.
- iii) The £361k Access Selby General Fund surplus be transferred, £250k to earmarked 'NYCC Collaboration Project Reserve' and the remaining £111k to 'Access Selby Reserve'.

- iv) **The £129k HRA surplus be transferred, £131k surplus to ‘HRA Balances (Access Selby)’ and £2k deficit to ‘HRA Balances (Core)’.**

Reasons for recommendations

To allow projects and initiatives not completed in year to be rolled over to the following year and to make adequate appropriations to reserves to support future spending priorities and risks.

1. The Report

- 1.1 Appendix A presents a summary of the financial position of the Council based upon income and expenditure to 31 March 2013. It identifies variances between budgets and actuals for the full year to 31 March 2013.
- 1.2 The full year outturns, after allowing for carry forwards, show a final surplus of £888k for General Fund and £129k for the Housing Revenue Account. A summary of the revenue carry forwards (£906k General Fund and £21k Housing Revenue Account) can be found in Appendix D.
- 1.3 The surplus generated through the HRA operation because of the ‘ring fence’ nature of the HRA must remain within that account. It is therefore proposed that the £129k surplus be transferred, (£131k) surplus to ‘HRA Balances (Access Selby)’ and £2k deficit to ‘HRA Balances (Core)’.
- 1.4 The Executive Director (s151) is proposing that the balance of the Core and Communities Selby General Fund surplus, £527k is transferred, £300k to an earmarked ‘discretionary rate relief reserve’ to support the proposed new policy, and the remaining £227k to be transferred to Programme for Growth in lieu of capital receipts not yet received.
- 1.5 Access Selby Board request that £250k of their reserve balance be earmarked for implementation costs for the NYCC collaboration project, and the remaining £111k be transferred to ‘Access Selby Reserve’.
- 1.6 The full year actual outturn position for the General Fund surplus of £888k of which Access Selby contributed £361k is analysed in the table below.

General Fund	Budget £000's	Actual £000's	Outturn variance £000's
Core 4,299		3,822	(477)
Access Selby	5,963	5,602	(361)
Communities Selby	411	361	(50)
10,673		9,785	(888)

- 1.7 The full year actual outturn position of the Housing Revenue Account is analysed in the table below:

HRA Budget	£000's	Actual £000's	Outturn variance £000's
Core	3,980	3,982	2
Access Selby	(3,980)	(4,111)	(131)
Communities Selby	0	0	0
	0	(129)	(129)

- 1.8 At the end of the previous quarter, the General Fund was forecasting an overall surplus of £433k and the HRA a deficit of £17k (of which Access Selby was contributing surpluses of £86k on the General Fund and £20k on the HRA). The main areas of movement being additional grants that were not budgeted on the General Fund, and increased recharges to non dwelling properties on the HRA.

Capital

- 1.9 There are several capital budget exceptions for 2012/13, the details of which are set out in Appendix B. Factors such as legal issues have caused slippage on the General Fund and the HRA has seen slippage mainly due to tenant choice on heating systems. It is recommended that the Executive approve carry forward budget requests of £676k General Fund and £915k Housing Revenue Account.

Savings

- 1.10 Appendix C presents an update on progress against the Council's savings action plan for the General Fund and HRA.
- 1.11 Overall progress on savings is positive for 2012/13, with General Fund savings of £3.064m (£373k Core & Communities Selby and £2.691m Access Selby) exceeding target by £252k. HRA (Access Selby) has achieved savings of £556k, exceeding target by £196k.

2. Legal/Financial Controls and other Policy matters

2.1 Legal Issues

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

2.2 Financial Issues

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

3. Conclusion

Overall year end financial results are encouraging, and the surpluses generated this year provide some financial capacity to support the future spending plans.

Appendices:

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

Appendix B – General Fund and Housing Revenue Account Capital Programme.

Appendix C – General Fund and Housing Revenue Account Savings.

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

BUDGET EXCEPTIONS REPORT

April 2012 - March 2013

Core

General Fund Income

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
CEC Charges to the HRA	(262)	102	A review of the Core Management work plan has resulted in a reduction in the charge to the HRA
Investment Income	(165)	(111)	Increased forecast for investment income due to higher than estimated cash flows, in addition a return of 1.25% was anticipated on investments, but 1.30% was achieved.
Customer & Client Receipts	(7)	(120)	The Council received the final dividend payment from the liquidators of BCCI (£46k), (£28k) prior year Election Advances, (£32k) insurance receipt covering expenses relating to the Abbey Leisure Centre fire (see premises costs below) and £11k interest receivable from Tesco in relation to a late payment regarding the old Civic Centre site.
Collection Fund Surplus	(59)	19	Adjustment to estimated surplus on collection fund.
Other Government Grants	(1,000)	(206)	This is made up of Local Services Support Grant (LSSG) and other smaller New Burdens Grants.
Total Major Variance - General Fund Income		(316)	

Core

General Fund Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Employees	1,319	(31)	Savings of £42k have been achieved in Democratic Services by holding vacant posts. This is offset by an increase in Past Service pension contributions payable, which had not been factored into the 12/13 budget.
Premises	2	50	This deficit relates to NNDR charges for the remainder of the old Civic Centre site and £36k for costs associated with the Abbey Leisure Centre fire, this is offset by an insurance receipt mentioned above.
Supplies and Services	319	(72)	(£27k) saving to the GF on Audit Fees 12/13, following the transfer to Mazars. (£20k) Unspent Concessionary Fares accrual for Operator Claims, (£16k) unspent Members training carry forward and (£10k) Veritau Audit Partnership savings.
Budgeted Surplus		(106)	Savings achieved over and above budgeted target. Details can be found on savings schedule.
Total Major Variance - General Fund Expenditure		(159)	
Total Major Variance - General Fund Revenue		(475)	

**Access Selby
General Fund Income**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Government Grants**	(22,472)	86	Reduced council tax benefit £439k is offset by greater than expected Housing Benefit Admin (£87k), Rent Rebate (£125k) & Rent Allowance Subsidy (£142k).
Net CEC Charge to the HRA	(2,568)	(79)	This is an additional charge to the HRA for support service functions.
Customer & Client Receipts***	(3,387)	55	Increases in Supporting People income and Recycling Credits were offset by shortfall on Planning income, Land Charges, Commercial, Special & Clinical Waste.
Total Major Variance - General Fund Income		62	

**Access Selby
General Fund Expenditure**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Employees	5,500	(163)	Savings from vacancies, frozen posts and maternity leave are partially offset by external resources and temporary cover. There are also training and recruitment savings.
Premises	693	(27)	Several variances have created this saving including increased electricity costs at the Vivars, Maintenance savings on CCTV, Car Parks, Recreation Grounds, Leisure and Barlby CRD.
Transport	111	15	This is an overspend on car allowances.
Supplies & Services	5,932	(11)	Contracts Consultancy fees (£20k), Trade Waste Disposal Charges (£13k) Private Leasing Scheme (£10k) and Public Conveniences (£7k), recycling Contractors (£10k) offset by increased costs for CCTV £7k, Building Control £12k, Civic Centre £8k and Council Tax re-billing £26k.
Third Party Payments*	131	28	Shortfall due to contract adjustment relating to 11/12 Wigan Leisure contract savings following Abbey Fire, and a cancelled invoice to WLT from a previous year for a contribution towards an Inclusion Officer
Benefit Payments**	21,513	(143)	Rent allowance and rebates higher than expected driven by demand, Council Tax benefit is lower.
Support Services***	372	21	Supporting People increased recharge from the HRA, net nil impact on the GF but the increase is due to increases in private payers in customer & client receipts.
Contingency	49	(49)	This is the remaining balance of the contingency fund.
Surplus Budget		(92)	This is surplus budget resulting from savings and adjustments made across the Access Selby budget.
Total Major Variance - General Fund Expenditure		(421)	
Total Major Variance - General Fund Revenue		(359)	

* Reduced cost Leisure Service delivery offset by increased contract payment to the Core.

** Benefit payments are offset by benefit subsidy.

*** Additional Supporting People Grant (Government Grants) and Private Payer Income is recharged to the HRA through Support Services.

**Communities Selby
General Fund Income**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Transfers	(10)	10	Contributions to the Local Strategic Partnership (LSP) were not expected offset by reduced expenditure below.
Total Major Variance - General Fund Expenditure		10	

**Communities Selby
General Fund Expenditure**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Employee Costs	181	(45)	Saving on staffing costs following the transfer of administration of CEF's to AVS.
Supplies & Services	258	(13)	Savings of (£16k) were achieved on Miscellaneous grants and LSP costs (£10k) offset by contributions to AVS for CEF Management £17k and CEF support £3k.
Total Major Variance - General Fund Expenditure		(58)	
Total Major Variance - General Fund Revenue		(48)	

**Core
Housing Revenue Account Income**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Investment Income	(20)	(18)	Additional investment income due to increased HRA cash flow balances as a result of self financing.
Housing Rent	(11,226)	(96)	Rent has exceeded budget expectations. A contributing factor is the improved turn round of void properties.
Housing Subsidy	0	(14)	Final settlement of the HRA Subsidy resulting from the Audit of the final return
Total Major Variance - HRA Income		(128)	

**Core
Housing Revenue Account Expenditure**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Employees	178	14	Payments to NYCC pension fund for the back funding element of pension contributions is higher than expected as the budget was not increased in line with payments.
Net CEC Charge from the General Fund	262	(92)	Corporate recharges to the HRA were less than budgeted following a review of apportionments
Transfers to / from Reserves	2,447	158	The majority of this variance is due to additional transfers to the Major Repairs Reserve, to fund the capital Programme.
Revaluation of Assets		28	This is a transaction between the HRA and revaluation reserve, due accounting rules regarding the use of this reserve and asset valuations.
External Interest Payable	2,413	(44)	Savings were achieved on external interest payable on debt under self financing as interest rates were lower than anticipated.
Provision for Bad Debts	0	73	This is an increase in the provision for bad and doubtful debtors within the HRA following a review of the year end debtors.
Total Major Variance - HRA Expenditure		137	
Total Major Variance - HRA Revenue		9	

**Access Selby
Housing Revenue Account Income**

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Recharges	(392)	(68)	Non-dwelling properties/capital schemes/Supporting People recharges higher than expected through work on a number of capital projects and Warden Support private payers.
Total Major Variance - HRA Income		(68)	

Access Selby
Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Premises	825	(203)	Made up of various savings, the largest being; Electrical Testing (£20k), Fencing Repairs (£47k), Utility charges for Hostel and Community Centres (£38k) plus (£25k) for responsive repairs on these buildings, Grounds maintenance variation work (£25k) and responsive repairs on gutters, footpaths and pumping stations (£29k).
Supplies & Services	1,260	(138)	Made up of a number of savings, the largest being Energy Performance Certificates (£10k), Gas Audits (£15k), Tenant Participation (£15k), responsive painting works (£40k) General Fund Contributions for Pension and Audit costs (£14k), Resource Accounting (£12k), Direct Works Skips, Materials & Void works (£15k) and insurance savings (£12k).
Net CEC Charge from the General Fund	2,358	285	This is due to the realignment of costs between the General Fund and the HRA from a review of the apportionments.
Total Major Variance - HRA Expenditure		(56)	
Total Major Variance - HRA Revenue		(124)	

2012/13 Selby District Council Capital Programme

General Fund	Annual Budget	Year to date Actual	Year to date Variance	Carry Forward Request	Final Variance	Comments
Industrial Units - Road Adoption	25,000	0	-25,000	25,000	0	Funding was for work on 2 roads - 1 of which has now been adopted by NYCC due to work by Yorkshire Water. Work on the second road was expected to be completed early 2013 but negotiations continue as there are still legal issues to be resolved. This budget is required to be carried forward to 2013/14.
Financial Management System	17,930	10,439	-7,491		-7,491	Upgrade to Version 4.1 completed September. The balance is a saving as no further enhancements are required.
Selby Community Project	82,000	0	-82,000		-82,000	No further costs were anticipated for the project other than for payment of retention monies for which this budget relates. The actual retention of £140k was accrued to 2011/12 resulting in a £82k saving for the year.
ICT - Desktop Replacement Programme	25,000	28,681	3,681		3,681	Equipment purchased and is being rolled-out to sections, miscodings had been identified which created a small overspend on the budget, funded by the ICT reserve.
Tadcaster Central Area Redevelopment	258,440	7,749	-250,691	250,690	-1	This work in Tadcaster is currently held up by Judicial Review. The remaining budget needs to be carried forward to progress the works pending a favourable outcome.
Mast Relocation Project	147,190	1,980	-145,210	145,210	0	Further options are being considered in regard to the future of the mast and its location. This budget will be carried forward to 2013/14.
ICT - Capital Investment Projects	331,230	126,268	-204,962	204,960	-2	System upgrades & replacements within ICT Strategy - subject to business case - covers areas such as Legal / Customer Services / Corporate ICT such as e-mail & website. The ICT strategy has been approved and key projects established. Balance of funding will be carried forward to continue programme.
Leisure - Asset Management Plan	136,720	28,350	-108,370	20,500	-87,870	Costs associated with planned maintenance to leisure facilities. Saving for year due to fire at Abbey Leisure Centre halting works. The balance requested to be carried forward is for the lift repairs at Tadcaster Leisure Centre.
Abbey Leisure Centre - Fire Damage	600,000	599,792	-208		-208	Costs associated with setting up the new gym and dance studio as a result of the fire at Abbey Leisure Centre. Councils insurers paid £450k, Council funding the balance.
CCTV - Fibre Hub	85,000	55,000	-30,000	10,000	-20,000	Hub purchased and power connected and most cameras are now operational. The saving has been generated due to a more detailed site survey than originally included in the budget. £10k will be required to be carried forward to allow completion of decommissioning project.
Private Sector - Home Improvement Loans	42,500	19,352	-23,148	5,800	-17,348	13 loans completed in 2012/13 and have received £16,303 in repaid loans (5 loans). The carry forward request is Regional Housing Board funding and is ring-fenced to the PSH loans service.
Disabled Facilities Grants	350,000	288,518	-61,482		-61,482	44 DFGs completed in 2012/13. The saving against budget spend this year is due to revised NYCC Occupational Therapy working practices.
Energy Efficiency & Fuel Poverty	13,640	0	-13,640	13,640	0	As the funding is from the Regional Housing Board it will need to be carried forward into 2013/14. This funding could be utilised to support the cost of SDC Leeds City Region Green Deal Procurement scheme.
	2,114,650	1,166,128	-948,522	675,800	-272,722	

2012/13 Selby District Council Capital Programme

Housing Revenue Account	Annual Budget	Year to date Actual	Year to date Variance	Carry Forward Request	Final Variance	
Kitchen Replacements	398,090	281,100	-116,990	116,570	-420	Phases 1 to 3 are complete. Phase 4 commenced January consisting of 25 properties and will continue in to 2013/14. The remaining balance is required to be carried forward to support the programme.
Electrical Rewires	396,810	397,327	517		517	A larger than expected number of properties only required upgrades to consumer units rather than total rewires, this headroom was utilised to support rewires as part of the kitchen replacement programme and Airey Homes.
Airey Property Works	1,312,520	1,235,534	-76,986	76,980	-6	Phase 1 has now been completed. This saving is required to be carried forward to support phases 2 and 3 of the programme.
Airey Property Disabled Adaptation	30,000	30,000	0		0	This is an extension to an Airey Property, the work has now been completed.
Central Heating System Replacements	1,088,370	651,005	-437,365	437,360	-5	Programme of replacements commenced. Awaiting gas supply to properties to commence some works. E7 & solid fuel replacements are not being taken up by tenants who do not want the disturbance. These properties will still be left in programme to revisit or when it becomes vacant. The remaining balance will be carried forward to cover this.
Solid Fuel System Replacements	350,530	-952	-351,482	100,000	-251,482	Solid Fuel Servicing is 100% complete and fewer failures than anticipated have been identified generating a saving. The Capital programme will require refresh to allow for replacements in future years as there have been a number of refusals to convert heating from coal to gas etc. The costs incurred for the year were covered by CESP funding. The carry forward is required to revisit previous refusals.
Roof Replacements	1,016,710	1,017,284	574		574	Programme progressed well and is 100% complete for 2012/13.
Damp Works	360,000	359,681	-319		-319	Backlog of jobs completed, work continues to cover more responsive works.
External Cyclical Repairs (Painting & Windows)	142,000	104,002	-37,998	37,990	-8	Programme has commenced as part of a 6 year rolling programme combined with the external door replacement and window replacement programmes. Savings for the year are required to be carried forward to continue the programme.
External Door Replacements	143,500	45,982	-97,518	97,510	-8	Doors will be fitted when tenants return reply slips with their door choices.
Window Replacements	140,000	109,549	-30,451	30,450	-1	As External Cyclical Repairs.
Void Property Repairs	50,000	49,618	-382		-382	This work is responsive to the level of void properties and is dependent on each individual scenario as to the level of work required.
Fencing Programme	58,000	40,004	-17,997	17,990	-7	Additional funding was identified to carry out this work, a planned programme is being progressed to address a backlog of work. The remaining budget is to be carried forward to complete the work in 2013/14.
	5,486,530	4,320,134	-1,166,396	914,850	-251,546	
Total Capital Programme	7,601,180	5,486,261	-2,114,919	1,590,650	-524,269	

ACCESS SELBY
GENERAL FUND BASE BUDGET
SAVINGS/EFFICIENCIES ACTION PLAN 2012/13 -
2015/16
Updated March 2013

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

<u>Completed Savings</u>	Status	2012/13	2013/14	2014/15	2015/16	Progress
		£	£	£	£	
Inflation factor		0.020	0.020	0.020	0.020	
<u>Procurement Workstream</u>						
Change provider for telephone calls and rationalisation of telephone accounts	Green	18,780	20,480	20,530	20,530	Completed
CCTV	Green	12,200	32,950	32,950	32,950	Completed - The contract has now been awarded with a new service commencement on 1 July.
Partnering Back Office Support	Green	93,000	93,000	93,000	93,000	Completed
Pest Control Contract	Green	1,200	1,200	1,200	1,200	Completed
Recycling	Green	159,000	159,000	159,000	159,000	Completed
Green Waste - Gate fees and reduced mileage costs negotiated with Enterprise	Green	5,000	20,000	20,000	20,000	Completed
Contact Centre Electricity	Green	10,000	10,000	10,000	10,000	Completed
ICT - Server Virtualisation	Green	10,000	10,000	10,000	10,000	Completed
Gas Utilities Contract	Green	6,160	6,160	6,160	6,160	Completed
Change in printer / photocopier paper	Green	200	600	600	600	Completed
Change in Washroom Service contracts	Green	1,500	3,200	3,200	3,200	Completed

Citizen Link Printing	Green	800	800	800	800	Completed
Negotiate savings within Street Scene Contract	Green	1,500	31,870	31,870	31,870	Completed
Coshh Management	Green	3,000	3,000	3,000	3,000	Completed
		322,340	400,390	400,440	400,440	

Transformation

Cash collection/cash in transit contract costs	Green	600	2,200	2,200	2,200	Completed
WTT - Transformation (SDV)	Green	1,380,890	1,380,890	1,380,890	1,380,890	Completed
WTT - Transformation HRA Impact / Reviewing Apportionment to HRA	Green	90,000	91,970	89,440	90,000	Completed, future estimates have been reflected in the 13/14 budget process.
Total Transformation		1,471,490	1,475,060	1,472,530	1,473,090	

Asset Management Workstream

Vacation of Portholme Road Depot	Green	13,497	13,497	13,497	13,497	Completed. In addition, there is a saving to the HRA of £26,833
Closure of Tadcaster office	Green	30,000	30,000	30,000	30,000	Completed
Total Asset Management		43,497	43,497	43,497	43,497	

Value for Money Workstream

Car Park Income	Green	20,000	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 continued to be monitored in 12/13. The Portholme Road Car Park Machine has been installed and charging commenced
Total Value for Money		20,000	97,500	97,500	97,500	

Base Budget Review Workstream

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	50,000	Completed

Rationalisation of cost base	Green	100,000	100,000	100,000	100,000	Completed
Frozen posts/vacancies	Green	50,000	19,320	19,320	19,320	Completed
Compensation for legacy costs/income pressures	Green	136,000	136,000	136,000	136,000	
2011/12 Profits	Green	50,000	-	-	-	Carry Forward 11/12 profits to offset future losses.
Car Allowances	Green	28,760	41,150	41,150	41,150	Full saving not achieved in 12/13. 2013/14 savings will need to be reviewed regularly, on-going changes to service delivery could have a positive knock on effect on mileage claims.
Housing Benefit Overpayments Recovery	Green	125,000	125,000	125,000	125,000	Revised estimate for Benefit Debtors as at June 13. Due to the nature of the Debt an on-going review required.
Redundant ICT systems	Green	25,000	25,000	25,000	25,000	Work ongoing to establish savings in year following system improvements and rationalisation. So far £19k has been identified through decommissioning of systems and renegotiation of contracts.
Redundant ICT systems	Green	18,940	16,715	17,247	17,812	Savings achieved are Intech Benefit Fraud £5890, Legal Radius Arms £4463 and negotiation of Revs and Bens Priv Circuit bill £5,860, plus inflation and one off refund of £2730.
Finance Budget Savings	Green	1,900	1,900	1,900	1,900	Completed
Additional Licensing Income	Green	5,660	5,660	5,660	5,660	Completed
O/S Survey Mapping Fees	Green	15,000	15,000	15,000	15,000	Completed
Housing Benefit Admin Miscellaneous Savings	Green	3,800	3,800	3,800	3,800	Completed
Statutory Planning Notices	Green	3,500	3,500	3,500	3,500	Completed
Primary Care Trust	Green	10,000	10,000	10,000	10,000	Completed
Printing Supplies	Green	5,000	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	3,000	Completed
Licensing Income	Green	2,200	2,700	2,700	2,700	Completed
Domestic Waste - Sale of Goods	Green	5,000	5,000	5,000	5,000	Completed
Bus Station Repairs & Maintenance	Green	2,000	2,000	2,000	2,000	Completed
Health & Housing Call Out	Green	720	720	720	720	Completed
HR Budget Savings	Green	1,000	1,640	1,640	1,640	Completed
General Office Expenses	Green	7,480	8,480	8,480	8,480	Completed
Car Park Warden Van Lease	Green	2,890	2,890	2,890	2,890	Completed

Street Cleansing - General Advertising	Green	10,000	16,000	16,000	16,000	Completed
Further Base Budget Review Savings - details on supplementary list	Green	-	12,620	12,620	12,620	Final figures confirmed by BM's / LO's Feb 2013
Further Base Budget Review Savings - details on supplementary list	Green	14,850	40,505	40,505	40,505	Completed
Total Base Budget Review		677,700	740,330	825,412	914,737	
<u>Discretionary Service Review Workstream</u>						
HR - Budget review	Green	5,000	5,000	5,000	5,000	Completed
New charge for planning advice	Green	10,000	30,000	30,000	30,000	Income lower than expectations for 12/13.
Reduce opening hours at Access Selby	Green	35,000	35,000	35,000	35,000	Completed
Barlow Nature Reserve	Green	53,000	53,000	53,000	53,000	Completed
Total Discretionary Service Review		103,000	123,000	123,000	123,000	
Inflation adjustment		52,761	116,343	181,321	251,605	
Total General Fund Savings		2,690,788	2,996,120	3,143,700	3,303,869	
Savings Target		2,555,653	3,173,668	3,340,335	3,457,103	
New Target		2,555,653	3,173,668	3,340,335	3,457,103	
Headroom/Deficit (+/-)	**	135,135 -	177,548 -	196,635 -	153,234	
Green Savings		2,690,788	2,996,120	3,143,700	3,303,869	
Amber Savings		-	-	-	-	
Red Savings**		-	-	-	-	
Total		2,690,788	2,996,120	3,143,700	3,303,869	

Core & Communities Selby
GENERAL FUND BASE BUDGET
SAVINGS/EFFICIENCIES ACTION
PLAN 2012/13 - 2015/16
Updated March 2013

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	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Progress
Inflation factor		0.020	0.020	0.020	0.020	
Procurement Workstream						
Election software	Green	4,700	4,700	4,700	4,700	Completed
Audit Partnership	Green	10,000	15,000	15,000	15,000	Completed. Planned reduction in Audit days and merger with Veritau.
		14,700	19,700	19,700	19,700	
WTT - Transformation (Core)	Green	50,000	50,000	50,000	50,000	Completed
Total Transformation		50,000	50,000	50,000	50,000	
Asset Management Workstream						
Total Asset Management		-	-	-	-	
Value for Money Workstream						
Internal Drainage Boards	Green	146,000				Completed - Saving achieved in 12/13 but increased levy following creation of Danvm IDB is expected. Further work to quantify the impact is required.
Community Safety	Green	15,000	15,000	15,000	15,000	Completed
Total Value for Money		161,000	15,000	15,000	15,000	
Base Budget Review Workstream						
External Audit Fee	Green	31,840	31,840	31,840	31,840	Completed
Early Retirements - Strain on Pension Fund	Green	75,000	75,000	75,000	75,000	Completed

Proposed Savings	Status	2012/13 £	2013/14 £	2014/15 £	2015/16 £	Progress
Corporate and Democratic Core	Green	7,000	7,000	7,000	7,000	Completed
Pay Award from 2.5% est to 1% revised	Green	10,920	22,230	33,150	48,118	Completed
Car Allowances	Green	2,850	2,850	2,850	2,850	Completed
Total Base Budget Review		127,610	138,920	149,840	164,808	
Discretionary Service Review Workstream						
External Grants	Green	12,000	12,000	12,000	12,000	Completed
Total Discretionary Service Review		12,000	12,000	12,000	12,000	
Inflation adjustment		7,306	9,519	15,090	21,557	
Total General Fund Savings		372,616	245,139	261,630	283,065	
Target		255,478	569,867	720,037	745,460	
Headroom/Deficit (+/-)		117,138	- 324,728	- 458,407	- 462,395	
Green Savings		372,616	245,139	261,630	283,065	
Amber Savings		-	-	-	-	
Red Savings**		-	-	-	-	
Total		372,616	245,139	261,630	283,065	

HOUSING REVENUE ACCOUNT BASE BUDGET SAVINGS 2012/13 - 2014/15**Updated March 2013****Key:**

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

	Status	2012/13 £	2013/14 £	2014/15	Progress
Inflation factor		0.020	0.020		
Proposed Savings					
Review of Property Services unfilled posts	Green	50,000	50,000	50,000	Completed
Gas Servicing Contract	Green	20,000	20,000	20,000	Completed
Grassed Areas & Open Spaces base budget review	Green	29,000	29,000	29,000	Completed
Various Suppliers	Green	22,000	22,000	22,000	Completed - Improvement in supplier terms and conditions.
WTT - Savings	Green	129,591	129,591	129,591	Completed
2011/12 Pay Award	Green	27,000	27,000	27,000	Completed
Car Allowances	Green	5,600	5,600	5,600	Completed
Savings on Audit Fees and early Retirement Charges	Green	24,800	24,800	24,800	Completed
Ryecare Help-Line Telecom Saving	Green	700	700	700	Completed
Consolidation of IT Budgets	Green	23,685	23,685	23,685	Completed
Electrical Testing - R&M	Green	19,970	10,000	10,000	Completed
Vehicle Tracking System	Green	500	500	500	Completed
Energy Performance Certificates	Green	3,000	3,000	3,000	Completed
WTT - Savings from recharges from GF	Green	200,000	200,000	200,000	
Total Housing Revenue Account Savings		555,846	545,876	545,876	
Target Savings		360,000	360,000	360,000	
Headroom/Deficit (+/-)		195,846	185,876	185,876	
	Green Savings	555,846	545,876	545,876	
	Amber Savings				
	Red Savings**				

Access Selby Carry Forward Budget Requests from 2012/13 to 2013/14

Description		Purpose of Carry Forward	12/13 Current Budget	Remaining Budget	Carry Forward Request
General Fund Revenue					
Access Selby Board	Consultancy	To continue AS Board Development	10,340	7,790	7,790
Homeless Persons	Homeless Strategy	Support Homeless Strategy work in 13/14	60,000	45,310	45,310
Planning Inquiries	Gateforth Mushroom Farm	Awaiting confirmation of cost sought	40,000	19,373	19,370
Pollution Monitoring	Air Quality	Awaiting completion of Air Quality Progress Report	6,500	5,403	1,600
Pollution Monitoring	Consultancy	Supplementary Planning Document to be completed Aug	5,000	5,000	5,000
Pollution Monitoring	Consultancy	To commission work for peer review of the Olympia Park App	2,000	1,872	1,600
Burn Travellers Site		Delayed due to NYCC request for traffic survey and Planning Stmnt amendments	12,360	3,930	3,930
Renewable Energy		Delay in Task & Finish group meeting and determining evidence required	4,970	4,088	4,088
HR	Short Course Fees	Operational Difficulties and Training Provider Schedules has lead to delay in training delivery	25,580	13,000	13,000
Contaminated Land	Contaminated Land Strategy	Review of Contaminated Land Strategy scheduled in 13/14	4,500	2,000	2,500
North Yorkshire Benefits Training Group		These funds are held for the NYBTG	10,500	13,357	13,350
Bens & Taxation	Specialist Fees	Remaining balance of £40k allocated for Bens Recovery Plan	40,000	13,000	13,000
Council Tax	Council Tax Support Scheme	CTS implementation funding - required to complete work in Q1 13/14	84,000	6,600	6,600
CCTV	Cameras	Completion of BT works for new contract	18,000	8,987	5,730
Development Policy	Local Plan Stat Req	EIP delayed to be completed 13/14	14,300	12,414	10,000
Development Policy	Specialist Fees	EIP delayed to be completed 13/14	495,900	402,434	402,430
			833,950	564,558	555,298

Appendix D

Description		Purpose of Carry Forward	12/13 Current Budget	Remaining Budget	Carry Forward Request
Housing Revenue Account Revenue					
E7 Storage Heaters	Repairs & Maintenance	Funding required to facilitate future repairs of E7 systems	29,420	21,329	21,320
			29,420	21,329	21,320
General Fund Capital					
CCTV	Decommissioning of old cameras	Decommissioning of old cameras to take place in 13/14	10,000	10,000	10,000
Repair Assistance Loans	Home improvement Loans	Support Priv Sector Hsg Renewal Programme in 13/14	46,000	5,800	5,800
Energy Efficiency/Fuel Poverty	Capital grants	Support Priv Sector Hsg Renewal Programme in 13/14	13,640	13,640	13,640
Road Adoption		To complete Road Adoption	25,000	25,000	25,000
Tadcaster Central Area Redevelopment	Car Park	Project delayed due to JR - to be carried out on completion of JR	258,440	250,690	250,690
Asset Mgmt Plan	Leisure and Park	Replacement / Repair of Tad Leisure lift - procurement delayed	136,720	107,994	20,500
ICT Capital Projects	Various ICT strategy	To ensure roll-out of critical application upgrades / enhancements delayed in 13/14	331,230	204,962	204,960
Mast Relocation Project	Consultancy	To continue to explore solutions for the Mast relocation	147,190	145,210	145,210
			968,220	763,296	675,800
Housing Revenue Account Capital					
Fencing Programme	Improvements to Property	To complete fencing programme in 13/14	58,000	17,997	17,990
Window Replacements	Improvements to Property	To complete window replacement programme 13/14	140,000	30,451	30,450
Solid Fuel System Replacements	Improvements to Property	Lack of take-up from tenants delaying programme.	350,530	350,530	100,000
Door Replacements	Improvements to Property	Programme Slippage - will progress in 13/14	143,500	97,518	97,510
Central Heating Systems	Improvements to Property	150 systems awaiting gas supply before fitting can take place	1,088,370	437,364	437,360
External Cyclical Repairs	Improvements to Property	Final stage of programme will be completed in next 2 months	142,000	37,998	37,990
Airey Property Improvements	Improvements to Property	Carry Forward for Phase 2	1,342,520	76,986	76,980
Kitchen Improvements	Improvements to Property	Carry Forward for Phase 2	398,090	116,578	116,570
			3,663,010	1,165,422	914,850

Core & Communities Selby Carry Forward Budget Requests from 2012/13 to 2013/14

Description		Purpose of Carry Forward	12/13 Current Budget	Remaining Budget	Carry Forward Request
General Fund Revenue - Core					
Tadcaster Regen	Consultants	Project Delayed due to long-standing issues	12,630	12,630	12,630
Office Accomodation	General Exp	Alternative Storage Facilities for Election Equip	22,430	22,430	22,430
Client Core Off	General	Chief Executive maintaining flexibility	17,820	5,697	5,690
Democratic Core	Members Training	Training commitments to be carried out in 13/14	16,540	15,820	5,000
Wigan Leisure Contract		To fund service provision within Programme for Growth	158,000	158,000	158,000
Core Contingency		To meet commitments that will be finalised in 1314	53,140	53,140	53,140
			280,560	267,717	256,890
General Fund Revenue - Communities Selby					
Sherburn CEF	Project Fund	To deliver Comm Dev Plan in 13/14	20,000	7,832	7,830
Eastern CEF	Project Fund	To deliver Comm Dev Plan in 13/14	20,000	13,200	13,200
Northern CEF	Project Fund	To deliver Comm Dev Plan in 13/14	58,300	54,192	54,190
LSP	Project Fund	Support Selby North Project 13/14	33,140	25,365	15,470
Tadcaster Tough Stuff		To ensure completion of project to grant planning permission	5,000	2,844	2,840
			136,440	103,433	93,530
Total Carry Forwards			5,911,600	2,885,756	2,517,688

Selby District Council

REPORT

Reference: E/13/8

Public – Item 5



To: The Executive
Date: 4 July 2013
Status: Non-Key Decision
Report Published: 26 June 2013
Author: Keith Cadman, Lead Officer Contracts
Executive Member: Councillor Cliff Lunn
Lead Director: Karen Iveson

Title: North Yorkshire Procurement Partnership Renewal

Summary

The Council joined the North Yorkshire Procurement Partnership as a founder member in 2009 based on a strong business case for procurement expertise required to deliver financial efficiencies. During the first three years, the Partnership has delivered around £338,000 of cashable savings for the Council by managing and advising on the procurement of goods and services.

Access Selby has significant savings targets to deliver going forward and smarter procurement will make a significant contribution to achieving this. Remaining in the North Yorkshire Procurement Partnership provides the best value procurement option available to Access Selby and the Council and will assist the continued delivery of procurement efficiencies through professional collaborative procurements and support.

Recommendations:

Access Selby Board recommends the Executive ratify that Selby District Council remains a member of the North Yorkshire Procurement partnership for a further term of three years.

Reasons for recommendations

Access Selby has a challenging savings target for the next few years and smarter procurement is to make a significant contribution to this. The planned

procurement work programme is also quite extensive and if Access Selby is to achieve this then targeted and specialist resource will need to be provided.

Remaining in the North Yorkshire Procurement Partnership provides the best value procurement option available to Access Selby and the Council.

1. Introduction and background

Selby District Council entered into a partnership agreement on 1st August 2009 forming the North Yorkshire Procurement Partnership along with Scarborough and Ryedale District Councils. Although the initial partnership agreement expired on 31st March 2013 the three member Councils have retained their membership whilst a replacement Partnering agreement is finalised and formally entered into by each member Council.

The North Yorkshire Procurement Partnership has now proposed a new Procurement Strategy, Business Case & Partnership Agreement for the period 2013-2016 for consideration by each member council. These documents are set out in Appendix 1 (a, b & c)

2. The Report

The original reasons for entering into the partnership agreement in 2009 were primarily that Selby had limited capacity for corporate procurement, a prior arrangement with the Northern Procurement Group was due to expire and a willingness existed between Selby, Scarborough and Ryedale District Councils to enter into a partnership. The Access Selby Board have considered the proposals put forward by the Partnership for the period 2013 – 2016 and are recommending that the Council remain a member of the Partnership for this period.

2.1 Partnership Achievements to Date

The Partnership has delivered significant achievements in terms of cashable savings (£338,000), compliance and risk management through;

- Smarter procurement by aggregating spend leading to reduced unit costs and cashable efficiencies
- Providing advice on significant procurement activities including telecoms, utilities, green waste, printing, postage and stationery whilst achieving cashable efficiencies.
- Development, approval and implementation of Contract Procedure Rules
- Provision of legally compliant procurement advice
- Utilisation of EU compliant frameworks to accrue further efficiencies
- Provision of a legally compliant e-tendering system

The direct procurement and compliance work delivered to date has not only established the need for procurement expertise but also highlights the financial benefits such expertise can deliver.

2.2 Future Procurement Needs

Over the next three years it is anticipated there will be over 20 contracts expiring requiring a re-procurement exercise with an estimated value of goods and services exceeding £8 million. In addition there are a number of planned major projects requiring professional procurement support and include the Abbey Leisure Centre re-build, leisure village, traveller site, Tadcaster Linear Park and CRM software.

Access Selby also has significant savings to deliver and smarter procurement will make a significant contribution to this. The provision of targeted resource and expertise is therefore fundamental to delivering this. The North Yorkshire Procurement Partnership provides the most effective and best value option to deliver this.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

The legal basis of the Partnership will remain the same as the previous agreement.

3.2 Financial Issues

The following funding was agreed by the Executive as part of the Approved Bids process for the 2013/14 budget;

	2013 / 2014	2014 / 2015	2015 / 2016
Contribution to running costs	35,000	35,000	35,000
Funded from:			
General fund	17,500	17,500	17,500
Housing Revenue Account	17,500	17,500	17,500

It should be noted that the contribution costs have not increased from the original agreement.

4. Conclusion

Maintaining membership of the Partnership will continue the release of cashable efficiencies to support Access Selby's savings and efficiency targets whilst providing the expertise required to delivery the range of procurement activities identified in the next 3 years.

5. Background Documents

Appendices

- 1 (a) North Yorkshire Procurement Partnership - Procurement Strategy
- 1 (b) North Yorkshire Procurement Partnership - Business Case
- 1 (c) North Yorkshire Procurement Partnership - Partnership Agreement

Contact Officer

Keith Cadman, Lead Officer Contracts

kcadman@selby.gov.uk

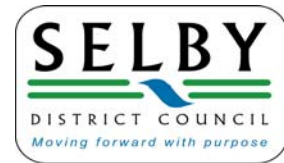
JOINT PROCUREMENT STRATEGY

2013 - 2016

Procure North Yorkshire 



A great place to live, work & play



Contents

Foreword 3

Introduction..... 4

Strategic Procurement 4

Key Principles for Effective Procurement 7

Priorities for Improving Procurement 11

Procurement Action Plan - Appendix 1 14

Procurement Services - Forward Plan of Procurement - Appendix 2 15

Foreword

The Joint Procurement Strategy sets out the strategic direction and priorities for procurement across the Scarborough, Selby and Ryedale councils for 2013 to 2016. It establishes how the three councils can use procurement to deliver corporate priorities during a period of global economic downturn and political change.

A change of UK Government coupled with the global economic downturn has seen priorities shift onto budget deficit reduction and placing a greater emphasis on delivering services locally via the Localism Act and the Big Society. These challenges are being passed onto local government via reduced Financial Settlements and will result in budget restrictions across the councils, and a fresh emphasis on delivering value for money services and “sweating” council assets for new income generation opportunities.

This revised Joint Procurement Strategy details how the councils can meet these challenges through the effective use of procurement in their organisations to assist in the delivery of corporate objectives, be ready for new responsibilities introduced by the Localism Act and help support local and small and medium sized enterprises through these difficult financial times.

A Forward Plan listing potential procurement projects and an Action Plan identifying procurement targets and performance measurements across the three councils are detailed in the Appendices. Both these documents will be reviewed annually.

Introduction

This revision of the Joint Procurement Strategy builds upon the foundations of joint working on procurement by the councils which started in 2009 with the creation of a Joint Procurement Service to provide professional procurement advice for Scarborough, Selby and Ryedale Councils. Over the last three years this joint working has evolved into a true procurement partnership initially via the adoption of a Joint Procurement Strategy in 2009.

The Shared Procurement Service has an established track record of providing professional advice and delivering financial savings. The Shared Procurement Service advises and assists departments on lower value procurements and has taken a key role in many major council projects which have delivered financial efficiencies in excess of £700,000 across the three councils since 2009. Examples of these projects include letting telecoms contract to cheaper agreements, green waste composting and dry rescales, energy, ICT think client support management services and in each of the three councils several joint procurements including printing, planning, clothing, bailiff and cleaning services and supplies.

Procurement, used effectively and embedded at all levels throughout the organisation, can also play a key role in delivering the councils' corporate objectives and policies, ensuring the services provided are legally compliant, enabling innovation and income generation opportunities and in securing high quality and value for money services in partnership with the private and voluntary sectors.

The new Localism Act incorporates a Community Right to Challenge element which presents a new challenge for the councils and shall require a rethink on how expressions of interest from organisations are handled, and in particular the criteria used to select the organisations invited to tender. A balance shall need to be found between a desire to simplify procurement processes for bidders and the requirement for robust checks of organisations' financial stability, commercial experience and legal compliance. This may be achieved through tailored procurement documentation and consideration of the risk that are proportionate for each project.

The councils will pursue a "mixed" approach to procurement seeking further savings opportunities both through aggregation of expenditure, collaboration with other public bodies and through local purchasing arrangements where appropriate.

The Joint Procurement Strategy has been formally approved by each Council and sets the framework within which each Council's rules and regulations apply. The Strategy should be read in conjunction with each council's own procurement procedure rules and the procurement guidance hosted on the councils' intranet sites and the Procure North Yorkshire website. The Strategy should be applied by all staff and members involved in a procurement process, and to all procurement situations and arrangements.

Strategic Procurement

The National and European Dimension

A change of UK Government in 2010 coupled with the economic downturn in the European Union and wider world has heralded significant changes for Local Government, with procurement once again expected to play a key role.

To reduce national debt the UK Government is focused on budget deficit reduction across the Public Sector. For Local Government this will mean significantly reduced Financial Settlements for the next three years and further reductions thereafter.

The Government has introduced the Localism Act which underpins the Big Society initiative seeking to shift power into the hands of residents and local organisations by enabling them to influence and shape local communities and to challenge Council decisions. Local Government will assume new responsibilities following the abolition of primary care trusts and strategic health authorities, and officers shall have to adapt to understand the needs of new clients and the dynamics of new markets and service providers. The Public Services (Social Value) Act 2012 also requires local authorities to have regard to economic, social and environmental well-being in connection with public services contracts delivered within their geographical area.

The Government is also striving to open up government business opportunities by reducing the regulatory procurement framework especially with regards to the time it takes to undertake a

Procurement exercise and the impact upon Small and Medium sized Enterprises (SMEs) wishing to bid for this business. Amendments have already been made to the UK's Equalities legislation with the introduction of the Equality Act 2010 which increases the responsibilities of the public sector procurement to tackle persistent long term inequalities across the protected characteristics, to employment transfer guidance with the removal of the Workforce Code, and a new Bribery Act has been passed. The UK Government is also lobbying the EU to reduce bureaucracy and implement other changes to the EU Procurement Directives.

It is likely that climate change and the treatment of carbon as a commodity will become a more important evaluation consideration as energy and environmental costs continue to increase. Measurement of the councils' and their supply chain carbon footprints, a consideration of carbon costs in tenders as part of a whole life cost evaluation, and investigating carbon reduction throughout key supply chains are anticipated to become areas which will require review over the next few years.

Strategic Procurement ensures these are embedded into the activities and processes that sit at the heart of the councils' procurement operations, providing a framework by which the councils may comply with their statutory duties and obtain best value in all the goods, services and works required during a time when there will be more pressure on finances and a greater demand on our services.

Local Challenges

The three councils purchase goods, works and services for a combined revenue expenditure of approximately £60 million per annum with over 3000 external suppliers and voluntary organisations.

The changes outlined above will present a challenge to the councils, not least that the reduced Local Government Financial Settlements will require additional savings or increased revenue to be identified. The proposed changes to the way local government is financed will place additional incentives on securing economic growth. The councils have adopted similar themes in their Corporate Plans to address these challenges, these are to:

- Promote local economic prosperity;
- Support local communities;
- Protect the environment, and;
- Provide leadership and deliver value for money services.

The councils may need to consider alternative service delivery models and potentially shift from being providers of services to become influencers, commissioners, or partners in service delivery.

Procurement can play a key role at a local level and the councils shall seek to coordinate activity to ensure delivery of the corporate objectives. The Procurement Service can contribute to service

reviews and provide advice on the suitability of transferring or sharing services with other organisations, supporting officers in undertaking research and seek innovation and income generating opportunities from markets. Procurement can also become a key partner assisting departments in the delivery of each council's key projects.

The Localism Act 2011 which contains provision within it for a *Community Right to Challenge* of council services and the Public Services (Social Value) Act 2012 may both require a rethink of how the councils approach and evaluate procurement projects. Better planning of procurement projects and information regarding the timing of expressions of interest may need to be considered. Simultaneously the councils shall need to review the procurement documentation and processes to ensure new start-up organisations, partnerships and consortia bids can be evaluated equally against pre-existing organisations.

