

# Selby District Council



## Agenda

Meeting: **Executive**  
Date: **3 July 2014**  
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 5 June 2014. Pages 1 to 7 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](http://www.selby.gov.uk).

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

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

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

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

Executive  
3 July 2014

**4. Scrutiny Committee Waste and Recycling Task and Finish Group Final Report and Recommendations**

Report E/14/8 asks the Executive to consider the report from Scrutiny Committee. Pages 8 to 49 attached.

**5. 2013/14 Final Accounts Outturn Report – Key Decision**

Report E/14/9 asks the Executive to consider the final outturn position for 2013/14. Pages 50 to 72 attached

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

Report E/14/10 provides the Executive with details of the Council's Treasury Management Activities in 2013/14. Pages 73 to 99 attached.

**7. Council Tax Support**

Report E/14/11 asks the Executive to approve public consultation on the options for the Council Tax Support Scheme. Pages 100 to 106 attached.

**8. Annual Review of Leisure Contract**

Report E/14/12 asks the Executive to consider the report and agree the key priorities for 2014/15. Pages 107 to 154 attached.

**9. Management Arrangements for the New Leisure Centre – Key Decision**

Report E/14/13 asks the Executive to consider the management arrangements for the New Leisure Centre. Pages 155 to 159 attached.

**10. To endorse the Registrars' Service Project (Better Together)**

Report E/14/14 asks the Executive to endorse the collaboration project between Selby District Council and North Yorkshire County Council. Pages 160 to 163 attached.

**11. Annual Report**

Report E/14/15 provides the Council's Annual Report. Pages 164 to 181 attached.

**12. Fourth Interim Corporate Plan Progress Report**

Report E/14/16 provides details of Access Selby key performance indicators following the fourth quarter of reporting for the financial year 2013/14. Pages 182 to 194 attached.

**13. Community Infrastructure Levy (CIL) Update**

Report E/14/17 asks the Executive to consider the latest information on the CIL. Pages 195 to 265 attached.

**14. The North Yorkshire Community Safety Partnership new arrangements**

Report E/14/18 asks the Executive to consider proposals to create a North Yorkshire Community Safety Partnership. Pages 266 to 277 attached.

**Mary Weastell  
Chief Executive**

<b>Dates of next meetings</b>
<b>17 July 2014 - Executive Briefing</b>
<b>4 September 2014 Executive</b>

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# Selby District Council



## Minutes

### Executive

Venue:	Committee Room, Civic Centre, Selby
Date:	5 June 2014
Present:	Councillor M Crane (Chair), Mrs G Ivey (minute 6 onwards), C Lunn, J Mackman and C Metcalfe (minute 6 onwards).
Officers present:	Chief Executive, Deputy Chief Executive, Director, Solicitor to the Council, Business Manager (ES), Policy Officers (AM, MD and ZZ), Graduate Finance Officer and Democratic Services Officer.
Also Present:	
Public:	0
Press:	0

NOTE: Only minute numbers 5, 6, 7, 8, 9 and 10 are subject to call-in arrangements. The deadline for call-in is 5pm on the 17th of June 2014. Decisions not called in may be implemented on the 18th of June 2014.

#### 1. Apologies for Absence

None were received.

#### 2. Minutes

The minutes of the meeting on 3 April 2014 were submitted and agreed as a correct record and signed by the Chair.

### **3. Disclosure of Interest**

Councillor J Mackman declared that he had registered as an “other interest” his role on the Selby and District Housing Trust. He stayed in the room during the consideration of, but did not vote on item 5 on the agenda (Housing Development Strategy Phase 1 Progress Report). He chose to leave the room during consideration and voting on item 6 on the agenda (Housing Development at Landing Lane Riccall – Outline Business Case.)

### **4. Start Time of Meetings**

**Resolved:**

**To approve 4 pm as the start time for meetings of the Executive for the 2014/15 municipal year.**

### **5. Housing Development Strategy Phase 1 Progress Report**

Councillor M Crane presented an update report on the Housing Development Strategy Phase 1 sites.

The Executive heard that, following the approval of the first five sites at Council in September 2013, each site had been subject to detailed investigation which had confirmed all have development potential. The report set out the requirement to bundle some sites together to achieve greater cost efficiencies.

The Executive discussed each of the sites and the issues associated with their development. It was requested that a councillor on the Executive be attached to the programme to help drive it forward.

**Resolved:**

- i. To progress the Riccall scheme as a stand-alone site;**
- ii. To bundle Eggborough and Byram Phase 1 sites and explore additional sites in the locality;**
- iii. To bundle Sherburn and Tadcaster Phase 1 sites and explore additional sites in the locality;**
- iv. To progress with Eggborough and Byram in year 1 and carry out detailed investigation on potential additional sites and defer the Tadcaster and Sherburn package to year 2.**

Reason for the decision:

To maximise the delivery of the objectives and targets set out in the Housing Development Strategy.

***Councillor J Mackman left the room at this point***

## **6. Housing Development at Landing Lane, Riccall – Outline Business Case**

Councillor M Crane presented the report which outlined the business case for the development of affordable housing on the SDC garage site at Landing Lane, Riccall.

The Executive heard that access to the site was not wide enough to become an adopted highway, this limited the number of dwellings to a maximum of five. The report considered both the evidence of housing need and the Council's current stock in Riccall and proposed to further develop the feasibility of five two-bedroom properties on the site.

The Executive then considered the three options for development of the site. Option A was the disposal of the site to Selby and District Housing Trust (SDHT) for the development of 5 properties for affordable rent, option B was the disposal of the site to SDHT for the development of three properties for affordable rent and two for sale and option C was the disposal of the site to SDHT for the development of four properties for affordable rent and one property for sale.

Having considered each option in detail including the level of subsidy required the Executive approved option B.

### **Resolved:**

- i. To make an offer to Selby & District Housing Trust (SDHT) for the development of the garage site at Landing Lane, Riccall for general needs housing based on option B;**
- ii. To agree in principle to the transfer of the freehold of the garage site at Landing Lane, Riccall from the Council to SDHT within the Assets Transfer Policy – approval of the transfer, including the value, being delegated to the s151 Officer after consultation with the Lead Member for Resources and the Solicitor to the Council;**
- iii. Subject to the acceptance of the development offer and confirmation of the capital cost, to approve a loan to SDHT to purchase the freehold interest in the garage site at Landing Lane, with agreement on the final sum and terms being**

**delegated to the s151 Officer after consultation with the Lead member for Resources and the Solicitor to the Council.**

Reasons for the decision:

- i. To increase the provision of general needs affordable housing in Selby District Council area (as identified in the evidence supporting the Core Strategy) - and in particular in Riccall.
- ii. To maximise the use of an under-utilised site.

***Councillor J Mackman re-joined the meeting***

## **7. Information Governance – Arrangements and Policies**

Councillor C Lunn presented the report which provided information relating to the Information Governance Framework which includes the Information Charter, the ICT Acceptable Use Policy, the Information Risk Management Policy, the Data Protection Breach Policy and the Document Retention Policy.

**Resolved:**

- i. To approve the Information Charter, ICT Acceptable Use Policy, the Information Risk Management Policy and the Data Protection Breach Policy**
- ii. To approve the appointment of the Executive Director - Section 151 Officer to the role of SIRO**
- iii. To approve the appointment of Lead Officers and relevant senior managers to the role of IAOs**

Reason for the decision:

- i. To ensure that there is a robust framework relating to the obtaining, recording, housing, using, sharing and destruction of all data records held or used by the Council. To ensure that relevant and accurate information is available where and when it is needed to improve service delivery to customer. To ensure that measures are in place to prevent/reduce the occurrence of breaches in information security.
- ii. The appointment of these roles will ensure compliance with best practice and assist the Council in its objective to keep the information it holds safe and secure.

## **8. Five Year Housing Land Supply**

Councillor J Mackman presented the report on the position and timetable for the 5 year housing land supply. It also provided information on the emerging changes in national guidance and the implications for housing monitoring.

Councillor Mackman stated that the Council had recently adopted the Selby District Core Strategy Local Plan which set out a requirement for the delivery of 450 dwellings per annum to meet the housing need in the District. The Executive heard that there were currently enough sites and permissions to meet this requirement but that the actual number of homes being built was below target.

The Executive discussed how the Council could further facilitate house building within the district. Officers stated that discussions were taking place with developers to speed up development.

### **Resolved:**

- i. To note the changes in national guidance in advance of the 5 year housing land supply 2013/14.**
- ii. To note the issue of under-delivery and that action is required.**
- iii. To note the investigation into appropriate actions to deal with under delivery across the Council.**

### Reasons for the decision

In line with Policy SP6 (Managing Housing Land Supply) of the adopted Core Strategy, early housing monitoring figures for the 2013/14 year suggest that there is a shortfall in housing delivery within the District and the Core Strategy housing target of 450 per annum is not being achieved. The issue of under delivery now requires action by the Council and the shortfall will need to be accounted for within the Council's Authorities Monitoring Report (AMR) and 5 Year Housing Land Supply 2013/14, due for publication in December 2014.

## **9. Community Infrastructure Levy Update**

Councillor M Crane presented the report on the progress of the Community Infrastructure Levy. The Executive discussed the report and asked for more information about the implications of the proposals for section 106 Recreational and Open Space funds before making a decision. The Executive asked that consideration of the matter be deferred until the July Executive meeting.

### **Resolved:**



**To defer the item until the July Executive meeting.**

Reasons for the decision

- i. To enable further information to be obtained.

## **10. Car Park Fees and Charges**

Councillor C Metcalfe presented the report on the biannual review of fees and charges which had been carried out in accordance with the Car Park Strategy as part of the Service Level Agreement.

Councillor C Metcalfe set out that Selby District Council operates 13 car parks across the district. In order to put forward evidence based recommendations, research and analysis of car park usage had been undertaken. The analysis identified evidence of spare capacity and that the majority of car parks had seen a drop in average usage since the last review in 2011.

The Executive were keen to see best use being made of the Council owned car parks to support the local economy.

**Resolved:**

- i. Selby: To endorse a strategic policy change and freeze charges in Council owned car parks in Selby Town until 31<sup>st</sup> March 2016 in accordance with the biannual review cycle;**
- ii. Sherburn-in-Elmet: To continue to offer free parking in the Council owned car parks, but to consider looking at alternative uses for the Church View site in line with the Asset Management Strategy.**
- iii. Tadcaster: To ask the Tough Stuff – Retail Board to review usage of the newly refurbished car park at Chapel Street as part of their work on a wider strategy on retail and car parking in Tadcaster.**
- iv. To delegate to officers authority to improve car park signage on the arterial routes into Selby, including adding ‘Long stay’ and ‘Short stay’ signs at a cost of £2000 funded by the Assets Repairs & Maintenance budget.**
- v. To promote the purchase of permits for long stay car parking, utilising space on tickets issued from pay & display**

**machines.**

**vi. To adjust the pay & display machine at Portholme Road to enable cash payments to be made, in addition to the existing card payment function.**

Reason for the decision:

- i. The Council is committed to the economic future of Selby town, and having set up the Selby Town Enterprise Partnership (STEP) as part of the Programme for Growth is committed to Selby fulfilling its role as the principle service centre for the district. Freezing charges is therefore a boost for local businesses, and does not deter visitors coming into the town.
- ii. It is not financially viable to introduce fees in Sherburn.
- iii. A comprehensive review is required, to enable a robust decision to determine whether fees should be implemented in Tadcaster.
- iv. Improved signage could improve the customer experience and potentially lead to increased usage of Council car parks.
- v. Permits are currently under used but represent convenience and good value for money for customers and a consistent income stream for Access Selby. An opportunity exists to promote permits on pay & display tickets for minimal cost.
- vi. The addition of an alternative payment option will provide convenience for customers, and could potentially increase usage.

## **11. Executive Representation on Outside Bodies**

Councillor M Crane presented the report which asked the Executive to consider its appointment of representatives on Outside Bodies for 2014/15. The Executive agreed to the addition of the Leeds City Region Planning Portfolios Group to the list.

**Resolved:**

**To approve the schedule of appointments on outside bodies as amended, attached at appendix A;**

Reason for the decision:

To ensure the Council is represented on Outside Bodies as necessary in 2014/15.

The meeting closed at 4.57pm

# Selby District Council

## REPORT

Reference: E/14/8

Public – Item 4



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non Key Decision  
**Report Published:** 25 June 2014  
**Author:** Palbinder Mann, Democratic Services Officer  
**Executive Member:** Councillor Gillian Ivey  
**Lead Director:** Janette Barlow, Director of Business Services

**Title:** Waste and Recycling Task and Finish Group Final Report

**Summary:** The report presents the findings of Task and Finish Group who led a review into Waste and Recycling.

### Recommendations:

- To progress with the trial of polypropylene bags for recycling of paper and card and mixed plastics.
- To hold the trial at the Staynor Hall Estate for 2,000 properties with the cost of £3,000 being met from existing service budgets.
- Should the scheme demonstrate improved efficiency through cost savings and improved recycling rates, a Business Case be developed for a full roll out across the district.
- The information for this review be used to inform the forthcoming review of the contract.

### Reasons for recommendation

The Council ensures it is performing to a high standard with regard to waste and recycling and achieving value for money for the service provided by the contractor.

## **1. Introduction and background**

- 1.1** Following discussions last year on developing scrutiny at Selby District Council, it was agreed that Task and Finish Groups were an effective way of studying specific topics in more depth and therefore allowing more specific scrutiny to take place. Following a successful pilot review into National Non Domestic Rates (NNDR) last year, the Overview and Scrutiny Committee discussed possible ideas of topics which could be select for a Task and Finish Group review. Following discussion, it was felt Waste and Recycling was a viable topic which could be better scrutinised as part of the Task and Finish Group review.
- 1.2** A scoping document was developed to identify potential areas of discussion during the review. The scoping document also identified possible timescales and resource implications along with ensuring that no other group or body within the Council was undertaking the same piece of work to avoid duplication.
- 1.3** Some of the issues identified needing to be covered including analysing whether the contract was delivering value for money and looking at areas of spend. This was important due to the upcoming review point for the contract.
- 1.4** The review was agreed by the Overview and Scrutiny Committee at its meeting on 24 September 2013 and the following Committee Members agreed to be part of the Task and Finish Group:
- Councillor Jack Crawford (Chair)
  - Councillor Ian Chilvers
  - Councillor Melvin Hobson
  - Councillor Donald Mackay
- 1.5** The Task and Finish Group first met on 22 October 2013 and had two subsequent meetings on 18 December 2013 and 6 February 2014.
- 1.6** A final report outlining the findings and recommendations of the Task Group was presented to the Scrutiny Committee on 23 April 2014 and the findings of the Task Group were endorsed by the Committee.

## **2. The Report**

- 2.1** The main report which contains the evidence considered by the Task and Finish Group and outlines its findings is attached at Appendix A.
- 2.2** Some of the key issues identified by the Task and Finish Group include the following:
- Whilst the information within the report highlights a number of matters, there are three key factors that affect both bottom line cost and service performance. The three factors that affect

service cost and performance are the number of households serviced, the tonnages collected and the income per ton of recycling received from re-processors. These factors are constantly changing and while the figures for 2011/12 represent reasonable value for money, there is room for improvement. All three factors have changed as highlighted in the report, requiring constant monitoring and where applicable reporting and mitigation of impact.

- The operational capacity of the collection fleet is finite and due to property increases the current fleet is almost at operational capacity, requiring some collection round re-balancing to provide time to explore longer term solutions to mitigate collection fleet increases and associated cost increases.
- The total tonnage of waste collected is increasing whilst at the same time the percentage being recycled is reducing creating an adverse impact on recycling rates and associated income reductions. The income reductions attributable to reducing recycling tonnages is further compounded by market rates for the sale of recyclates also reducing over the same period.
- The Public Satisfaction survey results match the recommendations from the Task and Finish Group with regard to concern about recycling containers. The Task and Finish Group noted that polypropylene bags would give a 36% capacity increase over the current plastic boxes. This coupled with the 69% decrease in unit costs made the bags a viable alternative option to be explored.

Without tackling the above issues through a combination of cost mitigation measures and increasing income levels, the cost of the service when measured against households and population will increase significantly, adding to the financial pressures the Council is already facing.

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

#### **3.1 Legal Issues**

Any legal issues are covered in the main report.

#### **3.2 Financial Issues**

Any financial issues are covered in the main report.

### **4. Conclusion**

The Executive is asked to consider the findings and recommendations of the Task and Finish Group.

## 5. Background Documents

None

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### **Appendices:**

Final Report of the Task and Finish Group - Appendix A  
Performance Indicators – Appendix B  
Public Satisfaction Survey – Appendix C

**Overview and Scrutiny  
Committee  
Waste and Recycling Task and  
Finish Group**

**Final Report and  
Recommendations**

**March 2014**

**Task and Finish Group Members:**

Councillor Jack Crawford (Chair)  
Councillor Ian Chilvers  
Councillor Melvin Hobson  
Councillor Donald Mackay

## **Chair's Foreword**

I am delighted to present the final report of the Task and Finish Group looking into Waste and Recycling.

The Task Group has looked into a wide range of issues and analysed several pieces of information and data. The Task Group took a keen interest in ensuring that residents were getting value for money for its residents from the contract with the service provider while also looking at areas for improvement and possible cost saving opportunities. The report also highlights comparisons with similar authorities on our recycling figures recognising the need to learn from best practice.

The Task Group has highlighted areas of potential improvement while recognising pressures on the service such as the increased number of properties being built which will then increase demand on the collection rounds and further costs for the Council.

I would like to thank all the officers and Members involved in the review. I hope that the recommendations made by the group can be taken forward leading to improved recycling figures for Selby District, a reduction in costs and reduction in waste going to landfill. This review can also be used to feed into the review of the contract when it next comes up for renewal.

**Councillor Jack Crawford**  
**Chair, Overview and Scrutiny Committee**



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## **1. Introduction**

This report presents a review of the waste and recycling service in terms of performance statistics and costs. It identifies future risks and opportunities and considers options for improvement or issues to take forward as we approach the contract review period with our service provider Amey PLC.

## **2. Main Report**

### **2.1 Overview of Current Service**

The Waste and Recycling service has changed considerably in the last twenty years due to landfill reduction targets coupled with landfill tax and increased recycling targets. Both factors are complementary with the primary aim being to divert waste from landfill. Whilst Selby is not a disposal authority the district has to provide a collection service that fits with the waste disposal authorities current and future disposal arrangements. The disposal arrangements can to a certain degree dictate how waste and recycling is collected and therefore any value for money or comparison exercise must recognise this and should not be done in isolation. The disposal authority for North Yorkshire is North Yorkshire County Council (NYCC) and to ensure a seamless approach to waste management across North Yorkshire including the City of York, a waste partnership has been in place since 1998.

Prior to the current contract with Amey PLC, commencing in October 2009, streetscene service delivery was provided through two contractual arrangements with Veolia for waste, recycling and Street cleansing and Fountains for ground maintenance. A business case was accepted to re-package the waste, recycling, street cleansing and grounds maintenance service into one contractual arrangement. The same business case included a policy and service change to introduce alternate weekly collection of refuse as part of the new arrangement commencing in October 2009.

The resultant contract awarded to Enterprise plc commenced on October 1<sup>st</sup> 2009 for a period of 7.5 years and is due to expire on 31<sup>st</sup> March 2017. The newly awarded contract was approximately £200,000 cheaper per year than the previous arrangements giving a total contract saving to the Council of £1.5 million for the 7.5 year period. In terms of the consolidated service, waste and recycling account for just over £3m of the £3.8m annual contract value.

Waste and recycling collection services consist of a number of collection streams that can be collected at different frequencies, using different containment methods, using different collection vehicles dependant on the containment method used. The collection stream most reliant on the method of disposal when deciding on containment and vehicle type, is the dry recycling collection stream (paper, glass, cans, plastic etc.).

There are two main recycling methods used in England; kerbside sort where residents sort the materials into different containers and co-mingled collections. Kerbside sort is the method used in Selby and the other districts in North Yorkshire. A co-mingled collection involves the use of a wheeled bin for residents to put recyclates in the materials are transported for sorting mechanically and electronically at a materials recycling facility (MRF). There are no current plans by NYCC to construct a MRF that the Districts could access.

Issues which affect the current service include the increasing number of properties being built and the effect of this on collection rounds. Although some capacity was available at contract commencement the capacity within the existing collection rounds has almost been reached. The challenge for the service is to maximise the resources we have within the contract to mitigate the risk of increased costs. Options to alleviate some of the pressures could include (but are not limited to) larger collection vehicles, operating a shift system, round re-balancing and a longer collection week.

## **2.2 Comparison with other Authorities**

There are currently approximately 36,000 households in Selby along with a population of approximately 81,000.

For comparison, the audited figures for 2011/12 from the Department for Environment, Food and Rural Affairs (DEFRA) have been used. Figures for 2012/2013 for Selby have been stated where possible however confirmed audited figures from other authorities for this period are not available therefore for comparison purposes, figures for 2011/12 have been used.

There are two groups of comparator authorities which the Council can be effectively compared against. These are other North Yorkshire Districts (same disposal authority) and top 5 Chartered Institute of Public Finance and Accountancy (CIPFA) nearest neighbours. The CIPFA grouping although geographically distant are a recognised grouping based on a long list of comparator data (45 datasets) including, population, area, mortality rates, households, deprivation, flood risk, % visitors etc.

### **2.2.1 Recycling Rate 2011/12**

The table below presents the relative recycling rates of the comparator authorities.

The figures show that overall Selby is about average in this group – performing higher than average on dry recycling (reflective of the wide variety of materials collected) but lower than average on green waste.

District	Dry	Green	Total
Craven	26.9%	16.4%	43.3%
Hambleton	17.7%	28.5%	46.3%
Richmondshire	22.5%	20.7%	43.2%
Ryedale	17.1%	34.8%	51.9%
Selby	19.3%	23.7%	43.0%
Forest of Dean	14.3%	25.9%	40.1%
North Warwickshire	13.9%	18.8%	32.7%
Average	18.8%	24.1%	42.9%

## 2.2.2 Geography and Infrastructure

The table below outlines the population, area and number of domestic properties for each comparable authority:

District	Area (Hectares)	Domestic Properties	Population	Properties per Hectare
Craven	117,700	27,014	55,400	0.23
Hambleton	131,100	39,896	89,100	0.30
Harrogate	130,800	70,398	170,040	0.54
Richmondshire	131,900	22,797	52,000	0.17
Ryedale	150,700	24,743	51,700	0.16
Scarborough	81,700	56,443	108,800	0.69
Selby	59,900	36,287	83,860	0.61
Daventry	66,259	32,618	77,843	0.49
Forest of Dean	52,651	36,614	81,961	0.70
Melton	48,138	22,185	50,376	0.46
North Warwickshire	62,014	27,033	62,014	0.44
South Derbyshire	33,812	40,378	94,611	1.19

The Task Group was informed that on average a Refuse Collection Vehicle (RCV) completed 4.5 miles per gallon of fuel. The Council had six collection vehicles tipping twice per day and making approximately 60 trips to tip waste per week. The longest return journey on the collection round was 70 miles which was roughly two hours. The Task Group identified vehicle efficiency as an area to be explored and were supportive of working with Amey to explore round rebalancing.

The Task Group noted that the largest cost element of providing a collection service was vehicle costs (leases and fuel) with the average mileage per gallon for an RCV being on average 4.5 miles however obviously variable due to local geography. It was also noted that the fuel cost can be significantly impacted upon by the location of the point of disposal. For example, Selby's residual waste is transported to Harewood Whin landfill site located out of the

district boundary to the North meaning some return trips to tip can be as long as 64 miles, taking up to two hours. This is however unavoidable as it is the closest point available to the Council.

The density of housing is also a significant factor when calculating costs per household as the further a vehicle has to travel between properties increases the collection cost per property. The Task Group noted that since October 2009, an additional 1,600 properties had been built in the area which then equated to 120,000 additional collections. This had then resulted in 3,400 tonnes or a 10% growth in waste since 2009.

### 2.2.3 Tonnages Collected

(2011/12 figures)

District	Household Waste Not Sent for Recycling (Tonnes)	Household Green Recycling/Reuse (Tonnes)	Household Dry Recycling/Reuse (Tonnes)	Calculated Recycling Rate (%)
Craven	13,390	3,886	6,352	43.33
Hambleton	19,397	10,292	6,405	46.26
Harrogate	38,027	11,049	9,704	35.31
Richmondshire	11,082	4,046	4,388	43.22
Ryedale	11,070	8,000	3,937	51.88
Scarborough	27,514	7,517	10,933	40.14
Selby	20,009	8,321	6,794	43.03
Daventry	18,155	7,926	6,487	44.26
Forest of Dean	20,319	8,776	4,845	40.13
Melton	10,989	6,021	4,927	49.91
North Warwickshire	17,345	4,841	3,569	32.65
South Derbyshire	20,310	11,384	6,241	46.46
Average	18,967	7,672	6,215	42.27

As can be seen above, Selby has a recycling rate of 43.03% and performs just above average when analysed against comparable authorities. The Task Group noted that the best performers were achieving a rate of around 50%. Even discounting the 'outliers', it was noted that a rate of 46.46% should be a realistic stretch target for Selby. The Task Group concluded that there was scope to increase the recycling rate and agreed to explore this issue further through the review.

## 2.2.4 Waste and Recycling Unit Costs

The Task Group were presented with an analysis of service costs which had been undertaken requiring input from each District to supply a detailed financial analysis broken down to each collection stream showing both income and expenditure to enable a financial comparison on a like for like service basis.

All the 11 Districts listed in the previous section were contacted in August 2013 requesting the completion of a detailed financial sheet for actual expenditure for 2011/2012. This was the most recent year with fully auditable accounts to match with comparable service and infrastructure data.

Not all Districts responded to the request for information although responses were received from three North Yorkshire Districts and two CIPFA nearest neighbours. Set out below is the data provided by the participating districts. The most comparable data is net total collection cost.

2011/2012 Actuals	Hambleton (In House)	Richmondshire (In House)	Ryedale (In House)	Selby (Contracted)	Forest of Dean (Contracted)	North Warwickshire (In House)
<b>Net Total Collection Cost</b>	£1,333,543	£855,004	£1,020,692	£1,319,198	£2,276,537	£1,407,351
<b>Domestic Properties</b>	39,896	22,797	24,743	36,287	36,614	62,014
<b>Cost per Household</b>	£33.43	£37.51	£41.25	£36.35	£62.18	£52.06
<b>Cost per Tonne</b>	£36.95	£43.81	£44.36	£37.56	£67.08	£54.64
<b>Cost per Hectare</b>	£10.17	£6.48	£6.77	£22.02	£43.24	£22.69
<b>Cost per Resident</b>	£14.90	£16.32	£18.61	£15.26	£27.81	£22.37

### Cost per Household 2011/12

Generally collection cost per household is the most relevant for comparison exercises on the basis that the number of households forms the basis for collection routing and therefore service cost build up.

The most comparable data is for all collection streams and in the case of the above table is the Total column. It should be noted that both Forest of Dean and North Warwickshire operated a weekly collection service<sup>1</sup> compared to a

<sup>1</sup> Since 2011/2012 both North Warwickshire and Forest of Dean have implemented fortnightly collections including co-mingled recycling (access to a MRF) and Forest of Dean have implemented green waste charging, both changes will have a substantial net cost reduction, reflecting the changing collection service landscape.

fortnightly collection service in Selby and the other districts in North Yorkshire. However, Selby compares favourably with other North Yorkshire districts, although if efficiencies could be achieved (through cost reductions or increased income) to match the best performing council (Hambleton in this comparison) then Selby would achieve an annual saving of £105k which could either be used to support Access Selby's savings requirement or help mitigate the round capacity issues highlighted at the beginning of this report.

#### Cost per Tonne 2011/12

Again Selby compares very favourably with CIPFA nearest neighbours for the reasons discussed above and equally favourably against other North Yorkshire Districts. When looking at the total it is less than the landfilled waste figure for Selby due to the income received for the sale of recyclates

#### Cost per Hectare 2011/12

Interestingly whilst Selby compares favourably on a cost per hectare basis with CIPFA nearest neighbours (due to similar district area size) it do not compare favourably with other North Yorkshire Districts.

#### Recycling Rate Changes/Income

##### 2012/13

Material	Income Rate at April 2012	Income Rate at March 2013	Difference	Change
Paper/Card	£102.00	£75.00	£-27.00	-%26.47
Plastic	£200.00	£90.00	£-110.00	-%55.00
Cans	£160.00	£160.00	0.00	0.00
Clear glass	£32.00	£42.66	£10.66	%33.31
Coloured Glass	£15.00	£25.66	£10.66	%71.07

##### 2013/14

Material	Income Rate at April 2013	Income Rate at March 2014	Difference	Change
Paper/Card	£50.00	£41.28	£-8.72	-%17.44
Plastic	£80.00	£80.00	0.00	0.00
Cans	£160.00	£160.00	0.00	0.00
Clear glass	£38.17	£38.61	0.44	%1.15
Coloured Glass	£21.61	£21.61	0.44	%2.08

## 2012 to 2014

Material	Income Rate at April 2012	Income Rate at March 2014	Difference	Change
Paper/Card	£102.00	£41.28	−£60.72	−%59.93
Plastic	£200.00	£80.00	−£120.00	−%60.00
Cans	£160.00	£160.00	0.00	0.00
Clear glass	£32.00	£38.61	£6.61	%20.66
Coloured Glass	£15.00	£21.61	£6.61	%44.07

The above tables reflect the income rates received per tonne for the different recyclable materials. The reduction in rates has resulted in an increase for cost per household for the Council. In order to mitigate these costs, the Council has to increase its tonnage for recycling.

The Task Group wanted to maximise income received from recycling and in turn reduce the amount of waste which was diverted to landfill. It was explained that for every tonne of waste diverted from landfill, the Council received £44.44 recycling credit from NYCC for green and dry recycling. The Council then sold recycling materials at an average of £56 a tonne. The Task Group were informed however that recycling tonnages were currently reducing and income rates were therefore falling.

The latest figures for 2012/13 for Selby can be viewed as follows:

	Household Waste Not Sent for Recycling (Tonnes)	Household Green Recycling/Reuse (Tonnes)	Household Dry Recycling/Reuse (Tonnes)	Calculated Recycling Rate (%)
Selby	20,268	8,747.64	6,703.78	43.26%

This shows a slight increase in green waste recycling over the 11/12 figures however a slight reduction in household dry recycling. The result has meant an overall slight increase in the overall recycling rate.

Due to the above information, the Task Group instructed officers to examine in more detail other recycling options and promoting recycling on a more general level.

### **2.4 Green Waste Options**

The Task Group considered whether any savings could be made around green waste collections. It was noted that green waste is collected from approximately 30,000 properties within the district every fortnight excluding 4 weeks over Christmas and New Year (middle of December to middle of January). In addition there are approximately 300 properties that have purchased an extra green bin making approximately 727,200 collections per annum. The collection service, provided under contract by Amey, utilises 3



refuse collection vehicles plus one extra RCV during periods of peak demand and during the winter period the resources deployed are reduced from driver plus two loaders to a driver plus one loader from December to February. The collection service consists of 30 collection rounds (3 vehicles x 10 collection days) and currently travel 3000 miles per fortnightly collection cycle.

The reasons for the service reduction over the Christmas and New Year period for green waste collections was not a reflection of collection tonnages but a diversion of collection capacity to deal with increased residual waste and dry recycling tonnages over the same period and the need to contain service costs within the contract .

### Collection Analysis

In an average growing year the annual tonnage of green waste collected and diverted from landfill is 8,376 tonnes. Due to the nature of green waste, tonnages are higher in the peak growing season and reduce considerably over the winter period. The tables below show the monthly tonnage collected (table 1) and for the winter period (October to March) the weekly tonnages collected (table 2) to identify the best opportunity for cost reduction by maximising service dormancy over the winter period whilst minimising disruption to residents.

Table 1

Monthly Tonnages Collected											
April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
1,027	930	1,036	846	981	919	747	510	259	215	113	794

Table 2

Weekly Tonnages Collected October to March												
Oct Wk 1	Oct Wk 2	Oct Wk 3	Oct Wk 4	Nov Wk 1	Nov Wk 2	Nov Wk 3	Nov Wk 4	Dec Wk 1	Dec Wk 2	Dec Wk 3	Dec Wk 4	Dec Wk 5
222	165	169	190	135	119	134	123	101	157	1	1	0

Weekly Tonnages Collected October to March												
Jan Wk 1	Jan Wk 2	Jan Wk 3	Jan Wk 4	Feb Wk 1	Feb Wk 2	Feb Wk 3	Feb Wk 4	Mar Wk 1	Mar Wk 2	Mar Wk 3	Mar Wk 4	Mar Wk 5
0	90	80	45	44	8	0	61	96	105	173	167	253

When analysing green waste collections, the Task Group were presented with three options when looking at possibly saving money from green waste collections, these were as follows:

- Option A - a cessation of service from November to February inclusive.
- Option B - a cessation of the service from December to February

- Option C - a reduction in the frequency of collections from two weekly to four weekly during the winter period November to February inclusive.

The options are analysed in the table below:

	<b>Current</b>	<b>Option A</b>	<b>Option B</b>	<b>Option C</b>
Collection Cost (3 RCV + 1 summer)	£545,202	£545,202	£545,202	£545,202
Mileage Saving		(£23,350)	£18,900)	£14,175)
Customer Enquiries Increase		1,126	939	1,126
Disposal Cost (8,376 tons)	£146,580	£136,983	£141,449	£146,580
<b>Total Cost</b>	<b>£691,782</b>	<b>£654,961</b>	<b>£668,690</b>	<b>£678,733</b>
Recycling Credit	(£372,229)	(£347,857)	(£359,200)	(£372,229)
<b>Net Cost</b>	<b>£319,553</b>	<b>£307,104</b>	<b>£309,490</b>	<b>£306,504</b>
Estimated Saving		(£12,449)	(£10,063)	£13,049)

\*\* All figures are based on the assumption that any change to winter cessation of service are taken in isolation and would have to be re-calculated if combined with a wider service change such as the implementation of a charge for the service.

### **Costing assumptions / basis**

- All figures are at 2013 / 2014 prices
- Variable cost of a collection vehicle per mile is £3.15, fortnightly collection mileage is 3,000 miles, calculation excludes current cessation over Christmas and New Year.
- Average gate fee is £19 and option A would reduce tonnage collected by 520 tons approx. ie when bin is full all participants will dispose of green waste elsewhere.
- Recycling credit reduced by 520 tons approx for option A.
- One off costs would be limited to leafleting residents which is within budget
- It is anticipated there would not be any impact on management and administration costs.

The Task Group considered the above information and noted that there was a demand for winter collections. It was noted that when the figures compared against the potential options, not even Option C (a move to four weekly rather than two weekly collections) offered any significant saving and therefore any of the potential options were not commercially viable. The Task Group's view was that therefore winter cessation would not be considered due to the savings not being significant enough to merit the reduction in service to customers.

## 2.5 Missed Collections

Missed collections for 2011/12 are outlined below:

	<b>Refuse</b>	<b>Green Waste</b>	<b>Kerbside Box</b>	<b>Total</b>
April	62	94	104	260
May	38	59	98	195
June	25	48	49	122
July	22	47	35	104
August	35	18	29	82
September	38	21	23	82
October	41	33	27	101
November	41	51	38	130
December	29	17	102	148
January	39	59	195	293
February	62	11	57	130
March	38	29	27	94
<b>Average</b>	<b>39</b>	<b>40.5</b>	<b>65</b>	<b>145</b>

With there being approximately 2.6 million collections each year at around 216,000 per month, missed collections equate to 0.7% of all collections. The Task Group felt that no further recommendations were needed in this area as missed collections only reflected a small amount of the total collections made.

## 2.6 Future Housing Development Implications

The Task Group discussed how future housing development in the Selby district would impact on waste collections and in particular the current contract with Amey plc. A formal request has been made to Amey plc for collection service review options which will be completed in 2014.

Some of the options included:

- Double shifting of collection crews for more efficient use of vehicles.
- Review the three collection streams (refuse, recycling and green)
- Larger capacity vehicles where appropriate for round re-balancing.

The Task Group were made aware that double shifting was where instead of the first shift of operators taking the collection vehicles to the tip at the end of their shift even if the vehicle was not full to capacity, the second shift crew

would continue to use the same vehicle and ensure it was full to the capacity (11 tonnes) before they made the trip to the tip. This ensured that maximum efficient use of vehicles was maintained.

With regard to current property development, the Task Group were informed that capacity was at its most efficient at the current moment however due to the expected rise in house building, it was anticipated that the service would reach capacity during the next financial year.

This would result in either overtime payments being necessary or round re-balancing throughout the week to help accommodate more dwellings. The round re-balancing related to moving collection rounds around in the week to alleviate pressure. This was evident currently with the main collection for central Selby being on a Friday which resulted in the greatest number of properties to visit. Amey Plc have been asked to identify alternative solutions and further discussions on this will continue to take place. The current list of housing developments in the area was as follows:

<b>Total Dwellings</b>	<b>Currently Occupied</b>	<b>Location</b>	<b>Site Status</b>
718	418	Sherburn	On site
1,200	700	Selby – Staynor Hall	On site
301	?	Selby – Holmes Lane	On site
302	Nil	Selby (Marina) – Rigid Paper Mill	Planning permission approved
863	Nil	Selby – Olympia Park	Planning permission approved
248	Nil	Tadcaster – Mill Lane	Undetermined
182	Nil	Barlby – Turn Head Farm, York Road	Undetermined
149	Nil	Thorpe Willoughby – Leeds Road	Developer on site
128	Nil	Newton Kyme – Papyrus Works	Re-plan application
65	Nil	Church Fenton – Airbase	Outline planning permission
50	Nil	Thorpe Willoughby – Field Lane	Undetermined

The annual cost of adding an extra collection round to the waste collection service alone would be in the region of £150,000. However, the collection service consists of three collection types (waste, green and recycling) therefore the impact of property growth may require a worst case scenario of adding a collection round to each three type with a financial annual cost increase of £450,000.

## 2.7 Performance Indicators

- 2.7.1 There are a range of performance indicators used to monitor the contract with Amey Plc. These can be viewed at Appendix C.
- 2.7.2 Regular monthly meetings take place with Amey Plc over monitoring of the contract and performance indicators. These are attended by two officers from the Contracts team. A Partnering Board also meets to discuss major strategic issues which may affect the contract. The contract itself refers that certain decisions can only be taken by the Partnering Board. This Board however only meets if there are issues which have arisen and need addressing and there have been no recent meetings of the Board in the past year. A round rebalancing change would require board approval.

## 2.8 Public Satisfaction Survey 2013

- 2.8.1 A Public Satisfaction Survey was conducted in October/November 2013 on behalf of the Council by Ipsos Mori. This involved a postal survey of 4,000 households across the district. The survey questions covered refuse, recycling and green waste with issues covered including service quality, containment and collection frequencies.
- 2.8.2 A response rate of 25% was received and results were received by the Council on 28 January 2014. The full survey results can be viewed at Appendix D
- 2.8.3 The key messages of the public satisfaction survey were as follows:

	<b>Refuse</b>	<b>Green Waste</b>	<b>Recycling</b>
Frequency of Collection	<b>Above Average</b>	<b>Above Average</b>	<b>Average</b>
Type of Container	<b>Above Average</b>	<b>Above Average</b>	<b>Below Average</b>
Size of Container	<b>Above Average</b>	<b>Above Average</b>	<b>Below Average</b>

In addition the collection service as a whole scored well in terms of:

- Reliability – Above Average
- Crew Friendliness – Average
- Noise of Crews – Above Average
- Return of Containers – Above Average
- Cleanliness after Collection and Scheme Overall – Average

- 2.8.4 25% of respondents expressed dissatisfaction with the size of the recycling container while 24% of respondents expressed dissatisfaction with the type of container. The size and type of container raised the highest level of dissatisfaction with any aspect of the collection service

surveyed. Responses to the same areas for refuse and green waste received between 3% and 7% dissatisfaction scores therefore the survey demonstrated that households were four times more dissatisfied with the recycling container type and size.

## 2.9 Recycling Containment Options

2.9.1 One of the options discussed and considered by the Task Group was the change the recycling containment options from the current 55 litre boxes currently deployed by the Council.

2.9.2 Discussion took place on the possibilities of using a multi-story bin for recycling with separate compartments for the three recyclable materials, paper and card, glass and mixed plastics similarly to the one being used in the East Riding area. This option was however disregarded due to the cost implications.

2.9.3 Other alternative options discussed including polypropylene bags for paper and card and mixed plastic collection. With glass being impractical to be stored in the bags. Sample bags of different sizes and designs were analysed by the Task Group. Following research, figures pointed towards a positive move if the bags were adopted as can be seen below:

	Plastic Box Current		Polypropylene Bag Option B		Capacity Increase	Unit Cost Decrease
	Capacity	Unit Cost	Capacity	Unit Cost		
<b>Paper</b>	55 litre	£4	75 litre	£1.25	36%	69%
<b>Plastic</b>	55 litre	£4	90 litre	£1.25	64%	69%

Based on the above figures, it was identified that in total, the polypropylene bags would give a 36% capacity increase over the current plastic boxes. This coupled with the 69% decrease in unit costs made the bags a viable alternative option to be explored.

2.9.4 Current collection figures were also provided for paper and mixed plastics

Tonnages				
	2011/2012	2012/2013	2013/2014	
<b>Paper</b>	3,717	3,682	3,470	7% reduction
<b>Plastic</b>	693	713	671	3% reduction

It was agreed that a trial of the bags should be conducted to gain an understanding of the benefits with a reasonable number of households selected. Costs of the trial were outlined as follows:

<b>Indicative Costings for Trial Use of Bags</b>	
	<b>2014/2015</b>
<b>2,000 Bags @ £1.25 per bag</b>	£2,500
<b>Use of weighbridge</b>	£500
<b>Total cost</b>	£3,000

## **2.10 Potential Other Future Savings**

### 2.10.1 Future Financing of Vehicles

A further issue to explore could be the financing of the refuse collection vehicles when they become due for replacement. There may be opportunity for the Council to secure cheaper financing through prudential borrowing although this would need to be weighed against the flexibility achieved through our contractor providing the vehicles. The Task Group agreed that this should be explored further as part of any detailed contract review.

## **3. Financial, Legal and Other Implications**

### **3.1 Financial Implications**

There will be financial implications if the decision is made to progress with the recycling trial as outlined previously. If the trial is successful and a decision is made to roll out the new scheme to all households in the district, there will be further cost implications however these will be mitigated by net income as a result of the new scheme.

The contract with Amey Plc is due for renewal in 2017 with an option available to extend for a further seven years.

### **3.2 Legal Implications**

None

### **3.3 Other Implications**

None

## **4. Conclusions**

Whilst the information within the report highlight a number of matters, there are three key factors that affect both bottom line cost and service performance. The three factors are the number of households serviced, the tonnages collected and the income per ton of recycling received from re-processors. All three factors are constantly changing and whilst the service costs within the report are based on 2011/2012 figures and represent reasonable value for money, there is room for improvement. All three factors

have changed as highlighted in the report, requiring constant monitoring and where applicable reporting and mitigation of impact.

- The operational capacity of the collection fleet is finite and due to property increases the current fleet is almost at operational capacity, requiring some collection round re-balancing to provide time to explore longer term solutions to mitigate collection fleet increases and associated cost increases.
- The total tonnage of waste collected is increasing whilst at the same time the percentage being recycled is reducing creating an adverse impact on recycling rates and associated income reductions. The income reductions attributable to reducing recycling tonnages is further compounded by market rates for the sale of recyclates also reducing over the same period.

Without tackling the above issues through a combination of cost mitigation measures and increasing income levels the cost of the service when measured against households and population will increase significantly, adding to the financial pressures the Council is already facing.

## **5. Task and Finish Group Recommendations**

- **To progress with the trial of polypropylene bags for recycling of paper and card and mixed plastics.**
- **To hold the trial at the Staynor Hall Estate for 2,000 properties with the cost of £3,000 being met from existing service budgets.**
- **Should the scheme demonstrate improved efficiency through cost savings and improved recycling rates, a Business Case be developed for a full roll out across the district.**
- **The information for this review be used to inform the forthcoming review of the contract.**

## **6. Appendices/Background Documents**

Performance Indicators  
Public Satisfaction Survey



Service Area	PI Code	Indicator
Overall Service	OS1	KPI 1 - NI 185 CO2 reduction from Local Authority operations
Overall Service	OS2	KPI 2 - Percentage of people expressing satisfaction with environmental services (Waste, Cleansing, Grounds)
Refuse	R1	Missed bins (average collections per month 77,000)
Refuse	R2	No of missed collections not cleared within 24 hours
Refuse	R4	KPI 3 - NI 191, residual household waste arisings per household not sent for reuse, recycling, composting or AD (kg/household)
Refuse	R5	Number of Justified Complaints for Refuse Service (excluding missed bins)
Green	G1	Missed bins (average collections per month 77,000)
Green	G2	No of missed collections not cleared within 24 hours
Green	G4	KPI 4 - NI 192, percentage of household waste sent for reuse, recycling and composting
Green	G5	Number of Justified Complaints for Green Service (excluding missed bins)
Green	G6	Percentage of loads tipped at scheduled disposal points - data only
Recycling	K1	Missed boxes (average collections per month 77,000)
Recycling	K2	No of missed collections not cleared within 24 hours
Recycling	K4	KPI 4 - NI 192, percentage of household waste sent for reuse, recycling and composting
Recycling	K5	Number of Justified Complaints for Recycling Service (excluding missed boxes)

Commercial Waste	C1	Missed bins
Street Cleansing	SC8	Number of complaints regarding Litter Bins (including Dog bins and Litter bins)
Street Cleansing	SC9	Number of Complaints for Street Cleansing Service / Number of Ratified Complaints for Street Cleansing Service
Street Cleansing	SC10	Percentage of relevant land and highways that is assessed as being within contract standard
Street Cleansing	SC11	Percentage of fly tips removed within contract timescale
Street Cleansing	SC12	Completion against planned works for litter picking of hotspots
Grounds	GM2	Percentage completion against agreed planned programme
Grounds	GM3	Self monitoring carried out for Selby park planted areas
Grounds	GM4	Self monitoring carried out for play ground inspections
Grounds	GM5	Number of Complaints for Grounds Service / Number of Ratified Complaints for Grounds Service
Grounds	GM6	Percentage completion against agreed planned programme for contract works
Customer Service	CS1	Total number of justified avoidable contacts
Customer Service	CS2	Total number of justified repeat calls
Management Reports	M1	Vehicle downtime / % of vehicle downtime
Management Reports	M2	Number of sickness days / % sickness days

Management Reports	M3	Number of Reported Injuries; Number of Days lost as a Result of an accident; Number of RIDDOR; Number of Near Misses; WorkManager AMS (Audit Management System) Results
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# SELBY DISTRICT COUNCIL HOUSEHOLD WASTE & RECYCLING PUBLIC SATISFACTION SURVEY 2013



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### KEY SATISFACTION INDICATORS (KSI's)

KSI's are derived by aggregating the results of Satisfaction Indicators (SI's) and use weighted data, see [www.hwrsurvey.org.uk](http://www.hwrsurvey.org.uk) for details. Results for Selby District Council are shown as 'Authority'.

### KSI ANALYSIS

Question	Authority	HWR Average	HWR Best	Rank	Change from 2012
<b>KERBSIDE COLLECTION</b>					
KSI 01 - Collection, Service Overall	79.8	80.2	84.9	3	
KSI 02 - Collection, Aspects of Service	78.5	78.6	84.1	2	
KSI 03 - Recycling Collection, Aspect of Service	76.3	76.5	82.3	3	
KSI 04 - General Waste Collection	84.1	82.4	85.8	2	
KSI 05 - Recycling Collection	69.2	78.9	86.7	5	
KSI 06 - Food Waste Collection	77.4	78.8	80.6	4	
KSI 07 - Garden Waste Collection	86.3	85.0	86.3	1	
KSI 08 - Bulky Waste Collection	53.1	54.5	60.4	3	
<b>COMMUNICATION</b>					
KSI 11 - Collection/Recycling Information Overall	70.1	70.0	75.0	3	
KSI 12 - Collection/Recycling Information, Aspects	68.6	68.1	71.4	3	

### SATISFACTION INDICATORS (SI's)

SI's are derived using weighted data, see [www.hwrsurvey.org.uk](http://www.hwrsurvey.org.uk) for details. Results for Selby District Council are shown as 'Authority'.

Question	Authority	HWR Average	HWR Best	Rank	Change from 2012
<b>GENERAL WASTE COLLECTION</b>					
1.01 Frequency of general waste collection	80.8	78.0	82.5	2	
1.02 Type of general waste container provided	86.6	85.7	88.8	2	
1.03 Size of general waste container provided	85.0	83.5	86.0	2	
<b>RECYCLING COLLECTION</b>					
2.01 Frequency of recycling collection	81.7	82.1	86.3	4	
2.02 Type of recycling container provided	63.3	78.1	88.9	5	
2.03 Size of recycling container provided	62.5	76.6	84.9	5	
<b>FOOD WASTE COLLECTION</b>					
3.01 Frequency of food waste collection	74.5	76.6	78.8	4	
3.02 Type of food waste container provided	79.2	80.2	82.3	4	
3.03 Size of food waste container provided	78.4	79.5	82.1	3	
<b>GARDEN WASTE COLLECTION</b>					
4.01 Frequency of garden waste collection	85.3	82.8	85.3	1	
4.02 Type of garden waste container provided	88.6	87.4	88.6	1	
4.03 Size of garden waste container provided	85.1	84.6	85.7	2	
4.04 Amount Household have to Pay	57.3	63.7	72.3	5	
<b>COLLECTION SERVICE</b>					
5.01 Number of containers you have to use	72.9	76.6	80.9	4	
5.02 The reliability of collections	89.1	87.0	89.1	1	
5.03 The friendliness/helpfulness of crew	79.2	79.7	84.5	3	
5.04 Levels of noise during collection	78.4	78.5	81.2	2	
5.05 Your container put back in the same place	75.5	74.1	82.9	2	
5.06 'Clean and tidy' street after collection	75.8	75.6	86.0	3	
5.07 The collection scheme overall	79.8	80.2	84.9	3	
<b>RECYCLING COLLECTION ASPECTS</b>					
6.01 Range of materials recycled	81.5	76.7	85.7	2	
6.02 How much separation of materials	75.0	78.2	83.3	5	
6.03 How much preparation of materials	72.3	74.7	78.0	4	
<b>BULKY WASTE</b>					
10.01 Range of bulky waste items collected	63.0	62.3	67.6	3	
10.02 Amount households pay for bulky collections	40.9	40.6	43.7	3	
10.03 Ease arranging bulky waste collection	55.4	60.6	70.4	4	
<b>INFORMATION ON COLLECTION/RECYCLING</b>					
11.01 What can/can't be put out for general waste	74.4	72.5	77.1	2	
11.02 What can/can't be recycled	73.0	69.8	75.2	2	
11.03 Collection dates	85.5	81.7	85.5	1	
11.04 Changes to collection dates	80.2	77.0	80.2	1	
11.05 How to arrange assisted collections	64.9	64.1	68.4	3	
11.06 How to donate items	59.8	61.8	65.7	4	

# HOUSEHOLD WASTE & RECYCLING SURVEY 2013

## 1. SUMMARY

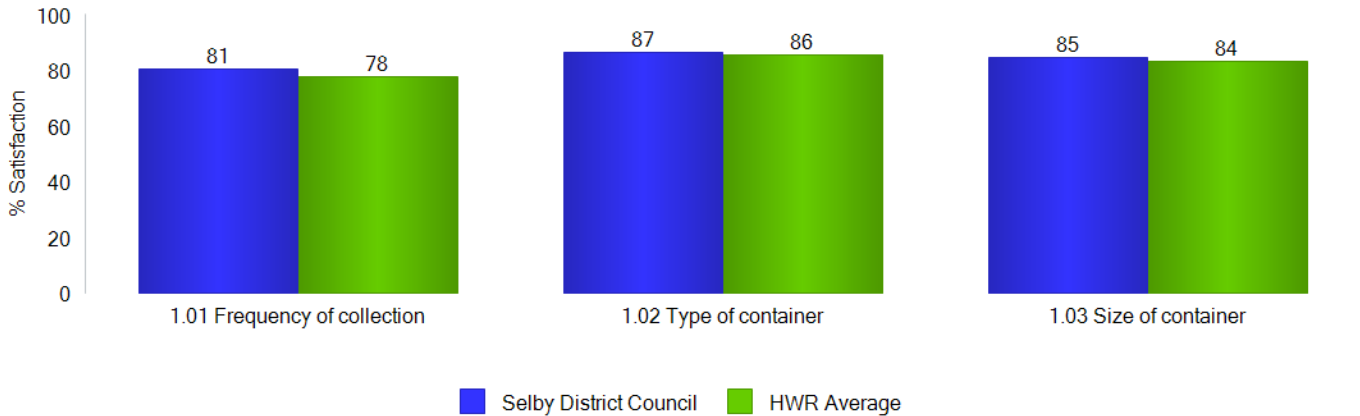
Question	Authority	HWR Average	HWR Best	Rank	Change from 2012
11.07 What happens to recyclable materials	54.6	55.0	57.8	4	
11.08 How to report a problem	66.8	69.2	76.8	3	
11.09 How to reduce waste in the first place	64.7	65.0	68.4	3	
11.10 How to home-compost	62.3	64.6	69.0	4	
11.11 The provision of information overall	70.1	70.0	75.0	3	



### Q1 THINKING ABOUT GENERAL WASTE (RUBBISH) COLLECTION FROM YOUR HOME, HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING ...?

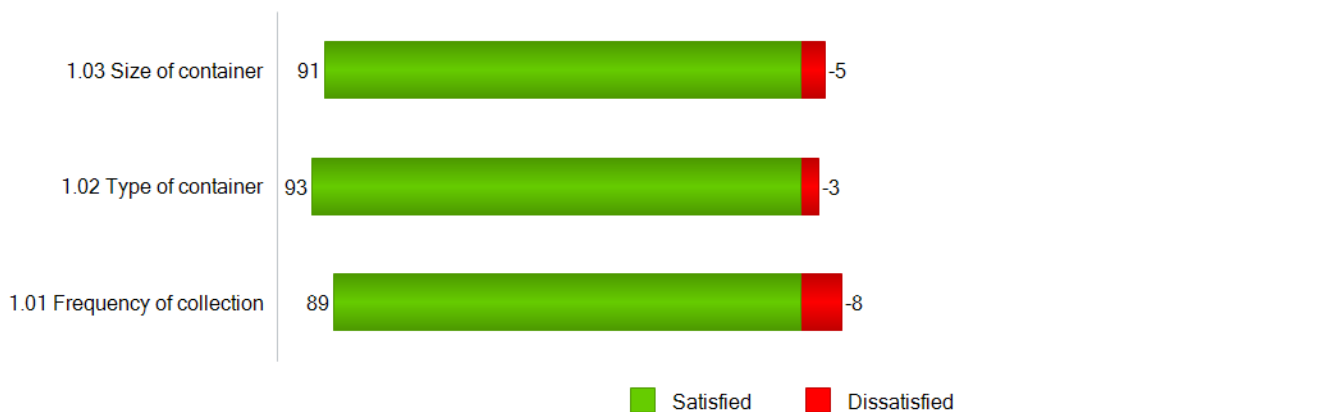
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores for General Waste Collection compared with the HWR Survey Average scores



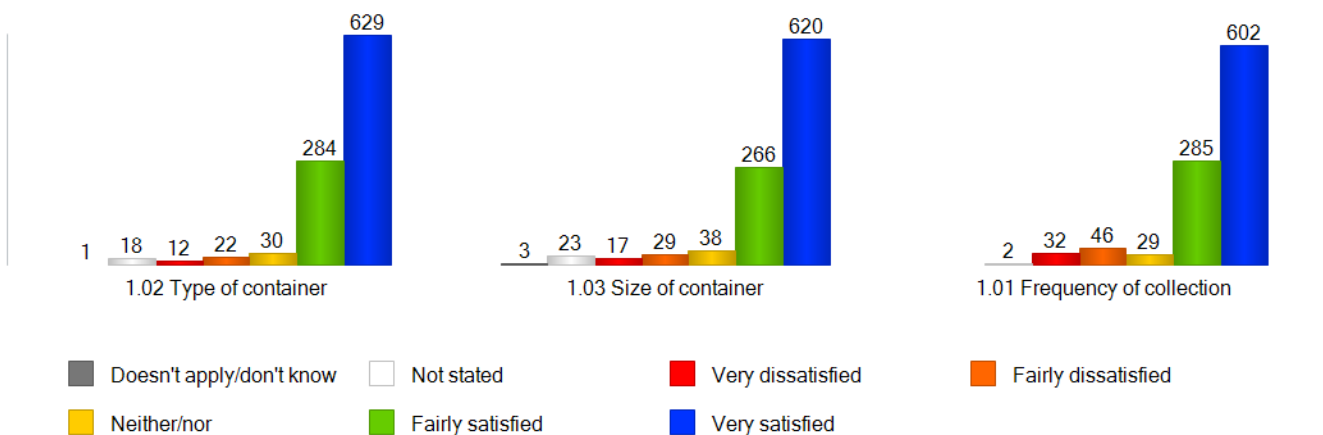
#### NET SATISFACTION

This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with General Waste Collection against those that were fairly or very dissatisfied (uses unweighted data)



#### RESPONSE ANALYSIS

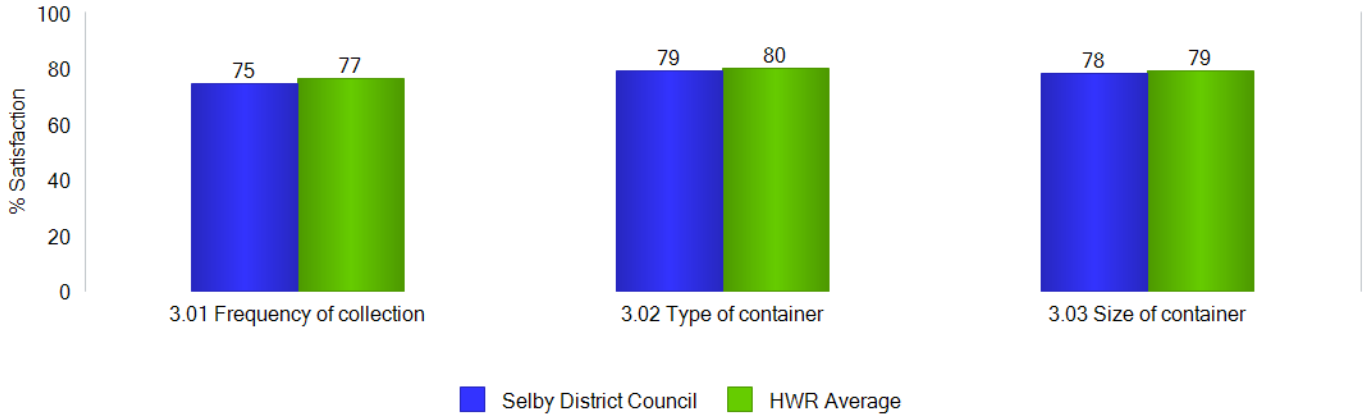
This graph shows a breakdown of the Selby District Council resident responses to General Waste Collection questions



### Q3 THINKING ABOUT FOOD WASTE COLLECTION FROM YOUR HOME, HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING ...?

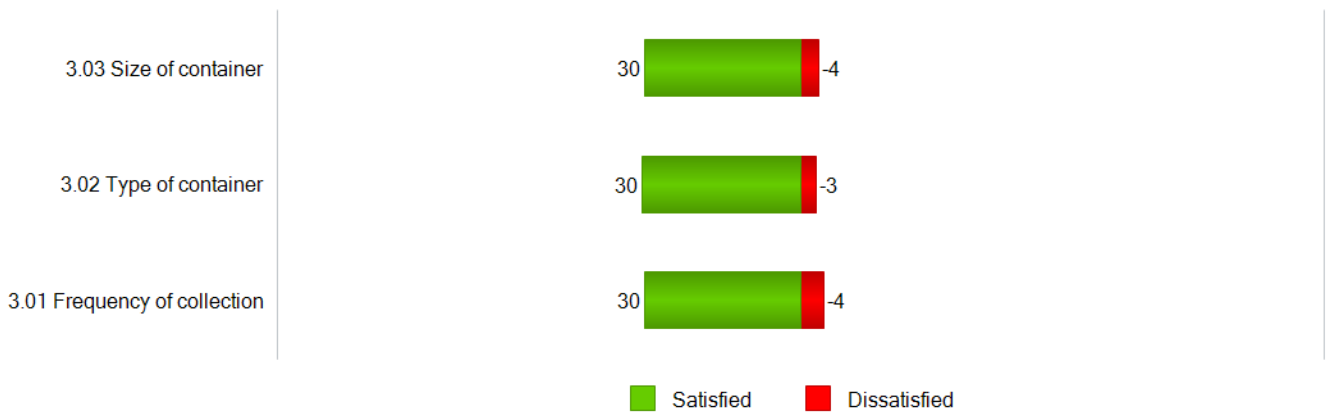
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores for Food Waste Collection compared with the HWR Survey Average scores



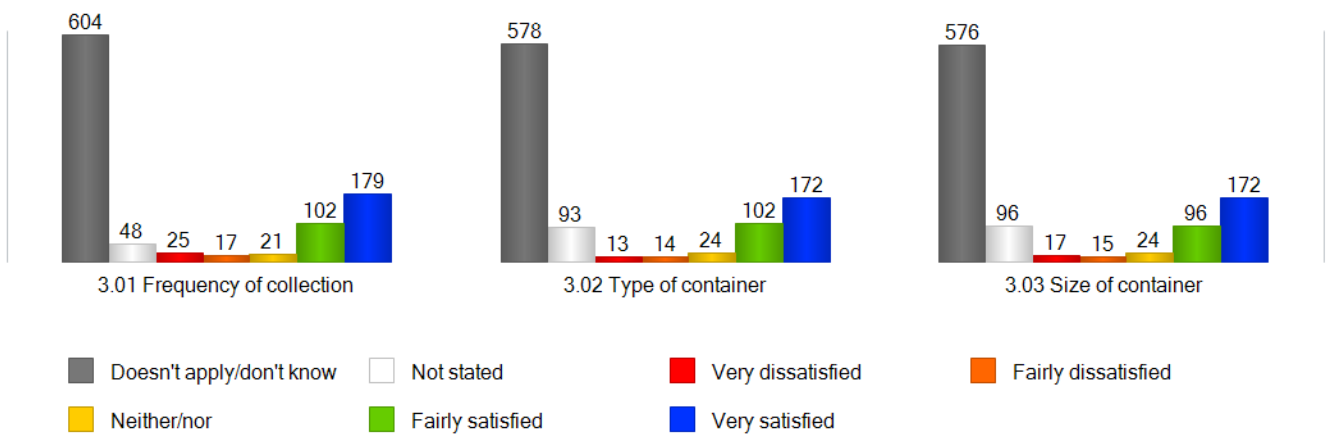
#### NET SATISFACTION

This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with Food Waste Collection against those that were fairly or very dissatisfied (uses unweighted data).



#### RESPONSE ANALYSIS

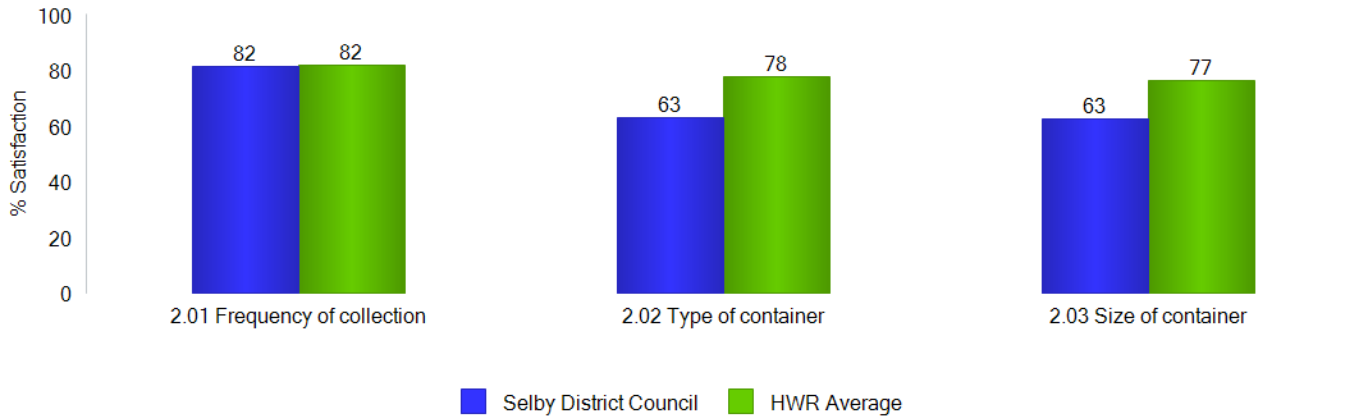
This graph shows a breakdown of the Selby District Council resident responses to the Food Waste Collection questions



### Q2 THINKING ABOUT THE COLLECTION OF RECYCLING (E.G. PAPER, CANS, PLASTIC BOTTLES) FROM YOUR HOME, HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING ...?

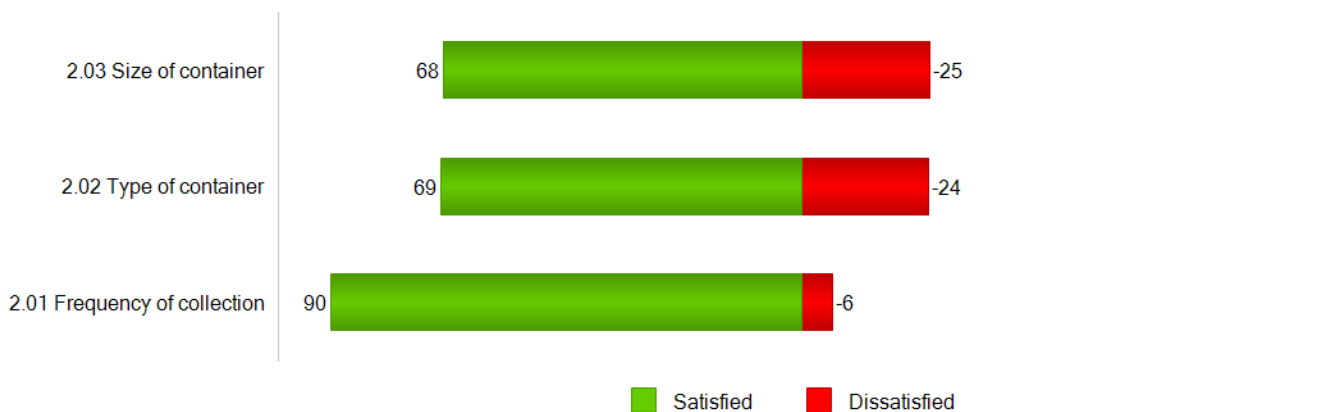
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores for Recycling Collection compared with the HWR Survey Average scores



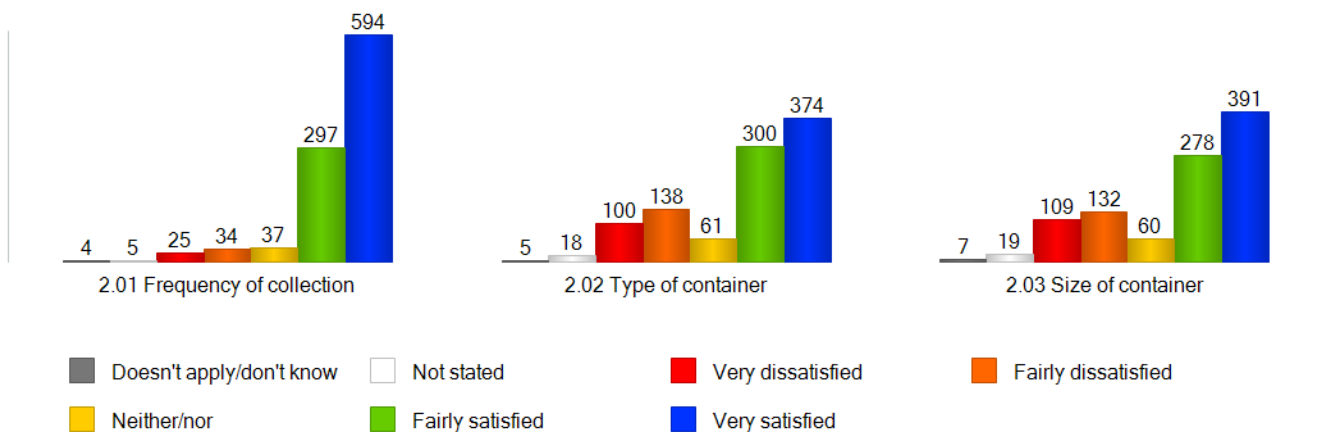
#### NET SATISFACTION

This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with Recycling Collection against those that were fairly or very dissatisfied (uses unweighted data).