There is increasing pressure from Government and industry representative bodies such as the Federation of Small Businesses for council procurement to be "opened up" and become more accessible for SMEs' to find and bid for business opportunities and to make the procurement documentation proportionate to the value or level of risk associated with the requirement. Information about council business opportunities and how to bid for them should already be made available on the council procurement web pages and for higher value projects via the Yorkshire and Humber YORtender contract management system. The councils shall also review the practicalities of advertising a greater proportion of lower-value opportunities. This measure could potentially open up opportunities to a wider and more diverse supplier base, contributing to the councils' overall objectives to promote equality and diversity in the exercise of all of its functions.

Key Principles for Effective Procurement

The councils are committed to delivering effective services, which meet the needs of local citizens, and the provision of effective procurement and management procedures to ensure these services represent best value.

1. Strategic Procurement

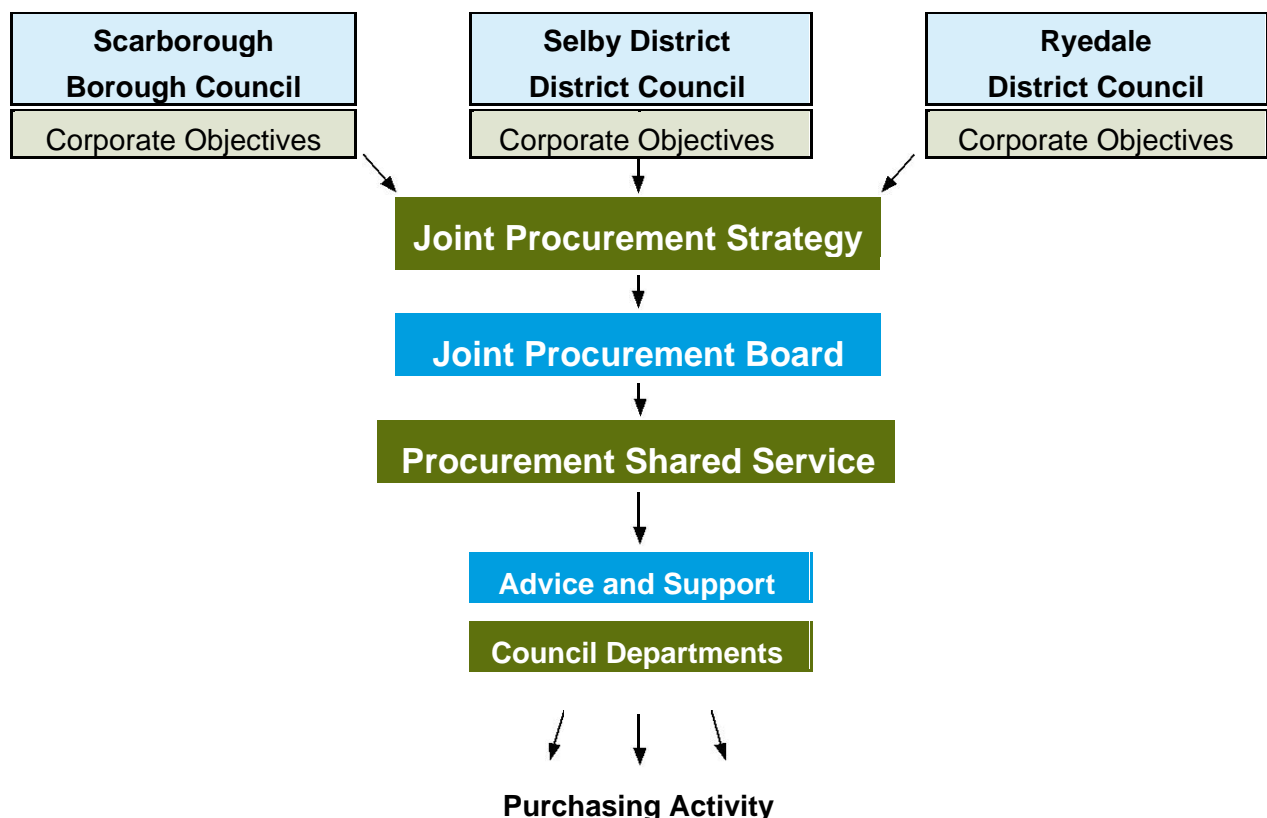
Strategic procurement can support improved service delivery, freeing up resources and improving the quality of goods, services and works, and ensure that the councils obtain best value in the acquisition and management of their resources, balancing quality and cost.

The councils shall manage strategic procurement through a Joint Procurement Board, consisting

of an elected member from each Council, senior officer from each council and the Joint Procurement Manager. The Joint Procurement Board is responsible for agreeing priorities and managing the workload of the Shared Procurement Service, a small shared resource which provides advice and where appropriate leads on the letting of key corporate contracts.

Procurement activity in the three councils is devolved with the appropriate Senior Officer responsible for the delivery of new procurement projects. The procurement function will provide advice and support to departmental purchasing officers both directly and through guidance and toolkits available via Procure North Yorkshire websites and monitor procurement activity across the councils through a corporate procurement framework. The diagram below illustrates the structure of the professional procurement support across the three councils.

Procurement Structure Diagram



2. The Corporate Procurement Framework

The councils' procurement activity should operate within a strategic framework consisting of this Procurement Strategy and each council's own procurement procedure rules and procurement guidance made available on each council's intranet site and the Procure North Yorkshire website. Each council's procurement activity must be carried out in a manner that supports the council's corporate objectives and community strategy. This framework will enable departmental purchasing officers (who have the best knowledge of local requirements) to obtain goods, services and works to the required quality in the most efficient manner.

Sustainability and Equalities and the council's key priorities should be embedded into the procurement process and should be considered by officers at the initiation of all procurement projects. In broad terms sustainability incorporates environmental considerations, social and equality related matters including safeguarding and socio-economic matters such as supporting local and small and medium enterprises. The Public Services (Social Value) Act 2012 shall make consideration of these broader criteria in procurement decision making more important. For lower value purchases the consideration may be by



means of a simple check-list to remind departments to consider these areas in their procurements. For procurements requiring a tender process these areas are incorporated into the business case or project initiation documentation. These priorities should continue to be considered throughout the project at key milestones and be embedded into all relevant procurement documentation (e.g. specification) or processes (e.g. tender evaluation criteria) with outcomes assessed on a whole life costing and benefits basis. Where appropriate these areas should also be built into the contract management processes to ensure compliance and measure performance.

It is important that procurement decisions are legal, ethical and in accordance with the councils' corporate objectives, policies and procedures.

Each council should ensure that procurement activity is undertaken in compliance with all legal and statutory requirements and in the most effective and appropriate manner, considering all options including (the following is not exhaustive):

- use approved pre-OJEU tendered Framework Agreements (e.g. those arranged by bodies such as Yorkshire Purchasing Organisation (YPO) the Eastern Shires Purchasing Organisation (ESPO) for common commodities and services;
- use consortia of which the councils are members (e.g. Yorkshire and Humber);
- collaborative procurement with partner councils or other Public Sector bodies;
- develop and promote use of corporate Procure North Yorkshire led frameworks;
- use approved e-procurement solutions (e.g. purchasing cards, e-tendering);
- develop strategic partnerships, particularly where these may deliver significant service improvement and/or efficiencies.

All procurement activity should be transparent (and fully compliant with the Freedom of Information Act), fair, consistent, robust and be undertaken to the highest standards of probity and accountability. Procurement decisions must be evidence based.

As a minimum, departments with a requirement to tender for particular goods, works or services should advertise their requirements as widely and transparently as practical to encourage bids from local suppliers and Small, Medium Enterprises (SMEs) in compliance with the councils' commitments made by signing the Small Business (SME) Friendly Concordat. As such the councils should publicise requirements on their *Selling to the Council* web pages and on the Procure North Yorkshire website.

Forward Planning

A three year Strategic Procurement Action Plan has been produced based on the councils' corporate priorities and this will be reviewed on an annual basis. A copy can be found in Appendix 1.

The procurement function will undertake annual procurement expenditure analyses to identify potential areas of opportunity and proactively engage with all departments to gain early notice of any potential procurement projects. Recurring projects which are likely to commence during the lifetime of this strategy are listed in Appendix 2. This information will form the basis of the Procurement Work plan which will be reviewed and priorities agreed at each Joint Procurement Board meeting.

In addition each council should encourage departments to review local contractual arrangements to ensure these comply with the council's Procurement Rules, and in the case of long term contracts that these are periodically reviewed and updated. Where common requirements exist across the council or within partner councils or other public sector bodies, the councils will consider

Collaborating on these requirements to secure better value for money or quality of services.

Prior to undertaking any procurement project involving tendering activity, the councils should ensure that a robust business case that clearly outlines the objectives of the procurement and measures for success has been produced and agreed.

Service Reviews

The councils recognise that in-house services can provide a high quality, flexible framework for developing and delivering services and these in-house providers will be supported where they offer value for money and operate in the best interests of the diverse range of service users. In-house providers should find an appropriate balance between best on quality, equality, sustainability, value for money, service and employment practices.

However, equally it is recognised that there are other ways to deliver services including through partnerships with the private and voluntary sectors, locally with other public bodies and with central government.

The Localism Act also provides powers to the local community to bid to provide services, or parts thereof, or for community assets. The councils should ensure an appropriate system is in place to consider any expressions of interest received.

When each council undertakes Service Reviews it should develop an open and constructive dialogue with all those involved or who may have something to offer. The development of new methods or approaches to procurement which may deliver services more efficiently, effectively, innovatively, and economically will be encouraged.

The choice of procurement route will be dependent on the strategic importance, the value of the goods, services or works, and the potential risk associated with each project. Different procurement routes will be more appropriate for different requirements and will involve undertaking different practical steps to achieve the desired outcome. The Council will develop its overall management of procurement by modeling its requirement on a risk / value matrix, illustrated below.

Risk/Cost Matrix



The actual procurement process should be agreed with the Shared Procurement Service and will depend on the desired outcomes. However, in all cases the process must comply with the councils' Procurement Rules and procedures.

Risk Management

The councils should ensure that all procurement is undertaken in accordance with each council's Risk Management Strategy. As a minimum a risk assessment of the goods, works or services required should be undertaken on all procurement looking at risks associated with both the procurement process and the outcomes of the procurement.

Contract Management

The management of contracts is of paramount importance, and can make the difference between a successful contract and a failed one. Contractual arrangements should be adequately resourced, effectively managed and the performance monitored throughout the contract duration. There should also be an independent periodic formal review of the contract and associated documentation, which should be updated as required.

Contracts should include quality and performance standards which are monitored and reviewed. Contracts should be subject to continual review and vendor appraisal exercises. Benchmarking with public and private sector organisations to measure the effectiveness of the councils' procurement should be encouraged where it is considered to add value. A good working relationship should be developed with all suppliers, with liaison meetings with major suppliers held at suitable intervals. Plans should be made well in advance of the expiry of a contract for re-letting it based on a review of previous and current arrangements and performance.

Staff Competences and Skills

The councils should ensure that procurement training and staff development are appropriately resourced and made available for relevant staff to attend. In addition the Procurement Service will endeavour to keep all appropriate staff informed of corporate contracts and any new developments in procurement.

Code of Conduct for Procurement

All procurement activity must be undertaken to the highest standards of ethics and probity. The councils insist on ethical standards from its suppliers, and in turn the councils must exhibit the highest ethical standards themselves. Officers and members must not only be fair and above board in all business dealings, but should also avoid any conduct that is capable of having an adverse interpretation put on the councils.

All employees must adhere to their council's rules on the conduct of Officers and in particular regarding the acceptance of gifts and hospitality.

Priorities for Improving Procurement

The councils have identified four procurement 'themes', which shall be embedded into our procurement, helping make improvements to service delivery, better value for money and addressing the objectives of the councils' Corporate Plans. These four procurement themes are:

1. Sustainability
2. Procurement Resources, Skills and Training
3. Project and Contract Management
4. e-procurement
5. Performance

Each theme is outlined below.

1. Sustainability

This theme covers Sustainability in its broadest terms, encompassing social considerations such as Equalities and Safeguarding, climate change and other environmental issues, and socio-economic aspects.

The three councils will endeavour to embed sustainability - the equalities duties as required in the Equality Act 2010, safeguarding requirements, and environmental and carbon reduction requirements, etc - into all aspects of the procurement process. Using checklists and impact assessments where appropriate these areas should be considered early in the procurement process (ideally as part of a project business case) and incorporated into the specification, procurement and contract documentation and post award through the contract monitoring or reporting regimes.

Where appropriate, each council should consult with communities, service users and employees to understand their needs and requirements and factor these into service specifications as applicable. Additionally, as part of the contract management process, the councils should ensure the performance of service providers in delivering these service specification requirements is monitored on a regular basis.

The councils will endeavour to support small and medium enterprises and the local economy by seeking to "open up" lower value business opportunities, producing procurement documentation and evaluation criteria to be proportionate for each particular project, and periodically reviewing the levels of business placed with SMEs and local organisations. The councils will also encourage key contractors to open up their sub-contracting opportunities in a similar manner.

2. Procurement Resources, Skills and Training 3. Project and Contract Management

Regular procurement training programmes both in-house and from external providers will be considered to ensure all staff engaged in procurement activity have the requisite skills to undertake their job.

The councils shall ensure that staff procurement skills and ongoing training is appropriately resourced to maintain project and contract management to the required level of competency. All officers that have some involvement in procurement are to be considered for training.

Local Government procurement has to be tendered in accordance with a number of legislative requirements. There is a duty to local taxpayers and a legal requirement to have contract standards in councils' constitutions. Councils are also subject to European Union procurement directives. The Councils should aim to achieve high quality services and better value for money from all procurement activity through the application of controls and standards and robust project and contract management techniques.

There should be a named project manager (and project sponsor) for every project that involves a significant procurement and that the roles and responsibilities of both will be clearly defined.

Procurement activity across the three councils is heavily devolved. The councils will work towards



the continued development of standard procurement procedures, policies and template documentation within each council.

A short business case should be produced and submitted to the appropriate council management team for all procurement projects involving a tendering requirement. This should assist in ensuring adequate planning of the procurement project, that risks associated with the procurement and subsequent contract delivery have been considered and recorded in a risk matrix, and that appropriate resources are assigned to the procurement.

Specifications should, where appropriate, include measurable outputs or outcomes, performance standards or other appropriate measures by which the contract can be assessed, rather than an input driven list of requirements to which the tenderer must adhere.

Evaluation criteria used should be proportionate and tailored to the particular requirement, agreed prior to placing an advertisement and the evaluation criteria and process should be clearly outlined in the tender documentation.

Once the procurement process has concluded there should be a review to feed back learning and experiences, which will be used to continuously develop the procurement procedures. Problems experienced will be fed into risk analysis models for future projects.

Contract management will become increasingly important, especially as more long term contractual arrangements are put into place. The continued requirement to make efficiency savings is likely to require contract managers to have a greater understanding of the markets that suppliers operate in, challenging contractors' cost structures and maintaining service levels. Performance management measures should be built into key

contracts and monitored through contract reviews to ensure service delivery is being maintained and the contractual documentation is up to date.

4. e-procurement

The councils recognise there are benefits to be gained from an increase in the use of e-procurement by using ICT to reduce the cost, and improve the efficiency and effectiveness across all aspects of the procurement process.

Where appropriate the councils will utilise aspects of e-procurement including purchasing cards, electronic tendering systems (YORtender), and e-financial/ purchasing systems. Further developments will be considered wherever an appropriate business case can be made, and in such cases the councils shall strive to adopt a common electronic platform to share information, reduce duplication and encourage collaboration and greater efficiency.



5. Performance

Chief Executives of the Region, at their meeting on 22nd March 2012, agreed that a Procurement Performance Management Framework was required for all 22 Local Authorities in order to:

- Quantify current performance of Procurement
- Drive continuous improvement
- Provide the means for Chief Executive to hold their Procurement Teams accountable

The following performance indicators will be reported on an annual basis and benchmarked against the partner authorities and against the Yorkshire and Humber authorities.

PP1 (a):	Cost of Procurement as a % of Organisational running cost
PP1 (b):	Cost of Procurement as a % of 3rd Party spend
PP2	% of spend through 3rd Party established contracts
PP4:	% of spend via collaborative arrangements with other organisations or professional buying organisations
PS5 (a)	% of Spend Categorised, understood and reported
PS5 (c):	% of 3rd Party Spend Managed via structured Category and Contract Management
PS4	% of spend through SME's
PP7	Management Best Practice Indicators
PSI	Professionally qualified procurement FTE's as a percentage of total procurement FTE's
YOR1	% of spend via Local Suppliers
YOR2	Total third party savings as a % of total third party spend
YOR3	% of third party spend directly controlled or indirectly influenced by procurement

Procurement Action Plan 2013 - 2016

The Councils will by the end of:-	
March 2014	<ul style="list-style-type: none"> - Review and revise each council's procurement procedure rules to incorporate amendments required from changes to EU Procurement Directives, the new Localism Act and other UK legislation. To include reviewing threshold and quoting requirements to enable local business to be given increased tender opportunities - Provide appropriate and tailored procurement training for high priority staff. - Review procurement advice and information available on the councils' intranet and internet sites. Revise and enhance as appropriate. - Embed Sustainability into all procurement processes. - Undertake annual Spend Analyses; proactively look for procurement opportunities; monitor expenditure with local and SME suppliers. - Effectively utilise appropriate e-procurement systems such as e-tendering, the YORtender Contract Management System and Purchase cards - Provide support for key projects/Service Reviews as prioritised by the council management teams and the Joint Procurement Board. - Review channels/media used to communicate procurement information and amend appropriate - Produce an annual procurement work plan for the shared service and record savings achieved - Embed and implement the regional Procurement Performance Management and Benchmarking framework and report on the Key performance indicators. - Implement a full Procurement toolkit and review and make available standard documents - Maintain a delivery plan to forecast procurement workload and projects
March 2015	<ul style="list-style-type: none"> - Continue to maximize efficiencies' through procurement

The Action will be updated on an annual basis

Procurement Services - Forward Plan of Procurement Projects 2013 - 2016

Listed below is a forward plan of known key procurement projects across the three councils that are likely to commence during the lifetime of this strategy. This information is taken from a variety of sources including the councils' contract registers, but does not include any which may arise as a result of service reviews undertaken in the three councils. The actual projects undertaken and procurement start dates may be subject to change.

Project	Description	Council		
		SBC	SDC	RDC
Agency Staff	Provision of temporary and agency staff	Y	Y	Y
Lift Maintenance	Provision of Lift Maintenance Services	Y		
Security & Night Marshals	Re-tendering of existing service	Y		
CCTV Maintenance	Re-tendering of existing service	Y		
Alarms and Fire Prevention Devices	Maintenance of Services	Y		
Reactive Repairs and Maintenance	Provision of general building repairs including minor electrical and heating and plumbing	Y	Y	Y
Street Furniture	Provision of Street Furniture	Y		Y
IT Service Contracts	Review of IT Service Contracts	Y	Y	Y
Banking Services	Re-tendering of existing service	Y	Y	
Postage and Mail	Review Service	Y	Y	Y
Advertising	Provision of Advertising services	Y	Y	Y
Vehicle Leasing	Re-tendering of existing service	Y	Y	
Insurance	Re-tendering of existing service		Y	
Build and operation of a leisure village in Selby town	New Tender		Y	
CRM software	Maintenance of Services	Y	Y	
Leisure Centre rebuild	New Build	Y	Y	
All Weather Pitch re-surface	Refurbishment		Y	
Gas Refurbishments	Re-tendering of existing service	Y		
Damp Proof Testing	Re-tendering of existing service	Y		
Electrical Testing	New Tender for Electrical testing		Y	
Procurement of Fleet	Ongoing requirements	Y	Y	Y
Dry Recyclables	Re-tendering of existing service			Y
New build affordable housing	New tender(s)		Y	



A great place to live, work & play



BUSINESS CASE FOR THE RENEWAL OF THE JOINT PROCUREMENT SERVICE

Date: 07 April 2013

Prepared by: David Gomersall, Procurement Manager, Procure North Yorkshire

DETAILED BUSINESS PROPOSAL

1. PURPOSE

Joint Strategic Vision

This project is to renew the procurement partnership for 3 district councils in North Yorkshire (Ryedale, Scarborough and Selby). A strategic Procurement Action Plan based on the Councils corporate priorities has been produced and will be reported on an annual basis:

Phase	Action	Benefits
By January 2014	<ul style="list-style-type: none"> Review and revise each council's procurement procedure rules to incorporate amendments required from changes to EU Procurement Directives, the new Localism Act and other UK Legislations. To include reviewing threshold and quoting requirements to enable local business to be given increased tender opportunities 	<ul style="list-style-type: none"> Ensure compliance with new legislation and effective governance. To promote local economic prosperity and opportunity.
By December 2013	<ul style="list-style-type: none"> Provide appropriate and tailored procurement training for high priority staff 	<ul style="list-style-type: none"> Ensure good officer knowledge on procurement rules and good practice.
By June 2013	<ul style="list-style-type: none"> Review procurement advice and information available on the Councils' internet and Shared procurement web sites. Revise and enhance as appropriate 	<ul style="list-style-type: none"> Good information and best practice resource.
By June 2013	<ul style="list-style-type: none"> Embed Sustainability into all procurement processes 	<ul style="list-style-type: none"> Good practice and complies with National Council requirements to consider sustainable options
By May 2013	<ul style="list-style-type: none"> Undertake annual Spend Analysis; proactively look for procurement opportunities; monitor expenditure with local and SME suppliers 	<ul style="list-style-type: none"> Provides up to date and correct intelligence on where on how the Councils spend its money
By June 2013	<ul style="list-style-type: none"> Effectively utilise appropriate e-procurement systems such as e-tendering, the YORtender Contract Management System and Purchase cards 	<ul style="list-style-type: none"> Promotes national e-procurement requirements
Ongoing	<ul style="list-style-type: none"> Provide support for key projects/Service Reviews as prioritised by the Councils management teams and the Joint Procurement Board 	<ul style="list-style-type: none"> Provision of access to professional procurement expertise and options to market

By June 2013	<ul style="list-style-type: none"> Review Channels/media used to communicate procurement information and amend as appropriate 	<ul style="list-style-type: none"> Provides key performance information that can be benchmarked across the region Facilitates officer compliance, procurement training whilst mitigating potential procurement challenges.
By May 2013	<ul style="list-style-type: none"> Produce an annual work plan for the shared service and records savings achieved 	
By May 2013	<ul style="list-style-type: none"> Embed and implement the regional Procurement Performance Management and Benchmarking framework and report on the Key performance indicators 	
By August 2013	<ul style="list-style-type: none"> Implement a full Procurement toolkit and review and make available standard documents 	

For this business case the procurement service:

- a) Includes: procurement strategy development and implementation; procurement rule development; contracts register review; procurement advice and guidance to officers and councillors; conduction and negotiation of individual and collaborative contracts

2. PROCESS

a. Options Appraisal

OPTIONS	YES/ NO	CONSIDERATION
Not renew the partnership	No	Each council is required to deliver year on year efficiency savings. Procurement has been identified by central government as having the potential to deliver significant savings and the Use of Resources requirements promote collaboration. Year on year savings have been delivered to date. The three partner councils have expressed a willingness to renew the partnership.
Traditional procurement	Yes	As above
Partnering		
<ul style="list-style-type: none"> Public sector consortium 	Yes	This service involves 3 councils and more could join in at a later date. One other council in North Yorkshire has entered into a one year service level agreement with the partnership with a view to potentially joining as a full partner.
<ul style="list-style-type: none"> Non-profit distributing organisation 	No	This has not been considered in detail at this time.
<ul style="list-style-type: none"> Voluntary and community sector provision 	No	This is not applicable. However, the partnership will provide a mechanism for supporting the third sector in establishing a provider role in accordance with the objectives

OPTIONS	YES/ NO	CONSIDERATION
• PFI and other forms of DBFO contact	No	This is not applicable
• Partnering Contract	Yes	The essence of the proposal is for a partnership arrangement between the councils involved
• Joint venture company	Yes	This could be a vehicle for collaborative procurement, however, there are no obvious additional benefits to such an approach at this stage
• Concession or franchise	No	This has not been considered in detail at this time.
• Framework agreement (incremental partnering)	No	This provides the mechanism for putting in place regional framework agreements
Outsourcing	No	This has not been considered in detail at this time.
Local Authority Company	No	Recent changes in legislation have provided more freedom for public bodies to trade but have not been considered in detail at this time.
In-house	Yes	The service is in-house but hosted within a single council
Mixture of Above	No	This has not been considered in detail at this time.

b. Financial impact

The financial impact of the proposed partnership is concerned with funding the running costs of the shared procurement unit and therefore costs are not expected vary significantly from projections.

Income from partnership led framework contracts (assumed to be 1% of contract spend) will continue to be received subject to variation. The current and future framework income will be reduced from previous years due to key services at Scarborough being outsourced or handed back to parent organisations.

c. Costs/Savings

The following table sets out the expenditure and income for the partnership:

COSTS/SAVINGS	2012/13	2013/14 £000's	2014/15 £000's	2015/16 £000's
Partnership running costs		152	152	152
Income from partners		139	139	139
Income from other		6.5	6.5	6.5
Income from framework contracts		7	10	12
Surplus		0	3.5	5.5
Balance c/f	42	42	45.5	51

The above figures include staff and related running costs for the partnership unit and assume general inflation of 2% per year.

Income from partners in year 1 is based upon each partner's total gross revenue expenditure (excluding parish precepts).

The figures do not take account of the savings that will accrue to partner councils through smarter procurement activity. However, the likely savings from procurement suggests it would be reasonable to look for savings equivalent to 5% over the next three years.

The approximate total combined procurement spend on goods, works and services for partner councils is circa £40m p.a. It is unrealistic to assume that all spend will be addressable through the shared service, therefore a prudent estimate of addressable spend is £10m (25% of the total). Using this as a guide to the potential savings that could accrue, savings of circa £500k are estimated over years 1 to 3.

d. Apportionment of Savings

The apportionment of savings will depend upon individuals councils' opportunities for procurement activity, however using estimated addressable spend as a guide; the following shows the savings that could accrue to each partner.

	Total Expenditure on Goods, works and Services £000's	Estimated Addressable spend £000's	Potential Savings (5%) £000's
Ryedale	5,000	1,250	62.5
Scarborough	20,000	5,000	250.0
Selby	15,000	3,750	187.5
Total	40,000	10,000	500.0

3. RISK ASSESSMENT

a. Describe the key risks at each phase of the project :

Phase	Risk	Impact	Probability	Countermeasure
All	Service is too thinly spread	M	M	Budgetary provision permits expansion of the service/work in some areas will be reducing
All	Increased risk of challenge of procurement processes as letting larger value contracts	H	L	Provision of budgetary reserve to afford funding to meet any challenge. Any supplier can potentially challenge the award of a contract no matter how rigorous and transparent the tender process was conducted.
All	Insufficient capacity to support capacity building in the third sector	H	L	Sufficient budget to provide for development work either through direct employment or temporary contracting in
All	Not achieving savings target	H	L	Continue spend aggregation, use of larger volume frameworks and spend analysis to identify further savings
All	Insufficient capacity to support sustainability in procurement agenda	H	L	Sufficient budget to provide for development work either through direct employment or temporary contracting in
All	Additional unfunded legal work	H	L	Included support services recharge with opportunity to commission further legal work for bespoke contracts for individual District Councils

b. Statement of cross cutting deliverables

There will to be a need to review the policies of the three councils in the areas of:

- Procurement Rules and Regulations
- Sustainability
- The Localism Act 2011

c. Research

This section includes some information to help with understanding the context services to support this business case.

a) Total Cost of the service as a % of total councils' budget (year):

Council	Total Cost of Service £000's	Total council budget £000's	% of Council's budget
Ryedale	24	30,102	0.08%
Scarborough	80	89,608	0.09%
Selby	35	43,551	0.08%

4. PEOPLE

a. Impact on people (staff and Members) to include e.g.

Scarborough Borough Council will continue to act as Employer and as all the staff currently employed, are employed by Scarborough there will be no TUPE implications.

Staffing Structure	Number of Posts	Cost £
Procurement Manager	1	48,350.00
Senior Procurement Officer	1	27,450.00
Procurement Officer	1	22,800.00
Procurement Assistant	1	12,000.00
Administrative/Admin Legal Support	Purchased Service	21,450.00
	4	132,050.00

b. Other assets e.g. property; systems; retention of knowledge; access to data – any implications

Asset	Impact
Systems/technology: Uses web platform software as follows: VPN software for remote access PROTender for electronic procurement Modern.gov for Joint Committee management	It is anticipated that the support systems currently in use at Scarborough B.C. will continue to be used for the partnership. Allows users to work remotely from home Regional Supplier & Contract Management System (YORtender), web based system that allows for the management and letting of tenders. Provides a secure and detailed audit trail. Joint committee management

5. PERFORMANCE

a. Performance information:

The external third party expenditure of the Yorkshire & Humber Region Local Authorities is circa £4.6 billion per annum, which represents some 52% of total expenditure. A considerable and growing proportion of this external expenditure is directly managed or indirectly influenced by Procurement. Within the current financial climate this is a strategically important position for Procurement but also one that requires high performance.

Chief Executives of the Region, at their meeting on 22nd March 2012, agreed that a Procurement Performance Management Framework was required for all 22 Local Authorities in order to:

- Quantify current performance of Procurement
- Drive continuous improvement
- Provide the means for Chief Executive to hold their Procurement Teams accountable (11/12 results attached overleaf)

PP1 (a):	Cost of Procurement as a % of Organisational running costs
PP1 (b):	Cost of Procurement as a % of 3rd Party spend
PP2	% of spend through 3rd Party established contracts
PP4:	% of spend via collaborative arrangements with other organisations or professional buying organisations
PS5 (a)	% of Spend Categorised, understood and reported
PS5 (c):	% of 3rd Party Spend Managed via structured Category and Contract Management
PS4	% of spend through SME's
PP7	Management Best Practice Indicators
PSI	Professionally qualified procurement FTE's as a percentage of total procurement FTE's

YOR1	% of spend via Local Suppliers
YOR2	Total third party savings as a % of total third party spend
YOR3	% of third party spend directly controlled or indirectly influenced by procurement

6. PARTNERSHIPS

a. Dependency on other Partnerships

Other partnerships we depend on to deliver our vision	Actions required to continue delivery through them?
YORhub Joint Committee	This Joint Committee arrangement is facilitating the establishment of a Joint Framework for construction, consultancy and Civils in North Yorkshire as a region of Yorkshire and the Humber. There are potentially clear benefits and savings to be made by engaging with the YORhub suite of frameworks when considering routes to market.
Supplier & Contract Management System YORtender	Use of the Regional Supplier and Contract Management System to let and manage contracts by all councils allows for a joined up and consistent approach by all the partnership councils
North Yorkshire Procurement Group	To continue to share best practice and identify collaboration opportunities with all the councils in the North Yorkshire region
Regional Procurement Programme Board	To continue to share best practice and identify collaboration opportunities with all the councils in the Yorkshire and Humber region

7. PR

a. Communications Strategy

	WHAT	WHEN	WHO
	Internal Communications		
1.	Partner Management team briefings (including middle managers/staff responsible for procurement)	6 Monthly	Procurement Manager
2.	Regular team briefings	Monthly	Procurement team
3.	Intranet/Corporate updates	Quarterly	Procurement team
	External (customers; partners; stakeholders:		
4.	Progress updates to councillors via established mechanisms	Quarterly	Procurement team
5.	Publicity via PR, Councils' Newspapers	As required	Procurement team
	Consultation and Engagement Mechanisms:		
6.	To be identified through the service improvement plan	As required	Procurement team

Procurement Performance Management Framework 2011/12 - Efficiency

E1(a) & E1(b) Cost of the Procurement function:		£'000
Total cost of the Procurement function:		£35
Organisational running costs (expenditure)		£43,551
Cost of the Procurement function as % organisational running costs		0.08%
Total third-party spend		£14,559
Cost of the Procurement function as a % of third-party spend		0.24%
E3 Average Invoice Value		(Number)
Total number of Invoices received		7882
Average Invoice Value		1,847
E4 % of third-party spend channelled through other collaborative arrangements:		£'000
Amount of third-party spend channelled through other collaborative arrangements		£3,250
% third-party spend channelled through other collaborative arrangements		22%

Procurement Performance Management Framework 2011/12 - Adding Value

VA7 The percentage of third-party spend channelled directly through SMEs	£'000
Amount of third-party spend channelled directly through SMEs	£5,002
% of third-party spend channelled directly through SMEs	34.4%
VA10 % of spend via Local Suppliers - based within postcode area	£'000
Total spend via Local Suppliers	£1,511
As a % of total spend	10%
VA11 Total third party savings as % of total third party spend	£'000
Total Savings achieved	£115
As a % of third party spend	1%

Procurement Performance Management Framework 2011/12 - Professional Maturity

PM2 Spend through pre-established contract arrangements as a % of third-party spend	£'000
Actual spend through pre-established contract arrangements	£9,800
Spend through pre-established contract arrangements as a % of third-party spend	67.3%
PM5 & PM6 Management of supplier base	£'000
Third party spend categorised, understood and fully reported	£14,559
% third party spend categorised, understood and fully reported	100.0%
Third party spend managed via structured category management	£0
% third party spend managed via structured category management	0.0%

PM8 Management Practice Indicators	Yes / No
The individual with lead responsibility for procurement is a member of, or reports directly to, the Organisation's Senior Management Team, and there is a Board / Cabinet member with responsibility for procurement.	Yes
Customer satisfaction surveys are undertaken at least annually to understand user views on the added value brought about by the professional procurement function, with the results published internally and fed into an improvement plan which is regularly monitored.	No
Future demand for goods and services is forecast on at least an annual basis alongside analysis of new technology and commodities, and emerging market developments, both of which inform the organisation's procurement strategy and results in a prioritised work-plan for the next 12 months.	Yes
Specific and measurable targets have been set in relation to the cashable and non-cashable benefits to be delivered by procurement, and the organisation can demonstrate that at least 85% of targets were met for the previous financial year.	Yes
Specifications for high value purchasing decisions are made based on a detailed understanding of the total cost of ownership (TCO) (also known as whole life costs).	Yes
The organisation keeps a comprehensive and cross referenced record of all contracts worth over £10,000, which can be sorted (at least) by supplier and by contract end date.	Yes
Benchmarking data from both public and private sector sources is actively used to	Yes

undertake price comparisons on key goods and services.

The organisation has identified and developed strategic partners for collaborative procurement and can demonstrate measurable cashable benefits over the previous 12 months from this collaboration (in larger organisations this will include having facilitated collaborative procurement with smaller organisations).

The organisation has clearly defined ethical procurement standards in place which are in line with the CIPS Ethical Code and which are actively applied and monitored across the organisation, with any breaches recorded and acted upon.

A rolling programme is in place to develop procurement skills and capabilities across the organisation at all levels.

Total Score

9

PM9 Professionally qualified procurement FTE's as a percentage of total procurement FTE's

Total Number of Procurement FTE's

3

Total Number of Professionally Qualified FTE's

2

Professionally qualified FTE's as a percentage of total procurement FTE's

67%

PM12 % of third party spend directly controlled or indirectly influenced by procurement

Third party spend directly controlled or indirectly influenced by procurement

£6,300

% of third party spend directly controlled or indirectly influenced by procurement

43%

Completed By: David Gomersall

Date: 05 April 13

Appendix 1c

DATED

2013

THE RYEDALE DISTRICT COUNCIL

- and -

THE SELBY DISTRICT COUNCIL

- and -

THE SCARBOROUGH BOROUGH COUNCIL

A G R E E M E N T

relating to the “North Yorkshire Procurement Partnership”,
The North Yorkshire District Council Joint Procurement Committee

Lisa Dixon
Director of Democratic & Legal Services

THE NORTH YORKSHIRE DISTRICT COUNCIL PROCUREMENT JOINT COMMITTEE PARTNERSHIP AGREEMENT

THIS AGREEMENT is made the _____ day of _____ 2013 **BETWEEN**

- (1) **THE RYEDALE DISTRICT COUNCIL** of Ryedale House Malton North Yorkshire YO17 7HH (“Ryedale”)
- (2) **THE SELBY DISTRICT COUNCIL** of the Civic Centre Doncaster Road Selby YO8 9FT (“Selby”)
- (3) **THE SCARBOROUGH BOROUGH COUNCIL** of the Town Hall St Nicholas Street Scarborough North Yorkshire YO11 2HG (“Scarborough”)

(The parties are hereinafter referred to collectively as “the Councils”)

WHEREAS

- 1) The Councils have powers under the Local Government Acts 1972 and 2000 to establish Joint Committees to jointly undertake their functions
- 2) The Councils all have duties to promote best value
- 3) The National Strategy for Procurement requires the Councils to identify the steps that they are taking to promote joint procurement activity to achieve efficiencies
- 4) The Regional Improvement and Efficiency Partnership have separately funded the promotion of regional procurement in the region through:
 - a) A shared Contract Management System which facilitates electronic tendering, supplier and contract management on a regional basis
 - b) The establishment of a Joint Committee to facilitate capital construction expenditure through a Regional Framework Contract, known as “YORbuild” which is managed in North Yorkshire by Scarborough
 - c) Funding to promote joint working between the Local Authorities of North Yorkshire
- 5) The Councils have agreed to establish and participate in a Joint Committee to discharge their procurement functions on the terms provided by this Agreement.

IT IS HEREBY AGREED as follows:-

1. The Partnership

- 1.1 In exercise of their powers under Sections 101; 102; 103; 111 and 113 of the Local Government Act 1972 and Section 20 of the Local Government Act 2000 and all other powers enabling them in that behalf the Councils agree to establish and participate in a Joint Committee to be known as “North Yorkshire Procurement Partnership” (hereinafter referred to as “the Partnership”) which shall be constituted and which shall conduct its business in accordance with the Standing Orders set out in Schedule 1 which may be amended with the approval of the Councils from time to time.

- 1.2 Each of the Councils will delegate to the Partnership powers to enter into contracts on its behalf within a decision making framework established by the Joint Committee.
- 1.3 Each of the Councils shall annually appoint a representative to be a member of the Partnership Board.
- 1.4 Scarborough shall be appointed the Host Council responsible for administering the Partnership (hereinafter referred to as “the Host Council”) in accordance with the terms of this Agreement and for providing a legal framework and entity for the Partnership.
- 1.5 In the event of another Council being appointed as the Host Council the Partnership shall be required to give a minimum of one year notice to Scarborough expiring on the 31st March.

2. Functions of the Partnership

- 2.1 Each of the Councils hereby empowers the Partnership to discharge on their behalf and the Partnership shall discharge those functions with regard to procurement as defined Schedule 4 (hereinafter referred to as “the functions”).
- 2.2 Each of the Councils empowers the Partnership to arrange for the discharge of the functions or any of them by any Sub-Committee or officer appointed by it or by any officer of the Councils so appointed and subsection (2) of Section 101 of the Local Government Act 1972 shall apply in relation to the functions of the Partnership as it applies in relation to the functions of the Councils.
- 2.3 The Councils also authorise the Partnership to provide services within the functions to other local authorities and public bodies within the meaning of the Local Authorities (Goods and Services) Act 1970 (hereinafter referred to as “Partnership Clients”) on such terms as the Partnership may from time to time determine but the provision of such services shall not extend beyond the period of this Agreement.

3. Staff

- 3.1 The Officers named in Parts 1 and 2 of Schedule 5 are currently employed by the Host Council and are managed by the Partnership on such employment terms and conditions as the Partnership may from time to time determine (hereinafter referred to as “the Procurement Officers”).
- 3.2 Scarborough acknowledges in its capacity as the Host Council that with effect from the date this Agreement comes into force as specified in Clause 15.1 Scarborough will continue to be the employer of the Procurement Officers who shall work in the Partnership but be managed by the Partnership on such employment terms and conditions as the Partnership may from time to time determine.

4. Procurement Manager

4.1 David Gomersall MCIPS shall be appointed as Procurement Manager for the Partnership and shall have specific responsibility for the matters set out in Schedule 2.

5. Support Services

5.1 Support services for the Partnership shall be procured by the Partnership from Scarborough Borough Council on the terms set out at Schedule 4.

6. Accommodation and Property

6.1 Any accommodation for the discharge of the functions (or suitable alternative accommodation or equipment) shall be made available for the use of the Partnership during the period of this Agreement. Any related contractual obligations shall be discharged by the Partnership.

6.2 Details of accommodation provided by Scarborough to the Partnership at the date of this Agreement for the discharge of the functions is set out in Schedule 6.

6.3 Details of equipment provided by Scarborough to the Partnership at the date of this Agreement for the discharge of the functions is set out in Schedule 7.

7. Contracts

7.1 The Host Council shall (unless otherwise agreed) be responsible for entering into contracts on behalf of the Partnership.

7.2 Every contract for the supply of goods and services to the Partnership shall comply with the Financial Regulations and Contract Procedure Rules of the Host Council and all such contracts shall be in the name of the Host Council subject to Clause 7.1 above.

7.3 The Councils reserve the right not to make use of any contract entered into by the Partnership unless or until any necessary internal approvals required under the individual constitutions of each council are in place. The Host Council warrants that it will not enter into any framework contract or arrangement on behalf of the Partnership which places the Councils under an obligation to make use of that contract without the specific authorisation of each council. .

8. Budget

8.1 For each financial year the Procurement Manager shall prepare a revenue budget for approval by the Partnership. The budget shall be submitted to the Partnership not later than the First of December in each year for its approval and shall be approved before it becomes effective. The Partnership shall not incur expenditure in excess of the amounts approved in the revenue budget without the consent of the Partnership.

8.2 Any surpluses or deficits of the Partnership after deducting all outstanding costs and liabilities shall be added to or deducted from the individual partner Partnership reserves in the same proportions as the fees invoiced to the Partner Councils for the relevant year. No account in this

apportionment will be taken of any fees charged to the Partners for work outside the agreed procurement plan (eg Procurement of Capital schemes) nor of any work undertaken for third parties.

- 8.3 The discharge of the functions on behalf of the Councils and the provision of services to Partnership Clients shall be on the basis of agreements entered into between the Partnership and each Council and each Partnership Client.
- 8.4 The fees and charges to be incorporated in the said agreements shall be in accordance with a scale or scales to be set by the Partnership for each financial year.
- 8.5 From each year of the agreement each Council shall be invoiced in April for their expected fee for each financial year, and payment shall be made quarterly in advance.
- 8.6 Each Council shall pay the Host Council on demand, the fees and charges of the Partnership discharging the functions for each Council upon receipt of an account and such payment shall not to be unreasonably withheld.

9. Business Plan

- 9.1 Following approval of the budget in each year by the Partnership as provided for by Clause 8 the Partnership will prepare and approve a “Business Plan” which shall reflect the anticipated level of income for the Partnership and set out how resources (including reserves) will be managed and distributed by the Partnership.

10. Accounts & Audit

- 10.1 The accounts of the Partnership shall be submitted to a meeting of the Partnership for approval in accordance with extant legislation, and a copy shall be sent to each of the Councils as soon as may be practicable.
- 10.2 The accounts together with all relevant records and supporting vouchers of the Partnership shall be subject to audit in accordance with extant legislation, and shall be open to inspection by the Councils and otherwise as required by law.

11. Insurance

- 11.1 The Partnership shall ensure that adequate insurance cover is effected and maintained in respect of any liability of a kind insured against from time to time by the Councils arising from the discharge of the functions for the duration of this Agreement and for a period of twelve years after termination of this Agreement. Such insurance cover (including the payment of premiums) shall be included within the arrangements for support services as provided by Clause 5.

12. Civil Litigation

12.1 The institution and defence of necessary litigation by the Partnership arising out of the exercise of the functions shall be undertaken in a representative capacity by the Host Council.

13. Indemnity

13.1 All liabilities incurred by the Partnership in discharging the functions including any continuing obligations and liabilities after termination of this Agreement shall be shared in the proportions set out in clause 15.4) and each Council fully indemnifies the Partnership (and the Host Council in its representative capacity) in respect of all losses, costs, claims, actions, proceedings, expenses or liabilities of whatsoever nature arising from the Partnership and in respect of any continuing obligations and liabilities of the Partnership after termination of this Agreement to the extent of its share Provided that this indemnity shall not apply to costs incurred by the Host Council arising out of equal pay claims made by employees of the Host Council not being the Procurement Officers.

14. Liabilities to be retained by the Councils in respect of matters occurring prior to this agreement

The Councils shall be responsible for (and for meeting the costs of the conduct of including settlement of) any action or claim which is pursued within the relevant time limitation period (other than an action or claim in contract) whether made before on or after the date of this Agreement and whether made against any of the Councils which is founded on any act, omission or default of any of the Councils before the date of this agreement, and which, if this agreement had not been made, could have resulted in any such action or claim being made against any of the Councils and in respect of which any of the Councils is covered by a policy of insurance and to the extent that any such actions or claims are pursued against any of the Councils the responsible Council will indemnify the Host Council and any of the Councils against any such action or claim.

15. Duration of the Agreement and Withdrawal

15.1 This agreement shall come into force on the 01 April 2013 and shall continue in force until 31 March 2016 unless and until one year's notice in writing is given by any of the Councils to the Procurement Manager for the time being and to the Chief Executive or other nominated Officer of each Council expiring on the Thirty first day of March in any subsequent year of the intention of that Council to withdraw from this Agreement

15.2 The costs occasioned by the withdrawal of any one Council from the Partnership including the costs of redundancy of staff, disposal of equipment and other associated costs shall be borne by that Council. Upon receipt of a notice of intention to withdraw from the Partnership as provided

for in Clause 15.1 above the Councils remaining in the Partnership shall endeavour to mitigate such costs.

15.3 In the event of all the Councils agreeing to terminate this Agreement or not renewing this Agreement all the Councils shall use their best endeavours to employ the staff employed at that time on behalf of the Partnership by the Host Council taking into account the requirements of TUPE legislation, and consultation with the staff, including inter alia: -.

- (a) A continuing need for the performance of a procurement function within the Councils.
- (b) The number of staff each of the Councils contributed to the Partnership.
- (c) The Councils from which individual staff joined the Partnership.
- (d) Any special needs of the Councils in terms of procurement skills.
- (f) The residence and travel to work arrangements of the staff concerned
- (g) The wishes of the staff concerned.

15.4 In the event of all the Councils agreeing to terminate this Agreement or not renewing this Agreement all the Councils hereby agree that:-

- (a) costs of any redundancy of staff, disposal of equipment or other costs arising from the termination of the Agreement or not renewing this Agreement shall be shared by the Councils in the following percentage proportions:-

Ryedale	18.44%
Scarborough	54.89%
Selby	26.68%

- (b) any proceeds after deducting all outstanding costs and liabilities shall be shared in the same proportions by the Councils
- (c) Any Partnership reserves shall be paid to the Councils according to whom they are allocated.

15.5 In the period 1st April 2015 to 30th November 2015 the Councils shall conduct a review to determine whether to extend this Agreement and, if so, the duration of any new agreement and whether any of the terms herein shall be varied.

16. Arbitration

16.1 Subject as provided by Section 103 of the Local Government Act 1972 any question, dispute or difference in relation to any matter in connection with this Agreement which may occur between the Councils or any of them or between the Partnership and any of the Councils shall be referred as a single arbitrator to be appointed by agreement between the parties in dispute or in default of such agreement to be appointed by the Secretary of State for the Communities and Local Government for the time being or by such Minister as shall for the time being be responsible for

local government and the decision of such arbitrator shall be final and binding and the Arbitration Act 1996 shall apply to such a reference.

17. Variations

17.1 Any of the terms of this Agreement may at any time be varied or amended by deed executed by all the Councils.

SCHEDULE 1

Standing Orders for the “North Yorkshire Procurement Partnership”

Unless the Partnership otherwise agrees:-

1. The Standing Orders of the Host Council shall apply to the meetings of the Partnership except as hereinafter provided.
2. The Annual Meeting of the Partnership shall be held to meet the requirements of any extant legislation every year and at such meeting the Partnership shall from among their members elect a Chairman and Vice-Chairman provided that if there be an equality of votes in the election of the Chairman it shall be decided by lot which of the members having an equal number of votes shall be appointed.
3. The Partnership shall meet at least once annually and at such other times as the Partnership considers necessary.
4. The Councils may make substitutions in accordance with their own procedures where their member is unable to attend any meeting of the Partnership.
5. The Chairman or Vice-Chairman may call a meeting of the Partnership at any time and shall do so upon the written request of two members.
6. The Host Council shall send to every member at least seven days before a meeting of the Partnership a summons to attend the meeting specifying the business proposed to be transacted thereat.
7. Each member of each Council shall have one vote at meetings of the Partnership.
8. Every matter arising at a meeting of the Partnership shall be decided by a majority of the votes cast by the members present and voting on the question and in the case of an equality of votes the Chairman of the meeting shall have a casting vote.
9. Any two voting members of the Councils remaining in the Partnership shall form a quorum.
10. Minutes of the proceedings of the Partnership shall be published on the Scarborough Borough Council website and sent to all members of the Partnership and the Chief Finance Officer and the Monitoring Officer of the Councils of the Partnership.
11. Senior Managers from the respective Councils will be able to attend Partnership meetings in an advisory capacity at the discretion of the Partnership.

SCHEDULE 2

Procurement Manager

The Procurement Manager will be responsible to the Partnership for the following matters:

1. Management of the Partnership
2. Recruitment and staffing issues.

3. Drawing up budgets, ensuring adequate budgetary control and ensuring that appropriate financial and operational targets are set.
4. Ensuring that the Partnership meets professional and mandatory standards.
5. Establishing an effective organisational framework.
6. Liaison with External Audit.
7. Monitoring the Partnership's performance against plans.
8. Marketing and tendering for external contracts.
9. Formally reporting to the Councils and the Partnership Clients on the scope and adequacy of procurement coverage and the issues arising.
10. Ensuring that the Partnership has adequate and effective trading agreements with all the Councils and the Partnership Clients for the provision of procurement services.
11. Procurement of supplies and services.
12. Making recommendations to the Partnership regarding the Partnership Client base, trading agreements, charging policies and other necessary matters.

Schedule 3

SCARBOROUGH BOROUGH COUNCIL

SERVICE LEVEL AGREEMENT

FOR SUPPORT SERVICES

WITH

NORTH YORKSHIRE PROCUREMENT PARTNERSHIP

Lisa Dixon
Director of Legal and Democratic Services
Scarborough Borough Council
Town Hall
Scarborough

CONTENTS

PAGE

1. Introduction
2. Parties & Duration
3. Nature of the Services
4. Service Providers and Client Contacts
5. Quality
6. Lawyers' Needs
7. Performance Standards & Monitoring
8. Charges
9. Disbursements and the Instruction of Counsel
10. Client Satisfaction and Complaints
11. Disputes
12. Review and Revision of Service Level Agreement
13. Disputes Variation and Termination

1. Introduction

- 1.1 Legal and Support Services are committed to providing a friendly, efficient, professional and effective legal and corporate service to all their Clients tailored to each clients' needs.
- 1.2 The purpose of this AGREEMENT is to ensure that individual officers and clients know what to expect of one another and to establish clear and practical performance indicators.

2. Parties and Duration

- 2.1 This Agreement is made between Legal and Support Services and the North Yorkshire Procurement Partnership.
- 2.2 This Agreement will operate from 1st April 2013 to 31st March 2016 unless brought to an end in accordance with paragraph 15.

3. Nature of Services

3.1 Contracts & Procurement

When instructed Legal Services will provide a comprehensive service in relation to contracts and procurement including:-

- (i) Advising on procedure, Operational Instructions, Standing Orders, Contract Procedure Rules, EU Procurement, TUPE, contract terms
- (ii) Drafting and negotiation of contracts and associated documents.
- (iii) The Externalisation of key services

3.2 Employment Law

Legal Services will provide a comprehensive advice and representation service in all employment matters including:-

(i) Advisory work e.g. in the areas of redundancy, unfair dismissal, TUPE, consultation etc.

(ii) Representation before the Employment Tribunal and Employment Appeal Tribunal including all preparatory work such as drafting Form IT3s, witness statements, discovery & inspection, assembling bundles of documents, instructing Counsel etc.

3.3 General Policy Advice

Legal and Support Services will provide a comprehensive advice and representation service to the Client on Policy matters.

3.4 Recovery of fees

Legal and Support Services will provide advice, assistance and representation upon the process for the recovery of unpaid debts if required.

3.5 Administration

Legal and Support Services will provide for all the administrative support needs of the Partnership including, but not limited to the following: practice management incorporating guidance upon the use of the management of DNA Practice Management system and the development of requisite electronic work flows and raising of invoices, secretarial and typing support, web publishing, administration and minuting of meetings, electronic document management and filing, mail collection and delivery, print, advertising, print and photocopying and general administrative support.

3.6 Information Technology

Legal and Support Services will procure continuing support for the licensed software operated by the service.

3.7 Accountancy

Legal and Support Services will procure through the Practice Management team the provision of accountancy support to the Procurement Service

3.8 Managerial support

Legal and Support Services will provide through the Director of Legal and Democratic Services political and managerial guidance, development and appraisal of the Procurement Manager and managerial and budgetary oversight.

4. Service Providers and Client Contact

4.1 Legal Services

The Team are led by the Legal Services Manager, Rebecca Jackson. The Service to the North Yorkshire Procurement Partnership will ordinarily be provided by members of the Commercial and Property Team. where it is considered more efficient for work to be undertaken for the client by the Litigation and Regulation Team (for example in relation to litigation), the work will be referred to that Team, recognising that Team's specialism in those areas. Contact

Name	Title	Tel
Rebecca Jackson	Legal Services Manager	232352

4.2 The Practice Management Team

The Practice Management Team provide support to the wider service and Council. They will be the primary source of support to the North Yorkshire Procurement Partnership. Key Contact:

Name	Title	Tel
Kerry Russett	Office Manager	232352

4.4 **Managerial and Accountancy Support**

Managerial and Budgetary support will be provided through:

Name	Title	Tel
Lisa Dixon	Director of Legal and Democratic Services	232348
Andy Adamson	Finance Officer	232355

5. Quality

- 5.1 Legal and Support Services are committed to providing a quality service and has achieved Investors in People accreditation.
- 5.2 Legal and Support Services will maintain IIP and operate all the quality systems set out in the Legal Services Office Manual (a copy of which is available on request).
- 5.3 Service Guarantee Statement

The Legal and Support Service makes the following commitments:

- Be available between the hours 9.00 am to 5.00 pm from Monday to Friday
- Continually review training needs to ensure we remain well trained to do your work.
- Acknowledge all instructions promptly and let you know who is dealing with your matter.
- Keep you apprised of the progress, or lack of progress, in all matters.
- Keep you informed of changes in the law relevant to your work.
- Respond formally and positively to any complaints about the service we provide.

6 Lawyers' Needs

- 6.1 The roles of the lawyer are essentially
- To ensure that the Client is properly advised and informed so as to be able to take sound decisions.
 - To give effect to the Client's wishes through the appropriate legal documentation.

- To present the Client's cases before the courts and tribunals so as to give the Client the greatest possible chance of achieving the desired outcomes.

6.2 In order to effectively fulfil this role all lawyers need:-

- Prompt, complete and accurate instructions.
- Prompt notice of any material change in circumstances e.g. client's intentions, evidence.
- Client ownership and responsibility.
- Consultation prior to any significant decision
- A familiarity by the client with "Tracked Changes" as the preferred mechanism for developing documentation

6.3 Instructions are preferred in electronic form where possible and communication by email is the preferred means of communication.

6.4 In addition whenever legal services are required to draft contract documentation it is expected that all relevant requisite instructions will be provided a minimum of 20 working days prior to the date by which the time limit is reached for issuing. This is to enable:

- ◆ the instructions and evidence to be reviewed thoroughly
- ◆ any addition or correction to evidence to be undertaken

In a case of urgency when 20 working days cannot be provided for this process, a request for agreement to a lesser period must be made to the Principal Lawyer.

7. **Performance Standards and Monitoring**

7.1 Legal and Support Services endeavour to ensure the following service standards are met:

7.1.1 **Financial Reports to the Procurement Manager**

During the period of this agreement a system will be put into place where on the last working day of each calendar month the Practice Manager will despatch by email a report to the Procurement Manager detailing:

- (i) all cases upon which Legal Services are providing advice and assistance to the Client
- (ii) the current level of charges to be invoiced for that year.

7.1.2 Practice Reports for the Review Group

A review Group will be established comprising:

- (i) David Gomersall, Procurement Manager
- (ii) Carol Rehill, Commercial and Contract Lawyer
- (iii) Kerry Russett, Office Manager

For the duration of the agreement meetings of the Review Group will be convened every six months.

The purpose of the Review Group will be:

- (i) to review progress under the agreement,
- (ii) to ensure that any concerns raised by the client or Legal and Support Services are addressed within a timescale agreed at the meeting
- (iii) to identify any training needs
- (iv) to oversee the development of new practice models
- (v) to make recommendations to the North Yorkshire Procurement Partnership for improvements or additions to the service.

For each meeting Legal Services will, when in place, provide the following reports as to the Review Group:

- (i) A current Copy of reports provided to the Procurement Manager (as set out in para 7.1.1)
- (ii) Current information in relation to Service Performance

7.1.3 Specific Performance Targets:

Legal Services adopt the following performance targets for the duration of this agreement:

- (i) Legal Services will achieve a rating of satisfactory, good or excellent in at least 90% of completed and returned forms
- (ii) Contracts will be issued within 20 working days of receipt of full instructions.

8 Charges

8.1 The charges to the service will ordinarily be included within the Time will be made recorded against the Client Service cost code in respect of services provided and addressed as a support services re-charge for the proportion of cost of service provision that falls upon the North Yorkshire Procurement Partnership. Where charges are made for additional work that is commissioned, such as major Capital Projects (for example preparing development agreements for competitive dialogue tender processes, or preparing and drafting construction contracts for capital projects) the following rates will apply for service provision in 2013/14: These rates are subject to an annual review.

Director of Legal & Democratic Services	£122
Legal Service Manager	£102
Solicitor	£90
Legal Executive/Assistant	£64
Support Assistant	£49
Practice Manager	£36
Administrative Officer	£21

- 8.2 Disbursements such as fees for the use of Counsel, Court Fees, the local authority contribution to the cost of the instructing an expert and charges for the use of a process server will be met by the Client. The arrangements under which agreement is given to Legal Services to incur disbursements are provided in paragraph 10 below.
- 8.3 Legal Services will record all time spent on the Client's matters by work type and activity. The information that arises from this record will

provide the basis for determining the percentage of all the legal services budget to be charged to the client.

9 Disbursements and the Instruction of Counsel

9.1 Legal and Support Services are not permitted to commence proceedings or incur disbursements in any matter unless formal approval is first given by the North Yorkshire Procurement Partnership or the Procurement Manager acting under delegated powers.

9.2 Legal and Support Services agree to ensure that 'Best Value' can be demonstrated whenever disbursements are incurred on behalf of the Client.

9.3 Once instructed in a matter, Legal and Support Services are permitted to incur at their discretion fees ordinarily charged as part of the court process, for example court fees and the cost of serving papers via a process server.

9.4 Significant Disbursements, in particular each and every occasion upon which Counsel and/or an expert witness are instructed require specific approval.

10. Client Satisfaction and Complaints

10.1 Legal and Support Services will operate a system of Client Satisfaction Surveys.

10.2 The Client undertakes to return all Client Satisfaction questionnaires fully completed within 10 working days of receipt.

10.3 Legal and Support Services will also operate a formal Complaints Procedure as set out in the Legal Services Office Manual and will provide a copy of the procedure to the Client.

11. Disputes

Any dispute arising from this agreement shall be referred to the North Yorkshire Procurement Partnership to be determined.

12 Review and Revision of Service Level Agreement

The operation of agreement and the quality of services provided will be reviewed by both parties at meetings of the North Yorkshire Procurement Partnership which will take place on an annual basis.

13. Variation and Termination

13.1 This agreement may be varied at any time by the consent of both parties save that Legal and Support Services may vary the charge rates applied under paragraph 8 by notice in writing in April of each year that this agreement continues.

13.2 This agreement may be terminated by either party by giving 12 months notice in writing.

SCHEDULE 4

Procurement Functions

Procurement Functions:

1. To facilitate the provision of an effective source of expertise to the Councils' in advising upon and disseminating best practice in relation to the procurement of goods and services, in particular through the identification and maintenance of key performance indicators that measure the effectiveness of the Councils' procurement practices and procedures;
2. To keep under review and as required report upon the implementation of the Councils' Procurement Strategy;
3. To collect information on purchases made by the Council in order to identify opportunities for the application of good procurement practice through aggregation of demand and/or commitment to volume;
4. To manage and let the introduction of corporate contracts aimed at securing efficiencies through aggregation of demand and / or commitment to volume;
5. To support and where appropriate to lead measures aimed at improving the competencies of Council staff in relation to the procurement of goods and services;
6. To investigate and where justified contribute to the achievement of efficiencies through the adoption of E-procurement initiatives;
7. The achievement of cost and other efficiencies by the application of good procurement practices.
8. To maintain and develop the Councils' Contracts register
9. To maintain and disseminate a constant awareness of good practice in the procurement of goods and services by Local Authorities;

Policy Activities

The development and application of the following policies and strategies:

- Procurement
- E Procurement
- Sustainability through Procurement

Liaison Activities

Liaising with external bodies on behalf of, or in conjunction with, the partners to meet any requirements that these external bodies may have and to ensure that a council or public body complies with any statutory requirement. These bodies will include the following:-

- external auditors
- the Audit Commission
- regulatory bodies/organisations
- Government bodies/organisations

SCHEDULE 5

The procurement officers

PART 1

“Procure North Yorkshire” Procurement Partnership staff

Procurement Manager	David Gomersall	Scarborough BC
Procurement Officer	Chris Winson	Scarborough BC
Procurement Assistant	Vacant Post	Scarborough BC

PART 2

North Yorkshire Procurement Partnership Appointed staff

Senior Procurement Officer	Dale Casson	Scarborough BC
----------------------------	-------------	----------------

SCHEDULE 6

Details of Accommodation at the Date of this Agreement

Scarborough Borough Council	Procurement Manager’s Office Procurement Office Scarborough Town Hall St Nicholas Street Scarborough YO11 2HG
-----------------------------	--

SCHEDULE 7

Inventory of Equipment at the Date of this Agreement

Scarborough Borough Council	.
1.	Four Dell laptop computers
2.	Four Axxia Dna Software Licences
3.	Three desks
4.	Three chairs
5.	Three filing cabinets
6.	Four telephones

IN WITNESS whereof the Councils have caused their respective Common
Seals to be hereunto affixed the day and year first above written.

THE COMMON SEAL of THE)
RYEDALE DISTRICT COUNCIL)
was hereunto affixed and is)
authenticated by:)

Chairman

Head of Legal Services

THE COMMON SEAL of THE)
SELBY DISTRICT COUNCIL)
was hereunto affixed)
in the presence of:-)

Chairman of
The Council

Chief Executive

THE COMMON SEAL of THE)
SCARBOROUGH BOROUGH COUNCIL)
was hereunto affixed in the presence of:-)

Head of Legal and Support Services

Selby District Council

REPORT

Reference: E/13/9

Public – Item 6



To: The Executive
Date: 4 July 2013
Status: Key Decision
Report Published: 26 June 2013
Author: Julia Jennison – Policy Officer
Executive Member: Councillor C Lunn
Lead Officer: Karen Iveson – Executive Director

Title: Selby District Council Housing Development Strategy

Summary: The Council is keen to ensure that opportunities for the development of affordable housing in the district are maximised. Consideration will be able to be given to whether individual schemes are better progressed within the Housing Revenue Account (HRA), or with General Fund input through a new Selby and District Housing Trust.

Recommendations

To submit the proposed Development Strategy to Policy Review and Selby and District Housing Trust for comment.

Reasons for recommendation

The Development Strategy will provide a framework for the Council to deliver affordable housing, either through the HRA, or through the General Fund.

1. Introduction and background

- 1.1 The Development Strategy sets out the Council's plans to contribute to the development of additional affordable housing in the district.
- 1.2 In our housing enabling role, we are committed to working with partner agencies and Registered Providers to ensure the delivery of good

quality affordable housing which meet the identified needs of our residents. This strategy seeks to build on those current arrangements by concentrating on the additional contribution the Council itself can make.

- 1.3 Housing development has been identified as a key work strand in the Council's Programme for Growth, which will help meet the need for additional affordable housing in the district, and contribute to the delivery of economic growth.

2. The Report

- 2.1 Most new housing provision is delivered by private developers, with affordable housing provided through Section 106 Agreements in partnership with Registered Providers. Smaller numbers of new affordable homes are developed by Registered Providers independently either on small sites or on Rural Exception Sites.
- 2.2 With house prices increasing over recent years, the purchase of a home on the open market has become unachievable for many of our residents, and it is important to ensure that the private rented and social rented sectors are able to meet demand from those who cannot afford to buy.
- 2.3 The development of additional housing in the district will help support the building industry, provide opportunities for more employment and apprenticeships, create wealth and encourage local spending.
- 2.4 In recent years the Council's own capital investment in affordable housing has been limited to the repair and improvement of its own stock. However, because of 'Right to Buy' (RTB), the total council housing stock has been reducing. Although the rate of sale has slowed in more recent years it is now picking up again. This does however present opportunities to reinvest the receipts in the provision of new affordable housing.
- 2.5 This strategy puts forward two mechanisms for the Council to increase its affordable housing stock; to develop itself through the Housing Revenue Account (HRA), or through the General Fund via a Housing Delivery Vehicle - Selby and District Housing Trust has been established for this purpose.
- 2.6 Developing through the Housing Revenue Account (HRA) will allow the Council to add to its own housing stock and retain control of allocations and management. However, it is limited by the HRA £5m debt cap.
- 2.7 Alternatively, developing through the Housing Trust, the Council could enable additional affordable housing stock to be developed using its own funding arrangements. Again, subject to agreement and conditions, the Council could retain nomination rights and the homes

could be managed together with the Council's own stock, providing opportunities for economies of scale.

- 2.8 The Council can select the most cost effective mechanism for each scheme, with a flexible approach to maximise resources and provide value for money.
- 2.9 The Trust will operate separately from the Council, with new developments funded by a variety of means including, loans from Selby District Council subject to consent, Section 106 commuted sums, or grant funding through the Homes and Communities Agency (HCA). Loan financing and repayments will be covered by the rental income of the properties developed.
- 2.10 Affordable homes could be developed by the Trust on land transferred from the Council at less than market value subject to approvals and the necessary consents.
- 2.11 There are a number of opportunities for the development of affordable housing in the district and these are set out in Section 4.4 of the Strategy. They include taking on new build homes through Section 106 Agreements with developers building in the district, the improvement or refurbishment of individual properties available on the open market, purchased from other social housing providers, and buy backs where the owner of an ex local authority home wishes to sell. The preferred delivery mechanism will be established through the business case for each scheme.
- 2.12 In order to assess the development potential of land in the Council's ownership, a separate desktop assessment will be prepared initially with a detailed consideration of a number of these sites to follow. This will allow a development programme to be built up.
- 2.13 The Executive has recently agreed to seek planning permission for a small development of 3 new affordable homes on land at St Joseph's Street in Tadcaster, with the intention that these will be built by the new Trust. In addition, there are plans to remodel the former Council offices in Kirkgate to include 3 affordable flats, subject to planning.
- 2.14 It is anticipated, looking at the potential Council owned land opportunities available, that the following delivery targets could be achievable

2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19
Preparation	6+	25	25	25	25

2.15 The time line for the Development Strategy is scheduled below.

Date	Event	Action
Mid May	Working Group	
End May		Sign off issues
4 July	Executive	Consider draft
16 July	Policy Review	Feedback comments
June/July	Consultation with the Trust	
5 Sept	Executive	Recommended
10 Sept	Council	Approval

3. Legal/Financial Controls

3.1 Legal Issues

Ongoing legal advice will be sought to inform our approach.

3.2 Financial Issues

The funding arrangements for the Strategy are set out in Section 6 of the attached document. Assuming a programme to build 106 homes at an average of £100k each, over a 5 year period, and taking into account the circa £5m limit on borrowing within the HRA, the broad funding profile would be:

	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's
Resources required	600	2,500	2,500	2,500	2,500
Financed by:					
HRA Debt	300	1,250	1,250	1,250	1,250
S106	0	0	500	500	500
GF Debt	300	1250	750	750	750
Total Funds	600	2,500	2,500	2,500	2,500

HRA borrowing at this level would attract principal and interest repayments of around £280k p.a. subject to prevailing interest rates.

General Fund borrowing to support the Trust would constitute capital expenditure for the Council. The cost of borrowing (principal and interest) would be fully funded by the Trust from the rental income obtained from the developed properties.

In terms of officer time, it is assumed that 1 full time equivalent, suitably qualified senior officer will be required although the extent of officer resource is dependent upon availability/deliverability of sites. The estimated cost of such a resource is £60k p.a. and it is proposed that this be shared between the Council and the Trust at £30k each with the Trust element being funded by the Council from the Programme for Growth – the equivalent of £150k over the 5 year life of the programme.

In supporting this project the potential new homes bonus that could be generated from the new build programme is estimated at around £760k.

4. Conclusion

The Development Strategy will provide the Council with a range of options to increase affordable housing in the district.

Appendix 1 – Final Draft Selby District Council, Housing Development Strategy

Background Documents

HRA Business Plan 2012
Asset Management Strategy 2012

Contact Details

Julia Jennison – Policy Officer
jjennison@selby.gov.uk

Selby District Council Housing Development Strategy

Contents

- 1. Introduction**
- 2. Strategic Aims**
- 3. Evidence of Housing Need**
- 4. Development Strategy**
- 5. Delivery**
- 6. Financing Developments**
- 7. Managing the process**
- 8. Procurement**

Appendix A – Glossary

Appendix B – Strategies and Plans

**Appendix C – Evidence of Housing Need, taken from the Selby Strategic
Housing Market Assessment (SHMA) 2009**

1. Introduction

- 1.1 This Development Strategy sets out Selby District Council's plans to contribute to the development of additional affordable housing in the district.
- 1.2 In its housing enabling role, the Council is committed to working with partner agencies and Registered Providers operating in the district to ensure the ongoing delivery of good quality affordable housing which meets the needs of our residents.
- 1.3 This strategy concentrates on the contribution the Council itself can make. Housing development has been identified as an important part of the Council's Programme for Growth because it helps meet the need for additional affordable housing in the district and contributes to the delivery of economic growth.
- 1.4 The development of more housing in the district will help support the building industry, provide opportunities for more employment and apprenticeships, create wealth and encourage local spending. It also provides an opportunity to increase the Council's receipts through the New Homes Bonus.
- 1.5 Most new housing provision is delivered by private developers, with affordable housing provided as part of a scheme through Section 106 Agreements in partnership with Registered Providers. Smaller numbers of new affordable homes are developed by Registered Providers independently either on small sites or on Rural Exception Sites.
- 1.6 Housing affordability is one of the biggest challenges facing the district, with house prices almost tripling in fifteen years from £66,362 in 1996 to £182,442 in 2011¹.
- 1.7 Affordability ratios (house price to earnings) are significantly higher than the 'Affordable Definition' of 3.5 (an affordable mortgage being three and a half times annual income) particularly in the northern part of the District. In 2011 the affordability ratio for Selby District was 6.02. This means that house prices are 6 times the average annual income for Selby District. It is therefore important to ensure that the private rented and social rented sectors are able to meet demand from those who cannot afford to buy.
- 1.8 In recent years the Council's own capital investment in affordable housing has been limited to the repair and improvement of its own stock. However, because of 'Right to Buy' (RTB), the total council housing stock has been reducing. Although the rate of sale has slowed

¹ DCLG Live Table 585 Housing Market: mean house prices based on Land Registry data, by district, from 1996-2011

in more recent years it is now picking up again. The increased discounts in 2012, and Budget changes in 2013 which reduced the eligibility period for purchasers from 5 to 3 years, have already encouraged more tenants to explore their RTB. In 2012/13 there were 10 sales (where previous assumptions in the Housing Revenue Account (HRA) Business Plan had been for 2), and it is expected that this trend will increase in coming years.

- 1.9 This does however present opportunities to reinvest the receipts in the provision of new affordable housing which are explored later in this strategy.

2. Strategic Aims

- 2.1 The Council's aims for the delivery of additional affordable homes are set out in the following strategies and plans:

- Corporate Plan 2011-15
- Programme for Growth
- Core Strategy including the Affordable Housing Supplementary Planning Document
- Housing Revenue Account Business Plan 2012 – 2017
- North Yorkshire Housing and Homelessness Strategy 2012-15
- Draft Empty Homes Strategy 2013

- 2.2 Further information relating to the housing elements of each of these documents can be found in Appendix B.

3. Evidence of Housing Need

- 3.1 Housing Need for the district was established through the Strategic Housing Market Assessment 2009 (SHMA), part of the Local Development Framework, which advised that Selby District at that time had a population of around 81,200, and is a high demand area for housing.
- 3.2 Extracts from the SHMA 2009 can be found in Appendix C. These extracts support the case for making affordable housing a priority and help guide the size, type and location of new schemes.
- 3.3 A new SHMA is planned to be commissioned late 2013/2014 and will provide updated information on need and relative demand. It is likely that both will have been affected by recent changes to the welfare system, particularly relating to the size of units (particularly the number of bedrooms) required.

Social rented stock

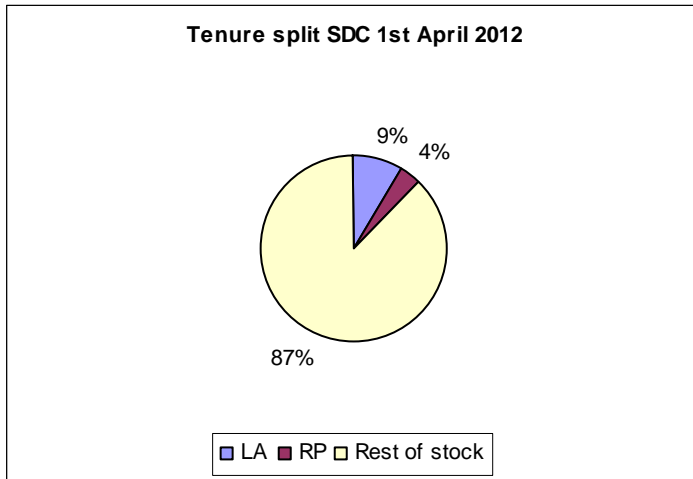
- 3.4 The SHMA found that social rented stock as a proportion of total dwelling stock has reduced from 15.1% in 1998 to 12.5% in 2008. Of occupied social rented stock, 76.3% is rented from the Council and 23.7% is rented from a Registered Provider.
- 3.5 The table below shows that over a third of Council stock is bungalows, but that bungalows make up only 15% of overall housing stock. Over 35% of Registered Providers' stock is semi detached, and 50% is flats, whereas looking at the total stock, 28% is semi detached, and only 5% is flats.

Table B15 from the SHMA shows the attributes of social rented stock

Property Type	Council Rented (%)	RSL Rented (%)	All Stock (%)	No. Bedrooms	Council Rented (%)	RSL Rented (%)	All Stock (%)
Detached house/cottage	0.6	0.4	36.9	One/bedsits	17.7	27.6	4.7
Semi-detached house/cottage	24.4	35.4	28.4	Two	46.9	38.5	21.3
Terraced house/cottage	20.4	6.4	13.3	Three	34.4	33.9	44.4
Bungalow	34.8	7.5	15.4	Four	0.9	0.0	24.4
Maisonette	0.5	0.0	0.1	Five or more	0.1	0.0	5.2
Flat/apartment	19.2	50.3	5.3				
Caravan/Park Home/other	0.0	0.0	0.6				
Total	100.0	100.0	100.0	Total	100.0	100.0	100.0
Base	3184	990	34246	Base	3184	990	34246
Property Age	Council Rented (%)	RSL Rented (%)	All Stock (%)	Satisfaction with property condition	Council Rented (%)	RSL Rented (%)	All Stock (%)
Pre 1919	6.9	0.8	15.1	Very Satisfied	16.4	40.0	38.6
1919-1944	12.1	7.4	9.7	Satisfied	39.6	29.3	40.6
1945-1964	49.5	7.1	15.7	Neither satisfied nor dissatisfied	21.3	9.9	11.8
1965-1984	28.6	17.6	28.1	Dissatisfied	19.5	15.4	7.6
1985-2004	3.0	41.7	25.1	Very Dissatisfied	3.3	5.5	1.5
2005 on	0.0	25.4	6.3				
Total	100.0	100.0	100.0	Total	100.0	100.0	100.0
Base	3184	990	34246	Base	3184	990	34246

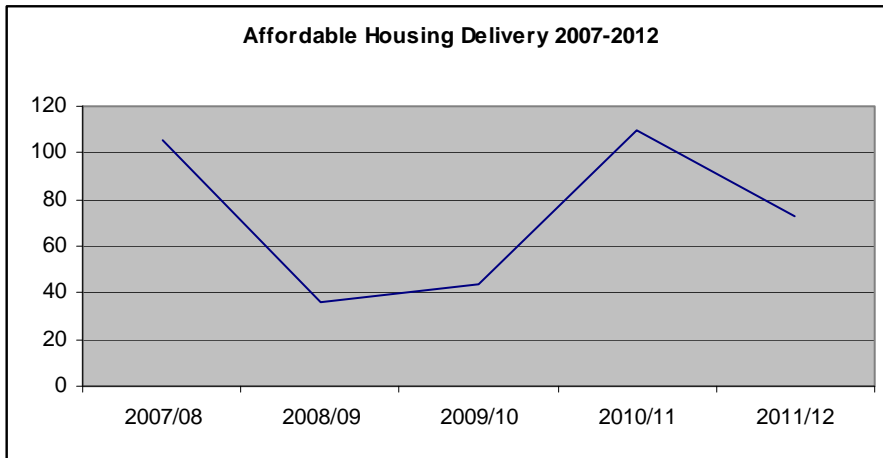
- 3.6 Local Authority Housing Statistics (LAHS) 2012 show that the proportion of social rented property in the district had hardly changed since then, at 13% of the housing stock, with 3,170 local authority homes and 1,370 owned by Registered Providers. These proportions are demonstrated in the pie chart below.

From LAHS 2012



Delivery over the past 5 years

3.7 There have been 368 affordable homes developed in partnership with Registered Providers between 2007-2012. Annual delivery is demonstrated in the graph below.



Size and type of affordable housing required

- 3.8 Evidence from the Selby SHMA 2009, of the size and type of housing required, is set out in more detail in Appendix C.
- 3.9 Table D19 of the SHMA 2009 considers the range of affordable property types households would consider, based on the aspirations of existing households in need and newly-forming households requiring affordable accommodation.

Table D19 Affordable property type preferences

Property type	Property type preferences		
	Existing HHs in Need	Newly-forming Households	TOTAL
House	41.7	39.6	40.5
Flat	14.0	47.2	33.7
Bungalow	44.3	13.2	25.8
Total	100.0	100.0	100.0
Base (Annual affordable requirement)	208	304	512

Source: 2008 household survey

- 3.10 Analysis suggested that there is a potentially strong role for intermediate tenure products in Selby District (homes for sale or rent at below market value – see the Glossary at Appendix A), with around 30% of households in need stating that they would consider it. Analysis of income, equity and savings would suggest that 52% of existing and newly-forming households in need could afford products with an equity share of £50,000 and 32.8% could afford an equity share of £80,000 (2009 SHMA). However, these figures will shortly be updated in the new SHMA 2013/14, which will be made available on the Council’s website.
- 3.11 The North Yorkshire SHMA 2011 reviewed the 2009 evidence to provide an update in the context of the North Yorkshire wide picture.
- 3.12 In considering the long term changes to the profile of households, the following conclusions need to be taken into account –
- A growth in households aged 25 - 34, who are likely to require smaller homes on the whole
 - A growth in households aged 55-64, which will include a proportion of households wishing to downsize
 - A high increase in the numbers of older households, who are predominantly singles and couples
- 3.13 As a result, there is likely to be an increasing demand for smaller homes which are near to key services and transport links.
- 3.14 The proposed SHMA 2013/14 will provide updated evidence of need.
- 3.15 The Homes and Communities Agency has set out size and space standards and other requirements for affordable homes delivered by Registered Providers, and these need to be taken into account when negotiating for homes through Section 106 Agreements with a developer. More information can be found in the Council’s Affordable Housing Supplementary Planning Document, and on the Homes and Communities (HCA) website.

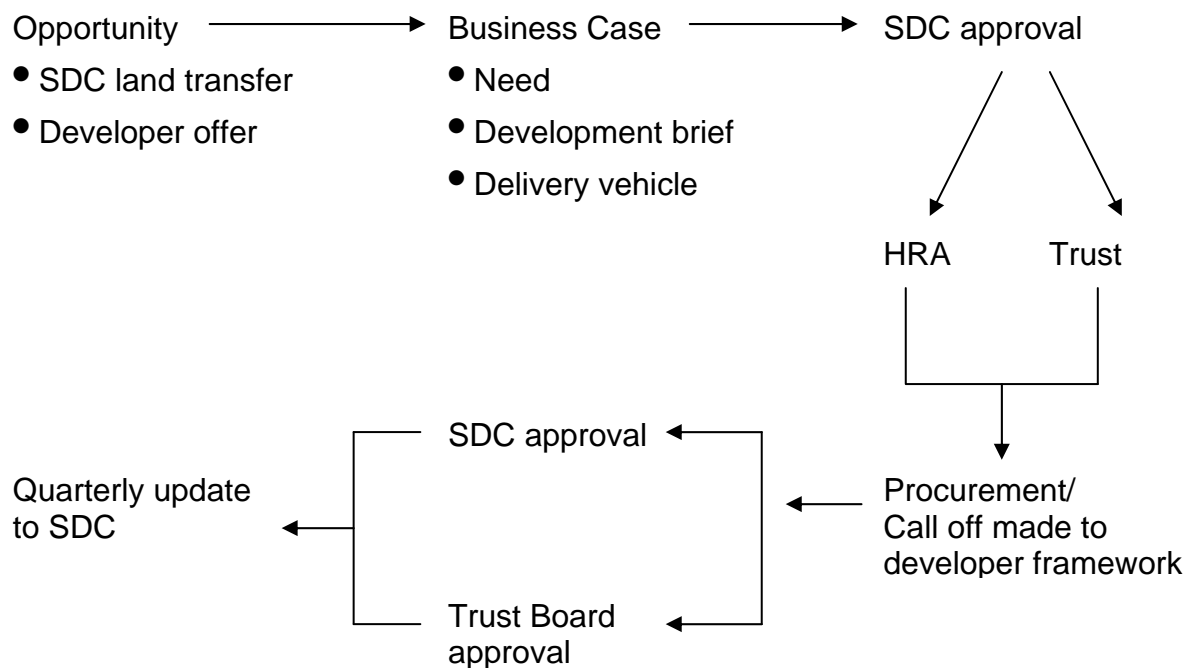
4. Development Strategy

4.1 This strategy puts forward two mechanisms for the Council to increase its affordable housing stock, and add to the valuable work of Registered Provider (RP) partners. Properties could be developed and financed through:

- the HRA, or
- the General Fund via a Housing Delivery Vehicle - Selby and District Housing Trust has now been established to develop homes in this way.

4.2 The diagram below shows both of these development mechanisms. Once a potential scheme has been identified, the business case will usually dictate the best way forward.

Development Mechanisms



Housing Revenue Account

4.3 Developing through the Housing Revenue Account (HRA) will allow the Council to add to its own housing stock and retain control of allocations and management. However, this option is limited by the HRA £5m debt cap, and existing and new stock would continue to be subject to Right to Buy (RTB).

- 4.4 The Council is keen to add to the stock of affordable housing in the district through the most practical and cost effective mechanism, with a flexible approach to maximise resources and provide value for money. Each scheme needs to be considered on its own merits. For instance, the HRA may develop adapted units or accommodation for the elderly or disabled, which are exempt from the RTB. This would ensure that in the long term, affordable units remain available to this growing section of the population.

Selby and District Housing Trust

- 4.5 Selby District Council has established a charitable Housing Trust following submission of a feasibility report to Council on 26 February 2013. The Trust will deliver additional affordable homes across the district, initially concentrating on opportunities provided by using Council owned land.
- 4.6 By developing through the new charitable Housing Trust, the Council can enable additional affordable housing stock to be developed using Council funding arrangements. Subject to agreement, conditions and consents, the Council would retain nomination rights and the homes could be managed by Access Selby alongside the Council's own stock, providing opportunities for economies of scale. Tenants would still have the Right to Acquire (RTA), but this is less onerous than RTB with lower discounts available (maximum £10,000 in Selby district at 2013).
- 4.7 The Trust will develop affordable homes on land transferred from the Council potentially at less than market value subject to approvals and the necessary consents. As a separate organisation, the Trust will have greater freedom to build new, affordable housing, which will be secured for affordable rent or purchase in the long-term.
- 4.8 The Trust will operate separately from the Council, with new developments funded by a variety of means including, loans from Selby District Council subject to consent, Section 106 commuted sums, or grant funding through the Homes and Communities Agency (HCA). Loan financing and repayments will be covered by the rental income of the properties developed.

Priorities

- 4.9 The Council is keen for new build development to provide quality homes early in the programme; this will be new stock which meets modern standards to be developed and taken into management.
- 4.10 An additional priority is to consider the refurbishment of individual properties in areas requiring improvement, and this could include empty homes work (which could be more time consuming to progress),

purchase and repair and acquisition or buy back (see sections 4.22 and 4.23). Again, the preferred delivery mechanism will be established through the business case.

- 4.11 In terms of location for new affordable development, the Council will prioritise a number of sites, land and garage blocks in its ownership, and in doing so will consider current usage, the current condition and repair requirements, and any adjacent opportunities such as small pockets of land.
- 4.12 With regard to the latest housing need information set out in the North Yorkshire SHMA 2011 (see 3.12), smaller units should be prioritised, with bungalows in particular provided on level sites with easy access to services and transport links. The next SHMA will take into account changing priorities resulting from recent welfare changes.
- 4.13 A list of potential sites, most in the council's ownership, has been drawn up for appraisal. The initial prioritisation of the sites to be progressed will include consideration of the areas of housing need identified in SHMA. This will allow schemes to be progressed in particular areas of the district where there is identified need but insufficient social provision to meet that need.
- 4.14 Following this, the schemes which are most likely to be deliverable would be prioritised for further consideration and assessment.

Options

- 4.15 Registered Providers are already working with us in the district to deliver affordable housing, and there are well established mechanisms in place regarding this.
- 4.16 Schemes delivered by the Council, through either the HRA or through the Trust, could be achieved by;

New build schemes for rent or purchase

A. Section 106 opportunities

Under Policy CP5 of the Core Strategy (see Appendix B) there is a requirement for affordable housing provision to be delivered on site unless there are clear community benefits or the potential to deliver a better balanced housing market through off site provision. More detail is set out in the Council's Affordable Housing Supplementary Planning Document 2013. Registered Providers including the Trust can purchase and take on the management of these units. In addition, there is a requirement in the Core Strategy, which is likely to be adopted in October 2013, for commuted sums to be required relating to affordable housing provision on schemes of 1-9 units. These ringfenced sums can be pooled by the Council and used to fund affordable housing elsewhere in the district.

B. Rural Exception sites

The Trust or another Registered Provider could purchase the affordable units on Rural Exception sites. In accordance with Policy CP6 of the emerging Core Strategy (see Appendix B), the sale of small numbers of market units could be considered on Rural Exception sites where this is required to provide cross subsidy for affordable schemes. Alternatively, the construction and sale of market units could also be delivered as part of an overall scheme.

C. Use of Council owned land including garage sites

The Council could develop sites itself or provide land to the Trust at less than market value for affordable housing schemes to be delivered, subject to support and the necessary consents for the transfer of land.

- 4.17 Individual site assessments and viability studies will address value for money issues which will need to be considered by the Council and will form part of the business case. Surplus land has been identified through work on the Council's Asset Management Strategy, and sites will be assessed for suitability for the development of small affordable housing schemes.

Other SDC owned buildings

- 4.18 The Council may have other property assets which could be altered to provide 1 or 2 bed units which may help tenants' downsizing requirements; currently there is a lack of smaller units available for tenants to downsize into. The new Strategic Market Housing Assessment (SHMA), due to be commissioned in 2013/14, will provide detail of current housing need taking this into account.
- 4.19 In addition, demolition of surplus or underused properties, or the use of adjacent unused land may provide further opportunities for development.

Other land/buildings available including on the open market

- 4.20 There may be other land or buildings owned by other public sector bodies, or available on the open market either in areas of need where the Council has no landholdings, or where they could enhance or increase development opportunities already under consideration.
- 4.21 Consideration could also be given to the acquisition of homes on the open market, which could be brought into management.

Buy backs

- 4.22 Where a tenant has taken up the RTB, and later wishes to sell the property, there is an opportunity for the Council to buy the property back. The advantage is that properties will have good space standards, and usually be located near to other Council stock for ease of management. In addition, much of the take up of the RTB was for smaller, more rural settlements where new provision is less likely.
- 4.23 Each purchase would be dependent on the business case, costs and available funding at the time.