#### RESPONSE ANALYSIS

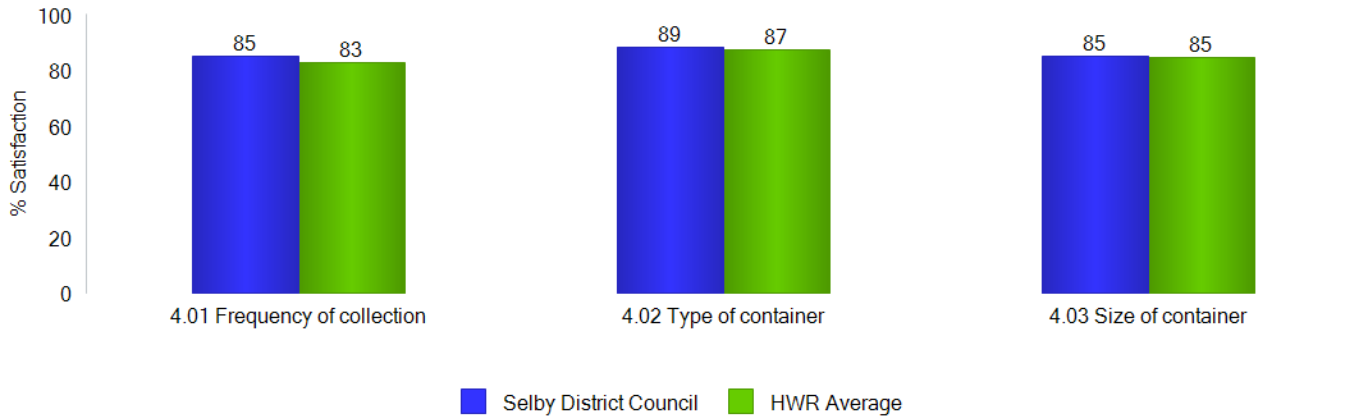
This graph shows a breakdown of the Selby District Council resident responses to the Recycling Collection questions



### Q4 THINKING ABOUT COLLECTION OF GARDEN WASTE FROM YOUR HOME, HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING ...?

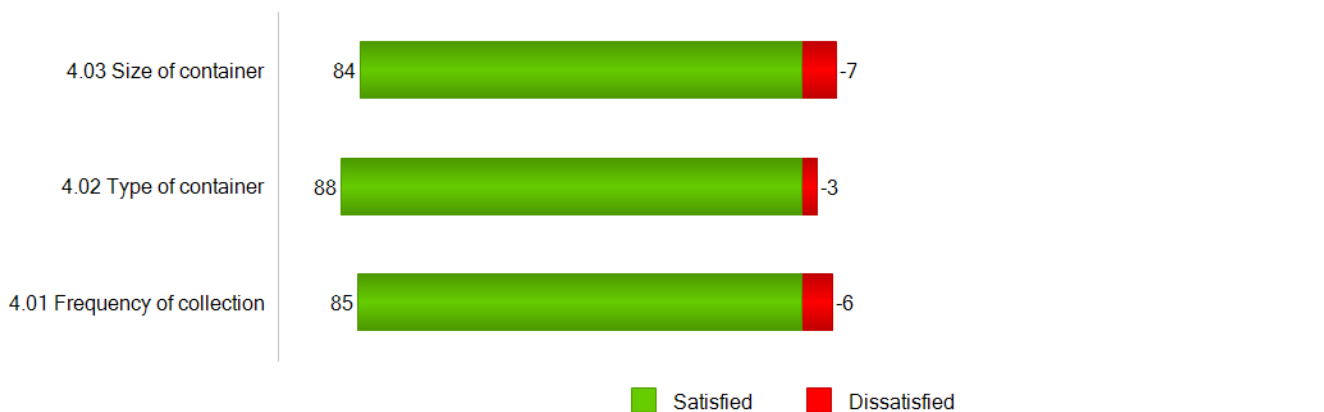
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores for Garden Waste Collection compared with the HWR Survey Average scores.



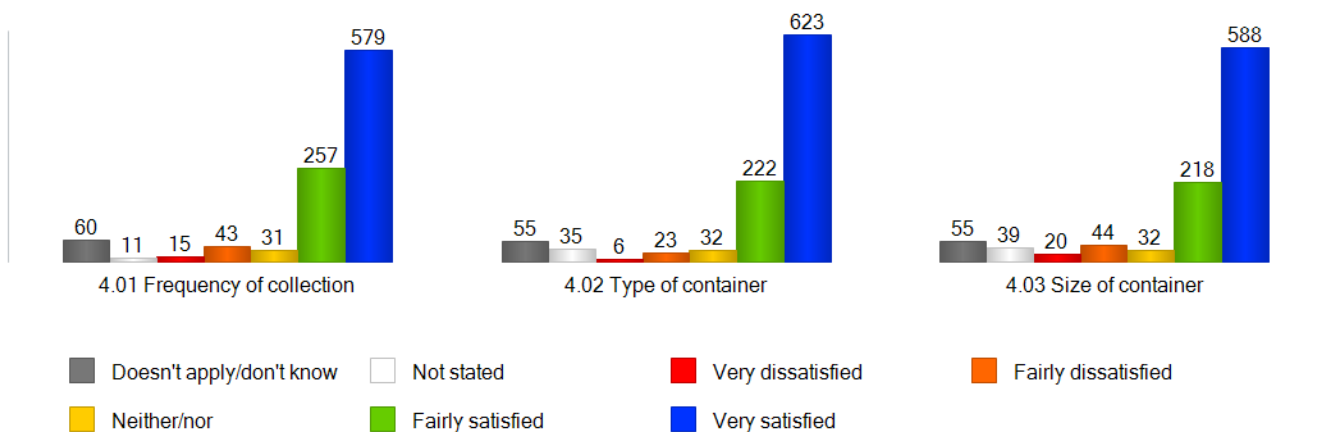
#### NET SATISFACTION

This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with Garden Waste Collection against those that were fairly or very dissatisfied (uses unweighted data)



#### RESPONSE ANALYSIS

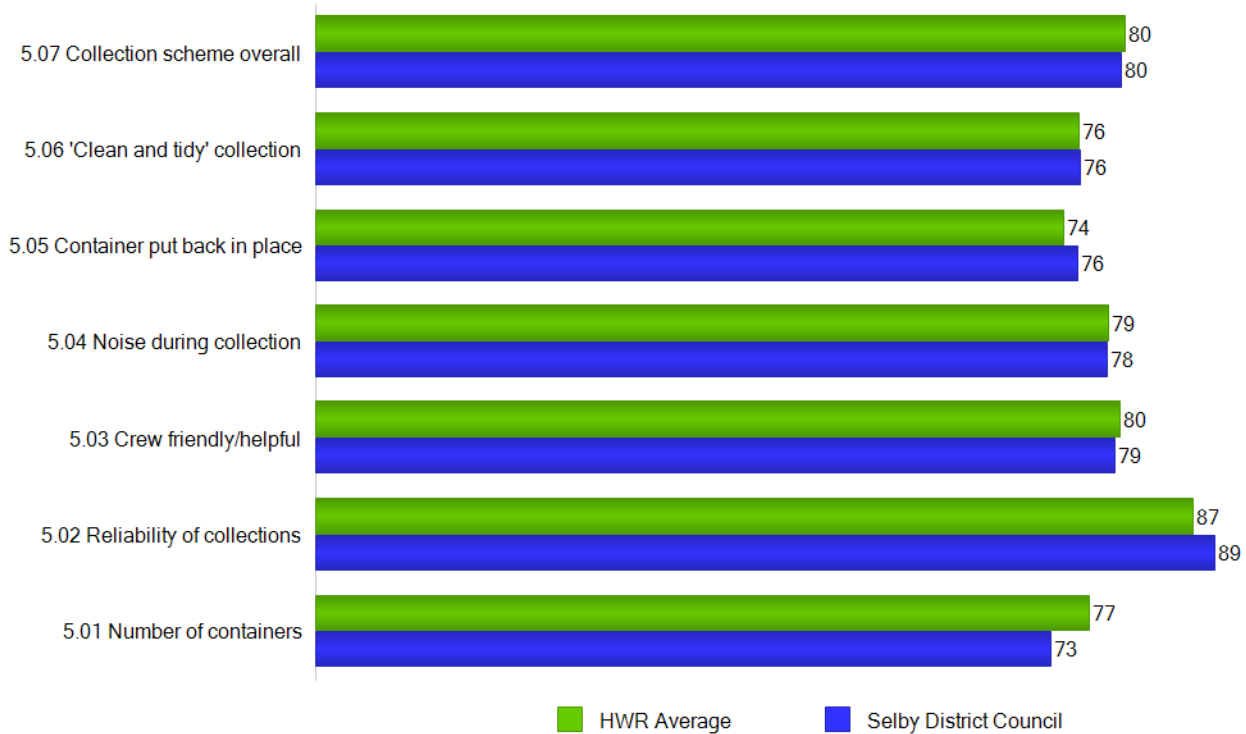
This graph shows a breakdown of the Selby District Council resident responses to the Garden Waste Collection questions



### Q5 THINKING ABOUT COLLECTION IN GENERAL, HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING ...?

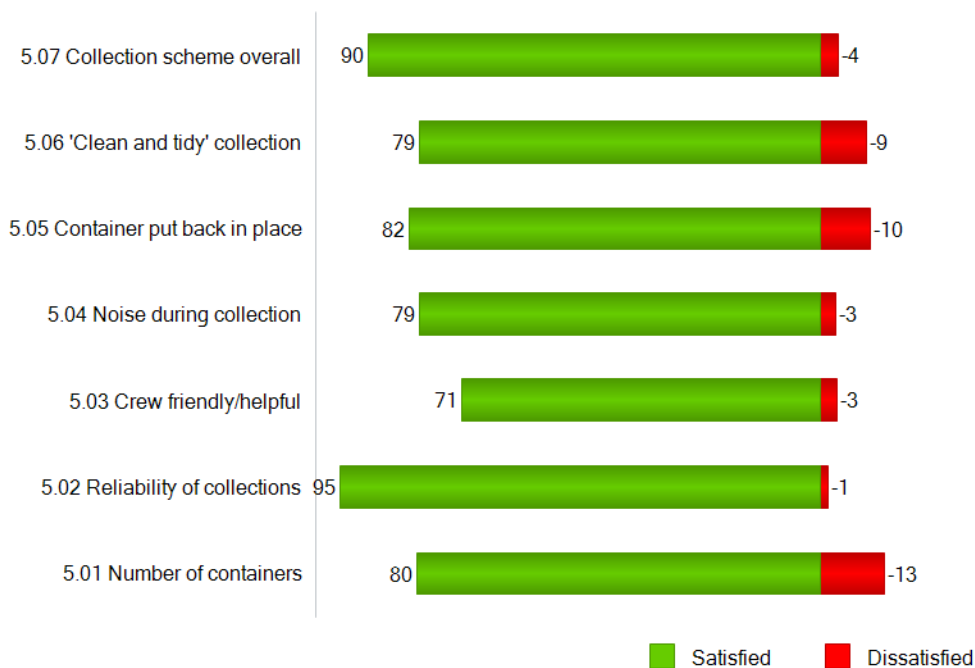
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores with Collection generally compared with the HWR Survey Average scores



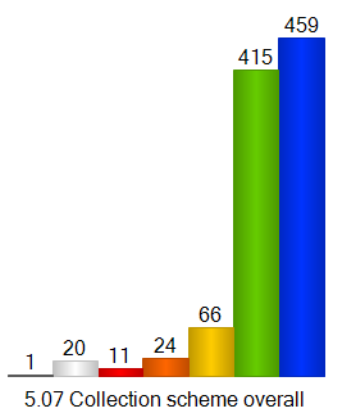
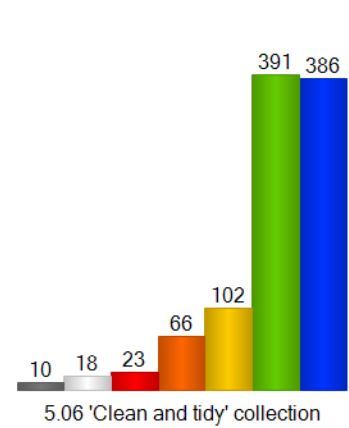
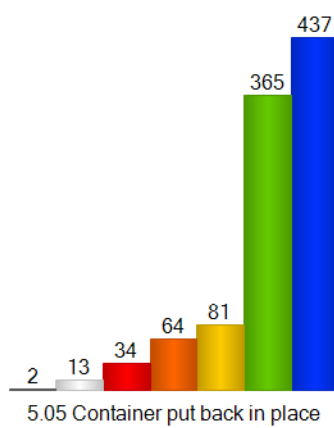
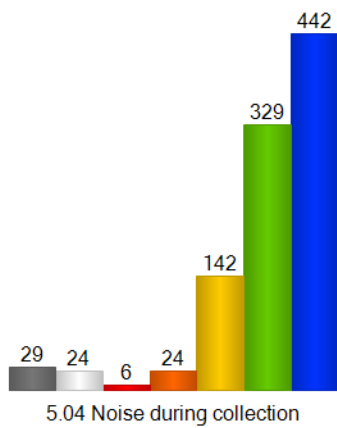
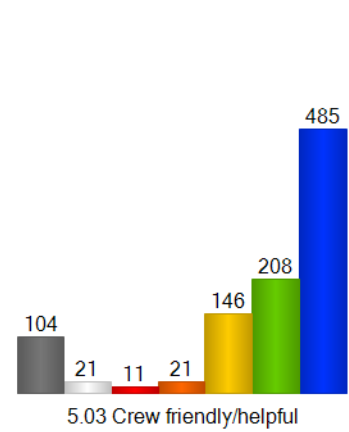
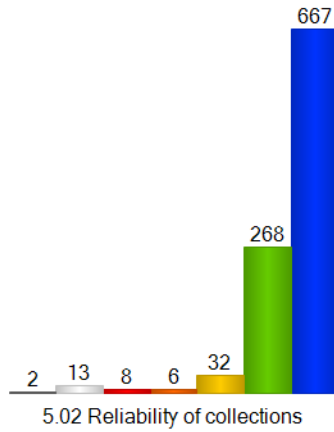
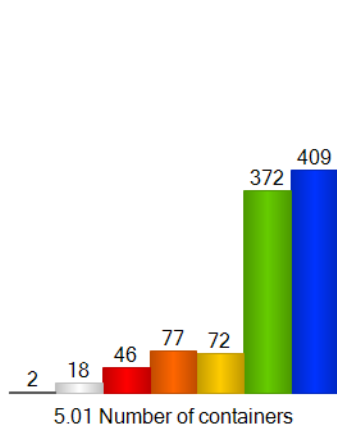
#### NET SATISFACTION

This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with Collection generally against those that were fairly or very dissatisfied (uses unweighted data)



### RESPONSE ANALYSIS

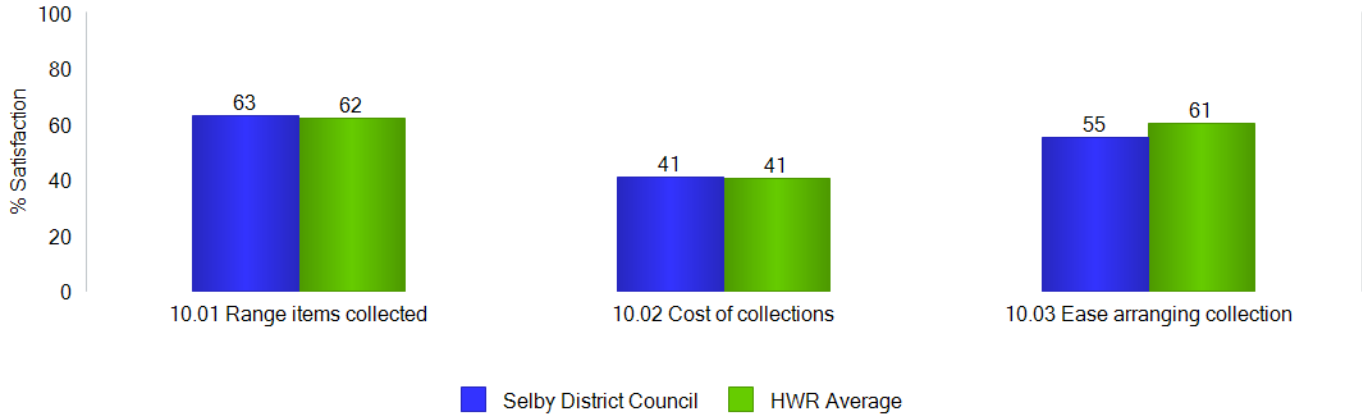
This graph shows a breakdown of the Selby District Council resident responses to the questions about Collection in general



### Q10 THINKING ABOUT BULKY WASTE E.G. FURNITURE, LARGE ELECTRICAL APPLIANCES, HOW SATISFIED OR DISSATISFIED ARE YOU WITH THE FOLLOWING ...?

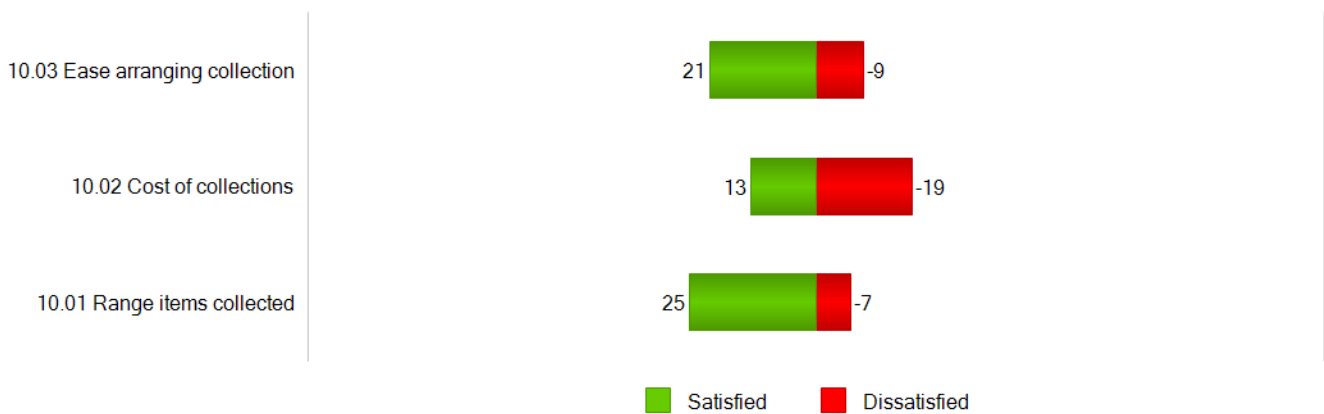
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores for Bulk Waste Collection compared with the HWR Survey Average scores



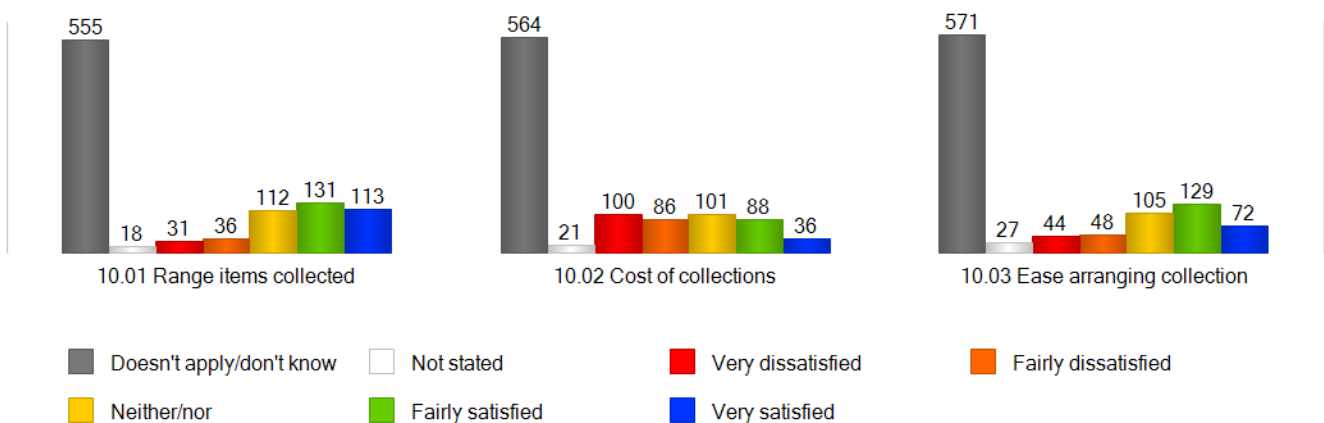
#### NET SATISFACTION

This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with Bulky Waste Collection against those that were fairly or very dissatisfied (uses unweighted data)



#### RESPONSE ANALYSIS

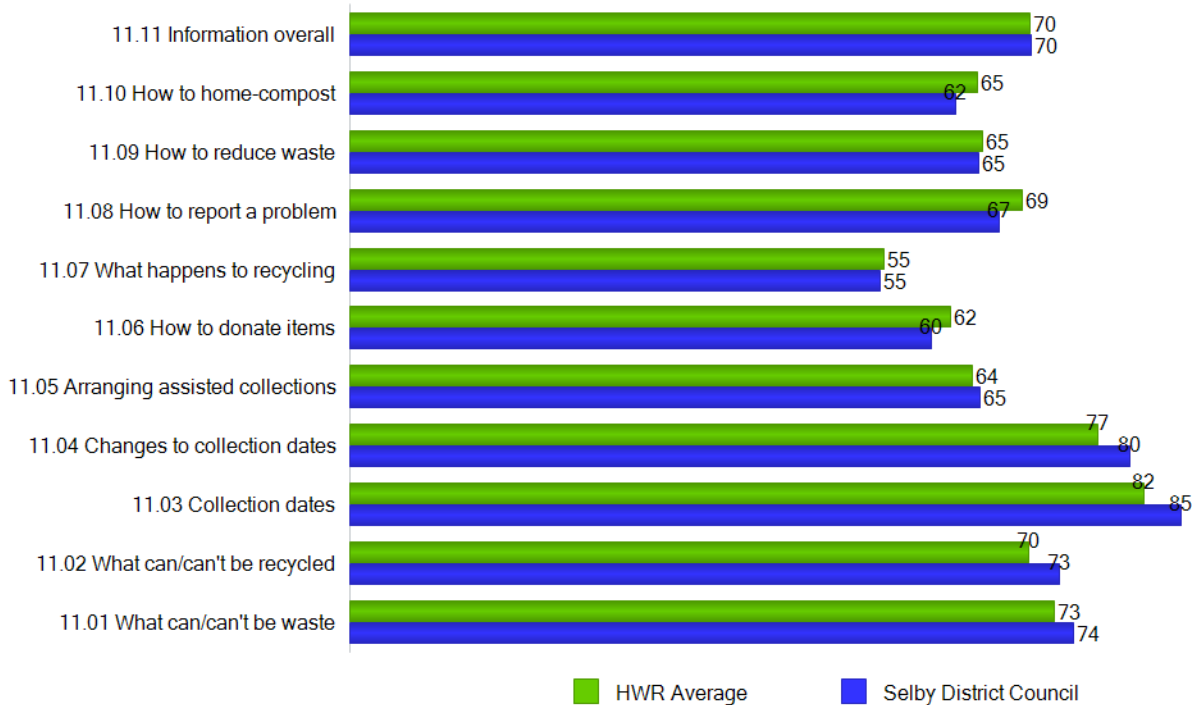
This graph shows a breakdown of the Selby District Council resident responses to the Bulky Waste Collection questions



### Q11 How SATISFIED OR DISSATISFIED ARE YOU WITH THE AMOUNT OF INFORMATION AVAILABLE ON THE FOLLOWING?

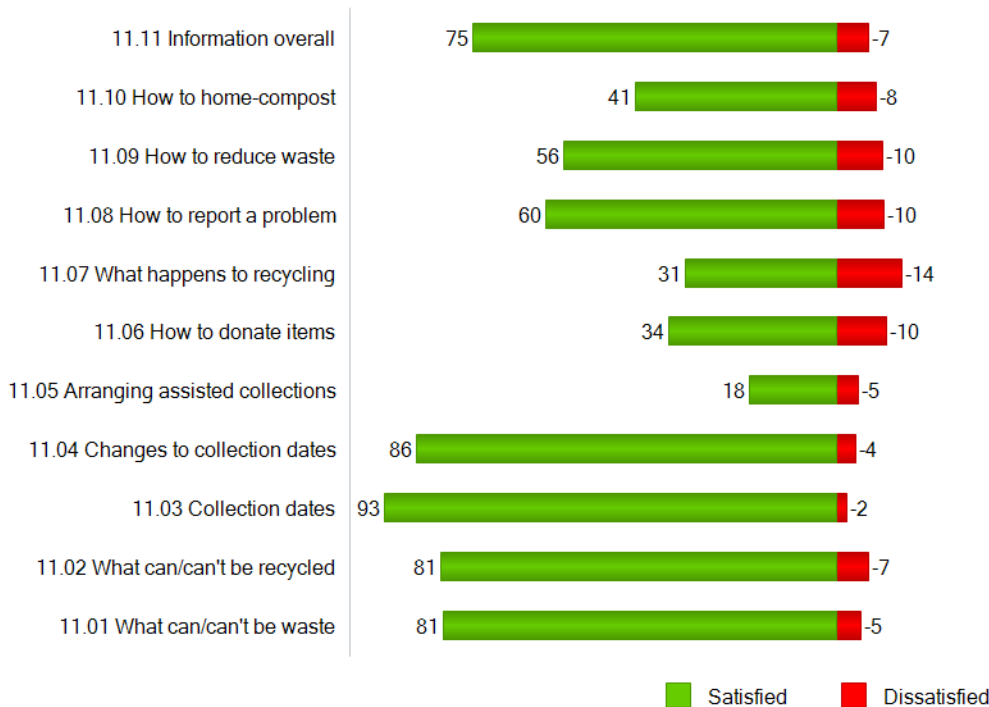
#### COMPARISON WITH HWR AVERAGE

This graph shows Selby District Council satisfaction scores with information on collection compared with the HWR Survey Average scores



#### NET SATISFACTION

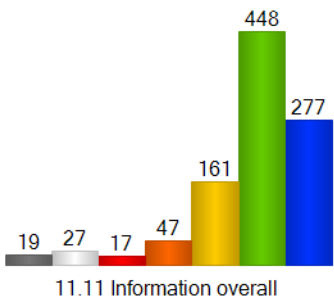
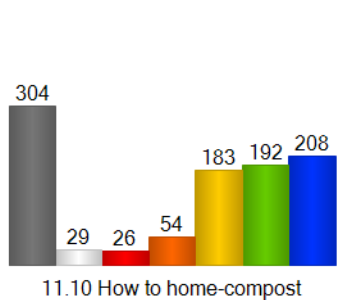
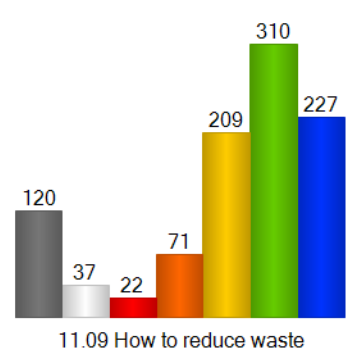
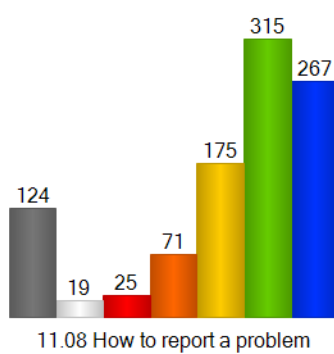
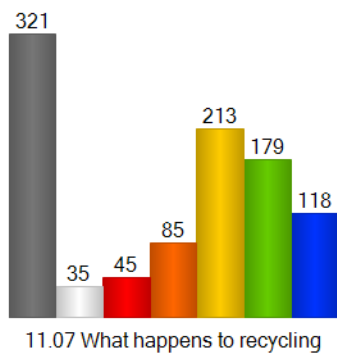
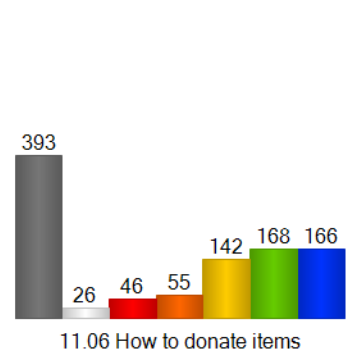
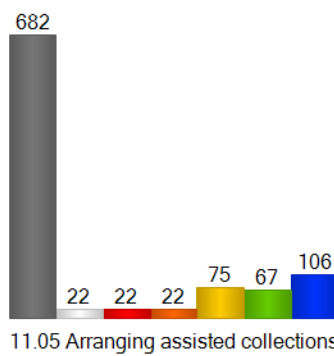
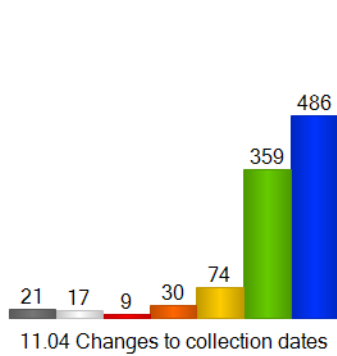
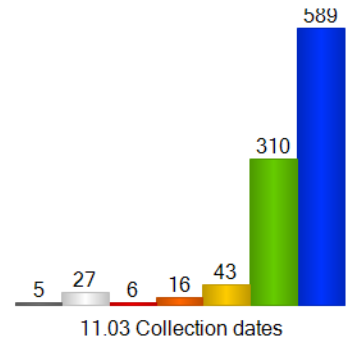
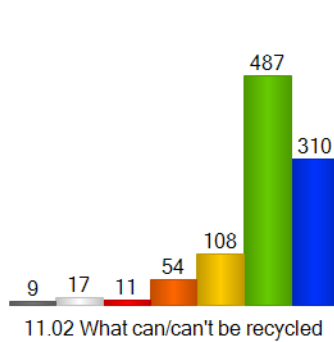
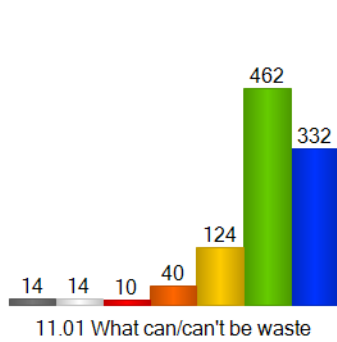
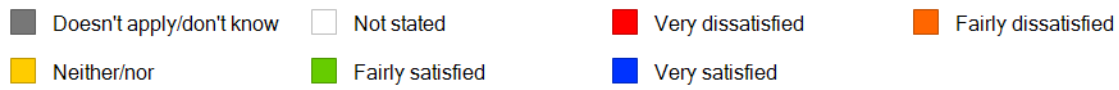
This graph shows the percentage of Selby District Council respondents that were very or fairly satisfied with information of collection against those that were fairly or very dissatisfied (uses unweighted data)





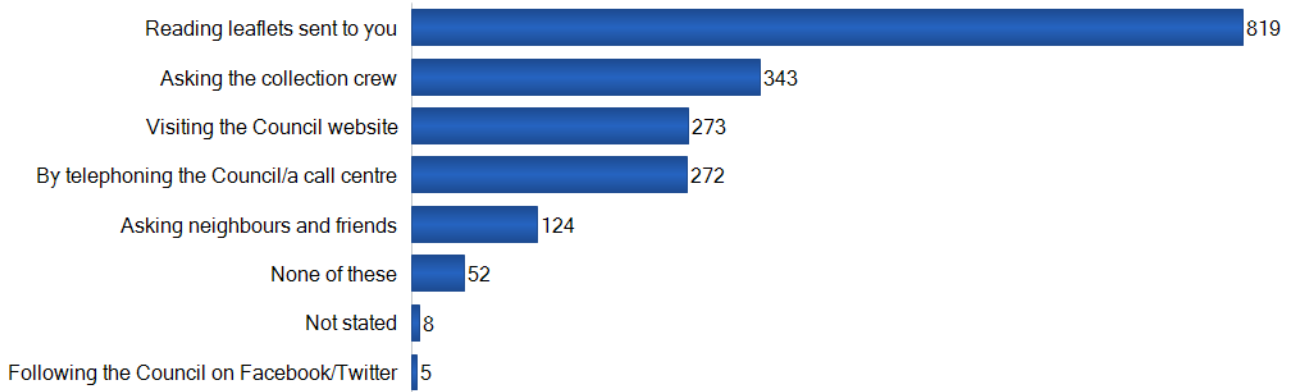
### RESPONSE ANALYSIS

This graph shows a breakdown of the Selby District Council resident responses to the questions about the amount of information available



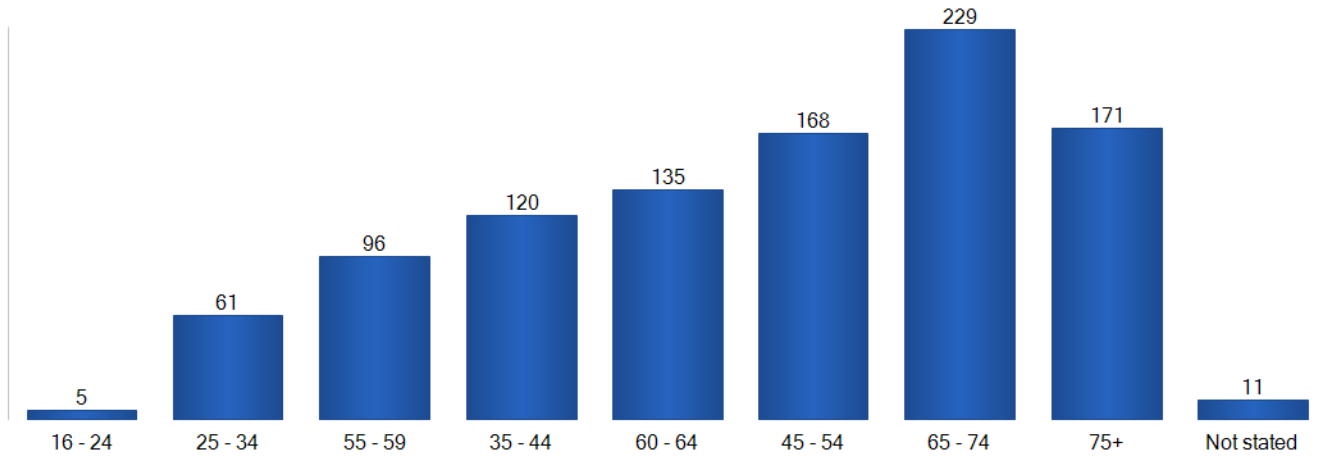
### Q12 WHICH, IF ANY, OF THESE METHODS HAVE YOU EVER USED TO FIND OUT ABOUT COLLECTION OF WASTE/RECYCLING FROM YOUR HOME?

This graph shows a breakdown of the Selby District Council responses on methods used to find out about collection of waste /recycling from the home



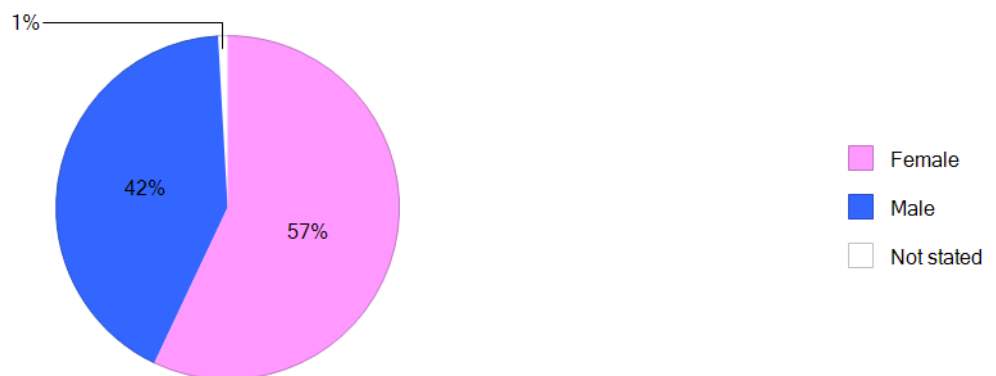
### D1 AGE GROUPS

This graph shows a breakdown of the Selby District Council respondents by age group



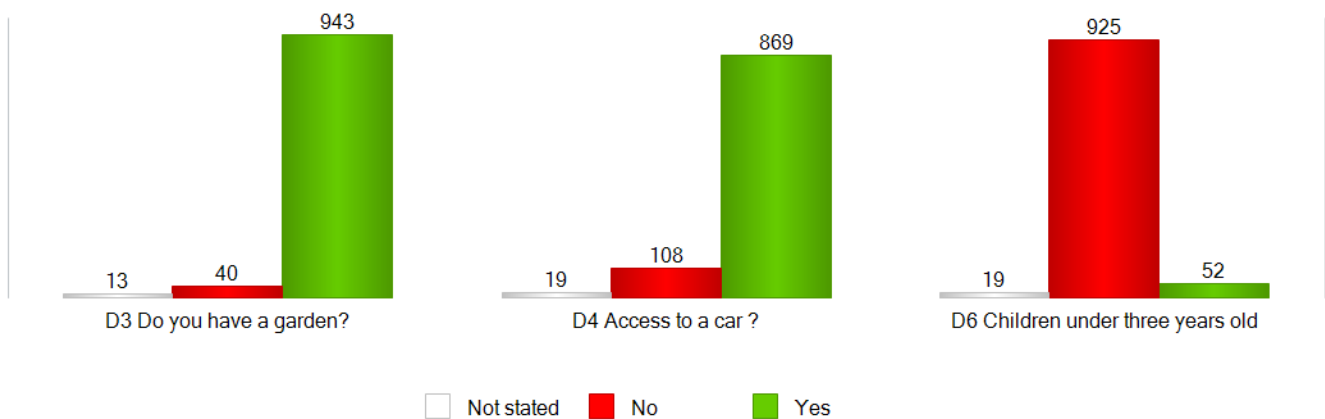
### D2 GENDER

This graph shows a breakdown of the Selby District Council respondents by gender



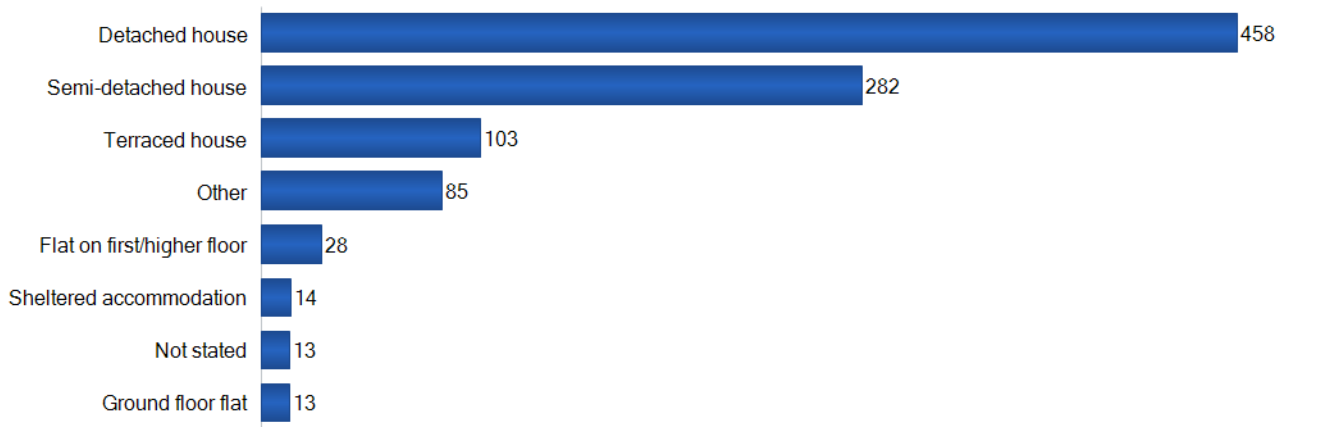
### D3 GARDEN, D4 CAR OWNER, D6 CHILDREN UNDER THREE

This graph shows the proportion of Selby District Council respondents that have a garden, that own a car and that have children under three.



### D5 ADDRESS

This graph shows a breakdown of the Selby District Council respondents by type of address



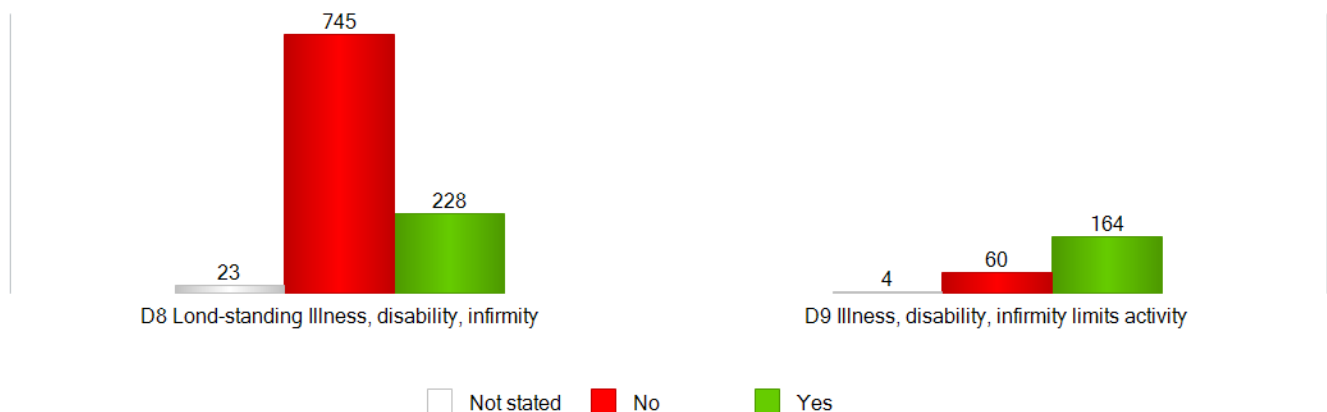
### D7 ETHNICITY

This graph shows a breakdown of the Selby District Council respondents by ethnic group



### D8 & D9 LONG STANDING ILLNESS, DISABILITY OR INFIRMITY

This graph shows the proportion of Selby District Council respondents with a long standing illness, disability or infirmity and whether that limits their activities



# Selby District Council

## REPORT

Reference: E/14/9

Public - Item 5



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Key Decision  
**Report Published:** 25 June 2014  
**Author:** Jodie Taylor – Lead Officer Finance  
**Executive Member:** Cllr C Lunn – Lead Member for Finance & Resources  
**Lead Officer:** Karen Iveson - Executive Director (and S151)

**Title:** 2013/14 Final Accounts Outturn Report

### Summary:

The Council's year end results for 2013/14 show a surplus of £752k on the General Fund. The Housing Revenue Account generated a net surplus of £1.038m. There has been some progress with savings which have exceeded target in the HRA and the Core General Fund, but fell short for Access Selby General Fund. Capital Programme has seen some slippage, however plans are in place to progress this work in 2014/15.

### Recommendations:

**It is recommended that:**

- i) The funds set out in Appendix D (£1.079m Revenue and £1.051m Capital) be carried forward from 2013/14 to 2014/15;**
- ii) The £598k Core and Communities Selby General Fund surplus be transferred, £350k to 'Business Rates Equalisation Reserve' and £248k to Programme for Growth;**
- iii) The £154k Access Selby General Fund surplus be transferred to 'Access Selby Reserve';**

- iv) **The £631k Core HRA surplus be transferred to ‘HRA Major Repairs Reserve’ to either repay debt or support the future capital programme;**
- v) **And the £407k Access Selby HRA surplus be transferred to ‘HRA Balances (Access Selby)’ for reinvestment in services.**

### **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 mitigate future spending priorities.

## **1. The Report**

- 1.1 The full year outturns, after allowing for carry forwards, show a final surplus of £752k for General Fund and £1.038m for the Housing Revenue Account. A summary of the revenue carry forwards (£1.029m General Fund and £50k Housing Revenue Account) can be found in Appendix D.

### **General Fund Revenue**

- 1.2 The full year actual outturn position for the General Fund is analysed in the table below.

General Fund	Budget £000's	Outturn variance £000's
Core	4,616	(590)
Access Selby	6,092	(154)
Communities Selby	199	(8)
	10,907	(752)

- 1.3 At the end of the previous quarter, the General Fund was forecasting an overall surplus of £154k (Access Selby £20k deficit on the General Fund). Details of the major variances are set out at Appendix A.
- 1.4 The Core's General Fund surplus includes nearly £400k of one-off income - £229k from NYCC in respect of the Local Authority Trading Scheme (LATS) (relating to the years 2010/11 to 2013/14 performance on recycling rates) and £152k for the backdating impact of a successful NNDR appeal on the Civic Centre.
- 1.5 Access Selby's surplus includes £176k additional income from fees and charges including year-end transfers for Housing Benefit Overpayments which has exceeded its savings target for the year but is partly offset by write-offs within supplies & services, £85k saving on employee costs, £35k saving on premises costs and £70k unspent contingency. These savings are offset by overspends in supplies & services of £36k and a net housing benefit overspend of £60k.

- 1.6 Given the on-going risk to Business Rates income as identified in the Financial Strategy and 2014/15 Budget, it is proposed that the Core and Communities Selby General Fund surplus is transferred: £350k to 'Business Rates Equalisation Reserve' to top this reserve back up to 3 years of safety net threshold; and £248k to Programme for Growth to mitigate the outstanding borrowing requirement within the programme.
- 1.7 Access Selby Board request that the £154k surplus generated by Access Selby be transferred to Access Selby Reserve.

### **Housing Revenue Account**

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

HRA	Budget £000's	Outturn variance £000's
Core	(5,068)	168
Access Selby	4,269	(407)
Budgeted Surplus	(799)	(239)

- 1.9 At the end of the previous quarter, the HRA was forecasting a surplus of £186k (£158k Access Selby and £28k Core). The main variances for the HRA Core deficit were reduced CEC recharges from the General Fund (£109k) offset by capital programme funding contributions £232k and increased provisions for bad debts £55k. It was anticipated that a surplus of £799k would be transferred to the Major Repairs Reserve to support capital projects, after the variances mentioned for the Core, £631k is available. The main areas of movement within the HRA for Access Selby are reduced CEC recharges (82k) from General Fund, administration for the sale of council houses generated an income of (21k), premises costs including utility charges (£102k) and supplies & services (£24k). Details of the major variances are set out at Appendix A.
- 1.10 The surplus generated through the HRA operation is ring-fenced and therefore it is proposed that the £631k Core Surplus is transferred to the Major Repairs Reserve to either repay debt or support the future capital programme, and the £407k Access Selby surplus is transferred to 'HRA Balances (Access Selby)' for reinvestment in the service.

### **Capital Programme**

- 1.11 The General Fund has seen in year spend of £2.204m and a further £702k of carry forward requests, against a budget of £2.963m. HRA in year spend totalled £3.437m, with carry forward requests totalling £348k, against a budget of £4.342m.

- 1.12 Within the General Fund ICT desktop replacement, HR software and IDOX upgrade programmes are completed. The majority of work on the Tadcaster central car park was completed in May 2014, with finishing touches to be completed in the autumn. Road adoption was due to be completed during the year, however work has only just started on this so the budget will be carried forward to 2014/15. There has been over £900k spent to date on the new leisure centre as well as £500k on the purchase of land at Bondgate. There has been no further progress on the mast relocation and delays with CRM and mobile working due to the realignment to the NYCC Better Together project.
- 1.13 Programmes are complete in the HRA for fencing, damp, void & cyclical repairs and the airey scheme is due to be completed early 2014/15. Heating systems have progressed but solid fuel replacements remain an issue due to tenant refusals. Carry forwards are being progressed where required for the remaining programme of work to be completed in 2014/15.

### **Savings**

- 1.14 Appendix C presents an update on progress against the Council's savings action plan for the General Fund and HRA (Core and Access Selby).
- 1.15 The Core General Fund exceeded target for the year by £48k for the year, and has already achieved the 2014/15 target.
- 1.16 Access Selby General Fund was £25k short of the planned savings target for 2013/14, due to the delay in implementing the new CRM and mobile working systems. There is also currently a shortfall against the target for 2014/15, but officers are working to identify further opportunities to ensure the target is met for the year.
- 1.17 The HRA has exceeded the annual savings target by £3k for 2013/14 and has already achieved the 2014/15 target. Officers will however continue to identify savings wherever possible.

## **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 yearend financial results are encouraging, and the surpluses generated this year provide some financial capacity to support the Council's 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.

#### **Contact Details**

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Lead Officer – Finance  
Selby District Council  
[jotaylor@selby.gov.uk](mailto:jotaylor@selby.gov.uk)

## BUDGET EXCEPTIONS REPORT

April 2013 - March 2014

## Core

## General Fund Income

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
CEC Charges to the HRA	(319)	109	A review of the Core Management work plan has resulted in a reduction in the charge to the HRA
Other Government Grants	(1,336)	(69)	Additional grant income from DWP for Welfare Reform (£41k), Capitalisation Provision Redistribution (£17k).
<b>Total Variance - General Fund Income</b>		<b>40</b>	

## Core

## General Fund Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Contract Adjustments	310	(155)	Includes a one off NNDR refund for the Civic Centre (£151k) as a result of an appeal and a permanent increase in NYBCP contract fees £28k.
Windfall Recycling Income		(229)	This is a one-off rebate of contributions across several years from the York & North Yorkshire waste Partnership. There was a service level agreement that if recycling tonnage targets were exceeded SDC would receive a rebate.
Employees	1,444	(64)	Savings have been generated in Democratic Services (£40k) and Core Management (£28k) through restructures, vacancies and frozen posts.
Supplies and Services	389	(121)	Homelessness funding not required for the year (£53k), savings in year on Tadcaster Regeneration (£13k), Internal Audit Contract (£7k), Client Core services (£9k), the office accomodation budget (£22k) and Democratic Services office running costs (£8k).
Transfer to / (from) Reserves	1,465	17	Capital Accounting adjustments for repair assistance loans and renewable energy projects.
Savings	43	(43)	Savings identified in the year on Audit Fees and Pension recharges.
Drainage Board Levy	1,503	(24)	there was a lower than anticipated increase in IDB charges.
<b>Total Variance - General Fund Expenditure</b>		<b>(619)</b>	
<b>Total Variance - General Fund Revenue</b>		<b>(579)</b>	

Access Selby  
General Fund Income

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Government Grants**	17,742	296	The caseload for Rent Rebates and allowances had not risen as anticipated meaning less grant income, this shortfall in income is covered by reduced payments (see benefit payments).
Customer & Client Receipts***	3,401	(176)	The variance includes Housing Benefit Overpayments of £193k above budget estimates, this will be partly offset by provision for bad debt adjustments (see supplies & services), leaving a net £126K. Increased activity in the housing market has led to increased income from land charges £25k and increased numbers of private payers for lifeline services £25k. This is offset by reduced property income (£21k) from sites taken out of management (43 Kirkgate) and ever reducing income from the mast at the old Civic Centre site. Commercial Waste income is down (£29k) as the loss of large contracts are being replaced by smaller ones, this reduction has led to a reduction in disposal charges as less waste is collected.
<b>Total Variance - General Fund Income</b>		<b>120</b>	

Access Selby  
General Fund Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Employees	5,484	(85)	Saving relates to vacant and frozen posts across Access Selby. The outturn includes a vacancy / turnover factor saving of £37k has been added to savings.
Premises	546	(35)	Utility and running costs for the Civic Centre have been lower than expected in conjunction with previous year accruals being too high because of poor PCT billing £22k. The running costs for pay and non-pay car parks had one-off savings of £20k, this included lower than expected utility bills and some NNDR refunds.
Supplies & Services	6,009	36	Due to the amount of commercial waste collected savings of £36k were generated offsetting income shortfalls mentioned previously. ICT services had a number of underspends totalling £23k including general section running costs and consultants. Additionally general office costs and contribution in year savings generated £20k across Development Policy strategy and research. Offsetting this were increased gate fees for recycling contractors due to increasing levels of recycling activity (£24k), Year end adjustments for Rent Allowance / Rebate bad debt provision adjustments in relation to housing benefit overpayments (£67k). There is a shortfall in Benefit Admin (£14k) postage costs.
Benefit Payments**	16,905	(236)	Rent Allowance payments have been lower as the projected growth in case load did not rise as high as anticipated.
Net CEC Charge to the HRA	2,586	82	Savings in services above passed to the HRA, therefore reducing the recharge.
Contingency	70	(70)	The contingency fund was not required during 2014/15.
Budget Savings Required		25	This is the shortfall in the savings target set for the year. This is offset by other in-year savings identified above.
<b>Total Variance - General Fund Expenditure</b>		<b>(283)</b>	
<b>Total Variance - General Fund Revenue</b>		<b>(163)</b>	

\*\* 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.

**Core  
Housing Revenue Account Income**

<b>Budget Description</b>	<b>Annual Budget £000's</b>	<b>Final Variance £000's</b>	<b>Comments</b>
Housing Rent	(11,742)	(46)	Rent has exceeded budget expectations. A contributing factor is the improved turn round of void properties.
<b>Total Variance - HRA Income</b>		<b>(46)</b>	

**Core  
Housing Revenue Account Expenditure**

<b>Budget Description</b>	<b>Annual Budget £000's</b>	<b>Final Variance £000's</b>	<b>Comments</b>
Net CEC Charge from the General Fund	319	(109)	Corporate recharges to the HRA were less than budgeted following a review of apportionments. Savings generated in the General Fund are proportionately passed on to the HRA.
Debt Management Expenses	10	(5)	HRA saving on the cost of Treasury Management support
Transfers to / from Reserves	4,264	232	This is an increased transfer to the Major Repairs Reserve to fund the capital programme after adjustments for carry forward budgets. This increase is partly offset by reduced contributions from an amount equivalent to depreciation which is allowable to fund capital spend.
External Interest Payable	2,413	42	Due to an issue with an interest payment accrual from 2012/13 generating a 12/13 saving has now been corrected creating a shortfall in 2013/14.
Provision for Bad Debts		55	This is an increase in the provision for bad and doubtful debtors within the HRA following a review of the year end debtors.
<b>Total Variance - HRA Expenditure</b>		<b>215</b>	
<b>Total Variance - HRA Revenue</b>		<b>169</b>	

Access Selby  
Housing Revenue Account Income

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Customer & Client Receipts	(118)	(42)	Occupancy levels at Ousegate Hostel were high over the year recording 100% occupancy at one stage. Whilst Edgerton was low the income was better than the previous year. Recharges to former tenants generated and additional £12k and administration for the sale of Council houses generated an income of £21k.
Recharges	(592)	(52)	Non-dwelling properties/capital schemes/Supporting People recharges higher than expected through work on a number of capital projects and Warden Support private payers.
<b>Total Variance - HRA Income</b>		<b>(94)</b>	

Access Selby  
Housing Revenue Account Expenditure

Budget Description	Annual Budget £000's	Final Variance £000's	Comments
Employees	67	10	Predominately Agency Staff costs for Asset Management work.
Premises	856	(186)	Savings in year were generated through premises costs being for responsive work which is demand driven such as path and walkway maintenance £20k or delivered through the capital programme including Asbestos Surveys £16k and Heating servicing through increased replacements £19k. Community Centres and hostels have saved through lower than previous years repairs and fittings and lower than expected utility bills from better supplier readings totalling £65k. This has happened similarly within the hostels particularly at Edgerton because of low occupancy totalling £23k.
Supplies & Services	1,261	(56)	Savings generated in the GF on pension charges and external audit fees have led to reduced HRA contributions of £17k. In addition insurance recharge allocations from reduced premiums has led to general savings of £21k and £6k on community centres. These savings have been offset by a £16k increase in sub-contractor costs due to vacancies in the assets team and the requirement to meet the demand of day to day dwelling repairs which would normally be met by in-house staff.
Net CEC Charge from the General Fund	2,586	(82)	This is due to the realignment of costs between the General Fund and the HRA from a review of the apportionments.
<b>Total Variance - HRA Expenditure</b>		<b>(314)</b>	
<b>Total Variance - HRA Revenue</b>		<b>(408)</b>	

**2013/14 Selby District Council Year End Capital Programme**

**Appendix B**

General Fund	Annual Budget	Year to date Actual	Year to date Variance	Carry Forward Request	Final Variance	Comments
Industrial Units - Road Adoption	25,000	-619	24,381	-24,380	1	Progress is being made and plans for work have been drawn up. This budget is required to be carried forward to progress the project in 2014/15.
Tadcaster Central Area Redevelopment	330,690	-193,485	137,205	-137,200	5	Work commenced January 2014 for completion early 2014/15.
Mast Relocation Project	145,210	-2,880	142,330	-142,330	0	Options paper to be drafted for further consideration as part of Phase II Programme for Growth.
ICT - Desktop Replacement Programme	15,000	-17,693	-2,693		-2,693	This is for a continuous cycle of updating desktop equipment. A small overspend occurred which is covered by a corresponding infrastructure saving.
HR Bond Professional	5,000	-6,175	-1,175		-1,175	Upgrade required to operate on Windows 7, overspend to be met from other schemes.
Transactional Website	85,000	0	85,000	-85,000	0	To form part of CRM/ Better Together NYCC project
Northgate Revs & Bens	15,000	-8,000	7,000		7,000	Completed with saving for year, application patched upgrades for Legislation changes etc
ICT Infrastructure Replacement	17,500	-7,724	9,776		9,776	Completed for year, some of the underspend is required to cover small overspend in the Desktop replacement budget.
ICT Application Delivery	105,835	-99,844	5,991	-5,800	191	Small saving generated, ICT application project work is almost complete to roll out new equipment to all sections.
DIP Upgrade	23,000	-11,100	11,900	-11,900	0	Phase 2 of the DIP upgrade (Retention and Disposal Module) will be completed in quarter 1 2014/15.
IDOX Upgrade	15,000	-14,475	525		525	Upgrade completed.
Environmental Health System	65,000	-7,000	58,000	-58,000	0	Upgrade to Oracle 11g taken place. M3 / IDOX migration delayed until April 14
Mobile Working Solution	81,000	0	81,000	-81,000	0	Currently on hold, likely to commence in 2014/15 due to the amount of infrastructure work currently being undertaken.
Income Management	17,000	-12,272	4,728		4,728	Completed for year, generating a small saving.
Asprey E-state Pro	5,000	0	5,000	-5,000	0	Linked to the Genero Housing System
Genero Housing System	70,000	0	70,000	-70,000	0	Specification currently being drawn up with a view to tender early 2014/15.
CCTV - Fibre Hub	23,600	-5,930	17,670	-14,000	3,670	All old cameras are now removed and now waiting for 14 columns to be removed in April.
Asset Management Plan - Leisure & Parks	20,500	-19,309	1,191		1,191	Work completed on the Lift at Tadcaster Leisure Centre.
P4G Abbey Leisure Centre Rebuild	942,000	-941,568	432		432	Professional fees and costs associated with the early stages of the Abbey Leisure Centre Rebuild to be completed Spring 2015.
Programme for Growth	500,000	-500,000	0		0	Land purchase costs and specialist fees for the Bondgate project.
Telephony	57,000	-63,109	-6,109		-6,109	Overspent including accruals - overspend due to under specification of number of handsets. Costs to be covered by savings on other projects.
Private Sector - Home Improvement Loans	35,800	-14,686	21,114		21,114	12 Applications have been paid out and 5 repayments have been received which are recycled in to the scheme.
Disabled Facilities Grants	350,000	-278,267	71,733	-67,750	3,983	£346k of grants have been approved for the year, work have commenced but not completed. The carry forward is required to make payment on completion.
Energy Efficiency & Fuel Poverty	13,640	0	13,640		13,640	There have been no requests for this funding. It was anticipated that there would be demand during the winter months and the remaining quarter of the financial year.
	<b>2,962,775</b>	<b>-2,204,137</b>	<b>758,638</b>	<b>-702,360</b>	<b>56,278</b>	

**2013/14 Selby District Council Year End Capital Programme**

**Appendix B**

<b>Housing Revenue Account</b>	<b>Annual Budget</b>	<b>Year to date Actual</b>	<b>Year to date Variance</b>	<b>Carry Forward Request</b>	<b>Interim Variance</b>	
Kitchen Replacements	353,570	-339,742	13,828	-13,820	8	Programme complete for the year. Work has been ordered but undertaken as part of the 2014/15 programme to generate economies of scale.
Electrical Rewires	260,000	-255,580	4,420	-4,420	0	Rewires ordered to Airey properties not yet completed
Airey Property Works	486,980	-460,841	26,139	-26,130	9	Work has commenced on site with a view of utilising all this budget to complete the final phases in 2014/15.
Central Heating System Replacements	1,684,840	-1,104,014	580,826	-200,000	380,826	Programme of replacements continues. To date approximately 300 boiler or heating systems have been replaced, including fuel switches (see below). Some delays have been encountered in getting gas supply to properties from Northern Gas Networks for new supplies. Any refusals will be addressed in future years of the 3 year programme or when the property becomes vacant, this relates in particular to E7 where tenants do not want the major disturbance required for the fuel switch which has led to the saving in year.
Solid Fuel System Replacements	250,000	-74,138	175,862	-80,000	95,862	Linked to the Central Heating Replacement programme, encountering refusals due to disturbance and in some cases the receipt of free coal by some tenants. These will continue to be looked at in the rolling programme. There have also not been anywhere near the anticipated failures on the back of servicing, these will still need to be replaced in the future.
Roof Replacements	560,000	-521,292	38,708	-9,000	29,708	The programme of roof replacements has now been completed with the exception of 2 properties which will be rolled in to the next phase. Recharges have been raised to leasehold tenants for works in Sherburn in Elmet and Byram.
Damp Works	300,000	-250,887	49,113		49,113	Work has continued to cover more responsive works, demand increased for the winter period whilst continuing to apply alternative solutions which has generated savings during the year.
External Cyclical Repairs (Painting & Windows)	184,990	-185,100	-110		-110	Completed for the year. The work is being combined with the external door replacement and window replacement programmes.
External Door Replacements	161,010	-146,088	14,922	-14,900	22	As External Cyclical Repairs.
Window Replacements	30,450	-30,199	251		251	As External Cyclical Repairs.
Void Property Repairs	51,750	-51,238	512		512	This work is responsive to the level of void properties and is dependent on each individual scenario as to the level of work required. The largest element of spend to date is on Electrical work. The level of void work is being managed both through capital and revenue budgets.
Fencing Programme	17,990	-17,962	28		28	This programme is complete, responsive works are managed through revenue.
	<b>4,341,580</b>	<b>-3,437,082</b>	<b>904,498</b>	<b>-348,270</b>	<b>556,228</b>	
<b>Total Capital Programme</b>	<b>7,304,355</b>	<b>-5,641,219</b>	<b>1,663,136</b>	<b>-1,050,630</b>	<b>612,506</b>	

**CORE  
GENERAL FUND BASE BUDGET  
SAVINGS/EFFICIENCIES ACTION  
PLAN 2013/14 - 2015/16**

**Key:**

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

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress
<b>Inflation factor</b>		0.020	0.020	0.020	0.020	
<b>Procurement Workstream</b>						
Election software	Green	4,890	4,988	5,087	5,189	Completed
Audit Partnership	Green	15,606	15,918	16,236	16,561	Completed
		<b>20,496</b>	<b>20,906</b>	<b>21,324</b>	<b>21,750</b>	
<b>Transformation Workstream</b>						
WTT - Transformation (Core)	Green	52,020	53,060	54,122	55,204	Completed
Joint CE with NYCC appointed and 1 further FTE reduction	Green		82,000	82,820	83,648	
<b>Total Transformation</b>		<b>52,020</b>	<b>135,060</b>	<b>136,942</b>	<b>138,852</b>	
<b>Value for Money Workstream</b>						
Internal Drainage Boards	Green	148,920	151,898	154,936	158,035	Completed
Community Safety	Green	15,918	16,236	16,561	16,892	Completed
Ward Boundary Review	Green			30,000	30,000	To be implemented following next election May 2015 - amount subject to review of allowances.
<b>Total Value for Money</b>		<b>164,838</b>	<b>168,135</b>	<b>201,498</b>	<b>204,928</b>	
<b>Base Budget Review Workstream</b>						
External Audit Fee	Green	53,370	53,370	53,370	53,370	Completed
Early Retirements - Strain on Pension Fund	Green	96,580	98,512	100,482	102,491	Completed
Corporate and Democratic Core	Green	7,000	7,140	7,283	7,428	Completed
Pay Award from 2.5% est to 1% revised	Green	22,230	33,150	48,118	48,118	Completed
Internal Audit	Green	13,520	13,790	14,066	14,348	Completed
Car Allowances	Green	2,850	2,850	2,850	2,850	Completed
<b>Total Base Budget Review</b>		<b>195,550</b>	<b>208,812</b>	<b>226,169</b>	<b>228,605</b>	
<b>Discretionary Service Review Workstream</b>						
External Grants	Green	12,000	12,000	12,000	12,000	Completed



Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress
<b>Total Discretionary Service Review</b>		<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>	
<b>Income Generation Workstream</b>						
Use of assets for advertising space	<b>Red</b>		25,000	25,000	25,000	Initial bids for space have been received
<b>Total Income Generation</b>		<u>-</u>	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	
<b>Total General Fund Savings</b>		<u>444,904</u>	<u>569,913</u>	<u>622,932</u>	<u>631,136</u>	
<b>Target</b>		<u>397,037</u>	<u>481,374</u>	<u>952,716</u>	<u>977,638</u>	
<b>Headroom/Deficit (+/-)</b>		<u>47,867</u>	<u>88,539</u>	<u>- 318,524</u>	<u>- 326,620</u>	
<b>Green Savings</b>		444,904	544,913	597,932	606,136	
<b>Amber Savings</b>		-	-	-	-	
<b>Red Savings**</b>		-	25,000	25,000	25,000	
<b>Total</b>		<b>444,904</b>	<b>569,913</b>	<b>622,932</b>	<b>631,136</b>	

**ACCESS SELBY****GENERAL FUND BASE BUDGET  
SAVINGS/EFFICIENCIES ACTION PLAN****Key:**

Green	Savings likely to be
Amber	Tentative savings -
Red	Savings require a change in Council policy

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress
<b>IT &amp; Transformation Workstream</b>						
Spend to save initiatives	Red	0.020	0.020	0.020	0.020	
CRM Replacement - Capital investment required to achieve revenue savings	Red	0	0	52,785	53,840	Approval has been given for the CRM replacement project. Realisation of savings is highly dependant on staff efficiencies being achieved - Reprofiled for expected start date.
Mobile Working - Capital investment required to achieve revenue savings	Red	0	0	125,038	142,814	Approval has been given for the Mobile Working Project. Realisation of savings is highly dependant on staff efficiencies being achieved - Reprofiled for expected start date.
<b>Total Transformation</b>		-	<b>25,000</b>	<b>203,323</b>	<b>222,664</b>	
<b>Commissioning Workstream</b>						
Collaborative corporate contracts through shared procurement service	Red	-	43,829	42,047	45,214	This is a target set for the procurement team and is a reducing balance as savings are identified. The original target was £150k and these balances reflect savings still to be achieved.No further savings have yet been identified for 2013/14.
ICT	Green	15,000	15,300	15,606	15,918	Additional savings from the review of the profile of software maintenance payments.
CCTV - Equipment Rental	Green	-	3,450	3,519	3,589	A review of the contract identified equipment rental savings.
CCTV - Private Contractors - Contract	Green	-	3,210	3,274	3,340	A review of the contract identified contractor savings.
CCTV - Equipment Rental / Repairs & Maintenance	Green	9,130	-	-	-	In year savings as the new contract arrangements take effect
<b>Total Commissioning</b>		<b>24,130</b>	<b>65,789</b>	<b>64,446</b>	<b>68,062</b>	
<b>Income Generation Workstream</b>						
Negotiation for share of out performance on Council Tax collection	Amber	-	5,518	5,573	5,684	Collection target for 2013/14 not achieved as at 31 March 2014
Car Park Income	Red	-	20,000	20,333	21,000	No savings will be achieved in 13/14. New long stay car park not meeting capacity expectations coinciding with free car parking for profiles gym users and availability of free parking in town centre.
Court Cost / Summons Income - Council Tax recovery proceedings	Green	6,520	0	0	0	Changes in recovery proceedings has resulted in a sharp increase in costs raised against Council Tax accounts for Court/Summons Fees. Accounts are now taken with smaller arrears values to prevent on-going debtors. This may be a one-off spike as a result of the change, and therefore will need to be reassessed for 14/15 onwards. (to date £80k received, expected to achieve target).