Acquisition/disposal of affordable units

- 4.24 The Council or the Trust could consider acquisitions or disposals of stock. The Council may dispose of units through small scale transfers of void (empty) dwellings (no existing tenancies would be affected by this proposal)², or other social housing providers in the district may consider disposals in order to rationalise their stock.
- 4.25 The purchase of affordable units in high need areas where there is limited potential for additional homes to be provided could be prioritised. Hard to let properties could be reconfigured as part of the process. Whilst this may not increase the overall numbers of affordable housing in the district, it would increase the number of units in management and potentially provide economies of scale.

Potential joint ventures

- 4.26 Consideration will be given to working with other public sector bodies, or the possible acquisition of strategic sites

Remodelling of existing homes to meet changing need

- 4.27 As outlined in Section 4.25 above, either to address the problems of hard to let properties, or provide more smaller units to meet emerging demand resulting from recent welfare changes.

Refurbishment of empty homes

- 4.28 The Council's Empty Homes Strategy sets out our approach to bringing empty homes back into use. In terms of the contribution this Development Strategy can make, where an owner has failed to bring an empty home back into use despite our intervention, and the Council considers it to be a priority, the home could be managed and let out by the Council or the Trust. This could be effected either through outright

² The policy and criteria for this are not yet in place

purchase, or by agreement with the owner, with the cost of improvement works recouped through rental receipts.

- 4.29 Following an initial assessment of suitability, the cost of repairing and refurbishing the property could be set against future rental income. The term of the lease would be calculated to recoup the cost of the works, and this could also be extended to take account of the provision of a rental income to the owner if this was required.
- 4.30 Whilst this would not provide an increase in affordable housing stock in the longer term, it would add to the affordable offer in the district in the shorter term.

Building under licence

- 4.31 There may be situations where the Council or the Trust might consider building under licence to reduce the upfront cost of development, eg where a partner public sector body contributes land.

Tenure

- 4.32 As part of the site appraisal process, consideration needs to be given to whether to charge a traditional social rent, or take the opportunity to charge an Affordable Rent (of up to 80% market rent). See Appendix A.
- 4.33 Where HCA funding is used, there is an expectation that Affordable Rent will be charged in order to maximise opportunities for the development of further affordable units. However, where other funding is used, consideration could be given to the development of a percentage of social rented properties to ensure that the needs of lower income families can continue to be met.
- 4.34 The provision of a small number of market units, either as part of an affordable scheme or on a small site elsewhere, might provide the opportunity for cross subsidy and meet the need for market housing in particular locations. This consideration will be part of the detailed viability work required on a site by site basis.

Employment, Training and Economic Benefits

- 4.35 There are a number of opportunities to contribute to the wider economy by delivering affordable housing. These include building or refurbishment of properties, their ongoing management and repair, and the chance to offer apprenticeships relating to any area of the work.

5. Delivery

- 5.1 Selby Town needs the greatest numbers of additional affordable housing (see Table D12 of the SHMA – Appendix C) although there is evidence of unmet need across the district. The evidence shows that 110 of the 409 units required, or 27%, are in Selby Town. In terms of unit size, 42% of the requirement across the district is for 2 bed units.
- 5.2 Delivering affordable units for older people, whilst addressing the increasing numbers of older people predicted to be living in the district, could also allow larger units to be made available for families through tailored allocations via local lettings agreements.
- 5.3 In order to assess the development potential of land in the Council's ownership, a separate desktop assessment will be prepared – initially of a select number of sites. Sites will be selected based upon a high level review of development potential before undertaking a more detailed desktop review. Site selection at this stage will include a location plan, aerial image and a spreadsheet showing an initial assessment of high potential, probable potential or no potential.
- 5.4 A more detailed assessment of the more 'deliverable' sites, will then be undertaken and subject to an initial site appraisal including desktop information plus walkover survey, photographs, initial site summary with indicative number of units. Sites will then be graded through a traffic light system.
- 5.5 Building on this approach, detailed site appraisals will enable the development of business cases on individual sites, which will then determine which will come forward first. The Council will work up a development programme, and the preparation of criteria for asset transfers will be the subject of a separate policy, these to be read side by side.
- 5.6 It is anticipated, that given the available Council owned land opportunities, the following delivery targets could be achievable. The tenure of these units will depend upon identified need and individual site viability issues.

2013/14	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19
Preparation	6+	25	25	25	25

Pilot schemes

- 5.7 The Council's Executive has recently agreed to seek planning permission for a small development of 3 new affordable homes on land at St Joseph's Street in Tadcaster, with the intention that these will be built by the new Trust. In addition, there are plans to remodel the

former Council offices in Kirkgate to provide 3 affordable flats, subject to planning approvals.

6. Financing Developments

- 6.1 A 5 year programme of 106 homes at an average cost of between £80k and £100k per property (subject to land values) would require resources of between £8.5m and £10.6m.
- 6.2 The HRA Business Plan shows that there is currently £5m borrowing headroom up to the HRA debt cap and sufficient financial capacity within the HRA to cover the principal and interest payments.
- 6.3 Assuming £5m HRA borrowing at an average rate of 4.5% over 30 years the annual repayments would be approximately £280k p.a.
- 6.4 Any additional financing would then allow development by the Trust via General Fund resources – either prudential borrowing or s106 commuted sums.
- 6.5 S106 commuted sums are difficult to quantify at this stage in terms the amount and the timing and therefore a conservative estimate of £500k from year 3 is assumed. If these funds do not materialise then additional prudential borrowing would be required or developments would need to be scaled back.
- 6.6 The cost of General Fund borrowing would be borne by the Trust and repaid from the rental income of the properties developed. Loans to the Trust would be at prevailing PWLB rates + % (+ % to be determined) and would constitute capital expenditure for the Council.
- 6.7 An indicative funding plan assuming an average build of £100k per property could be:

	Year 1 £000's	Year 2 £000's	Year 3 £000's	Year 4 £000's	Year 5 £000's
Resources required	600	2,500	2,500	2,500	2,500
Financed by:					
HRA Debt	300	1,250	1,250	1,250	1,250
S106	0	0	500	500	500
GF Debt	300	1250	750	750	750
Total Funds	600	2,500	2,500	2,500	2,500

- 6.8 It is also anticipated that the Trust will seek Registered Provider status with the Homes and Communities Agency in order to access grant

funding. Should such funding become available over the life of the programme then this could either reduce the General Fund borrowing required or increase the number of properties delivered (subject to sites).

- 6.9 Similarly the HRA may experience increased Right to Buys and have the opportunity of additional retained capital receipts – in these circumstances any additional capital receipts retained in accordance with the agreement with the government must make up no more than 30% of the development costs. This could allow one extra property for every £100k additional receipts retained, up to a maximum of 22 extra properties and subject to the Government's 'one-for-one' replacement rules.
- 6.10 Individual business cases for developments (HRA and Trust) would need to establish viability in terms of the rental income and the costs of asset transfers, financing, building, maintaining and managing the properties over a 30 to 60 year life.

Commuted sums

- 6.11 The Council's Core Strategy makes provision for commuted sums to be paid in lieu of affordable housing in appropriate circumstances. Greater clarity around these circumstances will be set out in the Affordable Housing Supplementary Planning Document (AHSPD).
- 6.12 Core Strategy Policy CP5 (see Appendix B) also provides that on sites below the threshold, a commuted sum will be sought to provide affordable housing within the district. The target contribution will be equivalent to the provision of up to 10% affordable housing.
- 6.13 The draft AHSPD sets out maximum commuted sums payable for sites of 1-9 units, and is due to be consulted in the summer 2013. It is anticipated that the SPD will be approved at the same time as the Core Strategy in October 2013.
- 6.14 Under Policy CP5 of the Core Strategy (see Appendix B) there is a requirement for affordable housing provision to be delivered on site for developments of 10 or more dwellings unless there are clear community benefits or the potential to deliver a better balanced housing market through off site provision. Where this is appropriate (refer to AHSPD Appendix 5) and evidence can be provided this will be included in the officer report to the Planning Committee for their consideration. One case has been considered to date and agreed in principle.
- 6.15 Once the maximum contributions arising from the AHSPD have been agreed, it should be possible to work up a projection of the possible commuted sums which would be available to the Council for the provision of affordable housing.

7. Managing the Process

- 7.1 To 'kick start' the housing trust project, £30k was allocated from the Programme for Growth budget. This was a one-off sum to cover the feasibility and set up costs of the proposed Housing Delivery Vehicle. This budget has been spent or allocated to the remaining elements of the project still in progress.
- 7.2 In order to take forward a 5 year programme of build projects it will be necessary to engage a level of resource to co-ordinate and commission the businesses cases, asset transfer agreements, funding applications and procurement of individual schemes.
- 7.3 Given it is the intention to build via the HRA and the new trust, there is an opportunity to share this resource to achieve some economies of scale for both organisations.
- 7.4 At this stage it is difficult to fully quantify the amount of work involved as this will depend on the availability/deliverability of sites, but assuming that 1 full time equivalent, suitably qualified senior officer is required, a budget of £60k – say £30k HRA and £30k Trust should be sufficient.
- 7.5 The HRA element would be covered by the financial capacity within the HRA and it is suggested that the Trust element is covered by the Programme for Growth until the Trust gains sufficient property numbers to sustain such costs without support from the Council.
- 7.6 The case for Programme for Growth resources is put forward on the basis of the additional New Homes Bonus that will be generated by the build programme – 106 additional houses over the life of the 5 year programme (say at an average Band B for Council Tax Base purposes) would achieve New Homes Bonus of £760k against a General Fund cost of £150k.

8. Procurement

- 8.1 The approach to procurement will largely depend on the value of the work to be tendered.
- 8.2 The initial pilot schemes are below the threshold for EU procurement rules and therefore the Council's own procurement rules will apply.
- 8.3 Projects are expected to be on a 'design and build' basis and developers will be engaged early in the process to enable flexibility over design to deliver maximum value for money for the level of quality desired.

- 8.4 Opportunities for efficiency within the procurement process will be sought and the use of select lists and/or a framework contract will be explored through the Council's procurement partnership and where possible joint procurement between the Council and the Trust will be undertaken.

Glossary

Affordable housing

Is social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market

Affordable Rent

Affordable Rent is subject to rent controls that require a rent of no more than 80% of the local market rent (including service charges, where applicable). It is let by local authorities or Registered Providers to households eligible for social rent.

Housing Association

See Registered Provider

Housing demand is the quantity of housing that households are willing and able to buy or rent.

Housing need is the quantity of housing required for households who are unable to access suitable housing without financial assistance.

Housing requirement is the combination of both housing need and housing demand.

Intermediate housing

Intermediate housing includes homes for sale and rent provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include shared equity (shared ownership and equity loans), other low cost homes for sale and intermediate rent, but not affordable rented housing.

Local connection

Connection to a particular area because of residency, employment, family or a main source of support.

NPPF

National Planning Policy Framework, published in March 2012 aimed to consolidate all previous planning documents – policy statements, circulars and guidance into one document

Registered Providers

Including Registered Social Landlords and Housing Associations. These are providers (and may also be developers) of social housing, and are defined in section 80 of the Housing and Regeneration Act 2008)

Registered Social Landlords

See Registered Provider

Rural Exception Sites.

Small sites used for affordable housing in perpetuity where sites would not normally be used for housing. Rural exception sites seek to address the needs of the local community by accommodating households who are either current or former residents or have an existing family or employment connection. Small numbers of market homes may be allowed at the local authority's discretion, for example where essential to enable the delivery of affordable units without grant funding

Section 106 Agreements

Legal agreements which secure community benefits through a planning obligation. These can include provision for a percentage of affordable housing to be provided on housing developments

Social Rented

Social rented housing is owned by local authorities and Registered Providers, for which guideline target rents are determined through the national rent regime

Strategies and Plans

Corporate Plan 2011-15

The plan sets out how the Council wants to target money and resources in its five 'big things' for the district, which are:

- Tough times call for a **stronger council**, fighting your corner and getting everyone working together
- It's all about **changing places** and helping others to see our district through new eyes
- We want to work with others to make this a great place with people **living well** and leading happy and healthy lives
- We won't be afraid of **tackling the tough stuff** that might otherwise knock us off course
- That means being **switched on** to what's happening around us, knowing what's important and being fit for the job

Programme for Growth

Delivering new affordable homes is one of the primary objectives of the Council's £5million Programme for Growth investment, which focuses on dealing with the big issues affecting the area, such as housing, employment and the local economy. The housing trust project is one of the projects within the housing and infrastructure workstrand and is a key driver for this housing development strategy.

Core Strategy

The Core Strategy sets a minimum housing target in Selby district for 450 units per year. This could, if the policy was delivered at the target 40%, produce about 180 affordable units per annum on allocated sites. Additional windfall sites are expected to deliver an additional 105 dwellings per annum which could provide another 40 affordable units per year, 220 in total.

However, market sites for 450 units per year will never deliver sufficient homes to meet identified need at 409 affordable units per year. This position reflects the position nationally where the numbers of affordable units required will never be delivered through S106 alone. All councils have an affordable housing need which outweighs their capacity. Additional 100% affordable schemes are therefore required in order to help meet that need, and the Council is keen to contribute by utilising its own resources.

The Core Strategy policies relating to affordable housing are set out below:

Policy CP5 Affordable Housing

A. The Council will seek to achieve a 40/60% affordable/general market housing ratio within overall housing delivery.

B. In pursuit of this aim, the Council will negotiate for on-site provision of affordable housing up to a maximum of 40% of the total new dwellings on all market housing sites at or above the threshold of 10 dwellings (or sites of 0.3 ha) or more.

Commuted sums will not normally be accepted on these sites unless there are clear benefits to the community/or delivering a balanced housing market by re-locating all or part of the affordable housing contribution.

C. On sites below the threshold, a commuted sum will be sought to provide affordable housing within the District. The target contribution will be equivalent to the provision of up to 10% affordable units.

D. The tenure split and the type of housing being sought will be based on the Council's latest evidence on local need.

E. An appropriate agreement will be secured at the time of granting planning permission to secure the long-term future of affordable housing. In the case of larger schemes, the affordable housing provision will be reviewed prior to the commencement of each phase.

The actual amount of affordable housing, or commuted sum payment to be provided is a matter for negotiation at the time of a planning application, having regard to any abnormal costs, economic viability and other requirements associated with the development. Further guidance will be provided through an Affordable Housing SPD.

Policy CP6 Rural Housing Exceptions Sites

In the Designated Service Villages and the Secondary Villages, planning permission will be granted for small scale 'rural affordable housing' as an exception to normal planning policy provided all of the following criteria are met:

- i)** The site is within or adjoining Development Limits in the case of Secondary Villages, and adjoining development limits in the case of Designated Service Villages;
- ii)** A local need has been identified by a local housing needs survey, the nature of which is met by the proposed development; and
- iii)** The development is sympathetic to the form and character and landscape setting of the village and in accordance with normal development management criteria.

An appropriate agreement will be secured, at the time of the granting of planning permission to secure the long-term future of the affordable housing in perpetuity. Small numbers of market homes may be allowed on Rural Exception sites at the local authority's discretion, for example where essential to enable the delivery of affordable units without grant funding in accordance with the NPPF. Future Local Plan documents will consider introducing a detailed policy and / or specific allocations for such sites.

Housing Revenue Account Business Plan 2012 – 2017

The Housing Revenue Account (HRA) Business Plan is a strategic document which sets out the Council's vision for its housing service over the next 5 years. It recognises the Council's role as service commissioner and presents the outcomes we aim to achieve over the next 5 years.

The financial strategy for the HRA aims to provide the financial environment to support the Council in achieving its strategic objectives and for the delivery of its landlord responsibilities over the medium to longer term. The financial strategy was prepared in the context of major changes in housing finance with the introduction of self financing from April 2012.

The Plan acknowledges the Government's enhanced 'Right to Buy' scheme and 'one-for-one' replacement of additional homes sold. As part of these arrangements the Council will be able to retain more capital receipts by entering into an agreement with the Government to reinvest receipts in new affordable rented homes.

This Development Strategy will explore these opportunities further and set out options for the Council to utilise some of these receipts to deliver more affordable housing.

North Yorkshire Housing and Homelessness Strategy 2012-15

Selby District Council is a member of the North Yorkshire Housing Partnership, and has signed up to the NY Housing and Homelessness Strategy 2012. This sets out the housing vision and priorities for the period up to 2015:

'To make North Yorkshire and York an inclusive place where communities are sustainable and residents can have fair access to decent affordable homes and effective support when they need it.'

It identifies five key strategic priorities for housing investment:

1. Enabling the provision of more affordable homes
2. Maintaining and improving the existing housing stock
3. Delivering community renaissance
4. Improving access to housing services
5. Reducing homelessness

Selby District Council aims to increase the numbers of affordable units being developed over the next 5 years.

Draft Empty Homes Strategy 2013

The draft Empty Homes Strategy is currently being developed, and sets out the Council's approach, focussing on those properties in areas with the highest numbers of empty homes. This will allow wider benefits to be achieved as concentrations of empty homes have a disproportionate impact on communities and the local economy. The Strategy found that Selby, Barlby and Tadcaster have the highest number of empty homes, making up 43% of the total for the district.

Within those areas of the district, further prioritisation will enable the strategy to focus resources where there will be the greatest impact. A scoring matrix will be developed assigning appropriate weighting to each of the criteria.

The Council has the option to consider enabling additional units from the general housing stock to be used for affordable housing through funding repairs and improvement, possibly in conjunction with a lease arrangement with the owner.

Evidence of Housing Need, from the Selby Strategic Housing Market Assessment (SHMA) 2009

The population was predicted to increase by 25.2% from 81,100 in 2008 to 101,500 by 2031. Over the next few decades, the number of older people will increase; in particular the number of residents aged 75+ is expected to more than double (from 5,900 in 2008 to 12,600 by 2031). The vast majority of older people (78.7%) want to continue to live in their current home with support when needed and 26% would consider sheltered accommodation. Older households would also consider new forms of specialist accommodation including older persons' apartments (13.1%) and properties in a retirement/care village (16.3%).

The number of households is also expected to increase, by 27.3% between 2006 and 2026, most likely fuelled by an increase in one person and multi-person households (e.g. friends sharing) which reflects national and regional trends. More recently, since the assessment was completed in 2009, the impact of the welfare changes and in particular the under-occupation penalty, will create additional pressure on the demand for smaller units of accommodation.

The SHMA found that in 2008 the proportion of social rented dwellings in Selby was 12.2%, compared with a regional average of 18.5%.

Lower quartile incomes in 2008 were slightly below the regional figure, but median incomes were slightly above. Selby is ranked the 8th least affordable district in Yorkshire and the Humber but the most affordable district in North Yorkshire. The emerging Core Strategy sets out our target for negotiation for the proportion of new housing that needs to be affordable, at up to 40%.

Analysis indicates that across Selby, there is an annual net shortfall of 378 and a gross shortfall of 409 affordable dwellings. A tenure split in the range 50 to 70% social rented (and the balance of 30 to 50% to be intermediate tenure) across the District is appropriate based on the stated preferences of households and an analysis of the relative affordability of intermediate tenure products.

The SHMA also identified the need for affordable housing by type in the sub areas, and this is shown in table 4.12 from the document, set out below

Table 4.12 Annual affordable housing requirement (gross) 2008/09-2012/13

Sub-area	Older person		General needs				Total
	Number of bedrooms		Number of bedrooms				
	One	Two	One	Two	Three	Four or more	
Central	10		10	11	3		34
East	4	4	11	13		2	34
North East	5		3	7	18	6	39
Northern	1		1	5	4	2	13
Selby	11		27	58	13	1	110
Sherburn in Elmet	2			25	12	4	43
South East	4	2	13	7	9	0	35
Southern	8		2	18	18	2	48
Tadcaster				12	1	3	16
Western	1	6		18	7	5	37
Total	46	13	67	173	85	25	409

Source: 2008 household survey

When considering the wider market, the SHMA reported that North Yorkshire's Supporting People Strategy focuses on the need to provide additional extra care schemes and developing Telecare services. The provision of extra care schemes has emerged as a strategic priority presented in the National Affordable Homes Programme 2008-2011. *(In Selby, this programme delivered 93 Extra Care homes in Brayton and Tadcaster).*

The SHMA concluded that a variety of affordable housing should be provided, with a particular emphasis on delivering affordable housing for general needs (i.e. singles under 60, couples under 60 and families).

Table D12 Net and Gross affordable housing requirements – annual requirements 2008/09 to 2012/13

NET REQUIREMENTS

Number of bedrooms	Sub-aura										Total
	Central	East	North East	Northern	Selby	Sherburn in Elmet	South East	Southern	Tadcaster	Western	
Older person											
One	10	4	5	1	11	2	4	8	-2	1	44
Two	-7	4	0	-1	-2	0	2	-3	-3	6	-5
General needs											
One	10	11	3	1	27	-4	13	2	-3	-3	57
Two	11	13	7	5	58	25	7	18	12	18	173
Three	3	0	18	4	13	12	9	18	1	7	85
Four or more	-1	2	6	2	1	4	0	2	3	5	24
Total	26	34	39	11	108	39	35	45	8	34	378

GROSS REQUIREMENTS

Number of bedrooms	Sub-area										Total
	Central	East	North East	Northern	Selby	Sherburn in Elmet	South East	Southern	Tadcaster	Western	
Older person											
One	10	4	5	1	11	2	4	8		1	46
Two		4					2			6	12
General needs											
One	10	11	3	1	27		13	2			67
Two	11	13	7	5	58	25	7	18	12	18	174
Three	3		18	4	13	12	9	18	1	7	85
Four or more		2	6	2	1	4		2	3	5	25
Total	34	34	39	13	110	43	35	48	16	37	409

Selby District Council

REPORT

Reference: E/13/10

Public – Item 7



To: The Executive
Date: 4 July 2013
Status: Non-Key Decision
Report Published: 26 June 2013
Author: Chris Smith
Executive Member: Cllr Mark Crane
Lead Director: Mark Steward

Title: 2013/14 Performance Update

Summary:

This report provides details of Access Selby key performance indicators following the 4th quarter of reporting for the financial year 2012/13.

Recommendations:

To note the report as a record of the performance of Access Selby during the year, in terms of the Service Level Agreement with the Council.

Reasons for recommendation

The ongoing management of performance and improvement data enables the Council to monitor the level of service delivered by Access Selby, and can assist the Council in achieving its strategic themes and priorities.

1. Introduction and background

- 1.1 Appendix A sets out the 2012/13 full year performance against SLA targets from Access Selby.
- 1.2 The report demonstrates the continued improvement delivered by Access Selby across key service areas, building on the strong performance of the previous year.
- 1.3 Seen in the context of the changes made in 2011/12 to the way in which the Council operates, this demonstrates how the authority is consistently delivering more for less: giving taxpayers demonstrable value for money.

2. The Report

- 2.1** Performance is measured through the COVALENT performance management system. Indicators are derived from performance information drawn from a range of different sources.
- 2.2** Performance updates are reported to the Executive every quarter: this update is the final part of the 2012/13 data set, and gives the year end results.
- 2.3** Access Selby has been able to deliver continuous improvement since its creation in 2011, supporting the Council in its strategic drive to do more with less and deliver real value for money.
- 2.4** Customer satisfaction is now measured across all front-facing parts of the organisation and consistently scores extremely high results, helping to improve the reputation of the Council within the community and demonstrating the effectiveness overall of service delivery: the year end figure stands at over 98% of people satisfied with the service they have received.
- 2.5** Housing repairs, both emergency and non emergency, have been carried out quickly and effectively, helping Access Selby to deliver a high quality service for Council tenants. A quick turnaround for this service also helps to reduce demand on other parts of the service, such as the customer contact centre which ultimately helps all residents.
- 2.6** Enforcement, which we know to be of a high priority to residents through the priorities of the Community Engagement Forums, continues to perform at the highest possible level; for example, every case of fly tipping in the district is investigated and legal action taken where possible: delivering on the issues that matter most to the Council's residents.
- 2.7** In some areas the whole year performance is just below target, such as Benefits. This service has, however, been dealing with a significant increase in demand for the service, and has maintained steady improvement over the two years, despite this challenge.
- 2.8** The Selby District Council Annual Report 2012/13 (due for publication after 4 July) gives wider context to the performance data and enables the public to understand what this level of performance means in terms of day-to-day activity and in terms of supporting the longer-term ambitions of the Council.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

There are no legal issues associated with the reporting of year end performance.

3.2 Financial Issues

There are no financial issues associated with the reporting of year end performance.

4. Conclusion

The year end performance data for 2012/13 shows that the Council continues to deliver improvements in services for residents, despite the ongoing financial challenges.

The forward thinking decision to radically change the way in which services are commissioned and delivered in 2011 has enabled Access Selby to deliver a second year of improved performance, at a time when many organisations continue to cut back. This is at no extra cost to taxpayers, who have enjoyed a further year of Council Tax freeze.

The targets for 2013/14 will provide the basis of further service improvement in the areas that matter most to residents of the district.

5. Background Documents

Selby District Council Annual Report 2012/13 (due for publication in July)

Contact Details

Lead Officer, Data and Systems – Chris Smith

Appendices:

Appendix A: performance report

Appendix A: performance information year-end 2012/13

The following table provides detailed information about Key Performance Indicators for the year end 2012/13. This forms the final part of the quarterly performance updates, as reported to Selby District Council's Executive, throughout the year.

These performance indicators are divided into the four elements of the Balanced Scorecard: a format for performance management across the organisation.

Customers and Community

Measurement	Year 1 Target	2011/12 Performance	Year 2 Target	2012/2013 Performance	Year 3 Target	Latest Note
% of customers satisfied years 2 & 3 based on delivery on Customer Pledge	85%	95%	60.00%	98.59%	70%	<p>How are we doing/Moving Forward?</p> <p>The year end results are extremely positive with each business area that has returned satisfaction surveys achieving above the set target.</p> <p>We have achieved the highest customer satisfaction in 3 years with current satisfaction at 98.59%. This has improved from 96.30% in 2010-2011 to 94.70% in 2011-2012</p> <p>The scope has now been broadened to measure satisfaction across all public facing business areas following successful roll out of the customer pledge within the Assets, Benefits and at the Customer Contact Centre.</p>
% of contact 'right first time'	70%	92%	80.00%	91.32%	90%	<p>How are we doing/Moving Forward?</p> <p>Total of 148723 contacts were made to the CCC for the period 01/04/12 – 31/03/13. A total of 135806 were dealt with at 1st point of contact. This good performance links to SLA001.</p>
% satisfied with street cleanliness	60%		70.00%	85.00%	80%	<p>How are we doing/Moving Forward?</p> <p>As we no longer carry out formal satisfaction surveys we have developed a method of measuring performance based on targeted complaints.</p> <p>These categories have been weighted and individual targets have been set.</p>

						Performance in Q4 was at 100%, with all KPI targets being achieved for the first time this year. The year end result for the KPI is therefore 85% which has exceeded our target of 70%. We will shortly be undertaking our annual review of all Contract KPI's and will look to introduce stretched targets for 2013/14. This is the first year we have calculated this KPI using this weighted method and we will now review it to ensure we are providing a fair and accurate picture of the service.
% satisfied with leisure facilities provided on behalf of the Council	60%		70.00%	78.00%	80%	<p>How are we doing/Moving Forward?</p> <p>This is an annual target and is measured through an external suite of satisfaction surveys WLCT commission for all their sites and is carried out in March. In the meantime, we report interim results based on monitoring of complaints, which provides some measure of satisfaction until the formal survey results are reported.</p> <p>Complaints: January to March just 3 complaints were received by the leisure service. All related to Profiles gym, one regarding classes, one regarding membership fees and one regarding water temperatures in the male showers. All complaints were responded to with the target of 7 days.</p> <p>In total during 2012/13 11 complaints were received in total which is less than the number received during the first quarter of the previous year which is a significant improvement.</p>
% or repairs to council-owned properties completed within agreed timescales (EMERGENCY/URGENT REPAIRS combined)	Urgent repairs 85%	85.80%	90.00%	96.50%	95%	<p>How are we doing/Moving Forward?</p> <p>Target continues to be met and sustained with a performance consistently above 98.00% since December 2012. A total of 5460 emergency/urgent repairs have been generated for the period April – March with 5269 repairs completed within the set time limits. This is an increase of 10% on 2011/12 performance and 12% on 2010-2011.</p>
% or repairs to council-owned properties completed within agreed timescales (NON-URGENT REPAIRS)	Non urgent repairs 80%	91.90%	85.00%	98.86%	90%	<p>How are we doing/Moving Forward?</p> <p>Target continues to be met and sustained with minimum variance month on month. A total of 2549 non urgent repairs have been generated for the period April – March with 2520 repairs completed within the set time limits. This is an increase of 7% on 2011/12 performance.</p>

Average time taken to re-let local authority housing	28 days	35 days	26 days	22.3 days	24 days	<p>How are we doing/Moving Forward?</p> <p>Target continues to be met with processes in place to constantly look for any areas of possible improvement. Consistent year with only February 2013 performance below the required target. Average time taken to re-let local authority housing reduced from 35 days in 2010-2011 to 22.3 days in 2012-2013. This huge improvement has been down to joint working between staff from across many parts of the organisation, and our 'one team Selby' approach has made this possible.</p>

Learning and Growth

Measurement	Year 1 Target	2011/12 Performance	Year 2 Target	2012/2013 Performance	Year 3 Target	Latest Note
% increase in employees confidence and perception of the organisation	Y1 – establish baseline	baseline	5% on 2011 level	49.60%	10% on 2011 level	<p>How are we doing/Moving Forward?</p> <p>The overall percentage increase demonstrates the total number of people recording a positive response to the following question: I am excited about being part of this organisation in the future. There are 27 targeted questions in the survey, for which we can measure the result. In 2012, 20 of these showed an increase in positive responses. The other questions relate to a range of issues, for example the organisation's core values. The Staff Survey action plan 2013 is designed to address these issues, alongside the themes picked up through the open-ended questions. The increase in positive responses in the 2012 survey can be mapped to work undertaken in direct response to the 2011 survey.</p>

Process

Measurement	Year 1 Target	2011/12 Performance	Year 2 Target	2012/2013 Performance	Year 3 Target	Latest Note
Inspection of premises in accordance with statutory code of practice (High Risk)	100%	100.00%	100.00%	100.00	100%	<p>How are we doing/Moving Forward?</p> <p>Inspections of high-risk premises: Food hygiene, health and safety and PPC (environmental permits). Resources are focussed upon higher & medium risk premises (SLA14.1 & 14.2 respectively) in accord with risk-rating schemes contained in Statutory Codes of Practice thus protecting consumers' public health and supporting businesses. Resources and plans in place to</p>

						achieve final quarter demand and performance in relation to annual inspection programme. Demand is comparable to previous years and currently on track with inspections for high-risk premises.
Inspection of premises in accordance with statutory code of practice (Medium Risk)			95.00%	100.00	100%	<p>How are we doing/Moving Forward?</p> <p>Inspections of medium risk premises: food hygiene, health and safety and PPC (environmental permits). Resources are focussed upon higher & medium risk premises in accord with risk-rating schemes contained in Statutory Codes of Practice thus protecting consumers' public health and supporting businesses. Resources and plans in place to achieve final quarter demand and performance in relation to annual inspection programme. Demand is comparable to previous years.</p> <p>Note: Taking a look forward, the programme for inspection of medium risk food premises indicates an increase in the region of 55 inspections for this indicator for 2013/14 (around 25%) and this coupled with an increase in the indicator target will require a need to focus resource in this area to meet target levels, whilst at the same time ensuring the existing inspection quality standards are maintained.</p>
% Response to Environmental Health enquiries and complaints	7 working days/24hr for emergency	100.00%	6 working days/24hr for emergency 100.00%	100.00%	5 working days/24hr for emergency	<p>How are we doing/Moving Forward?</p> <p>Year end figure of 43 out of 43 (100%) service requests have been responded to in accordance with this indicator. This compares well with sub regional target which is 95% through North Yorkshire Quality Management System (ISO accredited). Access Selby's performance in 2012/13 was 100%. Environmental Health business area has maintained this performance by focussing on specialist environmental health complaints with excellent support from community officers in respect of general environmental health enquiries & service requests. Demand is comparable to previous years.</p>
Number of high risk enforcement issues resolved	50%	100.00%	60.00%	100.00%	70%	<p>How are we doing/Moving Forward?</p> <p>The enforcement team has achieved a 100% resolution rate for high risk enforcement cases throughout 2012/13</p>
% of new benefit claims and changes processed within 5 days upon receipt	85%	88.59%	90.00%	88.72%	90%	<p>How are we doing/Moving Forward?</p> <p>In terms of general performance, we continue to see a significant increase in the number of claims and changes processed compared</p>

of complete application						to last year. In 2011-2012 the business unit processed 40,910 new benefit claims and changes which is 30% increase on 2010-2011; this year 43,563 have been processed. This year we have processed 88.72% of new claims & changes within 5 days of all the information being received compared to 88.59% in 2011-12 despite the increase in workload throughout the year.
% of Council Tax debt recovered	97.5%	98.00%	97.90%	97.88%	98.1%	How are we doing/Moving Forward? Collection rate is currently 0.02% below target. The collection rate remains within normal monthly tolerances with robust recovery measures in force. Reminders and final notices are issued on a monthly basis. If the debt remains outstanding a summons is issued and a liability order may be obtained through the Magistrates Court giving the authority further powers to collect the debt. On all correspondence we advise the customer to contact us if they are experiencing problems paying so we can discuss payment arrangements/options with them & make sure they have any benefit they are entitled to.
% of Council Rent debt recovered	97.6%	98.48%	97.90%	98.22%	98.1%	How are we doing/Moving Forward? Debt Control has been working proactively with Community Officers, Customer Services, Communications & Taxation & Benefits to provide information & guidance to customers to help them manage the impact of Welfare Reform. Work loads and arrears are expected to increase next year and customers have been advised at every point of contact about payment methods available to them and advised to contact Debt Control as soon as possible if they are struggling to pay their rent under the changes of Welfare Reform to prevent them getting into financial difficulties and to try and minimise the impact on rent arrears and collection rates for next year.
% of applications considered within time under scheme of delegation	65%	80.87%	70.00%	73.22%	80%	How are we doing/Moving Forward? This is the tenth consecutive month that the team has performed above the 70% target for the year. This also shows the effect of removing the burden of excessive backlog which has demonstrated that the recovery plan has worked.

Finance

Measurement	Year 1 Target	2011/12 Performance	Year 2 Target	2012/2013 Performance	Year 3 Target	Latest Note
% of invoices paid on time	75%	79.92%	80.00%	90.69%	85%	<p>How are we doing/Moving Forward?</p> <p>Consistent throughout the year with performance achieving above the 80.00% target month on month ensuring the year end finishes 10% above target. Our new e-procurement software has supported prompt payments.</p>
% yield on commercial assets	Y1 – 5%	11.77%	6%	12.93%	7%	<p>How are we doing/Moving Forward?</p> <p>A return on investment on commercial assets of 11.77% was achieved in 2011/12 against a target of 5%, increasing to 12.93% against a target of 6% in 2012/13. The target is set to increase to 7% for 2013/14, which has already been achieved in the previous 2 years and should be achievable going forward.</p>
Reducing internal costs on non operational sites	2%		2.5%	-34.74%	3%	<p>How are we doing/Moving Forward?</p> <p>Costs on non operational sites have increased by £6,208 from year 1 to year 2 – however the majority of this cost relates to the fire at Abbey Leisure Centre, resulting in it becoming non operational for a month of 2011/12 and for the whole of 2012/13. Excluding the Leisure Centre element, costs have reduced by the equivalent of £373</p>
% increase in income generation	Submit proposals	-1.48%	Out perform budget increase	-1.14%	Target to be agreed	<p>How are we doing/Moving Forward?</p> <p>In 2011/12 Access Selby failed to achieve the budget by 1.48% and by 1.41% in 2012/13. Rental charges are performing well, however this does not offset the underachievement in other areas such as fees and charges and licences, with development management being the main cause of the shortfall. This shortfall in income is mitigated against through cost savings being made.</p>
% Efficiency improvements	Y1 onwards – delivering within agreed cost envelope		Baseline	2.25%	Target to be agreed	<p>How are we doing/Moving Forward?</p> <p>The baseline figure for 2012/13 measures the cashable efficiency savings of £223,320 delivered through the General Fund and Housing Revenue Account throughout the year.</p>

% Productivity improvement	Y1 onwards – delivering within agreed cost envelope		Baseline	0.53%	Target to be agreed	How are we doing/Moving Forward? This baseline figure for 2012/13 measures where increased demand is absorbed within existing resources due to productivity improvements. Gains within the Benefits Service of £52,393 are recorded here.
% efficiency gain in outsourced services	By Y3 – 10% on 2010/11 costs	3.9%	Baseline	4.34%	---	How are we doing/Moving Forward? 2010/11 costs for outsourced services have been used to baseline results. Efficiency savings on outsourced service contracts including Streetscene, Leisure and CCTV have been used to produce the % gain over the first 2 years of Access Selby. The total presented for 2012/13 is cumulative – working towards the year 3 target of 10% efficiency gain.
Capital Programme delivery	--		Aim to maximise	72.96%	To be agreed	How are we doing/Moving Forward? Performance for 2012/13 measures the proportion of the value of the Capital Programme delivered in the year. Factors such as legal issues have caused slippage on the General Fund and the HRA has seen slippage mainly due to tenant choice on heating systems.

Selby District Council

REPORT

Reference: E/13/11

Public – Item 8



To: The Executive
Date: 4 July 2013
Status: Non Key decision
Report Published: 26 June 2013
Author: Mike James
Executive Member: Cllr Mark Crane
Lead Officer: Keith Dawson

Title: Annual Report 2012/13

Summary:

This Annual Report covers the period between 1 April 2012 and 31 March 2013, and details how we have been spending public money to deliver local services. This year's report is designed to be 'customer focused', with an emphasis on the issues we know to be most important to our community, as well as a review of our progress against strategic priorities and a full financial summary.

Recommendation:

To accept the Selby District Council Annual Report 2012/13 as an accurate record of the achievements of the authority during this period.

Reason for recommendation

To enable the Annual Report to be published online, and with a limited print run for community locations.

1. Introduction and background

1.1 The Annual Report is our opportunity to tell customers and stakeholders about our work and achievements. The report is designed as a reference point for a wide range of audiences, both public and government. As such, it includes information about performance in the services which are of the highest priority for our community, the authority's strategic priorities, how we organise ourselves and what drives us, a financial summary and information about the environment in which the Council operates.

1.2 In direct response to comments received last year, this year's report has been carefully constructed to be 'customer focused', with an emphasis on

the services we know are the highest priority for our community, and those that drive satisfaction with our organisation. Importantly the report also gives an overview of progress against the *Five Big Things* priorities during the year.

2. The Report

2.1 Appendix A is the draft Selby District Council Annual Report 2012/13.

3. Legal/Financial Controls and other Policy matters

3.1 Legal Issues

There are no specific legal issues.

3.2 Financial Issues

The report includes a financial summary for 2012/13, as well as fulfilling the Council's obligation to publish information about councillors' allowances.

4. Conclusion

4.1 The annual report acts as an important reference point for customers and for the Council, both in summarising successes and challenges over the past year and in setting the context for the next twelve months. The publication of the document gives an opportunity to celebrate all that has been achieved and should be seen as part of the ongoing narrative at Selby of delivering good quality services as efficiently and effectively as possible.

4.2 The Annual Report is an important way in which we communicate with our customers, alongside our residents' newspaper and through online and social media channels.

5. Background Documents

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

Contact Details

Access Selby Lead Officer – Marketing and Communications: Mike James
mjames@selby.gov.uk

Appendices:

Appendix A: Selby District Council Annual Report 2012/13.

Contents

1. At your service	03
2. What we do for you	04
3. What's important to you and what we've done about it	06
3.1 The services most important to you and your community	06
3.2 Delivering our 'five big things'	10
3.3 How we've been listening and learning	14
3.4 Dealing with complaints and compliments	15
4. What's important to us – and what we've done about it	18
4.1 Driven by our core values	18
4.2 Our people	23
5. Our finances	25
6. What we're most proud of	28
6.1 A year of the 'day job'	28
6.2 A year in numbers	32
7. We're part of your community	34
8. What we'll do next	35

1. At your service

This is Selby District Council's annual report to cover the period between April 2012 and March 2013. It details how we've been spending your money in your community to deliver your local services...

"I'm proud of this Council. In particular I'm proud of our innovative approach to getting the job done. These twelve months have been the first full year since we radically changed the way in which we operate; changes that have enabled us to deliver your local services at far less cost but still to a high standard.

"We don't always get everything right; I'll be the first to admit that. But we do deliver to a consistently high standard across the wide range of things we do.

"The radical changes we've made have enabled us during 2012/13 to announce new investment for our district: investment in the things that matter most to you and the place where you live. This 'Programme for Growth' concentrates on supporting jobs growth, supporting retail, developing housing and infrastructure and improving leisure services.

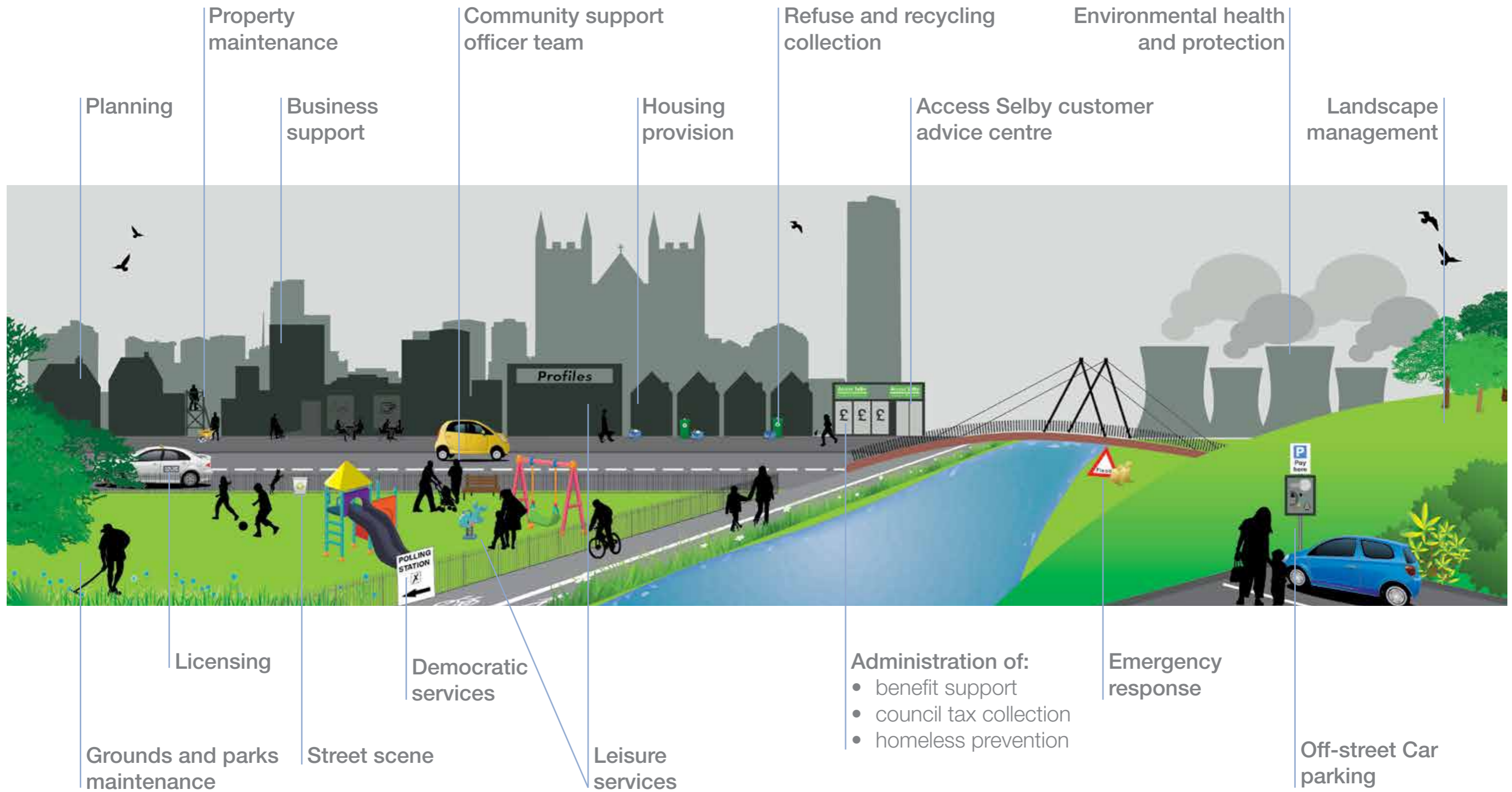
"During the year we made some significant progress. For example, we've already started the process of redeveloping the fire-hit Abbey Leisure Centre, to make the site into a first-rate community facility fit for the 21st century.