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress
Enhanced Planning Advice Service	Green	3,000	15,000	15,300	15,606	Enhanced Planning Advice commences January 14 on 6 month pilot. Estimated annual saving of £15k over and above investment in staff. £1500 estimated for 2013/14
Maximise current income streams	Amber	-	100,000	102,000	104,040	No savings are shown for 2013/14 due to individual targets being shown separately on this spreadsheet as they are identified. The savings shown are for future years, and Officers are continuing to try and identify income streams to achieve these targets.
Redeploy resources to pursue grant funding opportunities	Red	0	50,000	51,000	52,020	No savings have been achieved in 2013/14.
Policy changes to introduce new income streams	Red	-	-	100,000	102,000	
Programme for Growth	Green	40,000	40,000	40,000	0	Target saving achieved in 2013/14. Future targets are based on this figure, however these are currently under review.
<b>Total Income Generation</b>		<b>49,520</b>	<b>230,518</b>	<b>334,206</b>	<b>300,350</b>	
<b>Other</b>						
Car Allowances	Amber	-	17,150	17,150	17,150	Remainder of target to achieve through alternative allowance options
Vacancy / Secondment savings between appointments	Amber	-	38,229	38,611	39,383	HR to provide a calculated turnover / secondment figure in order to calculate an estimated saving in future years. Current estimate is based on the 13/14 figure.
<b>Total Other</b>		<b>-</b>	<b>55,379</b>	<b>55,761</b>	<b>56,533</b>	
<b>General Fund Savings in Progress</b>		<b>73,650</b>	<b>376,685</b>	<b>657,736</b>	<b>647,609</b>	
<b>Completed (GREEN) General Fund Savings</b>		<b>3,074,777</b>	<b>2,978,196</b>	<b>3,094,183</b>	<b>3,151,628</b>	<b>(Maintained on a separate sheet)</b>
<b>Total General Fund Savings</b>		<b>3,148,427</b>	<b>3,354,881</b>	<b>3,751,918</b>	<b>3,799,238</b>	
<b>New Target</b>		<b>3,173,668</b>	<b>3,411,816</b>	<b>3,582,719</b>	<b>3,619,388</b>	
<b>Headroom/Deficit (+/-)</b>	**	<b>- 25,242</b>	<b>- 56,935</b>	<b>169,199</b>	<b>179,850</b>	
<b>Green Savings</b>		3,148,427	3,055,156	3,171,882	3,190,082	
<b>Amber Savings</b>		-	160,896	163,334	166,257	
<b>Red Savings**</b>		-	138,829	416,703	442,899	
<b>Total</b>		<b>3,148,427</b>	<b>3,354,881</b>	<b>3,751,918</b>	<b>3,799,238</b>	

**ACCESS SELBY  
GENERAL FUND BASE BUDGET  
SAVINGS/EFFICIENCIES ACTION PLAN 2013/14 -  
2015/16**

Key:	
Green	Savings likely to be
Amber	Tentative savings - further
Red	Savings require a change in Council policy or significant

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress
<b>Inflation factor</b>		0.020	0.020	0.020	0.020	
<b>Procurement Workstream</b>						
Change provider for telephone calls and rationalisation of telephone accounts	Green	20,480	20,940	21,358	20,530	Completed
CCTV	Green	32,950	33,609	34,281	34,967	Completed
Partnering Back Office Support	Green	93,000	94,860	96,757	98,692	Completed
Pest Control Contract	Green	1,200	1,224	1,248	1,273	Completed
Recycling	Green	159,000	162,180	165,424	168,732	Completed
Green Waste - Gate fees and reduced mileage costs negotiated with Enterprise	Green	20,000	20,400	20,808	21,224	Completed
Contact Centre Electricity	Green	10,000	10,200	10,404	10,612	Completed
ICT - Server Virtualisation	Green	10,000	10,200	10,404	10,612	Completed
Gas Utilities Contract	Green	6,160	6,283	6,409	6,537	Completed
Change in printer / photocopier paper	Green	600	600	600	600	Completed
Change in Washroom Service contracts	Green	3,200	3,200	3,200	3,200	Completed
Citizen Link Printing	Green	800	800	800	800	Completed
Printer/Photocopier Contract - saving on Annual Rental	Green	3,730	8,955	8,955	5,225	Completed
Coshh Management	Green	3,500	3,500	3,500	3,500	Completed
Negotiate savings within Street Scene Contract	Green	31,870	32,507	33,158	33,821	Completed
		<b>396,490</b>	<b>409,458</b>	<b>417,306</b>	<b>420,326</b>	

Proposed Savings	Status	2013/14 £	2014/15 £	2015/16 £	2016/17 £	Progress
Cash collection/cash in transit contract costs	Green	2,200	2,200	2,200	2,200	Completed
WTT - Transformation (SDV)	Green	1,380,890	1,394,699	1,408,646	1,422,732	Completed
WTT - Transformation HRA Impact / Reviewing Apportionment to HRA	Green	91,970	92,890	93,819	94,757	Completed
Business Support - Replace 2a Post with 1b	Green	2,545	4,510	4,510	4,510	Report approved in November to replace Supervisor role at 2a with an additional 1b post.
Court Cost / Summons Income - Council Tax recovery proceedings	Green	96,600	0	0	0	Changes in recovery proceedings has resulted in a sharp increase in costs raised against Council Tax accounts for Court/Summons Fees. Accounts are now taken with smaller arrears values to prevent on-going debtors. This may be a one-off spike as a result of the change, and therefore will need to be reassessed for 14/15 onwards. (to date £80k received, expected to achieve target).
CCTV - Equipment Rental / Repairs & Maintenance	Green	16,000		-	-	In year savings as the new contract arrangements take effect
Running costs of new Civic Centre	Green	36,330	37,057	37,798	38,554	Savings already achieved. Budgets reduced to take into account lower cost of utilities , repairs and maintenance etc.
Barlby Depot	Green	13,360	13,627	13,900	14,178	Completed
Industrial Units	Green	17,000	17,340	17,687	18,041	As any profits are no longer shared with partners (notification received in November 2013), this saving represents the amount of income retained by SDC.
Maximise current income streams	Green	86,800				Current year income surpluses for AVS/Core secondment £34K, Legal Costs £15k and Land Charges income £12K. The secondment is one-off only, Legal and Land Charges income will need to be monitored in the new year with a view to assessing whether the rise in income will be an on-going trend. An expected £10k surplus is anticipated on recycling income, as excess recycling credits exceed the shortfall in the sale of recyclable goods. Due to a large volume of sales, it is anticipated that there will be an excess of £16k from the sale of domestic wheeled bins.
ICT	Green	10,000	10,200	10,404	10,612	Additional savings from the review of the profile of software maintenance payments.
External Audit - Grants Audit Fee	Green	17,020	17,360	17,708	18,062	Following change from Audit Commission to Mazars - standard inspection of Grants fee has reduced by £17,020
Car Allowances	Green	24,000	24,000	24,000	24,000	Completed - Savings achieved removed from Base
Housing Benefit Overpayments Recovery	Green	125,000	127,500	130,050	132,651	Will require year end reconciliations, however currently performing to target or above.
Vacancy / Secondment savings between appointments	Green	37,850				Savings arising from timing of new appointments following vacancies / secondments.
Homeless Persons	Green	5,000		-	-	Reduction in the level of funding to Night Stop due to a fall in the number of cases.
Printing Costs	Green	7,000	8,000			Identified reduction in the cost of printing within the Business Support Unit
<b>Total Transformation</b>		<b>1,969,565</b>	<b>1,749,383</b>	<b>1,760,720</b>	<b>1,780,296</b>	

**Asset Management Workstream**

<b>Proposed Savings</b>	<b>Status</b>	<b>2013/14 £</b>	<b>2014/15 £</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>Progress</b>
Vacation of Portholme Road Depot	Green	13,497	13,497	13,497	13,497	Completed
<b>Total Asset Management</b>		<b>13,497</b>	<b>13,497</b>	<b>13,497</b>	<b>13,497</b>	
<b>Value for Money Workstream</b>						
<b>Total Value for Money</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Base Budget Review Workstream</b>						
Pay award - Estimate reduced from 2.5% to 1%.	Green	81,730	166,280	255,040	255,040	Completed
Rationalisation IT Support Costs	Green	50,000	51,000	52,020	53,060	Completed
Rationalisation of cost base	Green	100,000	102,000	104,040	106,121	Completed
Frozen posts/vacancies	Green	19,320	19,513	19,708	19,905	Completed
Compensation for legacy costs/income pressures	Green	136,000	138,720	141,494	144,324	
Redundant ICT systems	Green	25,000	25,500	26,010	26,530	Savings achieved are Intech Benefit Fraud £5890, Legal Radius Arms £4463 and
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	5,000	Completed
Public Conveniences Contract - Inflation	Green	3,000	3,000	3,000	3,000	Completed
Licensing Income	Green	2,700	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	1,640	1,640	1,640	1,640	Completed
General Office Expenses	Green	8,480	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	16,000	16,000	16,000	16,000	Completed

<b>Proposed Savings</b>	<b>Status</b>	<b>2013/14 £</b>	<b>2014/15 £</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>Progress</b>
Further Base Budget Review Savings - details on supplementary list	Green	6,500	6,500	6,500	6,500	Completed
Further Base Budget Review Savings - details on supplementary list	Green	61,385	79,575	79,576	106,236	Completed
<b>Total Base Budget Review</b>		<b>572,225</b>	<b>681,378</b>	<b>776,678</b>	<b>810,007</b>	
<b>Discretionary Service Review Workstream</b>						
HR - Budget review	Green	5,000	5,000	5,000	5,000	Completed
Charge for planning advice	Green	30,000	30,600	31,212	31,836	Now charging for planning advice, further proposals for additional income generation within Planning are being considered
Reduce opening hours at Access Selby	Green	35,000	35,350	35,704	36,061	Completed
Barlow Nature Reserve	Green	53,000	53,530	54,065	54,606	Completed
<b>Total Discretionary Service Review</b>		<b>123,000</b>	<b>124,480</b>	<b>125,981</b>	<b>127,503</b>	
<b>Total General Fund Savings</b>		<b>3,074,777</b>	<b>2,978,196</b>	<b>3,094,183</b>	<b>3,151,628</b>	
<b>Savings Target</b>		<b>3,173,668</b>	<b>3,340,335</b>	<b>3,457,103</b>	<b>3,457,103</b>	
<b>New Target</b>		<b>3,173,668</b>	<b>3,340,335</b>	<b>3,457,103</b>	<b>3,457,103</b>	
<b>Headroom/Deficit (+/-)</b>	**	<b>- 98,892</b>	<b>- 362,139</b>	<b>- 362,920</b>	<b>- 305,475</b>	
<b>Green Savings</b>		3,074,777	2,978,196	3,094,183	3,151,628	
<b>Amber Savings</b>		-	-	-	-	
<b>Red Savings**</b>		-	-	-	-	
<b>Total</b>		<b>3,074,777</b>	<b>2,978,196</b>	<b>3,094,183</b>	<b>3,151,628</b>	

**HOUSING REVENUE ACCOUNT BASE BUDGET SAVINGS 2013/14 - 2015/16**  
**ACCESS SELBY**

## 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	2013/14 £	2014/15	2015/16	2016/17	Progress
<b>Inflation factor</b>	0.020				
<b>Proposed Savings</b>					
Review of Property Services unfilled posts	Green	50,000	50,000	50,000	50,000 Completed
Gas Servicing Contract	Green	20,000	20,000	20,000	20,000 Completed
Grassed Areas & Open Spaces base budget review	Green	29,000	29,000	29,000	29,000 Completed
Various Suppliers	Green	22,000	22,000	22,000	22,000 Completed
WTT - Savings	Green	129,591	129,591	129,591	129,591 Completed
2011/12 Pay Award	Green	27,000	27,000	27,000	27,000 Completed
Car Allowances	Green	5,600	5,600	5,600	5,600 Completed
Savings on Audit Fees and early Retirement Charges	Green	24,800	40,460	40,460	40,460 Completed
Ryecare Help-Line Telecom Saving	Green	700	700	700	700 Completed
Consolidation of IT Budgets	Green	23,685	23,685	23,685	23,685 Completed
Electrical Testing - R&M	Green	10,000	15,000	15,000	15,000 Completed
Vehicle Tracking System	Green	500	500	500	500 Completed
Direct Works - Phones	Green		2,000	2,000	2,000 Completed
Grants Audit Fees	Green	6,000	6,000	6,000	6,000 Completed
Clear Access Footways	Green		2,500	2,500	2,500 Completed
Footpaths	Green	6,000	10,000	10,000	10,000 Completed
Gutters & Fallpipes	Green	5,000	5,000	5,000	5,000 Completed
Tenants Participation - Housing Reports	Green		450	370	370 Completed
Energy Performance Certificates	Green	3,000	3,000	3,000	3,000 Completed
<b>Total Housing Revenue Account Savings</b>		<b>362,876</b>	<b>392,486</b>	<b>392,406</b>	<b>392,406</b>
<b>Target Savings</b>		<b>360,000</b>	<b>360,000</b>	<b>360,000</b>	<b>360,000</b>
<b>Headroom/Deficit (+/-)</b>		<b>2,876</b>	<b>32,486</b>	<b>32,406</b>	<b>32,406</b>

Green Savings	362,876	392,486	392,406	392,406
Amber Savings				
Red Savings**				



### Access Selby Carry Forward Budget Requests from 2013/14 to 2014/15

General Fund Revenue					
Description		Purpose of Carry Forward	13/14 Current Budget	Remaining Budget	Carry Forward Request
Access Selby Board	Consultancy	Funding to be utilised to continue development of AS Board and support of independent member.	7,790	4,390	4,390
Core Strategy - Legal Challenge	Legal Fees	To continue to defend Core Strategy - Hearing expected July 14	40,000	22,657	22,650
Climate Change	Miscellaneous Costs	To deliver delayed SAPP research due to legal challenge	5,000	5,000	5,000
Development Policy Research	Projects Fund	To deliver delayed SAPP research due to legal challenge	55,000	55,000	55,000
Development Policy Service	Local Plan Statutory Requirement	To deliver delayed SAPP research due to legal challenge	7,000	16,205	16,200
Development Policy Service	Specialist Fees	To deliver delayed SAPP research due to legal challenge	417,430	358,528	356,000
Access Selby Management Team	Salaries	AS Contribution towards on-going graduate placements, internship and modern apprentice, PB10 Ready for Work	478,400	76,990	53,870
Homeless Persons	Homeless Strategy	To continue to fund Housing Options posts and Homeless Prevention work	60,000	14,132	14,130
Homeless Persons	Projects Fund	To continue to fund Housing Options Development Officer post.	45,310	29,227	29,220
Green Deal Scheme	Contributions	2nd half of Green Deal scheme payment due 14/15	18,060	9,030	9,030
AS Spend to Save	Project Fund	To continue to support existing and new spend to save initiatives in '14/15	150,000	141,020	141,020
Profiles Leisure Provision	WLCT Contract	Carry forward contract savings to continue to support Profiles provision in 14/15	369,060	121,680	121,680
<b>Total</b>			<b>1,653,050</b>	<b>853,859</b>	<b>828,190</b>

Housing Revenue Account Revenue					
Description		Purpose of Carry Forward	13/14 Current Budget	Remaining Budget	Carry Forward Request
Housing Management	Valuations	Condition Survey work commenced in April 14	50,000	50,000	50,000
<b>Total</b>			<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

General Fund Capital					
Description		Purpose of Carry Forward	13/14 Current Budget	Remaining Budget	Carry Forward Request
ICT Capital Projects	Website & Intranet	Project to commence in 14/15 alongside CRM & Mobile Working Projects	85,000	85,000	85,000
Industrial Unit Road Adoption	Repairs & Maintenance	Road adoption work still on-going	25,000	24,381	24,380
Tadcaster Central Area Redevelopment	Repairs & Maintenance	Required to complete programme of works in '1415	330,960	137,204	137,200
Mast Relocation Project	Consultancy Fees	Options paper to be drafted for consideration as part of phase 2, P4G	145,210	142,330	142,330
ICT Capital Projects	DIP Maintenance	Phase 2 of the DIP upgrade (Retention & Disposal Module) to be completed Q1 14/15	23,000	11,900	11,900
ICT Capital Projects	Environmental Health System	To commence once Windows 7 project is completed - expected to commence April 14	65,000	58,000	58,000
ICT Capital Projects	Network	To cover final hardware purchases as part of windows 7 rollout project	105,835	7,320	5,800
CCTV	Equipment & Materials	To complete de-commissioning of old CCTV installations - physical removal of CCTV columns, scheduled April 14	23,600	17,669	14,000
ICT Capital Projects	Mobile Working	Mobile Working project delayed pending completion of other ICT projects - expected to commence during 14/15	81,000	81,000	81,000
HRA ICT - Capital Projects	Software	Housing System upgrade to be completed after windows 7 project	75,000	75,000	75,000
Disabled Facilities Grants	Grant Payments	To fund the balance of committed works from the 13/14 budget that have not yet been completed	350,000	71,733	67,749
<b>Total</b>			<b>1,309,605</b>	<b>711,536</b>	<b>702,359</b>

Housing Revenue Account Capital					
Description		Purpose of Carry Forward	13/14 Current Budget	Remaining Budget	Carry Forward Request
Kitchens Decent Homes	Improvements to Property	Works committed but will be carried out in the 14/15 programme to gain efficiencies of scale	353,570	13,828	13,820
Electrical Rewires	Improvements to Property	Rewires committed to airey properties but not yet completed	260,000	4,420	4,420
Airey Properties	Improvements to Property	To continue to progress on final phases of property project	486,980	26,139	26,130
Roof Replacement	Improvements to Property	Delay in completing 2 roof replacements due to party wall issues	560,000	38,708	9,000
Central Heating systems	Improvements to Property	E7 to Gas Installations slow due to reluctance from some tenants - therefore replacements are being made as and when systems fail, properties become void etc	1,684,840	509,325	200,000
External Door Replacements	Improvements to Property	Works committed but will be completed in 14/15	161,010	14,922	14,900
Solid Fuel Replacements	Improvements to Property	Installations slow due to reluctance from some tenants - therefore replacements being made as and when systems fail, properties become void etc	250,000	179,000	80,000
<b>Total</b>			<b>3,756,400</b>	<b>786,342</b>	<b>348,270</b>

### Core & Communities Selby Carry Forward Budget Requests from 2013/14 to 2014/15

General Fund Revenue - Core					
Description		Purpose of Carry Forward	13/14 Current Budget	Remaining Budget	Carry Forward Request
Register of Electors	Project Fund	IER Funding - project to be completed in 14/15	3,020	3,020	3,020
Chairmans Allowance	Incoming Chair allowance	Balance of 13/14 Chair Allowance required to complete year in office	5,910	3,170	3,170
Democratic Core	Members Seminars & Training	To carry out a new Member training programme, including the use of external training sources	8,000	7,585	6,000
Grants & Loans to Businesses	Grants	To fund contributions committed from Leaders Contingency	40,000	20,000	20,000
Joint Working Arrangements	Miscellaneous costs	NYCC / SDC joint working arrangements will continue into 14/15	30,000	28,954	28,950
Commissioning (Leaders) Contingency Balance	Contingency	To allow for additional Better Together Programme costs not yet known	202,850	13,976	13,975
Operational Contingency Balance	Contingency	To allow for additional Better Together Programme costs not yet known	125,660	8,655	8,655
<b>Total</b>			<b>415,440</b>	<b>85,360</b>	<b>83,770</b>

General Fund Revenue - Communities Selby					
Description		Purpose of Carry Forward	13/14 Current Budget	Remaining Budget	Carry Forward Request
Northern CEF	FWAG Grant	To deliver Community Development Plan in 14/15	20,000	20,000	20,000
Community Engagement Forums	Projects Fund	To deliver Community Development Plan in 14/15	21,020	21,020	21,020
Local Strategic Partnership	Projects Fund	Support Selby North Project 14/15	20,267	20,260	20,260
Tadcaster Tough Stuff	Projects Fund	To complete Projects	15,000	9,392	9,390
Northern CEF	Projects Fund	To deliver Community Development Plan in 14/15	54,190	43,823	43,820
Miscellaneous Grants	Grants	Local Hero Award Support - to be paid 14/15	3,955	2,695	2,695
<b>Total</b>			<b>134,432</b>	<b>117,190</b>	<b>117,185</b>

<b>Total Carry Forwards</b>			<b>7,318,927</b>	<b>2,604,287</b>	<b>2,129,774</b>
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# Selby District Council

## REPORT

Reference: E/14/10

Public - Item 6



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Key Decision  
**Report Published:** 25 June 2014  
**Author:** Jodie Taylor – Lead Officer Finance  
**Executive Member:** Councillor C Lunn – Lead Member for Finance & Resources  
**Lead Director:** Karen Iveson, Executive Director (s151)

**Title:** Treasury Management – Annual Review 2013/14

### Summary:

This report reviews the Council's borrowing and investment activity (Treasury Management) for the financial year to 31<sup>st</sup> March 2014 and presents performance against the Prudential Indicators.

On average the Council's investments totalled £23.9m over the year at an average rate of 1.03% and earned interest of £248k which was £3k higher than the budget.

Long-term borrowing totalled £60.3m at 31 March 2014, with an average interest rate of 4.19%. £57.7m of long term borrowing related to the Housing Revenue Account (HRA). The Council had no short term borrowing in place as at 31 March 2014.

Prudential Indicators – the Council's affordable limits for borrowing were not breached during this period.

Officers are currently investigating the potential benefits of entering into a sweeping arrangement with North Yorkshire County Council for them to manage the Councils future investments as part of an overall investment pool.

## **Recommendations:**

- i. **Councillors endorse the actions of officers on the Council's treasury activities for 2013/14 and approve the report.**
- ii. **It is recommended to Council that North Yorkshire County Council's 2014/15 Annual Investment Strategy and resulting current Lending List is adopted.**

## **Reasons for recommendation**

**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.**

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

- 1.1 This is the final monitoring report for Treasury Management in 2013/14 and covers the period 1 April 2013 to 31 March 2014. During this period the Council complied with its legislative and regulatory requirements.
- 1.2 Treasury management in Local Government is governed by the CIPFA "Code of Practice on Treasury Management in the Public Services" and in this context is the management of the Council's cash flows, its banking and its capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks. This Council has adopted the Code and complies with its requirements.
- 1.3 The Council's Treasury Strategy, including the Annual Investment Strategy was approved by the Executive on 7 February 2013 and this incorporated the Prudential Indicators which had been approved by Council at its meeting on 26 February 2013.
- 1.4 The two key budgets related to the Council's treasury management activities are the amount of interest earned on investments £245k (£200k General Fund, £45k Housing Revenue Account) and the amount of interest paid on borrowing £2.5m (£112k General Fund, £2.4m Housing Revenue Account).

### **2. The Report**

#### **Interest Rates and Market Conditions**

- 2.1 The original expectation for 2013/14 was that Bank Rate would not rise during the year and for it to start gently rising early in 2015. This forecast rise has now been pushed back to start in late 2015. Economic growth (GDP) in the UK was virtually flat during 2012/13 but surged strongly during the year. Consequently there was no additional quantitative easing during 2013/14 and Bank Rate ended the year unchanged at

0.5% for the fifth successive year.

2.2 While CPI inflation had remained stubbornly high and substantially above the 2% target during 2012, by January 2014 it had, at last, fallen below the target rate to 1.9% and then fell further to 1.7% in February. It is also expected to remain slightly below target rate for most of the two years ahead.

2.3 The Funding for Lending Scheme, announced in July 2012, resulted in a flood of cheap credit being made available to banks which then resulted in money market investment rates falling drastically in the second half of that year and continuing into 2013/14 as shown in Table 1. While the part of the Scheme which supported the provision of credit for mortgages was terminated in the first quarter of 2014 as concerns rose over resurging house prices, rates have so far remained flat.

**Table 1: Average Interest Rates 1 April 2013 to 31 March 2014**

	<b>April 2013</b>	<b>June 2013</b>	<b>Sept 2013</b>	<b>Dec 2013</b>	<b>March 2014</b>
<b>Base Rate (Bank Rate)</b>	0.50	0.50	0.50	0.50	0.50
<b>Over Night</b>	0.40	0.40	0.40	0.40	0.32
<b>7 Days</b>	0.40	0.40	0.40	0.40	0.37
<b>1 month</b>	0.40	0.40	0.40	0.40	0.40
<b>3 Months</b>	0.45	0.45	0.45	0.45	0.40
<b>6 Months</b>	0.55	0.55	0.55	0.50	0.50
<b>1 Year</b>	0.80	0.75	0.75	0.75	0.75

2.4 Gilt yields began to rise during 2013 as markets anticipated the start of a reduction in quantitative easing in the US. However, volatility set in during early 2014 as fears around emerging markets, the Chinese economy, Eurozone deflation and the situation in the Ukraine caused rates to dip back down.

2.5 The EU sovereign debt crisis subsided during the year and confidence in the ability of the Eurozone to remain intact increased substantially. The ECB's commitment to do "whatever it takes" to support struggling Eurozone countries has led to a return of confidence in its banking system which has continued into 2013/14 and led to a move away from only very short term investing. However, this is not to say that the problems of the Eurozone, or its banks, have ended as the zone faces the likelihood of weak growth over the next few years at a time when the total size of government debt for some nations is likely to continue rising.

- 2.6 The Council's Treasury Advisors, Capita provided a forecast for interest rates for both investments and PWLB borrowing as part of the Treasury Management Strategy. Table 2 shows the actual bank rate and PWLB rates at the end of the year compared to forecasts during the year. The table shows the bank rate ended the year at 0.5%, the same level as at the start of the year, whilst PWLB rates are up to 1.1% higher depending on the duration of the borrowing as a result of the volatility in the gilt markets throughout 2013/14.

**Table 2: Interest Rates Forecast During Year & Actual at 31 March 2014**

	Forecast	Forecast	Forecast	Forecast	Actual
	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	31 March 2014
<b>Bank Rate</b>	0.50	0.50	0.50	0.50	0.50
<b>5 Yr PWLB</b>	1.50	1.50	1.60	1.60	2.67
<b>10 Yr PWLB</b>	2.50	2.50	2.60	2.60	3.64
<b>25 Yr PWLB</b>	3.80	3.80	3.80	3.80	4.31
<b>50 yr PWLB</b>	4.00	4.00	4.00	4.00	4.29

**Annual Investment Strategy 2013/14**

- 2.6 The Annual Investment Strategy outlines the Council's investment priorities which are :
- ⊕ Security of Capital and
  - ⊕ Liquidity of its investments

These priorities are consistent with those recommended by DCLG and CIPFA.

- 2.7 The Council's aim was to achieve optimum return on investments commensurate with these priorities. In the current economic climate it was considered prudent to keep investments with financial institutions short-term thus minimising the on-going risks within the banking sector. Investments were however placed with other local authorities for longer periods.
- 2.8 The Council continues to invest in only highly credit rated institutions using the Capita Asset Services suggested creditworthiness matrices which take information from all the credit ratings agencies. Officers can confirm that the Council has not breached its approved investment limits during the year. Appendix A shows an analysis of Investments at 1 April, 30 June, 30 September, 31 December 2013 and 31 March 2014.
- 2.9 The Council set a budget target rate of return for investments for the year at 1.25%. Despite interest rates remaining low throughout the year

and the challenge of increased security risks reducing the timeframe and the choice of institutions that the Council could invest with, the Council achieved an annual rate of return of 1.03% on investments. While the annual rate of return was slightly below the budgeted figure, higher than anticipated surplus cash balances throughout the year enabled the Council to achieve investment income of £248k (£2k higher than budgeted) of which £203k will be allocated to the General Fund and £45k to the HRA.

- 2.10 As noted above, the interest earned by both the General Fund and the HRA was slightly above target due to surplus balances continuing to be relatively high. The average level of funds available for investment during the year was £23.9m. This was predominantly due to changes in the capital programme as well as a combination of savings and rephasing of expenditure within the revenue budget.
- 2.11 An average of £12.3m was invested in fixed term deposits (mainly with other local authorities and government backed banks) throughout the year at an average of 1.56%, £6.7m was invested in Money Markets at an average rate of 0.38% and £4.9m was held in the Council's immediate access deposit accounts at a rate of 0.59%. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme. The Council held approximately £14.0m of core cash balances made up of earmarked reserves and capital receipts set aside to repay debt for investment purposes (i.e. funds available for more than one year). Table 3 shows the Council's investment position as at 31 March 2014.

**Table 3: Investment Portfolio Position**

	31 <sup>st</sup> March 2013		31 <sup>st</sup> March 2014	
	Principal £'000	Annual Return %	Principal £'000	Annual Return %
Total Investments:	17,459	1.52	22,250	0.91

- 2.12 The Council had a benchmark of its budget target of 1.25% to reflect performance of investments. The rate of return being achieved on investments of £22.3m as at 31 March 2014 was 0.91% which is slightly below benchmark due to continuingly low investment rates.

**Borrowing**

- 2.13 It is a statutory duty for the Council to determine and keep under review its "Affordable Borrowing Limits". The Council's approved Prudential Indicators (affordable limits) were outlined in the Treasury Management Strategy Statement (TMSS). A list of the limits is shown at Appendix B. Officers can confirm that the Prudential Indicators were not breached



during the year.

- 2.15 Table 4, which sets out an analysis of the Council's long term debt position, shows no further borrowing was undertaken in 2013/14 to support the capital programme as per the TMSS.

Table 4: Current Long Term Debt Position

	31 <sup>st</sup> March 2013		31 <sup>st</sup> March 2014	
	Principal £'000	Rate %	Principal £'000	Rate %
Long Term Fixed Rate Funding:				
- PWLB (Public Works Loan Board)	53,833	3.63	53,833	3.63
- Market	6,500	8.79	6,500	8.79
Total Long Term Funding	60,333	4.19	60,333	4.19
Short Term				
- Market	0	0.00	0	0.00
Total Debt	60,333	4.19	60,333	4.19

- 2.16 The long term debt is split into two portfolios, one for the General Fund with £2.6m at an average rate of 4.31% and one for the HRA with £57.733m at an average rate of 4.18%.

- 2.17 The Council approved an Authorised Borrowing Limit of £75.0m and an Operational Borrowing Limit of £71.0m for 2013/14.

### **3. Annual Investment Strategy 2014/15**

- 3.1** A proposal currently being finalised is for the future investments of this Council to be managed as part of an overall investment pool operated by North Yorkshire County Council (NYCC). NYCC currently operates such an investment pool where its own cash balances and those of several other public sector organisations are merged together to form a combined investment pool. Such an arrangement achieves economies of scale in terms of overall better interest returns together with the efficiencies resulting from not having to administer individual authority investment operations. A Service Level Agreement is being finalised for this arrangement.
- 3.2** This arrangement will be achieved through a 'daily sweeping' arrangement whereby the Council's daily bank account balance (either debit or credit) is swept into NYCC's account, along with the balances of relevant other organisations to form a combined investment pool. As the arrangements are operated and investments made by NYCC on the

basis of a total investment pool, individual tailored investments for the separate participating organisations are not made.

- 3.3** As a result of these 'bank account balance sweep arrangements' the Council will have instant access to required funds for its cash flow purposes and surplus cash will be automatically invested. Interest will be paid to the Council at the same average rate as earned by NYCC on the total funds loaned out through the investment pool.
- 3.4** NYCC's investment priorities are in line with those of the Council – firstly the security of capital and secondly the liquidity of investments. The highest return (yield) is sought on investments only when proper levels of security and liquidity are achieved. However, the investment risk appetite of NYCC is low in order to give priority to the security of investments.
- 3.5** Any loss incurred by NYCC as a result of default by a bank / building society counterparty would be apportioned between NYCC and the Authority, and other organisations operating a similar arrangement with NYCC, in proportion to the total surplus cash funds at the time of default.
- 3.6** In order to operating these pooling arrangements with NYCC as described above the Council will be required to adopt the Annual Investment Strategy and resulting Approved Lending list of NYCC. The Annual Investment Strategy of NYCC for 2014/15 as approved in February 2014 and resulting latest Approved Lending List both of which are required to be adopted are attached as Appendix C and Appendix D respectively, for consideration and approval.
- 3.7** NYCC's Annual Investment Strategy to be adopted largely mirrors the Council's current policy to be replaced. The NYCC Investment Policy has the same two fundamental objectives as the Council:
- The security of capital (protecting the capital sum from loss) and then
  - The liquidity of investments (keeping the money readily available for expenditure when needed).

In order to ensure the security and liquidity of investments NYCC also maintains a creditworthiness policy underpinned by the Capita Asset Services model.

- 3.8** NYCC's 2014/15 Investment Strategy which the Council is now being recommended to adopt as detailed in Appendix C, does differ slightly in some areas to the Council's current strategy. For example, the forecast average rate of return set out in the Council's Annual Strategy approved on 25 February 2014 was 1.25% whereas due to the continuing challenging investment environment, NYCC's forecast investment return

was lower at 0.75%. It is not expected however that these differences will have a negative impact on the Council's investment activities in terms of security of capital, liquidity or rate of return.

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

##### **4.1 Legal Issues**

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

##### **4.2 Financial Issues**

There are no financial implications as a result of this report. However, the Executive Director (s151) and Lead Officer - Finance will, with advice from the Council's advisor (Capita Asset Services) look to maximise opportunities with the Council's investment and borrowing position.

#### **5. Conclusion**

- 5.1 The impact of the economy, and the turmoil in the financial markets, has had an impact on the Council's investment returns and will continue to do so for some while, however this has been mitigated by better than expected cash flows.

#### **6. Background Documents**

Finance treasury management files

##### **Contact Details**

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##### **Appendices:**

Appendix A – Analysis of Deposits at 1 April 2013, 30 June 2013, 30 September 2013, 31 December 2013, 31 March 2014.  
Appendix B – Prudential Indicators as at 31 March 2014.  
Appendix C – NYCC Annual Investment Strategy 2014/15  
Appendix D – NYCC Approved Lending List  
Appendix E – NYCC Annual Investment Strategy Specified Investments  
Appendix F – NYCC Annual Investment Strategy Non-Specified Investments  
Appendix G – NYCC Approved Countries for Investment

Institution	At 1 April 2013			At 30 June 2013			At 30 Sept 2013			At 31 December 2013			At 31 March 2014		
	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %	Amount £'000	Maturity	Rate %
Doncaster Council	1,000	24-May-13	1.40												
Fife Council	1,000	06-Jan-14	1.30	1,000	06-Jan-14	1.30	1,000	06-Jan-14	1.30	1,000	06-Jan-14	1.30			
Lloyds TSB	3,000	16-Oct-13	2.25	3,000	16-Oct-13	2.25	3,000	16-Oct-13	2.25	3,000	16-Oct-14	0.98	3,000	16-Oct-14	0.98
Lloyds TSB	2,000	01-Aug-14	3.20	2,000	01-Aug-14	3.20	2,000	01-Aug-14	3.20	2,000	01-Aug-14	3.20	2,000	01-Aug-14	3.20
Nat West	1,000	09-Sep-13	1.28	1,000	09-Sep-13	1.28				1,000	01-Oct-14	0.79	1,000	01-Oct-14	0.79
Nat West	1,000	15-Nov-13	1.50	1,000	15-Nov-13	1.50	1,000	15-Nov-13	1.50	1,000	14-Nov-14	0.78	1,000	14-Nov-14	0.78
Newcastle City Council	3,000	07-May-15	1.00	3,000	07-May-15	1.00	3,000	07-May-15	1.00	3,000	07-May-15	1.00	3,000	07-May-15	1.00
Newcastle City Council	1,000	28-Sep-15	1.00	1,000	28-Sep-15	1.00	1,000	28-Sep-15	1.00	1,000	28-Sep-15	1.00	1,000	28-Sep-15	1.00
North Lanarkshire	2,000	20-May-13	1.20												
Salford City Council													1,000	06-Jan-15	0.55
Handelsbanken							3,000	Call	0.60	3,000	Call	0.60	3,012	Call	0.60
Nat West				2,000	Call	0.70	2,000	Call	0.55	2,000	Call	0.55	2,000	Call	0.55
Nat West	2,397	Call	0.60	959	Call	0.60	1,812	Call	0.50	956	Call	0.50	926	Call	0.50
Bank of Scotland													62	Call	0.40
Money Market Fund - Ignis							3,750	Call	0.38	3,750	Call	0.39	4,250	Call	0.38
Money Market Fund - Federated				5,000	Call	0.38									
Total Deposits	17,397		1.35	19,959		1.31	21,562		1.21	21,706		1.3	22,250		0.91

Analysis of Deposits At 1 April 2013, 30 June 2013, 30 September 2013, 31 December 2013, March 31 2014

**Prudential Indicators – As at 31 March 2014**

Note	Prudential Indicator	2013/14 Indicator	Quarter 4 Actual
1.	Mid Year Capital Financing Requirement £'000	61,674	61,674
	Gross Borrowing £'000	61,726	61,726
	Investments £'000	15,000	22,176
2.	Net Borrowing £'000	46,726	39,550
3.	Authorised Limit for External Debt £'000	75,000	75,000
4.	Operational Boundary for External Debt £'000	71,000	71,000
5.	Limit of fixed interest rates based on net debt %	100%	100%
5.	Limit of variable interest rates based on net debt %	30%	30%
6.	Principal sums invested for over 364 days		
	1 to 2 Years £'000	20,000	4,000
	2 to 3 Years £'000	15,000	0
	3 to 4 Years £'000	5,000	0
	4 to 5 Years £'000	5,000	0
7.	Maturity Structure of external debt borrowing limits		
	Under 12 Months %	20%	0%
	1 Year to 2 Years %	20%	0%
	2 Years to 5 Years %	50%	1.66%
	5 Years to 10 Years %	50%	10.77%
	10 Years to 15 Years %	50%	0%
	15 Years and above %	90%	87.57%

**Notes to the Prudential Indicators**

1. Capital Financing Requirement – this is a measure of the Council's underlying need to borrow long term to fund its capital projects.

## APPENDIX B

2. Net Borrowing (Gross Borrowing less Investments) – this must not except in the short term exceed the capital financing requirement.
3. Authorised Limit for External Debt – this is the maximum amount of borrowing the Council believes it would need to undertake its functions during the year. It is set above the Operational Limit to accommodate unusual or exceptional cashflow movements.
4. Operational Boundary for External Debt – this is set at the Council’s most likely operation level. Any breaches of this would be reported to Councillor’s immediately.
5. Limit of fixed and variable interest rates on net debt – this is to manage interest rate fluctuations to ensure that the Council does not over expose itself to variable rate debt.
6. Principal Sums Invested for over 364 days – the purpose of these limits is so that the Council contains its exposure to the possibility of loss that might arise as a result of having to seek early repayment or redemption of investments.
7. Maturity Structure of Borrowing Limits – the purpose of this is to ensure that the Council is not required to repay all of its debt in one year. The debt in the 15 years and over category is spread over a range of maturities from 23 years to 50 years.

## NORTH YORKSHIRE COUNTY COUNCIL ANNUAL INVESTMENT STRATEGY 2014/15

### Background

- 1.1 Under the Local Government Act 2003 the County Council is required to have regard to Government Guidance in respect of the investment of its cash funds. This Guidance was revised with effect from 1 April 2010. The Guidance leaves local authorities free to make their own investment decisions, subject to the fundamental requirement of an Annual Investment Strategy being approved by the County Council before the start of the financial year.
- 1.2 This Annual Investment Strategy must define the investments the County Council has approved for prudent management of its cash balances during the financial year under the headings of **specified investments** and **non specified investments**.
- 1.3 This Annual Investment Strategy therefore sets out
  - revisions to the Annual Investment Strategy (**paragraph 1.4**)
  - the Investment Policy (**paragraph 1.5**)
  - the policy regarding loans to companies in which the County Council has an interest (**paragraph 1.6**)
  - specified and non specified investments (**paragraph 1.7**)
  - Creditworthiness Policy - security of capital and the use of credit ratings (**paragraph 1.8**)
  - the Investment Strategy to be followed for 2014/15 (**paragraph 1.9**)
  - investment reports to members (**paragraph 1.10**)
  - investment of money borrowed in advance of need (**paragraph 1.11**)
  - investment (and Treasury Management) training (**paragraph 1.12**)

### Revisions to the Annual Investment Strategy

- 1.4 In addition to this updated **Investment Strategy**, which requires approval before the start of the financial year, a revised Strategy will be submitted to County Council for consideration and approval under the following circumstances:
  - (a) significant changes in the risk assessment of a significant proportion of the County Council's investments
  - (b) any other significant development(s) that might impact on the County Council's investments and the existing strategy for managing those investments during 2014/15.

### Investment Policy

- 1.5 The parameters of the Policy are as follows:

- (a) the County Council will have regard to the Government's Guidance on Local Government Investments as revised with effect from 1 April 2010, and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes.
- (b) the County Council's investment policy has two fundamental objectives
  - the security of capital (protecting the capital sum from loss); and then
  - the liquidity of its investments (keeping the money readily available for expenditure when needed)
- (c) the County Council will also aim to seek the highest return (yield) on its investments provided that proper levels of security and liquidity are achieved. The risk appetite of the County Council is low in order to give priority to the security of its investments
- (d) the borrowing of monies purely to invest or lend and make a return is unlawful and the County Council will not engage in such activity
- (e) investment instruments for use in the financial year listed under **specified** and **non-specified investment** categories (see **paragraph 1.7**)
- (f) counterparty limits will be set through the County Council's Treasury Management Practices Schedules.

#### **Policy regarding loans to companies in which the County Council has an interest**

- 1.6
- (a) the County Council's general investment powers under this Annual Treasury Management and Investment Strategy come from the Local Government Act 2003 (Section 12). Under this Act a local authority has the power to invest for any purpose relevant to its functions or for the purpose of the prudent management of its financial affairs
  - (b) in addition to investment, the County Council has the power to provide loans and financial assistance to Limited Companies under the Localisation Act 2011 (and also formally under the general power of wellbeing in the Local Government Act 2000) which introduced a general power of competence for authorities (to be exercised in accordance with their general public law duties)
  - (c) any such loans to limited companies by the County Council, will therefore be made under these powers. They will not however be classed as investments made by the County Council and will not impact on this Investment Strategy. Instead they will be classed as capital expenditure by the County Council under the Local Authorities (Capital Finance and Accounting) Regulations 2003, and will be approved, financed and accounted for accordingly
  - (d) at present the County Council has made loans to two companies in which it has an equity investment (ie Yorwaste and NYnet). In both cases loan limits are set, and reviewed periodically, by the Executive.

#### **Specified and non-specified Investments**



1.7 Based on Government Guidance as updated from 1 April 2010.

- (a) investment Instruments identified for use in the forthcoming financial year are listed in the Schedules attached to this Strategy under the **specified** and **non-specified** Investment categories
- (b) all **specified** Investments (see **Appendix E**) are defined by the Government as options with “relatively high security and high liquidity” requiring minimal reference in investment strategies. In this context, the County Council has defined Specified Investments as being sterling denominated, with maturities up to a maximum of 1 year meeting the minimum high credit quality
- (c) **Non-specified** investments (see **Appendix F**) attract a greater potential of risk. As a result, a maximum local limit of 20% of “core cash” funds available for investment has been set which can be held in aggregate in such investments
- (d) for both **specified** and **non-specified** investments, the attached Schedules indicate for each type of investment :-
  - the investment category
  - minimum credit criteria
  - circumstances of use
  - why use the investment and associated risks
  - maximum % age of total investments
  - maximum maturity period

} (Non-Specified only)
- (e) there are other instruments available as Specified and Non-Specified investments which the County Council will NOT currently use. Examples of such investments are:-

Specified Investments

- Commercial Paper
- Gilt funds and other Bond Funds
- Treasury Bills

Non-Specified Investments

- Sovereign Bond issues
- Corporate Bonds
- Floating Rate notes
- Equities
- Open Ended Investment Companies
- Derivatives

A proposal to use any of these instruments would require detailed assessment and be subject to approval by Members as part of this Strategy. Under existing scrutiny arrangements, the County Council’s Audit Committee will also look at any proposals to use the instruments referred to above.

### **Creditworthiness Policy - Security of Capital and the Use of Credit Ratings**

1.8 The financial markets have experienced a period of considerable turmoil since 2008 and as a result attention has been focused on credit standings of counterparties with whom the County Council can invest funds.

It is paramount that the County Council's money is managed in a way that balances risk with return, but with the overriding consideration being given to the security of the invested capital sum followed by the liquidity of the investment. The Approved Lending List will, therefore, reflect a prudent attitude towards organisations with whom funds may be deposited.

The rationale and purpose of distinguishing specified and non-specified investments is detailed in **paragraph 1.7** above. Part of the definition for a Specified investment is that it is an investment made with a body which has been awarded a high credit rating with maturities of no longer than 364 days

It is, therefore, necessary to define what the County Council considers to be a "high" credit rating in order to maintain the security of the invested capital sum.

The methodology and its application in practice will, therefore, be as follows:-

- (a) the County Council will rely on credit ratings published by the three credit rating agencies (Fitch, Moody's and Standard & Poor's) to establish the credit quality (ability to meet financial commitments) of counterparties (to whom the County Council lends) and investment schemes. Each agency has its own credit rating components to complete their rating assessments. These are as follows:

### **Fitch Ratings**

- |            |   |
|------------|---|
| Long Term  | - generally cover maturities of over five years and acts as a measure of the capacity to service and repay debt obligations punctually. Ratings range from AAA (highest credit quality) to D (indicating an entity has defaulted on all of its financial obligations)   |
| Short Term | - cover obligations which have an original maturity not exceeding one year and place greater emphasis on the liquidity necessary to meet financial commitments. The ratings range from F1+ (the highest credit quality) to D (indicating an entity has defaulted on all of its financial obligations)   |
| Viability  | - a measure of an institution's intrinsic safety and soundness on a stand-alone basis. This rating is designed to assess an institution's exposure to risk and, as a result, represents Fitch's view on the likelihood that it would run into difficulties which would require support. These ratings are graded from aaa (very strong) to f (an institution that has either defaulted or, in Fitch's opinion, would have defaulted if it had not received external support). |
| Support    | - a view of the likely presence of a lender of last resort, either government or parent, with the willingness and the resources to aid a failing financial institution. Support ratings do not assess the intrinsic credit quality of a bank. Rather they communicate the agency's judgement on whether the bank would receive support should this  |

become necessary. The rating is graded from 1 (a bank with an extremely high probability of external support) to 5 (external support cannot be relied on).

### Moody's Ratings

- Long Term - an opinion of the relative credit risk of obligations with an original maturity of one year or more. They reflect both the likelihood of a default on contractually promised payments and the expected financial loss suffered in the event of default. Ratings range from Aaa (highest quality, with minimal credit risk) to C (typically in default, with little prospect for recovery of principal or interest)
- Short Term - an opinion of the likelihood of a default on contractually promised payments with an original maturity of 13 months or less. Ratings range from P-1 (a superior ability to repay short-term debt obligations) to P-3 (an acceptable ability to repay short-term obligations)
- Financial Strength - an opinion of a bank's intrinsic safety and soundness. This rating also takes in account other risk factors in the bank's operating environment, including the strength and prospective performance of the economy as well as the structure and relative fragility of the financial system, and the quality of banking regulation and supervision. Ratings range from A (highest level, showing intrinsic financial strength) to E (very modest strength, with a higher likelihood of periodic outside support).

### Standard & Poor's Ratings

- Long Term - considers the likelihood of payment. Ratings range from AAA (best quality borrowers, reliable and stable) to D (has defaulted on obligations)
- Short Term - generally assigned to those obligations considered short-term in the relevant market. Ratings range from A-1 (capacity to meet financial commitment is strong) to D (used upon the filing of a bankruptcy petition).

In addition, all three credit rating agencies produce a Sovereign Rating which assesses a country's ability to support a financial institution should it get into difficulty. The ratings are the same as those used to measure long term credit.

- (b) the County Council will review the "ratings watch" and "outlook" notices issued by all three credit rating agencies referred to above. An agency will issue a "watch", (notification of likely change), or "outlook", (notification of a possible longer term change), when it anticipates that a change to a credit rating may occur in the forthcoming 6 to 24 months. The "watch" or "outlook" could reflect either a positive

(increase in credit rating), negative (decrease in credit rating) or developing (uncertain whether a rating may go up or down) outcome.

(c) no combination of ratings can be viewed as entirely fail safe and all credit ratings, watches and outlooks are monitored on a daily basis. This is achieved through the use of Capita Asset Services creditworthiness service. This employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies. The credit ratings of counterparties are then supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies
- CDS spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the County Council to determine the duration for investments. The County Council will therefore use counterparties within the following durational bands:-

Colour	Maximum Investment Duration
Yellow	5 Years
Purple	2 Years
Orange	1 Year
Blue	1 Year (UK nationalised / semi nationalised banks only)
Red	6 months
Green	100 days
No colour	No investments to be made

(d) Given that a number of central banks/government are now supporting their banking industries in some way, the importance of the credit strength of the sovereign has become more important. The County Council will therefore also take into account the Sovereign Rating for the country in which an organisation is domiciled. As a result, only an institution which is domiciled in a country with a minimum Sovereign Rating of AA- from Fitch or equivalent, would be considered for inclusion on the County Council’s Approved Lending List (subject to them meeting the criteria above). Organisations which are domiciled in a Country whose Sovereign Rating has fallen below the minimum criteria will be suspended, regardless of their own individual score/colour. The list of countries that currently qualify using this credit criteria are shown in **Appendix G**. This list will be amended should ratings change, in accordance with this policy.

(e) in order to reflect current market sentiment regarding the credit worthiness of an institution the County Council will also take into account current trends within the Credit Default Swap (CDS) Market. Since they are a traded instrument they reflect

the market's current perception of an institution's credit quality, unlike credit ratings, which often focus on a longer term view. These trends will be monitored through the use of Capita Asset Services creditworthiness service which compares the CDS Market position for each institution to the benchmark CDS Index. Should the deviation be great, then market sentiment suggests that there is a fear that an institution's credit quality will fall. Organisations with such deviations will be monitored and their standing reduced by one colour band (**paragraph 1.8 (c)**) as a precaution. Where the deviation is great, the organisation will be awarded 'no colour' until market sentiment improves. Where entities do not have an actively traded CDS spread, credit ratings are used in isolation.

- (f) fully and part nationalised banks within the UK currently have credit ratings which are not as high as other institutions. This is the result of the banks having to have to accept external support from the UK Government and, consequently, being awarded low Viability, Support and Financial Strength ratings. However, due to this Central Government involvement, these institutions now effectively take on the credit worthiness of the Government itself (ie deposits made with them are effectively being made to the Government). This position is expected to take a number of years to unwind and would certainly not be done so without a considerable notice period. As a result, institutions which are significantly or fully owned by the UK Government will be assessed to have a high level of credit worthiness.
- (g) all of the above will be monitored on a weekly basis through Capita Asset Services creditworthiness service with additional information being received and monitored on a daily basis should credit ratings change and/or watch/outlook notices be issued. Sole reliance will not be placed on the information provided by Capita Asset Services however. In addition the County Council will also use market data and information available from other sources such as the financial press and other agencies and organisations.
- (h) in addition, the County Council will set maximum investment limits for each organisation which also reflect that institution's credit worthiness – the higher the credit quality, the greater the investment limit. These limits also reflect UK Government involvement (ie Government ownership or being part of the UK Government guarantee of liquidity). These limits are as follows:-

<b>Maximum Investment Limit</b>	<b>Criteria</b>
£75m	UK "Nationalised" banks / UK banks with UK Central Government involvement
£30m to £65m	Selected UK "Clearing Banks" and organisations covered by the UK Government's Guarantee of Liquidity
£20m or £40m	High quality foreign banks and selected UK Building Societies

- (i) should a score/colour awarded to a counterparty or investment scheme be amended during the year due to rating changes, market sentiment etc, the County Council will take the following action:-

- reduce or increase the maximum investment term for an organisation dependent on the revised score / colour awarded (in line with the boundaries and colours set in **paragraph 1.8(c)**)
  - temporarily suspend the organisation from the Approved Lending List should their score fall outside boundary limits and not be awarded a colour
  - seek to withdraw an investment as soon as possible, within the terms and conditions of the investment made, should an organisation be suspended from the Approved Lending List
  - ensure all investments remain as liquid as possible, ie on instant access until sentiment improves.
- (j) if a counterparty / investment scheme, not currently included on the Approved Lending List is subsequently upgraded, (resulting in a score which would fulfil the County Council's minimum criteria), the Corporate Director – Strategic Resources has the delegated authority to include it on the County Council's Approved Lending List with immediate effect,
- (k) a copy of the current Approved Lending List, showing maximum investment and time limits is attached at **Appendix C**. The Approved Lending List will be monitored on an ongoing daily basis and changes made as appropriate. Given current market conditions, there continues to be a very limited number of organisations which fulfil the criteria for non specified investments. This situation will be monitored on an ongoing basis with additional organisations added as appropriate with the approval of the Corporate Director – Strategic Resources.

### **The Investment Strategy to be followed for 2014/15**

- 1.9 Recognising the categories of investment available and the rating criteria detailed above
- (a) the County Council currently manages all its cash balances internally
- (b) ongoing discussions are held with the County Council's Treasury Management Advisor on whether to consider the appointment of a external fund manager(s) or continue investing in-house – any decision to appoint an external fund manager will be subject to Member approval
- (c) the County Council's cash balances consist of two basic elements. The first element is **cash flow derived** (debtors/creditors/timing of income compared to expenditure profile). The second, **core element**, relates to specific funds (reserves, provisions, balances, capital receipts, funds held on behalf of other organisations etc)
- (d) having given due consideration to the County Council's estimated level of funds and balances over the next three financial years, the need for liquidity and day to day cash flow requirements it is forecast that a maximum of £20m of the overall balances can be prudently committed to longer term investments (eg between 1 and 3 years)
- (e) investments will accordingly be made with reference to this core element and the County Council's ongoing cash flow requirements (which may change over time) and the outlook for short term interest rates (ie rates for investments up to 12 months)

- (f) the County Council currently has no non-specified investments over 364 days
- (g) bank rate has been unchanged at 0.5% since March 2009 and underpins investment returns. It is not expected to start increasing until about September 2016.

The County Council will, therefore, avoid locking into long term deals while investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within a 'low risk' parameter. Thus no trigger rates will be set for longer term deposits (two or three years) but this position will be kept under constant review and discussed with the Treasury Management Advisor on a regular basis.

Based on current bank rate forecasts, as outlined above, an overall investment return of about 0.75% is likely in 2014/15.

- (h) for its cash flow generated balances the County Council will seek to utilise 'business reserve accounts' (deposits with certain banks and building societies), 15 and 30 day accounts and short dated deposits (overnight to three months) in order to benefit from the compounding of interest.

### **Investment Reports to Members**

1.10 Reporting to Members on investment matters will be as follows:

- (a) in-year investment reports will be submitted to the Executive as part of the Quarterly Performance and Budget Monitoring reports
- (b) at the end of the financial year a comprehensive report on the County Council's investment activity will be submitted to the Executive as part of the Annual Treasury Management Outturn report
- (c) the regular meetings between the Corporate Director – Strategic Resources, the Deputy Leader and the Chairman of the Audit Committee provide an opportunity to consider and discuss issues arising from the day to day management of Treasury Management activities.

### **Investment of Money Borrowed in Advance of Need**

1.11 The Borrowing Policy covers the County Council's policy on Borrowing in Advance of Spending Needs

Although the County Council has not borrowed in advance of need to date and has no current plans to do so in the immediate future, any such future borrowing would impact on investment levels for the period between borrowing and capital spending.

Any such investments would, therefore, be made within the constraints of the County Council's current Annual Investment Strategy, together with a maximum investment period related to when expenditure was expected to be incurred.

### **Treasury Management Training**

- 1.12 The training needs of the County Council's staff involved in investment management (within the Corporate Accountancy arm of Integrated Finance in Central Services) are monitored, reviewed and addressed on an on-going basis and are discussed as part of the staff appraisal process. In practice most training needs are addressed through attendance at courses and seminars provided by CIPFA, the LGA and others on a regular ongoing basis.

The CIPFA Code also requires that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to Members responsible for scrutiny (ie the Audit Committee). An in-house training course for Members (which was also attended by officers) was provided by Capita Asset Services – Treasury Solutions on 30 September 2013. Further training will be arranged as required. The training arrangements for officers mentioned in the paragraph above will also be available to Members.



**NORTH YORKSHIRE COUNTY COUNCIL  
APPROVED LENDING LIST AS AT 28 APRIL 2014**

Maximum sum invested at any time (The overall total exposure figure covers both Specified and Non-Specified investments)

	Country	Specified Investments (up to 1 year)		Non-Specified Investments (> 1 year £20m limit)	
		Total Exposure £m	Time Limit *	Total Exposure £m	Time Limit *
<b>UK "Nationalised" banks / UK banks with UK Central Government involvement</b>					
Royal Bank of Scotland	GBR	75.0	364 days	-	-
Natwest Bank	GBR				
Ulster Bank Ltd (suspended)	GBR				
Bank of Scotland	GBR	75.0	364 days	-	-
Lloyds TSB	GBR				
<b>UK "Clearing Banks" and organisations covered by the UK Government guarantee of liquidity</b>					
Santander UK plc (includes Cater Allen)	GBR	40.0	3 months	-	-
Barclays Bank	GBR	65.0	3 months	-	-
HSBC	GBR	30.0	364 days		
Clydesdale Bank (trading as Yorkshire Bank)	GBR	Temporarily suspended		-	-
Nationwide Building Society	GBR	40.0	3 months	-	-
<b>Other UK based banks and high quality Foreign Banks</b>					
National Australia Bank	AUS	30.0	6 months	-	-
Canadian Imperial Bank of Commerce	CAN	20.0	364 days	-	-
Deutsche Bank	DEU	20.0	3 months	-	-
Nordea Bank Finland	FIN	20.0	364 days	-	-
Credit Industriel et Commercial	FRA	20.0	6 months	-	-
BNP Paribas Fortis	FRA	20.0	3 months	-	-
Nordea Bank AB	SWE	20.0	364 days	-	-
Svenska Handelsbanken	SWE	40.0	364 days	-	-
<b>Local Authorities</b>					
County / Unitary / Metropolitan / District Councils		20.0	364 days	5.0	2 years
Police / Fire Authorities		20.0	364 days	5.0	2 years
National Park Authorities		20.0	364 days	5.0	2 years
<b>Other Deposit Takers</b>					
Money Market Funds		20.0	364 days	5.0	2 years
UK Debt Management Account		100.0	364 days	5.0	2 years

\* Based on data as 25 April 2014

**NORTH YORKSHIRE COUNTY COUNCIL ANNUAL INVESTMENT STRATEGY 2014/15 – SPECIFIED INVESTMENTS**

<b>Investment</b>	<b>Security / Minimum Credit Rating</b>	<b>Circumstances of Use</b>
<b>Term Deposits</b> with the UK Government or with UK Local Authorities ( as per Local Government Act 2003) with maturities up to 1 year	High security as backed by UK Government	In-house
<b>Term Deposits</b> with credit rated deposit takers (Banks and Building Societies), including callable deposits with maturities less than 1 year	Organisations assessed as having “high credit quality” plus a minimum Sovereign rating of AA- for the country in which the organisation is domiciled	In-house
<b>Certificate of Deposits</b> issued by credit rated deposit takers (Banks and Building Societies) up to 1 year		Fund Manager or In-house “buy and hold” after consultation with Treasury Management Advisor
<b>Forward deals</b> with credit rated Banks and Building Societies less than 1 year (i.e. negotiated deal plus period of deposit)		In-house
<b>Money Market Funds</b> i.e. collective investment scheme as defined in SI2004 No 534 <i>(These funds have no maturity date)</i>	Funds must be AAA rated	In-house After consultation with Treasury Management Advisor Limited to £20m
<b>Gilts</b> (with maturities of up to 1 year)	Government Backed	Fund Manager or In-house buy and hold after consultation with Treasury Management Advisor
<b>Bonds</b> issued by a financial institution that is guaranteed by the UK Government (as defined in SI 2004 No 534) with maturities under 12 months <i>(Custodial arrangements required prior to purchase)</i>		After consultation with Treasury Management Advisor

**NORTH YORKSHIRE COUNTY COUNCIL ANNUAL INVESTMENT STRATEGY 2014/15 – NON-SPECIFIED INVESTMENTS**

Investment	A) Why use it? B) Associated Risks?	Security / Minimum Credit Rating	Circumstances of Use	Max % of overall investments or cash limits in cash category	Maximum investment with any one counterparty	Maximum Maturity Period	
<p><b>Term Deposit</b> with credit rated deposit takers (Banks &amp; Building Societies), UK Government and other Local Authorities with maturities greater than 1 year</p>	<p>A) Certainty of return over period invested which could be useful for budget purposes</p> <p>B) Not Liquid, cannot be traded or repaid prior to maturity</p> <p>Return will be lower if interest rates rise after making deposit</p> <p>Credit risk as potential for greater deterioration of credit quality over a longer period</p>	<p>Organisations assessed as having “high credit quality”</p> <p>Plus</p> <p>A minimum Sovereign rating of AA- for the country in which an organisation is domiciled</p>	In-house	100% of agreed maximum proportion (20%) of core cash funds that can be invested for more than 1 year (estimated at £20m)	£5m	2 years subject to potential future review with a maximum of no longer than 5 years	
<p><b>Certificate of Deposit</b> with credit rated deposit takers (Banks &amp; Building Societies) with maturities greater than 1 year</p> <p><i>Custodial arrangements prior to purchase</i></p>	<p>A) Attractive rates of return over period invested and in theory tradable</p> <p>B) Interest rate risk; the yield is subject to movement during life of CD which could negatively impact on its price</p>			Fund Manager or In-house “buy & hold” after consultation with Treasury Management Advisor	25% of agreed proportion (20%) of core cash funds that can be invested for more than 1 year (£5m)	£3m	
<p><b>Callable Deposits</b> with credit rated deposit takers (Banks &amp; Building Societies) with maturities greater than 1 year</p>	<p>A) Enhanced Income – potentially higher return than using a term deposit with a similar maturity</p> <p>B) Not liquid – only borrower has the right to pay back the deposit; the lender does not have a similar call</p> <p>Period over which the investment will actually be held is not known at outset</p> <p>Interest rate risk; borrower will not pay back deposit if interest rates rise after the deposit is made</p>			To be used in-house after consultation with Treasury Management Advisor	50% of agreed proportion (20%) of core cash funds that can be invested for more than 1 year (£12.5m)	£5m	

Investment	A) Why use it? B) Associated Risks?	Security / Minimum Credit Rating	Circumstances of Use	Max % of overall investments or cash limits in cash category	Maximum investment with any one counterparty	Maximum Maturity Period
<b>Forward Deposits</b> with a credit rated Bank or Building Society > 1 year (i.e. negotiated deal period plus period of deposit)	A) Known rate of return over the period the monies are invested – aids forward planning  B) Credit risk is over the whole period, not just when monies are invested  Cannot renege on making the investment if credit quality falls or interest rates rise in the interim period	Organisations assessed as having “high credit quality” Plus A minimum Sovereign rating of AA- for the country in which an organisation is domiciled	To be used in-house after consultation with the Treasury Management Advisor		£3m	2 years subject to potential future review with a maximum of no longer than 5 years
<b>Bonds issued by a financial institution that is guaranteed by the UK Government</b> (as defined in SI2004 No534) with maturities in excess of 1 year  Custodial arrangements required prior to purchase	A) Excellent credit quality Relatively Liquid  If held to maturity, yield is known in advance  Enhanced rate in comparisons to gilts  B) Interest rate risk; yield subject to movement during life off bond which could impact on price	AA or Government backed	In-house on a “buy and hold” basis after consultation with Treasury Management Advisor or use by Fund Managers	25% of greed proportion (20%) of core cash funds that can be invested for more than 1 year (£5m)	n/a	
<b>Bonds issued by Multilateral development banks</b> (as defined in SI2004 No534) with maturities in excess of 1 year  Custodial arrangements required prior to purchase	A) Excellent credit quality Relatively Liquid  If held to maturity, yield is known in advance  Enhanced rate in comparison to gilts  B) Interest rate risk; yield subject to movement during life off bond which could negatively impact on price				£3m	

Investment	A) Why use it? B) Associated Risks?	Security / Minimum Credit Rating	Circumstances of Use	Max % of overall investments or cash limits in cash category	Maximum investment with any one counterparty	Maximum Maturity Period
<b>UK Government Gilts</b> with maturities in excess of 1 year  Custodial arrangements required prior to purchase	A) Excellent credit quality  Liquid  If held to maturity, yield is known in advance  If traded, potential for capital appreciation  B) Interest rate risk; yield subject to movement during life if the bond which could impact on price	Government backed	Fund Manager	25% of greed proportion (20%) of core cash funds that can be invested for more than 1 year (£5m)	n/a	2 years subject to potential future review with a maximum of no longer than 5 years
<b>Collateralised Deposit</b>	A) Excellent credit quality  B) Not liquid, cannot be traded or repaid prior to maturity  Credit risk as potential for greater deterioration of credit quality over a longer period	Backed by collateral of AAA rated Local Authority LOBO's	In-house via money market broker or direct	100% of agreed proportion (20%) of core cash funds that can be invested for more than 1 year (£20m)	£5m	

**NORTH YORKSHIRE COUNTY COUNCIL  
APPROVED COUNTRIES FOR INVESTMENTS**

Based on the lowest available rating

<b>Sovereign Rating</b>	<b>Country</b>
AAA	Australia Canada Denmark Finland Germany Luxembourg Norway Singapore Sweden Switzerland
AA+	Hong Kong Netherlands UK USA
AA	Abu Dhabi (UAE) France Qatar
AA-	Belgium Saudi Arabia

# Selby District Council

## REPORT

Reference: E/14/11

Public – Item 7



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non Key Decision  
**Report Published:** 25 June 2014  
**Author:** Ralph Gill  
**Executive Member:** Councillor Cliff Lunn  
**Lead Officer:** Karen Iveson

**Title:** Council Tax Support Scheme from April 2015

**Summary:** This report presents four options for the Council Tax Support Scheme with effect from April 2015 (for up to 2 years), ranging from a maximum award of 91.5% to 80% for working age claimants. There are no changes to the support for pensioners. Subject to the views of the Executive on the potential options to be considered it is proposed to undertake public consultation.