"We're also an organisation delivering real value for money, and we know that's really important for you. We've saved £3.8million since 2010, with £1.4million as an ongoing saving from working in innovative new ways. We've achieved this because of a business-like approach to making the most of each and every taxpayers' pound."

Cllr Mark Crane
Leader of Selby District Council
Selby, June 2013



2. What we do for you



Customer Focused → **Business-like** → **One Team Selby** → **Flexible** → **Building Trust** → **Forward Thinking**

3. What's important to you and what we've done about it

3.1 The services most important to you and your community

Over the last year we have been working hard to improve the way we keep your environment clean, investing in your leisure services and continuing to deliver value for money.

We know these are the issues that you feel passionate about because you've told us they are.

Street scene is the work we do in keeping your streets clean, collecting and recycling waste, cutting grass and **grounds maintenance**, in fact all aspects of maintaining the environment. We continued to work closely with our partner, Enterprise Managed Services Ltd, to deliver improvements to these services during 2012/13.

Our **Street cleansing** service covers a range of activities including street sweeping, leaf clearance, emptying litter and dog bins, removal of fly tipping, removal of graffiti and flyposting and litter clearance.

Grounds maintenance is the work we do in grass cutting, flower and shrub bed maintenance, cutting of hedges, tree management, inspection and repair of play equipment, installation of litter bins, benches and street nameplates.

Every week we collect **rubbish or recycling** from over 36,000 properties in the district and green bins from 30,500 properties. Not all houses have gardens - that's why the figure for green bins is a little lower.



Recycling collections, graffiti removal and rubbish removal, all in a day's work for the Street Scene team.



The grounds maintenance team prepare formal flower beds in Selby.

Our performance

We measure our performance in terms of the quality of our service and timeliness, for example how many bins were missed, how many complaints we get about litter, how many hours the vehicles are off the road and sickness of staff during 2012/13. We performed extremely well and in some areas we surpassed our targets.

As an example every month we collect rubbish from 77,000 bins and on average we only missed 23 bins a month: that's just 0.03% of the total.

We don't always meet or better the targets, however; take for instance the figure for grass cutting. Last year we only reached 70% of our target. One of the reasons was that last year was extremely wet and the severe weather impacted on our ability to cut the grass.

Thanks to you, last year, we increased our recycling rate to 44%. This means 44% of all rubbish collected can be recycled and not sent to costly landfill. Productivity also improved - we collected rubbish from 2,000 more new properties last year for the same money.

Our grass cutting service delivered extra value for money by adding cutting grass from play grounds for the same money.

Nine hundred tonnes more green waste was collected. This can be turned into a soil conditioner and used on local farmland.

Last year the cost of the contract for collecting waste was £3.9 million, but we were able to offset this by £1.3 million from income generated from commercial charging and sale of recycling materials.

Thanks to you last year we increased our recycling rate to





Having a go on the equipment at Selby Park's outdoor gym.

Leisure services

We know access to good quality local leisure services is important to you. Our work in Leisure services is not just about leisure centres but it is about delivering wider social benefits to our residents.

During the year we opened a brand new Profiles fitness centre in Selby, just a matter of months after a devastating fire at the town's Abbey Leisure Centre. This facility in the heart of the town centre has been designed as a temporary, but high quality, solution whilst we redevelop the Abbey Leisure Centre site. It offers an 85 station gym and fitness suite with a separate studio for fitness classes.

Plans are advanced for the total redevelopment of the Abbey Leisure Centre site, with a new centre planned that will be fit for the 21st century. The Council hopes to secure £2million from Sport England to help fund the new centre. The year saw the start of the rebuild programme, with the demolition beginning of the old fire damaged structure. It is anticipated the new scheme will take 24 months to complete and will include a six lane swimming pool; construction work is due to begin in 2013/14.

Alongside this new Profiles centre in Selby we also offer a leisure centre at Tadcaster, which again offers a value for money service for local residents.

We have been working in partnership with WLCT who have an excellent track record and experience of developing community leisure services. They have helped us set up a number of outreach programmes to offer young people and residents' access to outdoor activities such as football, rugby and tennis workshops.

We work closely with local doctors and GPs to find solutions for a wide range of health issues such as how we can help to reduce obesity or smoking and increase healthy eating.

Last year we worked closely with volunteers and other organisations to promote a number of activities including community walks and organised cycle rides.

We have encouraged local clubs to place information on the community directory. Hosted on the North Yorkshire County Council website you can find local clubs, societies, and organisations and help groups that may provide activities of interest to you.

Our performance

We measure our performance in terms of number of visits to our leisure facilities, average cost per visit and the number of GP referrals. Last year we almost doubled our targets for the number of people using the leisure facilities. Even with the closure of Selby's Abbey Leisure Centre we still managed to attract nearly 10% of the population to use the Profiles gym and fitness facilities. The number of users over the age of 60 was 13,963, only a little short of the 15,500 target.

10%
of the population used the Profiles gym and fitness facilities last year.



Community walking group.

3.2 Delivering our 'five big things'

These are our 'five big things' – the important issues that drive the strategic direction of the Council – and here are some of the highlights from our journey to achieve them during 2012/13...



Handover at Hambleton Hough.

...tough times call for a stronger council fighting your corner and getting everyone working together

Sometimes this means making bold decisions and doing things differently.

In January 2013 we started looking at how we could become more effective and efficient at delivering key local services by joining with North Yorkshire County Council (NYCC) and sharing resources and expertise. Our Chief Executive and the Chief Executive of NYCC have identified a number of areas where efficiencies could be made in terms improving customer service and saving money. Under such an arrangement, for example, someone who needs housing, social care and benefits services can be dealt with by one person. Better for the customer; better for us. This work is scheduled to progress during 2013/14.

An example of doing things differently and being innovative is how we worked with the Church Fenton-based Wildlife Habitat Protection Trust. The trust has considerable skill and experience managing woodlands, green spaces and conservation areas. They were the ideal partner to take over the running of Hambleton Hough and we signed over a 99-year lease to them to safeguard the future of this space.

Commenting on the agreement Executive Member of Selby District Council, Cllr Chris Metcalfe, said, "This innovative approach enables the Wildlife Habitat Protection Trust to work with the Council, other experienced partners and community groups to widen access and interest in Hambleton Hough. These new long-term arrangements will have wide reaching benefits for everyone".

...it's all about changing perceptions and helping others to see our district through new eyes



The Olympic torch reaches Selby.

We were privileged to have the Olympic torch pass right through our district in June as it travelled between Hull and York on its way to the opening ceremony. Thousands of people lined the route and watched the handovers as it made its way through Camblesforth, Selby, Monk Fryston, Barkston Ash and Tadcaster.

This was a great opportunity to highlight and showcase the district in the best light and we were delighted to have been able to facilitate this. We would like to thank all those involved as torch bearers, but also everyone involved in the background who worked to ensure the smooth passage of the Olympic torch through our district.

In October 2012 we joined with other forward looking councils and signed up to Creative England's Film Friendly Charter. This is a way of attracting production companies to consider the region as a location for films and TV programs. It sends out a clear message that film and TV companies are welcome in our district. We have a number of iconic buildings, unique locations and lots of space to accommodate film productions. The Council pledged that it will do all it can to help film and TV production companies.

...we want to work with others to make this a great place with people living well and leading happy and healthy lives

We know we need to improve community-based leisure services and encourage greater sports participation.

The devastating fire at the Abbey Leisure Centre back in February 2012 was a sad day for the district and dealt a severe blow to leisure services. Our plans to re-build the new Abbey Leisure Centre are well advanced with a decision taken in November 2012 to deliver brand new fitness and swimming facilities fit for the future at the Abbey Leisure Centre site.



Checking progress at Profiles.



Using the outdoor Gym in Selby Park.

Work started less than a year after the fire and we anticipate it will take about 24 months to complete construction. We held a number of consultations to find out what you wanted from a leisure centre. The new facilities will be better suited to your needs and deliver first-class leisure facilities for a broad range of user groups.

Just four months after the fire, Profiles Fitness Centre reopened in the centre of Selby as the Council and our leisure services partner WLCT moved quickly to continue to provide leisure facilities in the district.

Last year also saw the opening of the outdoor gym facilities in Selby Park. Amongst the selection of equipment is a two person air strider, a combined fitness bike and stepper and a two person leg strengthener as well as a sit up board, combined fitness system, and a waist and chest system.

Last year also saw a series of friendly, fun football sessions right in the heart of the community that kicked off in February 2013 with Selby's very own Midnight Soccer League. The supervised weekly sessions help young people aged between 11 and 19 enjoy physical activity and socialise in a safe and secure environment.

...and we won't be afraid of tackling the tough stuff that might otherwise knock us off course

Some of our decisions may not be popular, but we have a statutory obligation set by central government to look at the provision of sites for Travellers, wind farms and the location of new houses.

We have a responsibility to ensure there are homes for all types of people, which includes provision for the Gypsy and Traveller communities. We have a legal duty to identify a five year supply of land, and recently went through a process of identifying potential sites across the district. From this process, a task force of the Council's Policy Review Committee identified a small part of Burn airfield as a possible location for this development.

If we don't identify sites then we face a situation where we cannot enforce against any unauthorised developments. We are trying to act as a responsible council by providing a dedicated place where people are welcomed and have access to local services.



Council housing stock in Tadcaster.

We have also been working with the people of Tadcaster to help unlock the potential of their town by releasing Council-owned land for a development of new affordable homes. The land at St Joseph's Street is close to the town centre and the development would provide much needed new housing as well as regenerating the look and feel of this part of the town.

In a wider initiative we have been working closely with the Tadcaster and Villages Community Engagement Forum to explore ways in which we can support sustainable development in the surrounding areas and kick-start new development where it's needed to support local people.

...which means being switched on to what's happening around us, knowing what's important and being fit for the job.

We need to listen, learn and spend every pound as wisely as possible.

The recent round of budget consultations included listening to you and learning about your priorities. As a demonstration of being switched on to those around us we decided to freeze Council Tax charges again this year and give more thought to the idea of green waste collection charges.

In July 2012 we launched a major initiative, the **Programme for Growth**. Using money we saved from the innovative and far reaching changes made to the way the Council operates we have been able to set up this multi million pound investment programme.

It will focus on supporting a number of key areas that matter most to the community: **new jobs, housing, local infrastructure, retail and leisure**.

The Programme for Growth will work to help revitalise the Selby district, with a new long-

term planning vision to support new homes where appropriate, bring more empty homes back into use and support business growth. These things together will make this a confident district and one that is open for business.

Work has already started with the creation of a Housing Trust to deliver brand new affordable homes in the area. The Housing Trust will build new homes for affordable rent at sites across the district, mainly on land transferred to the Trust from the Council. The aims are to deliver much-needed new affordable housing for families and individuals, to support the local construction industry, and to increase opportunities for jobs and wealth creation.

As a separate charitable organisation the Trust will have greater freedom to build new affordable housing, compared to the Council's traditional housing service. There are limitations on how the current Housing revenue can be used to support the building of new properties. Any new affordable homes built through the Council's existing arrangements would also be subject to Right to Buy arrangements, whereas Housing Trust properties will be secured for affordable rent in the long-term.

The Programme for Growth sets out a commitment to support the revitalisation of the centres of Selby, Tadcaster and Sherburn in Elmet through support with marketing the area and improvements to key gateways to these towns.

The Programme for Growth will become the delivery mechanism for our 'five big things'. We are now working up a range of important projects to support the delivery of Programme for Growth priorities during the next 24 months. We'll report progress on these through our residents' newspaper, Citizenlink, and in next year's Annual Report.

3.3 How we've been listening and learning

The five Community Forums in the Selby district give people the chance to make decisions about their local area and take a leading role in the community.

They are highly valued by us as a way that we can listen to you and learn what matters to you and the place where you live.

The forums don't just include representatives from Selby District Council, they also bring together North Yorkshire County Councillors,

the Police, Fire & Rescue Service and local town or parish councils. Working in this way allows local people to deal with the issues that matter the most in their particular area.

Each group produces a long-term plan for their area which sets out the opportunities and concerns. Funding is also available, with £20,000 of support given by Selby District Council for each of the Forums to invest in their community

Full details of the work of each Forum can be found by visiting www.your-community.org.uk.

3.4 Dealing with complaints and compliments

We work hard to support our community effectively – we know because customer satisfaction is at 98.59% and we dealt with 91.32% of issues at the first point of contact. We want to make sure that we get things right, first time.

The total number of complaints about our services has reduced – down from 25 received during 2011/12 to 19 received during 2012/13.

Here are some examples of how we've listened and learned or delivered high standards of service...

Customer satisfaction is at



98.59%

Feedback from planning agents told us our old online planning portal was inefficient, difficult to use and slow.

So this year we invested in a new system which is available 24-hours a day and enables members of the public to view all the documents relating to each planning application in one place. The map location search has been much improved and all the relevant background information is now easily available. This makes searching for planning information or keeping track of your planning application fast and efficient.

The Council's Airey homes were in need of significant improvement work to bring them up to a decent standard. Work on this £1.5 million project brings real benefits to residents living in these properties.

Resident Pamela Nicholson has lived in her Airey home for 26 years and has been looking forward to the conversion to be completed, "It will be like living in a brand new house," she said. "The new brickwork looks fantastic

compared with the old, tired concrete panels and you can feel the warmth already from the new insulation."

Another Airey home resident Louise Lund, said, "I have to say they've done a lovely job and been a really smashing group of workmen. We're looking forward to being much more cosy this winter. It's good."



Renovation work at Airey homes.

Case study:

Listening and learning in this way enables us to prioritise what's important to individual communities. We find that some issues affect several areas; for example fly tipping...

The Chair of the Southern Forum, Councillor Chris Pearson, explained, "Rural communities are vulnerable to people, sometimes from outside the district, visiting a location with the sole intention of dumping waste.

"We understand that this type of inconsiderate behaviour has a negative impact on both the community and the environment."



The Council takes a firm stand against fly tipping.

The last year the number of successful fly tipping prosecutions brought before the courts by the Council rose to twelve, compared to seven in the previous year.

"The numbers speak for themselves", explained Access Selby enforcement officer, Tim Grogan. "To have this many cases at court is a tribute to the Council's decision to take a hard-hitting and proactive approach to tackling the scourge of fly tipping.

"I think residents are right to want firm action taken and this is why we act with vigour to identify offenders and ensure, where necessary, they are prosecuted."



Resident Pauline Flintoff happy in her new home.

The number of new tenancies started through the Home Choice scheme last year was 213, the first full year of running the scheme.



One new tenant Pauline Flintoff commented, "I had been on the waiting list for quite a long time, wanting to move to be nearer my sister and help take care of some elderly relatives. I wasn't online at home so the staff at Access Selby's customer contact centre helped me. It was all sorted out in a matter of days – unpacking took much longer!

"The system was very easy to use and the staff at Access Selby were very good and helped me to find a property through Home Choice."

Profiles gym reopened in the former bingo hall in Portholme Crescent just four months after the Abbey Leisure Centre burned down. The new gym offers 85 pieces of high-specification gym equipment and a large dance studio offering a wide range of classes.

Gym user Jackie Martin, said: "I must say it's been a quick turnaround to open the gym again. There's a lot more equipment now, there's no queuing and it's much more spacious."



Another gym user, Paul Hodgson, added: "It's good, I'm really pleased with it. They've done a good job and it's a lot better than I expected."



Working out at Profiles gym.

Our commercial waste service offers general waste collection and paper, card, glass and green waste recycling facilities. The service is available to all businesses in the Selby district – big and small – and there are currently over 850 businesses using the service.

Penny Jackson, from Penny's Deli, Sherburn in Elmet, has been using the service for over 10 years.

"I have a weekly general waste collection and a fortnightly cardboard and tin recycling collection. I find it to be very cost effective for my business.

"The staff are always friendly and helpful when they call and nothing is too much trouble. I would recommend it to other businesses in the district."



Commercial waste customer, Penny Jackson.



I have a weekly general waste collection and a fortnightly cardboard and tin recycling collection. I find it to be very cost effective for my business.



The 'homelessness hub' is a single point of contact for young people that works to tackle and prevent homelessness. This is a new way of working that brings together Selby District Council, North Yorkshire County Council, housing associations, housing officers and youth homelessness prevention workers to one single point of contact.

Eighteen-year-old Amy, who has used the service, said "Although I thought I was ready to live by myself when I first approached Selby District Council, the time I spent in Cygnet House was useful and I learnt some more skills that have helped me settle in my own property. It was hard, but going through the process and receiving support was worth it as I now have my own place and I feel confident living alone."

4. What's important to us – and what we've done about it

4.1 Driven by our core values

To help us work as a 'stronger council' we have worked with our staff to set out our **Core Values**.

They are a set of clear rules that underline our daily work and define how we work with each other. They apply to each and every member of staff, from senior managers to our tradesmen.

They have been devised to be the guiding principles which dictate our behaviour and our actions in the workplace. All employees are asked to consider as we carry out our work how we can help achieve these core values.

Our Core Values are...

- Customer focussed
- Business-like
- One Team Selby
- Flexible
- Forward thinking
- Building trust



Helpful staff at the Access Selby Customer Contact Centre.

Customer focussed – we will engage with our communities to build a sound understanding of their diverse needs

Lifeline support worker Pauline Ducat is out and about in the community helping vulnerable people every day.

Her attitude to her work demonstrates how we work in the community and look after those who matter the most.

She explains, "I feel very privileged to be invited into people's homes when they are at their most vulnerable, through age or illness, and to make a difference to their quality of their life.

"There have been so many special days - sharing Mr N's 100th birthday, sharing Mr and Mrs C's 65th wedding anniversary and listening to Mrs G's memories of her husband lost in the war. The list could be endless there are so many memories I have made and shared

with the clients over the years. I always say this is the best job in the world when the sun is shining and you're out visiting.

"You've had a good day when you go home feeling you've made a difference to someone's life! It may be as simple as collecting a prescription for someone, to calling an ambulance and preparing them to go to hospital, to comforting the bereaved and anything else in between.

A day that sticks in my mind is the day I was called to Miss S, a chronically disabled lady who had fallen. She had an horrendous fracture to her leg, I sat on the bathroom floor with her for what seemed like an age, while the paramedics came and prepared to take her to hospital. We held hands and talked about 'the good old days' while she drifted in and out of consciousness. She had no one. I was glad I was there for her that day."



Community Officer Suzanne Collins helps a local resident.



You've had a good day when you go home feeling you've made a difference to someone's life!





Fast, efficient and businesslike meetings.

Business like – we will be efficient and professional and deliver on our promises to customers and ‘shareholders’

Our ‘voids’ turnaround time – how long it takes us to get an empty council house ready for the next tenant – is consistently fast, efficient and businesslike. In 2011 the turnaround time had crept up to 45 days, meaning delays to tenants waiting for much needed housing and lost income from rent. The target for 2012/13 was to consistently turn around these properties within 28 days, however we’ve achieved significantly better results than this – achieving a turnaround of 22.3 days.

This is particularly significant considering the work often involved. The empty properties are often homes that have been occupied by elderly residents who haven’t always wanted the disturbance that planned improvement work or repairs can sometimes bring. So these properties may require major works such as

We have achieved a ‘voids’ turnaround time of

22.3 days



a complete rewire, the installation of modern bathrooms and brand new kitchens.

The turnaround time is from the moment the keys are handed back to us, right up until when we hand the keys over to a new tenant - so the time allowed also includes advertising the property and matching it to the most suitable tenant.

This efficient, business-like way of working helps us keep our promises to customers and demonstrates effective working between the assets team, community officers, business support and housing team to deliver a better service.

One Team Selby – we will build strong relationships with our partners and communities

In February 2013 the Council’s enforcement team worked with their environmental health colleagues, the Police, parish council and County Council Trading Standards to deal with pub problems in Sherburn.

They drew on strong working relationships to review the pub’s licence following concerns raised by the police and wider community, following reports of large-scale anti-social behaviour.

As a result of this work the conditions imposed by the Licensing Committee included installing CCTV, restricting drinking outside the premises, improved training and door supervisors at busy times. These strict new rules were in direct response to concerns raised by the community and demonstrate excellent teamwork skills.

Following the Licensing Committee hearing, Police Inspector Richard Abbott of the Selby Rural Safer Neighbourhood Policing team said, “I am very pleased to see this result. It is satisfying to see the owners work with the Police and licensing authority to bring about a safer and more pleasant location in which villagers can spend time.”

Being Flexible - we will be open and flexible in our approach to the changing needs of our customers

In response to the government’s work to modernise the benefits system significant changes to a range of welfare payments were introduced in April 2013. These include Housing Benefit, Council Tax Benefit and changes to the level of Council Tax exemption for some properties.



The customer contact centre at Market Cross, Selby.

Well before this date a raft of measures were put in place to ensure that those people affected had access to information to help them understand and plan for the changes.

Staff worked to identify those residents who would be affected who were all initially contacted in writing.

Drop in sessions were then held in Tadcaster, Brotherton and Sherburn in Elmet. These sessions were organised by the Community Officers and staff from the benefits team, who worked together to help spread the message.

In addition, the Selby town centre customer contact centre was opened up on a Saturday morning to allow residents to call in or telephone to discuss their concerns.

It was a focussed opportunity for people who may have been unable to contact us at other times, for example due to work commitments.

Work on the welfare reform project demonstrates the flexible attitude of staff to look at new ways of communicating and being available for residents. The project brought together a wide range of staff from right across the organisation.

Forward thinking – we will look for innovation and make the best use of modern technology to help our customers help themselves

The Data and Systems team provide and maintain the systems we use across the entire organisation and ensure that they are robust, effective and efficient. Not just for today, they're even planning ten years ahead.

Lead Officer Chris Smith explained, "We're horizon scanning all the time. Looking around us and looking where we are headed. And the ten year Information and Communication Technology (ICT) strategy is aligned to key projects for the organisation as a whole and also identifies what upgrades will be needed and when. All these systems have an impact on the customers we have and can help us achieve what they want - easily, efficiently and effectively."

Building Trust – we will be transparent and accountable to our customers and 'shareholders'

We need to be trusted and to be held accountable to those who need us and who



Checking the refurbishment work at Airey homes.



We recognise that we have a responsibility to work with local people, businesses and community groups to ensure any work is carried out in the most harmonious way possible.



we work with. And last year workmen working on our behalf won praise for their considerate behaviour from a nationally recognised construction scheme.

Contractors on two separate projects won praise from the Considerate Contractors Scheme (CCS). Comments included praise for efforts to achieve a good working relationship with neighbours and other residents during potentially disruptive works.

The Council's programme of roofing works and the refurbishment of 33 Airey homes in the Sherburn in Elmet area were the projects which were praised.

Leader of the Council, Cllr Mark Crane, commented, "We recognise that we have a responsibility to work with local people, businesses and community groups to ensure any work is carried out in the most harmonious way possible."

4.2 Our people

Our success is our down to the hard work and professionalism of our staff. Here we talk to a few of them...

At the backbone of our business

Annette Cook, Business Support.



What makes you feel like you've had a good day at work?

I think everybody feels that a really productive day has been a good one - when you come in to a heaving in-tray and leave at the end of the day with most of your 'to do' list completed.

Along with that, a good day for me is knowing that I've helped somebody or made a difference to their day.

What's been your best day?

One of my best days happened recently when I received a letter to say I'd been nominated for the second time for our staff recognition award, this time for customer service.

Sometimes it is the unexpected that can suddenly make a good day. I enjoy working with people, whether it's my team members, colleagues or members of the public and coming from a background in customer service I was honoured that a colleague had taken the time and trouble to put me forward for the award.

What are you most proud of?

Within Business Support we work in dedicated mini teams. As a member of the finance team I am proud of the fact our team runs efficiently, so much so that we can often offer help to other mini teams within the section during pressure times.

I feel that our team is an approachable one that is always willing to help not only each other, but also our colleagues within the organisation.

What are your hopes for next year?

For Business Support I believe that we will build on what we have already achieved in the last 20 months and strive to become an even stronger unit.

Over the last few months our meeting room bookings from external delegates have been gaining momentum – this has been aided by word of mouth from satisfied customers, alongside an advertising campaign.

Delivering for the business and for our customers

**Iain Johnson,
Data and Systems**



What are you most proud of?

“I love it when a plan comes together” someone once said, and in Data and Systems, this typically means the implementation of a new solution, bringing improved ways of working or making life easier for our users.

For me this year, the main headline was the implementation of the upgraded eFinancials system in a joint project with Hambleton and Richmondshire District Councils (together with the implementation of the eProcurement module for Selby). The project was delivered on time and under budget, and involved the three councils working together over a three-month period.

My best day was when my joint project manager and I signed off the project.

What makes you feel like you’ve had a good day at work?

The variety – we impact on every part of the business and although each member of the team has their specialities, we can be involved in any number of things (sometimes all at once!).

Making an impact - through extracting and analysing data, configuring systems or reports, or assisting users, we can have a genuine impact on our colleagues and partners. When someone says something like “Thanks Iain that’s wonderful,” I know I’m having a good one.

What are your hopes for next year?

More of the same of course! Plus we have an ambitious improvement programme for the coming year, with more collaborative working across various functions, and it would be good to keep to our plans and devote sufficient resource to their delivery.

Delivering front line support

**Vicky Stoker,
Housing Options**



What makes you feel like you’ve had a good day at work?

I feel like I have had a good day at work when I successfully help customers to stay in their own accommodation. Sometimes they need extra support and their worst fears are they might have to move to another place to get this support. There are lots of options available to them from the Council and I can help by giving advice and helping them look at how they can stay in their home.

5. Our Finances – Your Money

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

The cost of our services

Last year we spent around £54.3 million on running our services. The expected reduction in central Government funding makes our work to deliver savings more critical. A further £242k of savings were achieved during 2012/13, to give a total of £3.619m at 31 March 2013.

	£000
Housing for our tenants	6,198
Other Housing Services (including housing benefits)	18,955
Leisure, Environmental Health and Planning services	7,466
Central Services (including council tax benefits, local tax collection and electoral registration)	5,791
Concessionary Travel and Parking	215
Management and Administration (including corporate management and the cost of democracy)	1,956
Total Cost of services	40,581
Interest Payable	2,525
Accounting Adjustment – Pension Adjustments, Contribution to Reserves.	9,781
Total Cost	52,887

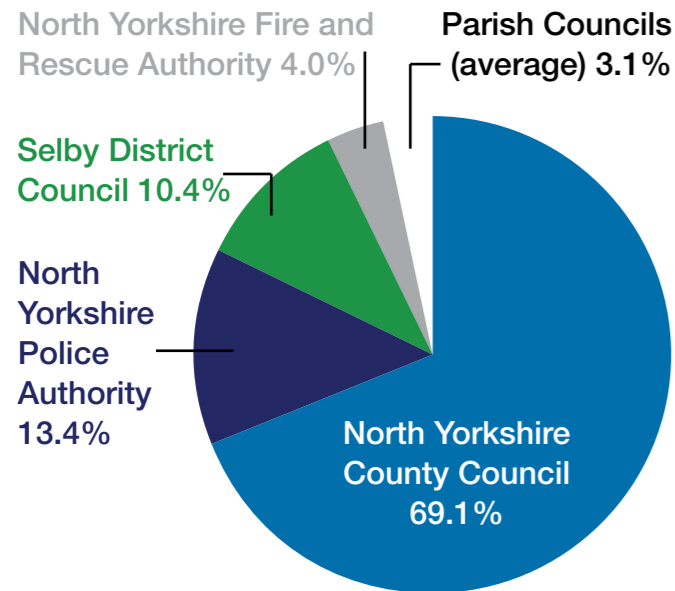
Where the money came from

We received almost £52.9 million in income last year. Over £32.2 million came from the Government – they provide specific grants to cover spending on some services such as housing benefits and they also provide general grants. Housing rents was another large income source, over £11.8 million, and this is used to cover the running costs of our council houses. The Council Tax that you paid (£4.8 million), made up just over 9% of our income. This figure does not include the Parish Council precepts of £1.482m.

	£000
Government Grants	32,296
Housing Rents	11,835
Fees, Charges and Other Income	3,545
Council Tax	4,818
Income received for services	52,494
Transfers from Balances	393
Total Income	52,887

Your Council Tax

The average Council tax bill you paid last year was £1,530.56. We kept a small proportion of this and the rest went to other public sector organisations delivering services within our district.



Band D	£
North Yorkshire County Council	1,057.48
North Yorkshire Police Authority	204.55
Selby District Council	158.88
North Yorkshire Fire and Rescue Authority	62.10
Parish Councils (average)	47.55
Total	1530.56

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



SELBY DISTRICT COUNCIL	
Waste Collection & Recycling	0.62
Recreation & Sport	0.14
Electoral Registration & Elections	0.03
Emergency Planning	0.01
General Grants	0.01
Open Spaces	0.11
Environmental Health	0.06
Food Safety	0.03
Pollution Reduction	0.04
Public Conveniences	0.03
Community Safety	0.12
Street Cleansing	0.17
Building Control	0.02
Planning Development Control	0.19
Planning Policy	0.05
Land Charges	0.00
Other Housing	0.14
Car Parking	-0.05
Concessionary Travel	0.01
Private Sector Housing Grants	0.05
Homelessness	0.05
Housing Benefits Administration	0.12
Local Tax Collection	0.15
Cost of democracy	0.35
Economic Development	0.02
Corporate Management	0.12
Internal Drainage Board Levies	0.47

Grand Total	3.06

Investing in our assets

In addition to income and expenditure on the day-to-day running of services we also spend money on providing new and improved assets to ensure that we have facilities that are fit for purpose and that help us to deliver the services you need. Last year we spent over £5.7 million on such assets:

	£000
Council house improvements (including our Decent Homes+ programme)	4,336
Other land and buildings (including our new Profiles Gymnasium)	795
Home improvement grants (including facilities for the disabled)	327
Vehicles and equipment (including computer equipment and systems)	220
Supporting projects in our community (including listed building grants and community safety)	30
Total	5,708

We paid for this investment through:

	£000
Our housing major repairs reserve	2,143
Other reserves and contributions from our revenue income	2,446
Receipts from the sale of council houses and other assets	843
Grants and contributions from other organisations	276
Total	5,708

And finally, what we are worth

Each year we draw up a 'Balance Sheet' that represents how much our land and property are worth, what we owe to others, what others owe us and how much cash we have. At 31 March 2013 this showed:

	£000
The value of our land and property	117,812
Our investments and cash	16,370
The value of our stocks	18
Money owed to us	6,709
Less:	
Money we owe others	(3,370)
Net borrowings and other liabilities	(87,658)
Equals Our 'Net worth'	49,881

Our overall 'net worth' has increased by around £4.5m since last year. This is mainly due to an increase in the value of our Land and Property (£2.3m), and a reduction in the amount of money we owe to others (£2.6m).

6. What we're most proud of

6.1 A year of the 'day job'

As well as delivering on the things that matter most to you, and the things that matter most to us, we also do a lot of day-to-day work that we're proud to tell you about. Here's a summary of some of our other achievements during 2012/13.



Access Selby officers support flooding response

2012 was one of the wettest years on record, and we supported residents to deal with flooding at several key points during the year's downpours. The first was in April, as our Community Officers swung into action to help residents in Thorpe Willoughby whose homes were at risk following flash flooding after heavy rain.



Helping residents protect their homes.

Community Officers supported a joint effort to protect homes, working alongside the police and fire and rescue officers. Access Selby officers were able to supply emergency sandbags to protect against further flooding. Access Selby Managing Director, Mark Steward, said, "This is yet another example of the important role our Community Officer team plays as they deliver help directly to our residents: our flexible approach means we were able to get people on the ground quickly to help the emergency services and, ultimately, help to protect properties from flooding".



Council support for evicted tenant

Selby District Council took legal action against a landlord who unlawfully evicted his tenant.

The landlord was found guilty by Selby Magistrates Court and was ordered to pay costs of £1,000. He was prosecuted after he entered his tenant's property without permission, bagged up her belongings and changed the locks the day after she failed to pay her rent.

The Council has a duty to uphold the rights of both tenants and landlords by ensuring that both adhere to housing regulations. There is a clear legal process which must be followed by landlords when evicting tenants.



Fixing the food hygiene rating window sticker.

Noises, niffs and nice food

Our Environmental Health team work to ensure that you can live in a pleasant place without excess noise or nuisance, go to work knowing your employer is operating a safe environment and be confident that the food you eat is prepared in hygienic conditions and the goods you buy are safe to use.

Residents now rely on the well-recognised food hygiene rating numbers displayed in cafes, restaurants and other food outlets in the district. They help customers make choices about where to eat and let retailers demonstrate their strong commitment to good hygiene standards.

The scheme was implemented in April 2012 and within the first three months, 68 food businesses in the Selby district had received a top rating under the scheme.



Further bylaw prosecutions as the Council acts on residents' concerns

A further ten prosecutions this month as we worked to tackle antisocial behaviour, with prosecutions against those found urinating in the streets.

The prosecutions followed the introduction of a new bylaw in direct response to concerns raised by local residents and businesses.

The bylaw has supported the police and night marshals to take on-the-spot action to deal with people found urinating in the street. Under the bylaw, anyone caught doing this is liable to a fine of up to £500.



Council support for young people in the job market

The Council demonstrated its commitment to helping young students gain valuable, first hand work skills and experience by supporting three university graduates via work placements.

One student commented, "Competition for jobs is tough and I need to be able to show future employers that I have practical skills and real experience. This placement means that I can get the experience that I need to strengthen my job applications and to help me stand out from other applicants."



The lease is signed on Hambleton Hough

An agreement is signed enabling a popular green space in the area to be managed by a local charity, which is dedicated to wildlife conservation and increasing people's involvement and understanding of the countryside and the skills needed to maintain it, under an innovative arrangement set up by the Council.

The Church Fenton-based Wildlife Habitat Protection Trust signed a 99-year lease to take over the management of Hambleton Hough. This new approach will encourage greater community involvement and ownership, help to protect the district's Council-owned countryside and green-space for generations to come: maximising the benefit to the community in the most cost effective way.



Bluebells in woodland (photo Angela M Taylor).



Fly tipping success

The Council's enforcement and legal support teams successfully prosecuted five separate fly tipping cases in one day as part of the authority's commitment to protect residents and uphold the law.

Selby District Council has a zero tolerance approach to fly tipping as dumping waste illegally can cause significant problems for local communities. Every single case reported to the Council is investigated, and the case will be taken further where the offence can be proven.



Prompt payments support local economy

Figures this month show that we continue to improve the time taken to pay invoices for work delivered by other companies. Almost 90% of invoices we received were paid within a target of 30 days, helping to support cash flow to firms who supply the Council with goods and services.

The figures come after we focused on improving the systems we have that support financial management and prompt payment, to ensure that the organisation works as efficiently as possible.



Community Officers again support residents affected by flooding

Our Community Officers once again demonstrated their support for flood victims in the community by helping residents affected following heavy rain. This work earned them a nomination for BBC Radio York's Flood Hero awards in March 2013.



Free Christmas car parking

We announced free parking at our car parks in the run up to Christmas to support local businesses. Leader of the Council, Cllr Mark Crane, explained, "Our charges are very low anyway, but we want to show our support to retailers in Selby. This is a very positive step we can take to support our retailers at their most important time of year".



Council support announced for community volunteering

Support is announced to help staff volunteer for a range of local community projects, as part of a brand new Employee Volunteering Scheme.

The scheme, operated on behalf of the Council by Selby District AVS, follows a successful pilot involving the Council, Drax and the AVS. In its pilot stage the scheme allowed a number of staff to help organisations such as Foundation Housing, Selby & District Dial and the Alzheimer's Society. The aim of the scheme is threefold. To help a good cause, improve the skills and effectiveness of the staff member and help them become more effective in their job at the Council.



Council Tax freeze following budget consultation

Council Tax bills remained frozen and the proposals to introduce green waste charges

are put on hold having listened to comments as part of a consultation over our budget proposals.

Leader of the Council, Cllr Mark Crane commented, "Because of our prudent approach over recent years we're also now able to invest in the issues that matter most to our area: supporting retail, jobs growth, developing housing and infrastructure, and improving leisure services: this includes rebuilding Abbey Leisure Centre."



New look leisure centre unveiled

New artists' impressions were released showing how the new state-of-the-art Abbey Leisure Centre could look.

The Council and leisure provider, WLCT, drew up plans for the building which include a brand new 25m 6-lane swimming pool. The centre will also provide a larger gym, health and fitness suite, multi purpose activity hall, fitness studio and a new outdoor all weather sports pitch.



6.2 A year in numbers

We think these statistics help to tell the story of what we've done during 2012/13...

146,500 Our customer contact centre staff took over **146,500 phone calls last year.**

We look after **3,147 homes** and last year we attended to **8,018 responsive repairs** – including **5,469 emergency repairs** (that needed action within 24 hours such as a gas leak, electrical issue or lost keys). **Of these repairs 98.86% were attended to on time.** Out of the non urgent repairs (to be completed within 25 working days) reported to us, **96% were attended on time.**

During the year we **replaced 120 roofs** and **installed 400 new boilers or heating systems.** **One hundred and twenty kitchens were upgraded** and **170 new doors were installed**, improving security for our tenants.

One hundred per cent of our properties have been checked and issued with valid gas safety certificates - 100% - something we have achieved for the third year running.

5 We helped **five households in council accommodation downsize** – which freed up much needed accommodation for families on the waiting list. It also demonstrates efficient use of our housing stock.

We're committed to protecting public money – **debt collections are up** and independent auditors have **rated the service as 'good'** and we are in the top quartile of councils for collecting rents by Direct Debit.

We have a **high Council Tax collection rate of 97.88%**

4,000 We **helped 4,000 people meet their rent payments** by administering housing benefit.

For Non Domestic Rates we **invoiced £37.45 million** with a **98.14% collection rate.**

We implemented a brand new benefit scheme – council tax support which replaces council tax benefit. In the last year of council tax benefit **we paid out £4.66 million.**

£4.66m

88% We **completed 88% of benefits requests within five working days** of receiving all the information we need.

We processed **42,000** amendments to existing benefits claims.

Out of all the planning applications we received we were **able to approve 73% under delegated powers, above our 70% target.**

Last year we processed **1,268** land searches.

During the year the top five most popular pages on our website **www.selby.gov.uk** were:

1. Planning
2. Public Access (our planning application system)
3. Jobs & Careers
4. Agendas & Minutes
5. Council Tax

We are proud to retain our 'Investors In People' accreditation which ensures we work to a recognised quality standard.



7. We're part of your community

There are 41 Selby District Councillors. Full details of which areas they represent can be found online www.selby.gov.uk.

There are **29 Conservative, ten Labour** and **two independent** councillors.

During 2012/13 the Boundary Commission has reviewed the total number of councillors serving the authority and recommended this is reduced to 31. These proposals will be consulted on during 2013/14 and any changes are expected to be in place by the time of the next District Council elections in 2015.

Councillor allowances

Councillors receive a basic allowance to enable them to undertake their duties. This year that's £4,115; unchanged from the previous two years.

Councillors with special responsibilities also receive additional payments because of the work involved in these roles. During 2012/13 the following payments were made.

Leader of the Council - **£10,288**

Deputy Leader of the Council - **£4,115**

Leader of the Opposition Group - **£2,058**

Members of the Executive - **£4,115**

Chair of Planning Committee - **£4,115**

Chair of Licensing Committee - **£4,115**

Chair of Audit Committee - **£2,058**

Chair of Policy Review Committee - **£3,087**

Chair of Scrutiny Committee - **£3,087**

How we make decisions

The Council uses an Executive structure to enable it to make decisions quickly and efficiently. This ensures the Council can be more responsive to your needs.

The Executive comprises the Leader of the Council and four others. This group develops and proposes policy for the Council and has the authority to take all decisions within the budget and policy framework set by the full Council.

Meanwhile the full Council, comprising all 41 councillors, meets to decide the overall policies and set the budget each year. The Council ensures that the Leader and Executive act in accordance with the Budget and Policy framework established by the Council and holds them to account for the decisions they take.

There are three committees to act as a check and balance. The Policy Review Committee contributes to the development of new policy and reviews the effectiveness of what is already in place. The Scrutiny Committee looks at decisions made and performance of the Council. Meanwhile, the Audit Committee monitors control procedures and risk management.

The Council must also operate a number of regulatory committees.

These are the Planning Committee and the Licensing and Appeals Committee. The Standards Committee was abolished in June 2012 when the law which required the Council to have the committee was repealed.



The Wharfe Bridge at Tadcaster (photo Brian Cartwright).

8. What we'll do next

"These twelve months will have been my final full year as Chief Executive of Selby District Council before retirement. What we've achieved during 2012/13 is the culmination of some key principles running through our strategic programme over recent years.

"The Council is now operating as a commissioning authority. That means being set up to deliver a more focused service to residents, based on their changing needs.

"It also means being set up to deliver in the most cost-effective way; delivering real value for money for each and every taxpayer's pound. Our financial performance during the year shows us as an organisation on a sound financial footing, having met the challenges of significant reductions in central government funding.

"But that's not the end of the story for us. Our model now enables us to progress and develop in new ways. During 2013/14 we expect to push ahead with proposals to integrate services with North Yorkshire County Council. This is a huge step forward for both organisations, and would not be possible without the change of approach from Selby. We want to better coordinate front line services between the two organisations so our customers get the right service, at the right time and delivered as cost effectively as possible. We also want to see if combining some 'back office' support could deliver long-term savings. That's our joint commitment to our community.

"What really underpins the success of our organisation this year, and over many years, has been our people. Their business-like approach, their innovation, their customer focus: qualities that mean we've been able to deliver high quality services during the year in the most efficient ways possible.

"I'm confident that the new commitment for collaboration with the County Council will deliver long-term benefits for our customers, for our communities, and for our finances; and that it will help to secure the long-term future of Selby District Council delivering your local services."

Martin Connor
Chief Executive, Selby District Council
June 2013





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

info@selby.gov.uk
www.selby.gov.uk
01757 705101

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

Selby District Council
Civic Centre
Doncaster Road
Selby
North Yorkshire
YO8 9FT

(Phone and email contacts as above)



Scenes from the District - top left the Selby toll bridge (photo Georgina Brown), middle left harvesting crops at Wistow (photo Pam Sutton), bottom left the Selby canal near Paperhouse Bridge (photo Alan Ford).

Selby District Council

REPORT

Reference: E/13/12

Public – Item 9



To: The Executive
Date: 4 July 2013
Status: Non-Key Decision
Report Published: 26 June 2013
Author: Keith Cadman, Lead Officer Contracts
Executive Member: Councillor Gillian Ivey
Lead Director: Janette Barlow, Director of Business Services

Title: Leisure Contract Annual Review April 2012 - March 2013

Summary

This is the third formal annual review of the Leisure Contract with Wigan Leisure and Culture Trust (WLCT), covering the period April 2012 to March 2013. This was a very challenging period for the service due to the devastating fire at Abbey Leisure Centre at the end of the previous year. However, alternative leisure provision was developed on the site of a former bingo hall on Portholme Crescent in the first quarter of the year. Sports development activity has built on the success of the Olympics, with cycling benefitting from success in the Tour de France and this event starting in Yorkshire next year.

Recommendations:

- i. To note the key findings of the report and in particular the performance of Wigan Leisure and Culture Trust to date**
- ii. To agree the key priorities 2013 / 2014 highlighted in the annual review.**

Reasons for recommendations

To recognise the progress WLCT has made to date; the measures put in place to maintain leisure services in the district; progress made to develop the service offer and the development of a replacement leisure facility during a very challenging period.

1.0 Introduction and background

1.1 The Council is now 3 ½ years into a ten year contract with WLCT and this is the third formal performance review, covering the period April 2012 to March 2013. This report will look at progress over the last twelve months and identify key priorities for the next financial year.

2.0 The Report

2.1 The Annual Review

2.2 A series of draft reports were produced by WLCT and evaluated by SDC Officers and Councillor Ivey. The final review document is attached to this report as Appendix A (Selby Leisure Services Annual Review 2012/13).

2.3 The report sets out a contextual background against which WLCT and SDC have developed the leisure service offer across the district and the progress made in developing a new 21st century facility in Selby.

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

2.5 Summary of Key Findings

2.6 The report itself concentrates on the achievements of the service during a very challenging period, the actions taken to provide an interim facility, develop community activities and progress towards the provision of a new facility on the site of the former Abbey Leisure Centre.

2.7 Key findings from the report include:

- An increase in Profiles memberships at Tadcaster Leisure Centre from 465 to 588.
- The Sports Development activity throughout the district
- The membership growth at the interim Profiles gym in Selby from 492 at opening in June 2013 to 1439 at the end of the year.
- Development of a programme of community engagement that commenced in February with Midnight Soccer Leagues

3.0 Legal/Financial Controls and other Policy matters

3.1 Legal Issues

None to report

3.2 Financial Issues

There are no financial implications following the review.

4. Conclusion

Performance over the last 12 months has remained positive with customer satisfaction remaining high and complaints low. However, the leisure centre attendance performance has been compromised primarily due to the loss of the swimming facility which attracted significant numbers in previous years. The coming 12 months will present a significant challenge for both WLCT and SDC but there is commitment from both parties to continue to provide a commercially viable and sustainable leisure package for the district.

The next review of the contract will be for the period April 2013 – March 2014 and will be reported to the Executive in summer 2014.

5. Background Documents

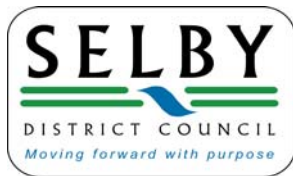
Appendices

Appendix A Selby Leisure Services Annual Review 2012-13

Contact Officer

Keith Cadman, Lead Officer Contracts

kcadman@selby.gov.uk



Selby Leisure Services Annual Review 2012-13

April 2013

CONTENTS PAGE

Contents	Page Number
1.0 Introduction / Context and Overview	3
2.0 Original Services	5
3.0 Service Challenges	11
4.0 Profiles	11
5.0 Community Engagement Programme	12
6.0 The New Leisure Centre	16
7.0 Maintenance	16
8.0 Summary of Key Performance Measures 2012/13	18
9.0 Review of Key Priorities 2012/13	26
10.0 Key Priorities 2013/14	32
Tadcaster Quest Assessment (Appendix 1)	Separate Attachment
WLCT Strategic Objectives 2011-2014 (Appendix 2)	34

Selby Leisure Services – Leisure Services Annual Review Report

1.0 Introduction

Wigan Leisure and Culture Trust (WLCT) works in partnership with Selby District Council (SDC) to deliver leisure facilities across the district. Services include leisure centre management at Profiles in Selby, and Tadcaster Leisure Centre, Selby Park and the development of sport and health through a dedicated Sports Development team.

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

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

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

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

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

WLCT are committed to working with the Council to achieve these outcomes with particular focus on 'Living Well' due to its close synergy with leisure activity, health and wellbeing. This review will assess WLCT's performance in the context of the priorities and targets identified for 2012/13. The report will also identify priorities for 2013/14 and provide a context for discussion of key issues for the future.

1.1 Context and Overview 2012/13

It is useful at this stage to provide an overview of the profound developments in 2012/13 against which the performance over the last year must be set. In February 2012, Abbey Leisure Centre suffered a large scale fire, which completely destroyed the first floor of the centre. This presented WLCT and

SDC with a number of major challenges:

- Loss of income and customer base
- A significant reduction in sport and leisure provision within the district
- Challenges around reputation and longer term strategic partnerships

The centre was badly damaged and a significant amount of stock was lost during this incident. As an immediate response an alternative site was sourced in the shape of the former Walkers Bingo Club on Portholme Crescent which was purchased, refurbished and rebranded as Selby Profiles including a gym with 85 pieces of fitness equipment and a dance / fitness studio. This site was opened on Monday 25th June only 9 weeks after taking possession of the site. .

As an interim response during the period between Abbey's closure and Profile's opening, options to deliver fitness sessions from Barby High School and in Selby Park were investigated, with a pilot swimming programme also being delivered from the Barby school site.

Over the course of 2012/13 planning began for a new leisure centre, to be built on the site of Abbey Leisure Centre, which will be built over the next two years. The new centre will include a gym, health and fitness suite, fitness studio, activity hall, six-lane swimming pool and all-weather sports pitch.

The second half of 2012/13 also saw proposals being drawn together for a range of development programmes to be delivered through the Sports Development team. These programmes, which will be piloted in 2013, include a Midnight Football League, adult health programme and a children's healthy lifestyle programme and major new investment in coaching and volunteer sports leader development support, promotion of local sports clubs and community based leisure and recreation.

2012/13 also saw significant developments in the staffing structure as restructures were effected and key management personnel departed and were replaced. In June-July 2012 both Martin Eden (WLCT Executive Director, Healthy Living) and Michael Lyons (WLCT Head of Service, Sport and Leisure) left the organisation and their responsibilities upon the Selby contract were taken by Pete Burt (WLCT Executive Director, Business Development) and Andrew Watmough (WLCT Head of Service, Leisure and Community Wellbeing) respectively.

WLCT worked very closely with Selby District Council to meet the challenges of the closure of the Abbey Leisure Centre mitigating the impact on leisure services. Despite the loss of 25 permanent staff and 17 casual staff through permanent redundancies, WLCT retained 37 staff. This included retaining the two full time Sports Development officer posts throughout the year, without specific funding for one of the roles. This was to ensure continuity of service for the Community Engagement programmes (section 5.0).

With these significant contextual developments in mind, the remainder of the report has been structured to reflect how we have responded to the challenges.

2.0 Original Services

2.1 Tadcaster Leisure Centre

Tadcaster continues to attract new members and achieved consistent participation from the services that are on offer. As at April 2013 the centre had a total of 588 Profiles members compared to 465 in April 2012.

The twice weekly junior gym session is popular and is often fully booked (8 spaces per session). The centre has increased group fitness classes from 31 (2011/12) to 42 a week, participation rates are high and the extra classes have helped to free up space in the gym. In the past year the centre has also introduced Indoor Cycling which has proven to be extremely popular.

There is an average capacity of 65% for classes however, our Indoor Cycling and Pilates classes (which between them account for 25% of the classes) often run at 100% capacity. The use of an attendance tracker – which is displayed for the customers – helps customers to see which classes may be “at risk” if the attendance drops below a certain level.

In December funding was secured to soundproof the first floor multi-purpose area. This has been a valuable addition to the centre as it has allowed the utilisation of this space for extra classes, and we can now run 2 classes alongside each other. It has also made the area more attractive and suitable for the crèche that is in operation here 5 days a week, for 2 hours a day.

In January, the centre sourced an additional treadmill from Profiles and this has augmented the existing gym stock on site.

The sports hall is attracting new badminton players and there are currently very few slots available on an evening for general, ad hoc bookings. The centre continues to host its regular sport club bookings and has attracted new bookings this year, including the National Blood Service who use the site as a donation centre every 3 months. This has helped to raise awareness of the centre and has helped to attract new members.

Two additional Leisure Assistants have recently been appointed to support the existing staff.

In August last year Tadcaster was audited by Quest. Quest is a tool for continuous improvement, defining leisure industry standards and good practice and providing a benchmarking assessment framework. The centre overall scored “good” with the following areas scoring excellent – business planning, financial management, sports development. The full quest audit is attached to this report. At the previous assessment the centre had scored as “satisfactory” although it should be noted that the Quest score ratings have changed since the earlier assessment.

2.2 Sports Development

Schools and Colleges. The Sports Development team continue to have a productive relationship with 52 key schools and Selby College. We have supported the School Games Organiser to provide school to club links and

support around competition for schools all across the district, including organisation of and delivery at 8 events. We also sit on the steering group for the School Games Organiser role. The Sports Development team continued to deliver a total of 30 guest lectures and workshops at both Selby College and York St John University in a wide range of development disciplines. This continued partnership has led to discussions around the delivery of Leadership Qualifications and the use of volunteers on our sports programmes and events.

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

There are currently 35 Clubmark clubs in the area. We have a small number of clubs working towards the accreditation but the focus of the work in this area will now be to support clubs through re accreditation.

Holiday Clubs. The Step into Sport holiday programme is an initiative started just over 14 months ago and which has had rapid success with 442 children benefiting so far from the ongoing project. The programme is offered to children aged between 9 and 14 years and offers a wide range of sports for the children to sample. Based at Tadcaster Grammar school and with support from Selby Warriors ARLFC, the facilities on offer include a 400m running track, an all-weather pitch, netball courts, tennis courts, table tennis tables and gym as well as classroom facilities. A link has also been made with Tadcaster Community Swimming Pool to host a weekly session.

The programme is run every half term with 3 and 4 day camps scheduled. Educational themes have also been incorporated into the programme including a healthy lifestyles project and Olympic presentation tasks set for the children to incorporate other areas of the curriculum. Due to the wide variety of activities on offer at each camp, they have been tremendously popular with between 50 and 70 children attending and some children being put on a waiting list. In addition to the children participating in the activities four Young Leaders per camp aged 16-18 have been enrolled as volunteers with over 40 Young Leaders having now progressed through the programme.

Due to the success of this project we are now looking to expand into other areas of the district in future.

Quest. The Sports Development team supported Tadcaster Leisure Centre in their Quest accreditation assessment. The team was well received by the assessor during the interviews and as such were awarded 'Excellent' rating across all areas of sports development.

Playing Pitch Provision. Since the football pitches at Portholme Road and Dennison Road were made the responsibility of the Sport Development team we have overseen the improvement in pitch durability and standard through work from an external sports pitch specialist. This has included Vertidrainage of all three of the pitches meaning that in wet conditions we will see less games abandoned and more regular participation. Prior to this work taking place both playing sites had suffered from the weather conditions with

Portholme Road missing a total of eleven matchdays. The impact of the remediation work will be seen in the coming year.

Sport Relief. Over 140 runners took part in the second Sport Relief Mile held in Selby at Selby Rugby club. This year also saw events in Tadcaster and Sherburn take place, raising the profile of physical activity and active recreation within the district as well as supporting the national charitable campaign.

Nordic Walking. Nordic Walking groups started in March-April 2012 with two small groups in the Selby and Tadcaster area. 25 sessions were held, with a total of 16 participants attending all or some of these sessions. However due to the service challenges and associated impact on resources this service was suspended in September. Plans are in place to relaunch this scheme in July 2013 using a freelance instructor and volunteer leaders once trained.

Olympic Events. The Olympic Open Weekend was a success with significant support from the clubs involved. Selby Warriors ARLFC held a tournament for both adults and children seeing over 70 people take part. Riccall Sports Club also had high attendance at their event and felt it gave a great opportunity to put the club on the map.

Drawing on these experiences Sports Development worked with the Eastern CEF to set up a community club open day held at Barlby High School, including skate park, climbing wall, football tournament and Zumba dancing. The day was a huge success with over 200 people attending.

Strategic Links. The partnership with North Yorkshire Sport has continued to be of value, allowing us to utilise officer time for events, data collection, funding and coach development. The strategic partnership allows us to stay up to date with changing trends and policies and to influence and engage with local and regional initiatives.

Cycling Programme. The Cycling Programme has been a significant beneficiary of the impact of the Olympics and with the Tour de France coming to Yorkshire in 2014, this legacy and the associated opportunities appears set to continue. To capitalise upon this legacy and enthusiasm Sports Development began working with Selby Cycling Club in 2012 to set up the Sportive event (a non-competitive time trial) which will take in the whole district covering 90 miles. The event will be run on 1st September 2013. This is to be supported by organised cycle rides with a ride leader which will be set up to encourage new participants to get into the sport.

Rugby League Development

In the three years since the Community Rugby League Post was first established significant strides have been made in several key areas. The post has been beneficial for the district and the dedicated focus upon the sport has been a key asset to the rugby league community. During the duration of the post the officer has been able to develop strong links with both the community clubs and the all tiers of the educational sector. Owing to funding cuts at National Governing Body level, the RFL have taken the decision to end this post with effect from 2013/14.

The coach has been an integral part of the initiatives below:

Education and coach development. The officer has been able to plan and deliver a comprehensive rugby league teacher-training programme helping to increase knowledge and understanding of the game. Three programmes have been delivered in 2012/13.

Over 100 students have qualified in the last 12 months on the Rugby League Leaders Award.

Students from Barlby High, Sherburn High, Selby College, York St John University and coaches from Selby Warriors ARLFC have all supported the schools programme by helping with coaching, supplying referees for 22 festivals including primary and secondary school festivals, North Yorkshire schools finals and college festival, and working as administrators.

As a head coach on the RFL North Yorkshire Service Area the officer has worked with amateur coaches from our region to develop and mentor their personal development and raise the standard of coaching within the district.

School to club links programme. The officer has successfully promoted, developed and delivered an effective school-club links programme by identifying players from school settings to continue playing in clubs, thereby developing sustainability.

Each programme was tailored to meet the needs of each amateur club including 6 weeks of delivery within schools linked with developing Young Leaders to assist in the delivery of the festivals. Two secondary school competitions were completed per year including entries from five secondary schools within the district whilst coaching sessions were delivered at all six secondary schools. This is a significant improvement in terms of the number of players and number of teams and schools playing rugby league. The school-club link programme supports participants in the transition from school to joining a community club in the district.

The district was also awarded Sport England funding to work with three secondary school offering targeted training rugby league sessions aimed at under-16s. The aspiration of this programme is to establish an under-16s team at the Selby Warriors club.

Post 16 Touch Rugby League. Adult Touch Rugby Festivals and weekly sessions were carried out in the region across 2012/13 including a Sportivate touch rugby session at Selby College and Selby High School.

Club Development. Selby College entered the Student Rugby League competition for the first time in 2012 and have now secured funding to create a rugby pitch on their site. Sports Development supported this bid by providing a letter of endorsement and contributing to meetings between the college, local clubs and the RFL.

All three clubs in the region have now achieved the Clubmark status with Selby Warriors ARLFC having submitted a bid to Sport England to help

improve their facilities further after having floodlights constructed at their ground.

All three open age amateur rugby league sides have enjoyed notable success on and off the field in 2012-13, the most impressive is Selby Warriors achievement to be promoted three times in succession in recent years in the league and also winning the local cup competition twice. The Rugby League Development Officer has helped deliver preseason training sessions in the build up for the 2012-13 season.

Player development. The player pathway development scheme now links players from our district to the RFL player development scheme, allowing for the continued personal development of gifted and talented players to fully maximise their potential.

Inclusive Participation. One team from the District entered the North Yorkshire Tagability event and the National Tagability festival held at Headingley, home of the Super League champions Leeds Rhinos. These festivals focused upon participants with a disability.

Inclusion in Sport & physical activity

Approximately 1% of visits in 2012/13 came from Lifestyle members who consider themselves to have a disability. This represents a decrease from the previous year's figure with the impact of the closure of Abbey Leisure Centre and particularly the loss of a swimming facility by disabled users is a factor behind this decline. The majority of visits for 2012/13 were for gym-based activities. There are currently 30 members (2012/13) who record themselves as disabled – although it should be noted that it is not mandatory for members to provide this information.

For the last three years, a funded Sports Inclusion Officer has played a pivotal role within the Sports Development team. One of the officer's key tasks has been to develop strong links with schools, sports and community groups to introduce various sports taster sessions and encourage sustainable participation in sport by hard to reach groups. A significant part of his work has been the co-ordination of effective partnerships and setting up new sessions such as:

Thorpe United. The football club continues to attract a core group of up to 15 players with varying levels of disability. The club still enters two teams in the 5 a side County FA Ability Counts League with additional friendlies being played. The club still hold two training sessions per week one indoors (at Selby High School) and one outdoors (at the club).

Selby Boccia. Now hosted at Selby High School after the fire this was quite slow to get established however is now running on a weekly basis. For the third year in succession the club is playing in the PAN Disability Regional Boccia League with two teams entered.

Sports Ability Sessions. These sessions have now stopped due to low numbers and lack of suitable facility available during the day time.

8-18 Club. This club now runs every other Saturday at Selby High School. Funding for the club is secured through a Children in Need Grant for the next two years to cover the costs of session workers equipment and facility hire.

2.3 Selby Park

Through partnership working with Groundwork North Yorkshire, WLCT managed to secure £25,000 of funding from the Drax Power Station landfill fund to build an Outdoor Gym at Selby Park. The facilities were opened in July 2012 and are used by walkers and by gym users who participate in the weekly Boot Camp class at the park. We have received positive comments regarding the Outdoor Gym and Sports Development are now working with Tadcaster Town Council to support an outdoor gym on their riverside to encourage more people to get involved in physical activity.

DRAFT

3.0 Service Challenges

3.1 Abbey Leisure Centre

The fire at Abbey Leisure Centre in February 2012 caused extensive damage to the site, enforcing its closure and presented significant challenges in terms of resources and associated service delivery. Alternative and replacement services were provided over the course of 2012/13 to maintain the service and help mitigate the impact on Selby residents.

A new leisure centre is due to be built on the old site over the next two years (see section 6.0 below).

4.0 Profiles

4.1 Selby Profiles

The new facility at Selby Profiles was opened on 25th June after a very intensive refurbishment at the site of the old Walkers Bingo Club on Portholme Crescent. The new centre includes 85 pieces of fitness equipment and a dance / fitness studio. When the site opened it had an existing base of 492 members but with monthly sales performing very creditably the end of year figure stood at 1,439 members.

The centre delivers a successful GP Referral scheme, which attracted over 300 participants (across both Profiles and Tadcaster Leisure Centre) and a Cardiac Rehabilitation Programme which is delivered by the Fitness Team.

Group Fitness Classes at Profiles are performing well with overall participation currently running at 79%. The programme is essential in taking pressure of the gym floor during peak times. Initially when we opened the facility we delivered 15 classes per week. Due to demand, we are now delivering 35 classes per week. Popular classes include Body Attack, Pilates, Yoga, Kettlebells and Zumba.

Alongside Tadcaster Leisure Centre, Selby Profiles will be a venue for the adult health programme (see section 5.0 below).

4.2 Community Sessions at Barlby High School

Swimming. Following the enforced closure of Abbey Leisure Centre and the loss of a public swimming facility, alternative provision was sourced at Barlby High School. An agreement with the school was reached and swimming sessions were booked over three days of the week, Tuesday 7pm-9pm, Thursday 6.30pm-9pm and Sunday 10am-3pm. The pool was hired at the cost of £50 per hour.

Swimming commenced in April at Barlby on the back of a marketing campaign consisting of mailshots to Lifestyle members and posters displayed in the school. The swimming pilot ran for six months, throughout the summer holidays and ceased in October.

The pilot ceased in October owing to poor attendance figures averaging 27 swimmers per week with unsustainable operational losses. Informal feedback suggests that some of our former users now utilise the swimming pool at Tadcaster.

5.0 Community Engagement

Selby District Council commissioned WLCT to provide a range of additional services to operate while the leisure centre remains out of action. The aim was to promote active healthy lifestyles and make the very best of the wide range of existing community activities in the District.

Midnight League. SDC commissioned Selby Sports Development to set up an 8 week pilot programme in early spring 2013 that offered the opportunity for children and young people to access a supervised football session within a semi-permanent structure based at Selby Fire Station. The sessions run between 7pm and 9pm. This also showed excellent partnership working with Selby Youth Services, York City Football Club and the Fire Service. We intend to offer this opportunity to other areas of the district over the coming year including Tadcaster and a location in the south of the district.

Move It & Lose It. A pilot physical activity and adult weight management programme is being delivered from spring 2013 in partnership with Slimming World under the banner 'Move It & Lose It'. The pilot will have capacity for 100 adults with a BMI ≥ 25 to participate in 12 weeks of reduced cost Slimming World and physical activity sessions. Physical activity options will include use of Profiles gym and/or specific group sessions for this client group. Clients will be able to access one Slimming World group and two activity sessions per week for £24 (£2 per week). 100 adults have already signed up and the pilot commences on 8th April 2013.

The pilot programme will be overseen by the Fitness Manager from Profiles, Health Development Officer from Sports Development and the District Manager from Slimming World and the pilot will initially cover Selby and Tadcaster, before rolling the programme out across the district and encompassing the rural communities.

Healthy Active Children. A healthy lifestyle programme will be delivered to 30 primary schools across Selby District from September 2013. The schools will be identified using National Child Measurement Programme (NCMP) data, targeting those schools with the largest increase in obesity between Reception and Year 6, and the highest levels of obesity overall.

The programme will include healthy eating, physical activity and oral health messages and will be delivered using a capacity-building model to ensure that the programme can be replicated with other classes within the school. The programme will be delivered to Year 1 children in order to create a positive health environment in each school as early as possible.

Sports Development. The Sports Development team's work will be evolving in 2013/14, reflective of changing priorities and funding sources. With the cutting of the RFL budgets the role of Rugby League Development Officer has been lost. The new areas of work cover a Coaching and Volunteer Development role and a Health Development role which will also continue to cover inclusive access.

The new Coaching and Volunteer Development officer will have a remit for coach and volunteer development to help widen the access to sport and leisure and therefore increase sustainable participation. High quality coaching and volunteers are vital to grass roots sport and as such an officer dedicated to the education and improvement of coaching and volunteers will enhance the voluntary workforce. The officer's role will include the monitoring of coaches throughout the district via the Selby Coach database checking standards and qualification expiry; this will lead to better quality and safer sports coaching. The officer will offer information to head teachers around minimum operating standards for coaches within schools.

The new Health Development officer will have a remit for developing and supporting targeted sport and physical activity opportunities that support local residents at a community level to get more active. This will particularly consider promoting activity amongst hard to reach groups including women, girls and disabled persons. The new officer will initially carry out a mapping exercise to determine areas of need, where gaps are identified the officer will develop activities and interventions to bridge the shortfall in provision, and to raise awareness and signpost residents towards existing clubs and opportunities through the development of an online database. The role will also be involved in expanding the health walks programme into each CEF locality, making sure that everyone has the opportunity to get involved regardless of transport issues.

This role will offer targeted support to current activities for disabled people and also work with existing groups to develop new activities where required. The ethos of the role is to make every activity as inclusive as possible, breaking down barriers to participation for all. This role will also provide local co-ordination and support for the Move It & Lose It and Healthy Active Children programmes detailed above.

Programme Area	Performance Measure	Performance Target
Midnight Soccer League	Number of participants on each league	25
	Number of attendances at each league	200
Move It & Lose It	Number of participants (pilot project)	100
	Percentage completing 9 / 12 week (pilot project)	50%
	Percentage losing 5% of starting weight in 12 weeks (pilot project)	30%
	Percentage continuing to Profiles membership (pilot project)	20%
	Number of participants from September 2013	150
	Percentage completing 9 / 12 weeks	50%
	Percentage losing 5% of starting weight in 12 weeks	30%
	Percentage continuing to Profiles membership	30%
Healthy Active Children	The number of participating schools	30
	The number of participating children	500

DRAFT

Programme Area	Performance Measure	Target
Healthy Active Children	Percentage of schools reporting a change in working practices to enhance health and physical activity	90%
	Percentage of schools delivering a healthy lifestyles package to other classes within the school	60%
	The number of children requiring additional support to make a positive lifestyle change	90
	Percentage of families reporting an increase in amount of fruit and vegetables consumed per day post programme	65%
	Percentage of families reporting an increase in family physical activity levels post programme	65%
	Percentage of families reporting that children brush their teeth twice per day with the correct routine post programme	65%
	Percentage of families reporting a sustained positive behaviour change in the above three areas at 6 months following the programme	70%
	Sports Development Officer	Number of doorstep clubs established
Delivery of Tadcaster holiday programme		100%
Additional secured funding through Sportivate for local clubs and organisations		£7,000
Health development role	Produce a map and directory of local physical activity and sports provision in Selby DC boundary	100%
	Establish a beginners' walk in each CEF	5
	Delivery of Move It & Lose It programme	Data only
Coaching and Volunteer development	Number of sports makers and volunteers registered	100
	Number of coaches entered onto database	200
	Number of coaching education and volunteer development courses delivered	10
	Number of volunteer hours delivered	700

6.0 The New Leisure Centre

Replacement Abbey Leisure Centre

WLCT working under a separate commission from SDC project managed the submission of a Sport England application under their Iconic Facilities funding strand. The work involved an intensive application process including, needs analysis, business, financial and lifecycle planning to produce a comprehensive submission.

Demolition work began at the Abbey Leisure Centre site in February 2013 and is due to be completed in May 2013.

Following the successful outcome of the application determination WLCT are continuing to support the design and procurement of the replacement facility both to ensure the grant conditions are complied with and to ensure the building design and functionality meets the latest standards and expectations of the modern day leisure customer.

7.0 Maintenance

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

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

As in previous years planned maintenance programmes were established to meet the essential Tenant and Landlord repairing liabilities.

The highlights from the Planned Maintenance programme are detailed below, split across the repairing liability and site. The impact of the fire at Abbey Leisure Centre has been covered elsewhere in this paper (section 3.0).

Selby Profiles Health and Fitness Centre

WLCT working on behalf of SDC successfully project managed the fit out of a former Bingo Hall into an interim Health and Fitness Centre pending the opening of the replacement facility. The refurbishment project was valued at £306,000 and took only 9 weeks to complete. It was funded through SDC insurance funds encompassed internal modifications to create changing-room, toilet, shower and office facilities alongside a 400m² gym. A studio space was also formed as a temporary extension to the building working alongside Portacabin. The project included refurbishment of the site, internal fit out and provision of health and fitness equipment.

Tadcaster Leisure Centre, Planned Maintenance

Tenant Programme

The main focus for Planned Maintenance at Tadcaster Leisure Centre during 2012/13 was to refurbish the 1st Floor Crèche / Function Room. This aimed to provide a more flexible space that would be suitable to host an additional programme of Motive8 sessions for users of the facilities. Part of the works included the requirement to install soundproofing to the wall / windows overlooking the Sports Hall to enable sessions to run concurrently.

- Refurbishment of 1st Floor Crèche / Function Room (including redecoration and replacement of floor coverings)
- Installation of Soundproofing to 1st Floor Crèche Walls
- Replacement of Fire Alarm Panel and Sensors

The Tenant programme implemented during 2012/13 was valued at £8,163.29

Landlord Programme

- Repairs and relining of the underground drainage systems
- Repairs to the car park surface, planters, kerb edges and renewal of line markings

The Landlord Programme of works for 2012/13 were incorporated together with the programme from 2011/12 (as discussed at the Executive Committee meeting in April 2012). The works were carried out during May and totalled £13,832.00

8.0 Summary of Key Performance Measures 2012/13

From April 2012, WLCT has been reporting against the agreed set of performance measures through the Covalent system with quarterly reviews with Selby Council Officers. A summary of the indicators and commentary on performance is provided below. These indicators relate to the activities under sections 2.0 and 4.0 above.

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



Table 1: Summary of Performance






Number of PIs	%	%	%
			
10	50	30	20

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








DRAFT









Performance Indicators	2011/12	2012/13				Full year 2013/14
PI Name	Actual Performance	Trust Actual	Target	Status / Direction of Travel	Comments	Target
This column shows the name of the particular performance indicator.	Performance for the last full year.	Performance up to the end of this period	Our target for the end of this period	A symbol showing the variance between our performance and our target this period / directional travel compared to 2011/12 where direct comparison can be made	Comments on performance	Our target for the next full year.

DRAFT






Performance Indicator	2011/12	2012/13			Target 2013/14	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Visits to leisure centres per 1000 population (LE_LI001)	4083.44	1114.10	1700.00	 	<p>Actual visits for the year are 92,356.</p> <p>The Profiles Health Suite has seen continued growth in participation since its opening at the end of July with average visits around the 5,000 mark and visits peaking in January at 6,500.</p> <p>With memberships continuing to grow steadily at Tadcaster the service is focussed on growing the membership base at the Profiles facility. Visits to Tadcaster were at a similar level to 2011/12 with a 21% increase in gym visits recorded (15,417 to 18,682).</p> <p>Performance was below target in 2012/13 as the target of 1,700 visits per 1,000 population was based on higher levels of retained memberships from Abbey Leisure Centre. In the event the number of retained memberships proved lower than anticipated, however a steady growth in the final quarter of the year showed encouraging progress.</p> <p>The target for this indicator is reflective of increasing the number of memberships, a trend which has manifested itself over the course of the year. The target reflects an increase in monthly visits to 7,000 – 7,500 at the Profiles facility. The continued delivery of the GP referral programme, the new adult lifestyle programme and the delivery and development of activity programmes at leisure centres will contribute to this target.</p>	1700.00







DRAFT

Performance Indicator	2011/12	2012/13			Target 2013/14	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Number of GP referrals (LE_LI005)	89.0	302.0	300	 	The opening of the new facilities at Selby Profiles coupled with an active awareness-raising campaign by the fitness team and support from the local GPs has seen this target exceeded for 2012-13.	300
Number of 'Lifestyle' members as a % of population (LE_NEW001)	10.1%	9.2%	10%	 	The year-end total does show a decrease compared to 2011-12. A concerted push on awareness-raising and membership sales did see an increase in numbers of members during the final quarter of 2012-13 however the total does remain slightly below target. Further marketing coupled with new programmes targeted at current non-members (eg Move It And Lose It programme) will be delivered in 2013-14.	10%
% of members participating in 1 or more session per week (Rolling 6-month as comparator)		35.1%	37.7%	 -	This indicator has amended to reflect the national change in priority from Sport England and the reporting of the Active People Survey results. Data reflects the percentage of members participating in 1 or more sessions per week, and the rolling six month total for this indicator is 35.1%. The latest Active People Survey results for 2012 indicate that 37.7% of the people surveyed in Selby achieve the 1x30 minutes moderate intensity activity levels per week. For the rolling six months October 2012 to March 2013 the percentage of members participating in 3 or more sessions per week had increased to 2.1%, although the loss of the swimming facility at Abbey Leisure will have impacted upon this total.	38.0%
% of Members participating in 3 or more sessions per week (LE_NEW003) (Rolling 6-months as comparator)	1.8%	2.1%	3.0%	 		



Performance Indicator	2011/12	2012/13			Target 2013/14	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Number of visits to sport centres from under17s (LE_NEW004.1)	75,275	6,461			The significant decrease from 2011-12 is particularly reflective of the loss of swimming facilities. In 2011-12 over two-thirds of under-16 visits were for swimming activities and consequently the loss of this resource has been keenly felt in terms of participation from this age group. In the final quarter of 2012-13 a new community-based programme was established to provide alternative activity for this age group.	7,000
% of visits to sport centres from under17s (LE_NEW004)	24.6%	7.0%			As above. Last year's performance of 24.6% was broadly reflective of the overall demographic profile of the district, however the impact of the loss of swimming at Abbey discussed above has clearly impacted upon this indicator.	8.0%
Number of visits to sport centres from over 60s (LE_NEW005.1)	26,851	12,406	15,500	 	Whilst the impact of the Abbey Leisure Centre closure upon the participation of this age group hasn't been as profound as it had upon under-17s, it clearly has still had an impact. A third of over-60s visits in 2011-12 was for swimming participation.	17,500
% of visits to sport centres from over 60s (LE_NEW005)	8.8%	13.43%	9.0%	 	Whilst overall numbers of over-60s visits were down, as a percentage of total visits there was an increase in 2012-13 from this age group. This however is reflective of the steeper decline in the percentage of visits from under-16s.	10%

DRAFT

Performance Indicator	2011/12		2012/13			Target 2013/14
	Actual Perf.	Trust Actual	Target	Status	Comments	
Gender Ratio (% female/male utilisation) (LE_NEW006)	52.2 : 47.8	56.8 : 43.2	52.2 : 47.8		Rather than any decline in male participation, this reflects an increase in visits from both genders, but with the increase in female participation being significantly high. This was in part due to the introduction of a number of gym sessions such as Body Attack and Fitness Stretch which proved very popular with female participants.	52.2 : 47.8
Complaints Ratio: Number of complaints received per 1,000 visits (LE_NEW008)	0.11	0.10	<0.10	 	The service received a total of 9 complaints in 2012-13 relating to :- Apr – 2. 1 complaint relating to staff at TLC and 1 complaint relating to use of community field for Nordic walking class Jul – 2 complaints both relating to changes in process and charge for car park Oct – 1. Staff at Tadcaster Nov – 1. Cancellation of a class at Profiles Gym Jan – 1. Profiles Gym – collection of membership fees Feb – 1. Profiles Gym – temperature of water in shower Mar – 1. Profiles Gym – number of teenagers at a session	<0.1
% of customer complaints responded to within timescale (LE_NEW011)	94%	100%	95.0%	 	Throughout the year all complaints were responded to within the agreed timescale, with an average response time of 4.5 days.	95.0%

Performance Indicator	2011/12	2012/13			Target 2013/14	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Disability Usage (LE_NEW007)	3.3%	1.0%	-	 	Data represents the percentage of members who have identified that are registered disabled or have a long term limiting disability. This was a decrease from the previous year but reflects the impact of the closure of Abbey Leisure Centre and the loss of a public swimming facility in Selby.	2%
Accidents Ratio: No of reportable accidents per 1,000 visits (LE_NEW009)	0.33	0.19	Data Only	 	18 accidents were reported over the course of the year, a significant reduction on 2011/12 but reflective of the reduction in footfall across the sites.	Data only
% customer satisfaction (LE_NEW010)	78%	75.0%	74.0%	 	WLCT subscribe to the sport and leisure facility management, APSE performance network to enable effective and independent review of customer satisfaction information. Detailed analysis of the customer satisfaction surveys is based on several categories including (i) Staff and Information (ii) Facility Presentation and (iii) Value for Money. Satisfaction is currently at 75%. Whilst this indicator shows a decrease from the previous year it is worth noting that that the 2011/12 satisfaction survey came at a time when Abbey Leisure Centre had been newly renovated. Customer Satisfaction is higher than the 2010/11 baseline of 70.0%. Satisfaction levels with staff and information had remained at a similar level to 2011/12. The decrease from previous year can seen in the Facility Presentation category at Selby Profiles	76.0%

					- although this was in comparison to the wider service offering provided at Abbey Leisure Centre in the previous year. The perception of Value for Money has decreased at Tadcaster, but conversely increased at Selby Profiles, reflective of the reduced membership cost at Profiles.	
--	--	--	--	--	---	--

Performance Indicator	2011/12	2012/13				Target
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	Target 2013/14
Cost per visit (£s) (LE_NEW013)	1.61	1.81	Data Only		Cost per visit outturn represents an increase compared with the previous year. This can be attributed to lower level of visitors during the first quarter whilst the Profiles gym was developed. The target for 2013/14 represents a reduction in cost per visit on the basis of full year visits at the Profiles site.	1.50
Cost per resident (£s) (LE_NEW014)	6.56	2.02	Data Only		Cost per resident has reduced compared with the previous year as a result of the reduced operation costs of the Profiles gym which was operational for 9 months from July – Mar.	2.00

DRAFT

9.0 Review of Key Priorities for 2012/13

Key Priorities	Lead Officer	Target & Milestones	Intended Outcomes & Impact	Update March 2013
In partnership with Selby Council establish an interim health and fitness provision	PH / Health and Fitness Manager	Ongoing – review monthly	2,700 direct debit members by March 2013 Develop 25 fitness classes by March 2013	2,027 Direct Debit members at March 2013 (combined total Profiles and Tadcaster). 65 fitness classes delivered per week
Develop health and cultural opportunities within Selby Park (including the Amphitheatre)	PH/NH	Develop activities around 2012 and Olympic activity by June 2012 Explore cultural opportunities with the Arts Council Develop a comprehensive programme of health/fitness activities in the park	More people participating in sport and physical activity within Selby Develop a cultural offer in Selby Park, more effective use of Amphitheatre Raised profile of the park and sports/health activities Increase participation in health and fitness programmes	A significant number of participants attended the Olympic-themed activities. Activity level analysis shows that users of the leisure centres are achieving higher levels of regular participation (1x30min per week) than the regional and national average, making them more active, more often. This includes participation in gym, fitness classes, racket sports, yoga, football, martial arts and basketball The green gym was opened in summer 2012 and the Park is now also used as a Boot Camp venue, making use of this site for alternative physical activity and recreation opportunities.

			Installation of outdoor health and fitness facilities in Selby Park	WLCT undertake to manage bookings for the Amphitheatre and Market place. In the year ahead future dialogue between SDC and WLCT is needed to consider whether the trust or others should take a more proactive role in promoting these spaces.
Develop an effective interim programme of community activity within Selby	PH/TBC	Ongoing/Review monthly New offer commences April 2012 Barlby High School	Provide a minimum of 2/3 public swim sessions in Selby by June 2012 Provide a range of fitness classes at Barlby High School by May 2012	Swimming provision is currently suspended following the delivery of a six-month pilot at Barlby April-October 2012. The pilot programme did not attract the anticipated numbers and proved non-cost effective to sustain. Currently plans are in place considering alternative swimming provision. Additional community-based activity is taking place through the Midnight League football pilot commences Feb 2013 and to be reviewed beyond this point. Further roll-outs of the programme in 2013. This programme is targeted at children and young people

DRAFT

DRAFT

<p>Develop a comprehensive research package to effectively understand the demography and health needs across Selby and the CEF areas</p>	<p>WLCT/PH</p>	<p>Commence in 2012</p>	<p>Ability to effectively target under represented groups into sport and physical activity</p> <p>Focus on Living Well themes targeted towards rural communities</p>	<p>2012/13 saw continued use of the Cascade performance tool to support understanding of participation at leisure centres, particularly with regard to use from key demographic groups. Mapinfo software was also used to carry out mapping analysis of where our leisure centre service users are drawn from, within the District and beyond, to identify gaps and trends. A full scoping and analysis of the demographic needs, in particular for the rural communities beyond current leisure centre participation, will take place in 2013/14 as part of the remit of the Health Development role.</p>
<p>Create a delivery team focused around community engagement in health and wellbeing</p> <ul style="list-style-type: none"> - Targeted delivery around CEF wards with an emphasis on rural community 	<p>PH/TBC</p>	<p>Develop key skills to be able to deliver programmes in CEF areas and up skill community members to sustain the programmes</p>	<p>Increased participation in more rural areas of the district</p> <p>Contribution to the Living Well theme</p>	<p>Two new health and wellbeing programmes (Move It and Lose It adult programme focussing upon weight loss and a children's healthy lifestyle programme) are</p>

<p>engagement</p> <ul style="list-style-type: none"> - Focus on key health start up programmes (community taster sessions, health checks etc) 			<p>being piloted in the first half of 2013-14. Planning and preparation for these programmes commenced in September 2012 with a launch scheduled for April 2013.</p> <p>Healthwalks programme continuing to expand working alongside local walk leaders and volunteer groups. An average of two walks per week are delivered.</p>
<p>Utilise Sport England's Facilities Planning Model and Segmentation Tool to develop proposals around the new/replacement facility (long term)</p> <ul style="list-style-type: none"> - Include dialogue with ASA - Undertake market segmentation study through NY Sport - Develop full cost assessment for potential new facility 	<p>Selby DC/WLCT Officers</p>	<p>Develop initial concepts with S.E by June 2012</p> <p>Then progression with budgetary considerations</p>	<p>Development of proposals for the new facility included a view of the local and regional significance of the facility. A range of evidence was gathered and reviewed in assessing the project particularly around local priorities, health issues and health and fitness demand.</p> <p>A number of key documents formed the basis of the review which concluded a strong public demand and strategic need including:</p> <ul style="list-style-type: none"> • Selby DC - Health Profile 2012, Department for Health

				<ul style="list-style-type: none"> • Local Sports Profile Tool, Sport England • Active People Survey Data • Latent Demand Report, The Leisure Database Company • ASA Consultation • Facilities Planning Model, Sport England • Market Segmentation – North Yorkshire Sport
Develop the Lifestyle Card and incentives linked to the card in order to drive up subscriptions to the scheme	WLCT/Selby Management	<p>Review offer prior to September 2012</p> <p>Consider increased promotional opportunities around Lifestyle (possible links with local suppliers to promote card)</p>	<p>Collation of intelligence and growth in leisure database</p> <p>Greater ability to promote services in targeted manner to key geographical locations</p>	<p>A number of initiatives were developed in 2012/13 to promote the Lifestyle card and specific activities. This was particularly pertinent during the interim period between the closure of Abbey and the opening of Selby Profiles. A number of promotional campaigns were run across the district. The Be Yourself campaign was launched in September 2012 and increased use of social media for example Facebook and the beyourself website was also introduced and will continue to be developed. Analysis of the Lifestyle card continues through the Cascade</p>

DRAFT

				performance management system. The commercial and marketing opportunities of this system will continue to be developed in 2013/14.
Continue to develop external partnerships with key stakeholders (PCT, North Yorkshire Sport, Police and National Governing Bodies for Sport)	WLCT/Selby SDU	Ongoing	Potentially develop future services and initiatives around health through strategic commissioned services	Partnerships continuing to be established for example with the emergency services and professional sports clubs (Midnight League), private sector and public health (GP Referral Programme, adult and children healthy lifestyles pilots) and a range of other partners. Links to County Sports Partnership maintained and opportunities to capitalise on regional and national schemes eg Sportivate, Doorstep Clubs, being maximised

DRAFT

10.0 Key Priorities 2013/14

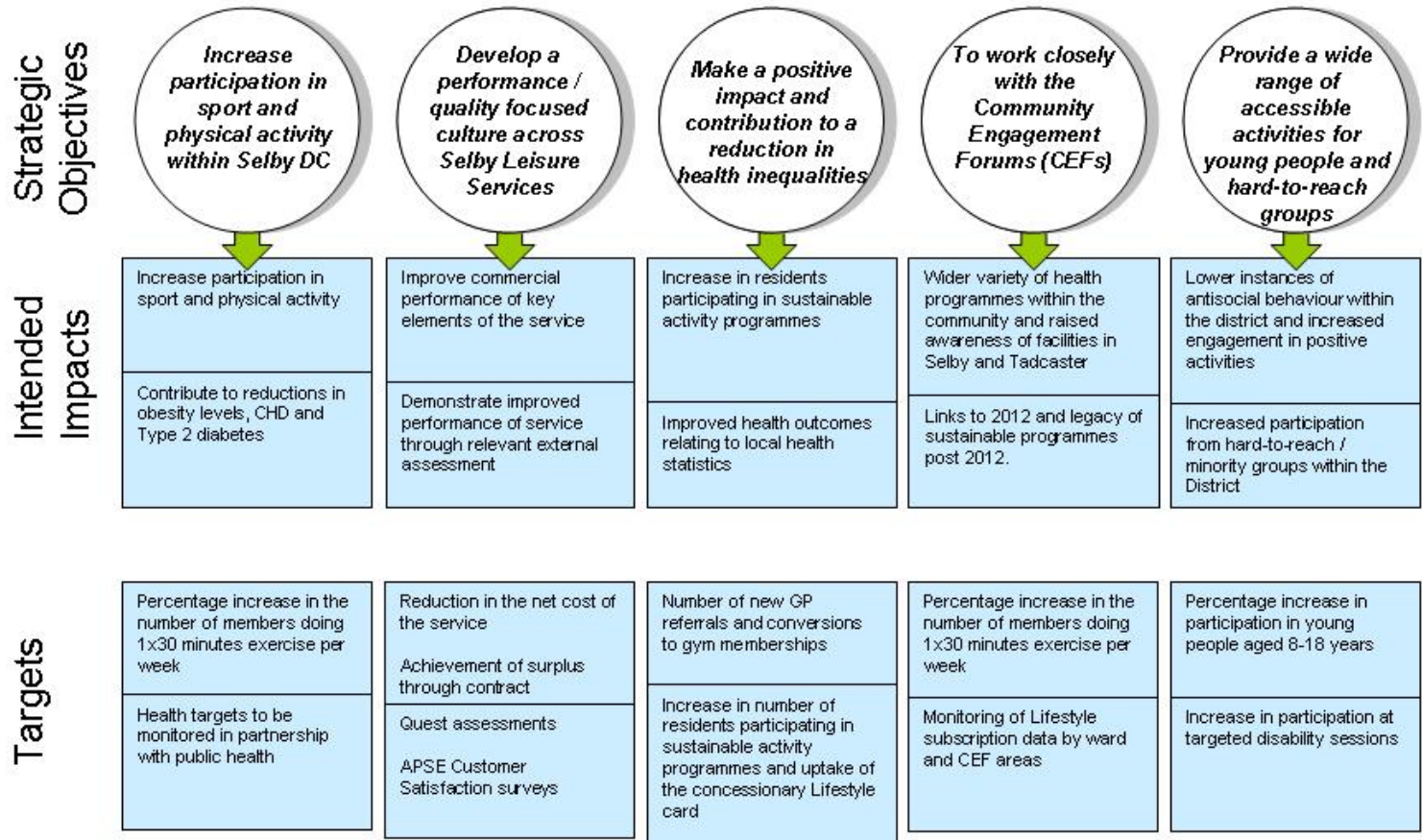
Key Priorities	Lead Officer	Target & Milestones	Intended Outcomes & Impact
Increase participation and membership base at Profiles and Tadcaster Leisure Centre	PH / Health and Fitness Manager	3,000 members at Profiles and Tadcaster	Increase in 1x30 and 3 x 30 sessions per week
Enhance the range of activities for key target groups	RB / PH / Sports Development	3% participants in sport and activity sessions registered as disabled 9% participants in sport and activity sessions aged 0-17 15% participants in sport and activity sessions aged 60 plus	Increase participation from these target group Provision of a package of inclusive activities

Support Selby DC with the development of new Abbey Leisure Centre facility.	PB / SH	Planning Consent – Aug 13 On-site works - Nov 13	Facility opening 2014.
Review activities/ events within Selby Park	PH		More people participating in sport and physical activity within Selby In the year ahead continue dialogue between Selby DC and WLCT on responsibilities for developing the cultural use and booking arrangements for the Amphitheatre and Marketplace.
Deliver community outreach team programmes and review effectiveness of programmes.	RB / Sports Development	See Section 4 for full targets and milestones	More people from rural communities accessing sport and physical activity programmes People supported to make lifestyle changes with associated long-term benefits upon health and wellbeing
Continue to develop external partnerships with key stakeholders (PCT, North Yorkshire Sport, Police and National Governing Bodies for Sport)	RB / Sports Development		Establishment of partnerships with stakeholders at local and regional level to support and enhance joint working towards strategic and delivery objectives

DRAFT



Strategic Objectives 2011-2014



QUEST ASSESSMENT REPORT



***Tadcaster Leisure Centre
16 and 17 August 2012***

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

- **Centre Manager Name:** Lynne Norris
- **Centre Manager Contact Number:** 01937 834375
- **Centre Manager Email:** l.norris@wlct.org
- **Mystery Visit Date & Time:** 07/04/2012 2pm -4pm
- **Assessor Name:** Derek Park
- **Assessor Contact Number:** 07939284917
- **Assessor Email:** derek_park@hotmail.co.uk
- **Assessment Date:** 16 and 17 August 2012



MV Activities Undertaken

Badminton.