### Recommendations:

**It is recommended that public consultation is undertaken over the summer on the options for the Council Tax Support scheme for 2015/16 and 2016/17.**

### Reasons for recommendation

The necessary public consultation will provide feedback on the Council's proposed scheme to help inform the ultimate decision.

#### 1. Introduction and background

- 1.1 Council Tax Benefit was replaced by a local scheme known as Council Tax Support from April 2013.
- 1.2 As the funding from DCLG does not cover the full amount of Council Tax Support awarded we reduced the maximum entitlement for working age people to 91.5%. We were not legally able to reduce the amount paid to pensioners.

- 1.3 Additionally we reduced or removed certain Council Tax discounts and exemptions in order to help pay for the scheme.
- 1.4 The scheme the Council adopted was approved for two years to March 2015 and as such must be reviewed prior to April 2015.

**2. The Report**

- 2.1 This report outlines the current scheme and the options available to the Council for the 2015/16 and potentially the 2016/17 scheme.
- 2.2 Councillors may decide to adopt a new scheme for one or two years, but no changes may be made to a scheme within a financial year. A two year scheme is preferred as this is more cost effective from an administrative perspective. Should the scheme need revising for the 2<sup>nd</sup> year then this can still be done following consultation and a formal Council resolution.
- 2.3 All proposed changes must be subjected to public consultation.
- 2.4 The figures in Section 4 below are based on historic data and are included as a guide only as at the time of writing we are still awaiting the current year modelling software from our system supplier. Further modelling will be undertaken to inform the final decision on the scheme, following consultation on the options.

**3 The Current Council Tax Support Scheme**

- 3.1 Under the current scheme pensioners continue to receive the same level of benefit they received under the old Council Tax Benefit scheme.
- 3.2 For people of working age the following changes were made from the previous Council Tax Benefit scheme:

<b>CTS Element</b>	<b>CTB Element to March 2013</b>	<b>CTS element from April 2013</b>
<b>Council Tax Liability</b>	100% Liability	91.5% Liability
<b>Second Adult Rebate</b>	Up to 25% for normal households / 100% for student households	0% for normal households / 91.5% for student households



- 3.3 In order to help cover the shortfall in Central Government funding for the scheme the Council also implemented the following changes to other discounts and exemptions

<b>Discount / Exemption</b>	<b>Level of discount / exemption to March 2013</b>	<b>Level of discount / exemption from April 2013</b>
<b>Council Tax Class A Exemption –</b> <i>Vacant premises, which require, are undergoing or have recently undergone major repair including structural repairs</i>	100% for 12 months	20% for 12 months
<b>Council Tax Class C Exemption –</b> <i>Premises that have been unoccupied and substantially unfurnished for less than six months</i>	100% for 6 months	100% for 1 month; then 20% for 5 months
<b>Second Homes</b>	10%	0%
<b>Long-Term Empty Dwellings</b>	10%	0%

#### **4 Options available to the Council**

- 4.1 Pensioners will continue to receive Council Tax Support based on their full liability. For working age people we have the option to increase the minimum amount of the Council Tax that they will need to pay. The following presents a range of options for consideration - from retaining the current scheme with a maximum award of 91.5%, to reducing the maximum award to 80% - this range is typical nationally.
- 4.2 **Option 1 – Continue with the current scheme unchanged with the maximum award for working age people being 91.5%**  
Assuming no Council Tax increase the total cost of the scheme next year would be £4.396m.
- 4.3 **Option 2 – Set the maximum award for working age people to 90%**  
Assuming no Council Tax increase the total cost of the scheme next year would be £4.356m.
- 4.4 **Option 3 – Set the maximum award for working age people to 85%**  
Assuming no Council Tax increase the total cost of the scheme next year would be £4.223m.
- 4.5 **Option 4 – Set the maximum award for working age people to 80%**  
Assuming no Council Tax increase the total cost of the scheme next year would be £4.091m.

## Summary of the above options

- 4.6 Two comparisons of the minimum amount a working age householder with a full charge would need to pay in 2015/16 (assuming no Council Tax increase) are shown below. Selby town has the highest charge in the district. Eggborough is representative of the average Council Tax charge in the district.

Option	Maximum Award (Working Age Claimants)	Total Cost	Total Saving	SDC Saving	Minimum amount to pay in Selby Town (Band B)	Minimum amount to pay in Eggborough (Band B)
1	91.5%	£4.396m	Nil	Nil	£109.02	£104.13
2	90.0%	£4.356m	£ 40k	£4.3k	£128.26	£122.51
3	85.0%	£4.223m	£174k	£18.6k	£192.39	£183.77
4	80.0%	£4.091m	£305k	£32.7k	£256.52	£245.02

- 4.7 Approximate numbers of households in each band.

	A	B	C	D	E	F	G	H
<b>Working Age</b>	1,430	657	306	115	63	26	7	0
<b>Pensioner</b>	1,332	696	388	169	68	25	8	0

## 5 Effect on Parishes

- 5.1 As Council Tax support is a Council Tax Discount scheme, any awards made have the effect of reducing the Council Tax Base, which in turn reduces the amount of Council Tax income collectable. Major preceptors (including Selby DC) were compensated (in part) through their Central Government 'Settlement Funding Assessment' (SFA), for the resulting reduced Council Tax income that this change brought. However as parishes do not receive direct SFA funding, the Government included a grant for parishes in billing authorities' SFA for 2013/14.
- 5.2 In 2013/14 Selby paid £160k grant to parishes - £134k of Government funding plus a further £26k one-off top up from the Council's reserves to compensate them for their loss associated with the Council Tax Support scheme. In 2014/15, whilst the parish grant funding was not separately identified, the Council agreed to pay parishes £113k (reduced from the previous year to reflect the reduction in total SFA).
- 5.3 The effect on each parish or town council is modelled on the actual caseload subsisting in their areas. However, at this point in time it is not

possible to accurately calculate what the 2015 Tax Base will be for each area and therefore the figures in this report are indicative only.

- 5.4 It is expected that the Secretary of State for Communities and Local Government will require all Local Authorities<sup>1</sup> to calculate the Council Tax Base based upon:
- the numbers of dwellings in each valuation band shown on the Valuation List for the authority on 8 September 2014; and
  - the numbers of those dwellings in each band which are exempt from council tax on 6 October 2014, or in respect of which the amount of council tax payable is subject to a discount, exemption, premium or disabled reduction on that day

As such the actual Council Tax Base for 2015/16 will differ from the figures suggested in this report, which have been modelled based on June 14 data.

- 5.5 Between October 13, which is the point at which the 2014 Base was set, and June 14 the Council Tax Base has increased overall by 111.4, though some parishes have seen reductions due to increased discounts and exemptions before the CTS scheme is applied.
- 5.6 Accordingly keeping the current 91.5% scheme would see an approximate £10k reduction in the need for a grant to parishes. By comparison changing the scheme to a maximum award of 80% would reduce the impact on parishes by around £30k. This does not take into account any parishes which decided to increase their precept to bridge any funding gap.
- 5.7 In 2014 there was no loss in Tax Base and therefore no grant was paid, to the following parishes: Birkin; Gateforth; Little Fenton; Little Smeaton; Newland; Newton Kyme cum Toulston; Oxton; Skipwith; Stapleton; Temple Hirst; Walden Stubbs.

## **6. Further change for consideration**

- 6.1 Regardless of which option is chosen in part 4 above, it is recommended that the following change associated with Council Tax Support, is made. Self-employed income is based on the profit and loss declared for the business. Where this shows that the business is not making much money or is operating at a loss, the customer has declared to us that they are putting in a working week for no remuneration.

<sup>1</sup> Section 139A of the Local Government Finance Act 1988 and sections 52ZY and 68 of the Local Government Finance Act 1992

- 6.2 It is proposed therefore that where a low or nil income is declared that we apply the National Minimum Wage to the claim against the number of hours that the person states they work.

## **7 Legal Issues**

- 7.1 The Council must adopt a Council Tax Support scheme for every financial year.
- 7.2 Once adopted the scheme cannot be changed mid-year; any changes may only be implemented from the start of the following financial year.
- 7.3 All changes implemented must have been subject to public consultation and adopted by full Council.
- 7.4 Any scheme adopted may be subject to Judicial Review.

## **8 Financial Issues**

- 8.1 For 2013/14 received £186k additional funding from DCLG to incentivise us limiting the minimum amount working age people had to pay to 8.5% (max award of 91.5%). SDC's scheme was designed to breakeven in year 2 without the additional funding and current forecasts are within original expectations.
- 8.2 However, from April 14 DCLG have not separately identified funding for the cost of Council Tax Support.
- 8.3 We do know that under the current scheme the level of awards being made is in excess of the amount of subsidy received although changes to other discounts and exemptions have bridged the gap.
- 8.4 We received assurance from DCLG that the level of funding received to cover the cost of the scheme was maintained in 14/15 although the amount is not separately identified and our total funding was significantly reduced and is expected to reduce further over the next few years.
- 8.5 In determining the level of Council Tax we are asking people on low income to pay, consideration needs to be given to:
- How reasonable is it to expect someone on minimal income to pay?
  - What proportion of accounts would fall into recovery action?
- 8.6 Among the affected group collection rates are 5 to 10% lower than our normal rates. In increasing the amount that people on low incomes are required to pay it is reasonable to expect that collection rates will be proportionally affected.

- 8.7 The Citizen's Advice Bureau has announced that Council Tax arrears are now the biggest problem reported to them with a 17% increase on the same period last year, with the largest number of enquiries coming from in-work households.
- 8.8 In our District over 460 households affected are also be affected by the spare room deduction affecting Social Sector tenants in Housing Benefit. 70 of these have an average of £23.62 reduction in their weekly Housing Benefit; 394 have an average of £12.61 reduction.
- 8.9 We will continue to monitor take-up of the scheme and performance of the Council Tax Collection Fund.

## **9 Conclusion**

- 9.1 The options outlined are open to debate and the Executive may choose to present any or all to public consultation, including keeping the scheme the same.
- 9.2 The Executive may wish to consider if they want to set a scheme that would last one or two financial years – a two year scheme is proposed as this is more cost effective in administrative terms.
- 9.3 It is envisaged that public consultation will run for a period of six weeks from 14<sup>th</sup> July to 24<sup>th</sup> August.

### **Contact Details**

**Ralph Gill**  
**Lead Officer**  
**Benefits & Taxation**

# Selby District Council

## REPORT

Reference: E/14/12

Public – Item 8



**To:** The Executive  
**Date:** 25 June 2014  
**Status:** Non-Key Decision  
**Report Published:** 25 June 2014  
**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 2013 - March 2014

### Summary

This is the fourth formal annual review of the Leisure Contract with Wigan Leisure and Culture Trust (WLCT), covering the period April 2013 to March 2014. During the period WLCT has worked in partnership with the Council to develop community based sport and health, targeting specific groups such as school children. They have also supported the development of a replacement leisure centre on the site of the former Abbey Leisure Centre, including securing a substantial grant from Sport England towards the replacement cost.

### 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 2014 / 2015 highlighted in the annual review.**

### Reasons for recommendations

To recognise the work WLCT has made to maintain leisure services in the district and the progress made to develop the service offer in the community whilst also supporting the Council to deliver a replacement leisure centre in Selby.

## **1.0 Introduction and background**

1.1 The Council is now 4 ½ years into a 10 year contract with WLCT and this is the fourth formal performance review, covering the period April 2013 to March 2014. 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 2013/14).

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 21<sup>st</sup> 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 2014/15 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 period of significant staff turnover and the sporting outreach work to develop community activities for targeted groups whilst maintaining membership and participation levels at both sports facilities.

2.7 Key findings from the report include:

- Increased membership levels at both Tadcaster and Profiles
- Introduction of concessionary membership packages for underrepresented groups (over 60's, students and off peak)
- Increased participation levels in group fitness classes
- The securing of £44,921 of external funding.
- The successful delivery of targeted community based activities such as Move It and Lose It, the children's healthy eating programme and Pitch Up and Play soccer leagues
- Supporting the funding bid from sport England for the new leisure centre

## **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**

The lack of a swimming pool has adversely affected attendance levels but overall performance remains positive with a significant increase in community based activities. The level of external funding secured during the year has further enhanced the level of community sport across the District for targeted groups and sports. Customer complaints remain low and satisfaction remains higher than the baseline at service commencement. The next 12 months will see the development and delivery of mobilisation plans for the management arrangements of the new leisure centre to ensure the new facility is opened as planned.

The next review of the contract will be for the period April 2014 – March 2015 and will be reported to the Executive in summer 2015.

#### **5. Background Documents**

##### **Appendices**

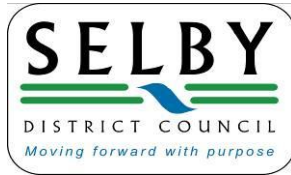
Appendix A Selby Leisure Services Annual Review 2013-14

##### **Contact Officer**

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# **Selby Leisure Services Annual Review 2013-14**

**April 2014**

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# Selby Leisure Services – Leisure Services Annual Review Report

## 1.0 Introduction

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 2013/14. The report will also identify priorities for 2014/15 and provide a context for discussion of key issues for the future.

### 1.1 Context and Overview 2013/14

It is necessary at this stage to provide an overview of the profound developments in 2012 and 2013 which have continued to exert an influence on performance since then, and the measures taken to mitigate this impact. 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:

- A significant reduction in sport and leisure provision within the district
- Challenges around reputation and longer term strategic partnerships
- Loss of income and customer base

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 Hall on Portholme Crescent which was purchased, refurbished and rebranded as Selby Profiles and opened on Monday 25<sup>th</sup> June 2012. 2013/14 represents the first full year of operation for the Profiles site.

As an interim response to address the gap in swimming provision, a pilot swimming programme was delivered in 2012/13 from the Barby High School site. The pilot ceased in October 2012 owing to poor attendance figures. Informal feedback suggests that some of our former users now utilise the swimming pool at Tadcaster Community Swimming Pool. Since then, closer working relations with Tadcaster Pool have been developed to support swimming in the district.

Over the course of 2012/13 planning began for a new leisure centre, to be built on the site of Abbey Leisure Centre. 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 new centre is scheduled to open in 2015 and a full overview of this project is provided in section 5.0 below.

2013/14 also saw a range of development programmes introduced, initially as pilots, delivered by the Sports Development team. These programmes included Pitchup and Play Midnight Football, Move It and Lose It adult weight management programme and Healthy Active Children healthy lifestyle programme alongside new developments in coaching and volunteer sports leader development support, promotion of local sports clubs and community based leisure and recreation. These new programmes are considered fully in section 6.0 below.

2013/14 saw significant developments in the staffing structure as restructures and management personnel changes were made. In June 2013 the Sports Development Officer departed with Heather Kennedy being appointed to this role in October 2013. There was an appointment to the Healthy Active Children Officer and Specialist Activity Instructor focussing on the new Move It and Lose It and Healthy Active Children programmes. With the departure of the Sports Development Co-ordinator (Physical Activity and Health) in March 2014 that role is currently shared between the Sports Development Officer and Healthy Active Children Officer, pending a permanent appointment to this post. The role of Sports Development Co-ordinator (Workforce) continues with a focus on volunteering and coach development.

With these significant contextual developments in mind, the report is structured to consider those services which have continued since the commencement of the contract or which have been developed in the intervening period, those which were newly-introduced in 2013/14 and those

which are future developments. In addition there are the standard sections on Planned Maintenance and review of Performance Indicators and current and future key priorities.

## **2.0 Tadcaster Leisure Centre, Selby Profiles and Selby Park**

### **Tadcaster Leisure Centre**

Tadcaster Leisure Centre membership grew by 2% from 588 to 595 members, reflecting a continued increase over the last two years, supported by retention of existing members. Group exercise participation increased from 65% to 79%. The standout classes in terms of performance are Pilates, Zumba & Spinning.

We are currently looking at ways to enhance the membership by focusing on retaining our existing members at Tadcaster Leisure Centre, ensuring that our users have the very best experience at the facility. Listening and responding to feedback is vital. We have held member forums, giving our users the chance to air their views. These have been positively received, with 25 service users attending the last forum – ‘Coffee after Class’ – and have given us a great insight to understand members’ suggestions and requirements. In addition we held our annual customer satisfaction survey using a mixture of traditional questionnaires and self-service automated servicepoints. This feedback informs us that users at Tadcaster enjoy visiting the centre however they feel that the equipment is dated.

We are exploring options to transfer the existing equipment from Selby Profiles to Tadcaster once the new leisure centre is ready. It is anticipated that this will address the issues Tadcaster members have expressed in the satisfaction surveys by providing newer and - subject to space - a larger range of equipment. We are also exploring options to move the gym to the first floor to accommodate extra members.

In 2013/14 WLCT reviewed opening hours at Tadcaster, in response to feedback received from customers and from usage profiling of the site. Changes were implemented to the opening hours, resulting in earlier opening and closing hours at weekends. This has had a positive impact upon participation levels, with existing and new members taking advantage of early morning activity sessions, which replaced the previous poorly-attended evening sessions.

One of our key focuses is improving our GP referral and cardiac rehab schemes in Tadcaster. To support this we have acquired some specialised Technogym Easy Line equipment, enhancing the service offer for participants on these programmes. This equipment is on site at Tadcaster and will be rolled out in 2014/15.

We are also undertaking work in Tadcaster to understand how we can improve our offering from a Sports Development point of view. The aim of this project is to understand the needs of the community and to ensure that we are offering the sports and activities that people want. This project is due to start in June 2014.

We have recently appointed a new Duty Manager at Tadcaster who will work alongside the existing team. We have also combined some of the Leisure Assistant roles with the role of a Fitness Instructor. This has been positively received and ensures greater support and expertise for service users in the gym.

## **Selby Profiles**

The new facility at Selby Profiles was opened on 25<sup>th</sup> June 2012 after an intensive refurbishment at the site of the old Walkers Bingo Club on Portholme Crescent. The site opened up with just 492 members and has now risen to 1,998 members. Although our target for the year end 2013/14 was 2,500, we are happy with the considerable growth, which provides the foundations for work to target opening the new leisure centre with 2,500 members.

We have delivered an extensive marketing programme during the last 12 months. The campaigns have been tailored to drive membership, and participation in the Move it and Lose It programme which is highlighted in the report.

Three new concessionary membership categories were introduced at Profiles: off-peak, student and over 60s. These groups were identified as experiencing barriers to participation, including those associated with cost, and the concessionary opportunities sought to alleviate this barrier. Their introduction has seen an increase in membership levels and gym usage from these target demographic groups.

The site delivers 35 group exercise classes per week. The classes are performing strongly, and participation has increased from 79% to 81%. This has alleviated some of the pressure on the gym floor during peak times.

To further increase capacity of our group exercise programme we have invested in staff training on the popular 'Insanity' workout classes. These classes will also be rolled out on the Move it and Lose It programme.

## **Selby Park**

In 2012/13, 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 continue to be well used. To support the facility WLCT have delivered a six-week programme of boot camp classes in the Park, and will be delivering organised sessions on the outdoor apparatus this spring.

Tiny Tots Selby Crèche hire space at the Pavilion and offer a discount service for people using the Profiles site. This not only enhances the range of services within the Park but also supports activity participation by easing barriers associated with finding childcare.

In 2013/14 WLCT opened dialogue with Groundwork North Yorkshire, regarding obtaining funding for a Multi-Use Games Area on the old site of the greenhouses. Planning is currently being undertaken on a potential funding bid in 2014/15.

## **Selby Market Place and Amphitheatre**

WLCT have supported promotion and increased usage of the Market Place and Amphitheatre during 2013/14. This included a feature on BBC Radio York in addition to advertisements in the local press promoting the Amphitheatre site. Whilst no bookings for this site were received through WLCT in 2013/14 ongoing promotional work through Sports Development and the new Selby Now publication, a magazine promoting sport and healthy living opportunities, will continue. The Market Place was successfully used as a venue for promotion of Selby Profiles and further promotional work for the new leisure centre and other sporting events will take place in 2014/15.

### **3.0 Newly-Commissioned Services of the Sports Development Team**

In 2013/14 WLCT introduced a range of new programmes aimed at addressing the needs of specific target groups and key issues within the community. The Sports Development team delivered these programmes, initially as pilot activities and subsequently as ongoing sessions. These programmes were commissioned by Selby District Council up to March 2014 and have been re-commissioned for 2014/15.

#### **Move It and Lose It.**

Move it and Lose it (MILI) is an adult weight management and physical activity programme promoting healthy eating and regular exercise and delivered in partnership with Slimming World. MILI targets adults with a BMI  $\geq 25$  to participate in a twelve week programme of reduced cost Slimming World and WLCT exercise sessions. Participants are able to access one Slimming World group and two activity sessions per week for £24 (£2 per week). Activity sessions delivered by WLCT Specialist Activity Instructor (part of the Sports Development team) include use of Profiles Health & Fitness in Selby Profiles and Tadcaster Leisure Centre for participation in independent and / or targeted group exercise sessions. The programme was piloted in April 2013 for 12 weeks. Following successful take up of the project in the pilot stage, additional community-based exercise sessions were added to the MILI offer during October 2013 to March 2014, comprising appropriate movement and resistance-based training at facilities in Eggborough, Regen Centre, Riccall and Sherburn Methodist Church.

MILI engaged with a total of 226 new participants (141 in Selby and 85 in Tadcaster), including those engaged during the initial pilot phase, slightly below the target set for the year of 250 participants. Staffing changes during the year had some impact upon the management of this programme, however with a new project manager taking on this work in January 2014 some immediate measures were introduced, for example a 'Bring a Friend' scheme. Throughout the year the project delivered a total of 156 specific group exercise sessions with a total of 1,808 attendances. On average each participant attended 8 of the 12 programme sessions.

During 2013/14 the programme has achieved significant outcomes in terms of participants' weight management. 42% of participants have lost at least 5% of their starting weight (a weight loss known to have significant clinical benefits)

compared to a national average of around 37% in similar schemes. In Selby, 68% of completers lost 5% of their starting weight; compared to 60% in other similar programmes run in Wigan.

### **Case Study**

Participant A lost 16lbs during the 12 week MILI programme. Now a full member of Selby Profiles and still working hard to achieve their goals, the participant said “The 12 week programme has been a fantastic experience and still is. Slimming World have given me the information I need to eat healthily. Believe it or not crisps and chocolate are not supposed to be eaten all day! But most important have been my classes with Jamie at Profiles. When I started with him I could do very little but he has worked with me, within my limits, and has improved my fitness no end. The class is designed for people like me who are overweight and not fit and to help us improve our fitness at our own pace. All of us have had different issues, knees, backs etc. but he has taken each of these into account so that we can succeed and succeed we have. I want to continue with this class and see if I can achieve even more.”

Looking forward with the project, MILI focuses on the key strategic health priority of Selby District to reduce obesity and increase physical activity. Data published by the Public Health Outcomes Framework in 2013 shows a worsening in key health indicators relating to excess weight in adults. Compared to last year when the MILI pilot was proposed and developed, the rates of adult overweight is higher at 71% compared to 65.4% regionally and 63.8% nationally. In 2014/15 the Sports Development team aims to extend the project to more outreach community venues and to engage with more male participants. The project could also be linked to other proposed new programmes, for example those looking at Active Workplaces.

### **Healthy Active Children**

The Healthy Active Children project is part of a child weight management / healthy lifestyle programme. Specific one hour sessions are delivered in 5 week blocks by WLCT Active Children Officer (part of the Sports Development team) to Year 1 children in primary schools across the District. The project aims to encourage and develop healthy lifestyles and habits, through the school environment, from the earliest ages.

The programme is split into five theory/practice based lessons designed to give children a basic understanding of the benefits of exercise and also deliver the ‘5 a day’ message. The sessions include healthy eating, physical activity and oral health messages and are delivered using a capacity-building model to ensure that the programme can be replicated with other classes within the school as well as at home. A physical activity training package is offered to staff at all primary schools to enable them to deliver high quality, inclusive physical activity in the curriculum and after school. The WLCT Active Children Officer works with the school to develop case studies on the children’s experience of the project to enable positive development for the future.

The table below shows the typical session plan for the 5 week block delivery



Week 1	Introduces the concept of why we warm up/cool down and also the importance of exercise.
Week 2	Split into a practical and theory lesson. The practical involves games and activities to remind the children of the effects exercise has on the body. The theory part of the lesson focuses on vegetables. Selections of vegetables are used in a 'feel and smell' exercise while different selections are used in a tasting session. These exercises are used as part of the '5 a day' message. Each child gets a leek to take home along with a recipe for leek and potato that they can attempt at home.
Week 3	Follows the same structure as the previous week, the focus being fruit. A selection of prepared fruit is tasted and a smoothie is made in class for children to taste. At the end of the lesson each child takes home a kiwi fruit and a smoothie recipe again to attempt at home.
Week 4	Offers children the chance to make their own healthy wrap. The children are encouraged to use the different parts of a salad to design a face. Along with this, the key message of exercise is enforced through games and activities.
Week 5	Follows the previous structures with games in the first part of the lesson. The second half focuses on the message of oral health. Each child is given a new toothbrush to take home with them.

The project target was to deliver to 30 primary schools (there are 43 in the District) and 500 children. Using National Child Measurement Programme (NCMP) data, 9 target schools were identified as having the highest rates of childhood obesity between Reception and Year 6, and the highest levels of obesity overall.

The project has engaged with 25 schools and 625 children in Year 1 across the District. The table below shows the breakdown of pupils per school. Only one targeted school hasn't attended – this school didn't want to take part in the programme at this time.

Schools attended	Number of Children engaged in the project
Thorpe Willoughby	31
Barlow	7
Appleton Roebuck	12
Hambleton	21
Selby Abbey **	21
Selby Community Primary **	23
Drax **	22
St Josephs Tadcaster	49
Carlton **	45
Chapel Haddlesey / Hirst Courtney (combined school)	14
Barlby Bridge **	25
Barlby Hilltop **	44
Burton Salmon	20
Cliffe **	16
Barwick Parade	54

Eggborough and Whitley	32
South Milford	28
Riccall	27
Cawood	24
Saxton	13
North Duffield	25
Barkston Ash	29
Cambleforth **	19
Athlestan	24

\*\* = targeted school

### Case Study - Selby Abbey Primary School

The following section was written by Selby Abbey primary school who took part in the scheme in 2013. This piece was put together as part of the school newsletter:

Starting on Thursday 17th October 2013, Selby Abbey year ones started their 5 week Healthy Active Children program with James Massam, from Selby Sports Development.

Within the 5 week block children will undertake additional physical activity as well as gaining a higher understanding into leading a healthy lifestyle. Children and teachers have expressed their excitement to undertake the activities quoting "I think the children will gain a lot from this 5 week block, not only getting them more active but helping them understand why exercise and health is important." Children quoted "I am looking forward to doing the activities because playing games and running is fun."



Healthy Active Children Programme will be delivering an exciting 5 weeks' health sessions to our Year 1 pupils including healthy eating, oral health and fun physical activity games. This



programme will be delivered within our school setting by a qualified fitness instructor to children as well as their practitioner/teacher who will shadow the course to enable the programme to be cascaded throughout Selby Abbey Primary. Our children will attend a programme (as detailed below) and will receive a range of incentives as part of reinforcing a healthy lifestyle at home.

Feedback from children indicated that they enjoyed the experience not only the fun and games in which they participated in but the learning along side this. From the teachers involved in the sessions, they found the content very useful for further staff CPD and for the children's benefit.

After the 5 weeks an evaluation form was sent home with each child for parents to fill out and return. From the responses the large majority of children enjoyed the following aspects of the programme.

Bringing fruit/veg home

Learning new games

### Case Study – Burton Salmon and Appleton Roebuck

Children take part in the nutrition and warm-up physical activity sessions.



### Case Study – South Milford and Carlton Primary Schools

It is not only the children that have enjoyed the programme, the response from the teachers has been very positive. Year 1 teacher of South Milford primary said 'The children enjoyed working with James. We would definitely participate again if opportunity came up for our school. The children enjoyed the exercise warm ups. The healthy eating is cross curricular – P.E/PSHCE/Science, so we can use the ideas. Positive comments from children and parents.'

Year 1 teacher at Carlton primary had the following comments 'James had a great relationship with the pupils and the children looked forward to it every week. The course contained some fab ideas that we could use in our PE sessions in the future.'



Looking forward with the project, the Healthy Active Children project focuses on the key strategic health priority of Selby District to reduce obesity and increase physical activity. Data published by the Public Health Outcomes Framework and NCMP (National Child Measurement Programme) shows a slight improvement in key health indicators relating to children, the focus of this project. Compared to last year when we proposed and developed the Healthy Active Children pilot in Selby the values of excess weight in children is similar to the regional and national values (22.2% 4-5yr olds : 32.1% 10-11yrs olds). In 2014/15 the Sports Development team aims to extend the reach of the project to Year 5/6 pupils, adapting the content of the key messages and physical activity to meet the learning ability of the children involved.

### Midnight League / Pitchup and Play.

Midnight League / Pitchup and Play is a social inclusion project aimed at engaging with young people, who might otherwise be at risk of committing antisocial behaviour. The programme provides positive diversionary activities, in this case football. The sessions are open to all ages but the main age of participants is 15-24. Each participant pays £1 to play and this money is reinvested in the project. York City FC Community Coaches deliver the sessions in all sites in partnership with WLCT Sports Development team. The project is also engaged with Selby Youth Services, Police and Fire Service.



In April 2013 Sports Development set up an 8 week pilot of the Midnight League based at Selby Fire Station. The sessions ran between 7pm and 9pm on a Friday evening. Following mixed results, a further project was commissioned to deliver activity targeting 200 young people at 3 sites across the District. Sites were chosen to give access to community-based facilities. In this second stage the name of the project was changed to Pitchup and Play.

After slow beginnings the Pitchup and Play project has been a great success and received well by those it has engaged. Sessions were delivered across 3 sites; in Selby (at Selby High School outdoor MUGA), in Sherburn (at White Rose outdoor MUGA) and in Tadcaster (at Tadcaster Leisure Centre indoor sports hall). Each site was split into seasonal leagues covering autumn (October – December) and winter (January – March) with a total of 60 sessions delivered. Sessions were promoted through social media and word of mouth with support from Youth Service workers, Police Community Support Officers and participants themselves.



The project engaged with 301 new participants and 1,012 attendances in football (Selby 160 participants, 376 attendances, Sherburn 46 participants, 161 attendances, Tadcaster 95 participants, 475 attendances). The typical age range of participants was 12 and 19 years, with the exception in Selby

where on occasion a few 20 -23 year olds played, usually the elder siblings of other participants. The majority of participants are male.

Looking forward with the project, the Pitchup and Play project focuses on the key strategic health priority of Selby to increase physical activity and reduce anti-social behaviour and crime. In 2014/15 the Sports Development team aims to continue to work with York City FC in delivering coaching in the community and extend the reach of the project for example through a football festival and by maximising the seasonal activities / key partner messages and events, such as holiday camps in school holidays and the FIFA World Cup in June 2014.

### **Officer Posts**

The Sports Development officer posts funded by Selby District Council have taken on the management and delivery of these programmes, in addition to the existing core Sports Development services outlined in section 4.0 below. The Active Children's Officer delivered against the Healthy Active Children project and the Specialist Activity Instructor delivered against the MILI project.

The Sports Development Co-ordinator (Workforce) has a remit for developing community outreach sport networks with a particular focus upon community sports clubs, education facilities, forums and staff, voluntary organisations and groups. He has also developed a number of new sports specific clubs / networks within the community complementing the delivery from the new leisure centre from February 2015. All of this work is only possible by the officer successfully securing external funding, and is outlined in section 4.0.

The Sports Development Co-ordinator (Physical Activity and Health) delivered the pilot stages for Pitchup and Play and MILI. He also undertook several initiatives related to inclusive sport.

In line with Selby DC's request to explore opportunities to secure the future sustainability of these development programmes, WLCT has entered into discussions with North Yorkshire Public Health. In particular this will seek to secure long-term support and resourcing to allow the continuation and sustainability of these programmes, a fundamental aspect of our vision for sport and physical activity to support health outcomes across the district.

### **4.0 Sports Development**

The following section shows additional work undertaken by the team both as new areas commissioned by Selby District Council and more broadly as part of core functionality of Sports Development. Because the two areas complement each other, they are combined within this section of the review. All this work was carried out in partnership with other organisations or groups, or as part of externally funded projects. In particular there is a focus upon community outreach programmes, developing clubs, networks and activities across the District in order to sustain and develop the community sports offer ahead of the opening of the new leisure centre. These activities will then complement the sporting delivery from the leisure centre setting.

## External Funding success

Below is a list of funding applied for and funding secured by Sports Development team from October 2013 to March 2014. It is interesting to highlight that the Sports Development team has been able to secure an additional £44,921 for the delivery of community sport in Selby District over the past year. In addition to this the team has also supported many community clubs in their funding applications providing advice or application references for local, regional or national funding applications. Examples include supporting work with Tadcaster Magnets, Thorpe Willoughby Sports Centre and Riccall Primary School.

	Funding Partner	Theme of the grant	Amount	Decision made
Grants received	Sport England Satellite Club Funding	Selby based Handball club	£2,760 for 1 year	Awarded
Grants received	Sporta	Community Sport focused in Selby deprived areas / health increased participation	£7,000 for 1 year	Awarded
Grants received	Southern CEF	Southern CEF focus - Social inclusion project in the model of Pitchup and Play but using rugby league	£1,500 for fixed term project 30 weeks	Awarded
Grants received	Sport England Sportivate in partnership with North Yorkshire Sport	District wide - Funding for various sport sessions for 16-24yrs olds inclusive of the following sports Badminton Cricket Football Handball Fitness	£11,319 for fixed term projects of 8weeks per sport  This is awarded directly to WLCT	Awarded
Grants received	Sport England Sportivate in partnership with North Yorkshire Sport	District wide - Funding for various sport sessions for 16-24yrs olds inclusive of the following sports Swimming (Disability group) Rugby League (Women and Girls) Triathlon club Table Tennis	£6942 for fixed term projects of 8weeks per sport This is awarded to community clubs across the District aided by WLCT by not received by WLCT	Awarded
Grants received	Streetgames Doorstep Clubs	Multi Sport Activity Clubs aimed at 14-24 years olds. Clubs to start June 2014 at Selby-based venues targeting areas of highest deprivation, to be determined in consultation with Youth Services	£5,000 per year for 3 years	Awarded
Grants received	Run England	Run Leaders Awards	£4000	Awarded
Grants Applied for	Sport England Inclusive Fund	District wide - Disability / Inclusion Sport project	£130,000	Not successful
Grants Applied for	Eastern CEF	Eastern CEF focus – Coaching Bursary pilot to aid with the cost of coaching qualifications and Coaching CPD resulting in raising of minimum standards for coaching and community sport delivery in Selby	£5,000	Not successful
Live Applications	Sport England Improvement Fund	Football pitches on Portholme Road in partnership with SDC. Improvement to drainage linked to	£205,000	Decision to be made May 2014

		the works to fix the culvert		
<b>Live Applications</b>	Sport England Community Investment Fund	Sport focused on Selby deprived areas and areas of need, specific sport participation (amount possible)	£100,000 + Submission going in end May 2014	Ongoing work
<b>Live Applications</b>	Public Health Commissioner	Continuation funding for Adult weight management programme and Children's weight programme		Ongoing work
<b>Live Applications</b>	Public Health Commissioner / Y&H Regional / CCG	Cycle Group. Cycle Health Funding		Ongoing work

## Strategic Partnerships and building relations

Throughout the year the Sports Development team have continued to build and sustain partnerships across the sporting and non-sporting sectors. Our close working relationship with North Yorkshire Sport CSP continues to grow enabling officers to benefit from information sharing on events, data collection, funding and coach development and volunteer opportunities.

The relationship with North Yorkshire Sport has also brought a number of new National Governing Bodies of Sport (NGBs) into the District, enabling the team to introduce new sports into the community and continue to grow the established sports already flourishing in the District. Examples of new sport development are discussed below.

2013/14 has seen a significant concentration on cycling with the *Tour de France - Grand Départ* being staged in Yorkshire for the first time in July 2014. The Sports Development team has been heavily involved in the strategic development of cycling in the County and District as a legacy of the Tour. Through membership of the North Yorkshire Cycle Group and Cycle Yorkshire Regional Working Group, the team have been able to develop a cycle strategy for Selby District, complementing plans developed by the CSP and Cycle Yorkshire in partnership with Welcome to Yorkshire. Working with the communications team at SDC and WLCT the team have been able to increase information about events and opportunities for cycling in the District both pre and post the *Grand Départ*.



The Sports Development team have also established partnerships beyond the traditional sporting sector. Work has taken place throughout 2013/14 with Public Health in North Yorkshire and colleagues at Vale of York Clinical Commissioning Group, exploring new opportunities and resources for partnership working and project delivery.

## Outreach work Voluntary organisations / groups

The Sports Development team continues to support Council for Voluntary Service (CVS) and Selby District Association of Voluntary Services (AVS) and attend the Community Engagement Forums (CEFs) across the



District, securing funding from the southern CEF. This positive working relationship has seen the team support a number of organisations in the submission of funding applications, Bee-Able; Purple Patches; Selby Asgardians; Voice for People; Selby Community radio, Compass, G.E.M.S are just some examples. In addition the team has representation at the Selby Equality Group, Selby North Action Group and Selby District Consortium hosted by Selby AVS.

### Development of new sport clubs / networks

The Sports Development Co-ordinator (Workforce) has worked to develop a number of new clubs in the community and school setting, partly through the Sport England Satellite Club programme. The table below details these clubs. In addition to providing new sporting opportunities in a range of settings, this work also facilitates the school – club link for children and young people to make the transition from school to community sport.

The photograph shows the Handball club at Brayton High, which aspires to become a centre of excellence for Handball in the County.

Sport	Venue	Launched	New participants	Funded by
Running Network	Profiles Selby	June 2013	41	North Yorkshire Sport
Rugby League	Selby Warriors Ladies Team and under-14s	Oct 2013	32 Ladies 12 under-14s	North Yorkshire Sport Sportivate Funding
Handball Satellite Club	Brayton High	Dec 2013	48	North Yorkshire Sport / Sport England Satellite Club Fund
Triathlon Network	Tadcaster Swimming Pool	Feb 2014	28	North Yorkshire Sport / Sport England Satellite Club Fund Triathlon England
Badminton products such as Smash-up Badminton Play Badminton Battle Badminton	Barby High School, Brayton High School, Selby High School, Selby College Sherburn High School, Tadcaster Leisure Centre, Tadaster Grammar School Riccall Regen Centre,	March 2014	TBC	North Yorkshire Sport Sportivate Funding
Cycling – Sky Ride Local	Selby and the surrounding area	March 2014	TBC	British Cycling / Sky

Clubmark, the national sports accreditation scheme that is built around a set of core criteria ensuring that accredited clubs operate to a set of consistent, accepted and adopted standards, continues to be a success in the District. In 2013/14 there are 40 Clubmark Clubs across 12 sports in the District, an increase of 5 from 2012/13. The Sports Development Co-ordinator



(Workforce) supports this work by working with community clubs to promote minimum standards.

### **Outreach work including community sports club, coaches and volunteers**

In addition to the three new projects above, WLCT Sports Development delivered and supported a broad range of initiatives through the officer posts in 2013/14. The Sports Development Co-ordinator (Workforce) has a remit for coach and volunteer development to help widen the access to sport and physical activity and therefore increase sustained participation.

Ensuring minimum standards in community clubs and schools, coach and volunteer development and delivery is vital to grassroots sport. Throughout 2013/14 the officer has established and promoted the Selby Coach database through Coach Web in partnership with North Yorkshire Sport. Coach Web enables coaches to keep abreast of developments and take opportunities to enhance their own personal coaching standards. This in turn develops an informed and professional coach and volunteer workforce, delivering high quality and safer sports and activity sessions. The officer has also worked with head teachers around minimum operating standards for coaches within schools.

In maintaining minimum standards for coaches and volunteers, the officer has also organised 24 Continual Personal Development (CPD) courses and promoted other courses delivered by partners, for local coaches to attend. These courses engaged with 270 new participants to the Selby Coach database boosting the overall number of coaches on the database to 302 - significantly above the target set for this year of 100 coaches on the database and 10 coach / volunteer education courses delivered.

### **Outreach work education (facilities, networks and staff)**

The Sports Development team continue to have a productive relationship with key schools and further education networks across the District. In 2013/14 the team has been involved in the support of teaching and learning through Physical Education and School Sport. The team continued to deliver guest lectures, workshops and attend careers events including events at Brayton High School, Carlton Holy Family School, Sherburn High School, Selby High School, Selby College, Tadcaster Grammar School and York St John University. In October 2013 as part of the build-up to the Rugby League World Cup, the team arranged for former Great Britain and Leeds Rhinos player Keith Senior to give an inspirational talk at Selby High School.

The team also hosted a number of long-term student placements from Sheffield Hallam University, York St John University, Selby College and York College providing opportunities for students undertaking



sports degrees to gain valuable work experience as well as aid research for module assignment and third year dissertations.

The Sports Development Co-ordinator (Workforce) continues to support the Selby District School Games Organiser to provide school-to club-links and support around competition for schools across the district, including the North Yorkshire Sport School Games event held at Queen Margaret's School, Escrick, and assisted in the setting up of the Selby School Sport Association. The team continue to aid the development of Sports Leadership Qualifications in local schools, and in 2013/14 engaged with 288 young people who supported at 35 sporting events and sessions across the District, with further opportunities to receive tuition at North Yorkshire Ambassador events.

The team continues to support the Step into Sport holiday programme based at Tadcaster Grammar School. The programme provides a wide range of sports targeting children aged 9-14. Over 240 children accessed the courses in 2013/14.

### **Inclusive Sport**

In 2013/14 a range of initiatives related to inclusive sport were delivered with particular consideration to promoting activity amongst hard to reach groups including women, girls, older adults and disabled participants. Sports Development attends the Selby Equality group hosted by Selby AVS. In February 2014 two members of the team achieved Level 1 standard in Wheelchair Basketball coaching. The team have extended the health walks programme in Selby and Tadcaster, with a published programme of walks now established in Selby. Thorpe United Disability Football Team continues to be supported by the Sports Development team to secure external funding to extend the opportunities of the group. The football club continues to attract a core group of up to 15 players with varying levels of disability. The club still hold one weekly training session at Selby High School. In November the club hosted an open day held with the support of West Riding FA.

Selby Boccia, Sports Ability Sessions, Selby Wheelchair Basketball Club and 8-18 Club sessions have now stopped due to low numbers or lack of appropriate venue. Sports Development team are currently exploring options for an alternative venue to resume these sessions in 2014/15.

### **Events**

Throughout the year the Sports Development team hosted or supported some key events in the District. Two examples are highlighted below:-

#### **Sport Relief.**

Over 100 runners took part in the third Sport Relief Mile to be held in Selby on an off-road circuit at Selby Rugby Union Club. The Selby event was delivered in partnership with WLCT, Selby Striders running club and Selby Rugby Union Club. WLCT is working with Selby Striders to enable them to take on the responsibility of delivery for this established Selby Sport Relief event in the future, working on the ethos of enabling community clubs to deliver events, to attract new members and ensure club sustainability.



### Selby Three Swans Sportive

2013 saw WLCT working for the first time in partnership with Selby Cycle Club and British Cycling, to deliver the first Cycle Sportive in Selby. The event celebrated the 90<sup>th</sup> Anniversary of Selby Cycle Club and raised money for Yorkshire Cancer Research. A Cycle Sportive event is a non-competitive time trial.

455 riders took part in the ride covering the whole District in 3 possible circuits, 25mile, 60mile or 90 mile. This race was the forerunner to numerous cycling events



planned for 2014 as part of the newly formed Selby District Cycle Strategy and legacy of the Tour de France *Grand Départ* in Yorkshire.

### Olympic Legacy

2012/13 saw a number of Olympic Legacy events take place across the District and in 2013/14 we have seen evidence of the continued longer-term impact of the 2012 Games and the local Legacy programmes. One of the key targets of the Olympic Legacy programme was to create an increase in the number of people who were more active, more often. In December 2013 Sport England released the latest full-year findings of the Active People Survey (7), the mechanism which monitors this indicator. This showed that 37.9% of people in Selby engaged in moderately intensive physical activity (including recreational walking and cycling) in at least one session of 30 minutes per week, with 28.6% achieving the minimum of three 30 minute sessions per week. Whilst both indicators reflected encouraging progress, the increase of eight percentage points above baseline in the 3x30 indicator was a particularly significant leap. In addition to reflecting increased overall participation in sport and physical activity across the District in the twelve months following the Olympic Games, these increasing activity levels also make a contribution to improving key health and wellbeing outcomes.

## **Playing Pitch Provision.**

The Sports Development team continues to manage the bookings of the football pitches at Portholme Road and Dennison Road. Currently four local teams use the pitches for Sunday League football in the season.

## **5.0 The New Leisure Centre**

WLCT have continued to support the design and construction of the new Selby Leisure Centre following the successful commission to secure Sport England Iconic Facilities grant funding. Support on this funding bid helped secure £2,032,050. The commission to develop and submit the Sport England application included the following aspects:-

Architectural and Engineering proposals to RIBA stage C  
Whole life cost assessment  
Business Plan  
Performance Framework  
Local Needs assessment including local consultation  
Collation and submission of application documents including the on line submission form

Working with the project manager Turner and Townsend, the appointed design team Bradshaw Gass & Hope – who subsequently novated to the main contractor Wates Construction – WLCT have assisted the design process in line with the project programme which targets completion of the construction project and public opening in February 2015.

In informing the detailed design process, reference to the Sport England, Amateur Swimming Association (ASA) and England Hockey standards have been taken to ensure the building is compliant with the grant conditions and the latest design standards. In addition the design of the facility has been informed by the local knowledge gained through operating the centre from the commencement of the Leisure Contract and through informed market research to predict the likely demand once the facility is opened, notably for the Health and Fitness Centre.

The facility mix for the new Leisure Centre is listed below:-

- 6-lane swimming pool sized at 25 m in length and 12.5 m in width with depth ranging from 1 m to 2 m to ASA standards
- Learner pool sized at 11.5 m in length and 7 m in width with depth ranging from 0.6 m to 0.9 m to ASA standards to support the Learn to Swim programme
- Village changing with group, family and inclusive facilities
- Spectator viewing to the Pool Hall
- Health and Fitness Centre with the latest cardiovascular, resistant, free weight, functional and stretch equipment
- Dedicated changing to support the Health and Fitness Centre with access to Sauna and Steam Lounge
- 2 Studios to support the extensive group fitness programme
- Multi-purpose activity hall to support club activity, sports development initiatives, meetings, conferences and holiday activity programmes

- Changing rooms to support the multi-purpose activity hall and the synthetic pitch
- High quality catering
- Sand-dressed synthetic pitch to England Hockey standards supporting a multi-sports activity programme

Under a separate commission WLCT are also leading the procurement and construction project for the refurbishment of the synthetic pitch. Working with consultants Surfacing Standards a detailed specification has been developed and agreed with Sport England and England Hockey for the sand-dressed pitch. Procurement is scheduled to be completed in May 2014 enabling works to commence on site mid-summer 2014.

The construction of the new Leisure Centre provides a significant opportunity to increase participation and impact on the Health and Wellbeing of Selby residents. Prior to the fire Abbey Leisure Centre attracted over 285,000 visits. Within five years of opening the new Leisure Centre the target is to increase the number of visits to 445,000 (a growth of 56% in total visits when compared to Abbey Leisure Centre) with a corresponding growth in Lifestyle members to over 8,795, equating to over 10% of the Selby population.

The growth in participation is projected as a result of the new activity programmes and service offer which will excite and engage all sections of the community to become more active. Examples of the proposed services and activities within the new Leisure Centre are listed below:-

- All-inclusive Health and Fitness package providing gym, exercise class, swim and sauna steam access with full, off-peak and concessionary pricing schemes alongside loyalty packages for those members currently based at Selby Profiles
- New group fitness programme including high intensity, low intensity, stretch, weight management, junior fitness and family fitness sessions
- Personal Training service to support the membership package and provide a personalised motivational based service
- Expanded Aquatics programme with a dedicated ASA-accredited Learn to Swim programme , new aquatic class activities, club activities, party and fun sessions and extensive casual swimming opportunities
- High quality and affordable Holiday Club activities for children
- Sports Development initiatives utilising the multi-purpose hall and synthetic pitch
- Competitive hockey club activities alongside specific development and introductory programmes
- Recreational 7-a-side Soccer League
- Party, meeting, exhibition and conference opportunities within the multi-purpose hall
- Support to organised clubs through regular access to the multi-purpose hall

The table below highlights some of the performance indicators relating to the new centre.

Performance Measure	Performance Target 2014/15
Visits to leisure centre	85,000*
Number / percentage of visits by 0-10 year olds	Set Baseline
Number / percentage of visits by 0-16 year olds	Set Baseline
Number / percentage of visits by 14-25 year olds	Set Baseline
Number / percentage of visits by 26 year olds and older	Set Baseline
Number of disabled participants (across both sites)	Set Baseline
Number of swimming lesson participants	Set Baseline
Number of gym members	Set Baseline

\*Figure dependent on new leisure centre opening within set timescales

Work has been undertaken, in partnership with Selby Council communications team, to produce a Communications Plan for the new leisure centre. This includes public relations, stakeholder engagement and communications to residents. Amongst the promotional work undertaken so far has been the launch of a dedicated and regularly updated section of the website and customer-focused hoardings on the building site. Already in 2014/15 engagement with local schools has taken place through a centre-naming competition and a 'golden bolt' ceremony.



## **6.0 Other New Areas of Work**

### **Sports Development**

The Sports Development team is working with community partners, clubs and schools to consider new hosting arrangements and use of the leisure centre when it opens. Through 2013/14 and into 2014/15 the team is working to develop new sports in the leisure centre that are not currently delivered in the District, examples such as fencing, pistol shooting, table tennis, curling, kayaking, gymnastics, free running gymnastics, street dance, tea dances. The team is also continuing working with sports that have become established in the community setting in local clubs, community facilities or schools and will remain in that setting when the new centre opens such as badminton and handball. In addition the team is working to identify opportunities to utilise school sports halls for supporting community outreach work, which will complement the proposed range of facilities at the new leisure centre.

The Sports Development team is also working with strategic partners to consider making the new leisure centre hub of community physical activity. Through strategic partnerships being developed in 2013/14 and 2014/15 with Public Health North Yorkshire, Vale of York NHS and Clinical Commissioning Groups (CCGs) within the District the team aim to enable health practitioners and partners to use the leisure centre as a drop-in centre for themed campaigns around Flu vaccinations, Health Screening or health MOTs. Also through the development of local strategies for Active Work Places and significantly cycling, the team will work with partners such as North Yorkshire Sport and Cycle Yorkshire to explore opportunities to make the new leisure centre or the pavilion in the park a Cycling Hub for Selby, with a view to then replicating good practice in Tadcaster.

### **7.0 Maintenance**

As part of WLCT's commitment to maintaining leisure facilities that are fit for purpose and 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.

## **Tadcaster Leisure Centre, Planned Maintenance 2013/14**

### Tenant Programme

The main focus for Planned Maintenance at Tadcaster Leisure Centre during 2013/14 was to proceed with works identified in the Building Condition Survey which was carried out in March 2013. We primarily focused on Priority 1 & 2 actions which were identified within the report. These included items such as:

- Fit new/replace emergency lighting units and test switches
- Replace missing sections of skirting around sports hall
- Replacement of external car park and building-mounted lighting fittings
- Replacement of ventilation fans throughout the building
- Replacement of ironmongery on doors (including fire exits)
- Extend existing handrail to staircase to comply with regulations
- Investigation of heating/ventilation issues within the changing rooms

The total cost of the works was valued at £8,652.38

### Landlord Programme

Replacement of the disabled access lift at a cost of circa £18,000.00.

### **Aims for 2014/15**

The Tenant Planned Maintenance works for 2014/15 include redecoration and floor covering replacements within the entrance/reception areas and the sanding/resealing of the sports hall floor. A two week closure of the sports hall will be required to facilitate these works which is currently expected to take place between 4<sup>th</sup> and 22<sup>nd</sup> August 2014 (to be confirmed). In order to minimise disruption to customers, all other works will also be programmed to complete during this closure.

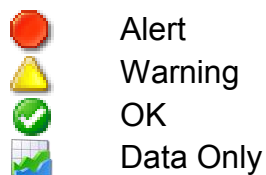
We will also be hoping to commission the remedial works to the heating/ventilation issues within the changing rooms.



## 8.0 Summary of Key Performance Measures 2013/14

From April 2013, 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 section 2.0 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	%	%	%
			
12	42	33	25

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







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<b>Performance Indicators</b>	<b>2012/13</b>	<b>2013/14</b>				<b>Full year 2014/15</b>
<b>PI Name</b>	<b>Actual Performance</b>	<b>Trust Actual</b>	<b>Target</b>	<b>Status / Direction of Travel</b>	<b>Comments</b>	<b>Target</b>
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.






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Performance Indicator	2012/13	2013/14			Target 2014/15	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Visits to leisure centres per 1000 population (LE_NEW001)	1114.10	1500.10	1700.00	  	<p>Actual visits for the year are 125,190.</p> <p>A full year of usage at the Selby Profiles site saw 67,822 visits to this facility. Like-for-like monthly visits were on average 26% higher than for the corresponding periods in 2012/13.</p> <p>Tadcaster LC saw 57,368 visits in 2013/14, an increase on the 2012/13 total. Like-for-like monthly visits were on average 11% higher in 2013/14 than for the corresponding periods in 2012/13.</p> <p>The most popular activity was casual gym usage, with gym-based exercise classes such as Pilates, spinning, circuits and aerobics also recording high levels of participation.</p> <p>Performance was below target in 2013/14 however it should be recognised that there has been a significant increase on like-for-like performance across both sites from 2012/13. The increase in number of memberships at both sites offers further encouragement of continued progress against this target in 2014/15. With the opening of the new leisure centre and the subsequent increase in range of leisure centre-based activities from February 2015 future growth is anticipated against this indicator.</p>	1700.00







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Performance Indicator	2012/13	2013/14			Target 2014/15	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Number of 'Lifestyle' members as a % of population <b>(LE_NEW001.2)</b>	9.2%	11.0%	10%	 	Number of memberships as a percentage of population saw an increase on 2012/13 performance and exceeded the target set. A vigorous promotion campaign in the second half of the year contributed to a significant rise in memberships in quarters 3 and 4.	10%
% of members participating in 1 or more session per week (Rolling 3-month as comparator)	49.6%	48.0%	38.0%	 	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 three month total for this indicator as at March 2014 is 48.0% (June 2013 – 47.4%, September 2013 – 46.2%, December 2013 – 42.1%). This was a similar performance to 2012/13 and remained above target.  The percentage of members participating in 3 or more sessions per week had increased to 3.7% for the rolling three months to March 2014 (June 2013 – 3.3%, September 2013 – 3.3%, December 2013 – 2.3%).  In December 2013 Sport England published their annual Active People Survey results. This showed that 37.9% of people in Selby were active on at least one day per week whilst significant increases had been recorded in the 3x30 indicator, the total currently standing at 28.6%, an increase of 8 percentage points from the 2005 baseline. It should be noted that Active People data covers a broad range of sport, physical and recreational activity.	49%
% of Members participating in 3 or more sessions per week <b>(LE_NEW003)</b> (Rolling 3-months as comparator)	3.8%	3.7%	3.0%	 		3.5%

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Performance Indicator	2012/13		2013/14			Target 2014/15
	Actual Perf.	Trust Actual	Target	Status	Comments	
Number of visits to sport centres from under17s (LE_NEW004)	6,461	6,709	7,000		Whilst the absence of a swimming facility continues to impact on this indicator, visits had increased in 2013/14 from the previous year. The most popular activities were casual gym use, with structured activity sessions including Tae Kwando and basketball also popular. It should further be noted that this indicator only captures leisure centre usage, with a significant number of under-17s attending Sports Development outreach sessions (section 9.0 below).	1,800 (Tadcaster)
% of visits to sport centres from under17s (LE_NEW004.1)	7.0%	5.3%	7.1%		Whilst the number of visits from this age cohort has increased, there was a decrease as a percentage of overall visits. As above, this reflects the absence of a swimming facility.	4% (Tadcaster)
Number of visits to sport centres from over 60s (LE_NEW005)	12,406	16,181	17,500		Despite the absence of a swimming facility (which had accounted for a third of all over-60s visits in 2011/12) the number of visits from this age cohort had increased in 2013/14. The most popular activities were casual gym use, structured exercise sessions such as Pilates, and activities including badminton.	New target age group breakdown to be reported 2014/15
% of visits to sport centres from over 60s (LE_NEW005.1)	13.43%	13.0%	10%		The percentage of visits from this age cohort was slightly down on 2012/13, reflecting the increased participation in other age groups this year. However it remained above target.	New target age group breakdown to be reported 2014/15
Gender Ratio (% female/male utilisation) (LE_NEW006)	56.8 : 43.2	55.3 : 44.7	52.2 : 47.8		Final performance against this indicator reflected a very similar outcome to 2012/13. As before, this didn't reflect a decline in male participation but an increase in participation from both male and female. In particular, the range of gym-based activity sessions attracted a significant number of female participants.	52.2 : 47.8

Performance Indicator	2012/13	2013/14			Target 2014/15	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Disability Usage (LE_NEW007)	1.0%	0.5%	Data Only	 	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 and continues to reflect the nature of the available facilities, with swimming having been one of the most popular activities for this target group.	TBD
Complaints Ratio: Number of complaints received per 1,000 visits (LE_NEW008)	0.10	0.09	<0.10	 	The service received a total of 12 complaints in 2013/14 relating to :-  Jun – 1. Relating to noise levels at Profiles Jul – 1. Relating to slippery floor at Tadcaster Sep – 1. Activity programme at Tadcaster Dec – 1. Customer service at Profiles gym Jan – 3. 2 at Profiles relating to course bookings, 1 at Tadcaster relating to gym equipment Feb – 4 at Profiles relating to correspondence from DFC (2), customer service (1) and opening hours (1) Mar – 1 at Tadcaster relating to membership cancellation	<0.10
Accidents Ratio: No of reportable accidents per 1,000 visits (LE_NEW009)	0.19	0.07	Data Only	 	9 accidents were reported over the course of the year, halving the total reported in 2012/13.	Data only

Performance Indicator	2012/13	2013/14			Target 2014/15	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
% customer satisfaction (LE_NEW010)	75.0%	73.1%	76.0%	 	<p>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.</p> <p>Satisfaction is currently at 73.1%. This shows a decrease from the previous year and is below target, although it remains higher than the 2010/11 baseline of 70.0%. Satisfaction levels at Profiles had increased by two percentage points from 2012/13 however a continued decline had been observed at Tadcaster.</p> <p>Whilst customer expectations for staff and information and value for money were exceeded, satisfaction levels were lower with the quality of fitness and gym equipment, particularly at Tadcaster. We are currently exploring options to replace equipment at the facility.</p>	TBD
% of customer complaints responded to within timescale (LE_NEW011)	100%	100%	95.0%	 	Throughout the year all complaints were responded to within the agreed timescale, with an average response time of 2.6 days.	95.0%
Cost per visit (£s) (LE_NEW013)	1.81	0.57	Data Only	 	Cost per visit outturn represents an improvement compared to 2012/13. This can be attributed to higher level of visitors across the year and increased memberships.	TBD

Performance Indicator	2012/13	2013/14			Target 2014/15	
PI Name	Actual Perf.	Trust Actual	Target	Status	Comments	
Cost per resident (£s) (LE_NEW014)	2.02	0.85	Data Only	 	Cost per resident has reduced compared with the previous year as a result of increasing memberships and an increase in the District's population size.	TBD
Number of GP referrals (LE_NEW016)	302.0	212.0	300	 	This indicator fell below target in 2013/14. Transition periods over the year owing to staffing changes meant that there wasn't a consistent resource to promote and support the programme to achieve the target. In 2014/15 this programme will be driven by a dedicated staff resource.	300

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## 9.0 Review of Key Priorities for 2013/14

Key Priorities	Lead Officer	Target & Milestones	Intended Outcomes & Impact	Update March 2014
Increase participation and membership base at Profiles and Tadcaster Leisure Centre	PH / Health and Fitness Manager	Ongoing – review monthly	3,000 members at Profiles and Tadcaster  Increase in 1x30 and 3 x 30 sessions per week	2,592 Profiles members at Selby Profiles and Tadcaster.  In the rolling three months to March 2014 participation 1x30 was at 48.0% and participation 3x30 was at 3.7%, slightly below the corresponding period in 2012/13 but above target. The latest Active People Survey results (December 2013) demonstrate a rise in participation across all sport and physical activity to 37.9% (1x30) and 28.6% (3x30).
Enhance the range of activities for key target groups	NK / PH / Sports Development	Ongoing – reviewed monthly	3% participants in sport and activity sessions registered as disabled  9% participants in sport and activity sessions aged 0-17	0.5% of visits and 1.1% of participants were registered as disabled. This indicator is only based on leisure centre usage.  Leisure centres - 5.3% of visits and 12.2% of participants were 0-17. Sports Development new work (MILI, Pitchup and Play, Healthy Active Children) – 78.6% participants were 0-17.