Area(s) Visited / Observed

Sports Hall, Gym.

OVERALL ASSESSMENT SUMMARY

ASSESSMENT TYPE:

PLUS

OVERALL ASSESSMENT
BAND:

GOOD

EXECUTIVE SUMMARY

MYSTERY VISIT - STRENGTHS

- Customer contact whether face to face, via the telephone or email was a pleasant experience with staff always happy to help and portraying a positive attitude.
- Overall standard of maintenance throughout the centre was good.
- The centre's fire safety arrangements appeared effective.
- General cleanliness was to a good standard.
- Email response was good and prompt.

MYSTERY VISIT - AREAS FOR IMPROVEMENT

- There was limited environmental information available.
- The website could be reviewed and updated to ensure all information is correct.
- Sales opportunities were missed on occasion and staff could be more proactive when dealing with enquiries such as gym membership or party bookings.

ASSESSMENT - STRENGTHS

- All the essential requirements of the health and safety declaration were in place and the staff had all the information readily available, which helped ensure that the assessment went well over the two days.
- The Duty Manager in conjunction with the Maintenance Officer had implemented an effective planned preventative maintenance (PPM) programme and reactive maintenance system in place which required all work to be reported through the Wigan Leisure and Cultural Trust's (WLCT) repairs system. This ensured that all works were effectively monitored.
- Through the leadership of the General Manager (GM) Tadcaster Leisure Centre (TLC) has remained a key venue within the Selby Contract of WLCT portfolio. The centre has over the past 12 months performed strongly with the levels of income up and the cost of running the service down.
- The Sports Development Officer (SDO) and his team were committed to developing sport and physical activities within the Tadcaster and surrounding area for all age groups, provided pathways for a number of sports and empowered groups to develop and become self sufficient.

ASSESSMENT - AREAS FOR IMPROVEMENT

- There appeared to be an issue with regard to not carrying out regular fire evacuations as well as gaps within the daily housekeeping checks. The Assistant General Manager (AGM) could consider implementing a system whereby on a rolling monthly basis that all inspection sheets are checked to help ensure they are completed in accordance with good practice.
- Consideration could be given to include competency testing for all centre staff as part of the site specific inductions. This will help ensure that the information that has been given to staff has been understood and ensure their competency levels.
- To help with the continuous improvement of the centre consideration could be given to implement a programme of internal Quest Assessments by using trained internal Quest assessors (IQA) so there is a regular internal review of the overall culture within the centre in the strive for the continual improvement of the services, procedures and standards.

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

OVERALL ASSESSMENT SUMMARY

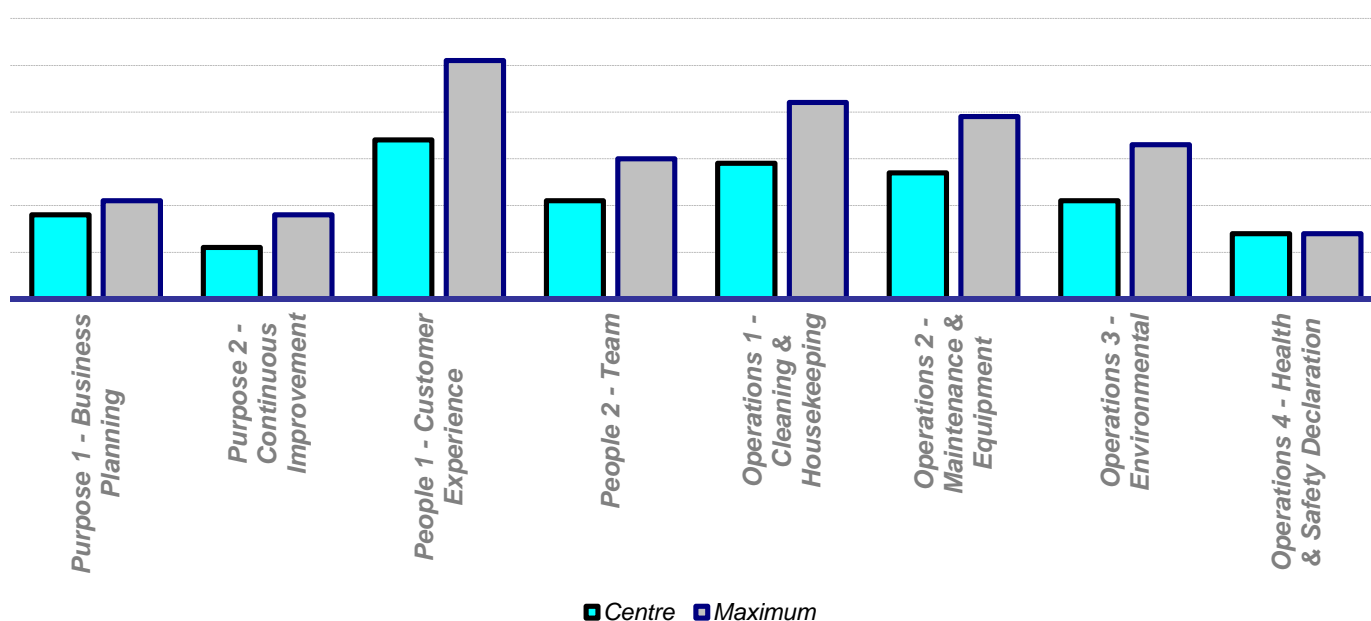
OVERALL	GOOD
MV Experience	Satisfactory
DAY 1 - Excl H&S	Good
DAY 1 - Inc H&S	Good
DAY 2	Good



DAY 1 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
PURPOSE	<i>Purpose 1 - Business Planning</i>	<i>Excellent</i>
	<i>Purpose 2 - Continuous Improvement</i>	<i>Satisfactory</i>
PEOPLE	<i>People 1 - Customer Experience</i>	<i>Good</i>
	<i>People 2 - Team</i>	<i>Good</i>
OPERATIONS	<i>Operations 1 - Cleaning & Housekeeping</i>	<i>Good</i>
	<i>Operations 2 - Maintenance & Equipment</i>	<i>Good</i>
	<i>Operations 3 - Environmental</i>	<i>Satisfactory</i>
	<i>Operations 4 - Health & Safety Declaration</i>	<i>Pass</i>
DAY 1 BAND BEFORE H&S TAKEN INTO ACCOUNT >		Good
DAY 1 OVERALL BAND TAKING HEALTH & SAFETY INTO ACCOUNT >		Good

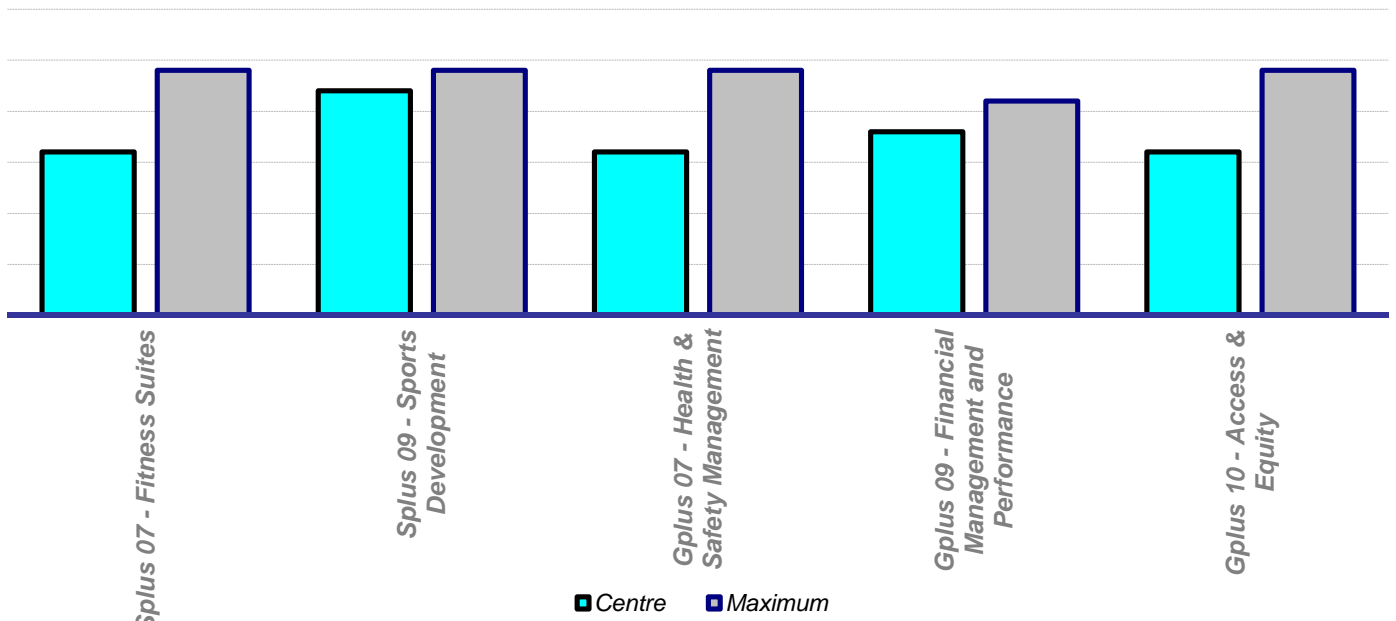
Day 1 - Assessment Performance



DAY 2 ASSESSMENT PERFORMANCE

MODULE	ELEMENT	BAND
<i>SPLUS</i>	<i>Splus 07 - Fitness Suites</i>	<i>Good</i>
<i>SPLUS</i>	<i>Splus 09 - Sports Development</i>	<i>Excellent</i>
<i>GPLUS</i>	<i>Gplus 07 - Health & Safety Management</i>	<i>Good</i>
<i>GPLUS</i>	<i>Gplus 09 - Financial Management and Performance</i>	<i>Excellent</i>
<i>GPLUS</i>	<i>Gplus 10 - Access & Equity</i>	<i>Good</i>
DAY 2 BAND (Excl: Gplus 10) >		Good

Day 2 - Assessment Performance



QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



PURPOSE

PURPOSE 1 - BUSINESS PLANNING

- The Centre has clearly identified its purpose, setting out specific and measurable objectives
- External factors have influenced the development of the business plan objectives
- The staff and stakeholders are involved in developing and delivering the business plan objectives
- The business plan objectives and measurable outputs are reviewed regularly

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>Influenced by local and national strategies, how has the centre identified its purpose in developing the business plan?</i>	<ul style="list-style-type: none"> • It was discussed with the GM that there did not appear to be a WLCT mission statement that reflected the aims of the centre and the organisation. There could be an opportunity to the development of an effective, clear and concise mission statement that identifies what the centre is trying to achieve. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How are the staff and stakeholders involved in developing the business plan?</i>	<ul style="list-style-type: none"> • As detailed within the Continuous Improvement module consideration could be given to developing the centre's new Service Improvement Plan (SIP) to the business plan objectives, this could also include delegating tasks to be achieved by the team. 	M
QA	<i>How do you ensure that the staff and customers are informed and updated about the business objectives?</i>	<ul style="list-style-type: none"> • At the next review of the business plan the GM may wish to consider adapting and summarising the business plan and make it available to all team members by displaying the key facts so to highlight what and how the centre is trying to achieve their business objectives. • Once the business plan has been reviewed there could be an opportunity to conduct team briefings where the business plan objectives are explained in detail to help the team to understand the key centre objectives and give the staff the opportunity to contribute to the continuous improvement of the centre's business plan. 	M
QA	<i>Are there sufficient resources available for staff to deliver the objectives set out in the business plan?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>		A

ASSESSMENT STRENGTHS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • WLCT has produced a number of key values that the GM has used to link the specific objectives to the strategic aims of the Trust which is neatly laid out on a Business Strategy on a page, which can then be easily cascade down to the front line staff. • There was a corporate business plan and sport and leisure strategy for WLCT which linked into the centre's service improvement plan. • The corporate business plan was aligned to that of the key partners, such as the Primary Care Trust (PCT) and appropriate National Governing Bodies (NGB) provided the 'golden thread' throughout the business planning process. • The five core strategic aims of WLCT have been put on a fold out 'card' and has been issued to all members of staff at TLC. • The GM has involved the whole team in the budgetary process and has allocated budgets to individual members of staff to control and monitor which has resulted in staff taken more ownership in controlling expenditure. • The business plan is reviewed by the GM on a quarterly basis. • There are clear objectives within the business plan in relation to the centre's objectives in increasing revenue and participation as well as driving down operational costs. • It was observed during the on-site assessment that the corporate business plan was linked to the SMARTER objectives. • Through the service improvement plan the GM measures the centre's performance and this is reported to the senior management team (SMT) on a monthly basis. • It appeared that the GM leads from the front in relation to driving the business performance of the centre forward by reducing expenditure and increasing revenue and has got the buy in from the team at the centre in increasing their awareness that the centre will only remain a success if they take ownership and increase their performance. • The GM has implemented quarterly planning days, which allows the management team to review the business plan and to ensure the centre is still on track to meet its financial targets. • As part of the on-going strive to increase income and memberships as well as reduce expenditure on a year by year basis, the GM has turned the centre around within the past 12 months. From running at £70,000 overspend last year the centre is now forecasted to have a round £10,000 of a surplus by March 2013. 	

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



PURPOSE

PURPOSE 2 - CONTINUOUS IMPROVEMENT

- The implementation of improvement planning shows tangible improvements to the service
- Performance measurement, feedback and process reviews are used as a basis for continuous improvement
- A culture of continuous improvement exists through staff and stakeholder involvement and consultation

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you plan to improve your facilities and service?	<ul style="list-style-type: none"> • It did not appear that any of the management team had been trained as an IQA. There could be an opportunity to train a number of staff within WLCT to be able to carry out a programme of self assessment that could be rolled out over a two year period and any areas of improvement identified through the internal assessments could then be fed into the centre's service improvement plan. • Although a number of improvements have been made since the centre had used the Quest Assessment Preparation Forms (APF) to identify a number of areas for improvement under the new Quest modules. There did not appear to any documentation, such as a SIP that detailed the areas of improvement identified, who had been allocated the task, when it had been completed and what was still outstanding. The centre may benefit from creating a SIP where the tasks could be collated from various sources and include areas to improve the service and customer experience. • With the exception of Quest and some internal mystery telephone calls and e-mails there did not appear to be a formal programme of mystery visits (MV's). As detailed in Customer Services there could be an opportunity to develop a programme of MV's. These could be used to determine how effective the customer service is and what the customer experience is. The findings from the reports could be added to the centre's new SIP. 	S
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you involve and update staff and customers on improvements made and planned?	<ul style="list-style-type: none"> • As detailed within the Plan section there did not appear to have been an up to date SIP available that highlighted what improvements had been made over the past 12 months. Once developed there may be an opportunity to involve all staff in the process and display the improvements in both public and staff areas. • As detailed within in the Plan section there did not appear to be an effective process of external MV's. There may be an opportunity for the AGM to work in conjunction with the GM and develop a programme of MV's that link into the Quest criteria. 	M
QA	What benchmarking opportunities have been realised and used to influence the improvements to the service?	<ul style="list-style-type: none"> • There appeared to be an opportunity for the centre to extend its benchmarking through the services of the National Benchmarking Service (NBS). Which provides a seamless, rigorous and valuable collection and analysis of participation, financial and customer satisfaction data that could be used to both benchmark internally and externally. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure?	<ul style="list-style-type: none"> • Although there has been three MV's there did not appear to have been any more carried out since April 2011. There could be an opportunity to develop a MV programme that linked into the Quest model which could be implemented over the next 12 months this would enable the AGM to look at the areas that require to be improved as well as being able to measure the on-going improvements made which can be benchmarked across other WLCT centres. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?	<ul style="list-style-type: none"> • There appeared to be an opportunity to demonstrate to customers the continuous improvements that the centre have made over the years by displaying the improvements that have been made as well as areas that are still outstanding. This will help demonstrate the centre's commitment to continuous improvement. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?	<ul style="list-style-type: none"> • By implementing a programme of IQA's and scored MV's, will help the AGM to see what improvements have been made over the next 12 months in relation to continuous improvement and customer satisfaction levels. • By documenting the areas of improvement within the SIP will help the management team to demonstrate what improvements had been made since embarking on the Quest 2011 Journey. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

QA	<p>Assessment Strengths and examples of good practice</p>	<ul style="list-style-type: none"> • The AGM has used copies of the Quest 2011 APF notes and involved the staff to identify their strengths and areas for improvement and to prepare themselves for the forthcoming Quest assessment. • There was a corporate MV programme called Mystery Shopper that had been implemented in 2011, which involved testing the centre's telephone and e-mail responses. • The Centre displayed their Quest accreditation in the centre to demonstrate to customers their commitment to quality management. Other awards the centre has achieved are the Display Energy Certificate (DEC) and Investors in People (IIP). • The centre has stated to carry out some benchmarking with a number of bodies, such as Quest and the Association for Public Service Excellence (APSE). • The AGM reviews the fitness classes on a regular basis to see what the percentage of uptake is for all fitness classes and for failing classes they are either revamped or replaced with a new activity. • The management team felt that the Quest process helps give everyone a focus and goal to continually improve the services provided as well as reviewing systems, procedures and how everyone works as a team. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
----	--	--	--

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



PEOPLE

PEOPLE 1 - CUSTOMER EXPERIENCE

- Customer satisfaction improves each year
- More customers become more active, more often
- Customers actively recommend the centre to friends and family

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	Reception is well managed	<ul style="list-style-type: none"> • Though team members were wearing yellow t-shirts and navy tracksuit bottoms name badges were not noted. Also one team member was wearing a navy 'Tadcaster Magnet Junior FC' sweatshirt and initially I did not know if he was a member of staff. • No receipt was given. 	M
QMV	Reception staff are carrying out their duties in a professional manner		A
QMV	Sales and enquiries opportunities	<ul style="list-style-type: none"> • I enquired about membership to the centre and though the team were happy to talk to me I felt it could have been delivered in a more structured manner with benefits given. Some of the information was not clear and I had to ask about off peak membership. • Following my initial membership enquiry I was not asked to complete an enquiry form. • I was not offered a tour of the facilities and had to ask if I could have a look around the gym. 	S
QMV	Are enquires made via the telephone proactively dealt with?	<ul style="list-style-type: none"> • Information provided did not always appear to match those that were advertised internally; when enquiring about the gym I was told an induction was free yet in the Spring 2012 timetable and price information leaflet the cost was stated as being £11.90 or £5.50 for a Lifestyle Card holder. • Team members did not always have information to hand and on a couple of occasions I was told I would have to speak to someone the following day. 	S
QMV	Information is available	<ul style="list-style-type: none"> • Code of conduct and centre etiquettes were not observed in activity areas. • The Spring 2012 Price Information appeared to be out of date yet was still on display. However there was a price changes poster on the wall. • The website stated a solarium was available but upon enquiry it had closed two years previously. 	M
QMV	Is feedback proactively sought?	<ul style="list-style-type: none"> • There were no 'You said we did' comments observed on display. • There did not appear to be customer forums, focus meetings or surveys taking place as results, findings and action points were not in evidence. 	S
QMV	Is feedback actioned and responded to in a timely manner?		A
QMV	Standard of coaching and instruction	<ul style="list-style-type: none"> • In the areas I visited I did not note that team qualifications or CVs were displayed. 	M
QMV	Accessibility	<ul style="list-style-type: none"> • Disabled parking provision was observed though markings were very faded. • There did not appear to be a passenger lift for access to upper levels. • Parent and child parking provision was not observed. • Literature was not noted available in other formats, such as Braille, large print, audio and different languages. • Though a changing table was present in the toilets I did not note a nappy bin available. 	S

MYSTERY VISIT POSITIVE EXPERIENCE

TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	Mystery Visit Strengths and examples of good practice	<ul style="list-style-type: none"> • Upon arrival I was greeted with a smile. All staff I came into contact with were helpful and happy to engage in conversation making for a friendly atmosphere within the centre • Though the centre was quiet I observed a couple of customers being received and served which was done so in a very pleasant and professional manner. • Pricing appeared to be used effectively and I noted joint membership, 60+ and a corporate membership scheme. I also noted posters and leaflets on 'refer a friend' which entitled the existing member to one free month. • The phone calls I made were always answered promptly and the greeting was consistent in that the centre and Receptionist name was provided. • There was evidence to suggest a commitment to deliver a high level of customer care, for example I did observe displayed a customer charter and customer care policy. • The literature and marketing media I observed was professionally produced and corporately branded. • Posters were displayed neatly, for example there were dedicated notice boards such as 'customer feedback point' and 'club information boards'. Also posters were relevant to the area such as in the gym where they detailed membership offers and opening hours with many posters in colour and laminated. • The website was accessible and information up to date and accurate, it was easy to navigate with site specific information available to download. • The internal directional signage was clear and effective and displayed in a consistent manner. • There was a notice board headed 'customer feedback point' situated behind a table and 2 chairs. Posters included customer charter, customer care policy, health and safety policy plus customer feedback forms. Directly underneath was a posting box with 'please post your comments cards in here' making it easy for the customer to post their views and feedback. • There appeared to be adequate changing facilities and toilets for disabled customers. 	

ASSESSMENT AREAS FOR IMPROVEMENT

[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



PEOPLE

PEOPLE 1 - CUSTOMER EXPERIENCE

TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you commit to the delivery of an excellent customer service?</i>	<ul style="list-style-type: none"> There did not appear to be a formal research plan in place. It was discussed that a 12 month research plan that covers all the key facility areas, such as gym users and fitness classes and on key service areas, such as cleaning, standards of equipment and customer care. This will allow the AGM to start measuring customer satisfaction as well as allowing the management team to start to drilldown on specific areas that are scoring low and link this back to the centre's service improvement plan. With the increasing use of information technology and communication (ITC) there could be an opportunity to use on-line customer surveys, such as SurveyMonkey to capture on going customer feedback on services provided which can then be reviewed on a regular basis for any trends. Although a gym user's journey had been 'mapped out' there could be an opportunity to develop this further by looking at the overall customer journey and identifying any areas that may be stopping potential customers from using the centre. For example, a limited range of fitness classes or poor transport links. Lego have a good template that could be used as a starting point. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you inform staff and customers of the service standards?</i>	<ul style="list-style-type: none"> It was observed during the on-site assessment that there was very little customer feedback both written and verbal with only one customer comments form being completed within the past 12 months. It was discussed with the management team that there could be an opportunity to carry out a monthly programme of staff asking customers to complete a customer feedback form so there is a minimum number of comments obtained per month. This would allow the management team to gain regular and on-going feedback which in turn could help influence what services customers want and if there are any issues in relation to customer care, cleaning and standards of equipment to name but a few. There did not appear to be any information within the gym to inform customers of what they should and should not do when using the facilities. Consideration could be given to display the rules of use for the gym at the front door. 	M
QA	<i>What regulations and legislation have you considered in order to deliver your service standards?</i>		A
QA	<i>What training takes place to ensure that the staff provide an excellent customer service?</i>	<ul style="list-style-type: none"> Although some staff had received customer care training in the past it did not appear that there was a programme for all centre staff to attend. There may be an opportunity to review who has not attended customer care training and programme it in for all staff which will help ensure all staff are providing a consistent 'approach' to delivering excellent customer service. There did not appear to be a programme of training for staff in how to deal with difficult customers. The AGM may wish to consider developing an appropriate level of training in conflict management, which will help staff in 'reading a situation' and using the tools to try and defuse the situation. The AGM may wish to train a member of staff as a train the trainer in customer care and conflict management, which is a cost effective way of delivering the training to all Duty Managers and frontline staff. 	M
QA	<i>How have you allocated sufficient resources to ensure that you can deliver your defined service standards?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> As detailed in the Plan section once the AGM has managed to establish a programme of customer satisfaction surveys in line with the research plan, this will allow the management team to analyse the surveys for trends as well as monitor the satisfaction levels of customers which can then be benchmarked against the other centres. The use of SurveyMonkey would allow the centre to measure customer satisfaction on an on-going basis and link any issues into the monthly programme of the satisfaction surveys to see if there are any issues with the service provision. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>	<ul style="list-style-type: none"> Once a programme of carrying out regular customer feedback the management team may wish to put an audit trail in place that highlights how customers comments are followed up to check that the response give are acceptable and that the issue has been addressed to an satisfactory outcome. There may be an opportunity to implement a programme of following up a percentage of customer comments to see if they were satisfied with their response and if they are still using the centre. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> By reviewing the present MV programme so it is consistently scored in line with the Quest IQA standards will give the AGM the opportunity to monitor the impact of improved customer services. This would show the impact on the investment in staff training, facilities and equipment is increasing customer satisfaction, retention and increased usage. 	M

ASSESSMENT STRENGTHS

TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
------	-----------------------	-----------	--

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



PEOPLE

PEOPLE 1 - CUSTOMER EXPERIENCE

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • The customer care policy and admission policy was clearly displayed within the centre. • The centre displayed a range of customer comments along with the response on the 'you said we did' customer notice board. • The centre has met all the licensing requirements, for example, music and television. • Notices are displayed in key areas to inform customers that photographic equipment cannot be used. • All Physical Activity Readiness Questionnaires (PARQ) are kept locked away to prevent any unauthorised access to customer's personal information. • Closed Circuit Television (CCTV) signage is displayed to inform customers that images are being recorded. • It was observed during the on-site assessment that all the staff multi-tasks, covering all duties, such as reception, setting up equipment and cleaning. • During the on-site assessment it was discussed with staff how they would deal with a membership enquiry. They took me through the whole customer journey from meeting and greeting, capturing their details, the tour to hopefully closing a sale. • All customer comments and e-mails require to be responded to within 10 days and the customer comments sampled during the on-site assessment had all be responded to within the required time. • Three MV's had been carried out on testing the centre's telephone and e-mail responses. The scores increase from 77 per cent (%) on the first MV to 100% on the third one. • Through customer feedback the centre will be replacing the running machines with 3 new ones in September 2012. • The attrition levels for the centre are very low with 12 new members and only one cancellation over the previous month. This has a direct impact on income and usage levels as well as a good measurement for customer satisfaction levels. • The Association for Public Service Excellence (APSE) customer satisfaction survey is measured against the previous report and the centre's score has increased from 69% to 78% over the past 12 months. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
----	---	---	--

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

COMMENT DETAILS



COMMENT 1	
Type of Comment	Email.
Date	Wed 04 Apr 2012
Contact Details	Frank Ward
Details of Comment	Information was requested regarding joining the fitness suite and clubs that are available for children.
Date & Whom Responded	Thurs 05 April 2012 Lynn Morris
Details of Response	<p>Hi Frank</p> <p>Membership for the gym is £25 per month by direct debit on a 12 month contract or you can pay as you go at £5.25 per session. You would need to book an induction which is free of charge if you wish to use the gym.</p> <p>For your children. We run gymnastics courses for children from 5 years up on Tuesdays and Wednesdays (Tuesdays is beginners night). Again you would need to enrol if interested and we are in the process of taking new children for the new term. The cost for this would be £47.71 from 17th April to 17th July excluding half term. On Thursdays we have basketball sessions for 8 years and up from 4.15 to 5.45 p.m., price £3.30</p> <p>We also have Tae Kwon Do sessions on Monday evenings at 8 p.m. and Fridays at 7.30 p.m. for 8 years and up. Price £3.45 junior / £4.80 for an adult.</p>
COMMENT 2	
Type of Comment	Email.
Date	Tue 10 Apr 2012
Contact Details	Frank Ward
Details of Comment	I requested information on how much a joint membership would cost.
Date & Whom Responded	16/4/2012 Lynn Morris
Details of Response	<p>Hi Frank</p> <p>Sorry for the delay in response I have been off work ill since Easter, to answer your question. A joint direct debit is £40 per month a 12 month contract. A joint annual is £310 per year inductions are free of charge but you would need to call us to book.</p>
COMMENT 3	
Type of Comment	Email
Date	Tue 10 Apr 2012
Contact Details	Alan Price
Details of Comment	Requested information on children's parties.
Date & Whom Responded	No Response
Details of Response	No Response
COMMENT 4	
Type of Comment	Verbal.
Date	Sat 07 Apr 2012
Contact Details	
Details of Comment	Asked about the Lifestyle card and prices for activities.
Date & Whom Responded	Sat 07 Apr 2012, Receptionist.
Details of Response	The Receptionist was welcoming and friendly. He gave me the benefits of having a Lifestyle card. When I asked about prices I was just told to take the price information leaflet. It was another member of staff who informed me that prices would be increasing.
COMMENT 5	
Type of Comment	Verbal.
Date	Sat 07 Apr 2012
Contact Details	
Details of Comment	I enquired if Tadcaster Swimming Pool was part of the centre.
Date & Whom Responded	Sat 07 Apr 2012, staff member cleaning in the foyer.
Details of Response	The staff member was happy to stop and chat. She informed me that this centre was run by Wigan Trust and that the swimming pool was run by a different trust. However she added that customers do have access to the pool if a Member paying by direct debit.

COMMENT 6	
Type of Comment	Verbal.
Date	Sat 07 Apr 2012
Contact Details	
Details of Comment	I enquired about joining the gym.
Date & Whom Responded	Sat 07 Apr 2012, Duty Manager whilst stood at reception.
Details of Response	The Duty Manager was very pleasant and helpful. He advised me on prices for single and joint membership and what the membership includes. Though he was very helpful I feel the information was a lot to take in and could have been more structured with a leaflet provided to back up the verbal information. Also I was not offered a tour of the gym nor were my details taken to follow up.

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

TELEPHONE DETAILS



TELEPHONE 1	
Date & Time of Call	2nd April 2012, 2.22 p.m.
Number Dialed	01937 834375.
Number of Rings	3
Answer	Tadcaster Leisure, Paul speaking.
Query	Asked what the opening hours were Easter Weekend and also what activities can be booked in the gym.
Response to Query	I was informed that opening times were 10 a.m. till 7 p.m. and activities available included badminton, football, table tennis and basketball. The Receptionist was friendly and helpful.
TELEPHONE 2	
Date & Time of Call	5th April 2012, 10.10 a.m.
Number Dialed	01937 834375.
Number of Rings	3
Answer	Hello, Tadcaster Leisure, Ronnie speaking, how can I help?
Query	I wanted to book a badminton court for 4 children.
Response to Query	The Receptionist booked the badminton court but advised me I would need to fill in a Lifestyles application when I visited. I was given an approximate cost of £6.50 and advised upon asking that racquets and shuttlecocks would be loaned free of charge. The Receptionist was very friendly and helpful,
TELEPHONE 3	
Date & Time of Call	11th April 2012, 3.20 p.m.
Number Dialed	01937 834375
Number of Rings	3
Answer	Hello, Tadcaster Leisure, Ronnie speaking, how can I help?
Query	I enquired how much it would be to use the gym.
Response to Query	I was told I would first need an induction which was free and then to use on a casual basis the cost was £5.25 or a monthly direct debit of £25 for 12 months. The Receptionist informed me with the latter option I would qualify for unlimited use of the gym, classes and also be able to use Tadcaster Swimming Pool. Upon further enquiry I was informed an off peak membership was available for £19 per month. My contact details were not taken. The Receptionist came across as knowledgeable and helpful.
TELEPHONE 4	
Date & Time of Call	12th April 2012, 1.05 p.m.
Number Dialed	01937 834375.
Number of Rings	3
Answer	Hello, Tadcaster Leisure, Ronnie speaking, how can I help?
Query	I asked if the centre sold water bottles and protein drinks.
Response to Query	The Receptionist advised that they only had 2 big water bottles left and that they cost £4. Protein drinks were not available. He was very helpful.
TELEPHONE 5	
Date & Time of Call	12th April 2012, 6.50 p.m.
Number Dialed	01937 834375.
Number of Rings	4
Answer	Hello, Tadcaster Leisure, Megan speaking, how can I help?
Query	I rang the centre to enquire about a party booking.
Response to Query	I was informed there was nobody in at the moment who could help with my enquiry and I was asked to ring back the following day. My contact details were not taken and I was not offered a call back.
TELEPHONE 6	
Date & Time of Call	13th April 2012, 10.18 a.m.
Number Dialed	01937 834375.
Number of Rings	3
Answer	Tadcaster Leisure, Paul speaking.
Query	I contacted the centre to ask how much the solarium was.

Response to Query	The Receptionist told me they had got rid of the solarium about 2 years ago. When I mentioned that it was still advertised on the website he apologised and said they had been taken over by a trust and the website must not have been updated. He was pleasant and friendly.
TELEPHONE 7	
Date & Time of Call	15th April 2012.
Number Dialed	01937 834375.
Number of Rings	3
Answer	Hello, Tadcaster Leisure, Tracey speaking, how can I help?
Query	I said I was ringing on behalf of my disabled father who was interested in joining the gym.
Response to Query	The Receptionist was very friendly and helpful but could only provide limited information. She said the gym was accessible for a customer in a wheelchair however she would prefer if I spoke to Ronnie, a qualified gym co-ordinator, to discuss further about my father's specific needs. She offered to take my name and number so he could ring me the next day.
TELEPHONE 8	
Date & Time of Call	16th April 2012, 8.15 p.m.
Number Dialed	01937 8343745.
Number of Rings	2
Answer	Tadcaster Leisure, name given.
Query	I rang for information on the crèche.
Response to Query	The Receptionist passed me on to Lynne who was very knowledgeable and helpful. She informed me the crèche opened mornings alongside the classes and that the timetable had a 'c' next to the class when the crèche was available. Spaces are limited to 8 and they can be booked up to 7 days in advance at £2.25 per session.

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



PEOPLE

PEOPLE 2 - TEAM

- Staff are of sufficient quantity, trained and qualified to deliver the standard of service promised to the customer
- Succession planning is an integral part of staff development in achieving the organisation's objectives
- The leadership style demonstrates the ability to communicate and motivate staff at all levels, whilst encouraging regular feedback
- Staff are knowledgeable, professional and friendly

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	<i>Do the staff work as a team and appear to be well managed?</i>		A
QMV	<i>Activity/tasks</i>	• There appeared to be no staff present in the gym throughout the duration of my visit.	M
MYSTERY VISIT POSITIVE EXPERIENCE			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	BAND
QMV	<i>Mystery Visit Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • The Duty Manager presence was noticeable and was observed helping the Receptionist complete a Lifestyles Card application on the computer. • Team members were observed picking up litter, vacuuming and dusting. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan your staffing to deliver a well managed facility?</i>	• Although there was a Training Needs Analysis (TNA) that detailed the essential and desirable training for each staff designation it did not appear that it was being used effectively to ensure that all centre staff attended regular and on-going training to ensure that all staff maintain their levels of competence. There may be an opportunity to cross reference each member of staff's training record to identify the gaps between what they should do and what they have done, which will help the management team to develop a Gap Analysis that details the short, medium and long-term goals of TLC in relation to how it is going to develop a safe, customer focused and competent workforce.	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>Is effective two-way communication implemented at all levels?</i>	<ul style="list-style-type: none"> • Although there were regular management team meetings, however when talking with staff it appeared that they had not included in a staff meeting for several months. It was discussed with the management team that there could be an opportunity to programme a full staff meeting on a quarterly basis, which could help improve the levels of communication between all staff. • It was indicated that there had not been a staff appraisal carried out for over 12 months and there was nothing planned for the near future. The GM may wish to start the process so the appraisals could then be cascaded down through the management team to the frontline staff. 	M
QA	<i>What regulations and legislation have you implemented in order to safeguard the organisation and staff?</i>		A
QA	<i>What training takes place to ensure that staff are competent?</i>	<ul style="list-style-type: none"> • Although one of the Duty Managers had carried out the fire risk assessment (FRA) it did not appear that they had received specific training on how to carry out a comprehensive FRA. Consideration could be given to train the Centre Manager in a recognised course, for example the Institution of Safety and Health (IOSH) fire risk assessors course. • Although most staff had been inducted it did not appear that the induction covered all areas of the centre's operation and was not scheduled in over the first three months of working at TLC. There appeared to be an opportunity to develop an induction programme that cover the new member of staff's, first day, week, month and finally at the end of three months in which they will also require to complete a competency test, to test that they had understood the induction training they had received. • Staff qualifications are not displayed to customers. Consideration could be given to display their qualifications within the centre to help demonstrate to the public that staff are professional qualified. 	S
QA	<i>How have you allocated sufficient resources to ensure that you can deliver the required training and programming/ footfall needs?</i>	<ul style="list-style-type: none"> • There appear to be an issue with staff attending training through in Wigan, which involved a round trip of around 150 miles, which took approximately four hours there and back. It was discussed with the management team that there may be some alternatives, such as on-line training, which could provide a cost effective way ensuring staff receive sufficient and on-going training that could be easily monitored to ensure staff attend the training and are deemed competent. • There may also be an opportunity to implement an annual training day. Where the centre could close for a day in December and all essential training, such as fire awareness, customer care, manual handling and conflict management training could be carried out by either a competent member of staff or an approved training provider. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure the effectiveness of your staff?</i>	<ul style="list-style-type: none"> • There did not appear to have been a team satisfaction survey carried out for a number of years. There could be an opportunity to carry out a staff survey on an annual basis which will be a useful tool to measure where specific issues need to be resolved and /or addressed. • There appeared to be an opportunity to develop a system where all staff training, which includes, induction, monthly and training courses are added together for each individual member of staff to show the total hours of training each member of staff attends on an annual basis, which can then be measured against the following year to show WLCT's commitment to training which in turn can then be used as a company wide PI. 	M

TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>	<ul style="list-style-type: none"> As detailed within the Plan section there appeared to be an opportunity to carry out a review of the TNA and compare it against what training staff have carried out to date to help develop a comprehensive training Gap Analysis and what funding and training will be required to close the skills gap. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> As detailed within the Measure section there appears to be an opportunity to implement an annual staff survey which could highlight any concerns within the workforce that could be having an impact on staff motivation and performance. If implemented will help the centre to identify any areas of concern and tackle them accordingly to ensure that WLCT have a well motivated workforce that can deliver the services safely and effectively. As detailed in the Do section there may be an opportunity to review the methods of delivering training to staff by either implementing more on-line training and / or running an annual training day, which will have an impact on increasing the levels of training across the whole workforce. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> The recruitment procedures appeared to be robust and complied with equal opportunities and employment law. The normal operating procedures (NOP) and emergency action plan (EAP) were updated in April 2012 and appeared to reflect the day to day operations and foreseeable emergencies of the centre's operations. It appeared that all staff worked in line with the Working Time Directives and had a minimum of 11 hours between their shifts. All appropriate staff have been checked under the Criminal Records Bureau (CRB) scheme to ensure they are 'fit' to work with children and vulnerable adults. A number of communication methods are used to try and keep staff informed such as regular one to ones between the management team and staff, e-mails to all staff and regular briefing notes from the Chief Executive. A number of staff hold a current First Aid at Work (FAW) to ensure that there is a competent member of staff on duty during all operational hours. All staff that transferred over from Selby Leisure Centre had been inducted by the Duty Manager in April 2012 covering all areas of the centre's operations and key areas of health and safety. On going and regular training courses are provided for all staff within WLCT with most training being delivered at the Trust's head office in Wigan. Sickness is monitored on a monthly basis and forms one of the corporate performance indicators (PI). Due to the staffing levels all staff are required to be multi-skilled with the management team all being able to cover duties such as cleaning, reception and setting up equipment. The majority of staff that are presently working at the centre had worked for WLCT and Selby District Council (SDC) as part of the Transfer of Undertakings (Protection of Employment) (TUPE) transfer for a number of years, with some staff having over 20 years service. The GM monitors staffing costs on a monthly basis and has profiled the budget to reflect where there may be a need to provide additional staff. A number of staff have been given the opportunity to carry out other tasks, such as gym instructor and reception, which has resulted in a number of staff now working in the gym and others being transferred to the new Profiles gym to cover receptionist duties. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



OPERATIONS

OPERATIONS 1 - CLEANING & HOUSEKEEPING

- The level of cleanliness is visibly acceptable, taking due account of customer expectations
- There are high standards of hygiene in critical areas
- Standards are in place to prevent injury and inconvenience, increasing customer compliments
- The facility is presented in a fit, clean and tidy state, reflecting general pride by the organisation, staff and customers

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	Standards of Cleanliness & Housekeeping	<ul style="list-style-type: none"> • The area behind the reception counter was fairly untidy with equipment, wires and boxes, this did not portray a professional welcome. • The standard of high level cleaning could be improved in some areas, for example there was dust and cobwebs on the air freshener dispensers, speakers and sensors in the sports hall. • There was dirt in the gully's of the female changing rooms. 	M
QMV	Presentation	<ul style="list-style-type: none"> • There was litter around the edges of the car park and the bin outside the centre was full. 	M
QMV	Monitoring	<ul style="list-style-type: none"> • A monitoring check sheet was displayed in the female toilets however, it did not appear to have been consistently signed off in a timely manner, for example the week of the visit the sheet had been signed 3 times on Monday, twice in the morning on Tuesday then only once Thursday and Saturday. 	M
QMV	Toilets and Changing Facilities		A
QMV	Housekeeping	<ul style="list-style-type: none"> • The large storage room in the sports hall was not appropriately locked and secure; the shutter was pulled up allowing me to wander in freely. • The door of the solarium was ajar allowing me to access. When I walked in it appeared to be in use as an office with a working computer on the desk. 	S
QMV	Fire Safety		A
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	Mystery Visit Strengths and examples of good practice	<ul style="list-style-type: none"> • Fire extinguishers were in place and a fire action poster was observed. I also noted a BAFE (British Approved Fire Equipment) certificate. • Notice boards were well placed around the centre and contained relevant information, for example the notice board in the gym contained posters relevant to gym customers such as membership offers and opening times; the posters were all branded and laminated. • The general presentation inside the centre was good with areas tidy and clean and bins empty and bagged. • Changing facilities were adequate and were clean, litter free and tidy with a written service standards poster observed. There was a separate disabled changing / toilet available which was clearly signed in the foyer. • Toilets were clean and had adequate provisions such as toilet tissue, soap, empty sanitary bins and a baby changing unit. • Cleaning was being carried out in the foyer and reception. This was done safely and at an appropriate time as the centre was fairly quiet. I observed vacuuming, litter picking and cleaning of the reception desk, doors and vending machines. • I observed a first aid poster in the sports hall informing that first aid was available from reception. In reception the first aid box was located behind the Receptionist. I also observed a poster listing first aiders. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you commit to the creation of a clean and well presented centre?	<ul style="list-style-type: none"> • There did not appear to be an overall documented cleaning plan that included the cleaning schedules, how each area should be cleaned and the frequency of when it should be cleaned. The AGM may wish to benchmark with other leisure trusts, such as Blyth Valley Arts and Leisure (BVAL) who have developed a very comprehensive cleaning plan. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you communicate the standards and commitment to cleaning and housekeeping	<ul style="list-style-type: none"> • Once the centre's website has been accessed to allow changes to it, consideration could be given to promoting the centre's standards and commitment for cleaning and housekeeping, this may assist to help entice new patronage and reinforcement with existing clientele. • The AGM indicated that the customer forums had not worked in the past. Consideration may be given to include the customer forum into the annual research programme and possibly look at developing a 'managers hot desk' where the management team could set up a desk in the reception area and ask customers what they think of the cleaning and housekeeping standards as well as any other operational issues. 	M
QA	What action have you taken in order to deliver cleaning and housekeeping safely?	<ul style="list-style-type: none"> • On reviewing the daily inspection check sheets there appeared to be a number gaps in where the Duty Managers had not carried any inspections that day to say that the centre was clean, tidy and safe to operate. There may be an opportunity to review the procedure to ensure that the AGM checks the sheets on a monthly basis to verify that the inspections are being carried out and to identify any gaps in the records. 	M
QA	Are there sufficient numbers of trained staff in place to deliver the cleaning and housekeeping standards?	<ul style="list-style-type: none"> • Although staff had been trained in the use of the cleaning machines and chemicals there did not appear to be information contained within their training records to show when, what and that they had been deemed competent. Consideration could be given to carry out refresher training and sign off the staff that they have demonstrated competence in both the use of the cleaning machines and chemicals. 	M