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			15% participants in sport and activity sessions aged 60 plus	13.0% of visits and 9.6% of participants were aged 60 and older. This indicator is only based on leisure centre usage.
Support Selby DC with the development of new Abbey Leisure Centre facility.	PB / SH	<p>Planning Consent – August 2013</p> <p>On-site works – November 2013</p>	Provision of high quality new leisure facility and range of leisure centre-based activity opportunities in Selby.	<p>Completion of project and public opening targeted for February 2015. WLCT supported the bid to Sport England Iconic Facilities funding, helping secure £2,032,050 towards the project. WLCT have supported the design process through the development of a detailed project brief to inform initial design and subsequent detailed specification. Ongoing review of architectural and engineering proposals to ensure construction is in line with project brief. Ongoing liaison with supporting NGBs to ensure all design and specification requirements are adhered to.</p>
Review activities/ events within Selby Park	PH	Ongoing – reviewed monthly	More people participating in sport and physical activity within Selby	Anecdotal evidence and observations highlight that the introduction of the outdoor gym facility at the park has seen an increase in participation, both formal and

			<p>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 Market Place.</p>	<p>informal. The park bowling facilities attract five teams throughout the summer months.</p> <p>Discussions currently taking place regarding these two sites. Operational requirements for the promotion and increased usage of the sites to be agreed in 2014/15.</p>
<p>Deliver community outreach team programmes and review effectiveness of programmes.</p>	<p>HK / Sports Development</p>	<p>Ongoing – reviewed at end of pilot stage (summer 2013) and then on a monthly basis</p>	<p>20 participants and 200 attendances at each Pitchup and Play programme</p> <p>250 participants at Move It and Lose It programmes. 50% of participants completing 9 weeks of the course. Longer-term impacts around achieving and maintaining weight loss.</p> <p>500 children participating in the Healthy Active Children programme. Programmes to be targeted at schools within the areas of highest levels of children's obesity.</p>	<p>317 participants and 1059 attendances across 8 programmes (including the pilot programme)</p> <p>226 participants. 42% participants lost at least 5% of their starting weight, a significantly higher total than for similar programmes elsewhere in the country. 44.9% participants attended at least 9 weeks of the course.</p> <p>625 children from 25 schools. 8 of the 9 schools from the areas with highest levels of children's obesity took part in the programme.</p>

<p>Continue to develop external partnerships with key stakeholders (PCT, North Yorkshire Sport, Police and National Governing Bodies for Sport)</p>	<p>HK / Sports Development</p>	<p>Ongoing</p>	<p>Establishment of partnerships with stakeholders at local and regional level to support and enhance joint working towards strategic and delivery objectives</p>	<p>Ongoing positive working relations and partnership networks, both established and new, including North Yorkshire Sport, National Governing Bodies, Public Health, CCG, local CEFs, voluntary sector, emergency services.</p>
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## 10.0 Key Priorities 2014/15

Key Priorities	Lead Officer	Target & Milestones	Intended Outcomes & Impact
<p>Increase participation and membership base at Tadcaster Leisure Centre and Selby Profiles. Build pre-sales momentum ahead of opening of new Selby Leisure Centre.</p>	<p>PH</p>	<p>Number of Lifestyle members to equate to 10% of District population</p>	<p>Increase in participation in leisure centre-based activities in 1x30 and 3 x 30 sessions per week</p> <p>2,500 Profiles members at both sites</p>
<p>Enhance the range of activities and increase participation from a range of key target groups including young people, adults, disabled participants, people with specific health needs eg overweight and obese. Particularly recognise the importance of outreach work delivered in community settings in attracting some of these target groups.</p>	<p>PH / HK</p>	<p>5% participants in community sport and activity sessions registered as disabled. Baseline established for disabled participants in leisure centre based sessions.</p> <p>15% participants in community sport and activity sessions aged 0-17. Baseline established for 0-17 participants in leisure centre based sessions.</p> <p>5% participants in community sport and activity sessions aged 60 plus</p> <p>300 GP referral participants</p>	<p>Increase participation from these target group</p> <p>Provision of a package of inclusive activities</p> <p>Address key strategic needs for example in improving health and wellbeing, increasing community cohesion and reducing incidents of anti-social behaviour through participation in sport and physical activity</p>

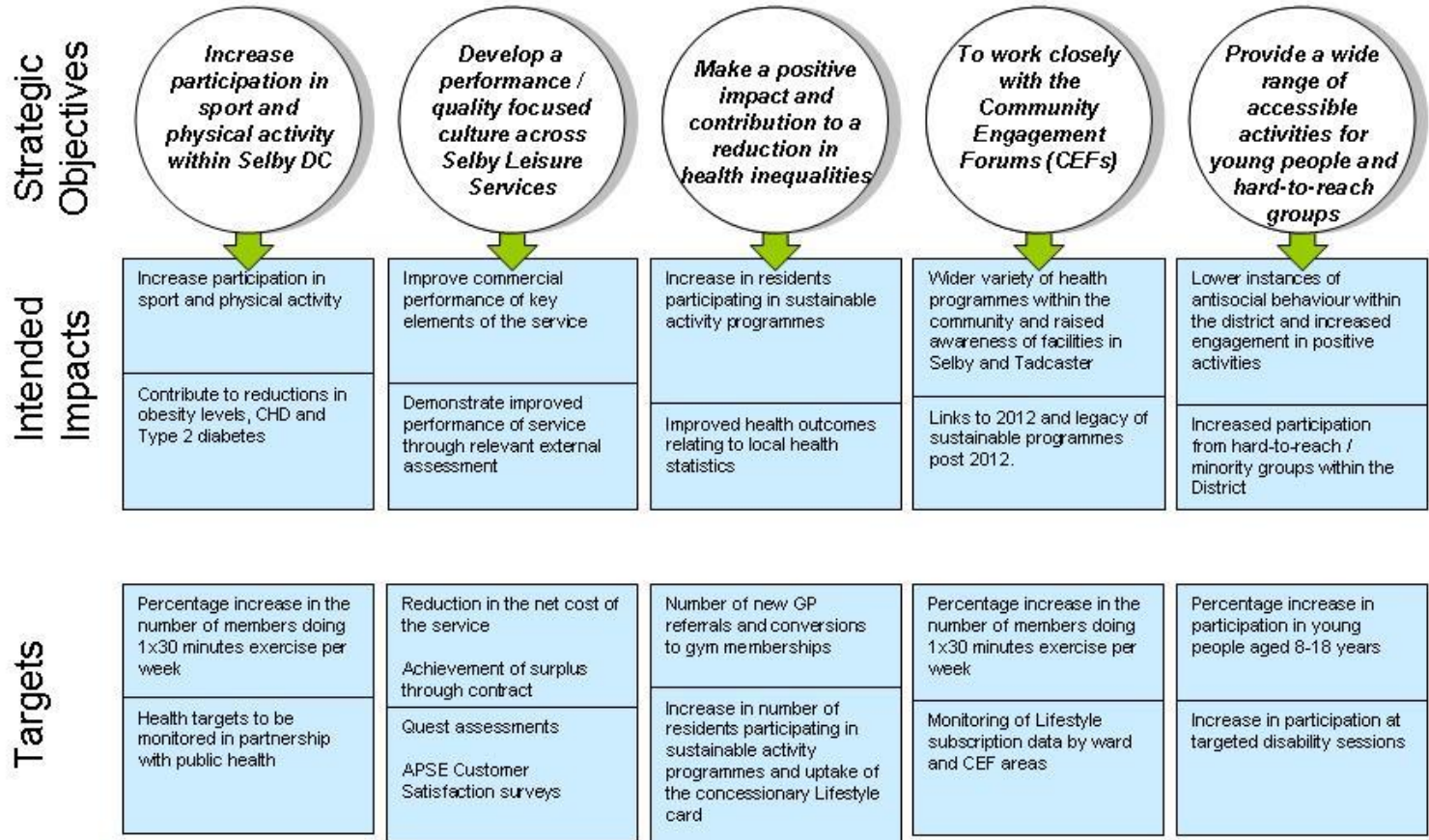
Support Selby DC with the development of new Selby Leisure Centre facility.	PH / SH	Completion of build and opening of new site February 2015.	Provision of high quality new leisure facility and range of leisure centre-based activity opportunities in Selby.
Review activities / events in Selby Park and outdoor facilities.	PH	Continued work to support and promote use of Selby Park for sport and physical activity participation.  Discussions to take place with Selby DC to formalise support/ bookings mechanism for Market Place and Amphitheatre.	Increase usage of outdoor facilities as a means of encouraging higher participation and engagement in sport / physical activity.  Support the usage and potential of the Selby Market Place and Amphitheatre sites.
Delivery of Physical Activity / sport events in the District	HK	4 external events delivered involving the SDU in Selby District  Continued mapping of participation from across the District in key programme areas, eg MILI, Pitchup and Play, Healthy Active Children	Broadened scope of delivery and outreach engagement allowing more people from rural and less active communities to access sport and physical activity programmes.  Raised profile of the role of sport and physical activity and the opportunities for people to become more active
Continue to develop external partnerships with key stakeholders in sporting and non sporting agendas	HK	Engage with 3 new partnership networks	Establishment of partnerships with stakeholders at local and regional level to support and enhance joint working towards strategic and delivery objectives
Explore opportunities to bid for external funding to extend existing and		Attract external funding into Selby District in	Development of sustainable and enhanced programme

develop new programme areas		addition to SDC commissioned services	offers
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Strategic Objectives 2011-2014





## **Strategic Objectives 2011-14**

WLCT's delivery of the Selby Leisure Contract has been underpinned by the five Strategic Objectives 2011-14 outlined above. As this current cycle is due for review and refreshing from 2014 onwards, it is important to reflect upon the progress and outcomes against these five objectives. Whilst this is considered throughout the Annual Review above, it is also explicitly referenced below.

### **Strategic Objective One – Increase in Participation in Sport and Physical Activity within Selby DC**

This objective fundamentally guides all of our work across the District, and performance is monitored through the Sport England Active People Survey. In December 2013 Sport England released the most recent full year figures for Active People Survey 7, with the two key targets being adult participation in sport on at least one session of 30 minutes per week, and in at least three sessions of 30 minutes per week. For Selby District, this showed that participation in at least one session of 30 minutes per week had increased from a 2005/6 baseline of 35.8% to a current figure of 37.9%, above the national average of 35.7% and the North Yorkshire County Sports Partnership average of 37.2%. Participation in at least three sessions of 30 minutes per week had increased from a 2005/6 baseline of 20.0% to a current figure of 28.6%, a statistically-significant increase in participation levels and above the national average of 24.8% and the regional average of 27.3%. In addition to this headline figure WLCT record participation rates at the two leisure centre sites in Selby District, and in 2013/14 these recorded participation in 1x30 at 48.0% and in 3x30 at 3.7%, a similar figure to the previous year's results. However whilst both sets of data demonstrate a very encouraging increase in regular sport and physical activity participation across the District, it should be emphasised that these figures are not direct like-for-like comparisons. The Active People Survey encompasses a broad range of activities including 'traditional' sport and physical activity as well as recreational cycling and walking. WLCT's data records specifically participation in our current range of leisure-centre based activities.

In addition to increasing participation across the District, there was also a specific emphasis upon increasing participation from target groups in order to reduce health inequalities and improve health and wellbeing outcomes, which is addressed in Strategic Objective Three, below.

### **Strategic Objective Two – Develop a Performance / Quality Focused Culture across Selby Leisure Services**

WLCT service delivery has been driven by a performance-based and quality-focused ethos which will remain a high priority in 2014/15 and beyond. As part of our performance management we make use of regular and ongoing Quest assessments, a tool for continuous improvement, defining leisure industry standards and good practice and providing a benchmarking assessment framework. In 2012/13 Tadcaster Leisure Centre was assessed and overall scored 'good' with the following areas scoring excellent – business planning, financial management, sports development. 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. WLCT also undertake annual customer satisfaction surveys, conducted in line with the APSE process and based on several categories including (i) Staff and Information (ii) Facility Presentation and (iii) Value for Money. In 2010/11 customer satisfaction stood at 70.0% with the 2013/14 survey showing that there had been an increase in overall satisfaction levels to 73.1%. However it has been

noted that there were areas where customer satisfaction was lower than expectations, particularly regarding quality of equipment, and measures to address this have been outlined in the paper above (section 2.0 and 8.0).

### **Strategic Objective Three – Make a Positive Impact and Contribution to a Reduction in Health Inequalities**

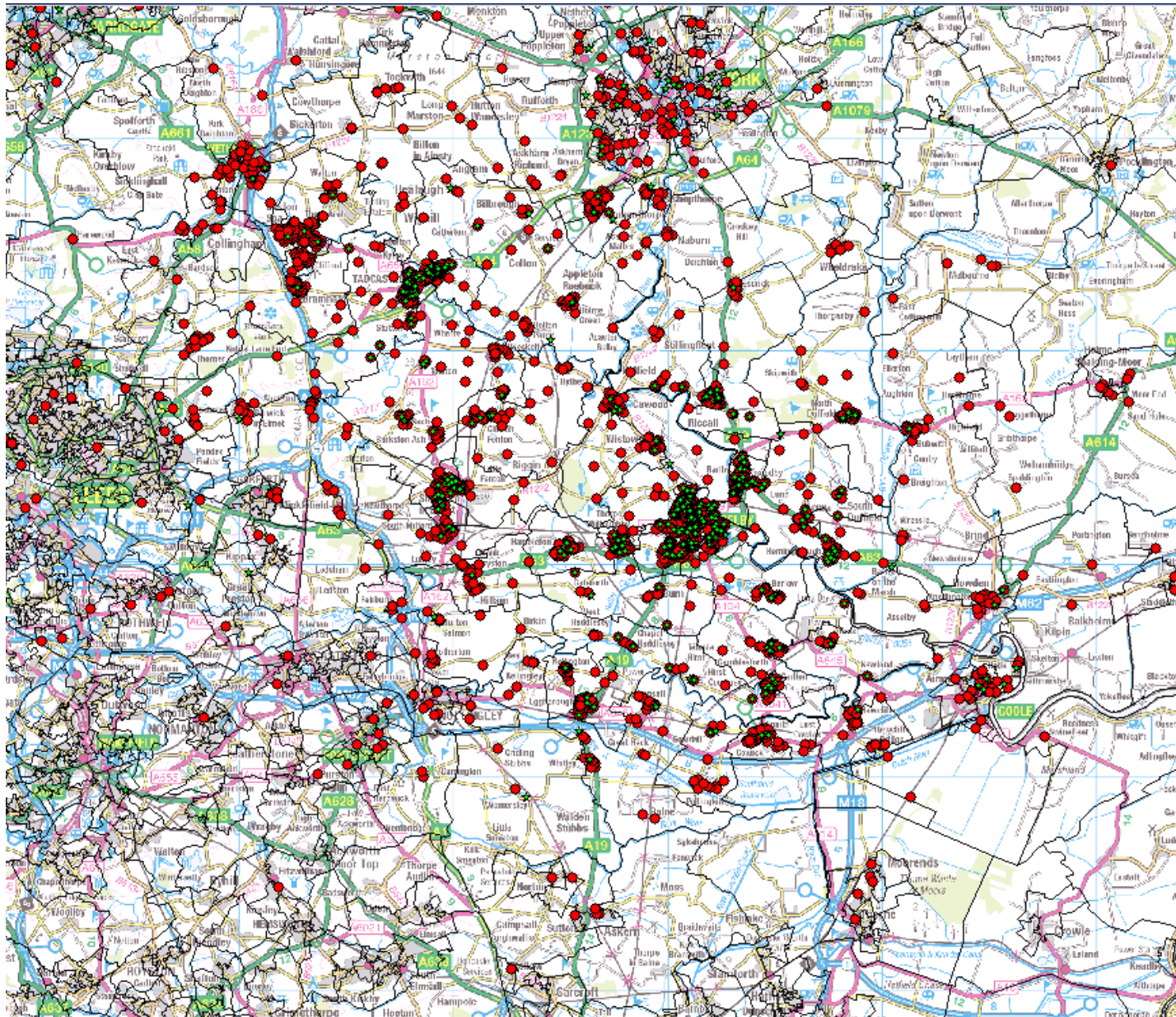
The role that sport and physical activity can play in making a positive impact upon health and wellbeing, and reducing inequalities, is widely recognised and endorsed. The impact of increasing participation is outlined further in Strategic Objective One, above, and in addition to this objective, WLCT had set further targets around improving people's health and wellbeing through targeted programmes. Whilst the partnership with public health will continue to be developed as a key strategic objective beyond 2014, performance should be noted at this stage against this specific objective. 512 participants have taken part in the GP Referral Programme since 2012, engaging in a range of specialised activities to support their specific health needs. The Move It and Lose It adult weight management programme has engaged with 226 participants, 42% of whom lost at least 5% of their starting weight, a significantly higher percentage than that observed on other similar programmes elsewhere in the country. The Healthy Active Children programme has engaged with 625 primary school children, including those from eight of the nine schools within the areas of the District with the highest levels of children's obesity. 6.5% of Lifestyle card holders were concessionary members (2013/14) and able to access activity sessions at a reduced cost.

### **Strategic Objective Four – Work Closely with the Community Engagement Forums**

This objective highlights the need to ensure that our service offer is mindful of the diverse needs and requirements of the District's population, and in particular the barriers that some segments of the population can experience in accessing sport and physical activity. Particular barriers can be experienced by some of the more rural communities in terms of accessing the two main leisure centre sites. Over the last three years WLCT have delivered a broad range of outreach sessions, making use of community-based facilities including sports clubs, schools, community centres and other sites. These are discussed in the specific sections in the main report above, particularly section 4.0. Demographic data is collected from a range of outreach programmes, including Move It and Lose It, Healthy Active Children and Pitchup and Play, which highlights the areas of the District where participants are coming from, and the latest maps highlighting 2013/14 participation are enclosed as an attachment. These particularly illustrate the broad coverage of these programmes across the District. In addition, the Sports Development team have a presence at the Community Engagement Forums and section 4.0 further outlines examples of the partnership working with these groups.

WLCT also collect a broad range of demographic data through the Lifestyle card. The map below demonstrates the spread of current Lifestyle members (red points) and participants in Sports Development outreach delivery (MILI, Coach Education and Pitchup and Play – green stars).





Lifestyle Card Members and Sports Development Participants across Selby District



The map above shows the coverage of schools participating in the Healthy Active Children programme

## **Strategic Objective Five – Provide a Wide Range of Accessible Activities for Young People and Hard-to-Reach Groups**

This strategic objective will remain highly relevant beyond 2014, and examples of the specific hard-to-reach groups are highlighted in section 10.0 above. Our leisure centre delivery for some of these target groups was significantly impacted from 2012 onwards with the loss of the swimming facility following the fire at Abbey Leisure Centre. Prior to then, overall leisure centre participation from young people (0-16 years) stood at 24.6% and from disabled participants at 3.3%, reported at the end of 2011/12. As at the end of 2013/14 participation rates from 0-16 year olds stood at 5.3% and from disabled participants at 0.5%. This starkly illustrates the impact of the loss of the swimming pool, which activity had accounted for a significant number of attendances from these target groups. The opening of the new site in 2014/15 is anticipated to have a positive impact on participation from these target groups.

The Sports Development team have continued to deliver activities aimed at some of these target groups, and in 2013/14 78.6% of participants in the newly-commissioned programmes (Pitchup and Play, Move It and Lose It, Healthy Active Children) were aged 0-16.

In 2014/15 and beyond the monitoring of participation from target groups will continue to be a priority. Continued monitoring of participation within Sports Development team activities will take place whilst leisure centre usage will also be monitored through the Lifestyle card system. A new range of demographic breakdowns will be reflected, including participation by 0-16 year olds, 14-25 year olds (mindful that this is identified nationally as a key drop-off point in regular participation) and 26 years and older. Disabled participation in leisure centre-based activities will also be reported.

DRAFT

# Selby District Council

## REPORT

Reference: E/14/13

Public – Item 9



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Key Decision  
**Report Published:** 25 June 2014  
**Author:** Keith Cadman, Lead Officer Contracts  
**Executive Member:** Councillor Gillian Ivey  
**Lead Director:** Jonathan Lund

**Title:** New Leisure Centre Management Arrangements

### Summary

Due to the fire at Abbey Leisure Centre in February 2012, Selby District Council and Wigan Leisure & Culture Trust (WLCT) agreed the provision of interim leisure services whilst a replacement leisure facility was procured.

The new leisure facility is currently under construction and negotiations have been taking place with (WLCT) to agree the future leisure management arrangements. The agreed new leisure management arrangements are to be formalised as a variation to the original 2009 contract awarded to WLCT and include revisions to the contract term, service specification, performance measures, property leases and management fee.

The timeframe for the mobilisation of the new leisure management service has been developed to ensure the new facility is fully operational and available to the public when the construction and building handover is completed. This requires an agreed and executed contract variation providing financial and operational certainty for both parties to implement the agreed mobilisation plan.

## **Recommendations:**

**The Executive approve the execution of the negotiated contract variation to the 2009 leisure services contract.**

### **Reasons for recommendations**

The investment in a new leisure facility for the district requires a management arrangement that will secure a sustainable and quality service that is mobilised when construction is completed. The leisure services contract awarded in 2009 to WLCT provides contractual mechanisms for service variation and extension to the contract period. Varying the current contract provides a legally compliant mechanism whereby the Council can ensure the management of the new facility can be mobilised on time, provide continuity of service management and best value for the Council.

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

The Council entered into a contract for the provision of leisure services with WLCT on 30<sup>th</sup> September 2009 for a period of 10 years. On 29<sup>th</sup> February 2012 Abbey leisure centre was partially destroyed by fire, preventing this element of the leisure services contract being provided. The Council agreed an interim arrangement with WLCT whilst decisions were made about a replacement facility. The agreement of the interim arrangement and associated contractual variation including surrender of the lease of Abbey Leisure Centre was executed as part of the first variation to the contract.

Options regarding a replacement facility were discussed in October 2012 resulting in a decision to construct a new facility including an application for funding from Sport England. A decision to appoint a construction contractor was made in October 2013 with site handover taking place shortly afterwards. The construction of the new facility is planned for completion at the beginning of 2015 requiring the agreement of management arrangements for the new facility to be completed at least 6 months prior to site handover from the construction contractor.

Negotiations for the management of the new facility with WLCT have been taking place since the final design of the new building was agreed.

#### **2. The Report**

The leisure services contract awarded in September 2009 included the management of both Abbey and Tadcaster leisure centres, Selby park, James street football pitch and a sports development function. Whilst the new facility is a different building its purpose is for the provision of leisure services and as such is considered to be within the scope of the original service contract procurement.

The contract provides mechanisms for change and service alterations provided they are within the original scope of services advertised and

procured. In addition the contract also provides a mechanism to extend the contract period for a further 5 years to 31<sup>st</sup> August 2024.

The contract negotiations have therefore been limited to the service parameters of the original contract resulting in minimal changes to the service specification reflecting the facilities within the new building. This has required a thorough review and agreement of changes to the original specification and provides an audit trail of revisions.

Due to the nature of the variation and the extension of the contract period beyond the original termination date in 2019 to 2024, it was agreed the variation required a full suite of supporting documents to reflect the remaining length of the varied contract and provide a refreshed set of contract documents to assist future contract and service management. This required the development and agreement of additional documentation dealing with such matters as mobilisation of the new facility, decommissioning of profiles, revised staffing structures and associated method statements to reflect the new facilities operational requirements.

This variation to the contract also requires and provides for consent to lease the new leisure centre to WLCT until 31/08/2024 due to the original lease being surrendered by deed on 7/09/2012 as contained within the first variation to the contract.

The performance management framework has also been reviewed and amended to reflect a number of requirements including Sport England funding reporting and changes to the facilities.

Mobilisation of the new management arrangements for the new leisure centre is critical to the successful opening of a fully operational facility. It has been agreed that a minimum of 6 months is required to ensure:

- Recruitment and training of staff
- Fitness and other ancillary equipment is procured
- Third party contracts for cleaning and maintenance are procured
- ICT is procured and configured
- Communication plans are implemented
- Marketing plans are implemented
- Advanced bookings and memberships are implemented

An executed contract variation provides assurance to the Council for the future management of a preeminent leisure facility and WLCT with the contractual certainty to enter into the financial commitments required to mobilise the management arrangements.



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

#### 3.1 Legal Issues

External Legal advice has been provided to ensure all procurement, leasehold and associated legal matters have been accounted for within the contract variation.

#### 3.2 Financial Issues

The original contract price included the repayment of investment in Abbey Leisure Centre at contract commencement during the 10 year contract period. The financial negotiations with WLCT have included the calculation and agreement of the outstanding balance of investment as a single settlement payment. Therefore, the revenue implications set out below show the annual effect of the removal of investment as agreed at full council on 24<sup>th</sup> June 2014 to present a like for like comparison between the original contract and the varied arrangement at 2015 / 2016 prices.

There are some minor issues with regard to pricing to finalised that may improve the final pricing of the variation.

<u>Leisure Contract</u>											
Option A	14 / 15	15 / 16	16 / 17	17 / 18	18 / 19	19 / 20	20 / 21	21 / 22	22 / 23	23 / 24	24 / 25
<b>Original Contract Price</b>	304,007	302,556	301,091	299,611	298,117	298,117	298,117	298,117	298,117	298,117	124,215
<b>Less Commuted sum</b>	83,114	84,776	84,776	84,776	84,776	84,776	84,776	84,776	84,776	84,776	84,776
<b>Net</b>	220,893	217,780	216,315	214,835	213,341	213,341	213,341	213,341	213,341	213,341	39,439
<b>Varied Contract Price</b>		62,750	34,317	25,406	(13,217)	(10,556)	(20,406)	(12,390)	(15,014)	(45,982)	(11,932)
<b>Annual Saving</b>		155,030	181,998	189,429	226,558	223,897	233,747	225,731	228,355	259,323	51,371

The total revenue saving to the Council for the varied contract at 2015 / 2016 prices equates to £1,975,440.

The extended contract and new leisure centre include a landlord and tenant pre planned maintenance regime for the new leisure centre, Tadcaster Leisure Centre and Selby Park. The figures below show the landlord essential planned maintenance costs for the three facilities together with an annualised sinking fund contribution which can be funded from the buildings reserve fund.

<u>Additional landlord PPM estimates</u>											
<b>Selby Leisure R&amp;M</b>		810	-	2,939	4,278	5,508	20,941	825	7,899	10,041	37,846
<b>Tadcaster Leisure R&amp;M</b>						4,000	32,500	-	-	6,000	-
<b>Selby Park R&amp;M</b>						2,285	-	-	6,300	10,000	-
<b>Annual Sinking Fund</b>		810	-	2,939	4,278	11,793	53,441	825	14,199	26,041	37,846
		15,217	15,217	15,217	15,217	15,217	15,217	15,217	15,217	15,217	15,217

#### **4. Conclusion**

The execution of the contract variation consent provides the formal commitment required to mobilise the management arrangements for the newly constructed leisure facility.

#### **5. Background Documents**

##### **Appendices**

None

##### **Contact Officer**

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# Selby District Council

## REPORT

Reference: E/14/14

Public – Item 10



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non Key Decision  
**Report Published:** 25 June 2014  
**Author:** Dean Richardson (Business Manager)  
**Executive Member:** Councillor Mark Crane (Leader of the Council)  
**Lead Director:** Jonathan Lund (Deputy Chief Executive)

**Title:** Selby District Council and North Yorkshire County Council Collaboration – Registrars’ Service Project.

### Summary:

Selby District Council (SDC) and North Yorkshire County Council (NYCC) have agreed that their organisations would look at how they could collaborate in service delivery to the benefit of both organisations and the public they serve through the Better Together Programme. In January 2014, the Better Together Steering Group gave agreement for a number of projects, within the programme, to move forward and develop business cases for delivery of the proposals. This report concerns the Registrars’ project.

### Recommendations:

**The Executive is asked to endorse the Selby District Council and North Yorkshire County Council Collaboration - Registrars’ Service Project and to authorise the Deputy Chief Executive to finalise and implement the arrangements after consultation with the Leader of the Council**

### Reasons for recommendation

The purpose of the recommendation is to seek endorsement of the proposals, from the Council’s Executive to relocate the North Yorkshire County Council Registrars’ Service to the District Council’s Civic Centre.

## **1. Introduction and background**

- 1.1 The project objectives are to relocate North Yorkshire County Council's Registrars' Service to the District Council's Civic Centre, through the Selby District Council and North Yorkshire County Council collaboration Better Together programme.
- 1.2 The Registration Service broadly covers the registration of births and deaths, citizenship, marriage and civil partnerships.
- 1.3 The proposal builds upon existing models of NYCC Registrars' co-location at Skipton, with Craven District Council and Malton, with Ryedale District Council. Initial scoping discussions strongly indicate that this is a viable proposition with the potential to benefit both organisations and our customers by using the District Council's new Civic Centre.

## **2. The Report**

- 2.1 The project objectives, agreed by the Better Together Steering Group, are:
  - To provide a better facility for customers of the Registration Service in Selby.
  - To provide a more marketable facility for wedding ceremonies.
  - To provide better utilisation of the Civic Centre including a source of income.
- 2.2 The potential benefits include:
  - Potential release of a North Yorkshire County Council asset resulting in capital receipt and revenue savings.
  - Opportunities for better strategic use of the current Registration site, in line with the current strategic assets review which is being undertaken by North Yorkshire County Council.
  - Rental income for Selby District Council.
  - Potential for increased fee income for ceremonies arising from the use of better facilities at the Civic Centre.
  - Much improved customer facilities including: parking, better location (in comparison to existing office), public conveniences including disabled facilities, waiting area, reception facilities, better ceremony room and better environment for photography.
- 2.3 The current proposal is to use the Committee Room for ceremonies. It is anticipated that the majority of ceremonies will take place on Fridays, weekends and Bank Holidays. This should ensure ample visitor parking provision but detailed discussions are on-going with our partners at the hospital. The District Council's reception area and staff are considered to be an advantage (plus the adjacent café) having ample space for guests prior to ceremonies and offering reception facility during office hours (Registrars will greet guests out of hours).

The Civic Centre also offers better public conveniences (male, female and disabled).

- 2.4 The Registrar(s) will occupy one meeting room for Registration services during the working week including interviews where confidentiality and sensitivity is required (for example the registration of deaths).
- 2.5 A detailed business case is currently being developed, including financial negotiations and should be complete by July 2014. The current intention is to complete the relocation by Christmas 2014 with the new service commencing early in 2015. A relatively long lead in period is required due to the nature of the service. Subsequently there may be opportunities to further integrate supportive administration.
- 2.6 Formal programme approval to implement the project will be sought from the North Yorkshire County Council and Selby District Council Better Together Steering Group on the basis of the detailed business case which is currently being developed. The Chief Executive represents the District on the Steering Group and the Deputy Chief Executive is the Registrars' Project sponsor in accordance with the Better Together Governance arrangements. Whilst this is not considered to be a key decision Executive endorsement is sought.

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

#### **Risk Management**

Risk management is embedded in the Better Together Programme and associated projects. The risks identified for this project include the potential for conflict with on-going change projects in North Yorkshire County Council and commercial development at Selby District Council. This is not considered to be a high risk indeed the proposal potentially compliments those projects. A further risk relates to the ability to reach a mutually beneficial and acceptable financial agreement and this will be addressed through business case analysis and negotiation through the Better Together Steering Group.

#### **Legal Issues**

There are no legal issues for the District Council. Governance will be through the Better Together Steering Group as described in 2.6 above. The necessary legal procedures in respect of licensing relevant elements of the Registration Service and associated consultation will be implemented by the County Council.

#### **Financial Issues**

The project will only proceed subject to successful negotiation and consideration of a detailed business case, which will include financial

considerations for both organisations, to be determined by the Better Together Steering Group.

#### **4. Conclusion**

The project objectives are to relocate North Yorkshire County Council's Registrars' Service to the District Council's Civic Centre, through the Selby District Council and North Yorkshire County Council collaboration Better Together programme. Initial scoping discussions strongly indicate that this is a viable proposition with the potential to benefit both organisations and our customers by using the District Council's Civic Centre.

#### **5. Background Documents**

None.

##### **Contact Details**

**Dean Richardson (Business Manager)**

##### **Appendices:**

None.

# Selby District Council

## REPORT

Reference: E/14/15

Public – Item 11



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non Key Decision  
**Report Published:** 25 June 2014  
**Author:** Mike James  
**Executive Member:** Cllr Mark Crane  
**Lead Officer:** Keith Dawson

**Title:** Selby District Council Annual Report 2013/14

### Summary:

Our annual report is a key way for us to demonstrate how we have been spending public money to deliver local services. This year we have put in place an entirely new approach to make this information more accessible, and to enable us to widen the scope for disseminating key messages to the local community. For the first time, alongside the traditional written publication, this year's report will be delivered as a short animated film supported by a printed 'highlights leaflet' for local community venues.

### Recommendation:

**To accept the Selby District Council Annual Report 2013/14, as delivered in the main written report, highlights leaflet, and animation, as an accurate record of the achievements of the authority during this period.**

### Reasons for recommendation

To enable publication.

## 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 an overview of performance in the services which are of the highest priority for our community, progress against our strategic priorities, a financial

summary and information about the environment in which the Council operates.

- 1.2 To be as customer-focused as possible, the format of this year's report has been changed to include a short animated film and highlights leaflet alongside the main document. These new formats will enable us to better engage with residents who may not have previously read or engaged with previous corporate reports. It must be recognised, however, that both of the new formats can only deliver a broad overview of key messages.
- 1.3 The new animation format is better placed to be disseminated via social media channels, taking advantage of our near 3,000 residents and business contacts on Twitter.
- 1.4 In future, consideration should be given as to whether the traditional main publication format should continue. Evidence will be gathered over the coming weeks to look at engagement with the main report, the animation and the highlights leaflet.
- 1.5 We can apply the learning from introducing these new formats to a range of engagement work the Council is involved with, for example, the development of the new corporate plan, budget consultations and business support work.

## **2. The Report**

- 2.1 Appendix A is the draft Selby District Council Annual Report 2012/13.
- 2.2 Appendix B is the draft Selby District Council Annual Report highlights leaflet.

## **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 2013/14, 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 on-going 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. The new formats of this year's report will enable us to maximise engagement with residents and the district's business community, and give us evidence to help shape future public engagement work.

**5. Background Documents**

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

**Contact Details**

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**Appendices:**

Appendix A: Selby District Council Annual Report 2013/14  
Appendix B: Selby District Council Annual Report 2013/14 highlights leaflet

# What have we done for you?

Selby District Council  
2013-2014



# What have we done for you?

This is Selby District Council's annual impact report, which covers the period between 1 April 2013 and 31 March 2014. The report aims to demonstrate how we have been spending your money in your communities in order to deliver the services that matter to you.

"The last twelve months have been a great success for Selby District Council. We're seeing huge investment and development across the district thanks to our 'Programme for Growth,' with plans for new housing developments and also the adoption of the Core Strategy. "This report not only reflects our performance over the last financial year it also signifies the culmination of our strategic planning and how we have delivered on our '5 big things' since 2011. I am incredibly proud of what we have achieved and the impact that has been made in these key areas. For example, we're on track to open the brand new leisure centre next year which will help support residents across the district to stay fit and healthy. We constantly strive to be better at what we do. We've continued to deliver improvements and we remain committed to seeing through our plans even when this becomes tough."



**Cllr Mark Crane**  
Leader of Selby District Council  
June 2014

'On top of our continued improvements to service delivery we have made considerable savings. With on-going savings of £3.956m since 2011 Selby district council continues to be value for money for our taxpayers because of our innovative and business-like approach.'

**With on-going savings of £3.956m since 2011 Selby District Council continues to be value for money.**

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**100%**   
**COMMITTED** 

 For more info visit our website  
**[www.selby.gov.uk](http://www.selby.gov.uk)**

## 5 Big Things



The Five Big Things are the key strategic areas that we know matter to you, so the Council chose to focus on them back in 2011. They help drive the strategic direction of the Council and focus the work we do. Here is what we have done in 2013-2014 to help achieve them.



### Living Well

We want the residents of Selby to live well, leading happy and healthy lives. After the devastating fire at the Abbey Leisure centre in 2012 we are now on track to open the brand new leisure centre early next year. The foundations have been laid and all plans have been finalised. The new leisure centre will be a first rate community facility fit for the 21st century.

When completed the new leisure centre will have a health and fitness centre with up to 100 stations, a class and exercise studio, a refurbished synthetic football pitch, a multi-use space for large classes, activities and sports such as judo, dance sessions and children's activities as well as a sauna and steam room.

There will also be two pools – a training pool and a six lane 25m pool. The building and running of the new leisure centre will not only promote and encourage a healthy lifestyle amongst the residents of Selby district, but it will also provide local employment and training opportunities. This includes a range of apprenticeships which support another of the Council's goals which is to create opportunities for young people in the district.

Until the new leisure centre is opened next year residents can use the Profiles fitness centre in the centre of Selby. The Profiles fitness centre is temporary but it still provides 85 gym stations and a separate fitness studio.

During the year, Profiles Fitness Centre membership rose from 2027 to 2593 which is an increase of 28% from last year.

Our leisure services are delivered by Wigan Leisure and Culture Trust (WLCT) and this year they have rolled out several different outreach programmes across the district.

This included a weight loss and fitness referral programme 'Move it loose it.' The twelve-week programme aimed to get people fit, active and healthy and had over 150 participants. Local resident Joe Lennon joined the Tadcaster class and said; 'I managed to loose over two stone, which had a positive effect on my general health and wellbeing.'

WLTC also delivered an Active Schools programme to 25 schools in the District, teaching children about the benefits of healthy eating and exercise. The sessions include vegetable tasting, smoothie making and games focusing on exercise and oral health.

Another successful programme was 'Pitch up and play' run in conjunctions with York's Football in the Community and Selby Youth Support. No booking was required. Young people could just turn up and play for only £1. The sessions were hugely popular and attracted over 800 young people to 48 different footballing events in Tadcaster, Sherburn and Selby.



### Being Switched on!

In these tough times we need to think and act like a business in order to make efficiencies and provide value for money, so we need to be switched on and know what's going on around us in order to make the most of opportunities.

In January 2013 we launched a new planning surgery. The surgery aimed to support homeowners or businesses wanting to make planning applications by providing them with expert advice. Over the next year as we continue to expand this service and we hope to be able to support a greater number of applications so they can be dealt with first time round making the process more efficient for both us and the applicants.

As part of our agenda to support the growth of local business this year we linked up with Business Support York and North Yorkshire to start a programme of free business support workshops. The sessions are designed to focus on the key issues affecting small businesses, such as marketing, HR and finance.

This year we have continued to try and support growth of the local economy through a variety of initiatives. For example, we once again made car

parking free over the Christmas period to encourage residents and visitors to shop in the district.

During Christmas we also produced a recycling awareness campaign. Every 1% increase in recycling generates approx £10,000 for the council that we can then reinvest in services. The campaign included social media promotion, tips for the 12 recycling days of Christmas and a recycling Christmas carol performed by the local Choir Abbey Belle. It was incredibly successful and we saw an additional 25 tonnes of recycling over the period which was an increase of 3.7% from the same period last year. Despite landfill tonnage increasing this year recycling rates have remained broadly comparable as 42.52% of the total waste collected was recycled.

#### Photo Captions:

- 01 A session of 'Pitch-up and Play' about to get underway in Selby.
- 02 Construction underway at the site of the New Leisure Centre.
- 03 Artists impression of what the pool at the new leisure centre will look like.
- 04 The choir singing the Christmas recycling carol.





## Changing Places

We want to change people's perception of the district by attracting visitors, businesses and new residents to the area.

This year saw the approval of the Council's Core Strategy: a document that acts as a blue print for business and housing growth up to 2027. It is also fundamental to the delivery of the Council's Programme for Growth, a multi-million pound investment in jobs, housing and local infrastructure.

The strategy sets out the overall ambition for the scale of business and housing development as well as strategic policies on a wide range of topics, including delivering affordable housing, promoting sustainable development, supporting vital town centres, ensuring access to local services and facilities and protecting the important environmental assets of the district.

The adoption of the Core Strategy was a culmination of several years of work and as part of its development the document was subject to review by a Government-appointed planning inspector. The aim of this was to ensure that the Council's plans fitted within new national planning legislation and would stand the test of time.

Plans are also going ahead for large scale development of three key sites across the district. The Olympia Park development at Barby will deliver new homes, as well as retail opportunities, a new school, recreational areas and community facilities. The Selby Marina plans include new homes and retail space, whilst the Proving Ground at Sherburn in Elmet has permission to create one and quarter million square feet of new business space. These developments will all provide a



significant boost for jobs in the district and are examples of how the Council has been working with private developers to facilitate new investment.

### Photo Captions:

05 A sketch of Olympia park development.

06 Jim Broadbent starring as DCS Tommy Butler in a drama about the Great Train Robbery.

07 The Tadcaster car park before resurfacing work took place.

08 The Tadcaster car park after resurfacing.

Having signed up to Creative England's Film Friendly Charter, during 2013/14 we saw the benefits of this as several film crews visited the district. Just before Christmas 2013 the TV channel CBBC came to film an episode of their series The Dare Devil. The BBC also shot part of a two part drama based on the great Train Robbery in Balne, which had an all-star cast including Jim Boradbent. Then in February Selby Abbey was used as the backdrop to shoot a comedy film starring the cast of Horrible Histories that told the life of William Shakespeare.

This is great news for the district as it not only raises the profile to millions of people but the film and television industries are an important source of income as large productions can spend up to £30,000 per day on every aspect of filming, including hotels, security



## Tackling the tough stuff

As a council we are prepared to take on a challenge and we won't shy away from difficult or sensitive issues in the district.

This year we have addressed several challenging issues with great success. For example, we teamed up with the County Homeless Group to try and reduce homelessness across the district. The campaign 'No Second Night Out,' which ensures that a rough sleeper reported in the Selby district will not spend a second night on the streets, by taking a collaborative approach to providing help and support for them. Alongside this our Housing Options service has also helped prevent 197 cases of homelessness.

This year also saw the approval of a new empty homes strategy. The council will work with communities and partner organisations and use a combination of encouragement, support and enforcement to bring empty properties back into use.

The New Year brought a new start for Tadcaster as the long-standing issue of the central car park was resolved. The council agreed to resurface the car park and the investment will not only benefit residents but attract more visitors to the area.

The council has also made significant progress in delivering other key improvements in Tadcaster. This includes, taking forward plans to build three affordable homes on St Joseph's Street, starting work on an innovative scheme to convert the former council office and dental surgery on Kirkgate into a retail space with three flats above, and developing proposals with Tadcaster Town Council for improvements to the riverside, which will include a new play area, fitness

equipment and picnic area. The new homes at St Joseph's and Kirkgate will be developed and managed by Selby District Housing Trust.

Demand for affordable housing has also been a long-standing issue in the district and this year the Council made great steps towards meeting this demand. In partnership with a local housing trust Jephson North we were able to offer a range of new affordable homes in Selby for rent or shared ownership. Also the Olympia park development, will provide 800 new homes, some of which will be affordable housing. Furthermore, the adoption of the core strategy this year confirmed the Council's commitment to finding ways of providing affordable homes for the future.

The need for affordable homes will also be addressed through our creation of the Selby District Housing Trust. The new Housing Trust is working to establish itself as an independent, affordable housing provider with charitable status. As an organisation

independent from the Council, it will be better placed to secure funding as well as deliver and manage affordable homes. The new trust is currently working on the housing development in Tadcaster and the Council has backed an approach for the Trust to look at potential affordable homes sites right across the district.

Another challenging issue the Council has faced this year has been finding suitable land to build permanent sites for the Travelling community. This community has lived in the district for over 500 years and we are committed to supporting and meeting their needs. Unfortunately we have not yet been successful in securing plans for any permanent sites despite a number of attempts during the year including at the Burn Airfield. We have a legal duty to meet the recognised need for Traveller pitches in the district and remain committed to doing so.



09



## A Stronger Council

In order to do the best for you we need to be a strong council making the most of partnerships and making bold decisions that ensure we are working in the best way possible.

In October our new Chief Executive, Mary Weastell started. She works for Selby District Council part-time and the other half of the week she is an Assistant Chief Executive at North Yorkshire County Council. This new partnership will not only save us money but it will improve the way we work with the County Council to support a more joined-up approach to the way we deliver services.

This is a just part of a wide range of projects that we work on in partnership with North Yorkshire County Council under the 'Better Together Scheme'. These projects include sharing business support services and IT infrastructure, developing community hubs, improving highways and moving registrar services. We laid the ground-work for these during 2013/14 and they will continue to develop over next year.

Key to developing a stronger council is our commitment with partners to support voluntary and community groups. Helping them achieve their local ambitions to improve lives and the environment. This is done through our 5 Community Engagement Forums. You can find out more about each Community Engagement Forum at [www.your-community.org.uk](http://www.your-community.org.uk)

This year across the CEFs over £76,000 has been granted to local projects by the council. This has levered match funding totalling over £185,000. There have been 47 individual community led projects ranging from supporting young carers, developing a community radio, conservation initiatives and helping repair community buildings such as village halls.

Part of being a strong council was our innovative and bold decision back in 2011 to establish ourselves as a commissioning authority and set up Access Selby, the delivery arm of the council. This model has continued to increase savings and efficiencies during 2013/14. This way of working is still relatively new and we still have plenty to learn but we continue to make improvements that benefit you demonstrated by our 99% customer satisfaction rating.

**99%**  
**CUSTOMER SATISFACTION RATING**

**In order to do the best for you we need to be a strong council making the most of partnerships and making bold decisions that ensure we are working in the best way possible.**

10



**Photo Captions:**

09 BOCM mural funded by the Eastern CEF.

10 A busy meeting at the Western CEF.

11 The Brotherton and Byram-Cum Sutton Village in Bloom project.

08

# Our Impact: Day-to-Day



We are very proud of the continual improvements we have made to the level of services we provide you. Every day across numerous services Selby District Council is making a positive impact on the lives of residents. Below is a time line of a typical day at Selby District Council to give you a snapshot of some of the ways we deliver excellent services that make a difference every day.

## 8.00am

### Street cleaning:

We are responsible for street cleaning and grounds maintenance across the district including graffiti removal, emptying litter and dog bins, quality improvement work and dealing with any complaints. We know living in a clean tidy area is important to you and this year we recorded a 90% satisfaction rate with street cleanliness, which is a 5% increase on last year.

## 9.00am

### Calls to our customer contact centre:

The morning starts with a phone call enquiry from a member of the public about their council tax bill. 91% of all enquiries are dealt with at the first point of contact meaning issues are resolved quickly for customers. Also this year waiting times have been reduced, despite an increase in calls, to an average of 1 minute 35 seconds. Residents can also find a wealth of information on our website [www.selby.gov.uk](http://www.selby.gov.uk)

## 10.00am

### Bins are collected:

We understand this is a really important service for everyone and there is nothing more frustrating than your bin being missed. In total there are 2,600,000 collections a year across the district. This year there were only 366 missed bins all year meaning 99.99% of collections were completed as planned in 2013-2014 saving a lot of inconvenience for you.



## 11.00am

### Benefit claims:

A member of the public gets in contact to make a new benefits claim and they understandably want it processed as soon as possible. Despite big changes from welfare reform this year our benefits team have improved the speed at which they process new claims and they process change of circumstances quicker than the rest of Yorkshire and Humber.

## 1.00pm

### Visit from our community support officers:

One of our ten community support officers makes one of their regular visits to a local community centre. This year our community support officers have been working in dedicated areas so they can be more effective and better support the specific needs of that particular community.

For example, this year our community officers ran some great community events including soup for shelter over Christmas and a St Nicholas day celebration at Selby North Children's Centre for our Polish community.

## 2.00pm

### Repairs to council property:

A member of the Council's assets team is sent out to an emergency repair for a burst pipe in one of our properties. Over the last three years there has been a vast improvement in the repairs completed with 99% of emergency repairs completed on time and 98% of non-urgent repairs completed on time.

#### Photo Captions:

- 12 Staff at the Customer Contact Centre answering customer calls.
- 13 Selby District Council employees collecting your bins.
- 14 A member of the assets team visiting a tenant's property.



Our Community Support Officer at the St. Nicholas Day Celebrations.

**4.00pm**  
**Democracy in Action:**

The Executive members of the Council, including the leader, Mark Crane, have a meeting. The meeting is open to the public. Skateboard park users from Selby High School speak to Councillors about the importance of a safe and accessible skateboard park in the Town. They present a petition and submit a detailed report produced by young skate-borders in Selby. They are given a commitment that Selby will continue to have a skateboard park in the future and that the Council would want to involve the young people in its future plans. Information about all public meetings can be found on our website [www.selby.gov.uk](http://www.selby.gov.uk)

**5.00pm**  
**Enforcement Issues:**

Our enforcement team are sent out to follow up on a complaint about fly tipping. This year our enforcement team have successfully followed up 100% of all high risk enforcement issues and this has included 11 successful benefit fraud prosecutions and 15 successful fly tipping prosecutions.

**7.00pm**  
**Community Engagement Forum:**

A local community Engagement Forum takes place. These are public meetings at which you can raise any concern or make any comment about your local area and your local services. They have devolved budgets and help create stronger communities. This year all five forums have run community projects, like in the Southern CEF where they helped fund new equipment for a local playgroup.

**8.00pm**  
**Self service:**

A resident goes on our website and uses our online self-service bill payment. This means residents can pay their bills from the comfort of their own home at a time that is convenient for them.

**11.00pm**  
**Out of hours response:**

An on call member of the Council's assets team attends another emergency at one of our properties. We operate an out of hours emergency line for our tenants so that there is help available for them day and night.

100%  
**FOLLOW-UP  
SUCCESS RATE\***  
ON HIGH RISK  
ENFORCEMENT ISSUES



Community Support Officer helping a local resident.



## Things we are particularly proud of



As a council we are always learning and striving to improve. We might not always get things right first time but we are committed to providing excellent services for the residents of Selby District.

Things we are particularly proud of

### Our 'Ready for Work' programme

The Ready for Work programme is about developing links with schools and colleges, offering a range of training and work experience opportunities with the Council. It also encourages local companies to do the same. This year the Council made available two full time graduate placements, two paid intern placements for students from local universities over the summer, two-week work experience opportunities and two apprenticeships. These placements not only create great development opportunities for young people but they also benefit the Council as we gain new and innovative ideas.

### Extended opening hours

When council tax support replaced council tax benefits on 1 April 2013 we opened up on a Saturday in order to provide extra advice and support for the residents of Selby district. This demonstrates how we will go above and beyond to provide an excellent service and be flexible for our residents.

### Growing social media presence

In 2013-2014 the council has been expanding its social media presence in order to be more flexible and communicate in new ways so you get information that you want in a form that is most convenient for you. We have a Twitter account @selbydc where residents can ask us questions and find out latest council information and updates. We also launched two Facebook pages that have been hugely successful. One page is on recycling and gives information on collections as well as handy hints and tips and the other is our 'Lost and Hound' page. This page aims to reunite stray dogs across the district with their owners or help find them new homes.

90%  
CUSTOMER  
SATISFACTION RATING  
FOR STREET CLEANLINESS

### Children give lorries a brighter future

School children in Selby took part in a competition we ran to design new artwork for the Council's recycling vans. There were over 120 entries to the 'Paint your Wagon' competition, from local primary schools with the entries being judged by a panel of Selby district councillors. The winners design is now displayed on our trucks. This is part of our commitment to engage with schools about key services.

### Award Winning Community Build

Our community hospital and civic centre build won an award in July. The state of the art development, a partnership between the NHS and Selby District Council, received the accolade from the Local Authority Building Control Excellence Awards.

#### Photo Captions:

- 15 Councillors receiving their LAMB award.
- 16 Two of our summer interns working on a project.
- 17 One of our Road sweepers out on the streets of Selby.
- 18 Local school children painting the side of our recycling wagons.



## More impact for your money

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

### The cost of our services

Last year we spent around £45.8 million on running our services. The expected reduction in central Government funding makes our work to deliver savings more critical. A further £337k of savings were achieved during 2013/14, to give a total of £3.956m at 31 March 2014.

Type of Services	
Housing for our tenants	£5,782
Other Housing Services (including housing benefits)	£18,811
Leisure, Environmental Health and Planning services	£8,246
Central Services (including council tax benefits, local tax collection and electoral registration)	£1,288
Concessionary Travel and Parking	£206
Management and Administration (including corporate management and the cost of democracy)	£1,976
<b>Total cost of Services</b>	<b>£36,309</b>
Accounting Adjustment – Pension Adjustments, Contribution to Reserves.	£6,901
Interest payable	£2,603
<b>Total cost</b>	<b>£45,813</b>

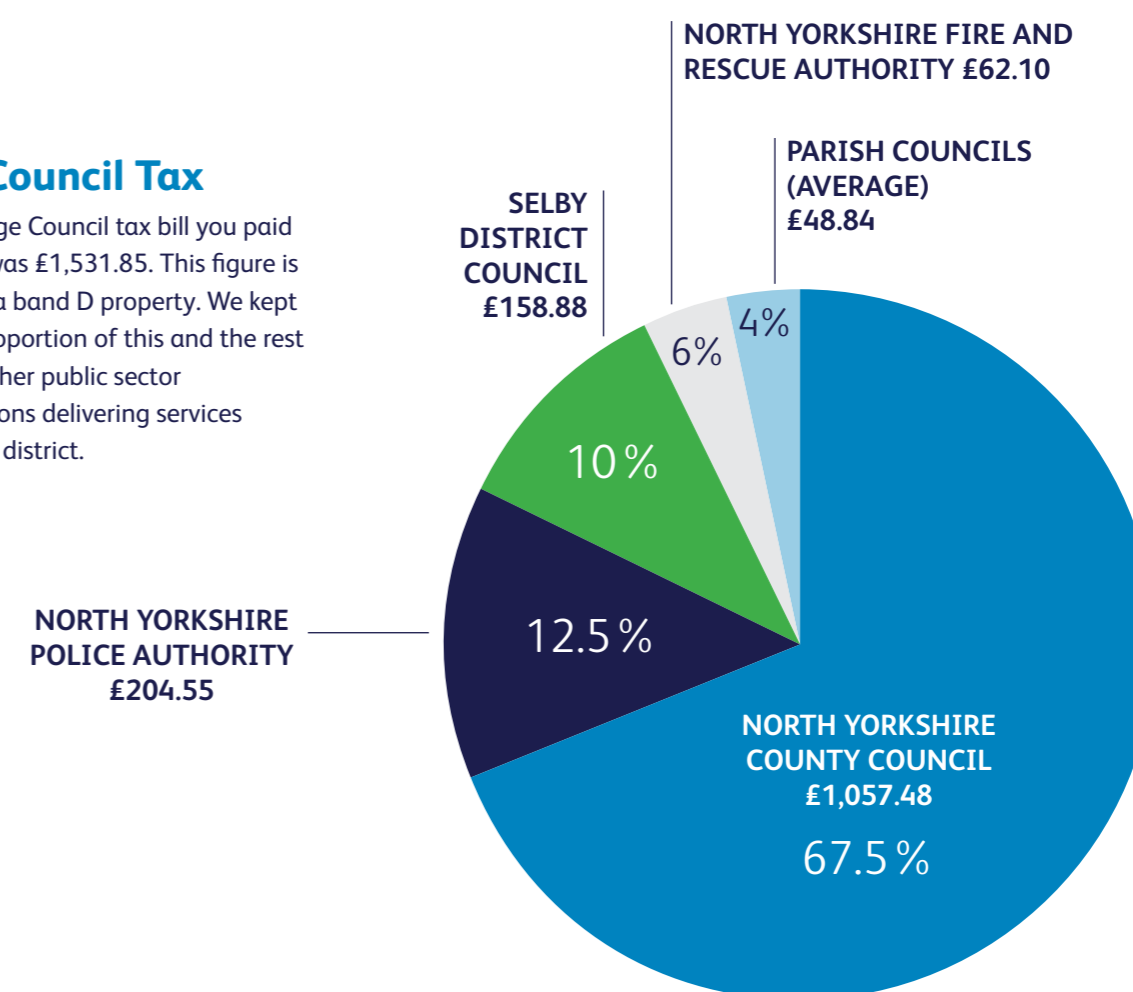
### Where the money came from

We received £45.8 million in income last year. Over £24.2 million, came from the Government and other contributions – providing specific grants to cover spending on some services such as housing benefits and also providing general grants. Housing rents was another large income source, over £12.3 million, and this is used to cover the running costs of our council houses. The Council Tax that you paid (£4.3 million), made up over 9% of our income. This figure does not include the Parish Council precepts of £1.519m.

TOTAL INCOME RECEIVED	
Government grants & other contributions	24,243
Housing rents	12,320
Fees, charges and other income	4,340
Council Tax	4,381
Income received for services	45,284
Transfers from balances	529
<b>Total Income</b>	<b>45,813</b>

### Your Council Tax

The average Council tax bill you paid last year was £1,531.85. This figure is based on a band D property. We kept a small proportion of this and the rest went to other public sector organisations delivering services within our district.



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:

Waste Collection & Recycling	0.53
Recreation & Sport	0.36
Electoral Registration & Elections	0.04
Emergency Planning	0.01
General Grants	0.01
Open Spaces	0.10
Environmental Health	0.06
Food Safety	0.03
Pollution Reduction	0.05
Public Conveniences	0.02
Community Safety	0.08
Street Cleansing	0.17
Building Control	0.02
Planning Development Control	0.16
Planning Policy	0.04
Land Charges	-0.02
Other Housing	0.13
Car Parking	-0.05
Concessionary Travel	0.01
Private Sector Housing Grants	0.07
Homelessness	0.06
Housing Benefits Administration	0.10
Local Tax Collection	0.19
Cost of Democracy	0.29
Economic Development	-0.01
Corporate Management	0.18
Internal Drainage Board Levies	0.43
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 £5.6 million on such assets:

### We paid for this investment through:

Our housing major repairs reserve	1,428
Other reserves and contributions from our revenue income	2,998
Receipts from the sale of council houses and other assets	1,060
Grants and contributions from other organisations	169
<b>TOTAL</b>	<b>5,655</b>

Council house improvements (including our Decent Homes+ programme)	3,437
Other land and buildings (including our new Leisure Centre)	1,654
Home improvement grants (including facilities for the disabled)	308
Vehicles and equipment (including computer equipment and systems)	237
Supporting projects in our community (including replacement lift at Tadcaster Leisure Centre)	19
<b>TOTAL</b>	<b>5,655</b>

### And finally, what we are worth?

Each year we draw up a 'Balance Sheet' that represents how much our land and property are worth, what we owe to others, what others owe us and how much cash we have. At 31 March 2014 this showed:

The value of our land and property	115,679
Our investments and cash	22,380
The value of our stocks	7
Money owed to us	9,545
<b>Less:</b>	
Money we owe others	(9,295)
Net borrowings and other liabilities	(80,128)
<b>Equals Our 'Net worth'</b>	<b>58,608</b>

Our overall 'net worth' has increased by around £8.7m since last year. This is mainly due to an increase in the value of our Investments and Cash (£6.4m), a decrease in our net borrowings and liabilities (£7.5m), offset by an increase in the amount we owe to others £5.9m.

## There are 41 Selby District Councillors. For full details of which councillors represent you visit [www.selby.gov.uk](http://www.selby.gov.uk) Twenty nine councillors are Conservative, ten Labour and two independent councillors.

The creation of Access Selby and the move to an executive structure has meant that Selby District Council has changed a great deal in recent years. Because of these changes the Council asked the Local Government Boundary Commission to undertake an independent review to reduce the size of the Council and redraw its ward boundaries. As a result, from next year the size of the Council will reduce from 41 to 31 District Councillors representing 19 wards. The new arrangements will come into force at the elections in May 2015.

More information about the work of the Council, the role of Councillors, the allowances they receive, the dates, times and agendas for meetings can be found on our website at [www.selby.gov.uk](http://www.selby.gov.uk)

### The work of the Chairman of the Council

Becoming Chairman of the Council is an honour granted each year by the Council to one of its members. The honour recognises their hard work in representing their constituents, contributing to the work of the Council and serving the community. During their year of office the Chairman steps back from regular political activity, chairs Council meetings and serves the Council as a whole. The Chairman also takes on a wide range of ceremonial activities, participates at community events and represents the Council across the wider region. The Chairman also fundraises for Charity. During 2013/14 Councillor Michael Dyson served as the Chairman of the Council and, with his mother, Mrs Joyce Dyson, as his consort, he raised £5,000 for the STAR appeal for the Stroke Rehabilitation Unit at York Hospital and the Selby Abbey Organ Restoration Fund.

### How we make decisions

The Council uses an Executive structure to enable it to make decisions quickly and efficiently. This helps us work more efficiently and ensures the Council can be more responsive to your needs. The Executive comprises the Leader of the Council and four others. This group 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.

#### Photo Captions:

19 2013-2014 full council.

20 2013-2014 Chairman Cllr Michael Dyson with his consort Joyce Dyson.



# What next for Selby District Council?

'I was appointed as Selby Council's new Chief Executive in late 2013 with me also being the Assistant Chief Executive of North Yorkshire County Council. This is a new shared dual role to drive an innovate approach to improved services in Selby and better integration through partnership working.

Selby District is a great Council to be part of and is an organisation which is not afraid to tackle major change with a very modern way of working. Plans are now well underway to strengthen our commissioning model with Access Selby and our other service providers to ensure we are achieving continued value for money, quality services and a renewed commitment and ambition to work together with others to tackle key challenges and build a stronger district for the future.

We are not complacent and we know we don't always get it right the first time. There is more we can do to learn from others and better understand the needs of our diverse residents and our communities to ensure we improve our customers' experience, achieve quality services and also invest in the things that matter the most for the residents of Selby.

A renewed focus on customers will be at the heart of how we move forward and working more closely with key partners and business to help deliver good growth and prosperity for Selby. Our plans for next year also include taking forward our more outward focused approach and engaging with local business, public, private and the voluntary and community sector to help communities to become more resilient and to boost our local economy.

We have now laid the initial ground work with communities, partners and businesses in the district to look at how we can work better together. An example of this was a district summit we held earlier this year to bring together key leaders in the private and public sector to commit to working better together and to reinforce that we are well and truly open for business. The Council has a unique role to act as a key facilitator in the district to help bring others together for mutual benefit and we need to do more of this for the future.

In 2014/15 we will also be building on our partnership with North Yorkshire County Council to ensure we are integrating our front line services, assets, as well as our systems and processes to deliver a seamless service

**Photo Captions:**

- 21 The front of the Access Selby Centre at Market Cross.
- 22 A Customer Services Officer helps a local resident.

to our customers. My dual role and the opportunity of working more closely with North Yorkshire County Council is making a big difference to an integrated approach to deliver efficiencies and greater benefits for District.

I am extremely proud of the achievements of the Council over the last 12 months and the continuous commitment by our staff. I am also confident in the approach that we are taking for the future which will ensure a smarter and effective Council and better outcomes for Selby residents and communities.'



**Mary Weastell, Chief Executive of Selby District Council**  
June 2014



What next for Selby District Council?



# SELBY

DISTRICT COUNCIL

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100%   
COMMITTED 

 For more info visit our website  
[www.selby.gov.uk](http://www.selby.gov.uk)

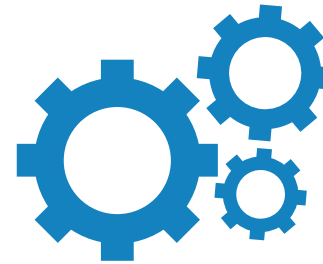
Statement from Cllr Mark Crane, Leader of Selby District Council.



**‘The last 12 months have been a great success for Selby District Council. We are seeing huge investment and development across the district thanks to our ‘Programme for growth,’ and I am incredibly proud of the impact we have made by focussing on ‘5 Big Things’.**

**Once again we have made considerable savings whilst continuing to deliver at a consistently high standard and be value for money because of our innovative and business-like approach.’**

## 5 Big Things



**These are the 5 key areas the council chose to focus on back in 2011 and we have made some great progress on all areas this year.**



### 1. Living Well

The foundations have been laid for the new £7m leisure centre which is due to be completed early next year. When completed the new leisure centre will have a health and fitness centre, a class and exercise studio, a synthetic football pitch, a multi-use space as well as two pools – a training pool and a six lane 25m pool. Our leisure service providers WLCT have also run a number of outreach services in Tadcaster, Sherburn, Selby, Eggborough, Riccall and at local primary schools including a pitch up and play initiative and a Move It Loose It programme.



### 2. Being Switched-on

We have started a new planning surgery that was launched in January where homeowners or businesses can come and seek advice.

We have also linked up with business support York and North Yorkshire to deliver two free business support workshops on ‘Using social media’ and ‘Learning to love LinkedIn’ for small and medium sized local business’.



### 3. Changing Places

Approval was given for the council’s core strategy, a blueprint for business and housing growth up to 2027.

Plans are also going ahead for large scale development of three key sites across the district; the Olympia Park development, the Selby Marina and the Proving ground at Sherburn in Elmet. These will all provide a significant boost for jobs in the district and is an example of how the Council has been working with private developers to facilitate new investment.



### 4. Tackling the Tough Stuff

The work of our housing options team this year helped prevent 197 cases of homelessness across the district.

The Tadcaster central car park was resurfaced which has been a long standing issue for the residents and visitors.

The need for affordable homes is being addressed through our creation of the Selby District Housing Trust. The new Housing Trust is working to establish itself as an independent, affordable housing provider with charitable status. The trust is currently working on a affordable housing development in Tadcaster and the Council has backed an approach for the Trust to look at potential affordable homes sites right across the district.



### 5. A Stronger Council:

We have continued to deliver through the Council’s restructure and make on-going savings. One of which being that we now share our Chief Executive with North Yorkshire County Council which also helps strengthen our collaborative working with the County.

## More Impact for your money

We continue to deliver value for money by improving services with same resources or for less money. For example:

- Our customer contact centre took an **extra 2500** enquiries with the same resources.
- Despite big changes from welfare reform our benefits team have improved the speed at which they process new claims and change of circumstances.

## How we spent your council tax...

Across the council we have saved another **£337k**. That's a total of **£3.956m** in 3 years!

Waste Collection & Recycling	0.53
Recreation & Sport	0.36
Electoral Registration & Elections	0.04
Emergency Planning	0.01
General Grants	0.01
Open Spaces	0.10
Environmental Health	0.06
Food Safety	0.03
Pollution Reduction	0.05
Public Conveniences	0.02
Community Safety	0.08
Street Cleansing	0.17
Building Control	0.02
Planning Development Control	0.16
Planning Policy	0.04
Land Charges	-0.02
Other Housing	0.13
Car Parking	-0.05
Concessionary Travel	0.01
Private Sector Housing Grants	0.07
Homelessness	0.06
Housing Benefits Administration	0.10
Local Tax Collection	0.19
Cost of Democracy	0.29
Economic Development	-0.01
Corporate Management	0.18
Internal Drainage Board Levies	0.43
Grand Total	3.06

Design, artwork and production by OCM Design Ltd.

## Other great things that have had a BIG impact...



### Christmas Recycling

Following an awareness campaign we ran over the Christmas season we managed to increase recycling in the period by **25 tonnes!**



### Lost and Hound Page

We have launched a very successful facebook page called lost and hound. The page posts images of lost dogs that are found across the district so they can be reunited with their owners or found new homes.



### Excellent bin collection across the district

In total, there are **2,600,000** bin collections a year across the district. This year **99.99%** of collections were completed as planned in 13/14.



### Housing Services

This year we repaired **99%** of emergency repairs on time for our tenants. Our housing options service also prevented 197 cases of homelessness.

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www.selby.gov.uk**

**SELBY**  
DISTRICT COUNCIL

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DISTRICT COUNCIL

## What have we done for you?

Selby District Council  
**2013-2014**





# Selby District Council

## REPORT

Reference: E/14/16

Public – Item 12



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non Key decision  
**Report Published:** 25 June 2014  
**Author:** Chris Smith, Lead Officer – Data and Systems  
**Executive Member:** Cllr Mark Crane  
**Lead Director:** Mark Steward

**Title:** Access Selby performance review 2013/14.

### Summary:

This report provides details of Access Selby key performance indicators following the 4th quarter of reporting for the financial year 2013/14.

### Recommendation:

**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.**

### Reason for recommendation

The on-going 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 priorities.

### 1. Introduction and background

- 1.1 Appendix A sets out the 2013/14 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 two years.
- 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 Briefing Paper**

- 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 2013/14 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 For example, 98% of urgent repairs to Council-owned homes have been completed on time, which represents a two per cent increase from last year and a 14% increase from 2010/11.
- 2.5 This year Access Selby's benefits service has consistently performed at 94% which is 4% above their target, despite the big challenges of implementing welfare reform changes. The team now processes 'change of circumstances' quicker than anywhere else in the Yorkshire Humber region.
- 2.6 Council Tax collection has been affected by the issues with annual billing in spring 2013. Despite payments starting in May rather than April last year, we upheld a commitment to enable people to pay over twelve months on request. This affected the year-end result for this indicator, but with indications that the position would be recovered during the first quarter of 2014/15.
- 2.7 Meanwhile, partnership working facilitated by Access Selby's enforcement team has increased the rent collection rate to 98.28% giving a £22,112 increase in projected revenue. They did this through collaborative working with other agencies to ensure financial support and information was available to the Council's customers.
- 2.8 Satisfaction in services that we know are important to our customers has also remained high: 90% of residents are satisfied with street cleanliness in the district which is 10% above the target for the year, demonstrating Access Selby's success in managing this core contract.

## **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**

- 4.1 The year-end performance data for 2012/13 shows that the Council continues to deliver improvements in services for residents, despite the on-going financial challenges.
- 4.2 Access Selby has delivered another year of improved performance in key areas, taking us further forward from the 2011 base position.
- 4.3 On-going savings delivered by Access Selby have supported the Council to deliver an inflation-only Council Tax rise after several years of a freeze, helping to demonstrate value for money for taxpayers.
- 4.4 The recent review of the Service Level Agreement for 2014/15 demonstrates the significant progress made since the inception of Access Selby in dealing with the services that are of highest importance for residents.

## **5. Background Documents**

- 5.1 Selby District Council's annual report gives an overview of progress against strategic commissioning goals, and helps to give wider context to the performance figures contained within this report.

### **Contact Details**

Access Selby Lead Officer – Data and Systems: Chris Smith  
[csmith@selby.gov.uk](mailto:csmith@selby.gov.uk)

### **Appendices:**

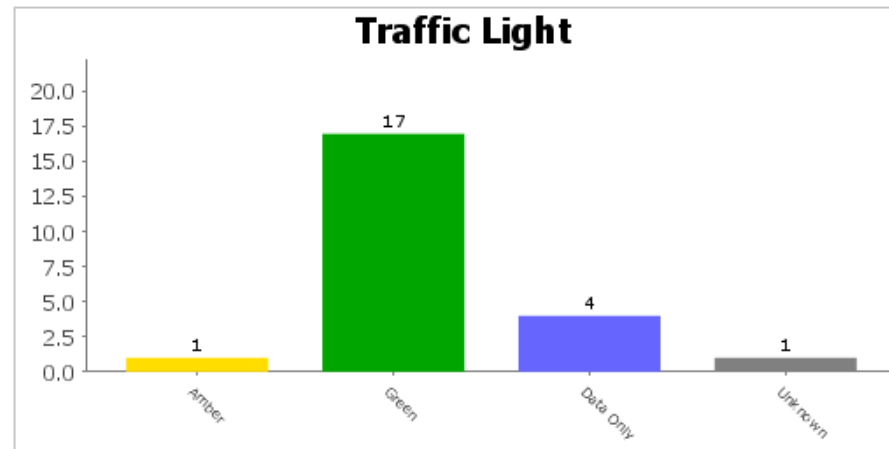
Appendix A: performance report.

# Access Selby 4<sup>th</sup> Interim Key Performance Indicator Report: April 2013 – March 2014
















**Report Type:** PIs Report  
**Report Author:** Systems Data  
**Generated on:** 09 April 2014







PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				






Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
SLA_001	% of satisfied customers	<b>Aim to Maximise</b>	70.00%	<b>98.74%</b>	↑	↑	✔	98.59%	<p><b>How are we doing / Moving Forward?</b></p> <p>A total of 5,779 satisfaction surveys have been completed for the period 1 April 2013 to 31 March 2014 with 5,706 customers satisfied with the service received. This is down by 324 surveys on 2012-2013.</p>
SLA_002	% of contact 'right first time'	<b>Aim to Maximise</b>	80.00%	<b>91.48%</b>	↓	↑	✔	91.32%	<p><b>How are we doing / Moving Forward?</b></p> <p>Total of 156,731 contacts were made to the CCC for the period 1 April 2013 to 31 March 2014 an increase of 8008 contacts on the same period in 2012-2013. A total of 143,369 were dealt with at 1st point of contact.</p>
SLA_003	% satisfied with street cleanliness	<b>Aim to Maximise</b>	80.00%	<b>90.00%</b>	↑	↑	✔	85.00%	<p><b>How are we doing / Moving Forward?</b></p> <p>As we no longer carry out formal satisfaction surveys we have developed a method of measuring performance based on targeted complaints and response times. These categories have been weighted and individual targets have been set. Between April and March performance was measured against the following:</p> <ul style="list-style-type: none"> <li>- Complaints regarding litter and dog bin</li> <li>- Justified work quality</li> <li>- Total number of justified complaints</li> <li>- Litter and dog bins emptied</li> <li>- Offensive graffiti responded to within 24 hours</li> </ul>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
									Collectively throughout the year we have achieved satisfaction in 18 out of 20 performance measures which gives us a level of 90% for the year.
SLA_004	% satisfied with leisure facilities provided on behalf of the Council	<b>Aim to Maximise</b>	70.00%					78.00%	<b>How are we doing / Moving Forward?</b> 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 each year. Results will be published in Quarter 1 2014-2015.
SLA_009.1	% or repairs to council-owned properties completed within agreed timescales (EMERGENCY/URGENT REPAIRS combined)	<b>Aim to Maximise</b>	95.00%	<b>98.88%</b>				96.50%	<b>How are we doing / Moving Forward?</b> YTD performance has improved by 2% against the same period in 2012-2013 with demand up by 2.6% over the same period.  Year and Year improvement in this PI since 2010-2011 with performance up by 14%
SLA_009.2	% or repairs to council-owned properties completed within agreed timescales (NON-URGENT REPAIRS)	<b>Aim to Maximise</b>	90.00%	<b>98.52%</b>				98.86%	<b>How are we doing / Moving Forward?</b> YTD performance has been maintained against the same period in 2012-2013, although demand has increased by 14% generated repairs.
SLA_010	Average time taken to re-let local authority housing	<b>Aim to Minimise</b>	24 days	<b>23.6 days</b>				22.3 days	<b>How are we doing / Moving Forward?</b> The Target for re-lets in 2013/2014 was 24 days and this was achieved with an overall average of 23.6 days.

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
SLA_013	% increase in employees confidence and perception of the organisation	<b>Aim to Maximise</b>	10% on 2011 performance	<b>58.30%</b>	↑	↑	🟢	49.60%	<p><b>How are we doing / Moving Forward?</b></p> <p>To measure staff perception and confidence of the organisation we use the responses received through the staff survey to a particular question: <i>I am excited about being part of this organisation in the future</i>. The target for 2013 was 55.6% (10% increase on the 2011 baseline figure): we achieved 58.3% of respondents recording a positive answer to this question.</p> <p>Overall we saw a further increase in the number of responses received from across the organisation. Within the targeted questions, ten out of eleven answers showed an increase in the number of positive responses compared to 2012 and 2011. A similar picture emerges within the questions relating directly to core values, with every area showing an improvement in the number of positive responses apart from those relating to innovation in technology.</p> <p>The wider results of the staff survey are used to inform our organisational development strategy; staff themselves will be involved in implementing solutions to issues raised through the survey.</p>
SLA_014.1	Inspection of premises in accordance with statutory code of practice (High Risk)	<b>Aim to Maximise</b>	100.00%	<b>100.00%</b>	▬	▬	🟢	100.00%	<p><b>How are we doing / Moving Forward?</b></p> <p>Inspections of high-risk premises: Food hygiene, health and safety and PPC (environmental permits). Resources are focussed upon higher &amp; medium risk premises (SLA14.1 &amp; 14.2 respectively) in accord with risk-rating schemes contained</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
									in Statutory Codes of Practice thus protecting consumers' public health and supporting businesses. Year figure of 34 out of 34 due high-risk inspections achieved, falling within the scope of the indicator have been inspected. The total inspections are down 30% on last year with a decrease in the number of 'high risk' health and safety premises due for inspection.
SLA_014.2	Inspection of premises in accordance with statutory code of practice (Medium Risk)	<b>Aim to Maximise</b>	100.00%	<b>100.00%</b>				100.00%	Inspections of <b>medium risk premises: Food hygiene, health and safety and PPC (environmental permits)</b> . 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 put in place and managed to achieve performance in relation to annual inspection programme. Year figure of 228 inspections achieved, is up by 8% on 2012-2013.
SLA_015	% Response to Environmental Health enquiries and complaints	<b>Aim to Maximise</b>	100.00%	<b>100.00%</b>				100.00%	<b>How are we doing / Moving Forward?</b> 100% - 51 out of 51 food and safety complaints responded within target to date (Checked 1st April 2014). Comparing figures for complaints received for the same period last year shows a 20% increase in the total number received. This is a reactive service and so it is difficult to predict future levels of demand on the service. Sub regional target is 95% through North Yorkshire Quality Management System



Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
									(ISO accredited). Environmental Health business area has maintained high performance by continuing the working practices in respect of proactive & reactive work streams and support from community officers in respect of general environmental health enquiries & service requests.
SLA_016	Number of high risk enforcement issues resolved	<b>Aim to Maximise</b>	70.00%	<b>100.00%</b>				100.00%	<p><b>How are we doing / Moving Forward?</b> High risk enforcement issues are defined as those requiring action due to statutory functions and/or duties placed upon Selby District Council.</p> <p>The enforcement team has achieved a 100 % resolution rate for high risk enforcement cases for the period 1 April 2013 – 31<sup>st</sup> March 2014.</p> <p>In addition to active case loads the Enforcement team have resolved (cases closed 1 Apr 2013– 31 Mar 2014) 397 High Risk Enforcement Cases (15% increase compared to 2012/13) 476 Medium/low Risk Enforcement Cases (52% increase compared to 2012/13)</p> <p>Moving forward priorities include working closer with the Police on Anti-Social Behaviour cases, National Fraud Inspectorate (NFI) datasets and the DWP.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
SLA_018	% of new benefit claims and changes processed within 5 days upon receipt of complete application	Aim to Maximise	90.00%	94.41%	↑	↑	🟢	88.72%	<p><b>How are we doing / Moving Forward?</b></p> <p>This year Access Selby's benefits service has consistently performed at 94% which is 4% above their target, despite the big challenges of implementing welfare reform changes. The team now process 'change of circumstances' quicker than anywhere else in the Yorkshire Humber region.</p>
SLA_019	% of Council Tax debt recovered	Aim to Maximise	97.90%	97.52%	↑	↓	🟡	97.88%	<p><b>How are we doing / Moving Forward?</b></p> <p>Council Tax collection has been affected by the issues with annual billing in spring 2013. Despite payments starting in May rather than April last year, we upheld a commitment to enable people to pay over twelve months on request. This affected the year-end result for this indicator, but with indications that the position would be recovered during the first quarter of 2014/15.</p> <p>At 1st June we were at 97.90% which means that we have hit the target for the year.</p>
SLA_020	% of Council Rent debt recovered	Aim to Maximise	98.10%	98.28%	↑	↑	🟢	98.22%	<p><b>How are we doing / Moving Forward?</b></p> <p>The collectable target equates to £11,776,467 &amp; we collected £11,798,579 giving a 0.18% £22,112 increase in revenue.</p> <p>Benchmarking for 2013/14 will be available later this year but early indications are district councils are reporting reduced collection.</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
SLA_021	% of applications considered within time under scheme of delegation	<b>Aim to Maximise</b>	80.00%	<b>89.58%</b>	↓	↑	✔	73.22%	<b>How are we doing / Moving Forward?</b> The planning Service again exceeded its target both for the month and the year. Demand has increased by 6.5% on applications received compared to 2012-2013. Feedback via the Customer Pledge indicates high levels of customer satisfaction. However there is a need to prioritise major applications in the future due to the Governments initiative to introduce strict performance levels within the processing times of these types of planning applications.
SLA_023	% of invoices paid on time	<b>Aim to Maximise</b>	85.00%	<b>95.24%</b>	↓	↑	✔	90.69%	<b>How are we doing / Moving Forward?</b> Year on Year improvement with performance up by 15% on 2011-2012 and 4.5% on 2012-2013. Demand has increased by 13% on invoices received this year compared to last year.
SLA_025	% internal rate of return on commercial assets	<b>Aim to Maximise</b>	7.00%	<b>13.93%</b>	↑	↑	✔	12.93%	<b>How are we doing / Moving Forward?</b> A ROI on commercial assets of 7% is required for the year. The initial end of year figure shows 13.93% Car parks and bus stations are performing well ( 30.58% car parks, 7.89% bus station) This compensates for the industrial units with all but one not achieving the 7% target. A working group has been put together to tackle this issue.
SLA_026	Reducing internal costs on non-operational sites	<b>Aim to Maximise</b>	3.00%	<b>25.19%</b>	↑	↑	✔	34.14%	<b>How are we doing / Moving Forward?</b> Costs have reduced on non-operational sites from £24k at the end of 12/13 to

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
									£18k in 13/14. Officers continue to work on reducing costs further, however some costs such as NNDR are avoidable
SLA_027	% increase in income generation	Aim to Maximise		2.87%	↑	↑		-1.14%	<p><b>How are we doing / Moving Forward?</b></p> <ul style="list-style-type: none"> <li>• Planning income increase of £100k.</li> <li>• Court cost raised on Ctax accounts is up by £86k.</li> <li>• Income for Land Charges searches is up by £47k.</li> <li>• Recycling credits increased £108k above target.</li> <li>• Legal services have generated a further £33k in fees.</li> </ul> <p><b>Offset by</b></p> <ul style="list-style-type: none"> <li>• Commercial waste reduction of £97k against target (offset by savings in disposal charges).</li> <li>• Income from the sale of recyclates has reduced by £194k.</li> <li>• Car park income is £20k below the expected target based.</li> </ul>
SLA_029	% Efficiency and productivity improvements	Aim to Maximise		1.65%	↑	↑		2.19%	<p><b>How are we doing / Moving Forward?</b></p> <p>This is an initial figure and may change as a result of work carried out during the closedown process</p>

Code	Short Name	Direction of Travel	Current Target	Current Value	Short Term Trend Arrow	Long Term Trend Arrow	Traffic Light	YTD 2012/2013	Latest Note
SLA_030	% efficiency gain in outsourced services	<b>Aim to Maximise</b>		2.18%	↓	↓		4.34%	<b>How are we doing / Moving Forward?</b> This is an initial figure and may change as a result of work carried out during the closedown process
SLA_031	Capital Programme Delivery	<b>Aim to Maximise</b>		71.28%	↑	↓		71.71%	<b>How are we doing / Moving Forward?</b> The HRA has delivered 79% of its 2013/14 Capital Programme to date. Fencing, damp, void & cyclical repairs are complete and the Airey scheme is due to complete early 2014/15. Heating systems have progressed but solid fuel replacement remains an issue due to tenant refusals. Carry forwards are being progressed where required for the remaining programme of work to be completed in 2014/15. General Fund has delivered 50% of its 2013/14 Capital Programme to date. Road adoption was due to be complete during the year, however work has only just started on this so the budget will be carried forward to 2014/15. Work on Tadcaster central area carpark has commenced and will be completed early 2014/15. There has been no further progress on the mast relocation and continued delays with CRM & Mobile working due to the realignment to the NYCC joint working project.

# REPORT

Reference: E/14/17

Public – Item 13



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non-Key Decision  
**Report Published:** 25 June 2014  
**Author:** Andrew McMillan Policy Officer  
**Executive Member:** Cllr Mark Crane Leader of the Council  
**Lead Director:** Keith Dawson Director Community Services

**Title:** Community Infrastructure Levy (CIL)

## Summary:

This report should be considered an extension of the report to the 5 June Executive meeting (report number E/14/5). At that meeting, the CIL item was deferred to consider the impact this would have on s106 Recreational and Open Space (ROS) funds. This report presents information to address the discussion and recommends consultation takes place.

## Recommendations:

- i. To note the content of this report
- ii. To agree the consultation material for the Draft Charging Schedule as set out in the appendices. In particular note:
  - a. The base rate for “all other chargeable development” be changed from £10sqm to £nil
  - b. To continue with a two-zone charging system for housing development
  - c. The draft instalments and exemptions policies
  - d. The indicative Regulation 123 List of spending priorities that includes 5% for off-site Recreation Open Space.
- iii. To grant delegated authority to the Director of Community Services in consultation with the Leader of the Council to agree minor amendments and final wording to the consultation material is necessary.

## Reasons for recommendation

- a) To inform Executive of the process and progress of the Community Infrastructure Levy, as part of the Core Strategy Implementation process.
- b) To steer the development of the CIL project and to authorise the next stage of the CIL community participation in line with the Regulations.
- c) To enable Officers to carry out the next stage of CIL preparation in a timely fashion.

## **1. Introduction and background**

- 1.1 The background and draft consultation material is set out in the CIL item report to The Executive on 5 June.
- 1.2 At that meeting, the discussion centred upon the proposed approach to contributions towards Recreation Open Space (ROS). The Executive raised concerns about the potential loss of income for each Parish if ROS monies were transferred to a central pot instead of being spent in the village that received the housing development.
- 1.3 Current planning policy states that ROS should be provided on site, and this remains the Council's preferred approach. This may still be addressed through S106 alongside CIL. The community accommodating the housing development will therefore benefit. The CIL proposes only to pool any off site contributions.
- 1.4 There is a clear policy for on-site ROS, and a distinct District-wide strategic need for ROS. The CIL off-site contribution is not an alternative to on-site provision, it is a District-wide fund to consider the broader strategic ROS needs of the District, not just the single community. It is broader than simply some open space on a housing development, as it encompasses large and small play spaces, cycle routes, formal and informal open space.

## **CIL in practice**

- 1.5 The benefit of part of CIL being used towards ROS is built around a) the proportion of total CIL that the Council decides to put to ROS, and b) the mechanism it establishes for distributing the ROS funds. Neither of these are required for the CIL Enquiry in Public (which is planned for later this year) – they are decisions to be made at a later date.
- 1.6 Officers advise that if ROS received a 5% contribution of CIL the total amount of money available each year for only off-site ROS will be comparable with that that currently brought in by S106 for both on-site and off-site ROS when this is averaged out. Therefore across the District there should be a larger amount of money available for ROS using the proposed off-site CIL and on-site S106, than just S106 alone. Some figures are included in Appendix 1.
- 1.7 The Council will in due course be required to set out the details of the R123 list, and the mechanism for distributing those monies that CIL

accrues. It is at that point the Council may decide how to distribute the monies and how treat those communities that have accommodated development.

- 1.8 The benefit of this pooled off-site ROS money is the flexibility to invest it in ROS schemes across the District as the restrictions are less tightly defined compared with S106 Agreements. No community should be disadvantaged by the change, but other communities may benefit more readily from it.
- 1.9 It should be noted that Parishes will also automatically receive 15% of CIL contributions for development in their area which will not be ring-fenced.

### **Next steps**

- 1.10 Officers recommend that the CIL therefore proceeds to Draft Charging Schedule consultation as set out in the report to 5 June, subject to additional questions to seek responses regarding the R123 List.
- 1.11 An FAQ document will accompany the consultation material to explain some of the operational aspects of the CIL in practice. The format and content of these may be agreed under the proposed delegation in the recommendations, above.

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

### **3.1 Legal Issues**

- 3.1.1 As set out in the report The Executive meeting of 5 December 2013,
  - The CIL will be subject to an Examination in Public to hear objections before anticipated Adoption by March 2015 to meet the Government's requirements.
  - The CIL will replace a lot of Section 106 negotiations where those issues are listed on the Regulation 123 List, but other issues will still be subject to Section 106 agreements.
  - The Authority will be the Charging Authority for the purpose of CIL Regulations, but may not necessarily be the Spending Authority. Its responsibilities therefore may be more limited in the actual spending of the CIL levy money.
- 3.1.2 The responders to the CIL consultation are likely to challenge the introduction of the CIL through an EIP. There will be an opportunity for Legal Challenge upon the adoption of the CIL.

### **3.2 Financial Issues**

- 3.2.1 As set out in the report The Executive meeting of 5 December 2013, the CIL
  - PBA work on the CIL has been budgeted for through the LDF budget.
  - The Council is required to report spending of the CIL levy annually, including for 3<sup>rd</sup> party spending. However, the



Authority is not responsible for under-spending, failure to spend, or any subsequent challenge for refunds or similar claims of those 3<sup>rd</sup> parties.

- The implementation of CIL (upon adoption) will require a dedicated Officer resource. It is envisaged that the CIL will fund the post through the 5% top slicing.

**3.2.2** Overall, CIL continues to be viable and appropriate in both planning and economic terms.

### **3. Conclusion**

3.1 Officers consider that the Authority should proceed with the development of the CIL. There will always be objections to the CIL as with any levy, but it is intended to fund essential infrastructure for the benefit of everyone, and the experience of some individuals/organisations should not divert attention away from that objective.

3.2 Having considered the representations, Officers consider that introducing CIL is appropriate, even in the context of a depressed housing market, and shortfall of delivery in housing. Shortfall is short term until the country's economy recovers, and having CIL in place for when it does recover will maximise its effectiveness and help bring forward infrastructure.

### **4. Background Documents**

- Agenda and Minutes of Executive meeting of 5 June 2014
- Agenda and Minutes of Executive meeting of 5 December 2013
- Preliminary Draft Charging Schedule consultation material ([www.selby.gov.uk/cil](http://www.selby.gov.uk/cil))
- DCLG Community Infrastructure Guidance note, February 2014 [http://www.planningportal.gov.uk/uploads/cil/cil\\_guidance\\_main.pdf](http://www.planningportal.gov.uk/uploads/cil/cil_guidance_main.pdf)

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### **Appendices**

Appendix 1: Schedule of the PDCS consultation responses

Appendix 2: Copy of the "Heat maps" shown in the Economic Viability Appraisal

Appendix 3: *Draft Charging Schedule* consultation material

- a. Map of zones and revised charging schedule
- b. Draft instalments policy
- c. Draft exemption policy
- d. Indicative *Regulation 123 List* of spending priorities

Appendix 4: PBA Selby CIL Addendum Report

## Appendix 1: Schedule of the PDCS consultation representations and Council response

Q1 viability evidence comment	SDC response
<p>Anthea Whitton I am concerned in particular that this proposal appears to make no distinction between the small private developer eg someone who is undertaking a self-build or building a bungalow or small house in their garden (perhaps for their parents to live in so that they can be cared for within the family) and commercial development. I note the levy only applies on development over 100 square metres which may help to alleviate this. It's not clear from the charging table but it would seem sensible if the levy applied only on the amount in excess of 100 square metres.</p>	<p>The Regulations in 2014 para/section set out that self build development is excluded from CIL liability.</p> <p>The levy is generally applied to the whole development where it is in excess of 100sqm, not just that amount over 100sqm.</p> <p>CIL does not apply to self builds following the 2014 Regulations amendment.</p>
<p>Brian Percival The evidence from York is that the expenditure against the raised sums has been less than 20%.</p>	<p>No evidence is supplied or links to verify. The experience of York is unrelated as the viability, market conditions, stage of plan preparation etc are all different.</p>
<p>Wm Morrisons PLC we are concerned about the viability of the proposed £110/sqm CIL rate [for supermarkets]. A levy of this level is likely to have a significant adverse impact on the overall viability of future large scale retail developments, particularly when taking in to account other costs for local infrastructure works and other contributions required as part of a typical S106 agreement (such as highway works which are typically expensive to ensure large scale retail developments function well). We consider that the proposed charge will put undue risk on the delivery of food retail proposals, and will be an unrealistic financial burden which is likely to pose a significant threat to potential new investment and job creation in Selby, particularly at a time of low levels of development activity.</p>	<p>No information is presented to challenge the proposed rate. In the calculations the EVA considers development costs such as those set out in the response, and makes allowances for them (and other costs).</p>
<p>National Farmers Union Agricultural developments place no or in a few cases a very limited extra burden upon infrastructure. The CIL is essentially a levy on the enhanced value of development land. There is no enhanced land value with agricultural development and therefore the CIL would have to be paid from revenue making all/most agricultural development unviable.</p>	<p>The Council proposes to amend the CIL rates to only charge on: residential development (other than flats), supermarkets retail warehouses</p>
<p>Sainsbury's Supermarket LTD SSL's comments relate specifically to the assessment of viability of retail development uses within the CIL (September 2013) Economic Viability Assessment (EVA).</p> <p>The EVA states that retail uses will be differentiated into four categories for viability assessment; 'high street comparison retail', 'retail warehouses', 'supermarkets' and 'neighbourhood retail' within Selby. Hence, upon deciding an appropriate CIL rate for a development it will be necessary to differentiate between developments that constitute 'supermarkets' and those constituting 'neighbourhood retail'.</p> <p>However, the EVA does not present any viability assessment of 'neighbourhood retail' nor presents any explanation for this oversight – despite its inclusion in the descriptions under paragraph 7.1.1.</p> <p>As a result, it is unclear as to the viability of 'neighbourhood retail' development. It is therefore assumed Neighbourhood retail is included within the base charge of £10 per sqm. A rate of £110 per sqm is proposed for 'supermarkets'.</p> <p>However, in justifying this differential rate, no detail is provided as to the scale of the developments appraised and no locally specific evidence used to inform this, the threshold chosen (i.e. what scale of development constitutes a 'supermarket?') or the impact of the above factors upon viability. The viability assessment assumes that the single appraisal for 'supermarkets' is representative of the market across the entire charging area. This is not considered 'fine-grained' viability evidence.</p>	<p>The Council proposes to amend the CIL rates to only charge on: residential development (other than flats), supermarkets retail warehouses</p> <p>A neighbourhood convenience retail assessment is included in the Addendum Report</p> <p>Definitions of each retail use, including references to scale where appropriate, are included within the Addendum Report. Evidence is considered an acceptable level of detail for the purposes of CIL.</p> <p>The definitions set out the Addendum Report are considered clear and unambiguous, and have been found sound at examination.</p>

Q1 viability evidence comment	SDC response
<p>Moreover, without assessment of 'neighbourhood retail' development, the clear and fine-grained viability evidence required to distinguish between and justify differential retail uses as per the definitions within the EVA is absent from the Council's evidence base. This risks non-compliance with the CIL Guidance (2013) and CIL Regulations 2010 (as amended).</p> <p>There is also considerable ambiguity between the definitions set for 'supermarkets' and 'neighbourhood retail'. SSL would request that the Council provides evidence about the point at which a development becomes a 'supermarket' and incurs the proposed CIL liability of £110 per sqm, as opposed to the 'neighbourhood retail' rate assumed to be £10 per sqm. Evidence should also be presented to justify the decision for this threshold and appropriate robust definitions put in place. This is considered necessary by SSL to ensure that CIL charging is applied consistently when considering all applications.</p> <p>On a final note, the CIL Preliminary Draft Charging Schedule (PDCS) includes an asterisk alongside both 'supermarkets' and 'retail warehouses', however there is no definition stated or clarification as to what this is to refer to. SSL advises that this should be resolved prior to publication of the CIL draft Charging Schedule for consultation.</p>	
<p>Wakefield Council We confirm that the proposed CIL charges are suitable and determined in accordance with your evidence on viability.</p>	Support welcome
<p>Stephenson and Son The economic viability assessment should not apply to agricultural buildings. A charge proposed will make most agri buildings uneconomical to develop. The buildings themselves do not impose a significant cost on the council.</p>	The Council proposes to amend the CIL rates to only charge on: residential development (other than flats), supermarkets retail warehouses
<p>David Sykes Electrical The viability assumptions conclude that it is not viable to make a charge for office accom yet the recommendations are that the base charge should be £10/sqm. This charge should be ZERO as the Council should be encouraging the development of employment opportunities, not putting yet more barriers in the way of new development. This has increased over years –planning fees, costs associated with production of planning access statements, wildlife surveys etc. I thought the council's role was as an enabler to act as catalyst for development - to encourage the private sector to provide jobs and homes. We are located in the north of England, not prosperous London and South East. We have yet to recover from the recession - see the reduction in development that has taken place over last 5 years. The private sector needs assistance not tax.</p>	The Council proposes to amend the CIL rates to only charge on: residential development (other than flats), supermarkets retail warehouses
<p>Church Commissioners for England Land Value Reference within the EVA acknowledges that the value of land to a developer will vary significantly from one site to another and that there is a lack of data on land values within Selby. Reference is also made to discussions that have taken place with developers and local agents active in the local market in order to help inform assumptions made about land prices, albeit no approaches appear to have been made to landowners within the District who are the key element in any development. The Church Commissioners, as a major land owner within Selby District have not been approached to comment.</p> <p>Evidence of the local market provided by the Commissioners' land agent, Smiths Gore suggests that the assumptions made within the EVA, including applying a multiplier of 15 on the value of agricultural land, are not considered to provide a valid measure in considering the development value of land as it does not take account of a range of factors including site location, potential sales values, etc. Smiths Gore point to the fundamental valuation principles laid out by the RICS for residual valuations where the starting point is the end use value as opposed to the base use value. On this basis, the figures quoted at paragraph 5.6.17 are considered to be too low and that a value of £850,000 per hectare for serviced land quoted for the High Value areas would be an acceptable land value for the lowest value, unserviced sites based upon sales where similar house prices are achieved.</p> <p>Developer's Profit</p>	<p>The Council held a Developer Forum presentation/meeting to which developers, land owners/agents etc were invited to comment upon some early assumptions and baselines. Not all developers/ agents/ landowners etc were present, but a useful representative sample were in attendance.</p> <p>Evidence on land value is drawn from a variety of sources, including consultations with developers. We note the general agreement of all parties at the Workshop in respect of the land value assumptions, which are net of the cost of meeting all policy requirements in full.</p> <p>The revised assessments in the Addendum assume margins as a percentage of GDV. Support for 20% of GDV as measure for developer profit is welcome.</p>

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<p>Whilst the EVA makes reference to the use of both 20% of costs and 20% of GDV in its appraisals, we support the use of the latter in calculating the proposed rates as detailed at Table 9.1.</p> <p>In support of this approach, guidance within 'Viability Testing Local Plans' (June 2012) states at pages 36-37 that "the great majority of housing developers base their business models on a return expressed as a percentage of anticipated gross development value". Whilst it recognises that a higher gross margin will be required on schemes with high upfront capital costs in order to improve the return on capital employed, it concludes by stating that:</p> <p>"This sort of modelling – with residential developer margin expressed as a percentage of GDV – should be the default methodology, with alternative modelling techniques used as the exception" (our underlining).</p> <p>We also refer to the Examiner's Report for the Greater Norwich Development Partnerships Draft Charging Schedule, published on 4th December 2012. The issue of developer's profit was debated during the Examination and as such, it was conceded by the Council's consultant that a rate of 20%-25% on GDV was the usual approach for basing developer profit.</p> <p>More latterly, the Shinfield appeal decision (APP/X0360/A/12/2179141) also debated this matter and there was common ground between the parties that developer's profit should be assessed at either 25% of costs or 20% of GDV, the Inspector concluding that 20% of GDV was reasonable.</p> <p>We also note that in the work undertaken by PBA in support of the emerging Charging Schedule within Hambleton District that they have reverted from the use of 20% cost in the earlier Preliminary Draft Charging Schedule to 20% of GDV within the current consultation on the Draft Charging Schedule, indicating this is a more robust approach</p> <p>Section 106 Costs</p> <p>Paragraph 15 of the 2013 CLG guidance requires that charging authorities should set out known site-specific matters where section 106 contributions may continue to be sought, the principal purpose being to provide transparency on what the charging authority intends to fund in whole or part through the levy and those known matters where Section 106 contributions may continue to be sought. Paragraph 22 also now requires that Charging Authorities should provide information about the amounts raised in recent years through Section 106 Agreement, as background evidence. Paragraph 29 requires that in preparing their evidence to inform their proposed levy rates, charging authorities should also show how they have taken into account other development costs arising from existing regulatory requirements in order to demonstrate that the proposed rates will not threaten the delivery of the relevant Plan.</p> <p>We note that no such evidence appears to have been collated. This is evidenced by reference to paragraph 4.7.2 which acknowledges that the authority is not sufficiently advanced in the infrastructure plan to develop their thinking on infrastructure and that over the coming months it will begin the process of distinguishing the collection mechanism between section 106 and CIL. On this basis, for the purposes of the EVA, the assessment has assumed a 'residual' S106 contribution of £500 per dwelling.</p> <p>We consider that due to the lack of evidence currently available, the assumptions made about residual S106 contributions has the potential to have serious implications for proposed development as it does not accurately take account of other potential development costs which could therefore seriously threaten the delivery of development proposed by the Core Strategy. Further work is essential to fully account for other development costs and an assumption based on £500 per dwelling is considered to be far too low based on likely on-going requirements for site-specific mitigation, infrastructure, the provision and maintenance of public open space and other community related facilities for instance, that would not be covered by the levy.</p> <p>Build Costs</p> <p>Evidence of the local market provided by Smiths Gore suggests that the Build Cost</p>	<p>More detailed analysis of the Council's data on S106 receipts has been gathered and analysed. Typically, contributions have been sought for waste and recycling (c£50 per dwelling typically), recreational open space (c£900 per dwelling typically) and, for larger applications, contributions towards education. The Council will revise its Developer Contributions SPD in due course, but it is the intention that open space, and education issues will be dealt with through CIL, rather than S106. As such, only the recycling contributions of £50 per dwelling are likely to remain. Nonetheless, we have retained the allowances of £500 per dwelling on scenarios of 1ha or less, and £2,500 per dwelling on larger site scenarios.</p> <p>Further information on S106 costs is set out and applied in the viability assessment in the Addendum Report</p> <p>Build costs are taken from the industry standard BCIS database. Any suggestion to deviate from this would require very robust evidence to support it, which is not provided as part of this or any other representation.</p> <p>· Servicing costs and land values are treated differently in the Addendum Report. Refer to that document for further information.</p>

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<p>assumptions made at Paragraph 5.6.33 are too low and that a figure of £970 per square metre should be adopted.</p> <p>Other Assumptions</p> <p>Paragraph 5.6.35 of the EVA refers to on site secondary infrastructure assumptions for small and large sites at £150,000 per hectare and £250,000 per hectare respectively. Research undertaken by the HBF/Savills referred to in representations to the Mid Devon Draft Charging Schedule indicated that in respect of large sites, average site servicing costs equated to approximately £250,000 per net developable acre (or £617,500 per hectare), or otherwise £20,000 per dwelling. Evidence of the local market provided by Smiths Gore suggests that at the very least, these costs should be £400,000 per hectare.</p> <p>Conclusions</p> <p>In light of the above comments, we consider that the various assumptions made and utilised within the viability appraisals would suggest that overall, the perceived residual value of development and the ability to withstand the level of CIL proposed by the suggested rates has been overestimated. The result would therefore seriously bring into question the viability of development proposed within the relevant Plan as a whole.</p>	
<p>McCarthy &amp; Stone and Churchill Retirement Living</p> <p>The effect of the imposition of CIL will be to constrain land supply. This is a particularly significant threat to land with a high existing use value and therefore to the delivery of retirement developments, which due to the nature of residents are required to be sited in close proximity to town and local centres. It is hoped that the CIL schedule can be adopted in a way that does not constrain this much needed form of development.</p> <p>The CIL guidance Dec 2012 states consistently that “in proposing a levy rate charging authorities should show that the proposed rate would not threaten delivery of the relevant plan as a whole (para 29)”</p> <p>The CIL guidance also stresses the importance of this principle to individual market sectors that play an important role in meeting housing need, housing supply and the delivery of the Development Plan, such as specialist accommodation for the elderly. This is relevant in the context of Para 37 of the Guidance. “However, resulting charging schedule should not impact disproportionately on particular sectors or specialist forms of development and charging authorities should consider views of developers at an early stage.”</p> <p>Where the provision of specialist accommodation for the elderly plays a clear role in meeting housing needs in the emerging or extant Development Plan, as it does in the context of Selby as discussed below, by not properly considering the effect of CIL on this form of development the Council would be putting the objectives of the Development Plan at risk and thereby contravening Gov Guidance. It is therefore of clear importance that the emerging CIL rate accurately assesses the development of specialist accommodation for the elderly in the Borough.</p> <p>The NPPF stipulates that the planning system should be supporting strong, vibrant and healthy communities and highlights the need to deliver a wide choice of high quality homes, widen opportunities for home ownership and create sustainable, inclusive and mixed communities. Local Planning authorities should plan for a mix of housing based on current and future demographic trends, market trends and the needs of different groups in the community...such as...older people”.</p> <p>The “what homes where toolkit” developed by HBF uses statistical data and projections from the ONS and DCLG to provide useful data on current and future housing needs. The table provided is replicated from the toolkit and shows the projected change to the dem profile of Selby 2006-2026. In line with the rest of the country, this toolkit demonstrates that the demographic profile of the area is projected to age, with the proportion of popn aged 60+ increasing from 21.4% to 29.6%. the most significant popn increases are projected of the frail elderly, those aged 75 and over, who are more likely to require specialist care and accommodation.</p> <p>Selby Core Strategy reflects this by identifying that the demographic profile of the area</p>	<p>Introduction of CIL has not constrained land supply in areas where CIL is already in place.</p> <p>Apartment development is proposed to attract a £0 charge in the Draft Charging Schedule. Given that retirement schemes are almost universally apartments, rather than houses, it is our view that specialist housing for the elderly would be constrained by CIL as proposed in Selby. Furthermore, however, there is little or no recent comparable market data on which viability assessments for retirement developments could be based. Therefore, it is neither necessary nor plausible to have a separate category within the Charging Schedule for this kind of development.</p> <p>Notwithstanding the above, we do not accept that CIL charges based on robust viability evidence would constrain land supply in any way.</p>

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<p>is ageing and raising concerns over the future provision of adequate support and accommodation for the growing elderly popn. The provision of suitable housing to meet diverse needs of the popn is addressed in Para 5.76 “The Council wishes to consider the accommodation requirements of specific groups as part of creating sustainable mixed communities and as such, needs to assess and plan for the housing needs of the whole community including older people.” It is therefore clear that the development of specialist accommodation for the elderly is a priority for the Council.</p> <p>In light of the above, we consider that it is of vital importance that the emerging CIL does not prohibit the development of specialist accommodation for the elderly at a time when there is an existing and urgent need for this form of development and that by not properly assessing this form of development the proposed CIL rate would threaten the delivery of the relevant Development Plan contravening Gov guidance.</p> <p>The case for testing sheltered/retirement housing: as you are aware as a national retirement housing company McCarthy &amp; Stone and Churchill are currently submitting planning applications throughout the Country. In light of this we obviously need to ensure that the supporting viability work for the CIL is actually representative of what is happening in the real market place for all forms of housing, as if it is not, the adoption of CIL may prevent needed development from coming forward.</p> <p>The PDCS provides a uniform CIL levy rate for all forms of residential development and does not differentiate between houses, flats and specialist accom for the elderly despite the significant differences between these forms of accom.</p> <p>We note and appreciate the CIL rates proposed for residential development in Selby are comparatively modest at £25 and £45 psqm. McCarthy &amp; Stone and Churchill have not been historically active in Selby, but due to the demographic profile of the District it is of considerable interest for the company and the Authority in which we have sought to bring forward specialist accom for the elderly for a prolonged time. To date however we have been unable to make development viable.</p> <p>The company has investigated numerous methods to bring forward viable development in the area and remain optimistic and interested in developing in the District of Selby in the foreseeable future.</p> <p>Given the existing difficulties with the viability of development however even a modest CIL rate would effectively prohibit this much needed form of development coming forward.</p> <p>Whilst there is an understandable desire to keep the charging rate simple as possible the broad inclusion of some retirement hosing within a general residential heading fails to acknowledge the very specific viability issues associated with such specialist accom for the elderly.</p> <p>There is a increasing consensus that specialist accommodation for the elderly should not be viewed as an oversight or casualty of the CIL regime. There is now a considerable amount of guidance available for charging authorities and viability practitioners to address this issue competently and quickly.</p> <p>The lack of provision so far in the Selby CIL may be sufficient to persuade the Council it should not apply CIL to specialist accommodation for the elderly. Should that not be the case however, to assist the Council in providing more robust viability assessment of retirement / sheltered housing we have provided a copy of a joint position paper produced by McCarthy &amp; Stone and Churchill recently sent to local planning authorities . The paper provides a number of recommendations on testing the viability of specialist accom and how it differs from conventional housing.</p> <p>Additionally, the Retirement Housing Group (a consortium of developers and managers from private sector and housing assocs) recently commissioned Three Dragons to produce a paper for evidence and guidance for viability practitioners – attached.</p> <p>The planning minister responded positively to RHG’s with a letter sending out a message to charging authorities to differentiate between retirement housing and general needs housing where viability is an issue. The letter states “...the revised Guidance in Dec 2012 is clear that charging schedules should not impact disproportionately on</p>	

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<p>particular sectors or specialist forms of development and charging authorities should consider views of developers at an early stage.” (Page 121, Para 37). The Guidance does not specify that any form of housing should be treated any differently to other sectors but it is clear that if you have evidence that your development would be made unviable by the proposed levy charge, this should be considered by the Authority and examiner’. Copy provided.</p> <p>A crucial element of such a CIL viability appraisal will be to ensure that the baseline land value against which the viability of the retirement scheme is assessed properly reflects the spatial pattern of land use in the locality.</p> <p>Therefore the viability of retirement should be assessed against both likely existing site values and just as importantly of potential alternative uses. Our concern is that CIL could prejudice the delivery of retirement housing against competing uses on the land suitable for retirement housing schemes.</p> <p>The average age of residents in retirement schemes is 79 years old likely to have abandoned car ownership, be of lower mobility and or rely on close proximity to public transport. For this reason, retirement housing developers will not consider sites that are over a walking distance of approx. half a mile from a town centre/ local centre with a good range of shops and services to meet daily needs. The result is that retirement housing can only be built on a limited range of sites, typically high value, PDL, close to town centres. It is worth noting that Para 27 of the 2012 Guidance recognises that brownfield sites are those where CIL charge is likely to have most effect, stating “The focus should be in particular on strategic sites on which the relevant Plan relies and those sites (such as brownfield sites) where the impact of the levy on economic viability is likely to be most significant”.</p> <p>A viability for specialist accom for the elderly should therefore provide a development scenario for a typical flatted retirement housing scheme, located on a PDL site within 0.4 miles of a town centre.</p> <p>Any CIL viability assessment should consider the effect of the imposition of CIL on a retirement apartment scheme and should be quantified using appraisal inputs specific to the retirement housing product. It is not correct to simply assume that general needs apartment scheme is comparable to retirement apartments as there are a number of key differences which will affect the land value that can be produced by each. Table 1 of the McCarthy &amp; Stone paper provides a number of generic viability inputs for specialist accommodation for the elderly. The remainder of this representation provides details of the appraisal inputs specific to retirement housing where they differ from conventional housing.</p> <p>Communal areas: many forms of specialist housing provide communal areas for residents at an additional cost for developers. Specialist housing providers also have additional financial requirements as opposed to other forms of development that will only pay on 100% saleable floor space. This does not provide a level playing field for these types of specialist accommodation and a disproportionate charge in relation to saleable area and infrastructure need would be levied.</p> <p>In comparison to open market flats the communal space in specialist accom are considerably larger in size, fulfil a more important function and are accordingly built to a higher specification in order to meet the needs of the elderly than those in open market flats. Typically an open market flat development will provide 16% non-saleable floor space, whereas this increases to 30% for sheltered accom, and 35% for extra-care.</p> <p>This places providers of specialist accom in a disadvantage in land acquisition as the ratio of CIL rate to net saleable area would be high when compared to other forms of residential development.</p> <p>Sales rate: in the case of retirement housing for example there is also a much longer sales period which reflects the niche market and sales pattern of typical retirement development. This has a significant knock-on effect upon the final return on investment. This is particularly important with empty property costs, borrowing and finance costs and sales and marketing which extend typically for a longer time period. Currently the typical sales rate for a development is one unit per month, not the 3-4 units cited in the viability</p>	

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<p>appraisal, so a 45 unit retirement scheme can take 3-4 years to sell out.</p> <p>As a result of this typical sales and marketing fees for specialist accom are closer to 6% of GDV.</p> <p>Empty property costs: Properties can only be sold upon completion of the development and the establishment of all on-site facilities and manager. These communal areas cost additional monies to construct and are effectively subsidised by the developer until the development has completely sold out. In a McCarthy &amp; Stone development the staff costs and extensive communal facilities are paid for by residents via a management/service charge., however due to the nature of these developments the communal facilities have to be fully built and operational from the arrival of the first occupant. Therefore to keep the service fee at an affordable level for residents, service charge monies that would be provided from empty properties are subsidised by the company (these are known as empty property costs). This is a considerable financial responsibility as, as previously mentioned, it usually takes a number of years to fully sell a development. For a typical 45 unit McCarthy &amp; Stone later living development the empty property costs are on average £200,000.</p> <p>Build costs: Whilst the viability assessment differentiates between the build costs between bungalows, houses, apartments, excluding abnormal, it does not consider the build costs of flatted sheltered housing.</p> <p>The build costs information services (BCIS) shows that the mean average build costs per sqm for a region. The database consistently shows that build costs vary significantly between housing types with the costs of providing sheltered housing consistently higher than for general needs housing and apartments.</p> <p>The most recent BCIS figures for Selby (22 Feb 2014) show that the mean cost of building 1sqm of estate housing is £850 while the equivalent cost for apartments is £991. Sheltered housing costs £1056, which is 7% more expensive than the cost of building apartments and 19.51% more than estate housing.</p> <p>Whilst the BCIS figures are subject to fluctuation it is our experience that specialist accom for the elderly tends to remain in the region of 5% more expensive to construct than apartments and 15-20% more expensive than estate houses.</p> <p>Developer profits: in the foreseeable economic climate we consider that the minimum anticipated developers profit required to achieve financial backing for a retirement scheme to proceed would be 20% of GDV. The proposed charging schedule works on the basis of an assumed profit of 20% based on development costs. Developer returns assumed on this basis would not provide sufficient incentive for developers of specialist accommodation to take on the risk of return.</p> <p>PBA propose developer profit margins of 18% on costs for residential. This low and we question the Council's rationale in applying such a low rate. Indeed looking at viability assumptions used to inform the evidence base for CIL of other LPAs, developer profits are typically 20% of GDV for residential developments.</p> <p>It is important for the Council not to "over egg" the robustness of the housing market within Leeds as any proposed CIL rate should still be viable. I would like to draw attention to the examiners report for Greater Norwich CIL. It concluded that the Council had undertaken an over-simplistic approach to finance and cash flow considerations in which the use of build costs rather than GDV as a basis for calculating overheads and low profit margins was specifically cited (para 24). As a result the Council's CIL rate for residential was reduced by 35%.</p>	
<p>Barrat David Wilson Homes</p> <p>With regard to para 3.3 our client supports the principle of discretionary relief in certain circumstances. It is acknowledged that the use of an exceptions policy enables SDC to avoid rendering sites with specific and exceptional cost burdens unviable should exceptional circumstances arise.</p> <p>Para 4 sets out how the chargeable amount will be calculated and appears to be in accord with CIL Reg 40.</p>	<p>Broad support welcome</p> <p>The build costs assumed are taken from BCIS. In the Addendum Report, these costs reflect the latest data available. BCIS data is based on actual costs data from recently developed schemes, all of which will have to comply with Part L of the</p>



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<p>The PDCS has been informed by evidence including the adopted Core Strategy, the Draft IDP and the PBA CIL Economic Viability Appraisal and raise comments on that later on. Para 5.6 of the PDCS correctly acknowledges that authorities must ensure that the proposed levy rates will not threaten the ability to develop sites and the scale of development identified in the plan.</p> <p>Para 5.7 states that the EVA takes account of the development costs arising from existing and emerging planning policy and regulatory requirements. However we do not feel that this has been clearly demonstrated within the EVA. For example the cost implications of adopting sustainable construction techniques in accordance with SP16 of the Core Strategy such as 10% minimum of total predicted energy requirements and for large strategic sites, incorporating combined heat and power schemes. It is noted that Part C of Policy SP16 regarding code for sustainable homes has been considered in the EVA.</p> <p>We support para 5.10 which confirms the Council is proposing to create a differential charging zone for residential development in the northern wards with a higher rate than the rest of the District, which is based on higher sales values and accords with CIL Reg 13.</p> <p>Chapter 5 on the residential viability assessment states that a range of readily available data on residential property market conditions (sales values, land costs and build costs) have been gathered and analysed but the EVA does not provide any details of this. Thus the sources acquired and the date of the evidence is unknown which raised doubt regarding the robustness of such information. The chapter then goes on to say that the desk based research has only highlighted a limited number of new build properties coming to the market in recent years. This in itself raises serious doubts as to the accuracy and reliability of the unknown data that the Council is relying on. Furthermore it is concerning that the Council has included data from the settlements immediately adjacent to the District boundary to inform market context. This in itself suggests that the Council are not confident in the data that has been acquired within the Selby admin boundary.</p> <p>For trends and trajectory we note that there are a number of references within the general text referring to incorrect figure numbers. Given the diversity of market conditions across the whole of North Yorkshire our client does have concerns that the Council is relying on the average price data that applies across NYorks rather than Selby alone. We would question how reflective is the average house price for NYorks of the average house price in Selby, esp as other areas of NYorks comprise of much higher market areas than Selby.</p> <p>Our client objects to para 5.5.4 which says that typically developers and their funders would seek a minimum return of 20% of cost in current market conditions. We note that later on in the EVA (page 31) this is addressed and that 20% of GDV is accepted which we support.</p> <p>It is considered that the EVA should be based on profit margin of at least 20% of GDV as an acceptable level of return for developers. The industry would expect this to raise to 25% for higher risk sites. Financial institutions require at least 20% return on dev value and if that is not shown, they will not provide development funding. We therefore object to the use of 20% return on total development costs as this would ultimately curtail developer interest. Housebuilders base development margins on GDV and not total development costs. We suggest that you refer to Para 22 of the 14 Oct 2012 Taunton Deane BC CIL Inspector's report. It was agreed by inspector and Council that 20% GDV was an acceptable return for developers.</p> <p>The section of the EVA confirms that the sqm values of new residential development was gathered through acquiring selling prices shown on developer and other residential property websites selling houses. However, this is based on asking price (which is often inflated) due to the nature of purchasers seeking property for less than asking price, esp in current market. Thus the values of new properties are not based on robust evidence and therefore the values obtained for EVA will be too high. We therefore object to the information sources used and consider them to be unreliable.</p> <p>Land acquisition cost: land value assumptions based on serviced land used in the EVA</p>	<p>Building Regulations as a minimum. The costs of meeting this requirement are broadly similar to those for CSH 3. In addition, many of the schemes included within the BCIS database are constructed by Registered Providers and will therefore have to achieve CSH4. So, to a large extent, the cost assumptions already build in an additional sum over and above statutory requirements.</p> <p>Nonetheless, the assumed build costs for Selby in the Addendum Report do include an additional uplift beyond the BCIS figure. The median costs identified by BCIS for Estate Housing (2 storey) is £818 per sq. m, whilst the assumed base build costs are £830 - £850 per sq. m (before allowances for external works and contingencies etc) to cover potential additional costs relating to Policy SP16.</p> <p>Market data will be included within a Technical Note to be consulted upon as part of the DCS consultation. Additional data has been gathered since the PDCS stage to add to that previously gathered. The inclusion of evidence from settlements immediately surrounding the District is entirely appropriate. Property markets do not follow administrative boundaries and the inclusion of data from adjacent and directly comparable locations is a necessary and beneficial approach that is replicated throughout the property industry.</p> <p>Some data is not available at a district level. Where this is the case, it is provided for North Yorkshire as a whole. Nonetheless, the information referred to is provided as context and is not used to directly inform assumptions or charge rates.</p> <p>Developer's profit included as a percentage of GDV in the revised assessments set out in the Addendum Report. Assumed rates are 20% on GDV for market units and 6% on GDV for affordable units, given minimal risk.</p> <p>Sales value assumptions are based on evidence from a number of sources. In the case of our analysis of asking prices, we have taken into account typical levels of discounting. This evidence is supplemented by analysis of Lang Registry data and</p>

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<p>are:  A) low value £400k per net developable hectare  B) Moderate: £575k  C) High: £850k</p> <p>Sales values: those indicated in para 5.6.20 of the EVA are too high and not realistic for the Selby housing market area. A more appropriate lower value would be £1776 and an upper value of £1980.</p> <p>Para 5.6.22 acknowledges an earlier concern with regard to asking prices rather than selling prices. It goes on to say that discounts of typically 5% but can be as much as 10%, yet the EVA seeks to apply 5% discount. We consider that 7.5% discount would be more appropriate as an average and is more true representation of the current market for discount.</p> <p>AH and Developer contributions: The EVA assumes per sqm build costs as £860 (affordable and low value), £870 for medium and £880 for high value. Our client is of the view that the above build costs are low and that £915 including allowance for external works and 5% contingency. Importantly the cost of building a house doesn't change in terms of market and affordability.</p> <p>We object to para 5.6.33 which provides a lower build cost for affordable housing based on an assumption that a lesser amount is likely to be spent on fixtures and fittings. This is contrary to 7.8 of the Council's AHSPD which stipulates that affordable units within new development should be of similar quality to open market housing and should be visually indistinguishable. We therefore object to the build cost of £860sqm given that it is contrary to the adopted SPD. Instead, affordable houses should be based on whether it is in the lower or higher market area.</p> <p>The EVA says that larger development locations will benefit from economies of scale and therefore a 2.5% reduction has been applied on the figures above 5ha in site appraisals. This is not the case and therefore we strongly object to this assumption which has informed the viability appraisal.</p> <p>It is noted that the EVA does not address density in any detail and merely says in para 5.6.36 that low density development has been assumed for the purposes of EVA. Table 5.1 on the appraisal summary findings then uses a range of densities between 32 and 40 even though the adopted Core Strategy does not set a minimum density range for the District. Given that densities play a fundamental role on the GDV, it is imperative that densities used in the 9 development scenarios are reflective of the likely average density. It is unclear as to how the EVA arrived at the chosen densities to be used in the viability appraisals applying 40dph for low value areas, 36dph for medium areas and 32dph for low value areas across all site sizes tested (0.25 ha, 1ha and 5ha). These densities are too high and consider that 35dph for low value areas, 30dph for medium and 25dph for low value areas.</p> <p>First the above means that inappropriate densities have been used to inform the scenario testing of the 9 examples, and secondly the Council will be of the opinion that they can expect to receive far more from CIL payments than then will in reality. We therefore object to the chosen densities expressed in the EVA.</p> <p>The EVA also assumes average unit sizes are: 100sqm low, 110sqm medium, and 125sqm high. These average unit sizes are too high as a medium to high value site in Selby works out on average at 101sqm. Thus we object to the average unit sizes for medium and high value areas which would have a severe impact upon scenarios tested. This would lead the Council in to a false assumption that more could be obtained from CIL than can actually be achieved.</p> <p>We consider that professional fees for all sites should be a minimum of 10% including larger sites. Thus we object to 8% being used for sites over 1ha. In addition, professional fees for smaller sites can be more than 10% and therefore suggest that 12.5% is more appropriate.</p> <p>The finance costs should be based on prevailing interest rates of 7.5% not 7%.</p>	<p>consultations with developers and agents. Together these sources show the assumed values to be robust.</p> <p>No evidence provided to support assertion. Build costs are based on the industry standard BCIS database, which is known to shown higher build costs that major housebuilders can achieve, given the high proportion of RP schemes it is based on and the economies of scale that volume house-builders have access to.</p> <p>Making allowances for higher specification in higher value scenarios is considered a robust approach, given that the assumed build costs for lower value scenarios and affordable housing is already above the BCIS average.</p> <p>Economies of scale are present in development industry as elsewhere in the economy and as such it is appropriate that this reality is reflected in the viability assessments.</p> <p>Density assumptions are based on our understanding and appreciation of local market conditions and analysis of recent schemes. Densities in the schemes analysed ranged between 27dph and 45dph, with an average of 36 dph. This corroborates the assumptions made. No evidence is provided to support the alternative assumptions proposed.</p> <p>Unit size assumptions are based on analysis of new housing currently being developed in the local market. The average of size these units is 110sq. m. As such,. The assumptions applied are considered appropriate and robust.</p> <p>Professional fees are included at 10% of build costs and external works in the revised assessments set out in the Addendum Report.</p> <p>No evidence provided to support assertion. Support for the finance rate applied from other representations.</p> <p>Support for differential rates welcome</p>

Q1 viability evidence comment	SDC response
As mentioned earlier, we support the decision to refer to returns/profits margins on the basis of using a benchmark minimum return to be 20% of GDV on private dwellings. However this should be applied to both private dwellings and market dwellings and therefore we object to the minimum benchmark for affordable dwellings being 6%.	

Q2 high/low zones	SDC response
<p>Anthea Whitton in my view if this plan is adopted the lower rate should be applied across the region. Given that land prices and as a consequence the amount of Stamp Duty Land tax paid are higher in the North zone it seems penal to also levy this charge (which is effectively a tax on development) at a higher rate.</p>	<p>A single rate at the lower £25sqm charge would fail to capture the viability of sites in the northern area. Simply put, development in the north is ABLE to pay more through higher sales values than the southern area. As such the Council does not consider a single levy rate appropriate as it would not be reflective of the evidence on viability, contrary to the Regulations.</p> <p>The CIL is not just a tax lost in the Council's budget – CIL is spent on strategic infrastructure improvements that will enable development to take place.</p>
<p>Brian Percival If there has to be a levy it must be same over the entire District for why should the northern area be penalised. Infrastructure works cost the same in Selby as in Tadcaster. It is a penalty to charge different sums and as such is contrary to Section 8 of the HR Act</p>	<p>A single rate at the lower £25sqm charge would fail to capture the viability of sites in the northern area. Simply put, development in the north is ABLE to pay more through higher sales values than the southern area. As such the Council does not consider a single levy rate appropriate as it would not be reflective of the evidence on viability, contrary to the Regulations.</p>
<p>Cllr Mike Jordan Support for the areas after it was explained</p>	Support welcome
<p>Jigsaws Childcare LTD Seems within reason</p>	Support welcome
<p>Tadcaster Town Council The Town Council is opposed to the imbalance in charges between North and South and would like to see a uniform levy across the district.</p>	<p>A single rate at the lower £25sqm charge would fail to capture the viability of sites in the northern area. Simply put, development in the north is ABLE to pay more through higher sales values than the southern area. As such the Council does not consider a single levy rate appropriate as it would not be reflective of the evidence on viability, contrary to the Regulations.</p>
<p>Stephenson and Son Support for the areas</p>	Support welcome
<p>Stephen Wadsworth yes the areas are correct</p>	Support welcome
<p>David Sykes Electrical yes but it also need further modifications to face issues in the market place. For example small infilling housing development for say 3 houses or fewer will not put any strain on existing infrastructure and therefore should be charged at zero rate or £10 maximum. The emphasis should be on charging large scale developments which have an impact on the infrastructure (similar to S106 agreements).</p>	<p>The principle of CIL is that ALL development has an impact – it is the cumulative impact of many small developments that can contribute significantly to the problems in infrastructure. Contributions through S106 cannot be pooled to address those problems – CIL is the new</p>

Q2 high/low zones	SDC response
	<p>mechanism to capture and address this.</p> <p>However, the 2014 Regulations make an exemption for self build development.</p>
<p>Church Commissioners for England Yes, based on the evidence provided in relation to sales values, we agree that it is appropriate to introduce differential rates as this would accord with the CLG Guidance at paragraph 34 which notes that they are a way of dealing with different levels of economic viability within the same charging area and is a powerful facility that makes the levy more flexible to local conditions.</p>	<p>Support for differential rates welcome.</p>
<p>Yorkshire Wildlife Trust Support for the areas</p>	<p>Support welcome</p>
<p>Ulleskelf Parish Council No. Whilst the Parish Council appreciate that the District Council took certain advice as to the charging zones it considers that an unjustifiable and arbitrary “broad Brush” approach has been taken in defining the boundaries and existence of only two regions which goes much further than is necessary for the purpose of simplicity and clarity. Quite apart from the above observation the Parish Council wonder what can be the justification for two different rates of charge when a distinction comes about automatically as a result of the pro-rata rate involved as applied to the comparative expense of smaller or larger properties in more or less affluent areas.</p>	<p>The zones (and “typical” development floorspace sizes) are not <i>applied to</i> the areas, instead they are the findings of the analysis of recent sales data in those areas.</p> <p>The analysis is used to calculate the relative viability of new development, based on this evidence of recent sales. It has to be broad, otherwise every individual development would have to be assessed individually which would not be practical.</p> <p>The broad brush approach allows for considerable flexibility and scope for variables that naturally occur between different development sites/proposals.</p> <p>It is not clear whether the responder is seeking a single simpler zone, or a more complex matrix of more than two zones for residential development. A single rate at the lower £25sqm charge would fail to capture the viability of sites in the northern area. Simply put, development in the north is ABLE to pay more through higher sales values than the southern area. As such the Council does not consider a single levy rate appropriate as it would not be reflective of the evidence on viability, contrary to the Regulations.</p> <p>Conversely, a more complex matrix of charges would be unnecessarily complicated for little actual benefit in terms of generating CIL receipts. The evidence suggests a simple, justifiable 2-zone charging matrix with a robust boundary.</p>
<p>Connaught Administration Services LTD Peter Brett Associates has sought to crudely split the borough into two homogenous higher and lower charging zones which does not take into account the local dynamics of the market of each sub-area (ward). Figure 5.1 of the Economic Viability Assessment sets out property prices for different house types across the borough for each sub-area. Across all house types, Sherburn in Elmet has an amber coding which reflects medium level house prices. It is surrounded by higher value areas to the north around Tadcaster and by Lumby to the south.</p>	<p>The heat mapping shows clearly the ward-level “local dynamics”. What PBA have done is seek to simplify the complex data and arrive at a simple but justified charging schedule. There is a clear north/south split in the heat mapping, although inevitably there are “anomalies” and scope for variation of</p>

Q2 high/low zones	SDC response
<p>As currently presented, the charging zone would put Sherburn at a competitive disadvantage to Tadcaster for inward investment and development due to the difference in values. With both towns designated as Local Service Centres which are to accommodate for their surrounding hinterlands and accommodate future growth, this could leave Sherburn disadvantaged.</p> <p>Although we note the need for simplicity when demarcating different charging zones in accordance with the Regulations, the introduction of a three tier zone system would remain a simple approach, but more accurately reflect the dynamics of each sub-area. In such a three tiered, traffic light system, Sherburn would have an amber charge, rather than the higher red zone to the north.</p> <p>This approach is supported by DCLG CIL Guidance (February 2014) which states that differential rates may be appropriate in relation to different geographical zones. There are also examples of other authorities seeking to introduce more representative charging zones, for instance, Leeds City Council which has proposed five different zones in its Draft Charging Schedule.</p>	<p>the border.</p> <p>As the analysis incorporates a number of factors to allow for variation, local circumstances etc, there is sufficient flexibility in the appraisal to absorb these localised variances.</p> <p>Sherburn is “amber” throughout the heat maps, and surrounded by high value wards. This clearly shows it is able to withstand the higher CIL rate out of the two. Indeed, the higher rate is based on the ‘lowest common denominator’ of the assessments that informed it – i.e. moderate value scenarios.</p> <p>A three-tier system has some merits in terms of the heat mapping, however the heat maps alone do not determine the CIL zones. The Council must also consider other factors such as the complexity of the charging schedule.</p> <p>The experience of Leeds has no bearing on the Selby CIL, as Leeds City Council respond to their local evidence as Selby will respond to its local evidence. Leeds’ CIL deals with vastly differing viability results in geographies over a much larger area including low value inner city and high value “golden triangle” villages. Selby’s evidence is less variable.</p>

Q3 charges comment	SDC response
<p>Anthea Whitton</p> <p>No, in my view if this plan is adopted the lower rate should be applied across the region. Given that land prices and as a consequence the amount of Stamp Duty Land tax paid are higher in the North zone it seems penal to also levy this charge (which is effectively a tax on development) at a higher rate.</p>	<p>A single rate at the lower £25sqm charge would fail to capture the viability of sites in the northern area. Simply put, development in the north is ABLE to pay more through higher sales values than the southern area. As such the Council does not consider a single levy rate appropriate as it would not be reflective of the evidence on viability, contrary to the Regulations.</p>
<p>Brian Percival</p> <p>The sum of 45 pounds sterling per square metre of space created represents a 6% levy onto the cost of construction and with a reasonable sized 3 bedroom house of 110 sq m then the sum added to the construction costs that will be subsequently passed on to purchasers for as much as the market can bear will be in the region of 5,000 pounds sterling in the north and so adding to the huge disparity in sales values between the north and the remaining areas of the District and add to the even greater lack of housing in the north. To charge per square metre of construction, not habitable space (ie to charge on garages, corridors and stairs) makes the charge higher per sq m of habitable area on smaller houses and consequently attacks the provision of low cost housing). To charge on size defies the logic that the charge is for infrastructure, a 200m2 3 bedroom</p>	<p>The CIL Regulations require that rates are set per sq. m of net additional floorspace.</p> <p>CIL viability appraisal takes in to account policy costs, including 40% affordable housing.</p>

Q3 charges comment	SDC response
house requires the same infrastructure as does a 100 m2 3 bedrooomed house.	
<p>A Builder Any one building in the District of Selby should be given a levy payment to build there in the first place? Prices are already 30% lower and the build cost the same? This proposal just shows a crass understanding of what is involved to development, developers are already milked for Sec 106, affordable houses, inflated planning fees, planning reports etc etc - where do you think the profit is? Get real.</p>	Comments noted.
<p>English Heritage We have no comments to make regarding the rates of CIL which are proposed for the various categories of new development. In terms of our area of interest, the rates of CIL which are being proposed are unlikely to impact upon future investment in developments which could help secure the future of the heritage assets of the area.</p>	Support welcome
<p>Ian Hinchey The CIL-ing fields of Selby District, have an extra £9,600 Community Infrastructure Levy added to the mandatory S.106 payments for each New Home built in Selby District - and Barlby &amp; Osgodby Parish Council is also into the 'Referendum triggering' field of 2.2% rise in Precept, 2% being the 'trigger' - "So... what's that? .. because it is allowed to fund the biggest wage bill in the District? Can that be right?" Small &amp; medium enterprises (SMEs) in the house building sector will be hurt by this fundamentally anti-competitive tax inasmuch as it will determine a sale price per home favouring the economies of scale open only to bigger construction companies engaged in building many dwellings, whilst SMEs will have difficulty in selling their more expensive homes. With the approximately 1,200 dwelling builds required annually Selby District Council will be big gainers over the 15 years of Core Strategy, but home buyers will have to find another £175 million and be forced to live on 'big estates', the smaller village-type builds being unavailable as the forced to be un-competitive small and medium enterprises - the back bone of the Nation's wealth successive governments keep telling us - are left to wither and die.</p>	<p>The figures quoted are inaccurate as to the costs of CIL per dwelling. The rate of delivery is also incorrect.</p> <p>The rates are calculated to reflect the variances in viability and a significant reduction is shown in the actual rates from the viability limit to reflect those differences. The EVA shows that CIL can be withstood in the District and proposed balances rates to ensure that there is no disadvantage.</p> <p>Other comments are noted.</p>
<p>Jigsaws Childcare LTD Seems reasonable</p>	Support welcome
<p>Kellington Parish Council Members were of the opinion that Agricultural Buildings should be a chargeable development and should not be exempt as you indicated maybe the case.</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>National Farmers Union I have tried to ascertain where agriculture fits within the charging schedule but this is a little unclear.  Should this fall within "All other chargeable development" and incur a £10 per sq.m charge we wish to object to this proposal. To ensure a clear and fair charging schedule we suggest that the following wording is used for Agriculture, Agriculture Tied Houses and Barn Conversions £0 . "3.21 CIL is to be charged against all net gain in floorspace, and thus the liability to pay CIL can fall on development that benefits from permitted development rights, and thus in its own right does not require planning permission.....In the circumstances of Agricultural development this has the potential to capture buildings such as Hay Barns, Livestock sheds, Agriculture Tied Houses and Barn Conversions the development of which has no viability. For this reason it is proposed to set agricultural at £0." For agriculture to become sustainable in the future it will be essential that developments including all agriculture buildings and structure's, agriculturally tied buildings and any barn conversions are able to gain planning permission easily and without any additional costs. You may also find the below links to changes (zero rating for Agricultural Buildings, Agriculture Tied Housing and Barn Conversions) made by other Local Authorities useful. *Leeds* *Harrogate*</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>Aldi Stores LTD Whilst we agree with the Council's approach in setting variable rates for CIL for different land uses (in line with Regulations), we consider that the proposed rate of £110sqm for supermarkets too high and will impact on viability schemes coming forward in the future.  Firstly it is important to draw reference to Para 175 of NPPF which states that "the CIL</p>	<p>The representation correctly states that no separate assessment has been undertaken. Whilst the development economics of discount supermarkets may be different, it is not possible under the CIL regulations</p>