QA	How have you ensured that sufficient resources (time, equipment, materials, security and storage) are in place to deliver the cleaning and housekeeping standards?	<ul style="list-style-type: none"> It was observed during the on-site assessment that there were no eye wash stations within the cleaning stores. Consideration could be given to install two 500 ml bottles to ensure that there is sufficient sterile eye wash available in the event of an accidental chemical splash. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure whether high standards of cleanliness and housekeeping are being achieved and maintained within the centre?	<ul style="list-style-type: none"> With the exception of the Quest assessment MV there did not appear to be any other MV's carried out to monitor the standards of cleanliness and housekeeping. There may be an opportunity to develop an internal MV programme within WLCT or have a reciprocal agreement with a neighbouring leisure provider to help monitor the standards of presentation on an on-going basis. Although the cleaning checklists were monitored on a weekly basis there did not appear to be a formal system in place that measured the number of cleaning tasks that were completed. Consideration could be given to implement a monthly PI for the percentage of cleaning 'jobs' completed and link this into the centre's SIP. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?	<ul style="list-style-type: none"> Consideration could be given to the introduction of a quantifiable review process which takes into account the results from the check sheet completion rate and feedback from customers and stakeholders. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?	<ul style="list-style-type: none"> As detailed in the review section there appears to be an opportunity to carry out a review of the cleaning checklists and encourage more customer feedback on a regular basis to see if by increasing the levels of cleaning jobs being completed has had an impact on the standards of cleaning and the feedback from customers. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> One of the Duty Managers had taken on the role of the Cleaning Champion and involves key members of staff on a regular basis to update the cleaning inspection sheets to ensure that they work for the centre staff. The centre had a comprehensive housekeeping checklist that is split into early and late shift rotas and covered all areas of the centre's operations. Cleaning checklists were clearly displayed within the centre to show when staff last checked and clean each of the area throughout the day. The Duty Manager 'walks the job' on a regular basis to review the cleaning and housekeeping standards and report back to the staff any issues that they have identified and require attention. All electrical based equipment had been tested by a competent person and up to date labels were observed on all portable electrical equipment. The 'Team Talk' sheets have a number of safe systems of work (SSoW) relating to how to clean an area or carry out a cleaning task which is a good aid memoir for staff to refer to before carrying out any cleaning task. It was observed during the on-site assessment that all cleaning chemicals were securely locked away and an appropriate hazard warning signage was displayed on the store door. A chemical dispenser was in place for the main chemical being used on a day to basis which has been effective in reducing the amount of chemicals being used. The standards of cleaning observed during the on-site assessment were very good and the staff should be commended for maintaining such a high standard. The centre has participated in the ASPE scheme and has increased it's customer satisfaction levels from 69% to 78% within the past 12 months. All Control of Substances Hazardous to Health (COSHH) assessments were up to date, as well as the number of cleaning chemicals used have been reduced and there is now only one supplier that supplies all the centre's chemicals. The centre has reduced the impact on the environment by reducing paper products, no aerosols and ensuring all cleaning products are more environmentally friendly. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



OPERATIONS

OPERATIONS 2 - MAINTENANCE & EQUIPMENT

- Maintenance is planned to prevent unwarranted disruption of the service
- The centre is well maintained
- The centre has suitable, sufficient and well maintained equipment available

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	<i>Maintenance of the buildings and structure is acceptable.</i>	<ul style="list-style-type: none"> • The car park had ample parking for the size of the centre but markings were faded and potholes were present. • The sign 'Tadcaster Leisure Centre' at the front of the building had letters missing making it look unsightly. 	M
QMV	<i>Maintenance of the fixtures and fittings within the building is acceptable.</i>	<ul style="list-style-type: none"> • The cold tap in the female changing room had good pressure but did not turn off after an adequate length of time staying on for a couple of minutes. 	M
QMV	<i>Activity equipment available.</i>		A
QMV	<i>There is a provision of goods for sale and hire equipment to meet the programming needs.</i>	<ul style="list-style-type: none"> • Goods for resale appeared to be limited and I did not see any displays or price lists at reception. 	S
QMV	<i>Maintenance issues are managed effectively.</i>	<ul style="list-style-type: none"> • A treadmill in the gym was out of order and though displayed a printed out of order sign with apologies for inconvenience there was no date of when it was reported or an expected repair date. • A poster on the notice board in the foyer explained that the gym was waiting for new plumbed in water coolers and apologised for the inconvenience; again no expected date was stated. 	M
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	<i>Mystery Visit Strengths and examples of good practice</i>	<ul style="list-style-type: none"> • Changing rooms were well maintained with pegs and benches in good condition. Showers that were tested had good pressure and were warm. • Lockers were well maintained and all had keys and bands, I tested a couple of lockers and both were working fine. • I did not observe the badminton nets being set up however they appeared to be set up correctly and were taut and in good condition. • Badminton racquets and shuttlecocks were loaned for free and were in excellent condition. • Vending machines observed were fully stocked, working and provided change. • I noted various equipment in the sports hall storage room such as mats, basket ball nets, gymnast vault etc. that at a glance appeared to be in a good condition. • There was a good selection of Technogym and Cybex machines plus free weights that apart from the one running machine appeared to be in good working condition. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you commit to the provision of a well maintained and equipped centre?</i>	<ul style="list-style-type: none"> • There appeared to be an on-going issue in relation to the Disabled lift, which because of the age of the lift it was difficult to get parts and it had been out of order for a number of months. Discussions are on going with SDC on the issues of funding the replacement as it does not appear to have been included within the 10 year assessment management plan (AMP). There may be an opportunity to accelerate the funding to ensure that the lift is replaced as soon as possible. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you ensure that the customers and staff are aware of issues that relate to maintenance or equipment.</i>	<ul style="list-style-type: none"> • It was observed during the MV that the out of order signage did not indicate when the running machines had been out of order since and when it would be repaired by. Added value may be gained from implementing detailed and progressive out of order signage that is used to notify customers when equipment should be repaired by. • The centre had just recently introduced a wide range of goods for resale. Once established this could help increase secondary sales in line with the GM's quote of "sell up and sell on". 	M
QA	<i>How do you ensure that the general maintenance and use of equipment is done safely?</i>	<ul style="list-style-type: none"> • It was observed during the on-site assessment that due to the changes in the gas servicing contract the gas boiler had not been tested and inspected within the past 12 months. The Maintenance Officer has now made arrangements for the servicing to be carried out within the next few days. Once serviced the management team could ensure that any remedial works are carried as soon as possible. 	M
QA	<i>What training is delivered to ensure that the staff are competent?</i>	<ul style="list-style-type: none"> • The appeared to little training delivered to staff on how to set up and dismantle equipment in accordance with industry best practice and manufacturer's guidance. There could be an opportunity to train all staff in setting up all of the sports equipment using the Chartered Institute of the Management of Sport and Physical Activity (CIMSPA) dvd on the safe setting up of sports equipment. Once completed and staff have demonstrated competence the training could be recorded on their individual training records. 	M
QA	<i>Are there sufficient resources available to maintain the facilities and equipment and replace when required?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND

QA	How do you measure?	<ul style="list-style-type: none"> There did not appear to be a system in place to measure the response times of reactive repairs. There could be an opportunity to implement a system where all repairs are monitored in accordance with the priority the individual jobs were allocated to see what percentage of the work requested was carried out within the required timescale. Once a system is in place to monitor response times to repairs there could be an opportunity to include this within the centre's PIs and provide a benchmark for both internal and external measurement. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?	<ul style="list-style-type: none"> Although the PPM schedule is monitored on a monthly basis it appeared that the annual servicing of the gas boiler had 'slipped through the net'. There may be an opportunity to review the system whereby all PPM work is reported as priority four repair by the centre which may assist the centre in ensuring that all tasks are effectively completed in the set timescales. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?	<ul style="list-style-type: none"> By introducing a proactive approach to measuring the response times of repairs could help the management team to measure the impact on service provision as well as being able to identify any on-going maintenance issues that are not being resolved quickly. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> As part of the SLA between WLCT and SDC all 'wind and watertight' repairs is the responsibility of SDC and the PPM and day to day reactive maintenance is carried out by WLCT. All works are arranged by the Maintenance Officer who will recharge any work that is the responsibility of SDC. Which helps ensure that work gets done rather than waiting for the council to arrange the works required. A comprehensive condition survey had been carried out in 2009 which linked to WLCT's 10 year AMP. Guidance has been issued to the management team on the priority system for all repairs with priority one being the most urgent. All contractors also had to provide 24/ 7 cover to ensure that any emergency repairs could be carried out outwith normal working hours. The Maintenance Officer had developed an effective permit to work system for all external contractors who are required to carry out any maintenance work within the centre. The permit required the contractor to sign in/out, observe the centre's safety rules and help ensure that they work safely whilst on site. All maintenance work was carried out by competent persons. All contractors were vetted by the WLCT Maintenance Officer before being taken on as an approved contractor. All contractors also had to be members of the Contractors Health and Safety (CHAS) assessment scheme before being able to become an approved contractor. A suitable range of manual handling assessments had been developed for all key tasks, such as moving gymnastics equipment and inflatables. The dry-side inflatable had been inspected and serviced by a competent person in November 2011 in line with the Performance Inflatable Play Accredited (PIPA) scheme. All new customers had to complete a PARQ before being allowed to use the gym equipment and the equipment appeared to be in good condition and was serviced on an annual basis by a competent person. There appeared to be a sufficient budget available to deal with both planned and reactive maintenance work with approximately £22,000 per year being spend to maintain the centre. One of the Duty Managers monitored the PPM schedule to help ensure that all planned works were chased up in advance of the scheduled dates. With an effective PPM system in place, this has reduced the time that any plant and machinery is down which ensures that there is minimum impact on the service provisions. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



OPERATIONS

OPERATIONS 3 - ENVIRONMENTAL

- Reasonable temperatures, lighting and ventilation of the facility is achieved
- Use of utilities is managed efficiently and reduced where possible
- The centre is minimising its impact on the environment

MYSTERY VISIT OBSERVATIONS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - MV	OBSERVATIONS	BAND
QMV	Environmental conditions are acceptable.		A
QMV	Relevant environmental information is displayed.	<ul style="list-style-type: none"> • A Display Environmental Certificate (DEC) was not noted on display. • Green transport initiatives were not apparently displayed, for example bus times, bus stops, train stations and cycle routes. • No environmental information was observed around the facility. • There was no evidence either in the centre or on the website on an environmental policy or commitment statement. 	S
QMV	Actions are being taken to reduce the centres carbon footprint and reduce the impact on the environment.	<ul style="list-style-type: none"> • There were no initiatives advertised to encourage customers to arrive at the centre by alternative ways of travel. • The marketing media available to customers did not appear to be printed on recycled paper. • There were no initiatives in place to encourage customers to visit the website to download centre timetable information, instead of taking away leaflets. 	S
MYSTERY VISIT POSITIVE EXPERIENCE			
TYPE	CHALLENGE - MV	POSITIVE EXPERIENCE	
QMV	Mystery Visit Strengths and examples of good practice	<ul style="list-style-type: none"> • Tap and shower temperatures were good in the changing rooms and toilets. • The air temperature was set at appropriate levels throughout the centre including the foyer, sports hall and gym. • Ideal temperature parameters on the service standard poster were displayed in the changing room to be between 19 and 24 degrees with a thermometer on the wall displaying a temperature of 24. A thermometer was also present behind reception though I couldn't see the reading. • Two recycling bins were noted internally for paper, plastics and cans. Bins were also noted externally. • Push button taps were in place in the toilets. • PIR motion sensors were observed in the toilets and changing rooms. 	
ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you commit to improving the environmental efficiency of your centre?	<ul style="list-style-type: none"> • Developing a centre based action plan that is linked to the business plan environmental objectives could add value, this could include specific measures that will be taken to reduce energy consumption, increase the recycling of waste and reduce the overall carbon footprint. • There appeared to be an opportunity for the AGM to develop an environmental plan that is linked to gaining an environmental award, such as the Green Dragon or ISO 14001 which will help demonstrate that the centre is committed to reducing its impact on the environment. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you inform the staff and customers about what you are doing in relation to managing the environment within the centre?	<ul style="list-style-type: none"> • There did not appear to have been any partnership working with SDC in relation to improving the centre's environmental footprint. Consideration may be given to contacting the relevant officer within SDC to see if they will give advice or guidance on ways of reducing energy and water consumption. • Although there was an environmental management 'statement of intent' displayed within the centre, it did not appear to have been signed by all parties concerned. There may be an opportunity for the statement to be signed which will help demonstrate WLCT and partners that they are all committed to reducing energy and water consumption as well as the impact on the environment. 	M
QA	In delivering these environmental standards what legislation or best practice have you considered?	<ul style="list-style-type: none"> • It was observed during the on-site assessment that there was no 'responsible person' detailed on the Legionella risk assessment. To ensure that the centre complies with Health and Safety Executive (HSE) guidance there could be an opportunity to update the risk assessment to include both the responsible person, deputy and duty holder. 	M
QA	What training has taken place in order that the staff can implement these environmental standards?	<ul style="list-style-type: none"> • The centre may find value from nominating a team member as the centre's environmental champion who is then appropriately trained with the skills to deliver the initiatives entailed. This position could assist the centre in the delivery of WLCT's environmental goals as well as reduce the utility costs. • There did not appear to have been any Legionella responsible person or awareness training carried out for any of the centre staff. Consideration could be given to deliver training to the appropriate members of the management team as indicated within the review of the risk assessment as detailed above. 	M
QA	Have you allocated resources for the installation of systems and equipment that could enhance environmental conditions and reduce energy consumption within the centre?	<ul style="list-style-type: none"> • It was discussed with the Maintenance Officer that there could be an opportunity to look at a 'spend to save' programme for the centre to see if there are ways of reducing energy and water consumption. Once an audit is carried out this would help identify the short, medium and long-term opportunities and projects that could be included into the centre's environmental action plan. • There did not appear to be any smart meters for gas, water and electricity installed within the centre to allow the management team to accurately monitor the energy and water usage. There could be an opportunity to install smart meter which would allow the management team to monitor the consumption on a regular basis and identify any issues, such as burst pipes or boilers coming on too early in the morning as well as reducing the need to take manual readings. 	M

TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure what you are doing in relation to your environmental conditions and commitment?</i>	<ul style="list-style-type: none"> Once the new bulk recycle bin has been in place for a period of time the AGM could start to measure the volume of waste going into the recycle bin and the number of full bin bags going to general waste which will help determine if there has been a reduction in waste going to landfill. Although the Duty Manager took weekly readings of both gas and electricity it did not appear that this information had been used to determine whether there had been a reduction in consumption. There may be an opportunity to measure the gas and electricity consumption against 'degree days' which will allow the AGM to monitor and measure the consumption in real terms compared against the previous year. Which will help to show whether the centre has been able to reduce its gas and electricity usage and then being able to benchmark externally with similar sized centres. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you have measured?</i>	<ul style="list-style-type: none"> Since the disbanding of the benchmarking group there has been little external benchmarking carried out with other similar type centres for nearly two years. There could be an opportunity for the AGM to start up the group again which would help the centre to benchmark within the industry and benefit from sharing best practice and implementing any new ideas. As detailed in the Do section with the ability to monitor the information via the smart meter would allow the management team to use technology to review, monitor and evaluate if there has been a reduction in consumption of all utilities. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> By measuring the cleaning chemical usage could help reduce the amount of chemicals being used which in turn will have both an impact of reducing costs as well as reducing the impact on the environment. By signing up to and implementing any identified environmental improvements will help demonstrate through the Green Dragon/ ISO 14001 award that the centre has reduced its gas, electricity and water consumption, which in turn will have an impact on reducing the centre overall running costs. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	
QA	<i>Assessment Strengths and examples of good practice</i>	<ul style="list-style-type: none"> The corporate environmental policy was displayed within the foyer area and the AGM had produced an environmental policy for the centre. The Duty Managers carried out daily monitoring of the air temperatures within the main areas of the centre and took weekly readings of the gas and electricity meters and forwarded this information to head office for them to monitor consumption and check against the utility company bills. All control of Legionella checks were being carried out in accordance with HSE guidance, which included weekly flushing, monthly temperature checks and regular showerhead cleans. The Centre has implemented a number of energy saving schemes, such as replacing the gas boiler, sensors on urinals, lagging all pipework and motion sensor lighting in most areas. The DEC is displayed in the foyer area and the centre has improved its score over the past two years with the score coming down from 54 to 47 moving the centre from a C to B banding, with A being the most energy efficient. The centre has installed recycle bins within the centre and a bulk recycle has been in place for around 6 months which should reduce the volume of waste going to landfill. The staff have reduced the volume of paper being used by where possible not printing off any information and when it is printed, it is double sided. As most information is now contained on the corporate drive which all staff can access rather than having hard copies of all documentation. With the centre using a chemical dosing system there should be a reduction of the consumption of cleaning chemicals over the next 12 months. 	[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



OPERATIONS

OPERATIONS 4 - HEALTH & SAFETY DECLARATION

The signatory of the current Health and Safety Policy will confirm that the facility being assessed meets the :

- Health and Safety Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Regulatory Reform (Fire Safety) Order 2005
- Current legislation. Has procedures as far as reasonably practicable, for the health & safety of those who may be affected

HEALTH & SAFETY DECLARATION VERIFICATION OF PRE-ASSESSMENT QUESTIONNAIRE					[N] - Not in Place, [A] - All in Place
HEALTH & SAFETY MANAGEMENT SYSTEM	DATE	YES	NO	N/A	RESULT
HS(G)65 Successful Health & Safety Management BS OHSAS 18001:2007 Occupational Health & Safety Management Systems Date of Last Review	Thu 12 May 2011	✓			A
HEALTH & SAFETY POLICY STATEMENT Signed by Chief Executive, Managing Director or Chairman Date Signed	Tue 05 Apr 2011	✓			A
EMPLOYERS & PUBLIC LIABILITY INSURANCE CERTIFICATE Expiry Date	Tue 30 Apr 2013	✓			A
DEFINED RESPONSIBILITIES Clear Chain of Command/Structure Board/Management Team Operations/Site Specific External Advice/Support		✓			A
FIXED ELECTRICAL INSTALLATION INSPECTION CERTIFICATE Category 1 Actions Have Been Addressed Within Stipulated Timescale, Recently Completed Inspections Should Be Able to Demonstrate Planned Action	Thu 06 Jan 2011	✓			A
EMERGENCY LIGHTING TEST CERTIFICATE	Tue 31 Jul 2012	✓			A
FIRE ALARM TEST CERTIFICATE & SERVICE RECORDS	Tue 31 Jul 2012	✓			A
ASBESTOS SURVEY	Tue 29 Dec 2009	✓			A
RISK ASSESSMENTS (Suitable & Sufficient)		✓			A
SAFE SYSTEMS OF WORK and/or METHOD STATEMENTS		✓			A
FIRE RISK ASSESSMENT (Site Specific)	Sun 01 Apr 2012	✓			A
FIRE SAFETY CHECKS <i>As recommended by the Fire Risk Assessment</i>		✓			A
EMERGENCY PROCEDURES		✓			A
LEGIONELLA RISK ASSESSMENT (Within Last 2 Years) Risk Assessment in Accordance With L8 Implementation of Risk Control Measures With Appropriate Records Risk Assessment Date	Thu 23 Sep 2010	✓			A

AREAS FOR IMPROVEMENT NOTED FROM ADDITIONAL SAMPLING OF PRE-ASSESSMENT QUESTIONS

- Although staff checked the fire exits on a daily basis it did not appear that these checks were recorded within the fire log book (FLB). Consideration could be given to document the daily fire door inspections within the FLB to demonstrate that the checks have been carried out in line with recommended fire safety standards.
- During the on-site assessment it did not appear that all key staff were involved in two fire evacuation drills during a 12 month period. There appeared to be an opportunity to introduce a matrix that could be ticked to show when staff had been involved in a drill which in turn would identify anyone who has not been involved in the appropriate number of drill.

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



GPLUS

GPLUS 07 - HEALTH & SAFETY MANAGEMENT

- Customers and staff participate in a safe environment
- Health and Safety is part of the management culture

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you commit to the management of health and safety?</i>	<ul style="list-style-type: none"> • Although the centre had been externally audited there appeared to be an opportunity for the centre to try and gain an external health and safety award, for example, Leisuresafe or Royal Society for the Prevention of Accidents (ROSPA). 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you develop a safety culture?</i>	<ul style="list-style-type: none"> • The Service Manager for Health, Safety and Facilities (SMHSF) has been able to secure funding to deliver the IOSH Working Safely certificate to all frontline members of staff across WLCT over the next 6 months. Once rolled out, this could help ensure all staff receive a recognised health and safety qualification that underpins their knowledge and could improve the overall safety culture within the organisation. 	M
QA	<i>What legislation regulations and guidance have you considered to deliver this commitment?</i>	<ul style="list-style-type: none"> • Although there was a wide range of risk assessments covering all main aspects of the centre's operations which had been updated within the past 12 months there could be an opportunity to use the information contained within the industry recognised risk assessment template that has recently been developed by CIMSPA. This will help ensure that all areas of the centre's operations are fully risk assessed in line with industry best practice. • Once a member of staff has been trained as the fire risk assessor there could be an opportunity to review the present fire risk assessment (FRA) in line with the recognised British Standard, Publicly Available Specification (PAS) 79 to carry out any future FRA's. 	M
QA	<i>What training has taken place to deliver this commitment?</i>	<ul style="list-style-type: none"> • There did not appear to be a detailed training plan that identified the frequency of health and safety training for all staff, for example, electrical safety, manual handling and equipment set ups. There may be an opportunity to implement an annual training plan that identified all the internal and external training that will be delivered over a 12 month period. • It was observed during the on-site assessment that there did not appear to be any staff trained as fire wardens. Consideration could be given to train a sufficient number of staff to ensure that there is a fire warden on duty during all operational hours. 	M
QA	<i>How have you allocated resources to deliver this commitment?</i>	<p>Although a critical incident management procedure (CIMP) had been developed for WLCT, it did not appear that the CIMP been tested to ensure that the plans would work and that all staff are aware of their roles in the event of a critical incident. There may be an opportunity to carry out a 'mock' incident that involves a range of frontline staff, the centre management and the SMT. This will help identify any gaps within the plans as well test the teams knowledge of their key roles as well as how the centre and SMT can quickly recover as part of it business continuity plan.</p>	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> • The centre had recently went through its first external health and safety audit in July 2012 and the management team were still awaiting the final version to see what their overall score was and what actions had to be carried out. Once completed, this will help the management team to implement a risk reduction plan (RRP) which could help them to measure the improvements made over the next 12 months and then benchmark internally with other centres. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>	<ul style="list-style-type: none"> • Once the health and safety audit has been finalised the actions raised through the health and safety audit and FRA could be included within a centre based RRP. Where all knowing risks can be identified and contained within one RRP and is prioritised accordingly. This will allow the management team to demonstrate what progress has been made as well as identify any issues that may require additional resources. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> • With the development of the RRP, this will help the management team to demonstrate the progress that has been made in reducing foreseeable risk, which in turn could help to provide evidence that the centre is improving the overall standards of health and safety within the centre. • Once the AGM has had a second health and safety audit this will allow the management team to see what impact there has been with regard to the improvement of the safety within the centre. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

<p>QA</p>	<p>Assessment Strengths and examples of good practice</p>	<ul style="list-style-type: none"> • It was observed that the corporate health and safety policies were available and up to date and the health and safety policy had been signed by the Chief Executive and a copy was available in the staff room. • The Centre had an annual health and safety plan which identified which documentation had to be reviewed and updated during that year. • The health and safety law poster was displayed within the reception area and had the appropriate contact information displayed. • A number of staff were fully qualified first aiders to ensure that there was at least one member of staff on duty that was trained to deal with first aid incidents for both customers and staff. • The centre was independently audited by the WLCT's Health and Safety team with the last audit being carried out in June 2012. • The management team have updated all the centre's risk assessments in November 2011 in line with the corporate template. • The SMHSF had developed the WLCT's the health and safety internal communications channel procedure which detailed on one page the top to bottom and back up line of communicating health and safety within the organisation. • No personal injury insurance claims received from either the public or staff for a number of years. • There is a formal health and safety committee meeting that meets on a quarterly basis where the AGM raises any concerns as well as implement any new corporate WLCT safety systems and procedures. • The AGM had completed the IOSH Managing Safely certificate and the Duty Managers were to go on the next course within the next two months. • All new staff must attend the corporate induction within one month of starting employment with WLCT, this is then supplemented by the site specific induction which is carried out by the management team. • There is a procedure in place to deal with internal incident investigation with the Duty Managers investigating minor incidents and the SMHSF being responsible for any major incidents. • The SMHSF monitored all first aid reports on a monthly basis which are reviewed for any trends and are compared against last year's numbers of incidents. • The centre is committed to continually improving health and safety and this was evident during the assessment, with all risk assessments, NOP and EAP being updated on a yearly basis as well as a programme of health and safety audits now being carried on a cyclic basis. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
------------------	--	--	--

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

GPLUS

GPLUS 09 - FINANCIAL MANAGEMENT & PERFORMANCE



- To measure and monitor the financial performance of the centre
- To benchmark key performance indicators within the organisation and within the industry
- To maximise the financial performance of the centre given the wider social outcomes and objectives of the centre

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	How do you set your financial, performance management targets for the short, medium and longer term?	<ul style="list-style-type: none"> It was discussed with the GM that there were a number of plans being looked at to try and increase capacity within the centre, from building an extension onto the gym and looking to developing the upstairs area to provide either more gym space or increasing fitness classes. Once any of the projects come to fruition this could allow the centre to expand its current membership base of around 500 and increase income and participation levels, which in turn will help ensure the future of the centre to provide a vital community facility for the residents of Tadcaster and surrounding areas. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	How do you communicate financial, performance targets to all the staff and stakeholders?		A
QA	What training has been delivered to ensure that staff are aware of their responsibilities and understand the financial, performance management processes that are in place?		A
QA	What resources have been allocated to achieve these outcomes?		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	How do you measure?	<ul style="list-style-type: none"> The GM indicated that there could be around £10,000 surplus by the end of the financial year, which could be reinvested back into the centre. There may be an opportunity to look at an investment plan before the end of 2012, which would give the management team time to look at projects that could be implemented to increase income and usage. Which could then be measured to see if a spend to increase project has given the centre a 'good return on the investment'. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	How do you review what you measure?		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	Has what you have done made a difference?	<ul style="list-style-type: none"> The membership levels appear to have remained fairly static for the past few years, with around 500 members. With some reinvestment and possible extensions to the fitness areas could allow the centre to grow its membership base, which could have an impact on ensuring an increased level of regular income and the ability to organically grow the membership numbers. 	M
ASSESSMENT STRENGTHS			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	BAND
QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> The GM in conjunction with the management team starts to review the following year's budget well in advance to ensure that all budget lines are fine tuned. The GM profiles the centre budget so that they can identify the months that there will be a higher level of spend as well as income. Also the income and expenditure is monitored on a monthly, quarterly and six monthly basis and identifies line by line the financial performance of the centre to the 'penny'. This approach to financial management should be commended as good practice. A SWOT analysis has been carried out to look at the local competition in relation to what key threats there are in relation to pricing and what facilities they have to offer. As part of the managers meeting the GM requires to report on the centre's financial performance to the SMT and to date the centre has reduced expenditure and increased income well ahead of set targets for 2012/13. All suppliers are arranged centrally to help ensure that one supplier provides the same products across all WLCT centres and to also increase the 'buying power' to get the best price. The centre uses the services of Direct Financial Contracts (DFC) to manage the income for the membership scheme which means that the centre has a guaranteed income from the members and DFC will 'chase up' any bad debtors. The use of ICT in terms of front of house operations to provide the management team with the correct information works well in relation to direct debit, invoicing and debtors. With the GM being able to 'pull off' any report in a matter of minutes. The GM has set targets to achieve in terms of staffing costs, utilities and sales and these targets are reviewed on a monthly basis and targets form part of the centre's PI's. The subsidy per head has been greatly reduced with the reducing in operational costs and better monitoring of usage and income figures, which have been included within the recent APSE figures. Since the GM took up post around 12 months ago there has been a major impact on the financial position of TLC. With the overspend of £70,000 being turn around to a projected £10,000 underspend in 2012/13. This hopefully will ensure the continuing operation of the centre for many years to come. 	A

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

GPLUS

GPLUS 10 - ACCESS & EQUITY



- To provide access and equity to all
- To assist centres to comply with equality regulations and legislation
- To create an environment and programme that retains and encourages disabled customers

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan to maximise the use of your building by disabled people?</i>	<ul style="list-style-type: none"> It was discussed with the SDO responsible for disabled groups that more work could be done to target disabled groups within the Tadcaster area to encourage greater participation. The SDO may wish to work in partnership with SDC to see what groups there are within the area as well as using the new Census information, could help pinpoint all knowing disabled persons within Tadcaster and the surrounding areas. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you communicate your commitment to retaining existing disabled users and encouraging non-users into your facilities?</i>	<ul style="list-style-type: none"> It was observed during the on-site assessment that there were a number of adaptations that could be implemented to improve the levels of communication with regular and potential new customers, for example, hearing loop, tactile signs and speak aloud website. Once installed, this could help increase the number of disabled customers using the centre. 	M
QA	<i>What legislation, statutory or best practice have you considered?</i>	<ul style="list-style-type: none"> Although a number of modifications had been made to the centre over the years, there still appeared to be a number of issues that could prove to be barriers to encouraging more disabled customers using the centre. For example automating the front doors, providing an adjustable changing bed and replacing the disabled lift. There are sometimes opportunities for the disabled groups who use or could use the centre to obtain funding to part fund any adaptations to the centre as well as SDC's responsibility as the 'landlord' to replace the disabled lift. This could allow WLCT to improve the access to the centre at minimal capital outlay. Although there was a designated refuge area on the first floor for less able customers there was no aids available, such as an evacuation (evac) chair to help enable the centre to quickly evacuate customers who have mobility problems. There may be an opportunity to purchase and train centre staff in the use of the evac-chair to ensure that in the event of an emergency situation disabled customers can be quickly and safely evacuated from the centre. 	M
QA	<i>Are staff trained and right for the job?</i>	<ul style="list-style-type: none"> There did not appear to be any specific training carried out for centre staff on dealing with disabled customers. There may be an opportunity for the SDO to deliver basic training to all staff and where required use organisations, such as MIND, who could be able to deliver specific training for any relevant groups. Once an evac-chair has been purchased there may be an opportunity to train a number of staff as a train the trainer which could help the centre to be self sufficient in training all existing or new staff. 	M
QA	<i>What resources have been allocated to achieve these outcomes?</i>	<ul style="list-style-type: none"> As detailed within the module there appeared to be an issue with regard to providing financial resources to improve the accessibility of disabled groups and customers to the centre. There appeared to be a number of opportunities for the centre to be able to get external funding to help fund the replacement of the lift and to provide necessary equipment to help increase usage and potential find additional income streams. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> Although there were figures that showed the increase in participation of disabled customers it did not identify the numbers that used TLC. There may be an opportunity to breakdown the usage of the centre, which may help to identify the gaps of who is not using the centre as well as a tool to show what adaptations are required to increase participation. Although the SDO carried out an accessibility audit in 2009 there did not appear to be a second audit carried out to show what improvements had been made over the past three years. There may be an opportunity to carry out a second audit to show what has been done/ not done and measure this against other WLCT centres as well as benchmark externally with other leisure organisations. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>	<ul style="list-style-type: none"> As detailed in the Plan section there may be an opportunity to use the new 2011 Census which has now been published to find out the number of registered disabled residents within the Tadcaster and surrounding areas. This will help WLCT to do some target marketing and promotions for this group of potential customers which can help identify areas, such as adapting the programme and facilities to cater for the needs of disabled customers. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> As detailed within Measure there appeared to be an opportunity to breakdown the usage of disabled customers for TLC. This will help show the impact of what work has been done within the area to try and increase participation of disabled customers within the Tadcaster and surrounding areas and provide the centre with a measurable PI. There did not appear to be a TNA in place that identified the training required for centre staff on how to work and deal with disabled customers. there may be an opportunity to develop a TNA for disability training and measure the impact of what has been delivered to the increase in participation and satisfaction levels of disabled customers. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • The SDO responsible for disabled groups has worked with a number of agencies to identify the number of disabled groups within the Tadcaster area and has provided a number of activities, such as Boccia, Curling and Football within the centre and as part of the outreach programme. • The SDO meets with a number of organisations, such as the Disability Sports Forum on a regular basis to discuss the requirements for local groups as well as providing support and advice to help the groups to access facilities and also funding opportunities. • The SDO provides promotional information to groups in a number of different formats, such as large print and also uses images produced by Sport England that promotes inclusion for all groups within the Tadcaster area. • The SDO promotes the concessionary scheme amongst various disabled groups to encourage them to access the facilities as well as running outreach programmes in local care homes where it is easier for the coach to attend the home rather than residents coming to the centre. • The customer charter recognises and takes into accounts the needs of disabled customers. • During the centre's last major refurbishment a number of modifications had been made to improve the access and the facilities within the centre for disabled customers, for example level access into the centre and a dedicated changing and showering facilities. • The SDO has been trained as a train the trainer for disability awareness training and has in the past delivered training to frontline staff to increase their awareness on how to work with disabled customers and groups. • The SDO has been able to attract funding to provide coaching, training and access to transport which then allows the various groups to become self sufficient, expand and compete in sport, such as football and cricket within the Yorkshire and surrounding areas. • The SDO requires to produce an annual report on the number of disabled customers accessing the centre and activities within the SDC area. With the numbers participating increasing from 460 to 1840 over the past four years. • The SDO works with the various partners on regular away days to review what activities they are delivering and what can be done in the future to improve access and participation within the disabled groups of Tadcaster and the surrounding area. • Since the SDO took up post around four years ago there has been more disabled customers using the centre as well as other services. Also through customer feedback there has been greater customer satisfaction levels from both the groups and agencies and groups are now participating in regional sporting events. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	---	--	--

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre

SPLUS

SPLUS 07 - FITNESS SUITES



- To encourage greater level of participation in physical activity
- To improve the health and wellbeing of communities
- To maximise the potential of the fitness programme
- To achieve the standards set by the fitness industry

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan to maximise and deliver the programme, increase participation and achieve value within your fitness suite and exercise class programme?</i>	<ul style="list-style-type: none"> • There appeared to be an opportunity for the centre to download the fitness industry association (FIA's) code of practice (COP) to review the set standards that FIA are looking for, for a centre to achieve their standards as part of planning process. By implementing these standards could help the centre to achieve the FIA award. 	M
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you make customers aware of the facility and programme you offer and ensure that they want to use your facilities and classes?</i>	<ul style="list-style-type: none"> • As detailed within the Customer Experience module there did not appear to be any signage in place to advise customers of the do's and don'ts whilst using the gym. The Fitness Manager may wish to consider displaying information on gym etiquette within the gym area. • There did not appear to have been any master classes run at the centre. There could be an opportunity for the centre to do a launch of the new body training systems (BTS) and Zumba and link this into a master class open day. • There did not appear to be any Social Media used by the centre to promote the centre and provide an easy way of keeping in contact with customers. There could be an opportunity to create a TLC Facebook and/ or Twitter site which could managed by the centre's management team. This would allow the centre staff to put on any promotions as well as responding to customer comments on a regular basis. 	M
QA	<i>Is the fitness programme running smoothly, well managed, effective and efficient?</i>	<ul style="list-style-type: none"> • As detailed within the Plan section there appeared the opportunity for the centre to go for and achieve FIA accreditation. • It did not appear that the running machines had a clear two metre run off behind them as recommended by industry guidance. Consideration could be given to moving the equipment to ensuring that there a minimum of two metres behind all running machines. • It was observed during the on-site assessment that the control entry system to the gym had been out of order for a few weeks. Consideration could be given to repair/ replace the entry system to help reduce the risk of unauthorised entry from non-paying customers and children. 	M
QA	<i>What training has been delivered to ensure that the staff are equipped with the skills to undertake their duties?</i>	<ul style="list-style-type: none"> • There appeared to be the opportunity for all fitness staff to go through their Level 2 register of exercise professionals (REP's) by developing their CPD portfolios. Once in place will help demonstrate the centre's commitment to staff development and fitness professional status. 	M
QA	<i>What resources have been allocated to deliver the programme?</i>	<ul style="list-style-type: none"> • There did not appear to be a customer retention tool installed within the fitness equipment as part of a customer retention system. There may be an opportunity to install a retention system within all fitness equipment which could provide the centre with a very powerful tool in allowing staff to monitor customer's pattern of use. Which could flag anyone who is stopping using the gym, track staff contact with customers, send out promotional information, to name but a few of the tools available to managing customer retention. • It was discussed with the Fitness Manager that there could be an opportunity to bring over the Sales Advisor from Profiles in Selby on an ad-hoc basis to see if they can help increase membership sales to try and bring the centre up to and surpass the 500 mark, without oversubscribing the gym. 	M
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>	<ul style="list-style-type: none"> • As detailed within Continuous Improvement, with the development of the MV programme to include a measurable tool to show the customer's experience when using the gym, through the standard of equipment, cleanliness, customer care and safety will allow the management team to identify any concerns and address them accordingly. • There did not appear to be an auditing system in place that looks at the standards of induction, customer service, procedures, cleaning standards to name but a few at the centre and across all gyms within WLCT. There may be an opportunity for the Fitness Manager to benchmark with other organisations, such as Durham County Council (DCC) who have done this exercise and found it very beneficial in improving standards as well as implementing best practice across all of their sites. 	M
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>	<ul style="list-style-type: none"> • Once a formal audit is carried out on the standards within the gym and across WLCT this will allow the Fitness Manager to identify and review any issues within the gym as well as being able to share best practice both internally and externally across the country. 	M
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>	<ul style="list-style-type: none"> • There did not appear to be any customer satisfaction surveys carried out for gym and fitness class users to see if they are happy with the service and if there are any improvements that could be made. There may be an opportunity to develop regular customer feedback by staff carrying out surveys for both gym and fitness classes users. This would also help provide a measuring tool for the Fitness Manager to show the levels of customer satisfaction has increased and that improvements have been made. 	M
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

QA	Assessment Strengths and examples of good practice	<ul style="list-style-type: none"> • Objectives and targets are set within the health and fitness business plan which links into the health and fitness action plan for the gyms and fitness classes, this also links to one of the centre's PIs. • The changes within the management structure has enabled the GM to develop the role of a dedicated Fitness Manager who is responsible for the health and fitness programme and provide a strategic overview of both the two gyms within the Selby contract area of WLCT. • There appeared to be effective internal marketing and promotions of the gym and fitness classes with promotions, such as no joining fees and no payments in September, as well as advertising the Zumba classes. • The gym was checked on a daily basis by the gym staff and any defects were reported directly to either Technogym or Cybex. • All health and fitness staff required to have a minimum Level 2 qualification with one member of staff having Phase 4 (Stage 6) which allowed them to do Cardiac rehab groups and GP Referrals. • There are suitable level of qualified staff on duty within the gym and fitness classes to provide adequate levels of supervision and advice for customers to ensure that they carry out their exercise programme safely and are available to give advice when required. • The membership scheme's terms and conditions appeared to comply with the Office of Fair Trading guidelines. • All third party coaches that deliver fitness classes at the centre must supply their Public Liability Insurance (PLI) and coaching qualifications before being able to teach any classes within TLC. • Due to the size of the gym the fitness class programme has been set up to try and encourage members to attend fitness classes during peak times to 'dilute to reduce' the potential of the gym becoming overcrowded which could have an effect on increasing attrition rates. • The Fitness Manager monitors the levels of membership on a month by month basis and has demonstrated that there a consistent level of membership of around 500, with only one cancellation compared to an additional 12 joining up last month. • It was observed during the on-site assessment that the gym staff were clearly visible, friendly and had a good rapport with the clientele. • The gym staff had developed a number of gym challenges to help engage the members and provide a good retention tool. • It appears by the hard work by the Fitness Manager and team that usage and income levels have stayed at around the same levels even during the hard economic times. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	---	--	--

QUEST ASSESSMENT REPORT

Tadcaster Leisure Centre



S P L U S

SPLUS 09 - SPORTS DEVELOPMENT

- To work with suitable partners to develop sports and physical activity within the community
- To achieve relevant stakeholder objectives (local, regional and national)
- To ensure the most effective use of the facilities for the benefit of the whole community
- To maximise participation opportunities with appropriate representatives demographic groups and partners
- To encourage customers to try new sports/ activities and to aim to have progression through the relevant sports programmes

ASSESSMENT AREAS FOR IMPROVEMENT			[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All
TYPE	CHALLENGE - PLAN	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you plan, with relevant partners to develop sports/physical activities within your facilities and communities?</i>		A
TYPE	CHALLENGE - DO	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you communicate your plans and sports development programmes to partners, customers and staff?</i>	<ul style="list-style-type: none"> • Due to the issues of accessing the Selby Leisure website there could be an opportunity to promote the 'parent' WLCT website to direct users to their main site and develop relevant information on sports development, including using the social media more effectively to inform groups and customers of the activities the sports development team are running and also to obtain more feedback from them to see what they may want to see being developed within the Tadcaster area. 	M
QA	<i>How do you ensure the sport development programme is promoted and accessible to the wider community?</i>	<ul style="list-style-type: none"> • It was discussed with the sports development team during the on-site assessment that there could be an opportunity to develop either a Friday or Saturday night activities programme aimed at children aged between 8 and 16 to try and promote physical and social activities rather than being inactive and watching television or playing their X-box. There could be an opportunity to benchmark with other leisure trusts, such as North Lanarkshire Leisure (NLL) who have been successfully running a Friday Night Project/ Saturday Sports scene project for a number of years across a number of centres within North Lanarkshire. Which has resulted in an increase in physical activity as well as reducing anti-social behaviour amongst the 8 to 16 year old age group. 	M
QA	<i>What training is in place to address any gaps in the sports development programme and how do you identify what training needs are required for the future?</i>		A
QA	<i>What resources are allocated to achieve the plans?</i>		A
TYPE	CHALLENGE - MEASURE	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you measure?</i>		A
TYPE	CHALLENGE - REVIEW	AREAS FOR IMPROVEMENT	BAND
QA	<i>How do you review what you measure?</i>		A
TYPE	CHALLENGE - IMPACT	AREAS FOR IMPROVEMENT	BAND
QA	<i>Has what you have done made a difference?</i>		A
ASSESSMENT STRENGTHS			
TYPE	CHALLENGE - STRENGTHS	STRENGTHS	

<p>QA</p>	<p>Assessment Strengths and examples of good practice</p>	<ul style="list-style-type: none"> • The SDO has developed a Sports Development Plan that links into the current WLCT business plan and are linked to both local and national objectives. For example North Yorkshire Sport and Sport England. • The sports development team work in partnership with a number of partners, such as the Selby Warriors Rugby League team in developing under 16 rugby within the local community. • The SDO updates a number of key partners, such as North Yorkshire Sport, Selby Warriors, Community Economic Forum (CEF) and Physical Activity Forum (PAF) on a regular basis on the progress of the various schemes that WLCT are running in partnership with them. • The SDO meet with the team and partners on a regular basis and update them on WLCT's key objectives with regard to sports development within Tadcaster and surrounding areas. • All the staff have an annual staff appraisal which provides the SDO with personal development plans which then dovetails into the sports development team's training plan. • The sport development team have been provided with sufficient training to allow them to train coaches to be able to deliver the appropriate level of activity from Nordic walking groups to after school clubs. • The sports development team are tackling significant inequalities in society through working in partnership with voluntary, charitable and public partners and organisations to deliver programmes and create opportunities for participation amongst target groups that are not involved in mainstream activities. An excellent example is the after school group being run at Tadcaster Grammar School to tackle health inequalities and engage people not already accessing existing routes into physical activity. • All the team provide PI's on the activities that are being run and there is a SLA with the Selby Warriors on the uptake of their development project were the SDO must provide usage figures within 24 hours of taken the training session. • The sports development team carry out an annual survey with all their groups to see if they are satisfied with the activity programme and if there are any areas that required to be improved on. • The sports development team have been successful in obtaining funding from a number of external sources for a number of years. • There has been an impact in developing sport and physical activities within the Tadcaster area, such as the Active People result showing an increase of 3%, the success of the after school group at Tadcaster Grammar School and increased satisfaction levels coming from the annual customer surveys. 	<p>[N] - No Contribution to Challenge, [S] - Some, [M] - Majority, [A] - All</p>
-----------	--	--	--