Q3 charges comment	SDC response
<p>should support and incentivise new development". In this context we consider the rate contrary to this objective.</p> <p>Indeed there is a perception that national food operators can afford to pay rates such as that proposed. However discount operators such as ALDI have a business model that is designed to deliver discount food produce for a localised catchment. Aldi in particular operate on low profit margins, their model is based on high levels of efficiency and lower overheads to enable cost savings to be passed on to customers. Discount operators are important to provide realistic choice for residents, especially in a period of economic downturn where Aldi have been found to be 45% cheaper than the "big 4" operators such as Morrisons and Asda. On this point we consider that a high rate such as that proposed could impact on the viability of future schemes for ALDI.</p> <p>In this context Planning Potential have identified a number of concerns in respect of the EVA produced by PBA which forms the evidence base for the Council's CIL.</p> <p>Firstly the testing undertaken to establish an appropriate CIL rate for convenience retailing has focussed on larger out of town grocery shops. Secondly the EVA does not appear to test viability on the basis of a discount operator, but rather tests scenarios based on common formats of convenience store/supermarket/superstore ie Tesco/Asda etc. These are markedly different from Aldi's format.</p> <p>Testing for convenience retailing has focussed on large out of town grocery stores. Consequently the model does not take into account in-centre and edge of centre sites which are considered to have more physical constraints.</p> <p>In support of the above in Jan 2014 the Trafford Council CIL was challenged. The Examiners report PINS/Q4245/429/2 recommended a number of key modifications to the Council's draft charge schedule which he considered were necessary to strike a fair balance between supporting infrastructure and enabling planned development to be delivered. A key modification was the adoption of nil rate for town centre supermarkets.</p> <p>In light of the above we consider that Selby should also adopt a nil rate for in-centre development to enable development to come forward. This is further supported by the fact that the testing adopted by PBA is heavily skewed by out of centre sites are less physically constrained.</p> <p>Aldi mainly stock own label grocery products together with a small range of own label confectionery. Less than 10% of their products are branded goods, which are sold when in Aldi's opinion the product offer cannot be bettered. The resulting arrangement is that unlike superstores, an Aldi foodstore does not offer a one-stop-shop for weekly food shopping needs therefore would not be applicable to the proposed CIL charge. It is therefore unreasonable to expect an Aldi store to be liable for CIL that is based on the business model of materially and markedly different retail operators.</p> <p>It is also important to note that often the nature of the sites are considerably constrained adding further costs, for example complicated highway solutions and decontamination costs. It is also important to consider a site's ability to deliver a retailer's optimum requirements and achieve their standard business model. This would include for example, optimum car parking levels, retail floor area, accessibility of the site, build costs etc. However the instances where all of these can be achieved are rare.</p> <p>The creation of a physical retail destination includes numerous benefits including choice, jobs, and spin-off trade as customers combine trips to other destinations. Retail activity can also help to stimulate development elsewhere, such as other service uses seeking to benefit from footfall. However the imposition of CIL charges will simply frustrate potential development opportunities and in some cases simply dissuade investors entirely, the knock on consequences of which are potentially very severe in terms of securing the long term vitality and viability of not just retail centres, but urban areas as a whole.</p> <p>As the Council are aware, Aldi have an active interest in investing in Selby and have previously enjoyed a successful working relationship with the Council delivering an Aldi store at 3 Lakes. The store is trading well and as a result Aldi seek to invest in the Selby area, delivering growth and investment. This in turn will create job opportunities for local people. However if the current approach to CIL is pursued, we are extremely concerned</p>	<p>to differentiate a charge according to different types of operator. Charges may only vary where the evidence shows that there is a material difference in viability by the use of the building, the scale of development or by zone. Whilst it is possible to discern a difference in the use (and viability) of buildings used as small neighbourhood convenience stores for top-up shopping and supermarkets used for main weekly food shopping, this is not possible between discount supermarkets and those operated by others. They are, for all intents and purposes, used in the same way. As such, it would not be possible to set different charges for discount operators.</p> <p>Our evidence shows that rental values for discount supermarkets are often lower than those for major supermarket operators and that the covenant strength of the discount operators means that yields are slightly higher. These two factors will reduce development value. Conversely, build costs are known to be lower for discount supermarkets, and lower value development sites are more typical. To a large extent therefore, these factors will balance one another out.</p> <p>In considering the scope for a separate charging zone for town centre development, it is necessary to have 'fine grained' evidence showing that viability materially differs either side of the line that defines the zone, which itself must be based on market evidence, rather than policy. The research undertaken has not established the robust and fine-grained evidence required to support a separate town centre charge zone. Neither is such evidence included within the representation.</p> <p>The approach taken, therefore, is to propose rates that are well below the theoretical maximum charges for each use, in order to allow for developments that have higher costs and/or lower values (and therefore lower viability) than is typical. This acts as a safeguard to viability.</p>

Q3 charges comment	SDC response
<p>that such a CIL rate will significantly prejudice investment in the future and ultimately reduce the Council's ability to deliver much needed infrastructure.</p>	
<p>Sainsbury's Supermarket LTD  SSL fundamentally disagrees with the proposed base charge of £10 per sqm for all other chargeable developments. Table 6.2 on page 35 of the CIL (September 2013) Economic Viability Assessment demonstrates both office and industrial uses to be unviable prior to introducing a CIL liability. This is reinforced by statements in paragraphs 6.4.2 – 6.4.3 on page 36 of the same document.</p> <p>SSL wishes to draw the Council's attention to the Examiner's Report to Trafford Council (PINS/Q4245/429/2) following examination of the Trafford CIL draft Charging Schedule – dated 31st January 2014. Within paragraph 38 the Examiner expresses the clear view that introduction of a base charge on development cannot be introduced where the Council's own evidence base demonstrates that the uses are unviable either without or with a CIL charge – irrespective of the 'scale' of impact. Reference is also made to paragraph 8 of the CIL Guidance (2013), and confirms that an approach that has a potentially negative economic effect is inappropriate. The relevant paragraph is presented below for the Council's reference:  "I must give greater weight to the fact that CIL examination is an evidence based process and charges cannot, in my view, be imposed where the Council's own evidence base indicates that developments are not viable. I have noted carefully the demonstration that the amount would be small but that is not the point; imposing any charge on development that has been demonstrated to be unviable, can only serve to lessen viability further. I am also mindful of paragraph 8 of the CIL Guidance (2013) which sets out the expectation that the levy will have a 'positive economic effect' and I do not consider that the Council's evidence demonstrates that the base charge, for employment development types, will achieve this. To justify such charges, the Council would need to present clear 'real world' evidence that there was a case for departing from the methodology and viability benchmarks that it has set, and which have formed the basis of its EVS. It has not done so. For these reasons, I recommend that the base charge is reduced to a nil charge for 'offices' and 'industry and warehousing'".</p> <p>SSL therefore advocates that the Council removes the base rate and, in consistent manner with the CIL Regulations 2010 (as amended) and the CIL Guidance (2013), introduces a nil CIL rate for all other chargeable development.</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>Stephenson and Son  The charge should not apply to agricultural buildings. For other forms of development it will be too broad brush and further sub division should be required for different types of industrial development.</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>Stephen Wadsworth  The rates are set too high and will prevent development on a lot of marginally viable sites. Other chargeable development should not include agricultural buildings.</p>	<p>The analysis shows that broadly speaking development could stand around a further 25% on top of the proposed charge. However, to provide flexibility and to ensure that marginal sites are not rendered unviable, the charges have been reduced (as set out in the EVA). Accordingly., the Council considers the charges to be reasonable.</p> <p>Officers recommend that the 'base charge, and therefore charges on development for agricultural purposes, should be reduced to £nil. Should the development subsequently change use, then CIL may be a "clawback" period of time to avoid situations where developers use this as a "loophole" to avoid CIL rates.</p>
<p>David Sykes Electrical</p>	<p>Charities are already exempt from CIL</p>



Q3 charges comment	SDC response
<p>Offices and charities should be zero rate. Housing charges should not apply to small scale infill - zero charge.</p>	<p>charges in the Regulations.</p> <p>Officers recommend that the 'base charge, and therefore charges on development of office, should be reduced to £nil. Should the development subsequently change use, then CIL may be a "clawback" period of time to avoid situations where developers use this as a "loophole" to avoid CIL rates.</p> <p>Small scale infill housing contributes to the infrastructure use just as much as large scale development. As a small rural authority much of the growth in the District is from small developments and it is the accumulation of these that is not captured though S106 agreements. However the 2014 regulations now exempt self-build houses from CIL charge,</p>
<p>Yorkshire Wildlife Trust no the charges all seem reasonable</p>	<p>Support welcome</p>
<p>Theatres Trust The proposed CIL rate shows a nil rate for education, health, community and emergency services. We support this nil rate, but for clarity please include the word 'cultural'.</p> <ul style="list-style-type: none"> <li>• The adopted Core Strategy Policy SP14 for town centres states that uses such as arts and culture will be maintained and enhanced.</li> <li>• The Core Strategy states at para.2.1 that the duty to co-operate across administrative boundaries includes community and cultural infrastructure.</li> <li>• The Core Strategy also states at para.2.27 that a focus for Selby town is cultural activities and facilities.</li> <li>• However, the Infrastructure Delivery Plan has a section on Leisure which only concerns exercising the body through leisure centres and sports clubs, but provides no guidance for exercising the mind through other types of leisure activities such as arts, theatre, museums, music venues etc.</li> <li>• The National Planning Policy Framework states in item 156 that local planning authorities should include strategic policies to deliver the provision of health, security, community and cultural infrastructure and other local facilities.</li> </ul> <p>We therefore request that the Use row for a nil rate is expanded to read – <b>education, health, community, leisure and culture, and emergency services</b>. Or you could use your excellent description for community facilities contained in the Glossary of the Core Strategy which would provide a consistent and comprehensive explanation for structures that have a nil rate.</p>	<p>Support for the nil rate is welcome</p> <p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>Ulleskelf Parish Council Yes. The Parish Council's objection arises from its observation to question 2 above. It has no comments in relation to charges other than private market houses save for the £10 rate in regard to which it does not entirely understand. For example a question as to a small sports pavilion funded by the Parish Council elicited the response that it would attract the £10 rate, but we failed to follow why that would not be a public facility and therefore not chargeable. The amount in general at £10 is not one upon which the Parish Council feel able to comment.</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>Country Land Association The CLA strongly objects to the inclusion of agricultural, forestry, horticultural and small scale rural economic development incurring a £10sqm CIL levy. PBA has not included any evidence for these types of development in their viability assessment and it is therefore difficult to test at EIP. Regulation 6 says that CIL will not be levied on all new "...buildings into which people do not normally go" and it will not be levied on "buildings into which people go only intermittently for the purpose of inspecting or maintaining fixed</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>

Q3 charges comment	SDC response
<p>plant or machinery” nor on works undertaken to these buildings. Therefore buildings erected for agricultural, forestry and horticultural purposes are not buildings which people normally go and therefore must be, specifically, exempted, or at the very least zero-rated, in your forthcoming draft charging schedule. The levy proposes a charge on all residential development. The PBA assessment failed to consider that there are a number of situations where new rural dwellings are required to accommodate those employed in agriculture, horticulture, forestry and other rural businesses. Such properties are not sold for development gain and are usually restricted by some form of occupancy condition. Indeed, in some cases a new dwelling will allow a family business to plan succession by providing accom for the next generation. In such cases, a charge would simply be an additional cost of construction and is likely to render many such projects unviable. As these properties are crucial to the operation of rural businesses and sustainable rural communities, I ask that they be considered separately, based on a suitable viability assessment. CIL should not apply to these dwellings. Refers to West Lancs CIL where agricultural workers dwellings are Nil rated.</p>	
<p>Drax Power Ltd  DPL’s representations relate specifically to the levy rate of £10 per sqm that it is proposed be applied to ‘All other chargeable development’, that is, development other than housing, supermarkets, retail warehouses and public and institutional uses (education, health, community and emergency services). DPL has two principal concerns with regard to the proposed application of the £10 per sqm levy rate to ‘All other chargeable development’:</p> <p>1. The approach proposed in terms of applying a standard rate to all other development is too crude and overly simplistic as it fails to differentiate between the wide range of uses that would fall under the ‘All other chargeable development’ category and the very different viability considerations and challenges that would apply to these uses.</p> <p>2. The proposed rate would not strike an appropriate balance between the desirability of funding infrastructure and the effects on the economic viability of development involving such uses and is not consistent with the evidence that has been produced by the Council to support its PDCS.</p> <p>Paragraph 7 of the DCLG ‘Community Infrastructure Levy Guidance’ (April 2013) confirms that Regulation 14 of the CIL Regulations requires that a charging authority, in setting levy rates, “must aim to strike what appears to the charging authority to be an appropriate balance between” the desirability of funding infrastructure from the levy and “the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its wider area”.</p> <p>Furthermore, paragraph 9 of the DCLG guidance goes on to state that at the CIL examination the independent examiner should, amongst other matters, establish that “the charging authority’s draft charging schedule is supported by background documents containing appropriate available evidence” and that “the proposed rate or rates are informed by and consistent with, the evidence on economic viability across the charging authority’s area...” Dealing with the first of DPL’s concerns regarding the proposed £10 per sqm levy rate, and that this is too crude an approach to take, it is clear that there has been little if any consideration given to the wide range of uses that would fall under the ‘All other chargeable development’ category.</p> <p>The viability assessment contained at Section 6 of the Economic Viability Assessment (EVA), which has been used to inform the proposed £10 rate, is an assessment of offices and industrial and warehouse development. Moreover, this assessment only considers town centre and business park office locations and prime, purpose built industrial and warehouse/distribution locations. The EVA contains no sensitivity testing in relation to office, industrial and warehousing uses, for instance, to reflect other activities that may fall within the broad uses classes, or non-purpose built space in more marginal locations. The viability considerations and challenges would be very different for these activities/uses. Neither is there any viability assessment information relating to the wide range of other uses/activities that could fall within the ‘All other chargeable development’ category.</p> <p>On this basis it is evident that the proposed £10 per sqm levy rate is not supported by appropriate evidence and it has not been adequately justified from a viability perspective.</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>

Q3 charges comment	SDC response
<p>Turning to the second concern, it is clearly the case that the proposed levy rate would not strike an appropriate balance between the desirability of funding infrastructure and the effects on the economic viability of development involving 'All other chargeable development' uses and that the rate is not consistent with the evidence that has been produced. The viability assessment for offices, industrial and warehousing uses reported in Section 6 of the EVA clearly confirms (Section 6.4 and Table 6.2) that 'pure' office and 'speculative' industrial and warehousing development, even excluding any CIL charge, is not viable. Furthermore, the figures presented do not indicate that the lack of viability is marginal, with large negative residual values of between -16.65 and -32.61% shown. Paragraphs 6.4.2 and 6.4.3 go on to confirm that these uses are not viable. It is highly unlikely that the situation would be any better for the other uses that would fall within the 'All other chargeable development' category.</p> <p>Given the findings of the EVA, it is therefore difficult to see how even a £10 per sqm levy rate can be justified when the Council's own CIL evidence base is showing a clear lack of viability. In our view the proposed £10 rate does not strike an appropriate balance between raising funds for infrastructure and the viability of development and is clearly not consistent with the evidence. It should therefore be reduced to a £0 rate.</p> <p>It is relevant to bring to the Council's attention that an almost identical approach to apply a £10 per sqm rate to all other chargeable development was proposed by Chorley, Preston and South Ribble Councils in respect of their joint charging schedule. Again, there was an absence of viability information relating to the full range of uses that could fall under the 'other uses' category and the approach was heavily criticised by the examiner. The examination took place in April 2013 and the examiners report is attached.</p> <p>Paragraphs 64 to 76 are of most relevance as these deal with the proposed £10 levy rate for all other uses. This category broadly mirrors that proposed for Selby as it potentially includes a wide range of uses with the exception of housing and large scale retail.</p> <p>A paragraph 65 the examiner notes that for many uses, no viability appraisals have been undertaken. Although he recognises the difficulties in terms of the availability of evidence and the range of uses concerned, he makes the point that it "...remains the case that, in relation to these uses, the schedules are not informed by adequate evidence". This is clearly the case with the Selby PDCS.</p> <p>At paragraph 64 he notes that a number of uses have been subject to viability testing, which reveals that these are not viable, even without a levy charge. This is the case for both town centre and business office parks, industrial and warehousing uses, where the costs exceed the values by some margin and "...give rise to quite significant negative value". Again, a strong comparison can be drawn between this and the Selby PDCS. Paragraphs 69 and 70 are of particular relevance: "69. The Councils make a number of arguments to justify imposing the levy on the unviable uses in this category. I note that the yield and rent assumptions are based on speculative development, and that most development of this sort is anticipated to not be speculative. I accept that this is likely to mean that the yields and values will, in reality, be different to the assumptions. But I can only guess at the degree to which all of these will ultimately affect the viability of these uses across the three local authority areas. This is not a sound basis for supporting the CIL charge. 70. Given the low levy rate proposed, I acknowledge that, for many developments, it will represent a very small proportion of the overall development costs. It is possible that for some schemes it may not be a determining factor in relation to viability, and I note that some of the uses in this category are presently being delivered 'on the ground'. Even so, levying the proposed charge would be wholly inconsistent with the viability evidence. It would worsen the financial position of developments that are already unviable or only marginally viable. While it may do so only slightly, it would represent a threat to their viability and delivery. This should not be regarded as appropriate."</p> <p>The examiner goes on to conclude at paragraph 76 that: "Overall, on the evidence produced, I conclude that the imposition of the rate for 'all other uses' would threaten the viability of the development to which it applies and as such does not meet the drafting requirements. To ensure compliance, I recommend a modification ...reducing</p>	

Q3 charges comment	SDC response
<p>this rate to nil". It is DPL's view that given the evidence that points to a lack of viability the 'All other chargeable development rate' for Selby should also be £0.</p>	
<p>McCarthy &amp; Stone and Churchill Retirement Living Given the extent of projected housing need for older persons accom it is paramount that SDC's CIL schedule recognises the potential shortcomings of providing a uniform CIL rate for all forms of residential development. The additional costs associated with the construction and initial maintenance of specialist accom for the elderly, coupled with slower sales rate make it clear that the financial viability of such developments are more finely balanced than those of houses and apartments. Therefore a NIL rate should be levied against sheltered housing and other forms of specialist housing for the elderly.</p>	<p>The Council proposes to amend the CIL rates to only charge on:</p> <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
<p>Barrat David Wilson Homes Whilst we support the approach being taken in that charge rates should be between 50-75% of identified theoretical maximum, we are concerned for reasons already mentioned that the figures and costs used to test and inform the proposed CIL rate are not accurate and thus the proposed CIL rate is too high. Charging authorities need to demonstrate that they have used appropriate available evidence that their proposed arte will contribute positively towards and not threaten the delivery of the Local Plan at both the time of the charge and throughout the economic cycle.</p> <p>Our client therefore has concerns over the proposed £25 and £45 rates for private housing. They have the potential to render housing schemes unviable in Selby.</p>	<p>Support for the approach is welcomed</p>

Q4 Discretionary relief	SDC response
<p>Anthea Whitton Further to my answer to question 1 above, I think there should be some form of relief for a private individual who is building one or two houses on land which forms part of their own private residential dwelling.</p>	<p>The regulations now exempt self-build housing from CIL charges.</p>
<p>A Builder The Council is just dreaming up new taxation methods for things we pay for already and I for one think you should milk someone else - perhaps the Council pension fund for the early retirement of its staff would be a start</p>	<p>CIL is a national initiative, not an SDC initiative. The Council uses S106 to gather funding for localised improvements necessary to enable a development to take place, but only through CIL is it now able to access funds from strategic infrastructure that has not seen the same level of improvement.</p> <p>Without funding, the infrastructure cannot be improved, and then development will conceivably have to stop taking place. CIL is an appropriate and fair method of collecting funding to assist infrastructure delivery.</p> <p>The Pension scheme does not place an additional burdon on infrastructure that new development does, therefore it would be unreasonable to use it to fund infrastructure.</p>
<p>English Heritage We support the intention to allow discretionary relief to be offered in exceptional circumstances. We consider that CIL relief should be offered where the requirement to pay CIL would have a harmful impact on the economic viability of developments which involve heritage assets, particularly those which are at risk.</p>	<p>A Discretionary Relief policy has been drafted</p>
<p>Sainsbury's Supermarket LTD SSL is strongly in favour of the Council introducing a policy to permit discretionary relief from CIL liability in exceptional circumstances and makes a firm commitment to introducing this. This is vital to ensure that there is a mechanism by which the viability of schemes with specific and considerable challenges can be taken into account in setting CIL liability.</p>	<p>A Discretionary Relief policy has been drafted</p>

<b>Q4 Discretionary relief</b>	<b>SDC response</b>
For reasons of transparency and fair consultation, SSL requests that stakeholders are provided with the opportunity to comment on any proposed policy prior to CIL Examination. SSL request that the Council prepares a draft policy and publishes this for comment alongside consultation on the CIL draft Charging Schedule.	
Stephenson and Son Discretionary relief needs to be consistent as between different types of development and different sites	A Discretionary Relief policy has been drafted
David Sykes Electrical Offices and charities should be zero rate. Housing charges should not apply to small scale infill - zero charge.	The Council proposes to amend the CIL rates to only charge on: <ul style="list-style-type: none"> <li>• residential development (other than flats),</li> <li>• supermarkets</li> <li>• retail warehouses</li> </ul>
Ulleskelf Parish Council We consider that there should be discretionary relief for schemes by Parish Councils and for Community Schemes approved or supported by Parish Councils.	Discretionary Relief policy has been drafted

<b>Q5 Projects</b>	<b>SDC response</b>
Brian Percival The need for additional funds raised by this proposed levy is not proven.	The Infrastructure Delivery Plan is a living document that is constantly updated. At this point in time there are a number of areas where improvements are desirable and problems have been highlighted by infrastructure providers. Additionally, there are some non-essential projects that could be funded either by the Parish Council contribution, or through the R123 list under "community infrastructure".  As the Council progresses its Sites and Policies Plan and development locations and quantum are established, infrastructure providers will be able to make more informed and specific comments with regard to infrastructure improvements needs.  It is clear from the current IDP that there is a need for CIL to assist in infrastructure provision due to the wide ranging array of issues already raised.  An indicative R123 list (the spending priorities) has been drafted.
Cllr Mike Jordan I DO WANT TO SEE SOMETHING DONE ABOUT IMPROVING THE RAOD INFRASTRUCURE THROUGH THE LOWER HALF OF THE DISTRICT	An indicative R123 list (the spending priorities) has been drafted.
Campaign to Protect Rural England (York & Selby Branch) We question the inclusion of education and "other things" as areas for spending CIL monies.	CIL may fund a wide range of infrastructure – both physical and social, and may also fund maintenance and/or capital investment.  An indicative R123 list (the spending priorities) has been drafted.
English Heritage Of the draft list of projects set out in the Infrastructure Delivery Plan, we would endorse:-	An indicative R123 list (the spending priorities) has been drafted.

Q5 Projects	SDC response
<p>1) The inclusion of Abbot's Staith as one of the Community Projects in Selby to which CIL money might be directed. Abbot's Staith, which dates from the 15th or early 16<sup>th</sup> Century, is a significant building in the town and has been identified in the English Heritage "Heritage at Risk Register" as being one of those within the District which is most at risk. 2) The inclusion of projects which would help the restoration, restoration or conservation of heritage assets, particularly those at risk. 3) The inclusion of public realm improvements associated with Selby Town and Olympia Park. These reflect the strategy for the town set out in Adopted Core Strategy Policy SP7 (which proposes riverside enhancement as part of the Olympia Park development) and Policy SP14 (which makes mention of strengthening the role and performance of Selby town centre).</p>	
<p>Jigsaws Childcare LTD I feel that the groups highlighted are relevant But as mentioned below could be extended further to Nursery and day care</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>York Consortium of Drainage Boards What is Infrastructure Projects Schedule? The consultation does not have a document named as such although it may be assumed this refers to something else within the consultation.</p>	<p>The Infrastructure Project Schedule is a summary of the Council's current Infrastructure Delivery Plan, and is shown in the EVA. It is intended to outline the types of infrastructure that the Council may address through CIL funding.</p>
<p>Scott Rd Medical Centre All three practices in the town are under considerable pressure to register new patients and this is becoming quite a problem as there is no central funding to expand GP Practices. Scott Rd has already put together 2 bids up to the value of £250,000 and £5000 for expansion at the centre under S106 Agreement at Staynor Hall. I am sure you will be making representation to NHS England Office who will ultimately have a say on any contributions to allow practices to expand. The above amounts of money would allow expansion to 2000 or 4000 patients. A rough estimate of the cost of capital expenditure to make the necessary provision is about £125 per person. We usually calculate 3 persons per house so health provision could well be £375 per house.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Stephen Wadsworth ask each community for projects</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>David Sykes Electrical Need "old A19" to be resurfaced in Eggborough as it is a disgrace. Remove the old ineffective traffic calming bollards and replace with two speed cameras to test for average speed. The bollards look awful and are difficult to see, esp when the Highway Authority cannot be bothered to wash them - leading to lorries running in to them on a regular basis. Improve village environment. Need to stop heavy lorries driving through Eggborough, esp in early morning. Cameras may be used. Need peak time traffic lights on J34 of M62 if a major new housing scheme is implemented in Eggborough. It is already difficult to access the roundabout at peak times, esp when vehicles enter junction at speed which they often are. Alternatively look at ways of increasing capacity.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Barlow Parish Council The Council support the Levy proposals and would ask that the following projects be considered when allocating funds from the Selby District Council's percentage of the revenue raised: Highways improvements to increase the safety on the A1041 between Selby &amp; Camblesforth with particular regards to: The hidden dip by the dismantled railway bridge, A cycle track from the bypass to the Barlow turn off, Installation of lighting and better signage around the 2 Barlow turn offs, Flooding at the turn off in to Barlow nearest Selby.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Church Commissioners for England Whilst we do not have any specific comment regarding the list of projects identified, we are concerned with the statement at paragraph 4.8.1 of the EVA which states that at the present time, there are no other identified sources of funding allocated to meet any of the infrastructure items.  In seeking to progress a Charging Schedule within an area, paragraph 12 of the CLG Guidance of 2013 states that a Charging Authority needs to identify the total costs of infrastructure that it intends to fund from CIL. This is informed following an assessment of an area's infrastructure needs, which ideally is drawn from the infrastructure planning that underpins the Charging Authority's Development Plan. This information is usually</p>	<p>The Infrastructure Delivery Plan is a living document that is constantly updated. At this point in time there are a number of areas where improvements are desirable and problems have been highlighted by infrastructure providers. Additionally, there are some non-essential projects that could be funded either by the Parish Council contribution, or through the R123 list under</p>

Q5 Projects	SDC response
<p>contained within an Infrastructure Delivery Plan (IDP) which identifies the quantum and type of infrastructure required to realise local development needs. However, in order to justify the introduction of a Charging Schedule within an area it is necessary, in accordance with CLG guidance, to provide evidence of an aggregate funding gap having taken account of all other potential funding sources that are available, including from anticipated Section 106 agreements.</p> <p>Whilst it is evident that the Council have prepared an up to date IDP, no evidence has been provided to show how other alternative funding sources have been taken into account. Further work is therefore needed to take account of all potential funding sources (i.e. from Government funding, Statutory Undertakers, New Homes Bonus, LEP funding/grants, etc.) to fully assess whether there is an actual finding gap that would justify the implementation of CIL, as this is a fundamental starting point prior to commencing the preparation of a Charging Schedule.</p>	<p>“community infrastructure”.</p> <p>As the Council progresses its Sites and Policies Plan and development locations and quantum are established, infrastructure providers will be able to make more informed and specific comments with regard to infrastructure improvements needs.</p> <p>It is clear from the current IDP that there is a need for CIL to assist in infrastructure provision due to the wide ranging array of issues already raised.</p> <p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Yorkshire Wildlife Trust Pleased to see a range of Green Infrastructure projects and also sustainable transport options. There are a number of drainage, pumping and flood defence measures included. Will it be necessary to have an area wide study to ensure that the proposals will not interact or have the effect of increasing flooding downstream of the Selby District? Retrofitted SuDS incorporated into Green Infrastructure could be a way of slowing down runoff from developments and green areas within communities.</p> <p>There may also be opportunities for more upstream measures to slow down runoff and store water, rather than hard flood defences.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>

Q6 Additional Projects	SDC response
<p>Cllr Mike Jordan CAMBLESFORTH BY-PASS</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>David McSherry A consultation/decision on the levys' use should be advised in conjunction with North Yorkshire Highways and ,if necessary, also with the Police and Fire Service.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>English Heritage A number of the Policies in the Adopted Core Strategy include proposals for townscape and environmental improvements in several of the settlements within the plan area. Policy SP14, for example, makes mention of strengthening the role and performance of the town centres of Tadcaster and Sherburn-in-Elmet through environmental improvements. These would seem precisely the types of projects that could be funded through CIL and, as a result, ought to be included within the list of potential but uncosted projects.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Jigsaws Childcare LTD At the moment we are a not for profit day nursery based in Church Fenton we are experiencing increases due to developments in the area. Are funds available to support a capital investment in a new building for the nursery.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>York Consortium of Drainage Boards This would depend on the individual nature of applications and the implications this presents as a consequence.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Stephenson and Son no, but further projects will come forward through the life of the plan</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Yorkshire Wildlife Trust I am aware that NYCC is looking at opportunities for GI along the Aire and Calder Navigation to help to mitigate for the intense developments proposed around Kellingley and Knottingley. Incorporating the costs for SINC or Local Wildlife Sites monitoring and management will ensure that the district has up to date local data and information which is vital for creating and connecting effective GI</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Ulleskelf Parish Council</p>	<p>The Parish Council portion of the levy</p>

Q6 Additional Projects	SDC response
<p>The projects envisaged seem to be particularly within the province of the District Council, and thus not appropriate for the Parish Council to comment. However, in view of the “cap” on benefit to Parish Councils (see comment under 11 below), it would be helpful if (subject to any Statutory limitation), the scheme could make provision for application for funds to contribute towards any special project by a Parish Council e.g. Provision or renovation of a children’s play area.</p>	<p>is not ring fenced so the Parish Council may spend it as it considers appropriate.</p> <p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Natural England Natural England is not a service provider, nor do we have detailed knowledge of infrastructure requirements of the area concerned. However, we note that the National Planning Policy Framework Para 114 states “Local planning authorities should set out a strategic approach in their Local Plans, planning positively for the creation, protection, enhancement and management of networks of biodiversity and green infrastructure.” We view CIL as playing an important role in delivering such a strategic approach.</p> <p>As such we advise that the council gives careful consideration to how it intends to meet this aspect of the NPPF, and the role of the CIL in this. In the absence of a CIL approach to enhancing the natural environment, we would be concerned that the only enhancements to the natural environment would be ad hoc, and not deliver a strategic approach, and that as such the local plan may not be consistent with the NPPF. Potential infrastructure requirements may include:</p> <ul style="list-style-type: none"> <li>• Access to natural greenspace.</li> <li>• Allotment provision.</li> <li>• Infrastructure identified in the local Rights of Way Improvement Plan.</li> <li>• Infrastructure identified by any Local Nature Partnerships and or BAP projects.</li> <li>• Infrastructure identified by any Green infrastructure strategies.</li> <li>• Other community aspirations or other green infrastructure projects (e.g. street tree planting).</li> <li>• Infrastructure identified to deliver climate change mitigation and adaptation.</li> <li>• Any infrastructure requirements needed to ensure that the Local Plan is Habitats Regulation Assessment compliant (further discussion with Natural England will be required should this be the case.)</li> </ul>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>

Q7 R123 Suggestions	SDC response
<p>Anthea Whitton Money raised in a particular area should be spent in that area eg levies raised in Escrick should be spent on Escrick, levies paid in Riccall should be spent on Riccall etc</p>	<p>The CIL is intended to fund strategic infrastructure, not local infrastructure. The Council may also apply a S106 agreement for localised infrastructure improvements. The Parish Council will also receive a % of CIL income in their area to spend as it considers appropriate.</p>
<p>David McSherry The CIL should be applicable to the community wherein the development takes place and cannot be translated to another place/body. I think the word 'Infrastructure' should be clearly explained with no variations by any council or public body and that the end product should be the community good. No CIL money should be used to subsidise works that are under the jurisdiction of NY Highways.</p>	<p>The CIL is intended to fund strategic infrastructure, not local infrastructure. The Council may also apply a S106 agreement for localised infrastructure improvements. The Parish Council will also receive a % of CIL income in their area to spend as it considers appropriate.</p>
<p>English Heritage The Regulation 123 List should include Abbots Staith (which, once restored, will become a Community Facility for the town) as well as the public realm improvements to Selby, Tadcaster and Sherburn-in-Elmet which are only likely to be delivered through pooling of any revenues generated.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p>
<p>Jigsaws Childcare LTD Roads, bus routes, schools nurseries, broadband developments, recreation areas</p>	<p>An indicative R123 list (the spending priorities) has been drafted..</p>
<p>Kellington Parish Council Any improvements to infrastructure which would be paid from the CIL should be primarily in the Parish where the development is taking place and not in another locality</p>	<p>The CIL is intended to fund strategic infrastructure, not local infrastructure. The Council may also apply a S106 agreement for localised infrastructure</p>



Q7 R123 Suggestions	SDC response
	improvements. The Parish Council will also receive a % of CIL income in their area to spend as it considers appropriate
<p>York Consortium of Drainage Boards</p> <p>This would be a matter for a strategic view from the authority although, overall, the role of strategic drainage infrastructure appears to have been under played and portioned off to be dealt with under planning. This is a questionable and dangerous assumption and may establish a precedent especially in light of climate change and the ever increasing pressures this infrastructure will be under.</p>	An indicative R123 list (the spending priorities) has been drafted.
<p>Rodger J Carter</p> <p>If the levy must be imposed the monies resulting from the new development should firstly be passed on to the Parish Council to spend on schemes not fundable by the District and County Councils. In most villages there exists voluntary organisations such as village halls, playing fields etc that are desperate for more funding. Only if a Parish Council cannot advise you of a need for extra funding within a reasonable period of time should the District Council have a say over these extra monies.</p>	The CIL is intended to fund strategic infrastructure, not local infrastructure. The Council may also apply a S106 agreement for localised infrastructure improvements. The Parish Council will also receive a % of CIL income in their area to spend as it considers appropriate
<p>Stephen Wadsworth</p> <p>to projects in the community where the development is taking place, up to 20% could be used in the adjacent service centre ie Church Fenton in Sherburn in Elmet.</p>	The CIL is intended to fund strategic infrastructure, not local infrastructure. The Council may also apply a S106 agreement for localised infrastructure improvements. The Parish Council will also receive a % of CIL income in their area to spend as it considers appropriate
<p>David Sykes Electrical</p> <p>The money should not be used for revenue use. Maintenance should be paid for by taxes. The charges should not be to top up the coffers of the Council following council cuts. They should be used to fund infrastructure projects in the local area where new development is taking place eg major housing development in Eggborough should be used to help improve the village hall or school (not necessarily fund it all).</p>	<p>The Regulations do allow for money to be used for revenue/maintenance, not just capital.</p> <p>The CIL is intended to fund strategic infrastructure, not local infrastructure. The Council may also apply a S106 agreement for localised infrastructure improvements. The Parish Council will also receive a % of CIL income in their area to spend as it considers appropriate</p>
<p>Church Commissioners for England</p> <p>Generally, the focus and priority should be on the provision of essential infrastructure in locations required to support the majority of growth as identified in the relevant Plan, which is principally in and around Selby town.</p>	An indicative R123 list (the spending priorities) has been drafted.
<p>Yorkshire Wildlife Trust</p> <p>Green infrastructure, education, health, sustainable transport, sustainable drainage</p>	An indicative R123 list (the spending priorities) has been drafted.
<p>Ulleskelf Parish Council</p> <p>As each occasion of levy will raise its own question of need, the Parish Council feels unable to make any general speculative suggestion.</p>	noted
<p>Connaught Administration Services LTD</p> <p>Education and transport infrastructure form key components of the draft Infrastructure List which is appropriate.</p> <p>We would suggest that flood risk management is dealt with via S106 contributions so that payment is only required where development has an impact on flood risk.</p>	An indicative R123 list (the spending priorities) has been drafted.
<p>Barrat David Wilson Homes</p> <p>Payment in kind is addressed in Para 7.1 and it is accepted that a charging authority may accept one or more land payments in satisfaction of whole or part CIL due in respect of a chargeable development. However we disagree with the claim by the Council that this will only normally be considered for land in excess of that needed to deliver the infrastructure required by the permitted development. Whilst CIL Reg 73 says that a charging authority must aim to ensure that acquired land is used for a relevant purpose, we are not aware of the Regulations stipulating that land payments will only be considered in excess of that needed to deliver the infrastructure required. Thus we object.</p>	<p>An indicative R123 list (the spending priorities) has been drafted.</p> <p>Discretionary Relief policy has been drafted</p> <p>Instalments Policy has been drafted</p> <p>5% of the projected levy receipts (£808,793 per annum) equates to £40,439.50 which would cover the</p>

<b>Q7 R123 Suggestions</b>	<b>SDC response</b>
<p>Para 8.2 says that the Council will need to prepare a R123 list setting out the types of infrastructure it intends to fund through CIL. It is important that there is a clear link between the draft R123 list, the infrastructure in the plan and the infrastructure evidence. Thus it would be helpful to have a summary next to each infrastructure project listed in the R123 list to clearly demonstrate how each project aligns to the plan.</p> <p>With regard to spending the CIL levy we note in Para 9.3 that reference is made to Reg 61 allowing 5% to be spend on administrative expenses. We request that the chosen % is justified by the Council, especially if the upper limit is chosen, to ensure that this is based on robust evidence and not merely on the basis of applying the maximum limit.</p>	<p>appointment of an officer to administer the CIL levy, and a contribution to other departmental time in dealing with the additional administration of CIL (eg plans processing team, finance, and legal services).</p>

<b>Q8 Review period</b>	<b>SDC response</b>
<p>Cllr Mike Jordan 2 years</p>	noted
<p>Sainsbury's Supermarket LTD SSL suggest that triggers including market conditions, CIL receipts, infrastructure delivery, and the changing of infrastructure delivery priorities should inform amendments to rate setting and the Regulation 123 List. This should be driven by the proposed annual monitoring process. SSL advises that a full review is considered within 2 years of adoption.</p>	noted
<p>York Consortium of Drainage Boards Maximum of 3 years.</p>	noted
<p>Stephenson and Son 5-yearly</p>	noted
<p>Stephen Wadsworth 5-yearly</p>	noted
<p>David Sykes Electrical every 3 years, or after major changes in the market or where new developments have been constructed, whichever is the sooner.</p>	noted
<p>Church Commissioners for England We support the principle of a regular review period of the Charging Rates, but would stress the importance of ensuring that the proposed rates in this Charging Schedule are appropriate and will not threaten the delivery of the Plan, particularly in light of the continuing economic recession. Failure to adopt charging rates now that adequately cater for current market conditions will only exacerbate the delivery of the Plan and perpetuate the stagnated market through the addition of a further financial burden on the development industry. There is also the opportunity to raise rates in the future at any time should economic circumstances improve, but it is essential that a conservative approach should be adopted at the outset in order to help facilitate economic recovery and particularly in helping to significantly boost the supply and delivery of new housing, as supported by Government policy and guidance.</p>	noted
<p>Ulleskelf Parish Council In view of the novelty of this project and the many opportunities for misunderstanding and/or avoidance, the Parish Council suggest a fairly early review of the operation, perhaps after 2 years?, with opportunity for further comments, would be sensible.</p>	noted

<b>Q9 Instalments policy</b>	<b>SDC response</b>
<p>Cllr Mike Jordan An instalments policy should be included</p>	Instalments policy has been drafted
<p>David McSherry There should be a maximum time for the levys' use unless a valid reason is given, and judged, that the levys' money is to be added to some near future further development levy to give an enhanced infrastructure.</p>	The CIL Regulations do not establish a maximum time period for spending CIL revenues. All income and expenditure on CIL, however, must be accounted for and made publically available on an annual basis.

Q9 Instalments policy	SDC response
Jigsaws Childcare LTD That may make it more palatable for developers its just an administration issue	Instalments policy has been drafted
Sainsbury's Supermarket LTD SSL is pleased to see that the Council is considering introducing an Instalments Policy for the payment of CIL liability. However, SSL is disappointed that this has not been published within or alongside the published PDCS. The ability to pay CIL liability by instalments is important for development cash flow, and is therefore supported by SSL and the wider development industry. SSL requests that the Council publishes a proposed Instalments Policy for consultation alongside the CIL draft Charging Schedule and makes a firm commitment to introducing this.	Instalments policy has been drafted
York Consortium of Drainage Boards No to an instalments policy	Instalments policy has been drafted
Stephenson and Son yes for larger projects	Instalments policy has been drafted
Stephen Wadsworth Yes to an instalments policy	Instalments policy has been drafted
Church Commissioners for England Yes, we fully support introducing an Instalments Policy and stress that this must ensure that it seeks to reduce the financial burden on the developer, particularly on larger sites where the initial costs of supporting infrastructure and construction costs early on are likely to be significant. Ideally, it would assist if such instalments were linked to delivery of housing rather than by time, but we acknowledge the limitations of Regulation 69B (2) (d). Having reviewed other adopted Instalment Policies across the country, it is apparent that where the amount of CIL Liability is significant, provision is made to a less than proportionate payment in the first instalment to reflect the cash flow issues associated with the early phases of development on larger schemes. Examples are as follows:  <ul style="list-style-type: none"> <li>• Wycombe DC – first instalment for CIL liability over £100,000 is 15% within 60 days</li> <li>• Bristol CC - first instalment for CIL liability over £35,000 is 15% within 60 days</li> <li>• Poole - first instalment for CIL liability over £75,000 is 20% within 60 days</li> </ul> Alternatively, Huntingdonshire Council have a policy which whilst requiring 25% of the CIL liability to be paid in the first instalment, allows a longer time period within which to make the payment depending on what the overall CIL Liability is – i.e. £50,000-£100,000 120 days, £100,000-£500,000 150 days and £500,000+ 180 days.  We would therefore suggest that the Instalments Policy is drafted as such to reduce the financial burden on larger scale schemes (i.e. where CIL Liability is over £100,000) at the initial phase of development to say 15% or 20% and/or increase the time period within which the payment should be made to at least 120 days.	Instalments policy has been drafted
Ulleskelf Parish Council As you suggest- within reason for large projects proceeding in stages	Instalments policy has been drafted for comment
Connaught Administration Services LTD Yes. An instalments policy is allowed for under Regulation 69B and we would urge the Council to proceed with an instalments policy on the basis this would give much needed certainty and confidence to developers and ensure that developers can maintain sustainable cash flows in order to finance development. Requesting all monies within a set date from commencement could threaten the viability of a scheme. A three or four staged instalment policy could be adopted linked to certain timescales from commencement. This approach has been adopted by a number of authorities. Furthermore, the Council should enable a phased approach to CIL payments in accordance with the Regulations so that where appropriate, each phase of a development would be a separate chargeable development.	Instalments policy has been drafted for comment
McCarthy & Stone and Churchill Retirement Living Consideration should also be given to the timing of CIL payments and an allowance for payments by instalments. Whilst we appreciate that in line with 69B of CIL Regs 2011, an instalment policy does not form part of the charging schedule and would not be examined, we would welcome flexibility in the timing of CIL payments as on commencement would introduce an additional financial cost on the development prior to the receipt of any revenue from the proposed development. This would place an additional burdon on the developer and would affect the viability of the development, and possibly in the case of residential development impinge upon the ability to provide affordable housing.	Instalments policy has been drafted for comment

Q9 Instalments policy	SDC response
<p>This issue is compounded in the case for specialist accom for the elderly as developments need to be completed I their entirety before a single unit of accommodation can be sold. It is considered that at the earliest , part payment on first occupation would be fairer and would reduce unnecessary financial cost s to the developer. This should then be phased depending upon occupation levels. For the foreseeable economic climate, such as currently being experienced, there is considerable merit in staged payments reflecting occupation levels throughout the sale of the development.</p>	
<p>Barrat David Wilson Homes Our client objects to para 6.2 addressing liability and collection of CIL which says that the CIL payment is normally required within 60 days from the date of the chargeable development commences. This should only apply to chargeable amounts of less than £10,000. CIL Reg 70 sets out that payments in excess of £10k can be paid in instalments in excess of 60 days. For example, payments in excess of £40k can be paid in 4 equal instalments at the end of 60, 120, 180 and 240 days.</p> <p>In Para 6.3 however the Council recognises the implications that a large CIL liability required at the commencement of a development could have on cash flow and the ability to raise finance. We therefore support the Council's intention to explore an option to introduce an instalments policy for the payment of CIL over fixed time periods. Notwithstanding this and as already mentioned it is a legal requirement in any event for the Council to allow instalment periods for payments in excess of £10k.</p> <p>SDC as charging authority should instigate an instalments policy for CIL payments in accordance with Regulation 70. The larger the development the more significant the cash flow implication and therefore larger sites will require instalment periods beyond 60 days. We therefore fully support an instalment policy and reserve our clients right to comment further once the Council has provided further details on this.</p>	<p>Instalments policy has been drafted for comment</p> <p>Regulation 70 makes no reference to a £10,000 threshold.</p>

Q10 Annual increases	SDC response
<p>ClIr Mike Jordan Support for BCIS annual price index</p>	<p>Support welcome</p>
<p>David McSherry There should be a maximum time for the levys' use unless a valid reason is given, and judged, that the levys' money is to be added to some near future further development levy to give an enhanced infrastructure.</p>	<p>The CIL Regulations do not establish a maximum time period for spending CIL revenues. All income and expenditure on CIL, however, must be accounted for and made publically available on an annual basis.</p>
<p>Sainsbury's Supermarket LTD Indexation can only take place in accordance with the Regulations. These require BCIS to be used.</p>	<p>Noted</p>
<p>York Consortium of Drainage Boards Support for BCIS annual price index</p>	<p>Support welcome</p>
<p>Stephenson and Son Support for BCIS annual price index</p>	<p>Support welcome</p>
<p>Stephen Wadsworth No support for Support for BCIS annual price index</p>	<p>No alternative is given for consideration.</p>
<p>Ulleskelf Parish Council If this is necessary the suggested method seems to have fairness – but is it necessary? Will not inflation in development costs together with the scale fee of charges take care of it automatically? If so an annual increase in the charging schedule, ( if that is the proposal), sounds like a double increase.</p>	<p>If no inflationary increase to charge rates is Applied they will gradually become proportionately smaller and less valuable. They will represent a lower proportion of development costs and will be less able to fun essential infrastructure. Inflationary increases in charges would not represent a 'double increase' because values and costs are also likely to increase to similar extents.</p>

Q10 Annual increases	SDC response

Q11 Any Other Comments	SDC response
<p>Anthea Whitton Only to emphasise that there is a distinction to be made between large commercial developers and individual s who are undertaking a one off project eg perhaps doing a self build or building an additional property as referred to in 1.</p>	<p>Self build is now exempt from CIL under the new regulations.</p>
<p>Brian Percival From a Conservative led council this is just out and out developer bashing and more akin to a piece of Labour policy. Is there to be an affordable housing contribution and later in the year/next year an infrastructure levy in addition to the proposed affordable housing contribution?</p> <p>If this is the case, and recognising that the CIL is still out to consultation, then should the Council recognise that say for a 9 house development in the "north" that a house builder will be paying £14,000 per house.</p> <p>Does the Council feel that such a sum</p> <p>1 it will set back and discourage building in an area that is critically short of new housing? 2 it will lead to the lowering of building standards to offset the levy 3 it will hurt the local economy because in the main it is local builders that undertake this size of project and they recycle the money back in to the local economy 4 the national builders, who do not recycle much into the local economy can build affordable homes at less than they sell them to the housing associations and so whilst they make break even, they are not paying out, unlike the 9 house developer is simply paying out and at a penalty sum compared to a developer of a smaller number of houses. 5 as a consequence to the last issue that a 9 house developer will look to squash in an affordable house to produce a 10 house development so that he can mitigate, probably in full, the cost of affordable house when he sells it to the housing association and in doing so again reduce the quality of development. 6 a typical 3 bed house in the north of 1100sqft, that has a typical sale price of £170k, costs 90k to build, land costs are 45k, funding, planning and design fees, NHBC fees, legal and sales fees are £16k and the proposed AH and CIL will leave the development in marginal/negative territory and consequently it will not be delivered and no one is the winner. 7 the building industry is just emerging from the longest recession that I can remember in my 51 years in the industry and consequently if it is to re-establish itself and to rebuild its empty capital base.</p> <p>For these reasons I urge Full Council to consider that now is not the time to impose these levies notwithstanding that it is unfair to punish the small builder when the big builder can avoid a substantial amount of the proposed sums.</p>	<p>Proposed CIL levy rates take in to consideration the Affordable Housing contribution.</p>
<p>A Builder I object to the concept of the above proposal. Once again the evil of a levy raises it's head - Free money at the expense of others? Ask the Government for this money or ask that they give a proper share of the National cake. Try fighting that corner.</p>	<p>CIL is intended to facilitate development by providing the infrastructure to support it. Without improvements in infrastructure, development will inevitable have to stop. It is only fair that new development that adds the burden to infrastructure is asked to contribute towards its improvement.</p>
<p>City of York Council As the Community Infrastructure Levy (CIL) is a discretionary charge that local authorities are empowered to charge on most types of new development in their local authority area, I am not in a position to offer any comment in relation to 1)Whether SDC should introduce a CIL 2) What type of development CIL should apply to 3) What the CIL Charging Schedule (the levy rates) should be. However, after reading the Preliminary Draft Charging Schedule and the viability assessment that underpins it, I believe that the viability assessment has been well researched and evidenced, thereby demonstrating that the Preliminary Draft Charging Schedule, would not appear to render development unviable.</p>	<p>Support welcome</p>
<p>David McSherry</p>	<p>Support for CIL is welcome.</p>

Q11 Any Other Comments	SDC response
<p>I firmly believe that the CIL levy should be instituted and as soon as possible. I think the word 'Infrastructure' should be clearly explained with no variations by any council or public body and that the end product should be the community good. Should any use of the levy be considered 'improper/illegal' the body receiving the levy should be able to resubmit. Full and proper accounts and statement of ultimate use should be available for public scrutiny. The community infrastructure decision should not be confirmed without public consultation beforehand. No matter relating to a councils use of CIL money should be entered in Part 2 ( Confidential) of any councils minutes.</p>	<p>Appropriate consultation on the R123 list will be undertaken at the appropriate time.</p> <p>The Council's accounts are available annually for inspection.</p>
<p>Ian Hinchey IT WOULD BE PRETTY MUCH CRIMINAL IN ITSELF TO LOAD THE INSULT OF A FURTHER TAX BURDEN ONTO THE SHOULDERS OF THE INNOCENT SELBY DISTRICT TAXPAYER, AND ONTO THE EXTANT FINANCIAL INJURIES ALREADY CAUSED TO THE INNOCENT SELBY TAXPAYER BY THE CRIMINALS AND ABUSERS OF OFFICE [UNDER INDICTMENT FOR THEIR OFFENCES] RESPONSIBLE FOR THE YEARS OF CRIMINAL SELBY DISTRICT CORE STRATEGY FIASCO. Suspend any consideration of any further tax burden until it becomes known just what financial sum might be recouped by 1] HANGING OFFENDERS by their ankles and rattling and shaking at their trouser and inside-jacket pockets to see just what personal wealth falls out that might be confiscated; 2] SUING ForFarmers BV (6.6 billion-Euro pa turn-over, Euro-conglomerate) and for re-financing by buy-out of a failing criminality to grab the £39.7 million profit dangled as buy-out incentive by the twice-failed BOCMPauls Ltd 1997 management buy-out team, a management which led BOCM Ltd into a 1996 £80 million self-inflicted loss and also admitted to having 'animal material' in 'feed for ruminants', the cause of Bovine Spongiform Encephalopathy (BSE or 'mad cow disease' ) which then went on to cost the UK taxpayer billions! – not up to much this mbot lot, eh!? 3] SUING also either or both Rabobank International (possibly the Rabobank Nederland arm) and/or Electra Fleming if shown to have promoted either onerous or unlawful collateral damage in either their Terms or Conditions of Financial Provision for the BOCMPauls Ltd buy-out; 4] PREVENTING THE NEED for the incredibly stupid additional infrastructure costs warned of by the out-going Selby District Chief Executive Martin Connor, by preventing the criminal Selby District Core Strategy, and by rejecting the criminally 'SDC preferred' 'core strategic site', BOCMPauls Ltd 'Olympia Park', and inasmuch as it is not only the cause of the need for extra and excessive infrastructure costs, but will also the cause of the future bankrupting of Selby District Council taxpayers when the railway, and thus 'sustainability factor' of Selby past and future expansion, the commuter-belt, is forced to close when and because the Olympia Park residents of 995 built-for-profit houses have to be protected from flood because conduit-ing of flood-waters by the railway cannot be prevented.</p>	<p>noted</p>
<p>Leeds City Council Leeds City Council is not aware of any cross-boundary issues in relation to your proposed CIL rates. I acknowledge the reasons of simplicity in only having two residential zones and that these are based on heat maps of average sales prices. The evidence base seems proportionate. For note, it will be very useful after implementation of the CILs in Leeds and Selby (and other Yorkshire authorities) to share monitoring information to assist in determining whether/when reviews are necessary and any cross-boundary implications of the CIL.</p>	<p>Support welcome.</p>
<p>Sainsbury's Supermarket LTD The Council should be aware of the potential changes to the CIL Regulations governing relief in exceptional circumstances and other relevant matters as stipulated within the draft CIL (Amendment) Regulations 2014. Upon these coming into force, it will be necessary for the Council to take any regulatory amendments into account in preparing the CIL Charging Schedule. The Council will need clear evidence of having benchmarked CIL against historic section 106 payments.</p>	<p>The Council intends to adopt CIL under the prevailing Regulations and will ensure that it manages the scheme that way too.</p>
<p>York Consortium of Drainage Boards The Board welcome the inclusion of this organisation within the list of strategic infrastructure providers and partners of the authority and recognise the success this partnership over the years.  In accepting the document does explain the rationale and scope behind certain definitions the Board feels that the definition 'Flood Defences' is narrow and misleading and without further specific interpretation may prove to be restrictive. Indeed, with most issues of</p>	<p>The R123 list will be clear as to what is being funded by CIL.</p>

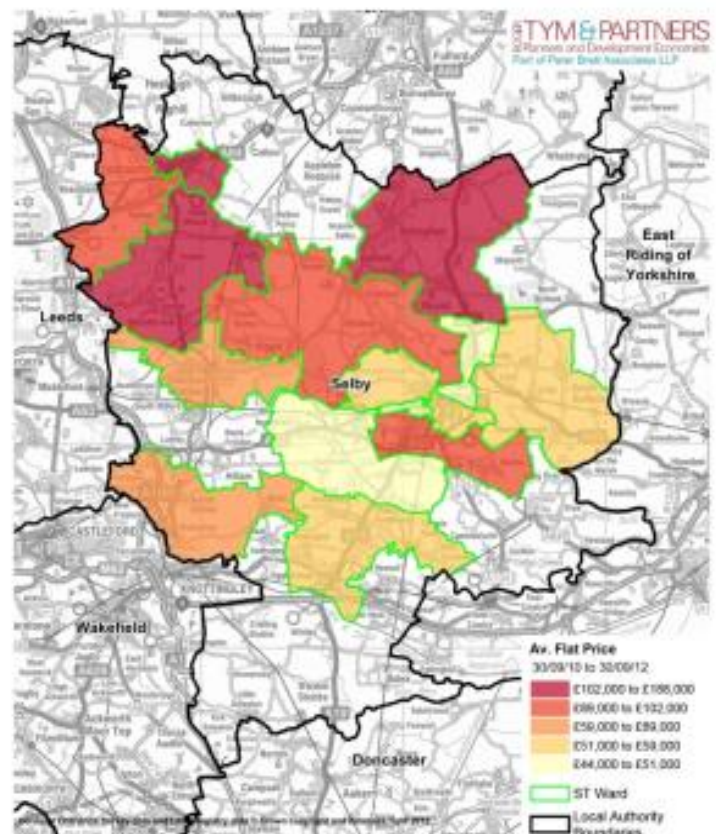
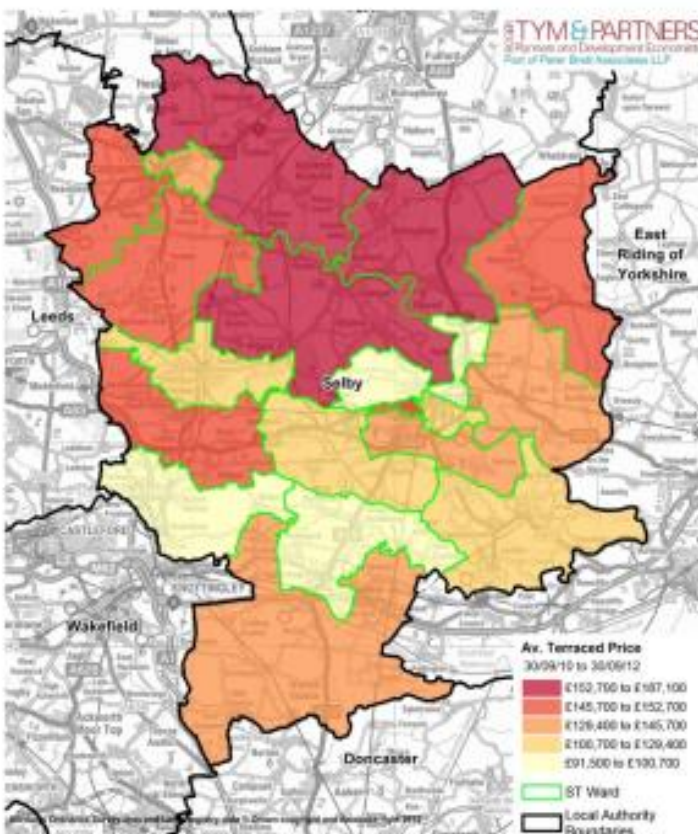
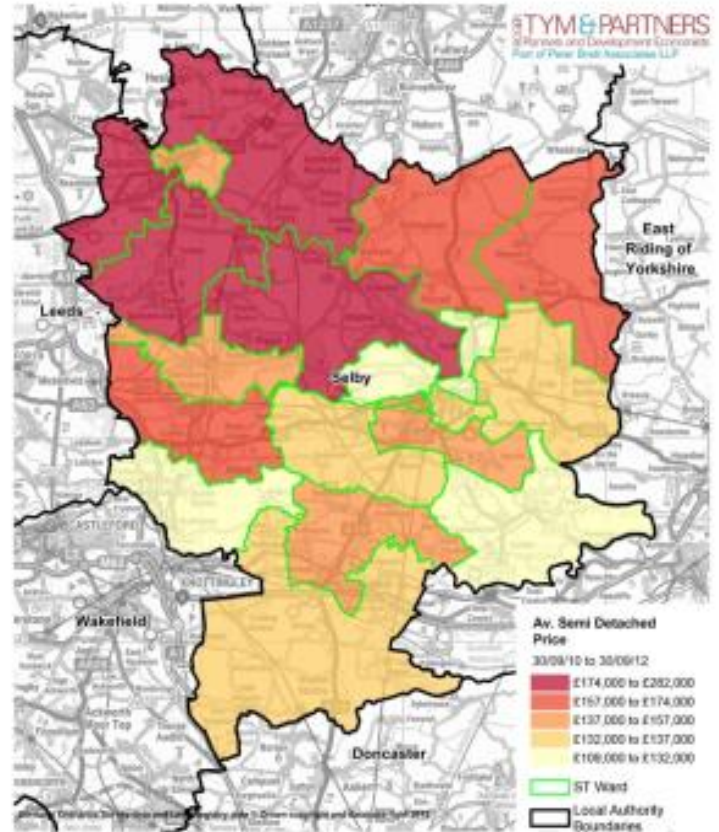
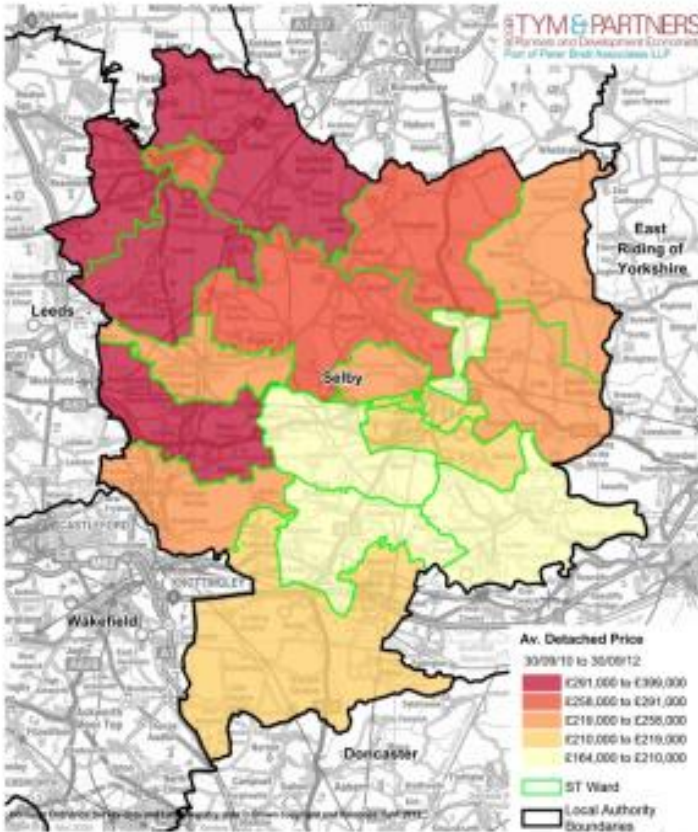
Q11 Any Other Comments	SDC response
<p>surface water drainage being dismissed as capable of being dealt with under planning, such issues may be excluded from the process entirely.</p> <p>It is a fact that drainage infrastructure is a critical form of flood defence as without this infrastructure flooding would occur on a regular and routine basis whereas Flood Defences are often only relevant in extreme weather.</p> <p>The drainage infrastructure under the control of the various IDBs is unquestionably under pressure and operating at or beyond capacity. Continued development and climate change may well increase that pressure year on year until such time as major and wide reaching works would be required to facilitate any further development. The scale of this may make any exclusion from the CIL by definition, scope or scale an opportunity missed and a detriment to the community.</p> <p>This may be an issue to review within the context of this consultation.</p>	
<p>Rodger J Carter The Council can avoid this levy and I believe it should. It will only result in the increase in the purchase price of a house being passed on to the buyer.</p>	<p>The Council has a responsibility to balance housing growth to meet needs, with the provision of infrastructure to enable that development to take place. The CIL is a tool to ensure that development that adds to the burden on infrastructure pays its fair share towards the capacity improvements.</p> <p>The Government sets out that the true costs of CIL will be borne by the land owner, not the house buyer.</p>
<p>Church Commissioners for England It should be noted that amendments to the CIL Regulations came into effect on 24th February 2014 and these and any changes in the accompanying guidance should be reviewed in the context of the emerging Charging Schedule.</p>	<p>The Council intends to adopt CIL under the prevailing Regulations and will ensure that it manages the scheme that way too</p>
<p>Environment Agency The EA supplied some updated costs of flood infrastructure</p>	<p>Information gratefully received</p>
<p>Ulleskelf Parish Council (a) The District Council Sheet supplied under the heading "Frequently Asked Questions", under the sub-heading on the third page, "Will the District and Parish Councils Benefit " Contains the phrase, "However, more directly, the Parish Council will receive 15% of the CIL levy to spend in the community. This means that the more development takes place, the greater the income for the Parish Council" The Consultation Document itself, however, at paragraph 10.2, seems to make it clear that in regard to dwellings, (There is no mention of whether this also applies in the case of a supermarket or factory), there is a cap equal to £100 per dwelling in the area in each financial year. Again it is not clear whether the words "dwelling in the area" means only those subject to the charge, as the Parish Council assume to be the case, although that renders surplus the words "in each financial year". Or whether, as the Parish Council are not sufficiently optimistic to assume, the calculation is to be made each year in which there has been some development, but on the basis of the total number of dwellings in the Parish. The first of those assumptions appears the reliable one, for at the informal presentation to which one of the Ulleskelf Parish Councillors attended, an example was given of a hypothetical development of 50 houses producing a windfall of £5,000 for the parish. For a comparatively small parish, such as Ulleskelf, a development of some 10 houses would be regarded as major, especially as the parish is limited by flood risk, and the prospect of £1,000 should not have Councillors sitting on the edge of their seats. Hence the Council refer the reader back to its comment under question 6. The same development would, incidentally, at the expected charge of about £5,000 per dwelling, produce for the District Council some £50,000, less £2,500 Admin and the Parish Councils £1,000. The District Council need is no doubt by far the greater, but the scheme as explained does seem to the Council to be weighted and worthy of reconsideration.</p> <p>Reply (b) The Parish Council is appreciative of the burdens laid upon local authorities by Government and the difficulties of financial restraint, but representing its Parishioners whom it believes will have to meet these charges, it is constrained to say that it finds the</p>	<p>The Parish Council will receive 15% of the ICL receipts for development that takes place in their area, up to an annual cap equivalent to £100 per existing dwelling in the Parish. In reality, that cap is unlikely to be met in anywhere in the District due to the quantum of house building that actually takes place.</p> <p>The CIL is not intended to fund local infrastructure, but strategic infrastructure. Where there are identified localised issues to be addressed, these can still be covered by a S106 agreement.</p> <p>The explanation as to why it is ultimately land values that will fall is set out in the FAQ. Clearly there will be variation from scheme to scheme, but developers have a price they are willing to pay for land, having regard for costs of development including S106 and CIL, and ultimately this is the value of the land. All developers will be valuing land using their own calculations, and they will all discount to purchase price due to</p>

Q11 Any Other Comments	SDC response
<p>suggestion that they will be met by a reduction in the cost of land difficult to accept, bearing in mind competition for land and the relative respective strengths of the house buyer or purchaser of groceries and products, and, on the other hand, of the developer, supermarket and manufacturer. The Parish Council feel little doubt as to where the ultimate burden will fall as, in reality, a tax, at a time when the Government has just announced a reduction in stamp duty in some cases, intended to have the opposite effect. The Parish Council rather doubt, therefore, the entire concept.</p>	<p>CIL contributions, so competition is no more of an issue with CIL as it is without CIL.</p>
<p>Connaught Administration Services LTD  Regulations 73 and 73A allow for payment in kind in the form of a transfer of land to be used for infrastructure provision or with infrastructure as payment.  The Council should adopt a policy of accepting payments in kind to enable such provision where it could be more desirable than CIL payments (ie. site specific or timescales reasons).</p>	<p>The Regulations do permit charging authorities to accept payment of CIL liabilities in land or through the direct delivery of infrastructure items that are included within the Regulation 123 list. Charging authorities are not required to accept such payments in kind and do so at their own discretion. The Council will consider its approach to this issue in due course.</p>
<p>Barrat David Wilson Homes  Overall our client has a number of concerns with the PDCS in light of the document itself and the evidence underpinning it. The Council need to be very careful to ensure that the proposed CIL charges do not stifle housing development. The NPPF specifically says that the sites and scale of development identified in the plan should not be subject to a scale of obligations and policy burdens that their ability to be developed viably is threatened.</p>	<p>noted</p>
<p>Campaign to Protect Rural England (York &amp; Selby Branch)  We find the draft to be both comprehensive and wide ranging and in general easy to understand. We support the principle of introducing the levy to provide, enhance the infrastructure needed to support development. With reference to the balance of infrastructure with the ability to pay there are those who would argue that smaller communities, especially those in designated Green Belts will gain little if anything by the proposed allocation.</p>	<p>Support welcome.   All communities will benefit from CIL, as strategic infrastructure will benefit everyone.</p>



## Appendix 2: Copy of the “Heat maps” shown in the Economic Viability Appraisal

note: full sized maps are shown in the PBA report

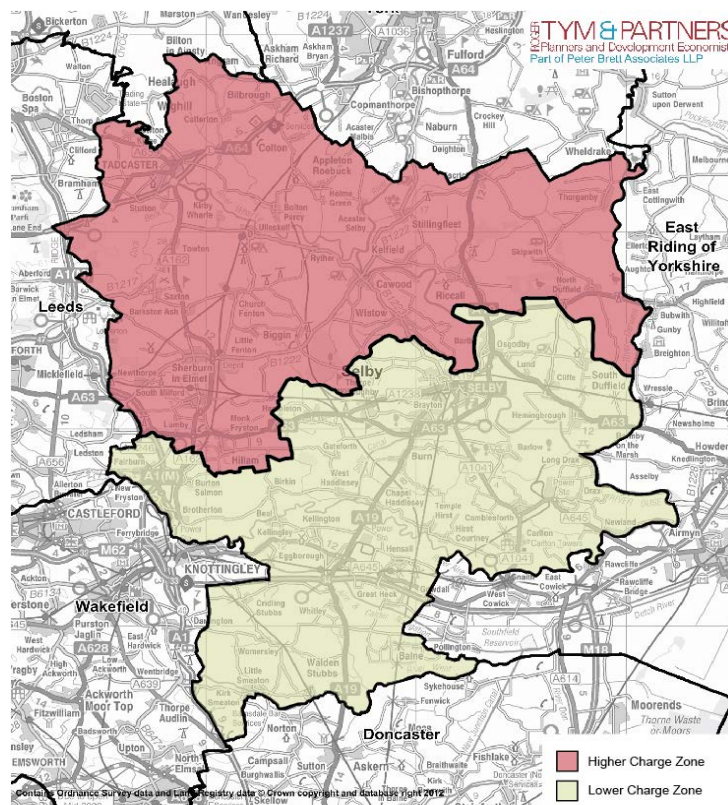


## Appendix 3a Map of zones and revised charging schedule

### Proposed Residential Charging Zone:

Those zones include the following Wards:

- Higher charge zone – Appleton Roebuck, Cawood with Wistow, Monk Fryston and South Milford, North Duffield, Riccall with Escrick, Saxton and Ulleskelf, Sherburn in Elmet, Tadcaster East and Tadcaster West.
- Lower charge zone - Barlby, Brayton, Camblesforth, Eggborough, Fairburn with Brotherton, Hambleton, Hemingbrough, Selby North, Selby South, Selby West and Whitley.



Use	Proposed CIL Charge per sq. m
Private market houses (excl. apartments)	
Low value areas	£25
All other areas	£45
Supermarkets	£110
Retail Warehouse	£60
Public/Institutional facilities as follows: education, health, community and emergency services	£0
All other chargeable development (incl. apartments)	£0

### **Appendix 3b: Draft CIL Instalments Policy**

The responsibility to pay the levy is with the landowner on which the proposed developed is to be situated. The regulations define the landowner as a person who owns a ‘material interest’ in the relevant land to be developed.

In order to be eligible to pay a CIL liability by instalment, all the relevant forms must be submitted to the Council prior to the commencement of the chargeable development, and all payments must be made in accordance with this CIL Instalment Policy and Regulatory requirements.

This Instalments Policy is made in line with Regulations 69B and 70 of the Community Infrastructure Levy Regulations 2010 ( as amended) and is as follows:

- a) This Instalments Policy takes effect on adoption of the CIL.
- b) The CIL instalment policy calculates payment days from commencement of development on site. The Commencement date will be taken to be the date advised by the developer in the commencement notice under CIL Regulation 67.
- c) Payment of instalments are as follows:

<b>CIL charge</b>	<b>Instalment Policy</b>	<b>Note 1</b>	
Up to £50,000	Due in full within 60 calendar days of commencement	This is approximately equivalent to housing developments of up to 10 dwellings in the higher charge zone, or up to 20 dwellings in the lower charge zone, or to supermarkets of 450sqm, or retail warehousing of 830sqm.	The majority of residential development schemes in the District will fall in to these categories. It is likely that upon commencement , such schemes will normally be completed within a year
£50,001 to £100,000	50% due within 90 days of commencement of development, then  50% due within 120 days of commencement of development	Larger schemes will require additional flexibility to ensure that the larger levy is payable without risk to viability. A longer lead-in time is available for such schemes, and double the normal time to pay in full.	
£100,001 and over	35% due within 90 days of commencement of development, then  35% due within 6 calendar months of commencement	These larger developments may normally take longer than one year to complete, so they also enjoy longer lead-in time and more instalments over a longer period.	

	of development, then  30% due within 9 calendar months of commencement of development.	
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The requirements set out in Regulation 70 of the CIL Regulations must be complied with if the persons liable for paying CIL wish to do so by instalment, in accordance with this published Instalment Policy.

This Instalment Policy only applies where:

1. The Council has received a CIL Assumption of Liability form prior to commencement of the chargeable development (Regulation 70(1) (a)), and
2. The Council has received a CIL Commencement Notice prior to commencement of the chargeable development (Regulation 70(1) (b)) and the Council does not challenge the date of commencement specified.

If the above requirements are not met, the CIL liability is payable in full at the end of the period of 60 days beginning with the intended commencement date of the chargeable development.

Where the above requirements have been met, instalment payments must be made in accordance with this Instalment Policy. Where an instalment payment is not received in full on or before the day on which it is due, the unpaid balance of the CIL liability becomes payable in full immediately (Regulation 70(8)(a)).

### **Surcharges**

Any failure to comply with the requirements of the CIL Regulations 2010 (as amended) in any respect could result in Surcharges being applied e.g.

- If nobody has assumed liability to pay CIL prior to the commencement of the chargeable development;
- There has been a failure to submit a Commencement Notice prior to commencement;
- There has been a failure to submit a Notice of Chargeable Development prior to commencement.

Please note this list of circumstances under which surcharges may become payable provides examples only and is not exhaustive.

### **Payments-in-kind**

Where the amount of the levy payable is more than £50,000 the Council may consider an in-kind payment of land or infrastructure.

The CIL Regulations allow for payments-in-kind in the form of land or infrastructure to be offset against the CIL liability where agreed by the Council as more desirable instead of monies. However, this must only be done with

the intention of using the land to provide, or facilitate the provision of, infrastructure to support the development of the area. This could be for example where the most suitable land for the infrastructure project is within the development site.

An agreement to make an in-kind payment must be entered into before commencement of development and provided to the same timescales as cash payments. Land paid in kind may contain existing buildings and structures, and land or infrastructure must be valued by an independent valuer who, in the case of land, will ascertain its open market value, and in the case of infrastructure the cost (including related design cost) to the provider. This will determine how much liability it will off-set.

However, where land is required within a development to provide built infrastructure to support that specific development (as opposed to support growth strategically) , it will be expected that any land transfer will be at no cost to the Council and will not be accepted as a CIL payment in kind.

### **Appendix 3c: Draft EXCEPTIONAL CIRCUMSTANCES POLICY**

Regulations 55 to 58 allow charging authorities to set discretionary relief for exceptional circumstances. Use of an exceptional circumstances policy enables the charging authority to avoid rendering sites with specific and exceptional cost burdens unviable should exceptional circumstances arise. It is a mechanism to enable growth and deliver development where CIL and S106 conflict. Before granting relief, the Council will need to be satisfied that the relief would not constitute notifiable State Aid as set out further below

The Council intends to have an Exceptions Policy for exceptional circumstances which will be set and agreed by The Executive. The Council will have to comply with notification requirements and publish a statement confirming that relief for exceptional circumstances is available in the District from a specified date. The process would then be that a landowner would have to submit a claim in accordance with the Regulations. The Council may grant relief from liability to pay CIL if (a) it appears to the Council that there are exceptional circumstances which justify doing so; and (b) the Council considers it expedient to do so. The Regulations specify the requirements that must be met in making this assessment, and these are set out below:-

Reg 55(3) A charging authority may grant relief for exceptional circumstances if –

- a) It has made relief for exceptional circumstances available in its area;
- b) A planning obligation under S106 of TCPA 1990 has been entered into in respect of the planning permission which permits the chargeable development; and
- c) The charging authority-
  - i. Considers that to require payment of the CIL charged by it in respect of the chargeable development would have an unacceptable impact on the economic viability of the chargeable development, and
  - ii. Is satisfied that to grant relief would not constitute a State aid which is required to be notified to and approved by the European Commission.

The person claiming relief must be an owner of a material interest in the relevant land. A claim for relief must be submitted in writing and be received before commencement of the chargeable development. It must be accompanied by an assessment carried out by an independent person of the cost of complying with the planning obligation, the economic viability of the chargeable development, an explanation of why payment of the chargeable amount would have an unacceptable impact on the economic viability of that development, an apportionment assessment (if there is more than one material interest in the relevant land), and a declaration that the claimant has sent a copy of the completed claim form to the owners of the other material interests in the relevant land (if any).

For the purposes of the above paragraph an independent person is a person who is appointed by the claimant with the agreement of the charging authority and has appropriate qualifications and experience.

A chargeable development ceases to be eligible for relief for exceptional circumstances if before the chargeable development is commenced there is a disqualifying event. This is where the development is granted charitable or social housing relief, is disposed of, or has not been commenced within 12 months.

It should be noted that the Council has undertaken viability assessments to carefully consider the level at which the proposed CIL charges have been set, taking into account the provision of affordable housing at 40% and likely development specific S106 obligations. In view of this, it is important to note that the consideration for relief will be rare and any relief given must be done in accordance with the procedure stated above and state aid rules.

## **Appendix 3d: Indicative Regulation 123 List**

### **Selby District Council Community Infrastructure Levy (CIL) Indicative Regulation 123 List June 2014**

Regulation 123 provides for the Council to set out a list of those projects or types of infrastructure that it intends will be, or may be, wholly or partly funded through the CIL. In order to ensure that individual developments are not charged for the same infrastructure items through both Section 106 Agreements and the CIL, a S106 contribution cannot then be made towards an infrastructure item already on the List.

This Indicative Regulation 123 List is provided as part of the consultation on the Draft Charging Schedule. It establishes the broad areas that the Council intends to fund through CIL, but subject to comments received in the Draft Charging Schedule consultation, it will be refined and revised upon adoption of the CIL.

<b>Item</b>	<b>Notes</b>
SDC Administration Fee of 5%	This will cover officer time across departments in administering the CIL.
Meaningful Proportion to Parish/Town Councils: 15% (25% if development takes place in locations covered by a Neighbourhood Plan)	The 'meaningful proportion' held by local communities can be spent on the R123 List, but it does not have to be.
Improvement/upgrade of pumping stations to address flood risk	except for on-site provision or where this is required as a direct result of an adjacent development
Primary and Secondary School Education	except for large scale residential development identified in the forthcoming Site Allocations and Policies Plan, which will be expected to provide primary schools either as an integral part of the development or as the result of no more than 5 separate planning obligations
Capacity increases in GP surgeries and dentist's offices	For extensions to accommodate additional patients
Strategic Road Network improvements	For works to improve flow/capacity on the main junctions and route of the A64(T)
Green infrastructure and recreation open space	



The Council will review this list at least once a year, as part of monitoring of CIL collection and spend, and any changes will be justified and subject to appropriate local consultation.

The indicative R123 List does not identify priorities for spending within it, or any apportionment of the CIL funds across the District, and does not signify a commitment from the Council to fund the projects listed through the CIL.

The Council will work with local communities and Parish/Town Councils to agree local priorities for spend at the appropriate time.

For clarity, all other matters will continue to be addressed through S106 Agreements. This includes (non-exhaustive)

- Affordable housing
- Employment and skills agreements e.g. local employment or apprentice contracts
- Site specific matters needed to make the development acceptable in planning terms, including:
  - Provision for waste handling
  - New bus connections or services and cycle/pedestrian routes and connections if directly required by the development
  - Local junction / highways improvements and access into the site
  - Primary schools/extensions as a direct result of large sites or groups of up to five sites identified in the Site Allocations Plan
  - On-site greenspace and public realm improvements where this is required as a direct result of a development
  - On-site drainage and flooding solutions

# Selby Community Infrastructure Levy

**Addendum Report**

## Document Control Sheet

**Project Name:** Selby Community Infrastructure Levy

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<b>For and on behalf of Peter Brett Associates LLP</b>				

Revision	Date	Description	Prepared	Reviewed	Approved

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- Appendix B Residential Viability Assessments
- Appendix C Non-Residential Viability Assessments
- Appendix D Non-Residential Market Data

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# 1 Introduction

## 1.1 Introduction

1.1.1 The consultation on Selby District Council's Preliminary Draft Charging Schedule (PDCS) took place during a six week period ending 28 February 2014. Peter Brett Associates have been retained by the Council to support them in refining the viability evidence as a result of consultation comments received.

1.1.2 To provide context for this Addendum Report we summarise the main points raised during the consultation period.

### Residential

- Queries in relation to the evidential basis for the land value assumptions, opinion that the assumptions are too low;
- The assumed sales rates are considered optimistic;
- Underestimation of potential policy costs;
- No published evidence base;
- Assumptions used for discounts and affordable housing values are too optimistic;
- Profit margins should be tested at 20% of GDV as a minimum; and
- Specific assessments to cater for retirement accommodation should be undertaken.

### Non-Residential

- Opposition to a £10 base charge;
- Build cost data should be reviewed;
- Lack of transparency with some of the viability modelling;
- Agricultural developments should be exempt from CIL
- Retail definitions lack clarity and disagree with the fundamental issue of retail differentiation; and
- Opposition to the level of rate suggested for retail development

1.1.3 All comments received have been taken into consideration, although changes are not necessary in every case. This report sets out the refinements to the assessments and the assumptions that underpin them undertaken following the comments receive and additional research by the study team. This report does not seek to repeat everything that was included in the preliminary draft stage report, but instead focuses on the key changes proposed to the approach to CIL in Selby, the structure of the proposed Charging Schedule and the viability assessments that underpin it.

1.1.4 The changes set out in this report seek to reflect:

- Emerging best practice and the conclusions of recent Examiner's Reports on CIL charging schedules;

- The most recent update for the Government's guidance on CIL and CIL (Amendment) Regulations 2014; and
- Comments received through the PDCS consultation.

1.1.5 The key changes in approach and areas of additional evidence and/or clarification of approach that are set out in this report include:

- The application of a revised and new viability model to both residential and non-residential viability assessments that is both more refined and more transparent;
- A review of the assumptions and assessments that underpin our findings and the inclusion of additional modelling to cover additional development types;
- Revising the definitions of retail uses for the purposes of the CIL charging schedule; and
- A benchmarking of the proposed CIL rates.



## 2 Residential Viability Assessments

### 2.1 Introduction

- 2.1.1 This section of the report sets out the changes made in response to representations received on the assumptions and assessments that informed the PDCS. In addition, some assumptions have been updated to reflect most recent data. The changes made and the findings of our revised assessments are set out below.

### 2.2 Revised Model

- 2.2.1 Since the original assessments, PBA has developed a new financial model for assessing development viability, for the purposes of CIL. This new model is more detailed and allows for more detailed assumptions to be made in many respects and as such is considered more appropriate in this case.
- 2.2.2 It also differs from previous model in that it assesses the residual land value produced by the different schemes assessed and comparing this against a 'benchmark' land value, at a fixed level of developer's profit. The previous model calculated the level of residual profit (to be compared against benchmark profit levels), assuming a fixed land value.
- 2.2.3 The model is specifically designed for the purposes of CIL viability assessments and as such the output is the 'overage' of the scheme (i.e. the residual land value generated over and above benchmark levels) expressed as a value per sq. m. This value can be thought of as the maximum potential CIL charge rates or a 'ceiling' level of CIL charge.

### 2.3 Updated Assumptions

#### Land Values

- 2.3.1 Our assessments of residential development viability seek to test the range of likely market conditions evident across the District, applying a range of different land value assumptions related to different scenarios in terms of sales value and site size. We have also sought to ensure that, as far as is possible in all other respects, we are comparing like with like.
- 2.3.2 Therefore, our assumptions in terms of benchmark land value are that all sites will be cleared and remediated (if they are brownfield) and are fully serviced parcels (if they are greenfield) so that in either scenario they are readily developable or 'oven ready'. For sites that are not in this condition, the costs of making them readily developable ('oven ready') would ordinarily be subtracted from the gross land value in the offer that any rational developer would make to a landowner, in any case.
- 2.3.3 This approach ensures that the qualitative characteristics of a site are reflected in the price that developers are willing to pay. Sites that require significant up-front investment, either for demolition and remediation or in terms of utilities/services capacity/extensions and access infrastructure, will have lower values if these issues are not addressed prior to the sale of the land. This approach also ensures that we are comparing like with like through the assessments.
- 2.3.4 Consultation comments suggested that the land value assumptions used in the modelling are too low. We have sought to obtain further data to add to the existing evidence base and to inform the decisions made on land values in our assumptions. Given the lack of market activity recently, there are only limited comparable land transactions or plots for sale on which to base judgement. However we are aware of a small number of comparable transactions, details of which were provided on a confidential basis. We have also asked representors on

several occasions to provide details of comparable transactions which may support assertions that previous assumptions were too low. No information was forthcoming

- 2.3.5 We have also spoken to a number of agents and consultants that are active in the local market in order to gather opinions on prevailing residential land values. Values are generally in the region of £400,000 - £1,000,000 per net developable hectare (net of all policy costs). This assumption was tested at the Developer Workshop and found general agreement.
- 2.3.6 We have supplemented this additional information with the existing data set that informed the PDCS study. The results of discussions have suggested that our land value figures should be revised to the following
- Low value areas - £450,000 per ha
  - Moderate value areas - £650,000 per ha
  - High value areas - £900,000 per ha

#### **Other Assumptions**

- 2.3.7 The original appraisals covered development types of 0.25ha, 1ha and 5ha across three value areas. These high level appraisals cover development types that could potentially come forward over the plan period. The revised modelling covers the same development typologies in the three value areas.
- 2.3.8 The evidence base in respect of sales values has been updated. This includes an additional review of new residential developments currently on the market, their size and asking prices in order to determine an asking price per sq. m from which a deduction is made to take account of discounts offered by developers. We have also updated our analysis of Land Registry data on the achieved sales values of new build houses assuming a typical floorspace for each house type to derive an average value per sq. m. These analyses are included at Appendix A of this report.
- 2.3.9 The analysis of dwellings currently being marketed shows average asking prices for houses in Selby of £2,208 per sq. m. Typical levels of discounting from asking prices are between 5% and 10%. Applying this to the average excluding townhouses suggests average achieved sales values of £1,987 - £2,098 per sq. m.
- 2.3.10 Analysis of the Land Registry data covering a two year period to January 2014 shows average achieved sales values as follows:
- Detached (assuming 120 sq. m average size) – £2,016 per sq. m
  - Semi-detached (assuming 100 sq. m average size) - £1,668 per sq. m
  - Terrace (assuming 80 sq. m average size) – £1,781 per sq. m
- 2.3.11 In summary, the most recent data, considered alongside the original data, does not suggest a significant change in sales values has taken place since our previous report. As such the sales value scenarios have not been changed and remain as follows:
- Lower value - £1,850 per sq. m
  - Moderate value - £2,000 per sq. m
  - Higher value - £2,150 per sq. m

- 2.3.12 Several representations were received in respect of the developer's profit assumption, stating that profit should be considered as a proportion of Gross Development Value (GDV), rather than development costs. For the purposes of these assessments, we have assumed developer's profit at 20% of GDV in respect of market housing and 6% of GDV in respect of the affordable element – reflecting the fact that there is little or no risk involved in developing the affordable element.
- 2.3.13 We have also updated the build cost assumptions to reflect the latest information available from BCIS. Assumptions in respect of external works and contingency are included at industry standard levels that have repeatedly been found sound for the purposes of CIL, and have been confirmed by developers and agents as part of consultations both in Selby and elsewhere. As such, no change is proposed to the external works and contingency assumptions.
- 2.3.14 The revised assumptions used in the modelling are summarised in table 2.1. Other assumptions not mentioned in the summary table below remained unchanged.

Table 2.1 Residential Viability Assumptions

Assumption	Value
<b>Sales Value</b>	
Low Value	£1,850 per sq. m
Moderate Value	£2,000 per sq. m
High Value	£2,150 per sq. m
Affordable Housing	At adopted transfer values
<b>Build Cost<sup>1</sup></b>	
Low Value	£830 per sq. m
Moderate Value	£840 per sq. m
High Value	£850 per sq. m
Affordable Housing	£830 per sq. m
<b>Land Value (per net developable ha)</b>	
Low Value	£450,000
Moderate Value	£650,000
High Value	£900,000

<sup>1</sup> This is the basic build cost figure. 10% is added to take account of external works and 5% for contingency. The figure relates to the 1ha scenario. A 2.5% increase is applied for the 0.25ha scenario and a 2.5% decrease for the 5ha scenario.

<p><b>Affordable Housing</b></p> <p>All Value areas</p> <p>Sites under threshold</p>	<p>(on sites over 0.3ha/10 dwellings)</p> <p>40%</p> <p>Commuted sum in line with SPD</p>
<p><b>Residual S106<sup>2</sup></b></p> <p>0.25ha and 1ha scenarios</p> <p>5ha scenarios</p>	<p>£500 per unit</p> <p>£2,500 per unit</p>
<p><b>Dwelling Sizes</b></p> <p>Low Value</p> <p>Moderate Value</p> <p>High Value</p> <p>Affordable Housing</p>	<p>100 sq. m</p> <p>110 sq. m</p> <p>125 sq. m</p> <p>80 sq. m</p>
<p><b>Densities<sup>3</sup></b></p> <p>Low Value</p> <p>Moderate Value</p> <p>High Value</p>	<p>40 dph</p> <p>35 dph</p> <p>30 dph</p>

## 2.4 Findings

2.4.1 The findings of the revised modelling are outlined in the tables below. The final column shows the assessed 'overage' on a per sq. m basis. This represents the 'surplus' residual land value generated over and above the assumed benchmark land values and at the profit levels identified above. This figure can be seen as the maximum potential charge rate. The summary findings of the assessments are shown in Table 2.2 below, whilst more detailed assessments summaries are provided at Appendix B.

Table 2.2 Appraisal Findings

0.25ha									
Site	Site area per ha	CIL Chargeable sq m	GIA	Residual value per ha	per sq m	Benchmark land value per ha	per sq m	Overage per ha	per sq m
Low value	0.250	850		£685,763	£202	£450,000	£132	£235,763	£69
Moderate value	0.250	825		£1,012,529	£307	£650,000	£197	£362,529	£110
High value	0.250	813		£1,408,162	£433	£900,000	£277	£508,162	£156

<sup>2</sup>The 0.25ha scenario has an additional commuted sum figure added to reflect the requirements of the Affordable Housing SPD. The commuted sum equates to £9,600 per unit.

<sup>3</sup> These densities apply to the 1ha and 5ha scenarios. Reduced densities of 34dph, 32dph and 30dph have been applied to the 0.25ha scenario as no affordable is required on site.

1ha

Site	Site area CIL Chargeable GIA		Residual value		Benchmark land value		Overage per ha	
	per ha	sq m	per ha	per sq m	per ha	per sq m	per ha	per sq m
Low value	0.95	2,280	£541,758	£226	£450,000	£188	£91,758	£38
Moderate value	0.95	2,195	£796,984	£345	£650,000	£281	£146,984	£64
High value	0.95	2,138	£1,064,792	£473	£900,000	£400	£164,792	£73

5ha

Site	Site area CIL Chargeable GIA		Residual value		Benchmark land value		Overage per ha	
	per ha	sq m	per ha	per sq m	per ha	per sq m	per ha	per sq m
Low value	3.50	8,400	£532,382	£222	£450,000	£188	£82,382	£34
Moderate value	3.50	8,085	£798,301	£346	£650,000	£281	£148,301	£64
High value	3.50	7,875	£1,068,108	£475	£900,000	£400	£168,108	£75

- 2.4.2 The revised models show that all of the scenarios tested are demonstrably viable, albeit to varying degrees. The lower value scenarios show the overage per sq. m varying between £34 per sq. m in respect of the 5 ha scenario, up to £69 per sq. m in the 0.25 ha scenario. The moderate and higher value scenarios show above reveal overages of between £64 per sq. m and £156 per sq. m.
- 2.4.3 Our approach to recommending charge rates is to take the lowest common denominator as the starting point, and set charges that are within the range of 50% and 75% of the identified theoretical maximum. This range allows a balance to be created between the need to fund the infrastructure requirements in the district whilst maintaining development viabilities. The level of infrastructure requirements will dictate where within this range a rate is set. It is not set at the ceiling of our range which allows for additional buffer over and above the initial 25% draw down from the maximum.
- 2.4.4 Two charging zones are proposed for Selby. For the lower value zone, the lowest overage identified is £34 per sq. m, suggesting charges should be between £17 and £26 per sq. m. The previously recommended charge rate for the lower value zone of £25 falls within this range and represents 74% of the theoretical maximum.
- 2.4.5 For the moderate and higher value scenarios, the lowest overage identified is £64 per sq. m, suggesting charges within the range £32 - £48. The previously proposed charge rate of £45 per sq. m again falls within this range, representing 70% of the theoretical maximum.
- 2.4.6 On the basis of these findings, we do not propose to change the residential charges relating to houses.

## 2.5 Apartment Viability Assessments

- 2.5.1 The report which accompanied the PDCS contained residential appraisals which covered developments of housing schemes. No assessments were undertaken on apartment developments. The main reason for this decision is the lack of available evidence related to apartment developments.
- 2.5.2 We have sought to revisit and review the evidence base for apartments to highlight data that may have come to light since the PDCS viability report was published. The review of the evidence generated the same results as previous. There are no new build apartment properties currently being marketed and no transactions of new build apartments have taken place since November 2012. This lack of development activity in the apartment sub-sector suggests that they are not currently a viable development product.
- 2.5.3 Given the lack of transactional evidence on which to base robust viability modelling, and the de facto evidence of unviability shown by the lack of development activity, we propose a zero rate charge on all apartment developments.

## 3 Retail Definitions

### 3.1 Revised Approach to Retail Charges

- 3.1.1 Representations submitted on behalf of ALDI Stores Ltd and J Sainsburys disputed the ability to differentiate between retail development types, citing a lack of clarity in the definitions proposed and raising issues in respect of the viability evidence.
- 3.1.2 There is clear evidence to support the differences development costs and values between different types of retail development, and resultant differences in viability, it remains the desire of the Council to reflect this in the way that CIL is levied. The CIL regulations also support such an approach and enable authorities to vary charges where viability differs according to how buildings are used, the scale of development or by zone. As such, it is necessary to define how different forms of retail development are used differently in order to justify charge variation.
- 3.1.3 The Council proposes to differentiate charges by use. The word 'use' in the context of the CIL regulations is as normally defined, rather a reference to the Use Classes Order. Therefore, we set out below a series of definitions that describe how different types of retail development are used. These definitions have been refined to add greater clarity following the representations received. In defining these uses, we also make reference to a scale of development as one of several indicators that would help to determine how any given proposal should be defined for the purpose of CIL charges in Selby. Our consideration of the viability of each different type of use is then set out in Section 4.
- 3.1.4 Our assessments are based takes as its basis the different types of retail development which have potential to take place in Selby, each of which has materially different key viability assessment assumptions, in particular rental values, yields, build cost and land acquisition costs. The types of development assessed are:
- High Street Comparison Retail – High street comparison retail development will usually involve redevelopment of existing buildings to provide new retail accommodation that better meets the demands of modern retail businesses. Typically such development will provide a wide range of unit sizes, including one or two large spaces for 'anchor tenants' and a much larger number of small spaces. They will typically have frontage on to areas of high footfall, aiming to capture the passing trade of shoppers on foot, who are also likely to visit other stores and other parts of the centre, many of whom will arrive in the centre by non-car modes.
  - Retail Warehouses – Retail warehouses are usually large stores specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods. They can be stand-alone units, but are also often developed as part of retail parks. In either case, they are usually located outside of existing town centres and cater mainly for car-borne customers. As such, they usually have large adjacent, dedicated surface parking.
  - Supermarkets – Supermarkets are large convenience-led stores where the majority of custom is from people doing their main weekly food shop. As such, they provide a very wide range of convenience goods, often along with some element of comparison goods. In addition to this, the key characteristics of the way a supermarket is used include:
    - The area used for the sale of goods will generally be above 500 sq. m.
    - The majority of customers will use a trolley to gather a large number of products;

- The majority of customers will access the store by car, using the large adjacent car parks provided; and
  - Servicing is undertaken via a dedicated service area, rather than from the street.
- Neighbourhood Convenience - Neighbourhood convenience stores are used primarily by customers undertaking 'top-up' shopping. They sell a limited range of convenience goods and usually do not sell comparison goods. The key characteristics of their use include:
  - Trading areas of generally less than 500 sq. m;
  - The majority of customers will buy only a small number of items that can be carried around the store by hand or in a small basket;
  - The majority of customers will access the store on foot and as such there is usually little or no dedicated parking; and
  - Servicing is often undertaken from the street, rather than dedicated service areas.

3.1.5 The representation by Aldi Stores Ltd states that no separate assessment has been undertaken, for which they say the development economics are different. It is not possible under the CIL regulations to differentiate a charge according to different types of operator. Charges may only vary where the evidence shows that there is a material difference in viability by the use of the building, the scale of development or by zone. Whilst it is possible to discern a difference in the use (and viability) of buildings used as small neighbourhood convenience stores for top-up shopping and supermarkets used for main weekly food shopping, this is not possible between discount supermarkets and those operated by others. They are, for all intents and purposes, used in the same way. As such, it would not be possible to set different charges for discount operators.

3.1.6 The assumptions used in our viability assessment reflect the forms of development of this use considered most likely to come forward – namely supermarkets operated by the 'big four' supermarket chains. Nonetheless, it may be accurate to suggest that the development economics vary somewhat between discount and major supermarket operators. Our evidence shows that rental values for discount supermarkets are often lower than those for major supermarket operators and that the covenant strength of the discount operators means that yields are slightly higher. These two factors will reduce development value. Conversely, build costs are known to be lower for discount supermarkets, and lower value development sites are more typical. To a large extent therefore, these factors will balance one another out.

3.1.7 In any case, the charge rates proposed are well below the theoretical maximum charges for each use precisely in order to allow for developments that have higher costs or lower values, and therefore lower viability, than is typical and acts as a safeguard to viability.





## 4 Non-Residential Viability Assessments

### 4.1 Introduction

4.1.1 As with the residential assessments, the non-residential viability modelling has also been updated since the original study. Our assessment of development viability of each of the uses tested previously is set out in Table 4.1 below. Much of the data used in the assessments remain from the original calculations. An additional viability assessment has been undertaken with respect to Neighbourhood Convenience Stores.

### 4.2 Revised Model

4.2.1 The previous report included viability assessments based on a single sq. m of development for simplicity. Several representations suggested that this approach lacked transparency, and requested an approach based on typologies of development. To reflect these comments, we have now applied a revised model for the purposes of assessing non-residential development viability that is based on development typologies.

4.2.2 As with the residential model, the model assesses residual land value after all development costs including developer's profit, and the output of the assessment is an 'overage' when considered against 'benchmark' land values for each use. This overage is expressed as a value per sq. m which can be seen as the theoretical maximum from which a CIL charge can be drawn.

### 4.3 Revised Assumptions

4.3.1 The model has been based on the same assumptions as outlined in the original work for the PDCS, there have been some minor amendments to elements of the data. The key input assumptions are outlined in table 4.1. Build cost data has been updated to the most recent dataset (accessed April 2014).

Table 4.1 Non-Residential Assumptions

Development Type	Assumption	Value
Town Centre Office	Rent per sq. m	£130
	Yield	9.00%
	Build cost per sq. m	£1,240
Business Park Office	Rent per sq. m	£130
	Yield	8.50%
	Build cost per sq. m	£1,050
Industrial	Rent per sq. m	£60
	Yield	8.75%

	Build cost per sq. m	£450
High Street Comparison Retail	Rent per sq. m	£250
	Yield	7.50%
	Build cost per sq. m	£910
Retail Warehouse	Rent per sq. m	£140
	Yield	7.25%
	Build cost per sq. m	£535
Supermarket	Rent per sq. m	£200
	Yield	5.50%
	Build cost per sq. m	£1,160
Neighbourhood Convenience Retail	Rent per sq. m	£150
	Yield	6.50%
	Build cost per sq. m	£1,010

4.3.2 A review of land values was undertaken. For the most part land values have remained unchanged with the exception of high street comparison retail and neighbourhood convenience retail. The assumed land values are as follows:

- Town centre office - £1,000,000 per ha;
- Business park office - £400,000 per ha;
- Industrial - £400,000 per ha;
- High street comparison retail - £8,500,000 per ha;
- Retail warehouse - £1,750,000 per ha;
- Supermarket - £2,250,000 per ha; and
- Neighbourhood convenience retail - £650,000 per ha.

## 4.4 Findings

- 4.4.1 The results of the revised assessments, applying the new model and the revised assumptions as set out above, are shown in the table 4.2 below. The assessments themselves are included at Appendix C of this report.

Table 4.2 Viability Assessment Results

	GIA	NIA	Net site area ha	Residual value		Benchmark		CIL Overage	
				Per Ha	Per £psm	Per Ha	Per £psm	Per Ha	Per £psm
Town Centre Office	6,000	5,100	0.25	£17,875,315	£745	£1,000,000	£42	£18,875,315	£786
Business Park Office	4,000	3,400	0.50	£3,685,406	£461	£400,000	£50	£4,085,406	£511
Industrial	4,000	3,800	1.00	£578,983	£145	£400,000	£100	£978,983	£245
High Street Comparison Retail	6,000	5,100	0.50	£8,423,120	£702	£8,500,000	£708	£76,880	£6
Retail Warehouse	4,000	3,800	1.00	£2,132,472	£533	£1,750,000	£438	£382,472	£96
Supermarket	4,000	3,800	1.00	£3,311,057	£828	£2,250,000	£563	£661,057	£165
Neighbourhood Convenience	1,200	1,140	0.20	£1,370,790	£228	£650,000	£108	£120,790	£20

- 4.4.2 The results shown above broadly correlate with those of the original assessments. The output figures are slightly different to those originally calculated but they continue to demonstrate that the only development types showing materially positive overages are retail warehousing and supermarket developments.
- 4.4.3 As previously set out in the Economic Viability Assessment, office, industrial, high street comparison retail and neighbourhood convenience retail developments are not currently viable, or are only marginally so (in the case of neighbourhood convenience retail), under current market conditions and the assumptions applied that reflect them.
- 4.4.4 As previously, retail warehouse development is shown to benefit from healthy levels of viability showing a maximum potential CIL charge of £96 per sq. m. Similarly, supermarkets show a significant level of viability with a maximum potential CIL charge of £165 per sq. m. Neighbourhood convenience retail shows a marginal overage of £20 per sq. m.
- 4.4.5 These figures represent the theoretical 'ceiling' of viability from which proposed charges must draw down in order to take account of potential market changes and sites where costs may be higher and/or values lower than is typical.
- 4.4.6 Using a range of 50-75% of the maximum as a guide for an acceptable charge rate we are able to identify potential charge rates for the development types that show viability. Table 4.3 below provides a synopsis of our calculations.

Table 4.3 Proposed Retail Rates

Development	Maximum Rate (per sq. m)	Suggested Rate Range (per sq. m)	Suggested Rate (per sq. m)
Retail warehouse	£96	£48 - £72	£60
Supermarket	£165	£83 - £124	£110
Neighbourhood convenience	£20	£10 - £15	£0

- 4.4.7 We therefore conclude that the charges previously proposed of £60 per sq. m for retail warehousing and £110 per sq. m for supermarkets to remain appropriate. Whilst the new modelling of neighbourhood convenience retail shows the potential for a small CIL charge, the

amount of development anticipated is not significant enough to consider a charge to be appropriate. We therefore suggest a zero rate for neighbourhood convenience.

## 5 Charge Rate Benchmarking

5.1.1 In this section of the report, we seek to test the appropriateness of the levels of CIL charge recommended for Selby by benchmarking the rates in two different ways. Firstly, we test the charge rates as a percentage of development value and compare this against the levels that have been found to be viable and are now adopted and in operation elsewhere.

5.1.2 Secondly, we benchmark the CIL charges against the developer contributions provided through Section 106 agreements as part of recent developments in Selby to enable a 'like-with-like' comparison between the two approaches.

### 5.2 Residential Rates as a Percentage of Value

5.2.1 An effective way of benchmarking residential CIL charge rates is to consider the scale of the charge as a proportion of development value – i.e. the assumed sales values of development. Not only does it put the scale of charges in context in terms of their importance to overall viability, it also enables direct comparison between different authorities.

5.2.2 The charge rates per sq. m, expressed as a percentage of sales values per sq. m, can then be considered alongside that for authorities where CIL has been adopted and the charge rates found to be viable by an examiner. We have undertaken this exercise for each of the CIL Charging schedules adopted nationally to date. The findings are shown in Table 5.1 below.

Table 5.1 CIL Rates as a Percentage of Residential Values

Local Authority	Adoption Date	CIL Rate	Assumed Residential Value (per sq. m)	CIL Rate as %age of Value
Redbridge	1 January 2012	£70	£3,767	1.9%
Portsmouth	1 April 2012	£105	£2,850	3.7%
Huntingdonshire	1 May 2012	£85	£1,884	4.5%
Wandsworth	1 November 2012	£575	£10,764	5.3%
Bristol	1 January 2013	£70	£3,496	2.0%
Wycombe	1 November 2012	£125	£3,500	3.6%
Croydon	1 April 2013	£120	£3,636	3.3%
Havant	1 August 2013	£100	£3,014	3.3%
East Cambridge	1 February 2013	£40	£2,000	2.0%
Greater Norwich	1 July 2013	£115	£2,600	4.4%
Broadland	15 July 2013	£115	£2,520	4.9%
Norwich	Expected Feb 2014	-	-	-
South Norfolk				

Mid Devon	1 October 2013	£90	£2,200	<b>4.0%</b>
Elmbridge	1 April 2013	£125	£4,000	<b>3.1%</b>
Plymouth	1 June 2013	£30	£2,153	<b>1.4%</b>
Barnet	1 May 2013	£135	£6,735	<b>2.0%</b>
Fareham	1 May 2013	£105	£2,800	<b>3.8%</b>
Exeter	1 November 2013	£80	£2,380	<b>3.4%</b>
Waveney	1 August 2013	£150	£4,500	<b>3.3%</b>
Southampton	1 September 2013	£70	£2,905	<b>2.4%</b>
Oxford	21 October 2013	£100	£2,985	<b>3.4%</b>
Harrow	1 October 2013	£110	£4,390	<b>2.5%</b>
Taunton Deane	1 April 2014	£70	£2,090	<b>3.4%</b>
			<b>Overall Average</b>	<b>3.25%</b>

5.2.3 The findings show that there is significant diversity in rates as a proportion of value across the country. The lowest figure is just 1.4% of value, whilst the highest is 5.3%. The average across all of the authorities assessed is 3.25%. We set out the corresponding assessment for the rates proposed for Selby in Table 5.2 below.

Table 5.2 Selby CIL Rates as a Percentage of Value

Value Zone	Residential Value (per sq. m)	Proposed CIL Rate	CIL Rate as Percentage of Value
Low Value	£1,850	£25	1.4%
Moderate Value	£2,000	£45	2.3%
High Value	£2,150	£45	2.1%

5.2.4 Table 5.2 shows the proposed rates for Selby range between 1.4% and 2.3% of the sales value. As such all of the rates proposed are lower than the national average.

5.2.5 A key point to note is that the charge rate for the lower value zone represents a lower percentage of development value, reflecting that development of such sites is likely to be more challenging in viability terms. This approach has been commended at Examination<sup>4</sup>.

5.2.6 Overall, it is clear from this assessment that the proposed charges for Selby are in line with, if not more conservative than, those that have been set elsewhere in the country, were considered viable by an Examiner and are in operation.

<sup>4</sup> Trafford CIL Examiner's Report February 2014

### 5.3 CIL and S106 Comparisons

- 5.3.1 A further means of benchmarking proposed CIL rates is to compare the costs to developers of CIL against that the equivalent costs under the current S016 regime. In order to undertake this analysis, the Council has provided us with recent planning approvals which have a signed S106 agreement from which we can draw comparisons. The schemes are:
- Manor Farm, North Duffield (2005/0226/FUL) – 34 dwellings;
  - Station Road, Riccall (2007/1103/FUL) – 58 dwellings;
  - Dunelm Farm, Riccall (2011/1048/FUL) – 13 dwellings;
  - Land South of Ousegate, Selby (2010/044/FUL) – 10 dwellings;
  - White House Farm, Thorpe Willoughby – 149 dwellings; and
  - Water Lane, Eggborough (2011/0261/FUL) – 7 dwellings.
- 5.3.2 Using the details of the approved schemes, Table 6.3 below provides a 'like-with-like' comparison of S106 and CIL contributions for the residential developments, applying the proposed CIL rates to the net additional market floorspace at the achieved level of affordable housing.
- 5.3.3 It should be noted that if the full policy level of affordable housing is provided (which is not achieved in some cases) then the CIL liability would be smaller because affordable housing is not liable for CIL.

Table 5.3 S106 and CIL Comparison – Residential (at achieved Affordable Housing provision)

<b>Residential</b>							
<b>Development Location</b>	<b>Application Ref:</b>	<b>Number/Type of Units</b>	<b>Affordable Percentage</b>	<b>Total S106 Contribution<sup>2</sup></b>	<b>S106 per unit</b>	<b>CIL Revenue at £45/sq. m</b>	<b>CIL Revenue at £25/sq. m</b>
<i>Manor Farm, North Duffield (Barratt)</i>	<i>2005/0226/FUL</i>	<i>34</i>	<i>41.2</i>	<i>£102,543</i>	<i>£3,015.97</i>	<i>£99,000</i>	<i>-</i>
<i>Station Road, Riccall (Stamford Homes)</i>	<i>2007/1103/FUL</i>	<i>58</i>	<i>18.9</i>	<i>£260,647</i>	<i>£4,493.91</i>	<i>£232,650</i>	<i>-</i>
<i>Dunelm Farm, Riccall (Linden Homes)</i>	<i>2011/1048/FUL</i>	<i>13</i>	<i>0</i>	<i>£13,546</i>	<i>£1,042.00</i>	<i>£64,350</i>	<i>-</i>
<i>Land South of Ousegate, Selby</i>	<i>2010/0044/FUL</i>	<i>10</i>	<i>0</i>	<i>£11,730</i>	<i>£1,173.00</i>	<i>-</i>	<i>£27,500</i>
<i>White House Farm, Thorpe Willoughby (Linden)</i>	<i>2012/0852/FUL</i>	<i>149</i>	<i>40.3</i>	<i>£1,004,623</i>	<i>£6,742.44</i>	<i>-</i>	<i>£244,750</i>
<i>Water Lane, Eggborough</i>	<i>2011/0261/FUL</i>	<i>7</i>	<i>0</i>	<i>£8,022</i>	<i>£1,146.00</i>	<i>-</i>	<i>£19,250</i>



- 5.3.4 Of the six residential schemes considered, three are shown to have incurred higher costs under the current Section 106 regime that would have been the case if CIL were in place, whilst the other three would have contributed more under CIL. As mentioned above, if policy levels of affordable housing are assumed then the CIL cost would be further reduced. Of the schemes where CIL is lower than S106, the CIL liability represents between 24.4% and 96.5% of the cost of the S106.
- 5.3.5 Overall, these findings show that the cost to developers of the proposed CIL charges are generally comparable to the level of developer contributions that have been made in recent years. Indeed, in 50% of the cases, CIL would have resulted in lower costs to the developer.



## 6 Revised Charging Schedule

- 6.1.1 As a result of this further analysis outlined in sections 3 and 5, we are suggesting revisions to the charging schedule as originally drafted. The revised charging schedule will read as follows.

Table 6.1 Revised Charging Schedule

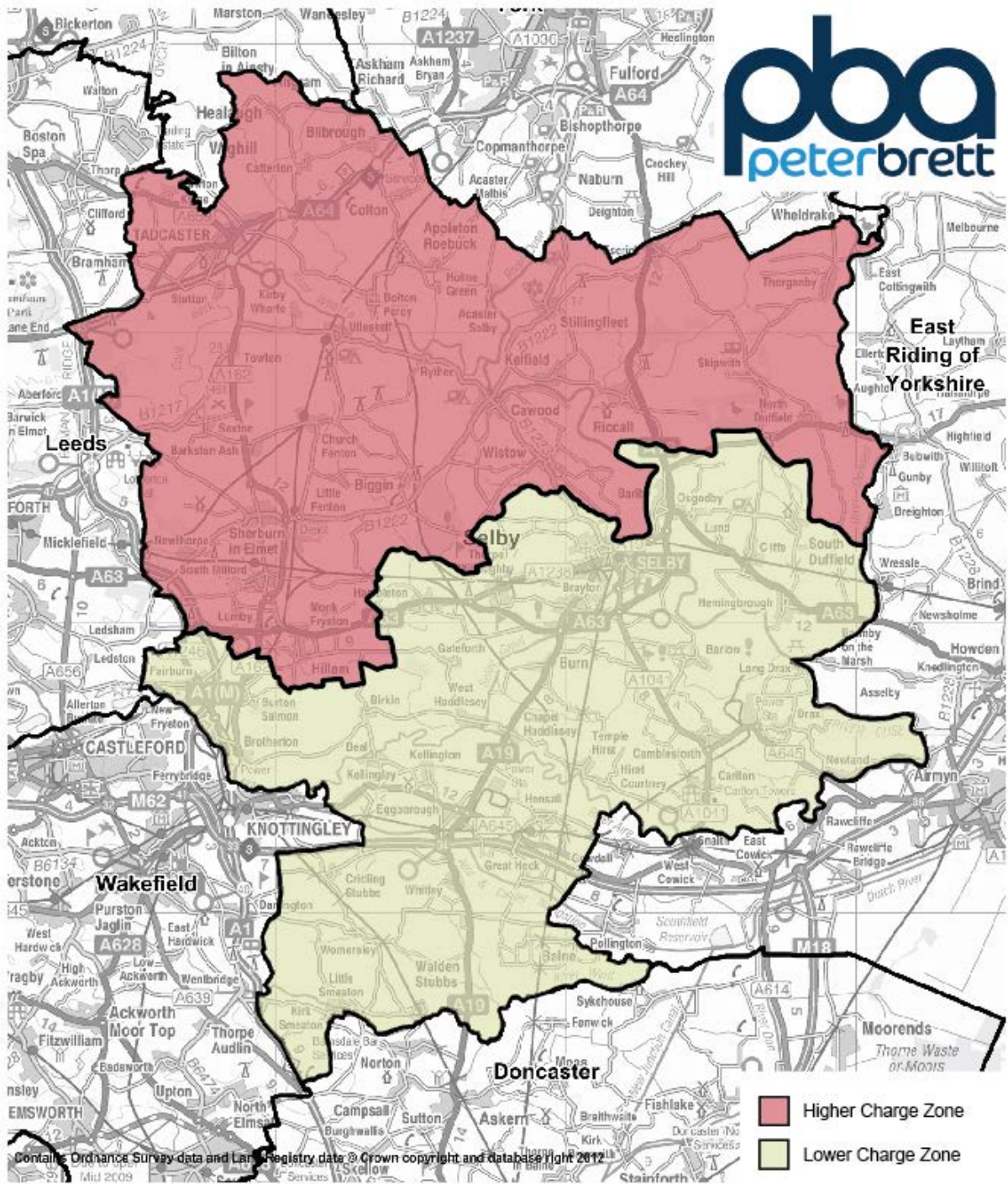
Use	Proposed CIL Charge per sq. m
<b>Private market houses (excl. apartments)</b>	
Low value areas	£25
All other areas	£45
<b>Supermarkets<sup>5</sup></b>	£110
<b>Retail Warehouse</b>	£60
<b>Public/Institutional facilities as follows: education, health, community and emergency services</b>	£0
<b>All other chargeable development (incl. apartments)</b>	£0

### 6.2 Proposed Charging Zones

- 6.2.1 In line with the evidence presented in the September 2013 Viability Study, a two zone approach to charging for private market housing is proposed. No comments were received as part of the PDCS consultation in respect of the proposed charging zone boundaries and it is considered that the boundaries continue to reflect local evidence.
- 6.2.2 The proposed rates are £25 per sq. m for houses in the in low value areas (yellow) and £45 per sq. m in all other areas (red), as defined by the charge zone map below.

<sup>5</sup> As defined in section 4

Figure 6.1 Charge Zone Map



# REPORT

Reference: E/14/18

Public – Item 14



**To:** The Executive  
**Date:** 3 July 2014  
**Status:** Non Key Decision  
**Report Published:** 25 June 2014  
**Author:** Drew Fussey  
**Executive Member:** Cllr Gillian Ivey  
**Lead Director:** Janette Barlow

**Title: Proposal to create a North Yorkshire Community Safety Partnership**

## Summary:

All the responsible authorities<sup>1</sup> in North Yorkshire are being asked to combine the six Community Safety Partnerships into one North Yorkshire Community Safety Partnership, supported by district based local delivery teams.

The proposal is made in the interests of efficiency and economy given the significantly reduced resources available for community safety in the county, alongside the background of significantly reduced budgets for most responsible authorities.

## Recommendations:

- 1 Agree to dissolve the Selby District Community Safety Partnership and create one North Yorkshire Community Safety Partnership, supported by district based local delivery team taking effect no later than 30 September 2014.**
- 2 Agree that the Executive Director will be the appointed person to represent the council at meetings of the North Yorkshire Community Safety Partnership.**

## Reasons for recommendation

As a responsible authority<sup>1</sup> legislation requires the council to agree to the creation of the North Yorkshire CSP for the reasons explained at 1.1.

The Council have also been asked to formally nominate one individual to represent the council as one of the responsible Authorities in North Yorkshire.

## **1. Introduction**

1.1 Legislation allows for responsible authorities to propose a combination of CSPs in the interests of efficiency and economy. The power to approve a combination now rests with the relevant Police and Crime Commissioner. However, the request can only come from the responsible authorities; Selby District Council is a responsible authority under the Crime and Disorder Act 1998.

## **1.2 Background**

1.2.1 The Crime and Disorder Act 1998 (as amended) requires the police force, local authorities, fire and rescue, probation and clinical commissioning groups (collectively known as the responsible authorities) to work together and with others to:

- a. Protect their local communities from crime and help people feel safer;
- b. Deal with local issues like antisocial behaviour, drug or alcohol misuse and re-offending; and
- c. Assess local crime priorities and consult partners and the local community about how to deal with them.

1.2.2 Currently there are six Community Safety Partnerships (CSPs) in North Yorkshire: Craven, Hambleton and Richmondshire, Harrogate, Ryedale, Scarborough and Selby. Originally there were seven; but Hambleton and Richmondshire merged in 2011. In addition, legislation requires that where there is more than one CSP in a county council area, there must also be a county-wide strategy group.

1.2.3 Partners have been considering the nature and number of partnerships in recent years, including those relating to community safety. In January 2011 Local Government North Yorkshire and York agreed four principles for a new approach to partnerships:

- a. The minimum number and simplest of partnership structures, consistent with delivering the required outcomes and statutory requirements;
- b. A North Yorkshire and York approach to county/sub-regional partnership structures as far as possible, recognising that a

<sup>1</sup> The responsible authorities for an area are the police force, local authorities, fire and rescue authority, probation, and clinical commissioning groups. Police and Crime Commissioners are not responsible authorities, unlike the former Police Authorities.

- degree of pragmatism will be required given the different local authority structures in North Yorkshire and York;
- c. Local partnerships, including shared community engagement arrangements, at the most appropriate local level; and
  - d. The use of task and finish groups to deal with particular issues, rather than standing thematic partnerships or sub-groups.
- 1.2.4 Until 2010 the Home Office provided funding to support the work of CSPs in England via the Government Offices for the Regions. From 2010 the Home Office funding came via upper-tier local authorities such as North Yorkshire County Council. In addition, since 2010 the amount of Home Office funding for community safety has reduced considerably; in North Yorkshire from over £700k per year to around £250k per year. In April 2013 the Home Office transferred the funding to the police and crime commissioners, as an integral part of their main grant from the Home Office rather than ring-fenced or separately identified for CSPs.
- 1.2.5 Prior to the election of Police and Crime Commissioners, the York and North Yorkshire Safer Communities Forum reviewed the future of partnerships concerned with community safety with a view to reducing cost and focusing local energy on a locally based problem solving approach. Proposals focused on reducing the number of CSPs whilst maintaining local groups to ensure the effective delivery of a locally based problem solving approach.
- 1.2.6 Discussions have continued since, including with the Police and Crime Commissioner following her election in November 2012. The Police and Crime Commissioner has strongly supported and encouraged the principle of one CSP for North Yorkshire, alongside one CSP for York. She also encouraged local areas to develop appropriate solutions for their area, which is set out in the arrangements for the local delivery teams.

## **2.0 The Report**

### **2.1 Proposal to create a North Yorkshire CSP**

- 2.1.1 The proposal is to combine the six Community Safety Partnerships in North Yorkshire into one North Yorkshire Community Safety Partnership, supported by district based local delivery teams. The draft constitution for the North Yorkshire CSP is set out in Appendix 1; this will need to be agreed at the first meeting of the North Yorkshire CSP.
- 2.1.2 The proposal is made in the interests of efficiency and economy given the significantly reduced resources available for community safety in the county, alongside the background of significantly reduced budgets for most responsible authorities.

- 2.1.3 In this context, district based local delivery teams will better enable responsible authorities, through operational managers, to implement a partnership based problem solving approach - working together to identify and mitigate the impact of crime and disorder issues on the locality or victim and to promote crime prevention activities.
- 2.1.4 A single CSP will also better enable a strategic approach to community safety, including applying for funding from the Police and Crime Commissioner. The Police and Crime Commissioner has indicated that she will be seeking bids for funding from a York CSP and a North Yorkshire CSP for the period October 2014 to March 2016, after which she will move to an open commissioning process.
- 2.1.5 All responsible authorities will need to agree to the proposal. There are currently 17 responsible authorities (police force, eight local authorities, fire and rescue authority, probation trust and six clinical commissioning groups), although the number will shortly increase to 18 when a national reorganisation of the probation service create a national probation service and regional community rehabilitation companies.
- 2.1.6 If any responsible authority does not agree to the proposal, the combination cannot go ahead in respect of the districts served by that responsible authority. However, the combination can still go ahead in respect of the districts not served by that responsible authority.
- 2.1.7 All responsible authorities are being requested to consider and agree to the proposal by the end of July 2014, with the combination taking effect no later than 30 September 2014, subject to the agreement of the Police and Crime Commissioner.
- 2.1.8 The funding from the Police and Crime Commission for the current six CSPs ends on 30 September 2014. Officers of the responsible authorities have already met as a shadow North Yorkshire CSP to start preparing a bid to the Police and Crime Commissioner for funding from October 2014, with an expected deadline for the bid of 30 June 2014.
- 2.1.9 Selby District CSP is in favour of the combination. This is because all the other statutory bodies operate county wide or in more than just one district. They feel one NYCSP will have more strategic influence and improve efficiency. However, they are keen to retain local coordination to ensure funding is secured to maintain local MAPS (Multi-Agency Problem Solving).



## **2.2 Local authority crime and disorder overview and scrutiny committees**

- 2.2.1 Every local authority is required to designate a committee with the power to review or scrutinise decisions made, or actions taken in connection by the discharge by the responsible authorities of their crime and disorder functions.
- 2.2.2 This duty and power would not change with combination of the CSPs. It would be possible for local authorities to exercise this duty and power through a joint committee, but this would have to be entirely separate from the Police and Crime Panel. It is anticipated that the eight local authorities are likely to want to continue to exercise the duty and power individually in the best interests of their residents, but a protocol or understanding between the committees may be helpful to avoid any duplication of effort.
- 2.2.3 It is recommended that all responsible authorities consider and agree, by the end of July 2014, to the proposal to combine the six Community Safety Partnerships in North Yorkshire into one North Yorkshire Community Safety Partnership with the combination taking effect no later than 30 September 2014.

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

### **3.1 Legal Issues**

- 3.1.1 If any responsible authority does not agree to the proposal, the combination cannot go ahead in respect of the district(s) served by that responsible authority. However, the combination can still go ahead in respect of the districts not served by that responsible authority.

### **3.2 Financial Issues**

- 3.2.1 There are no direct financial issues to the council as a result of this report. However, the Councils ability to access funding offered by the OPCC will be delayed if any of the statutory partners fail to support the creation of the NY CSP.

## **4. Conclusion**

- 4.1 The efficiencies and economy of scale gained by combining the six CSP will benefit the council and the creation of the Local Delivery Team will ensure the district's response to community safety priorities are still talked effectively at the local level.

**5. Background Documents**

None

**6. Appendices:**

**North Yorkshire Community Safety Partnership Constitution**

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## **North Yorkshire Community Safety Partnership**

### **Constitution**

#### **1 Background**

- 1.1 The Crime and Disorder Act 1998 (as amended) requires the Police Service, Local Authorities, Fire and Rescue Authority, National Probation Service, Community Rehabilitation Company, and Clinical Commissioning Groups (collectively known as the responsible authorities) to work together and with others to:
  - d. Protect their local communities from crime and help people feel safer;
  - e. Deal with local issues like antisocial behaviour, drug or alcohol misuse and re-offending; and
  - f. Assess local crime priorities and consult partners and the local community about how to deal with them.
- 1.2 In the interests of efficiency and economy, the responsible authorities in the county of North Yorkshire have agreed to establish a single Community Safety Partnership (CSP) for North Yorkshire (to be known as the North Yorkshire Community Safety Partnership).
- 1.3 The purpose of the CSP is to bring together the responsible authorities, supported by other relevant organisations, to fulfil their statutory responsibilities to work together.
- 1.4 The CSP will be supported by district based Local Delivery Teams (LDTs).

#### **2 Role and functions**

- 2.1 The CSP will:
  - a. Input into the development of the Joint Strategic Intelligence Assessment (JSIA), in partnership with the LDTs.
  - b. Agree the Joint Strategic Intelligence Assessment for North Yorkshire.
  - c. Develop and agree a three year Community Safety Partnership Plan, updated annually, for reducing crime and disorder in North Yorkshire.
  - d. Monitor and evaluate activity undertaken to deliver the Plan.
  - e. Develop links and opportunities for collaborative working between the responsible authorities and other relevant organisations to deliver the most efficient and effective

community safety services for the communities of North Yorkshire within available resources.

- f. Agree the terms of reference of the LDTs.
- g. Receive regular updates from each of the LDTs and provide updates in return.
- h. Mitigate risks to community safety services by finding and implementing the most appropriate control measures.
- i. Attract funding and resources from appropriate funding streams and/or organisations.
- j. Agree the utilisation of funding and other resources attracted by the CSP.
- k. Provide advice and feedback to the Police and Crime Commissioner to support the development of the Police and Crime Plan and commissioning strategy.
- l. Communicate and consult with the communities of North Yorkshire in partnership with the LDTs, on community safety matters and ensure any feedback received follows an appropriate channel to influence the work of the CSP.
- m. Take the lead with regard to Domestic Homicide Reviews, in accordance with national guidance.

### **3 Membership of the CSP**

#### **3.1 Meeting support:**

- a. Chair - from one of the responsible authorities, elected annually by the representatives of the responsible authorities, working to a role description agreed by the representatives of the responsible authorities.
- b. Deputy Chair - from one of the responsible authorities, elected annually by the representatives of the responsible authorities, working to a role description agreed by the representatives of the responsible authorities.
- c. Secretariat support for meetings of the CSP - provided by North Yorkshire County Council.

#### **3.2 Responsible Authorities:**

- a. Airedale, Wharfedale and Craven Clinical Commissioning Group
- b. Craven District Council
- c. Hambleton District Council
- d. Hambleton, Richmondshire and Whitby Clinical Commissioning Group
- e. Harrogate and Rural District Clinical Commissioning Group
- f. Harrogate Borough Council
- g. Humberside, Lincolnshire, and North Yorkshire Community Rehabilitation Company
- h. National Probation Service
- i. North Yorkshire County Council
- j. North Yorkshire Fire and Rescue Authority
- k. North Yorkshire Police
- l. Richmondshire District Council

- m. Ryedale District Council
- n. Selby District Council
- o. Scarborough and Ryedale Clinical Commissioning Group
- p. Scarborough Borough Council
- q. South Lakes Clinical Commissioning Group
- r. Vale of York Clinical Commissioning Group

- 3.3 Representatives of responsible authorities:
- a. Every responsible authority will be represented by one person with the requisite authority necessary to direct activity related to community safety.
  - b. A representative may nominate a named substitute with appropriate seniority and knowledge to attend and act in their absence.
  - c. One person cannot represent more than one responsible authority.
  - d. Representatives of responsible authorities shall receive agendas, papers and minutes of CSP meetings.
  - e. Representatives of responsible authorities shall have the right to speak and vote on all items at all meetings.
  - f. With the specific agreement of the CSP, more than one person from a responsible authority may receive agendas and papers for CSP meetings and attend meetings; however only one representative from each responsible authority may vote at meetings.
- 3.5 Relevant organisations:
- a. Office of the Police and Crime Commissioner
  - b. North Yorkshire (Local) Criminal Justice Board
  - c. North Yorkshire Youth Justice Service
  - d. North Yorkshire and York Forum or nominated representative from the voluntary and community sector
  - e. Safer York Partnership
  - f. Other organisations as agreed from time to time by the responsible authorities
- 3.6 Representatives of relevant organisations:
- a. Every relevant organisation will be represented by one person appointed by the organisation with the requisite authority necessary to direct activity related to community safety.
  - b. A representative may nominate a named substitute with appropriate seniority and knowledge to attend and act in their absence.
  - c. Representatives of relevant organisations shall receive agendas, papers and minutes of CSP meetings.
  - d. Representatives of relevant organisations shall have the right to speak on all items at all meetings but not to vote at meetings.

## **4 Meetings and other arrangements**

- 4.1 The CSP shall meet at least three times a year on dates agreed by the CSP. Additional meetings may be called by the Chair and shall be called upon the request of representatives of at least four responsible authorities.
- 4.2 Meetings will be quorate if representatives of at least six responsible authorities are present.
- 4.3 Every reasonable effort will be made to ensure that decisions are taken by consensus. In the event of a consensus not being reached, a decision will be reached by a simple majority of representatives of responsible authorities present and voting at the meeting, with each responsible authority having one vote. In the event of it not being possible to reach a decision by a simple majority of members present and voting, the Chair will have an additional casting vote. Voting shall be by show of hands.
- 4.4 In the absence of both the Chair and Deputy Chair, the representatives of the responsible authorities present will, as the first item of business, appoint one of themselves to chair the meeting.
- 4.5 The Chair will determine the content and structure of meeting agendas. Any member may suggest items for inclusion on the agenda by contacting the Chair at least ten working days before the meeting. Items not identified on the agenda may be raised by representatives under the 'Any Other Business' agenda item at the CSP meeting.
- 4.6 Agendas and papers for a meeting should normally be circulated five working days before the meeting is due to take place. The minutes of a meeting should normally be circulated within ten working days after the meeting.
- 4.7 All information included with agendas, papers and minutes of meetings must comply with all relevant public information legislation.
- 4.8 If any dispute or difference arises, members are expected to respect each other's views and seek to identify and deal with the issues of concern. If necessary, the Chair will identify a mutually acceptable person or process to guide the relevant members to a resolution.
- 4.9 All representatives of responsible authorities and all representatives of relevant organisations must declare any interests which could influence the decisions they make as part of the CSP.

- 4.10 The CSP may establish sub-groups to deliver specific pieces of work. Every sub-group must have terms of reference agreed by the CSP that clarify the remit, purpose and membership; and must be disestablished once the purpose has been achieved.
- 4.11 Whilst the work of the CSP may influence the decision and policy making of the responsible authorities and relevant organisations, the responsible authorities and relevant organisations appreciate that they are independent of each other and need to make their own decisions in relation to the work of the CSP in accordance with their own authority's or organisation's procedures. These responsibilities cannot be delegated to the CSP. Each representative therefore remains accountable to their own authority or organisation.

## **5 Local Delivery Teams**

- 5.1 A Local Delivery Team (LDT) will exist for each of the districts in North Yorkshire. One LDT may work across more than one district by mutual agreement between the responsible authorities in those districts.
- 5.2 The purpose of the LDT is to bring together the operational managers of the responsible authorities, supported by other relevant organisations, to coordinate and ensure the delivery of the North Yorkshire Community Safety Partnership Plan in the district, in particular to:
- a. Protect their local communities from crime and disorder, and help people feel safer;
  - b. Deal with local issues like antisocial behaviour, drug or alcohol misuse, re-offending and crime prevention; and
  - c. Assess local crime and disorder priorities and consult partners and the local community about how to deal with them.
- 5.3 As a minimum the LDT will:
- a. Input into the development of the Joint Strategic Intelligence Assessment (JSIA) and the North Yorkshire Community Safety Partnership Plan.
  - b. Coordinate the activity of responsible authorities and other relevant organisations to ensure the delivery of the North Yorkshire Community Safety Partnership Plan in the district.
  - c. Share relevant local information and knowledge, including that supplied by the Office of the Police and Crime Commissioner and the Police.
  - d. Maintain a problem solving approach; working in partnership to identify and mitigate the impact of crime and disorder issues on the locality or victim and to promote crime prevention activities.
  - e. Provide regular updates to and receive regular updates from the North Yorkshire Community Safety Partnership.

- f. Advise the North Yorkshire Community Safety Partnership on key matters relating to local community safety to support the development of strategic themes and priorities.
- g. Monitor and respond to emerging trends and issues that require a quick delivery response.
- h. Support partners and the community to deliver community safety solutions and projects in a timely and expedient manner.
- i. Work collaboratively with North Yorkshire Community Safety Partnership, delivery partners commissioned by the Office of the Police and Crime Commissioner, and other LDTs to ensure enhanced, effective and efficient joined up delivery at district level.
- j. Provide regular updates to the relevant local authority crime and disorder overview and scrutiny committee(s).

#### 5.4 Membership:

- a. Core (voting) membership will comprise operational managers from the responsible authorities.
- b. Representatives (operational managers) of other relevant organisations (for example the voluntary and community sector) may be co-opted, as agreed by the core membership.
- c. Others as agreed by the core membership.

#### 5.5 Each LDT will agree its own arrangements with regard to:

- a. Appointment of Chair and Deputy Chair
- b. Administrative support
- c. Frequency of meetings
- d. Quorum
- e. Decision making
- f. Content of agenda
- g. Circulation of papers / action logs
- h. Resolution of disputes and differences
- i. Declaration of interests
- j. Task and finish groups

## 6 Constitution

- 6.1 This constitution will be reviewed by the CSP as necessary, but not less than every two years. All changes to the constitution must be agreed by the CSP.